

**PDF version of Approved  
Universal Joint Task List (UJTL) Database  
(Posted 25 Jan 09)**

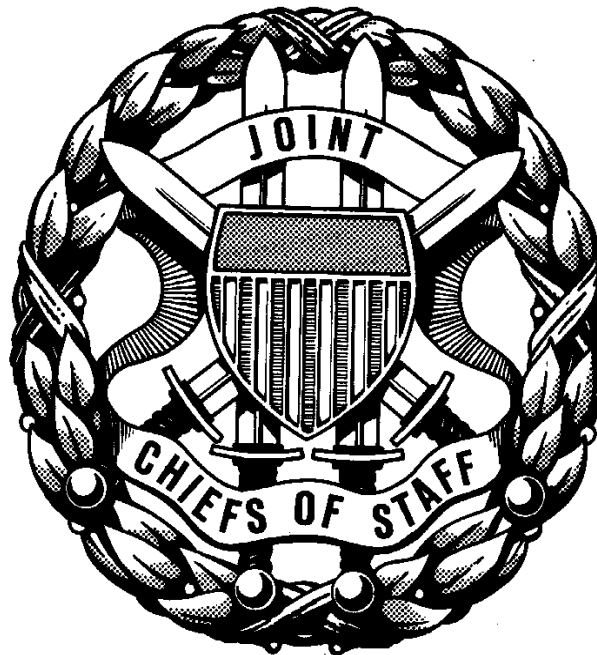
**This update contains UJTL Tasks approved in the following  
Joint Staff Action Packages:**

**JSAP J-7A 00203-08 – 30 Information Operations tasks.**

**DJS approval date: 10 Dec 08**

**JSAP J-7A 20006-09 – 21 Combating Weapons of  
Mass Destruction tasks.**

**DJS approval date: 15 Jan 09**



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**This PDF reflects changes to the following tasks:**

- SN 4.5.1 Provide Integrated Business Sustainment Support
- SN 5.5.9 Manage Military Deception (MILDEC)
- SN 5.5.11 Manage Cyberspace Operations
- SN 8.1.11 Support Humanitarian Mine Action (HMA) Program Activities
- ST 2 Conduct Theater Intelligence Operations
- ST 2.1 Manage Theater Intelligence Enterprise
- ST 2.1.1 Coordinate Theater Organizational and Functional Intelligence Requirements with Department of Defense (DOD), Multinational, and Supporting Organizations and Agencies
- ST 2.1.2 Manage Theater Intelligence Information Technology (IT) Architecture
- ST 2.1.3 Develop Theater Intelligence Enterprise Information Management Plan (IMP)
- ST 2.1.4 Manage Intelligence Programs
- ST 2.1.5 Manage Intelligence Assets in Theater
- ST 2.1.5.1 Provide Counterintelligence (CI) and Human Intelligence (HUMINT) Support to Theater Operations
- ST 2.1.5.2 Deploy the Command's Joint Force Intelligence Directorate Counterintelligence and Human Intelligence Staff Element (J-2X) and Support Cells.
- ST 2.1.6 Perform Joint Intelligence Operations Functions
- ST 2.1.7 Provide Administrative Intelligence Services and Support
- ST 2.1.7.1 Provide Foreign Disclosure Services for Theater Operations
- ST 2.1.7.2 Provide Special Security Office (SSO) Services for Theater Operations
- ST 2.1.7.3 Provide Theater Intelligence Training Services
- ST 2.1.8 Manage Theater Intelligence Boards, Bureaus, Centers, Cells, and Working Groups
- ST 2.1.9 Manage Intelligence Agreements with Foreign Nations
- ST 2.1.10 Evaluate Theater Intelligence Enterprise
- ST 2.2 Manage Theater Intelligence Collection
- ST 2.2.1 Conduct Theater Collection Operations Management (COM)
- ST 2.2.2 Conduct Theater Collection Requirements Management (CRM)
- ST 2.2.3 Collect Meteorological and Oceanographic (METOC) Information
- ST 2.2.4 Conduct Theater Collection Assessment
- ST 2.2.5 DELETED - Conduct Human Intelligence (HUMINT) Operations in Theater

- ST 2.2.5.1 DELETED - Provide Interrogation Support to Combatant Commands
- ST 2.3 Manage Processing and Exploitation of Collected Theater Information
  - ST 2.3.1 Conduct Single-Source Exploitation
  - ST 2.3.2 Collate Theater Strategic Information
  - ST 2.3.3 Correlate Theater Strategic Information
- ST 2.4 Analyze and Produce Theater Intelligence
  - ST 2.4.1 Conduct Theater Joint Intelligence Preparation of the Operational Environment (JIPOE)
    - ST 2.4.1.1 DELETED - Identify Theater Issues and Threats
    - ST 2.4.1.2 DELETED - Determine Enemy's Theater Strategic Capabilities and Intentions
  - ST 2.4.2 Develop Theater Threat Assessment and Warning
    - ST 2.4.2.1 DELETED - Provide Theater Strategic Indications and Warning
    - ST 2.4.2.2 DELETED - Provide Theater Current Intelligence
    - ST 2.4.2.3 DELETED - Provide Theater General Military Intelligence
    - ST 2.4.2.4 DELETED - Provide Target Intelligence for Theater Planning and Execution
    - ST 2.4.2.5 DELETED - Provide Scientific and Technical Intelligence for Planning and Execution
  - ST 2.4.3 Provide Theater Intelligence Products
- ST 2.5 Disseminate and Integrate Theater Strategic Intelligence
  - ST 2.5.1 Manage Theater Intelligence Dissemination Operations
  - ST 2.5.2 Integrate Intelligence into Theater Operations
  - ST 2.5.3 Disseminate Theater Strategic Time-Sensitive Information
- ST 2.6 Maintain Situational Awareness (SA)
- ST 2.7 Integrate Theater Intelligence Support into Plans
  - ST 2.7.1 Conduct Intelligence Planning
  - ST 2.7.2 Lead Development of Theater Priority Intelligence Requirements (PIRs) and Information Requirements (IRs)
- ST 2.8 Integrate Theater Intelligence Capabilities with Operations
  - ST 2.8.1 Provide Intelligence Support to Theater Time-Sensitive Target (TST) Operations
  - ST 2.8.2 Provide Intelligence Support to Theater Dynamic Re-tasking
  - ST 2.8.3 Conduct Human Intelligence (HUMINT) Operations in Theater
    - ST 2.8.3.1 Provide Interrogation Support to Combatant Commands
- ST 2.9 Integrate Theater Intelligence Support into Targeting Cycle
  - ST 2.9.1 Support Maintenance of Theater Target Lists
  - ST 2.9.2 Support Munitions Effectiveness Assessment (MEA)
  - ST 2.9.3 Support Re-Attack Recommendations
  - ST 2.9.4 Conduct Theater Battle Damage Assessment (BDA)

- ST 2.10 Support Theater Assessments
- ST 3.2.2.2 DELETED - Conduct Theater Electronic Attack (EA)
- ST 5.5.9 Conduct Military Deception (MILDEC)
- ST 5.5.9.1 Coordinate Military Deception (MILDEC)
- ST 5.5.10 Direct Electronic Warfare (EW)
- ST 5.5.10.1 Coordinate Electronic Warfare (EW)
- ST 5.5.10.2 Direct Electronic Attack (EA)
- ST 5.5.10.3 Direct Electronic Warfare Support (ES)
- ST 5.5.10.4 Direct Electronic Protection (EP)
- ST 6.4 DELETED - Conduct Deception in Support of Theater Strategy and Campaigns
- ST 6.4.2 DELETED - Misinform Adversary Regarding Conduct of Theater Strategy, Campaigns, and Unified Operations
- ST 6.4.3 DELETED - Assess Effect of Theater Deception Plan
- ST 8.4.6 Provide Logistic Support to Civil Authorities in the United States
- OP 3.1.3.1 Provide Support to Defeat Threats in Hardened and Deeply Buried Targets (HDBTs)
- OP 3.2.2.2 DELETED - Employ Electronic Attack (EA) in the Joint Operations Area
- OP 5.1.14 Establish a Collaborative Environment
- OP 5.6.3 Conduct Military Deception (MILDEC) in the Joint Operations Area (JOA)
- OP 5.6.3.1 Coordinate Military Deception (MILDEC) in the Joint Operations Area (JOA)
- OP 5.6.4 Conduct Electronic Warfare (EW) in the Joint Operations Area (JOA)
- OP 5.6.4.1 Coordinate Electronic Warfare (EW) in the Joint Operations Area (JOA)
- OP 5.6.4.2 Conduct Electronic Attack (EA) in the Joint Operations Area (JOA)
- OP 5.6.4.3 Conduct Electronic Warfare Support (ES) in the Joint Operations Area (JOA)
- OP 5.6.4.4 Conduct Electronic Protection (EP) in the Joint Operations Area (JOA)
- OP 5.6.9 DELETED - Provide Electronic Warfare (EW) Capability
- OP 6.2.11 DELETED - Provide Counter Deception Operations
- OP 6.4 DELETED - Conduct Military Deception in Support of Subordinate Campaigns and Major Operations
- OP 6.4.1 DELETED - Develop Operational Deception Plan
- OP 6.4.2 DELETED - Conduct Operational Deception
- OP 6.4.3 DELETED - Assess Effect of Operational Deception Plan
- TA 5.6.3 Execute Military Deception (MILDEC) in the Joint Operations Area (JOA)
- TA 5.6.3.1 Coordinate Employment of Military Deception (MILDEC) in the Joint Operations Area (JOA)

- TA 5.6.4 Employ Electronic Warfare (EW) in the Joint Operations Area (JOA)
  - TA 5.6.4.1 Coordinate Employment of Electronic Warfare (EW) in the Joint Operations Area (JOA)
  - TA 5.6.4.2 Employ Electronic Attack (EA) in the Joint Operations Area (JOA)
  - TA 5.6.4.3 Employ Electronic Warfare Support (ES) in the Joint Operations Area (JOA)
  - TA 5.6.4.4 Employ Electronic Protection (EP) in the Joint Operations Area (JOA)
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## SN 1 Conduct Strategic Deployment and Redeployment

**DJS Approval Date:** 25-AUG-05

**Description:** To conduct the relocation of forces to desired theaters and their return in accordance with national military strategy and operation plans (OPLANs) to include within continental United States (CONUS) in support of Homeland Security missions. This task focuses on the movement of forces and resources from a point of origin to a specific operational area. Strategic deployment encompasses relocation of forces, equipment, and supplies to a theater from CONUS, or from one theater to another, for subsequent reception, staging, onward movement, and integration (RSOI). This task applies to mobilization and nonmobilization situations. Forces include air, land, and sea forces, as well as special operations forces. (JP 1, JP 3-35, JP 4-0, JP 5-0)

**Notes:** See ST 1.1, "Conduct Intratheater Strategic Deployment" for subsequent intratheater strategic deployment and concentration.

M1	Percent	Of Time-Phased Force and Deployment Data (TPFDD) sealifted units closed by latest arrival date at port of debarkation (LAD).
M2	Percent	Of TPFDD airlifted units closed by LAD.
M3	Percent	Of units close by LAD.
M4	Percent	Of sustainment movement requirements met by available sealift (during execution).

### SN 1.1 Determine Transportation Infrastructure and Resources

**DJS Approval Date:** 03-AUG-07

**Description:** To identify demands on common-user, organic, and contracted-commercial lift assets and en route support required to move forces to and from theaters in support of national military and theater strategies, operation plans, and multinational and regional needs. (JP 3-35, JP 4-0, JP 4-01, JP 4-01.3)

**Notes:** Deployment/Redeployment planning is considered under SN 5, "Provide Strategic Direction and Integration."

M1	Hours	To determine transportation feasibility.
M2	Hours	To identify available common-user lift assets worldwide to support critical, short-notice requirements in support of national or theater military strategies.
M3	Hours	To identify requirements for lift assets (in crisis situation).
M4	Yes/No	Was approval of Joint Strategic Capabilities Plan (JSCP) to approved operation plan (OPLAN) Time-Phased Force and Deployment Data (TPFDD) completed?
M5	Percent	Of airlift requirements miss latest arrival date at final destination because of unforeseen lack of en route support.
M6	Percent	Of requirements close between earliest arrival date (EAD) at final destination and latest arrival date (LAD).
M7	Percent	Of requirements planned to close between EAD and LAD.
M8	Percent	Of sealift requirements have adequate origin out-load and destination reception support infrastructure.
M9	Weeks	Since demands on common-user and organic lift assets last verified.
M10	Yes/No	In crisis action planning, US Transportation Command (USTRANSCOM) can determine transportation feasibility in time to allow the supported combatant commander to complete the commander's estimate for submission to the Chairman of the Joint Chiefs of Staff (CJCS).
M11	Hours	To determine transportation feasibility of supported combatant commander's TPFDD (from warning order) (assuming required over-flight rights, landing rights, en route support facilities, and critical common-user lift assets are available).
M12	Yes/No	The combatant commander in coordination with USTRANSCOM will determine if an OPLAN or operation plan in concept format (CONPLAN) with TPFDD is transportation feasible as a result of the final TPFDD refinement conference.
M13	Percent	Of OPLANs and CONPLANs with TPFDDs

	determined transportation feasible not later than (NLT) final TPFDD refinement conference.
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## SN 1.1.1 Determine Transportation and Support Availability

**DJS Approval Date:** 25-AUG-05

**Description:** To determine installation materiel handling capability, port throughput capacity, onward movement capability, transit times, overflight and landing rights, en route support facilities, and critical common-user lift asset availability. (JP 4-01, JP 4-01.3, JP 4-01.5)

M1	Days	To update and modify an assessment.
M2	Hours	To determine commercial transport industry response times and asset availability (from execution).
M3	Hours	To ascertain current state of Civil Reserve Airfleet (CRAF), Sealift Readiness Program (SRP), Voluntary Intermodal Sealift Agreement (VISA), and Ready Reserve fleet (RRF) assets.
M4	Hours	To identify seaport(s) of embarkation (SPOEs) (after Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).
M5	Hours	To identify transportation availability data for combatant command Course of Action development or analysis (for continental United States (CONUS)).
M6	Hours	To verify availability of all sourced CRAF aircraft and crews.
M7	Hours	To verify en route support facilities available, functioning at projected level or capable of reaching required operational levels with sourced deploying en route support equipment and personnel.
M8	Hours	To verify impact of current and forecast weather on transit times.
M9	Hours	To verify mission capability of all sourced airlift aircraft.
M10	Hours	To verify mission capability of all sourced deploying en route support personnel (during crisis action planning).
M11	Hours	To verify overflight and landing rights.



M12	Hours	To verify transit times with respect to weather (assuming required transit rights, vessel berthing permissions, landing rights, en route support facilities, and critical common-user lift assets are available.).
M13	Hours	To identify port of embarkation (POE)/port of debarkation (POD) current and predicted throughput capacity (after CJCS Warning Order).
M14	Hours	To verify mission capability of all sourced airlift aircraft (during crisis action planning).
M15	Hours	To verify mission capability of all sourced airlift aircrews (during crisis action planning).
M16	Months	Since last theater on-site capability assessment.
M17	Percent	Of CONUS installation outloading capability available at execution, compared to Destroyer (Navy Ship) (DD) Form 1726 Reports.
M18	Percent	Of POE/POD capacity employed.
M19	Percent	Of Time-Phased Force and Deployment Data (TPFDD) estimated rail capacity from point of origin to port of embarkation
M20	Percent	Of TPFDD estimated throughput capacity for installation, actually achieved.
M21	Percent	Of TPFDD estimated throughput capacity for POD, actually achieved.
M22	Percent	Of TPFDD estimated throughput capacity for POE, actually achieved.
M23	Hours	To verify operation plan (OPLAN)/operation plan in concept format (CONPLAN) transit times with respect to current and forecast weather (assuming transit rights, vessel berthing permissions, landing rights, en route support facilities, and critical common-user lift assets are available).
M24	Hours	To verify mission capability of all sourced deploying en route support equipment.
M25	Yes/No	Planned throughput does not exceed capacity of any POE/POD used.
M26	Percent	Of POE/POD with planned throughput exceeding capacity.
M27	Yes/No	United States Transportation Command (USTRANSCOM) can identify transportation

		availability data required for supported combatant commander's Course of Action development or analysis not later than (NLT) time coordinated with supported combatant commander/CJCS.
M28	Hours	To verify status of available personnel and equipment.
M29	Hours	To verify mission capability of all sourced airlift aircraft.
M30	Hours	To complete a transportation analysis to support strategic movement from identification of tasking.

## SN 1.1.2 Coordinate and Match Transportation Resources and Requirements

**DJS Approval Date:** 26-AUG-05

**Description:** To compare deployment requirements against the actual strategic lift assets made available. If a change in the allocation is required, the supported combatant command, in coordination with United States Transportation Command (USTRANSCOM), requests additional transportation allocations from the Chairman of the Joint Chiefs of Staff. (JP 3-35, JP 4-0, JP 4-01, JP 4-01.3)

M1	Percent	Of unit line number(s) (ULNs) arrive not later than (NLT) latest arrival date at port of debarkation (LAD) in airlift (during transportation feasibility estimator (TFE)).
M2	Percent	Of ULNs arrive NLT LAD in sealift (during TFE).
M3	Hours	To reallocate strategic lift assets in accordance with (IAW) Chairman of the Joint Chiefs of Staff (CJCS) direction.
M4	Hours	To justify and obtain change in lift allocation (during crisis action planning).
M5	Hours	To provide concept of operations (CONOPS) and estimate of lift capability in relationship to apportioned airlift and sealift assets (during crisis action planning).
M6	Hours	To validate and recommend change in lift allocation (during crisis action planning).
M7	Percent	Of planning time, used to determine transportation feasibility.

M8	Percent	Of unique deployable criteria, addressed.
M9	Yes/No	The combatant command in coordination with United States Transportation Command (USTRANSCOM) will determine if an operation plan (OPLAN) or operation plan in concept format (CONPLAN) with Time-Phased Force and Deployment Data (TPFDD) is transportation feasible as a result of the final TPFDD refinement conference.
M10	Hours	To determine transportation feasibility of combatant commander's TPFDD (from commander's estimate).
M11	Percent	Of TPFDD LADs planned with sufficient transportation resources for stated requirements during deliberate planning.
M12	Hours	Deviation from supported commander's crisis action planning (CAP) TPFDD closure and USTRANSCOM's evaluation.
M13	Hours	For USTRANSCOM to assist in development of an initial closure estimate in time to allow the supported combatant commander to complete the commander's estimate for submission to the CJCS.
M14	Yes/No	Determine if a course of action (COA) is transportation feasible in time to allow the supported combatant commander to complete the commander's estimate for submissions to CJCS (during crisis action planning).
M15	Yes/No	During crisis action planning, commander, USTRANSCOM, determines if a COA is transportation feasible NLT the time coordinated with the supported combatant commander.
M16	Hours	To verify mission capability of all lift assets to final destination.
M17	Yes/No	Chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) defense situation is considered during the planning process?
M18	Hours	To allocate lift assets to support strategic movement from identification of taskings.
M19	Yes/No	Antiterrorism (AT)/force protection (FP) is considered the planning process.

## SN 1.1.3 Determine Possible Closure Times

**DJS Approval Date:** 26-AUG-05

**Description:** To determine the arrival date of a specified movement requirement at port of debarkation (POD). This task includes conducting a detailed, integrated air, land, and sea transportation analysis to determine the transportation feasibility of a course of action. It employs common-user lift assets apportioned for planning and supporting command deployment estimates for organic movements. US Transportation Command (USTRANSCOM) evaluates the capability to deploy the force within the transportation priorities established by the supported command. Services and Service components also provide an estimate of the ability of their installations and forces to meet required arrival times at ports of embarkation (POE) and onward movement from POD to destination. (JP 3-35, JP 4-01.8, JP 4-09)

M1	Days	Deviation between latest arrival date at port of debarkation (LAD) and required delivery date (at destination) (RDD) for self-deploying Service and component forces.
M2	Days	Deviation from LAD in airlift (during transportation feasibility estimator (TFE)).
M3	Days	Deviation from LAD in sealift (during TFE).
M4	Percent	Of unit line number(s) (ULNs) close after their RDD.
M5	Yes/No	USTRANSCOM can determine initial closure times in time to allow the supported combatant commander to complete the commander's estimate for submission to the Chairman of the Joint Chiefs of Staff (CJCS) (in crisis action planning).
M6	Percent	Of planning time USTRANSCOM uses to determine initial closure times.
M7	Hours	To determine transportation feasibility of supported combatant commander's Time-Phased Force and Deployment Data (TPFDD) (from warning order).
M8	Yes/No	In deliberate planning, USTRANSCOM can project closure dates during TPFDD refinement conferences.
M9	Percent	Of time USTRANSCOM projects closure dates by end of final TPFDD refinement conference.
M10	Percent	Of ULNs arrive not later than (NLT) LAD in airlift (during TFE).

M11	Percent	Of ULNs arrive NLT LAD in sealift (during TFE).
M12	Hours	Of planning time needed to determine joint reception, staging, onward movement, and integration (JRSOI) and theater distribution of forces and sustainment to final destination.
M13	Yes/No	Can determine initial closure times in order to allow the supported combatant commander to complete the commander's estimate for submission to the CJCS (in crisis action planning).
M14	Weeks	Needed to determine aerial port requirements based on post forces conference TPFDD during deliberate planning.
M15	Days	After deliberate planning final TPFDD refinement conference, identify percentage of cargo and passengers that will close on time.
M16	Days	After deliberate planning final TPFDD refinement conference, identify all closure dates.
M17	Yes/No	In crisis action planning, USTRANSCOM determines closure time NLT the time coordinated with the supported combatant commander.
M18	Hours	To complete a closure analysis to support strategic movement from identification of tasking.

## SN 1.1.4 Provide for Enroute Support and Clearances

**DJS Approval Date:** 26-AUG-05

**Description:** To arrange support, diplomatic clearances, and overflight/transit rights with affected countries for forces that are in transit from one locality to another. Includes coordination with domestic state and local authorities for homeland security. Many strategic deployments need intermediate staging bases or areas for refueling, air-bridge operations, forward basing/staging of personnel and equipment, regrouping of ship convoys, replenishment, exercise, inspection, and concentration or redistribution of forces. Staging bases or areas may require airfields and facilities (e.g., navigation aids, communications, maintenance and servicing facilities), augmentation support, parking and transshipment facilities, construction services, health services, berths, beaches, stevedores, and utilities. (JP 3-0, JP 3-08, JP 3-35, JP 4-0, JP 4-04)

**Notes:** To determine if mutual support agreements exist or to negotiate required support see SN 3.1.3, "Support Establishment of Access and Storage Agreements" and SN 4.2.9, "Acquire Host-Nation Support (HNS)."

M1	Airframe-Days	Lost en route maintenance.
M2	Airframe-Days	Lost to indirect routing.
M3	Days	To post changes to DOD Foreign Clearance Guide.
M4	Hours	Before unnamed day on which a deployment operation begins (C-Day) and specific hour on C-day at which a deployment operation commences or is to commence (L-Hour), support teams available.
M5	Hours	Until support teams available (after C-Day and L-Hour).
M6	Hours	To be prepared to request priority diplomatic clearance (after Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).
M7	Hours	To verify overflight and landing rights needed for deployment execution (during crisis).
M8	Hours	Until support teams available (after L-Hour).
M9	Percent	Decrease in ship deployments because of nonavailability of staging bases, bunkering, or routing.
M10	Percent	Of airlift/tanker sorties diverted or canceled.
M11	Percent	Of airlift/tanker sorties overfly planned en route support bases (due to lack of base, fuel, support facilities, or ramp space).
M12	Percent	Of Defense Courier Service movements
M13	Percent	Of host-nation support (HNS) and diplomatic clearance requirements, provided to supported combatant commander before he submits his commander's estimate.
M14	Percent	Of ship sailings, delayed, diverted, or canceled (lack of diplomatic clearance).
M15	Percent	Of sorties containing courier material diverted or canceled.
M16	Percent	Of support, clearance, and overflight permit requests, filled using current references/standing operating procedure(s) (SOPs).

M17	Percent	Of tanker sorties diverted or canceled.
M18	Percent	Of tanker sorties overfly planned en route support bases (due to lack of petroleum, oils, and lubricants (POL), support facilities, or ramp space).
M19	Percent	Of Time-Phased Force and Deployment Data (TPFDD) airlift sorties have required diplomatic clearances.
M20	Percent	Of unique deployable criteria, addressed.
M21	Percent	Of ship-days lost because of ship husbanding or repair facilities en route.
M22	Steaming-Days	Lost because of lack of available ship handling and repair facilities en route.
M23	Yes/No	US Transportation Command (USTRANSCOM) identifies HNS and diplomatic clearance requirements to support Course of Action analysis (in crisis action planning).
M24	Percent	Of HNS and diplomatic clearance requirements identified (to support course of action (COA) analysis).
M25	Hours	To identify HNS and diplomatic clearance requirements (to support COA analysis).
M26	Yes/No	USTRANSCOM identifies HNS, en route support, intermediate staging bases, and diplomatic clearance requirements to support given COAs and provide this information to the supported combatant commander prior to his submission of the commander's estimate.
M27	Hours	To identify HNS, en route support, intermediate staging bases, and diplomatic clearance requirements (to support COA analysis).
M28	Instances	Of airlift sorties which must overfly planned en route support bases (due to lack of POL, support facilities, or ramp space).
M29	Hour	To determine firefighting requirements for deployed locations.
M30	Hours	To develop aircraft parking maximum (aircraft) on ground (MOG) for all deployed locations.
M31	Days	To develop aircraft parking plans for en route locations.
M32	Days	To plan and source engineering support, personnel,

		and equipment.
M33	Hours	To determine airfield support requirements.
M34	Hours	To determine the fuel systems maintenance requirements.
M35	Hours	To determine explosive ordnance disposal (EOD) support requirements.
M36	Days	To determine and validate support facility requirements.
M37	Days	To assist in development of operation order (OPORD) for deployed locations to include measures required for disaster control.
M38	Hours	Until support team is tasked.
M39	Yes/No	En route support bases are fully operational before first planned aircraft arrival time (during execution).
M40	Hours	For USTRANSCOM to identify en route facilities in advance of a deficiency affecting operations during execution.
M41	Hours	Determine HNS requirements.
M42	Percent	Of TPFDD airlift sorties have required diplomatic clearances.

## SN 1.1.5 Determine Impact of Environmental Conditions on Strategic Mobility

**DJS Approval Date:** 26-AUG-05

**Description:** To identify environmental conditions (these include, but are not limited to, weather, oceanic conditions, and the space environment ) that may delay, divert, change, or cancel strategic airlift/sealift. Recommend changes in transportation modes, assets, or routing to minimize impact or exploit favorable conditions to enhance mission success. (JP 2-01, JP 3-11, JP 3-59, JP 4-0)

**Notes:** See SN 2, "Develop National Strategic Intelligence, Surveillance, Reconnaissance," for examination of the impact of threat and geography on deployment.

M1	Minutes	To verify operation plan (OPLAN)/operation plan in concept format (CONPLAN) transit times with respect to current and forecast weather.
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M2	Percent	Of airborne strategic airlift/tanker deployment missions, delayed, diverted, re-routed, or canceled (due to weather conditions that should have been predicted prior to takeoff).
M3	Percent	Of transit time computations include factors for historical data on adverse weather.
M4	Percent	Of strategic airlift/tanker sorties changed or canceled (due to unanticipated geographic considerations).
M5	Percent	Of strategic airlift/tanker sorties changed or canceled (due to unanticipated climatic considerations).
M6	Percent	Of strategic sealift changed or canceled (due to climatic considerations not forecast at least 24 hours in advance).
M7	Days	Projection of weather by meteorological and oceanographic (METOC) for daily presentation to crisis action team (CAT).
M8	Yes/No	Location and climatology considered during planning and execution.
M9	Yes/No	Environmental effects of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons are included.
M10	Hours	To assess transit time in case of degradation of ability to respond and survive CBRNE attack.
M11	Yes/No	Strategic command and control (C2) system in-place to disseminate actual and predictive data on environmental conditions to strategic airlift/sealift forces?
M12	Percent	Of strategic airlift/tanker missions delayed or canceled due to CBRNE contamination.
M13	Yes/No	Strategic plan exists for re-routing mission-critical strategic mobility assets if aerial port(s) of debarkation (APODs)/seaport(s) of debarkation (SPODs) are not accessible due to environmental conditions.
M14	Hours	To assess impact of patient movement, aeromedical evacuation (AE) and flow options upon rerouting decisions designed to get around net threats.
M15	Minutes	To establish contingency plans and take protective measures to protect patients in case of CBRNE

	attack.
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## SN 1.1.6 Determine the Impact of Threat Activity on Strategic Mobility

**DJS Approval Date:** 26-AUG-05

**Description:** Examine potential and actual threats at departure and arrival locations and en route (along lines of communications), including possible use of nuclear, biological, and chemical weapons and determine necessary changes to operations. (JP 2-01.3, JP 3-10, JP 3-35, JP 4-0, JP 4-01, JP 4-01.2, JP 5-0, CJCSI 3100.01, CJCSM 3122.03, CJCSM 3141.01)

M1	Hours	Since distribution of last combatant command classified weekly intelligence (INTEL) summary.
M2	Hours	From action by threat until an update presented to crisis action team (CAT) by intelligence directorate (J-2).
M3	Hours	From identification of event until contingency planning document (CPD) or theater planning document, disseminated.
M4	Hours	To reroute airlift and sealift flow around new threats.
M5	Percent	Of strategic airlift/tanker missions lost, delayed, or diverted (due to unpredicted threats).
M6	Percent	Of strategic airlift/tanker deployment aircraft, destroyed by hostile enemy action.
M7	Percent	Of strategic sealift voyages, delayed, diverted, changed or canceled due to identified enemy action.
M8	Percent	Of strategic sealift vessels, destroyed by hostile enemy action.
M9	Percent	Of strategic sealift assets lost, delayed, or diverted (due to unpredicted threats).
M10	Percent	Of priority intelligence requirements are tasked for collection.
M11	Hours/Days	Of delay to strategic air/sea lift by use of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons.
M12	Hours	From last update J-2 provides updated information on possible hostile actions posing threat to

		deployment operations.
M13	Yes/No	Distribute daily intelligence summary.
M14	Percent	Of strategic airlift/tanker deployment missions are delayed, diverted, re-routed, or canceled due to identified enemy action.
M15	Hours/Days	Delay to strategic sealift due to mining.
M16	Percent	Of strategic airlift/tanker deployment aircraft rendered unusable by CBRNE contamination.

## SN 1.1.7 Determine the Impact of Meteorology and Oceanography (METOC) on Employment of Nuclear Weapons

**DJS Approval Date:** 05-OCT-07

**Description:** To assess METOC (to include space) information and identify impacts to combatant command missions. Perform consequence analysis and consequences of execution for nuclear weapons. (JP 3-59, JP 2-01, JP 3-05, CJCSI 3810.01B, CJCSM 3122.03, DODD 3020.26, DODD3020.36, DODD 3025.1, MCM 93-91)

**Notes:** N/A

M1	Hours	To provide significant climate and hydrographic assessment products to operational planners.
M2	Minutes	To display and analyze Consequences of Execution from all CBRNE attacks/incidents world-wide.
M3	Yes / No	Ability to coordinate METOC products produced and incorporate this into Command Center Weather Support.

## SN 1.2 Conduct Deployment and Redeployment

**DJS Approval Date:** 26-AUG-05

**Description:** To move forces and cargo in accordance with both national strategic and theater strategic requirements and in conformance with the supported commander's concept of operations. This may be included in an operation plan (OPLAN), operation plan in concept format (CONPLAN), or operation order (OPORD). (JP 3-35, JP 4-0, JP 4-01, JP 4-01.3)

M1	Hours	To evaluate validated Time-Phased Force and Deployment Data (TPFDD) force modules and pass to components.
M2	Percent	Of available ship-days, lost awaiting cargo.
M3	Percent	Of cargo planned for delivery, delivered.
M4	Percent	Of unit line number(s) (ULNs) close by required delivery date (RDD).
M5	Percent	Of ULNs closed within earliest arrival date (at port of debarkation) (EAD)/latest arrival date at port of debarkation (LAD) window.
M6	Percent	Of delivered cargo not identified in Joint Operation Planning and Execution System (JOPES).

## SN 1.2.1 Integrate Deployment Systems

**DJS Approval Date:** 26-AUG-05

**Description:** To manage the employment of common-user and organic lift assets of deploying forces through movement control and automated data process(ing) (ADP) systems. While execution is decentralized, centralized integration permits worldwide strategic mobility operations. The global transportation network (GTN) integrates data from transportation and logistics automated information systems for mission area applications. GTN should be used for in-transit visibility. Utilize the Joint Operation Planning and Execution System (JOPES) for deployment, sustainment, and redeployment operations. The umbrella for JOPES is the Global Command and Control System (GCCS), which will provide visibility to all users. (JP 3-35, JP 4-0, JP 4-01, JP 4-01.3, CJCSM 3122.02, CJCSM 3122.03)

**Notes:** For description of command, control, communications, and computers (C4), see SN 5.1.2, "Establish and Direct National Military C4 Systems Worldwide for Communicating Strategic Information."

M1	Hours	To modify Time-Phased Force and Deployment Data (TPFDD) after receipt.
M2	Hours	Maximum lag in high priority cargo in-transit visibility (ITV).
M3	Hours	Lag in high priority cargo ITV.
M4	Hours	To account for all rolling stock.
M5	Hours	To generate, transmit, and centralize movement information from source systems.

M6	Hours	To generate, transmit, and centralize movement information from various sources for access by GTN.
M7	Hours	To locate specific personnel or cargo en route.
M8	Hours	To review feasibility for supported commander's high priority cargo versus available lift assets (after supported commander's warning order).
M9	Minutes	To obtain selective GTN query responses (by type, mode, geographic area, date, inbound(IB)/outbound (OB), on hand waiting).
M10	Percent	Accuracy in generated movement information for GTN.
M11	Percent	Completeness in generated movement information for GTN.
M12	Percent	Of Defense Communications System (DCS) materiel, delayed more than 24 hours (faulty prioritization procedures).
M13	Percent	Of ADP systems interface or have work-around.
M14	Percent	Of cargo, visible during transit (ITV).
M15	Percent	Of generated movement information for GTN, current.
M16	Percent	Of supported commander's high priority cargo, identified.
M17	Yes/No	During Planning and execution no data transfer between networked stations is responsible for a supporting command failing to meet a request/requirement.
M18	Percent	Percent of currency in generated movement information in GTN.
M19	Hours	To notify the system owner that a source system for GTN is providing inaccurate or incomplete data, after receipt of batch data feed.
M20	Hours	To identify inaccurate or incomplete data coming from a near real-time data feed to GTN and to identify the source system owner.
M21	Minutes	For personnel operating command and control systems to get desired or requested output from those systems (within system capability) for a simple query.
M22	Hours	For personnel operating command and control

		systems to get desired or requested output from those systems (within system capability) for a complex query.
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## SN 1.2.2 Provide Forces and Mobility Assets

**DJS Approval Date:** 26-AUG-05

**Description:** To provide the transportation assets (e.g., road, rail, sealift, and airlift) required in an operational configuration for the movement of forces and cargo. Mobility assets involve military and commercial means that includes assets from multinational partners. (JP 3-17, JP 3-35, JP 4-01, JP 4-05)

M1	Days	For railroad cargo support to reach full capacity.
M2	Hours	Prior to first planned aircraft arrival time, deploying en route support elements, in place.
M3	Hours	To alert deploying en route support elements, prior to planned departure time.
M4	Hours	To reconfigure commercial aircraft to support military operations (down time).
M5	Percent	Of aerial port of debarkation (APOD) throughput capacity, available prior to first earliest arrival date (at port of debarkation) (EAD).
M6	Percent	Of en route support bases, fully operational prior to first planned aircraft arrival.
M7	Percent	Of fast sealift ships (FSS), maritime pre-positioning ships (MPS), Ready Reserve fleet (RRF) ships met activation schedule.
M8	Ship-Days	Lost because of ship maintenance problems.
M9	Percent	Of assigned APODs, operating at EAD.
M10	Percent	Of allocated/apportioned transportation assets, available for movement of forces and cargo.
M11	Percent	Of required transportation assets arrive at the port of embarkation (POE) (in proper configuration and operational status).
M12	Percent	Of sourced airlift aircraft, mission capable by unnamed day on which a deployment operation begins (C-day).
M13	Percent	Of sourced tanker aircraft, mission capable by planned deployment date.

M14	Percent	Of sourced units report equipment readiness levels at command and control (C2) or better.
M15	Percent	Of seaport(s) of embarkation (SPOEs) and seaport(s) of debarkation (SPODs) reach required operational capability not later than (NLT) first available-to-load-date at port of embarkation (ALD).
M16	Percent	Of tasked units receive valid tasking in time to meet ALD.
M17	Percent	Of allocated/apportioned transportation assets, provided by US Transportation Command (USTRANSCOM).
M18	Percent	Of transportation assets meet ALD/ready to load date (at origin) (RLD).
M19	Ship-days	To make ships fully operationally ready (down time).
M20	Hours	For carrier providing aeromedical evacuation (AE) aircraft to divert aircraft to support maintenance facility (to reconfigure).
M21	Hours	For carriers to supply aircraft (after call up).
M22	Hours	Prior to first planned aircraft arrival, en route support bases fully operational.
M23	Days	To assemble airlift forces for strategic intratheater deployment of forces.
M24	Hours	For contractor to reconfigure to AE aircraft.
M25	Hours	For carriers to supply aircraft after call up in Stages I and II.
M26	Hours	For carriers to supply aircraft after call up in Stage III.
M27	Hours	To assemble rail and ground assets for intratheater deployment of forces.

### **SN 1.2.3 Conduct Terminal Operations**

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct reception, processing, and staging of passengers; receipt, transit storage, and marshaling of cargo; loading and unloading of ships or aircraft; maintain in-transit visibility (ITV); and manifesting and forwarding of cargo and passengers to destination. This task applies to ports of embarkation normally within the continental

United States (CONUS) and can also apply to ports of debarkation outside the CONUS. (JP 4-0, JP 4-01, JP 4-01.2, JP 4-01.5, JP 4-01.6)

M1	Days	For aerial port(s) of embarkation (APOEs) to reach full operating capability.
M2	Days	For seaport(s) of debarkation (SPODs) to reach full operating capability.
M3	Days	For SPODs to reach initial operating capability.
M4	Days	For aerial port(s) of debarkation (APODs) to reach full operating capability.
M5	Days	For seaport(s) of embarkation (SPOEs) to reach full operating capability.
M6	Percent	Of SPODs, open by required time.
M7	Hours	Delay in opening of APOD or SPOD because of late arrival of port personnel and equipment.
M8	Hours	For Time-Phased Force and Deployment Data (TPFDD)-identified theater APOD to reach initial operating capability (IOC).
M9	Hours	Maximum port hold time for TP2 and 3 air channel cargo.
M10	Hours	Maximum port hold time for transportation priority 1 air channel cargo.
M11	Percent	Of aircraft, loaded at APOE within concept of operations (CONOPS)/specified time.
M12	Percent	Of APOE throughput capacity achieved prior to first ready to load date (RLD).
M13	Percent	Of cargo unloaded at port of debarkation (POD) incorrectly manifested.
M14	Percent	Of cargo, damaged during terminal operations.
M15	Days	To move cargo from reception area.
M16	Percent	Of cargo frustrated by shortfall in reception capability.
M17	Percent	Of cargo, visible during terminal operations.
M18	Percent	Of port(s) of embarkation (POEs) reach required operational capability in accordance with (IAW) TPFDD not later than (NLT) first available to load date at POE (ALD).
M19	Percent	Of required APODs, operating at earliest arrival date (at port of debarkation) (EAD) to support mission mobility requirements.



M20	Percent	Of standard ship load and unload times, achieved.
M21	Percent	Of support element, fully operational at APOD 24 hours prior to first scheduled aircraft arrival.
M22	Percent	Of APODs, open by required time.
M23	Yes/No	Sufficient APODs operating at EAD to support mission mobility requirements by time and phase.
M24	Percent	Of required APODs operating at EAD.
M25	Hours	After notification, all aerial port personnel and equipment are deployed.
M26	Percent	Of aerial port equipment and personnel in place 24 hours prior to scheduled arrival of forces IAW CONOPS.
M27	Hours	Prior to expected peak workload, augmentation personnel and equipment are in place.
M28	Percent	Of aircraft unloaded at the APOD within CONOPS/specified time (during execution).
M29	Yes/No	En route support teams are available for transportation NLT than their ALD and in place NLT their latest arrival date (LAD) (during execution).
M30	Yes/No	APODs/SPODs prepared to operate under nuclear, biological, and chemical (NBC) defense conditions?
M31	Hours/Days	Delay in opening SPODs/SPOEs due to mining.
M32	Yes/No	APODs/SPODs prepared to operate in force protection condition (FPCON) ALPHA through DELTA.

## SN 1.2.4 Provide Movement to Port of Embarkation (POE)

**DJS Approval Date:** 26-AUG-05

**Description:** To move forces, individuals, and equipment/supplies from origin installation, or mobilization station if used, to marshaling area and then to POE. (JP 3-35, JP 4-0, JP 4-01.2, JP 4-01.3, JP 4-01.7, JP 4-01.8, CJCSM 3122.03)

M1	Hours	Between unit's unnamed day on which a deployment operation begins (C-Day) and specific hour on C-day at which a deployment operation
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		commences or is to commence (L-Hour) and unit's departure from home station (HS) for POE.
M2	Hours	To validate location of DOD-owned pre-positioned transport assets.
M3	Percent	Port calls issued in accordance with (IAW) established time standards.
M4	Percent	Of cargo arrived at POE on or before its Time-Phased Force and Deployment Data (TPFDD) available-to-load-date at POE (ALD).
M5	Percent	Of DFB alignments to installations and units, still valid at execution.
M6	Percent	Of DOD organic transport and DOD commercial capability meet TPFDD ready to load date (at POE) (RLD)/ALDs.
M7	Percent	Of DOD-owned pre-positioned transport assets have valid location held at L-Hour.
M8	Percent	Of movements delayed by late port calls.
M9	Percent	Of movements rerouted because of lack of waivers for hazardous materials.
M10	Percent	Of ports have Port Support Activities in place at time first load arrives.
M11	Percent	Of TPFDD RLD/ALDs met by DOD organic transport and/or DOD commercial capability (during execution).
M12	Percent	Of unit line number(s) (ULNs) arriving at POE, properly configured to load.
M13	Percent	Of ULNs arriving at POE, properly documented.
M14	Percent	Of waivers and permits, granted in time to preclude cargo delays (during execution).
M15	Percent	Of units requiring Military Traffic Management Command (MTMC)-generated port calls receive them in time to arrive at the POE not later than (NLT) their ALD.

## **SN 1.2.5 Move Forces from Port of Embarkation (POE) to Port of Debarkation (POD)**

**DJS Approval Date:** 26-AUG-05

**Description:** To move forces by air and sea strategic mobility assets to POD in theaters. (JP 4-01, JP 4-01.3, JP 4-01.5)

M1	Percent	Of air cargo, damaged en route.
M2	Percent	Of cargo closed before JFC earliest arrival date (at port of debarkation) (EAD) without any place to offload or store.
M3	Percent	Of sea cargo, damaged en route.
M4	Percent	Of strategic mobility and support assets, in place to move forces in accordance with (IAW) validated Time-Phased Force and Deployment Data (TPFDD).
M5	Percent	Of supported combatant commander validated requirements unit line number(s) (ULNs) arrive at the TPFDD POD not later than (NLT) their latest arrival date at port of debarkation (LAD).
M6	Percent	Of combat support and combat service support units closed within supported combatant commander's EAD/LADs.
M7	Percent	Of strategic mobility assets, required to move cargo not identified in Joint Operation Planning and Execution System (JOPEs).
M8	Hours	Till air schedules are available in Global Transportation Network (GTN) once the supported combatant commander has validated the TPFDD first increment of airlift requirements during execution planning (after Chairman of the Joint Chiefs of Staff (CJCS) alert order).
M9	Hours	Till air schedules are available in GTN once the supported combatant commander has validated requirements beyond the TPFDD first increment (after CJCS deployment or execution order).
M10	Days	Before the ship is scheduled to be on berth at the seaport of embarkation (SPOE) till ship schedules with requirement allocation are available in GTN.
M11	Hours	Till aircraft passenger or cargo manifest information is available in GTN once aircraft has departed from any on-load stop.
M12	Hours	Till ship cargo manifest information is available in GTN once ship has departed from any on-load port.
M13	Percent	Of supported combatant commander validated unit line numbers (ULN) scheduled to arrive at the POD within their EAD/LAD window during execution.

## SN 1.2.6 Conduct Redeployment or Retrograde of Personnel and Equipment from Theater

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct redeployment of US and other designated personnel and equipment from theater of operations/joint operations areas, often using the retrograde capacity of mobility assets during strategic deployment operations. (JP 3-35, JP 4-01.3, JP 4-01.5, JP 4-01.7, JP 5-00.2)

M1	Days	Cargo (other than major end items) awaiting backhaul.
M2	Days	Delay for major end items awaiting backhaul.
M3	Hours	Delay for personnel awaiting movement.
M4	Percent	Of supported combatant commander validated backhaul requirements are scheduled to arrive at the port of debarkation (POD) by their available-to-load-date at POE (ALD) (during execution).
M5	Percent	Of cargo aircraft leave theater below capacity (with items awaiting transport).
M6	Percent	Of passengers and cargo, in-transit visibility (ITV).
M7	Percent	Of ships closed within supported combatant commander's ALDs.
M8	Percent	Of supported combatant commander validated backhaul requirements (unit line numbers) arrive at the Time-Phased Force and Deployment Data (TPFDD) port of embarkation (POE) by ALD.
M9	Percent	Of sealift leave theater below capacity (with items awaiting transport).
M10	Percent	Of patient movement by retrograde aircraft if the aircraft will not deviate from its scheduled missions and the aeromedical evacuation (AE) Civil Reserve Air Fleet (CRAF) has not been activated.
M11	Percent	Of patient movement by regularly scheduled AE channel missions.

## SN 1.2.7 Coordinate Global Strategic Refueling

**DJS Approval Date:** 26-AUG-05

**Description:** To coordinate refueling for (1) the strategic deployment of aircraft to reach their destination with minimum dependence on landing rights in foreign nations, and (2) the enhancement of range, loiter time, and payload of aircraft conducting strategic air operations. It can also include replenishment (fueling) at sea for strategically employing and deploying ships and convoys. (JP 3-17, JP 3-35, JP 4-01.2, CJCSI 3110.11B, CJCSM 3122.03)

M1	Days	For ships transit.
M2	Hours	To provide supported combatant commander feasibility study on short notice requirement for air refueling assets.
M3	Percent	Of aircraft, diverted from planned destination (missed aerial refueling).
M4	Percent	Of airlift sorties stopped en route because of lack of tanker support.
M5	Percent	Of bomber combat missions, diverted or canceled for lack of tanker support.
M6	Percent	Of combatant underway replenishment(s) (UNREPs) (for fuel), conducted by gray bottoms.
M7	Percent	Of fighter deployments (US Air Force (USAF), US Navy (USN), or US Marine Corps (USMC)) must use en route stops (lack of tanker support).
M8	Percent	Of receiver aircraft must divert (tankers missing air refueling control times (ARCTs)).
M9	Percent	Of tanker packages (ULNs) meet complete scheduled offload.
M10	Percent	Of tanker packages, which support strategic Army Reserve (AR) unit line number(S) (ULNs), meet latest arrival date at port of debarkation (LAD).
M11	Percent	Of air refueling requirements for direct to strategic deployments and air-bridge operations validated prior to final Time-Phased Force and Deployment Data (TPFDD) refinement conference.
M12	Hours	To source air refueling resources for validated short-notice air refueling requests.

M13	Hours	To provide a feasibility analysis for short-notice requests for additional apportioned tactical air refueling assets to the appropriate supported combatant commander.
M14	Hours	To provide a feasibility analysis for short-notice requests for additional apportioned strategic air refueling assets to support the air- bridge.
M15	Yes/No	Provide, when asked, tanker cell to plan and task deployed tankers units supporting Air Mobility Command (AMC) operations.
M16	Hours	After receipt, US Transportation Command (USTRANSCOM) validates incoming short-notice requirements for air refueling and notifies AMC.
M17	Incidents	Of errors in crew force response when execution directed the President.

## SN 1.2.8 Provide Global Patient Movement

**DJS Approval Date:** 26-AUG-05

**Description:** To provide patient movement worldwide. This task includes the movement of combat casualties from theater of operations/joint operations area (JOA) and worldwide movement of ill or injured patients within theater, between theaters or between the theater and continental United States (CONUS), or within CONUS. (JP 3-16, JP 4-01, JP 4-02.2)

M1	Days	For mobile aeromedical staging facility (MASF) to be operational.
M2	Days	Recycle time for aeromedical evacuation (AE) or medical treatment facility (MTF) provided medical equipment to be returned.
M3	Days	Supply of medications, special diets, and consumable supplies.
M4	Days	To deploy AE operations team to theater of war or JOA locations.
M5	Hours	Delay for aeromedical patient awaiting transportation.
M6	Hours	Aeromedical patient remain on ground during intermediate stops awaiting fuel or repairs.
M7	Hours	For AE Civil Reserve Air Fleet (CRAF) aircraft to be available (once activated).

M8	Hours	For aeromedical patient to be moved bed-to-bed.
M9	Hours	For departure of first aircraft scheduled (after validated requirement in an emergency).
M10	Hours	To reconfigure an airlift aircraft for AE use.
M11	Distance	From MTF to designated AE point.
M12	Minutes	Aeromedical patient remain on aircraft at destination awaiting movement to treatment facilities.
M13	Percent	Of aeromedical patient condition worsens during medical evacuation (MEDEVAC) flight.
M14	Percent	Of aeromedical patients, determined to have not been suitable patients for movement by air.
M15	Percent	Of aeromedical patients, moved within 24 hours of being available.
M16	Percent	Of aeromedical patients can be tracked through in-transit visibility (ITV).
M17	Percent	Of patients have no loss of personal effects during transfer.
M18	Percent	Of patient records, available at destination medical facility with or before patient arrival.
M19	Percent	Of patients (scheduled for strategic movement)
M20	Percent	Of special needs patients have medical attendants assigned to them for AE.
M21	Percent	Of time, in small scale contingency (SSC) theater medical assets, reduced below planned levels to support AE.
M22	Weeks	For On-Site Inspection Agency (OSIA) charges to be posted.
M23	Percent	Of patients scheduled for strategic movement (in accordance with (IAW) movement policy).
M24	Percent	Of patient movement by retrograde aircraft (aircraft do not deviate from schedule missions).
M25	Hours	Maximum to notify CRAF carrier of selection of AE CRAF aircraft for callup after identification requirement.
M26	Hours	Maximum to identify and deploy aeromedical aircrew to meet AE CRAF aircraft after identification of requirement to use them.
M27	Hours	For deployable Theater Patient Movement

		Requirements Center (TPMRC) to be available for deployment.
M28	Hours	For deployable TPMRC to be in place and operating (after designation of unit unnamed day on which a deployment operation begins (C-Day) and specific hour on C-day at which a deployment operation commences or is to commence L-Hour).
M29	Hours	For joint movement center and TMAPRC to adjudicate disconnects in patient movement.
M30	Yes/No	Are security forces required due to cargo or intermediate stops.

## SN 2 Provide National Strategic Intelligence

**DJS Approval Date:** 30-OCT-06

**Description:** To produce the intelligence required by strategic consumers for formulating national-level policy, strategy, systems acquisition, and military plans and operations. The strategic intelligence task applies across the range of military operations. (JP 1, JP 2-0, JP 2-01, JP 3-01.1)

**Notes:** This task includes providing national strategic surveillance and reconnaissance.

M1	Days	Of warning time (of actual enemy action).
M2	Days	Of warning time (of potential enemy action).
M3	Months	To update assessments of overall regional threats.
M4	Percent	Of priority intelligence requirements (PIRs) with new intelligence data.
M5	Hours	To provide intelligence support for adaptive planning.
M6	Hours	To provide intelligence support for existing plan.
M7	Frequency	Of Command Intelligence briefs to the combatant commander, Battle Staff, Task Force Commanders, and component commanders to support the generation of forces.
M8	Yes/No	Provide intelligence to fulfill assigned Shared Production Program (SPP) in accordance with (IAW) Defense Intelligence Management Document DOD-0000-151F-98.
M9	Frequency	Of Order of Battle Messages to the combatant commander, Battle Staff, Task Force Commanders,



		and component commanders to support the generation of forces.
M10	Yes/No	Conduct indications and warning (I&W) surveillance and report problems in the Defense Indications and Warning System within Area of Responsibility (AOR).
M11	Yes/No	Operate Strategic Warning Center 24 hours/day with reporting as required.
M12	Frequency	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M13	Frequency	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

## SN 2.1 Plan and Direct Strategic Intelligence Activities

**DJS Approval Date:** 26-AUG-05

**Description:** To assist strategic consumers in determining their intelligence requirements, then planning the strategic collection effort and issuing the necessary orders and requests to intelligence organizations. This task includes reviewing, validating, and prioritizing requirements and taskings. Requirements include intelligence for US and allied forces and for host nations (HN)/groups in support of the full range of military operations. (JP 0-2, JP 2-0, JP 2-01)

M1	Percent	Of new requirements not previously met.
M2	Percent	Of priority intelligence requirements (PIRs) with supporting intelligence data.
M3	Months	To establish long-term (deliberate) intelligence plans for the command in peacetime as per deliberate planning guidelines.
M4	Hours	To establish long-term (deliberate) intelligence plans for the command under crisis conditions as specified in guidelines to establish an Intelligence Task Force (ITF) or other assigned support.
M5	Time	To establish intelligence policies for command in peacetime.
M6	Hours/days	To review intelligence policies for command during a crisis.
M7	Hours/days	To establish intelligence requirements for current

		independent surveillance and reconnaissance (ISR) shortfalls and ensure shortfalls are incorporated into Joint Monthly Readiness Review (JMRR).
M8	Months	To establish intelligence requirements for mid-long term ISR shortfalls. Hold cross-directorate validation for all ISR shortfalls.
M9	Hours/days	To process, validate, and register intelligence production requirements in community on-line intelligence system for end-users and managers (COLISEUM) under normal conditions.
M10	Hours/days	To process, validate, and register intelligence production requirements in COLISEUM under crises conditions.
M11	Hours/days	To review and validate collection requirements in support of strategic production and request for information requirements, and strategic targeting intelligence requirements including battle damage assessment, under normal conditions.
M12	Hours/days	To review and validate collection requirements in support of strategic production and request for information requirements, and strategic targeting intelligence requirements including battle damage assessment during a crisis or time-sensitive conditions.
M13	Hours/days	To review interoperability of required databases and dissemination systems.
M14	Hours	To provide command counterintelligence support in peacetime or pre-hostilities.
M15	Hours	To assume duties as the command Counterintelligence Coordinating Authority (CICA).

## **SN 2.1.1 Develop National Strategic Intelligence Policy**

**DJS Approval Date:** 26-AUG-05

**Description:** To assist and advise the President and/or Secretary of Defense on the development of policy governing strategic intelligence operations. It also includes developing intelligence planning guidance, identifying major intelligence deficiencies, establishing goals and associated objectives to overcome these deficiencies at the national and

combatant command levels, and identifying intelligence resource requirements. (JP 2-0)

M1	Days	Since intelligence data on priority intelligence requirements (PIRs) last collected.
M2	Hours	In advance of collection, deployment intelligence collection requirements identified.
M3	Instances	Of identified threats, en route or at port(s) of debarkation (PODs), resulted in diverted or delayed airlift/sealift missions.
M4	Instances	Of PIRs identified after collection begins.
M5	Percent	Of new requirements not previously met.
M6	Percent	Of PIRs covered by collection plan.
M7	Percent	Of supporting combatant commander PIRs contained in theater collection plan.
M8	Percent	Of supporting combatant commander PIRs satisfied (in time to support deployment planning).
M9	Percent	Of validated PIRs have no collection effort.
M10	Percent	Of duplicate PIRs eliminated (during validation).
M11	Months	Since information on theater operation plan (OPLAN) PODs and transportation infrastructures updated.
M12	Percent	Of essential elements of information are collected.
M13	Percent	Instances of Nuclear, Biological, and Chemical Warning and Reporting System (NBC) threats/use resulting in delays or damage.
M14	Yes/No	Tasked for input to intelligence program objective memorandum (IPOM).
M15	Yes/No	Tasked for input to integrated priority list (IPL).
M16	Yes/No	Tasked for input to Joint Monthly Readiness Review (JMRR).

## **SN 2.1.2 Determine and Prioritize National Strategic Intelligence Requirements**

**DJS Approval Date:** 26-AUG-05

**Description:** To assist the President and/or Secretary of Defense and the combatant commander in determining and prioritizing their strategic

intelligence requirements. This task applies to the full range of military operations. (JP 2-0, JP 2-01)

M1	Hours	In advance of collection, intelligence requirements identified.
M2	Hours	To disseminate initial and subsequent PIRs to all components.
M3	Hours	To prioritize requirements.
M4	Percent	Of prior priority intelligence requirements (PIRs) require modification or deletion.
M5	Yes/No	Tasked for input to Defense Intelligence Agency('s) (DIA's) yearly production plan?
M6	Yes/No	Tasked for input into DIA's national human intelligence (HUMINT) collection effort?

### SN 2.1.3 Prepare National Strategic Collection Plan

**DJS Approval Date:** 26-AUG-05

**Description:** To develop a strategic collection plan that will satisfy the strategic intelligence requirements. Collection planning includes assigning the appropriate collection capabilities to fulfilling specific intelligence requirements. (JP 2-0, JP 2-01)

M1	Hours	To create collection plan.
M2	Hours	To revise collection plan.
M3	Percent	Of priority intelligence requirements (PIRs) not covered by collection plan.
M4	Days	Before collection begins, distribute collection plan.
M5	Yes/No	Provide collection, exploitation, and reporting guidance based on standing and ad hoc collection requirements.

### SN 2.1.4 Allocate National Intelligence Resources Worldwide

**DJS Approval Date:** 26-AUG-05

**Description:** To assign adequate resources to national intelligence agencies and combatant commands to permit the accomplishment of

assigned intelligence tasks. This task includes requesting support from allied sources, also civil authorities in support of homeland defense when required. (JP 2-0, JP 2-01)

M1	Number	Of augmentees provided by national and combat support agencies.
M2	Percent	Of collection plan satisfied.
M3	Percent	Of collection plan satisfied by assigned theater assets.
M4	Percent	Of validated priority intelligence requirements (PIRs) denied collection effort by national level.
M5	Hours	Range in overtime worked in DOD intelligence organizations during crisis.
M6	Hours	Range in overtime worked in DOD intelligence organizations (during noncrisis period).
M7	Yes/No	Receive required funding.
M8	Yes/No	Receives adequate support through intelligence program objective memorandum (IPOM) process.

## SN 2.1.5 Determine National Strategic Intelligence Issues

**DJS Approval Date:** 26-AUG-05

**Description:** To identify issues involving intelligence collection, planning, exploitation, production, and dissemination that requires resolution by the Secretary of Defense, Director of Central Intelligence (DCI) or military intelligence boards. (JP 2-0, JP 2-01)

M1	Percent	Of collected material backlogged.
M2	Percent	Of validated priority intelligence requirements (PIRs) with no collection effort.

## SN 2.1.6 Provide Functional Management for Geospatial Intelligence Community Investment Activities

**DJS Approval Date:** 26-AUG-05

**Description:** Provide programmatic guidance to direct and guide investments by the National System for Geospatial-Intelligence (NSG) to

improve performance, assure interoperability, enhance quality, and ensure the reliability of NSG information, products, and services. (DOD Directive 5105.60)

**Notes:** NSG includes the National Geospatial-Intelligence Agency (NGA), the other national and defense intelligence community agencies, the Military Departments, the combatant commands, and parts of the civil community. Conduct assessments of NSG investment implementation to ensure adequacy of, and compliance with, NSG standards, policies, and guidance. Review and prioritize geospatial intelligence capability and funding requirements.

M1	Yes/No	Publish annual Geospatial Intelligence Functional Manager's Guidance.
M2	Yes/No	Conduct periodic community fora to address NSG capability improvements.
M3	Weeks	To assess implementation of designated NSG programs.

## SN 2.2 Collect Strategic Information

**DJS Approval Date:** 26-AUG-05

**Description:** To exploit sources of strategic information and to deliver the intelligence obtained to the appropriate processing organization for use in producing strategic intelligence. Strategic surveillance and reconnaissance are related to this task as is counterintelligence. (JP 2-0, JP 2-01)

M1	Days	Between quality/utility assessments (scores outside average).
M2	Days	Between quality/utility assessments (scores within average).
M3	Feet	Horizontal and vertical geolocation accuracy.
M4	Hours	For command and control (C2) structure to receive threat warning (from identification of threat to combatant command resources).
M5	Hours	Since data last collected.
M6	Hours	To disseminate data to users.
M7	Percent	Level of assuredness.
M8	Percent	Of intelligence products produced in accordance with (IAW) intelligence planning/programming analysis tool.

M9	Percent	Of priority intelligence requirements (PIRs) satisfied.
M10	Percent	Of quality scores on quality/utility assessments fall within average.
M11	Percent	Of unit support tailored to meet validated joint force requirements.
M12	Targets/Day	Collected.
M13	Targets/Day	Detected, classified and identified.
M14	Hours	To provide strategic intelligence data in support of operational commander (from receipt of request).
M15	Hours	For reconnaissance or surveillance assets to respond (from receipt of tasking).
M16	Hours	To prepare counterintelligence (CI) collection plan before formal tasking
M17	Percent	Of counterintelligence PIRs satisfied.
M18	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M19	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

## SN 2.2.1 Collect Information on Strategic Situation Worldwide

**DJS Approval Date:** 26-AUG-05

**Description:** To obtain information and data from all sources on the strategic situation. Areas of interest include activities and situations that could impact US national security interests and objectives, multinational and regional relations, or US and allied military forces. Of particular importance is information relating to enemy or potential enemy's strategic vulnerabilities, strategic forces, strategic centers of gravity, and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) capabilities. This task includes collecting information on key foreign leadership/decision makers and cultural factors that may influence decisions. Information is also collected on the nature and characteristics of theater and regional areas of interest. This task also includes collecting against high-payoff and high-value targets of national strategic value, whose attack will lead directly or indirectly to the enemy's defeat. This collection task requires that deployment transportation information (e.g., threat to and status of transportation infrastructures and port(s) of debarkation (PODs) en route and within the

area of responsibility (AOR)) be collected to support predeployment planning for inter/intratheater airlift, sealift, and land movements. This task includes collecting battlefield damage assessment, munitions effects, medical assessments, and hazards information such as CBRNE contamination to conduct mission assessment. This task also includes collecting counterintelligence information, meteorological, oceanographic, and geospatial (e.g., aeronautical, hydrographic, geodetic, topographic) information; ballistic missile information on operations, intentions, and rules of engagement; and information on drug trafficking and terrorist activities. (JP 2-0, JP 2-01, JP 2-03)

M1	Feet	Of horizontal/vertical accuracy of national military and theater strategic geographical location data.
M2	Hours	To provide strategic intelligence data in support of operational commander (from receipt of request).
M3	Hours	For reconnaissance or surveillance assets to respond (from receipt of tasking).
M4	Hours	Since high priority targets last detected, identified and located.
M5	Hours	To prepare counterintelligence (CI) collection plan effort after becoming aware of CI requirement.
M6	Hours	Until reconnaissance or surveillance assets respond (from receipt of tasking).
M7	Instances	Of failure to respond to commander's requirements for reconnaissance or surveillance assets.
M8	Instances	Of unit support tailored to meet validated combined task force (CTF) requirements.
M9	Instances/Day	Of information collected on strategic targets in support of operational commander.
M10	Months	Since available meteorology, oceanography, geospatial data updated (at crisis outbreak).
M11	Months	Since information on operation plan (OPLAN) theater strategic situation updated.
M12	Percent	Of commander's geographic area has required reconnaissance and surveillance assets.
M13	Percent	Of counterintelligence priority intelligence requirements (PIRs) satisfied.



M14	Percent	Of counterintelligence PIRs filled.
M15	Percent	Of disease nonbattle injury (DNBI) (from unanticipated medical threats).
M16	Percent	Of manned sorties requiring imagery have current imagery before flight briefing.
M17	Percent	Of outstanding PIRs (on situation).
M18	Percent	Of PIRs where at least one source yielded intelligence information.
M19	Percent	Of PIRs where more than one source yielded intelligence information.
M20	Percent	Of PIRs with more than one collection source.
M21	Percent	Of potential high-payoff targets accurately located.
M22	Percent	Of PIRs collected.
M23	Percent	Of proposed potential targets dropped for lack of adequate information.
M24	Percent	Of targets accurately identified.
M25	Percent	Of targets accurately located.
M26	Percent	Of targets detected, identified, located and classified in detail in accordance with (IAW) defense intelligence guidance.
M27	Years	Since most current geospatial data updated.
M28	Hours	After PIR satisfied collection requirements management (CRM) retasks collection asset to outstanding PIR.
M29	Percent	Of unsatisfied (i.e., do not exist or not adequate) priority one geospatial information and services generated or made adequate within required timeframe.
M30	Percent	Of unsatisfied (i.e., do not exist or not adequate) priority two geospatial information and services generated or made adequate within required timeframe.
M31	Percent	Of unsatisfied (i.e., do not exist or not adequate) priority three geospatial information and services generated or made adequate within required timeframe.
M32	Hours	To provide strategic reconnaissance reports in support of the combatant commander from

	completion of tasking.
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## SN 2.2.2 Support Combatant Commander's Surveillance and Reconnaissance Requirements

**DJS Approval Date:** 26-AUG-05

**Description:** To provide surveillance and reconnaissance support to combatant commanders. This task includes providing, either on a time-share or dedicated basis, assets or asset protection to meet the needs of combatant commanders and designated subordinate JFCs. (JP 2-0, JP 2-01, JP 3-01.1, JP 5-00.2)

M1	Percent	Of national asset capability untasked with combatant commanders having validated requirements.
M2	Percent	Of combatant commander collection requirements satisfied by piggybacking on existing collection mission on noninterference basis.
M3	Hours	To redirect reconnaissance assets to meet overriding combatant commander requirement(s).

## SN 2.2.3 Provide All-Source Collection Requirements

**DJS Approval Date:** 26-AUG-05

**Description:** Coordinate, validate, and manage all source intelligence collection requirements. Develop innovative, integrated, all source intelligence collection strategies. Conduit for DOD collection management. (JP 2-01)

**Notes:** This includes supporting the Secretary of Defense, Joint Chiefs of Staff, Defense Intelligence Agency, combatant commands, and Services.

M1	Months/Weeks/Days	To identify intelligence collections requirements.
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### **SN 2.2.3.1 Provide All-Source Human Intelligence (HUMINT) Requirements**

**DJS Approval Date:** 26-AUG-05

**Description:** Provide strategically focused Human Intelligence (HUMINT) collection requirements management support for the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, Joint Staff, Defense Intelligence Agency, combatant commands, and Armed Services. Conduit for DOD collection management. (JP 2-01)

M1	Months/Weeks/Days	To identify HUMINT collections requirements.
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#### **SN 2.2.3.1.1 Provide DOD-Wide Human Intelligence (HUMINT) Collections Operations Management**

**DJS Approval Date:** 26-AUG-05

**Description:** Conduct HUMINT management and operations worldwide in response to DOD and combatant command requirements. Provide global reach and persistent access to worldwide collection targets by providing a range of HUMINT capabilities tailored to meet the needs of its customers, from official military-to-military intelligence exchanges to unilateral operations. (JP 2-01)

M1	Percent/Number	HUMINT management performance objectives met.
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#### **SN 2.2.3.1.2 Provide Human Intelligence (HUMINT) through Defense Attaches**

**DJS Approval Date:** 26-AUG-05

**Description:** Manage the worldwide Defense Attache System. Report military and political-military information of interest to the Joint Staff, Services, Department of Defense, and combatant commands. (JP 2-01)

M1	Percent/Number	Of HUMINT reports considered reliable.
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## SN 2.2.3.2 Provide All-Source Signal Intelligence (SIGINT) Requirements

**DJS Approval Date:** 26-AUG-05

**Description:** Provide strategically focused SIGINT collection requirements management support for the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, Joint Staff, Defense Intelligence Agency, combatant commands, and Armed Services. Conduit for DOD collection management. (JP 2-01)

M1	Months/Weeks/Days	To identify SIGINT intelligence collections requirements.
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### SN 2.2.3.2.1 Provide Signals Intelligence (SIGINT) on Specified Targets

**DJS Approval Date:** 29-AUG-05

**Description:** To direct, collect, process and exploit, produce, and disseminate SIGINT products and services in support of customers' needs and in accordance with national direction. (Executive Order 123332, CM-1573-88, JP 2-01, JP 2-01.1)

M1	Yes/No	Responsive to Customer Information needs based on National intelligence priorities.
M2	Percent	Of customers whose engagement needs have been met.
M3	Status	Of customers needs assessments and key reads.
M4	Percent	Of Reporting based on encrypted data.
M5	Percent	Of customer requested products and services delivered on time and on target.
M6	Number	Of target coverage gaps resolved though SIGINT Development.
M7	Percent	Of customer requested technical SIGINT products and services delivered on time and on target.

### **SN 2.2.3.3 Provide Measurement and Signature Intelligence (MASINT) Requirements**

**DJS Approval Date:** 26-AUG-05

**Description:** Provide strategically focused MASINT collection requirements management support. This includes the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, Joint Staff, Defense Intelligence Agency, combatant commands, and Armed Services. Conduit for DOD collection management. (JP 2-01)

M1	Months/Weeks/Days	To identify MASINT intelligence collections requirements.
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### **SN 2.2.3.4 Provide Imagery Intelligence (IMINT) Requirements**

**DJS Approval Date:** 26-AUG-05

**Description:** Provide strategically focused IMINT collection requirements management support. This includes the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, Joint Staff, Defense Intelligence Agency, combatant commands, and Armed Services. Conduit for DOD collection management. (JP 2-01)

M1	Months/Weeks/Days	To identify IMINT intelligence collections requirements.
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### **SN 2.2.3.5 Provide Strategic Medical Intelligence (MEDINT)**

**DJS Approval Date:** 27-AUG-05

**Description:** Produce MEDINT resulting from collection, evaluation, analysis, and interpretation of foreign medical, bio-scientific, and environmental information including the formation of assessments of foreign medical capabilities in both military and civilian sectors. (JP 4-02, JP 2-01)

**Notes:** This is of interest to strategic planning and to military medical planning and operations for friendly forces.

M1	Percent/Number	Of Strategic Medical Priority of Intelligence Requirements (PIRs) responded to.
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## SN 2.2.4 Manage Intelligence, Surveillance, and Reconnaissance (ISR) Capabilities

**DJS Approval Date:** 03-AUG-07

**Description:** To manage (including planning, integrating, coordinating, and tasking) all aspects of Department of Defense (DOD) intelligence, surveillance, and reconnaissance (ISR) activities in support of strategic and global operations; to task and coordinate ISR capabilities in support of strategic force employment (to include global strike and missile defense) and associated planning. ISR activities are coordinated to optimize the use of resources to achieve specified objectives and ISR plans are integrated with ongoing theater ISR operations. DOD ISR management activities are intended to integrate all national, theater, and allied capabilities to provide timely and actionable intelligence to satisfy the combatant commander's requirements. (JP 2-01)

M1	Percent	Of combatant commander collection requirements satisfied by utilizing existing collection mission on non-interference basis.
M2	Time	To establish intelligence requirements.

## SN 2.3 Process and Exploit Collected Strategic Information

**DJS Approval Date:** 27-AUG-05

**Description:** To convert collected strategic information to forms that can be readily used by intelligence analysts during production. (JP 2-0, JP 2-01)

M1	Percent	Of multiple sources integrated and deconflicted.
M2	Days	To provide initial assessment of captured enemy materiel from in country.
M3	Hours	To process routine intelligence data into exploitable intelligence data/media from time of collection.
M4	Hours	To exploit time-sensitive or priority process-collected intelligence that provides Essential Elements of Information (EIs) in support of validated and

		registered intelligence production requirements, collection requirements, or request(s) for information (RFIs).
M5	Hours	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

## SN 2.3.1 Conduct Technical Processing and Exploitation of Strategic Information

**DJS Approval Date:** 27-AUG-05

**Description:** To perform activities such as imagery development and interpretation, document translation, data conversion, technical analysis of captured enemy materiel, and decryption of encoded material. (JP 2-0, JP 2-01, JP 2-03)

M1	Hours	To process raw material (from receipt).
M2	Hours	To decode messages (for which keys exist).
M3	Minutes	To read wet film after recovery of aircraft or other photo system.
M4	Minutes/Page	To translate foreign national security material into English.
M5	Percent	Of collected information processed within 24 hours.
M6	Percent	Of intelligence collection data correctly processed for further exploitation.
M7	Percent	Of national asset collection of raw data processed within one year.
M8	Weeks	To provide final assessment of captured enemy materiel.

## SN 2.3.2 Collate National Strategic Information

**DJS Approval Date:** 27-AUG-05

**Description:** To identify and group together related items of information for critical comparison. (JP 2-0, JP 2-01)

M1	Percent	Of packages returned to all source analysts for additional items of information.
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M2	Percent	Of unincorporated items of information identified as critical after intelligence produced.
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### **SN 2.3.3 Correlate National Strategic Information**

**DJS Approval Date:** 27-AUG-05

**Description:** To associate and combine data on a single subject to improve the reliability or credibility of the information. (JP 2-0, JP 2-01)

M1	Data Points	Assembled on single subject.
M2	Percent	Of reported information graded credible based upon number of pieces of data combined and associated.
M3	Percent	Of reported information which graded high reliability.
M4	Sources	Provided information.

### **SN 2.3.4 Conduct DOD Human Intelligence (HUMINT) Operations Worldwide**

**DJS Approval Date:** 27-AUG-05

**Description:** Conduct DOD HUMINT operations worldwide in response to DOD and national-level requirements. (JP 2-01)

M1	Percent/Number	DOD HUMINT Intelligence Information Reports (IIRs) responded to.
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### **SN 2.4 Produce Strategic Intelligence**

**DJS Approval Date:** 27-AUG-05

**Description:** To convert processed and exploited information into intelligence that satisfies the strategic consumer's intelligence requirements. Report time-sensitive intelligence on foreign developments that could threaten the United States, its citizens abroad, or allied military, political, or economic interests; identify hostile reactions to US reconnaissance activities and indications of impending terrorist attack. Provide tailored analysis to DOD leadership and combatant commands supporting deliberate and crisis planning. (JP 2-0, JP 2-01)



M1	Days	Between quality/utility assessments (scores outside average).
M2	Days	Between quality/utility assessments (scores within average).
M3	Hours	For newly received intelligence to be passed to components or joint force.
M4	Hours	Until completion of initial analysis of raw information (from receipt).
M5	Percent	Of intelligence products produced in accordance with (IAW) Intelligence Planning/Programming Analysis Tool.
M6	Percent	Of quality scores on quality/utility assessments fall within average.
M7	Percent	Of recipients having received information in timely manner (as defined by customer requirements).
M8	Percent	Of strategic intelligence collection and dissemination capability in place prior to D-Day.
M9	Yes/No	Integrated database (IDB) updated continuously; database reexamined every 6-24 months IAW signals intelligence (SIGINT) support plan (SSP) periodicity requirements. Accuracy will be within specifications IAW Department of Defense Intelligence Production Program (DODIIP) guidance.
M10	Days	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

## SN 2.4.1 Evaluate, Integrate, Analyze, and Interpret Information

**DJS Approval Date:** 27-AUG-05

**Description:** To appraise information for credibility, reliability, pertinency, and accuracy (evaluate). It includes forming patterns through the selection and combination of processed information (integrate). The task further includes reviewing information to identify significant facts for subsequent interpretation (analyze). Finally, the task is to judge the significance of information in relation to the current body of knowledge (interpret). (JP 2-0, JP 2-01, JP 2-01.3)

M1	Hours	To report change in enemy condition (e.g., disposition, order of battle).
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M2	Percent	Of priority intelligence requirements (PIRs) have complete data.
M3	Days	Since last review of critical intelligence data.
M4	Days	Since last vulnerability assessment.
M5	Hours	To review critical intelligence data.
M6	Days	To review intelligence data.
M7	Days	Since last review of intelligence data.

### **SN 2.4.1.1 Identify Global and Regional Issues and Threats**

**DJS Approval Date:** 27-AUG-05

**Description:** To assess threats to the United States, US military forces, and the countries and forces of our multinational partners. This task includes assessing potential issues and situations that could impact US national security interests and objectives. (JP 2-0, JP 2-01, JP 3-01.1, JP 3-08)

M1	Hours	To report change in enemy condition (disposition, order of battle).
M2	Months	Before fielding, new formations or weapons systems identified.
M3	Days	Since last review of critical intelligence data.
M4	Days	Since last review of intelligence data.
M5	Hours	To review critical intelligence data.

### **SN 2.4.1.2 Determine Enemy's Global Capabilities and Strategic Courses of Action**

**DJS Approval Date:** 27-AUG-05

**Description:** To identify, at the national strategic level, what an enemy (or potential enemy) can do, as well as when, where, and with what strength. This task addresses both military and nonmilitary capabilities. Under military capabilities this task examines ground, air, space, naval, chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) capabilities, information operations, special operations, and joint capabilities. Nonmilitary capabilities include political and economic actions: additionally nonstate actors and terrorist groups must be analyzed for their capabilities and probability of executing a planned

action against the homeland. This task also includes identifying all strategic courses of action open to the enemy, and where sufficient intelligence is available, determining the relative order of probability of each course of action. Any factors that may influence the enemy to adopt a course of action should be identified. Finally, determine the susceptibility of the vital elements of the enemy's national power to potential actions of another nation. Enemy strategic vulnerabilities may come from political, information, geospatial (e.g., aeronautical, hydrographic, geodetic, topographic), climatic, economic, scientific, societal, or military factors. (JP 2-0, JP 2-01, JP 2-01.3, JP 3-01.1, JP 3-13)

M1	Percent	Of joint force(s) identified enemy decisive points and high-value target (HVTs) being monitored.
M2	Days	Less warning than predicted warning period.
M3	Days	Warning of war.
M4	Months	Lead time in identifying emerging threats to the nation.
M5	Percent	Of enemy decisive points and HVTs identified.
M6	Percent	Of nuclear production, storage, and delivery systems identified as "strategic."
M7	Percent	Of chemical production, storage, and delivery systems identified as "strategic."
M8	Percent	Of biological production storage, and delivery systems identified as "strategic."
M9	Months	To assess threats to installation and community critical infrastructure through joint military and civilian partnership vulnerability assessments.

### **SN 2.4.1.3 Determine Enemy's Centers of Gravity**

**DJS Approval Date:** 27-AUG-05

**Description:** To identify, at the national strategic level, the sources of an enemy's power and/or collective will to continue the conflict. In addition to identifying centers of gravity (COG), operations and intelligence planners must recommend the best way to influence the COG. (JP 2-0, JP 2-01, JP 2-01.3, JP 3-0)

M1	Instances	Of centers of gravity identified and addressed.
M2	Instances	Of centers of gravity identified (before onset of crisis).

M3	Instances	Of emerging or new centers of gravity correctly identified.
M4	Percent	Of centers of gravity identified (before onset of hostilities).
M5	Percent	Of recommended counters to enemy centers of gravity are accepted.
M6	Instances	Of centers of gravity identified and addressed in detailed planning.

## SN 2.4.2 Prepare National Strategic Intelligence Products

**DJS Approval Date:** 28-AUG-05

**Description:** To prepare intelligence products that meets the needs of national strategic planners and decision makers. (JP 2-0, JP 2-01, JP 2-03, JP 3-35)

M1	Days	Between quality/utility assessments (scores outside average).
M2	Days	Between quality/utility assessments (scores within average).
M3	Hours	For intelligence to be passed to components or joint force (from receipt).
M4	Hours	Until initial analysis of raw information complete (from receipt).
M5	Percent	Of distributed copies of finished intelligence product are read by at least one person (from a sample).
M6	Percent	Of intelligence products produced in accordance with (IAW) Intelligence Planning/Programming Analysis Tool.
M7	Percent	Of quality scores on quality/utility assessments fall within average.
M8	Days	Projection of weather by meteorological and oceanographic (METOC) for daily presentation to crisis action team (CAT).
M9	Percent	Of required priority one geospatial information and services that exist as standard/substitute products/information.

M10	Percent	Of priority one geospatial information and services that exist as interim products/information.
M11	Percent	Of priority two geospatial information and services that exist as standard/substitute products/information.
M12	Percent	Of priority two geospatial information and services that exist as interim products/information.
M13	Percent	Of priority three geospatial information and services that exist as standard/substitute products/information.
M14	Percent	Of priority three geospatial information and services that exist as interim products/information.

## **SN 2.4.2.1 Provide Worldwide National Strategic Indications and Warning**

**DJS Approval Date:** 28-AUG-05

**Description:** To report time-sensitive intelligence on foreign developments that could threaten the United States, its citizens abroad, or allied military, political, or economic interests. This task also includes identifying hostile reactions to US reconnaissance activities and indications of impending terrorist attacks. (JP 2-0, JP 2-01, JP 6-0, CJCSI 6510.01B)

M1	Days	Less than predicted warning period for deliberate planning.
M2	Days	Less warning, than predicted warning period.
M3	Days	Since indicators last reviewed (in peacetime).
M4	Hours	For first update after designation of warning problem.
M5	Percent	Of indicators developed, reported.
M6	Percent	Of warnings issued result in diplomatic, economic, or military action.
M7	Days	Warning of war.
M8	Months	To assess threats to installations and community critical infrastructure through joint military and civilian partnership vulnerability assessments.

## SN 2.4.2.2 Provide Current Intelligence to National Strategic Planners and Decision Makers

**DJS Approval Date:** 28-AUG-05

**Description:** To report strategic intelligence of immediate value relating to particular areas of concern to the Secretary of Defense and strategic planners. This task includes the preparation of intelligence estimates and assessments and periodic intelligence briefings and reports. (JP 2-0, JP 2-01)

M1	Hours	Lag between breaking events and dissemination to National Military Command Center (NMCC) crisis action team (CAT) planning personnel.
M2	Minutes	After breaking events of national strategic importance to prepare briefing for decision makers.
M3	Minutes	Since last J-2 update to CAT on possible hostile actions posing threat to deployment.
M4	Percent	Of basic background facts adjusted between initial and next subsequent briefing.
M5	Percent	Of meteorological and oceanographic (METOC) updates in time for next day's planning.
M6	Hours	From last update J-2 provides updated information on possible hostile actions posing threat to deployment operations.

### SN 2.4.2.2.1 Support Production of National Strategic Intelligence

**DJS Approval Date:** 28-AUG-05

**Description:** To support production of the intelligence required by strategic consumers for formulating national-level policy, strategy, systems acquisition, and military plans and operations. The strategic intelligence task applies across the range of military operations including military operations other than war (MOOTW). (JP 2-0, JP 2-01)

M1	Hours	To provide intelligence support for adaptive planning.
M2	Percent	Of intelligence organizations participate in joint,

	interagency or multinational operations each year.
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### **SN 2.4.2.3 Provide General Military Intelligence to National Strategic Planners and Decision Makers**

**DJS Approval Date:** 28-AUG-05

**Description:** To provide intelligence about the strategic military capabilities of foreign countries and organizations to planners and decision makers. This task includes creating and maintaining databases relating to the military capabilities of current and potential adversaries. (JP 2-0, JP 2-01, JP 6-0)

M1	Hours	Between electronic updates of defense intelligence reports on enemy military capabilities.
M2	Percent	Of actual enemy military strength (number of people, equipment or sustainment) compared to Joint Staff/J-2 estimate.
M3	Percent	Of questions on enemy military forces answered by data in Defense Intelligence Agency (DIA), Service, or other national data bases.
M4	Days	Between hard copy updates of defense intelligence reports on enemy military capabilities.

### **SN 2.4.2.4 Provide Intelligence for National Strategic Targeting**

**DJS Approval Date:** 28-AUG-05

**Description:** To provide strategic targeting intelligence to targeting planners. This includes supporting the strategic targeting process as well as target battle damage assessment. (JP 2-0, JP 2-01, JP 2-01.1)

**Notes:** This task supports SN 3.2, "Manage National Strategic Firepower," ST 3.1.3, "Conduct Theater Combat Assessment."

M1	Percent	Of enemy targets identified by combatant command, component, and/or federated intelligence community targeting and targeting support staffs.
M2	Percent	Of failed attacks on national strategic high-payoff

		target(s) (HPTs) (attributed to incorrect location data).
M3	Percent	Of national strategic HPTs have correct location data.
M4	Percent	Of enemy targets identified as national strategic HPTs by combatant command, component, and/or federated intelligence community targeting and targeting support staffs.
M5	Percent	Of target locations verified by combatant command, component, and/or federated intelligence community targeting and targeting support staffs before launch of follow-on missions.
M6	Hours	To provide battle damage assessment following execution on enemy targets.
M7	Time	To identify relocatable targets.
M8	Time	To update database for routine items.
M9	Time	To update database for immediate items.
M10	Percent	Accuracy of database update.
M11	Time	To produce tailored target materials.
M12	Hours/days	Combatant command's identification, establishment, and management of federated partners, through Joint Staff/J-2, for target development, target material generation, and battle damage assessment.
M13	Time	To provide Phase I battle damage assessment (BDA) to requestor.
M14	Time	To provide Phase II BDA to requestor.

### **SN 2.4.2.5 Provide Scientific and Technical Intelligence for Research & Development (R&D) and Force Planning**

**DJS Approval Date:** 28-AUG-05

**Description:** To provide intelligence on foreign developments in basic and applied sciences and technology to analysis centers. This includes reporting on the development of foreign strategic weapons systems or efforts to procure such systems. (JP 2-0, JP 2-01)

M1	Months	Lead time provided on foreign developments in
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		applied research.
M2	Months	Lead time provided on foreign developments in basic research.
M3	Months	Lead time provided on initial operational capability (IOC) of non-US strategic weapons systems.
M4	Months	Lead time provided on IOC of non-US weapons systems.
M5	Percent	Of weapons system's actual characteristics relative to predicted.
M6	Percent	Of weapons system's actual capabilities relative to predicted.

## SN 2.4.2.6 Produce Human Factors Analysis

**DJS Approval Date:** 28-AUG-05

**Description:** To develop information operations (IO) profiles of foreign leaders. Develop social network analysis assessments. Provide non-state actor organizations. Provide biographical studies and leadership assessment of foreign leaders and key military personnel. Develop network analysis of key leaders and influence groups. Represent human factors and leadership analysis within the Intelligence Community. Provide human target characterization for IO planners. (JP 3-13)

M1	Percent/Number	Human Factors Priority of Intelligence Requirements (PIRs) responded to.
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## SN 2.4.3 Provide Country Specific Intelligence

**DJS Approval Date:** 28-AUG-05

**Description:** To produce political, economic, and social aspects of countries in the joint operations area (JOA). Provide information on organization, operations, and capabilities of individual country in the JOA. Also provide counterintelligence on country intelligence capabilities and activities. (JP 2-01)

M1	Percent/Number	Data that is current from classified and unclassified sources.
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## SN 2.5 Disseminate and Integrate National Strategic Intelligence

**DJS Approval Date:** 28-AUG-05

**Description:** Provide information systems and intelligence information services to the intelligence community in support of the warfighters, national policy makers, and defence acquisition authorities. (JP 2-0, JP 2-01, JP 6-0)

M1	Days	To evaluate threat estimates for potential threat nations.
M2	Hours	To disseminate data to users in support of operational commander.
M3	Hours	To prepare, publish, and disseminate intelligence report.
M4	Minutes	After major change in threat to update intelligence.
M5	Months	Since last review and update of strategic and operational centers of gravity of national threats.
M6	Months	To update evaluation of overall threats to combatant commander's assets and operations.
M7	Percent	Of significant new formations or fielded weapons systems were correctly anticipated.
M8	Percent	Of required priority one geospatial information and services provided within required timeframe.
M9	Percent	Of required priority two geospatial information and services provided within required timeframe.
M10	Percent	Of required priority three geospatial information and services provided within required timeframe.
M11	Frequency	Of dissemination of finished (processed and analyzed) intelligence to subordinate units.
M12	Time	Per day finished (processed and analyzed) intelligence documents disseminated to

		subordinate units.
M13	Yes/No	Provide intelligence to fulfill assigned signals intelligence (SIGINT) support plan (SPP) responsibilities in accordance with (IAW) DOD Intelligence Management Document.
M14	Days/Weeks/Months	To integrate / disseminate National Strategic Intelligence.

## **SN 2.5.1 Provide Finished Intelligence Products to National Strategic Planners and Decision Makers**

**DJS Approval Date:** 28-AUG-05

**Description:** To provide all source fused intelligence that has been processed to ensure the comprehensive analysis of the information for planners and decision makers in form appropriate to support planning and course of action development. (JP 2-0, JP 2-01)

**Notes:** SN 5.1.1, "Communicate Strategic Decision/Information," provides the transmission of intelligence products by message or hard copy or other methods.

M1	Days	For all combatant commands to receive hard copy product (after printing run).
M2	Days	For Joint Deployable Intelligence Support System (JDISS) to arrive in theater and be operational.
M3	Days	For distribution of hard copy intelligence products (from final copy).
M4	Days	To provide customer pull on demand capability.
M5	Days	To provide intelligence in appropriate form and suitable means to consumer.
M6	Hours	To post electronic copy of intelligence products (from final copy).
M7	Hours	To convert compartmented intelligence updates to intelligence annexes and briefings.
M8	Minutes	To respond to request for information on threats to and status of inter/intratheater transportation infrastructures and port(s) of debarkation (PODs).
M9	Percent	Of finished intelligence products distributed by

		user preferred means.
M10	Percent	Of intelligence consumer requests requiring clarification.
M11	Percent	Of intelligence personnel with authority to sanitize, summarize, and interpret highly classified information and intelligence.
M12	Percent	Of joint force intelligence organizations or higher echelons with pull on demand capability for national intelligence data base.
M13	Percent	Of major headquarters (joint and component) with installed sensitive compartmented information (SCI) intelligence chat nets.
M14	Percent	Of planners and decision makers with need to know receive finished intelligence products.
M15	Percent	Of plans and orders have updated intelligence products.

## **SN 2.5.2 Provide Follow-On Intelligence Support to National Strategic Planners and Decision Makers**

**DJS Approval Date:** 28-AUG-05

**Description:** To participate in national strategic planning and execution and to provide intelligence inputs in response to queries based on furnished intelligence products or the evolution of events. (JP 2-0, JP 2-01)

M1	Days	To evaluate new threat estimates for potential threat nations.
M2	Percent	Of crisis response products that have active follow-up.
M3	Percent	Of routine products that have active follow-up.
M4	Percent	Of significant new formations or fielded weapon systems, correctly anticipated.

## SN 2.5.3 Provide Sensitive Compartmentalized Information (SCI) Networks for the Intelligence Community

**DJS Approval Date:** 28-AUG-05

**Description:** Provide Joint Worldwide Intelligence Communications System (JWICS). Incorporate advanced networking technologies that permit point-to-point or multipoint information exchange involving voice, text, graphics, data, and video teleconferencing. (JP 2-0, JP 2-01)

M1	Percent/Time	System is fully operational.
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## SN 2.6 Evaluate Intelligence Activities

**DJS Approval Date:** 28-AUG-05

**Description:** To evaluate intelligence operations and to recommend any necessary improvements. The primary factor to be considered is whether or not the consumer's intelligence requirements being satisfied on time. (JP 2-0, JP 2-01)

M1	Hours	To provide initial feedback (after evaluation of national strategic intelligence activities).
M2	Percent	Of combatant command intelligence evaluations reviewed for applicability to national strategic-level intelligence activities.
M3	Percent	Of deficiencies noted in national strategic intelligence activities incorporated in joint lessons learned system.
M4	Percent	Of evaluator observations of joint intelligence activities validated.
M5	Percent	Of intelligence evaluator feedback recommendations adopted.
M6	Percent	Of respondent's time consumed by evaluator interviews and data collection.
M7	Percent	Of the five intelligence tenets evaluated in examining national strategic intelligence activities.
M8	Percent	Of users of national strategic intelligence products surveyed.
M9	Weeks	To provide feedback after evaluation of national

		strategic intelligence activities.
M10	Yes/No	Determine the effectiveness of intelligence operations (i.e. intelligence task force (ITF) and other J-2 elements) in support of the command and its subordinate units.
M11	Yes/No	Determine the effectiveness of intelligence operations (i.e. ITF and other J-2 elements) to theater nuclear planning.
M12	Percent	Of combatant commander, task force (TF), and J2 exercise objectives accomplished.
M13	Percent	Of J-2 related joint mission-essential task (JMETL) tasks performed to standard.
M14	Percent	Of post-exercise hotwash sessions attended in order to hear comments by exercise players related to ITF/J-2 support.
M15	Percent	Of J-2 related joint universal lessons learned (JULLs) reviewed.

## SN 2.7 Provide Personnel Security

**DJS Approval Date:** 28-AUG-05

**Description:** To provide for personnel security and programs including active duty military, reserve, national guard, and civilian personnel. (JP 2-01)

M1	Percent/Number	Personnel with appropriate clearances.
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## SN 2.8 Provide Counterintelligence Support

**DJS Approval Date:** 28-AUG-05

**Description:** Provide counterintelligence support to Chairman of the Joint Chiefs of Staff, combatant commands, Services and other agencies. Safeguard personnel, information, facilities, systems, operations, and plans. (JP 2-01)

M1	Number/Percent	Counterintelligence tasks performed to standard.
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## SN 3 Employ Forces

**DJS Approval Date:** 28-AUG-05

**Description:** To employ forces to achieve desired end states to include within the United States if in response to homeland security. Employment at the strategic national level includes the commitment of functional combatant command assets or other forces under direct supervision of the Secretary of Defense to execute a national mission. This task includes efforts that integrate two or more theater strategies or US and multinational national-level efforts. It also includes coordination and integration of non-DOD support to combatant commands and DOD support of non-DOD agencies and other nations and groups. (JP 1, JP 3-0, JP 3-08, JP 0-2, JP 3-26)

**Notes:** Deployment of joint, single service, or multinational forces from one theater, or continental United States (CONUS), to another for executing strategic plans is included under SN 1, "Conduct Strategic Deployment and Redeployment."

M1	Days	From decision to employ national strategic firepower until desired damage levels achieved.
M2	Minutes/Hours	From event detection to data receipt by North American Aerospace Defense Command (NORAD).
M3	Minutes	From initial notification until establishment of a missile event conference.
M4	Percent	Of potential multi-crisis situations (requiring apportionment of national assets) wargamed.
M5	Percent	Of space and missile launch events detected.
M6	Days	To designate a primary theater in a multi-crisis situation (requiring allocation of forces or assets).

### SN 3.1 Coordinate Forward Presence of Forces in Theaters

**DJS Approval Date:** 28-AUG-05

**Description:** To collaborate with other US departments and agencies and the US Congress and to work with foreign governments to allow the stationing of or temporary presence of US combat and support units and individual Service members or DOD civilians. The objective is to allow the rapid application of the military instrument of national security by

placing US forces in a position from which they can rapidly respond to a crisis or can support the rapid response of other forces to such a crisis. This is a crucial element of deterrence and can be a demonstration of resolve to allies and potential adversaries. (JP 1, JP 3-0, JP 3-08, JP 3-35)

M1	Days	For interagency coordination of theater status-of-forces-agreement (SOFAs) or bilateral political agreements.
M2	Percent	Of stationing costs in area of responsibility (AOR) supported by host nation(s) (HN(s)).
M3	Hours	To construct a theater option consisting of one weapon against one target (target detection device (TDD) available).
M4	Hours	To construct a theater option consisting of one weapon against one target (TDD not available).
M5	Yes/No	Current agreements and arrangements with AOR nations provide for satisfactory support to theater deliberate plans and in the event of a crisis.

### SN 3.1.1 Station Forces Forward in Theaters

**DJS Approval Date:** 28-AUG-05

**Description:** To collaborate with other US departments and agencies and the US Congress and to work with foreign governments to allow the permanent stationing of US combat and support units. Further, to act on agreements with foreign governments by the assignment of forces to combatant commanders for stationing overseas and to provide the DOD funds necessary to support those forces and any accompanying dependents. Includes the collection of environmental background data to establish any endemic hazard levels. (JP 1, JP 3-0, JP 3-35)

M1	Percent	Of annual commitments to host nations satisfied.
M2	Percent	Of housing for unaccompanied personnel meets continental United States (CONUS) housing standards.
M3	Percent	Of stationing costs provided by host-nation funding.
M4	Man-days	Spent annually collecting, coordinating, and submitting to Congress mandated overseas troop strength data.
M5	Percent	Of host-nation's authority (over control and punishment of US forces under status-of-forces-



		agreement (SOFA) or like instruments) ceded to US.
M6	Minutes	Provide adequate information to the President and Secretary of Defense, obtain and disseminate Presidential approval, and transmit the appropriate messages/emergency actions messages (EAMs) to deploy nuclear weapons outside the continental United States (OCONUS).
M7	Hours	Provide adequate information to the Secretary of Defense and/or Chairman, JCS, obtain their approval approval, and transmit the appropriate messages/EAMs to transfer operational control (OPCON) of nuclear forces.

### **SN 3.1.2 Coordinate Periodic and Rotational Deployments, Port Visits, and Military Contacts**

**DJS Approval Date:** 28-AUG-05

**Description:** To collaborate with other US departments and agencies and the US Congress and to work with foreign governments to allow for US combat, support, and training units and individual Service members and DOD civilians to visit foreign nations. This task includes the coordination of deployments, port visits, and military contacts to ensure no conflicts exist between combatant commands or with nonmilitary instruments of national power. (JP 1, JP 3-0, JP 3-07, JP 3-16, JP 3-35)

M1	Percent	Of periodic deployment costs, provided by host-nation funding.
M2	Percent	Of port visit costs, provided by host-nation funding or services.
M3	Percent	Of rotational deployment costs, provided by host-nation funding.
M4	Percent	Of scheduled port visits, delayed or canceled because of a lack of coordination.
M5	Percent	Of host-nation's authority (over control and punishment of US forces under status-of-forces agreement (SOFA) or like instruments) ceded to US.

### **SN 3.1.3 Support Establishment of Access and Storage Agreements**

**DJS Approval Date:** 28-AUG-05

**Description:** To support the combatant commander's efforts to obtain agreements for periodic access by US personnel and units and for the permanent stationing ashore or afloat of selected items of equipment and supplies. This task includes collaborating with other US departments and agencies, the US Congress, and foreign governments to develop treaties, executive agreements, and memorandums of understanding with host nation(s) (HNs) or international organizations. This task supports proliferation reduction measures. (JP 0-2, JP 1, JP 3-0, JP 3-07.3, JP 3-08, JP 3-10, JP 3-35)

M1	Percent	Of all area of responsibility (AOR) countries have treaties, executive agreements, and memoranda of understandings with US.
M2	Percent	Of stationing costs for selected US equipment and supplies, provided by host-nation funding.
M3	Percent	Of host-nation's authority (over control and punishment of US forces under status-of-forces agreement (SOFA) or like instruments) ceded to US.

### **SN 3.1.4 Coordinate Joint/Multinational Training Events**

**DJS Approval Date:** 28-AUG-05

**Description:** To coordinate, schedule, and conduct designated joint/multinational training events. This task includes arranging for the participation of forces from other nations and from international organizations, when obtaining such participation is beyond the purview of the combatant commander. It also includes the deconfliction of training events, both between combatant commands and with nonmilitary instruments of national power. At times the Chairman of the Joint Chiefs of Staff will be the officer scheduling the joint training events, but will almost always delegate to the combatant commander the conduct of the training event or allow the combatant commander to further delegate conduct of the training event. (JP 3-0, JP 3-16, JP 3-35)

M1	Percent	Of exercise costs, provided through host-nation funding.
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M2	Percent	Of exercise forces, provided by non-US forces.
M3	Percent	Of exercises conducted primarily for access purposes.
M4	Percent	Of exercises conducted primarily for training purposes.
M5	Percent	Of exercises including chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) tasks.
M6	Percent	Of exercises conducted as compared to those planned.

### **SN 3.1.5 Acquire Host-Nation Support (HNS)**

**DJS Approval Date:** 19-SEP-05

**Description:** Moved to SN 4.2.9 (None)

### **SN 3.2 Manage National Strategic Firepower**

**DJS Approval Date:** 03-AUG-07

**Description:** To manage all aspects of national strategic firepower to include targeting and attack policy, target selection, planning applications, readiness, generate and disperse forces, and maintain weapon stockpiles. The term strategic firepower is a far-reaching concept and is used here to refer to any type of attack (i.e., nuclear, conventional, unconventional ), both lethal and non-lethal, on targets of strategic value. (JP 3-0, JP 3-33, JP 3-60, JP 6-0)

M1	Percent	Of enemy strategic space assets destroyed/degraded.
M2	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>
M3	Hours	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>
M4	Days	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>
M5	Days	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>
M6	Days	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>

M7	Hours	From receipt of tasking to construct a scenario supporting directed planning option (DPO)/theater nuclear option (TNO) for air launched cruise missile (ALCM), advanced cruise missile (ACM), intercontinental ballistic missile (ICBM), submarine-launched ballistic missile (SLBM), and gravity bomb with target detection device (TDD).
M8	Hours	From receipt of tasking to construct a scenario supporting DPO/TNO for ALCM, ACM, ICBM, SLBM, and gravity bomb without TDD.
M9	Hours	From receipt of tasking to construct a sortie (ready to send Request Approval Message) supporting DPO/TNO that consists of one gravity bomb, ICBM, or SLBM weapon on one target with TDD.
M10	Hours	From receipt of tasking to construct a sortie (ready to send Request Approval Message) supporting DPO/TNO that consists of one gravity bomb, ICBM, or SLBM weapon on one target without TDD.
M11	Hours	To encode and transmit message from plan approval.
M12	Percent	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

### SN 3.2.1 Process Strategic Targets

**DJS Approval Date:** 28-AUG-05

**Description:** To acquire, positively identify, select, and prioritize targets that are enemy strategic decisive points, critical nodes, and centers of gravity. This task includes apportioning resources to attack the selected strategic targets in either a deliberate or adaptive planning mode. (JP 2-0, JP 2-01.1, JP 2-01.3, JP 3-0, JP 3-03, JP 3-60, CJCSI 3122.06)

M1	Percent	Of national strategic high priority targets (HPTs) discovered within execution cycle are reprioritized.
M2	Percent	Of selected HPTs have measured coordinates available.
M3	Percent	Of selected target components can be attacked (sufficient delivery systems and munitions available).
M4	Percent	Of selected targets have critical components identified.

M5	Hours	To develop a target for attack (after identification as a strategic decisive point).
M6	Percent	Of targets reviewed for collateral damage/effects, damage expectancy (DE), casualties and political ramifications.
M7	Percent	Planned casualties exceed guidance.
M8	Percent	Of planned collateral damage/effects expectancy that exceeds guidance and legal limitations.
M9	Percent	Of anticipated collateral damage/effects that exceeds guidance and legal limitations.
M10	Hours	To construct an adaptive plan against one target.
M11	Days	To process, apportion, and integrate firepower resources based on major Single Integrated Operational Plan (SIOP)/Joint Strategic Capabilities Plan (JSCP) doctrine, policy, or guidance changes.
M12	Days	To process, apportion, and integrate firepower resources based on routine SIOP/JSCP doctrine, policy, or guidance changes.
M13	Yes/No	Identify, select, and prioritize targets for inclusion in the Theater Nuclear Planning Document and appropriate nuclear appendices to operation plan(s) in concept format (CONPLANS)/operation plan(s) (OPLANS).
M14	Time	To process, apportion, and integrate resources based on mobile target changes.
M15	Yes/No	Target plan reviewed for compliance with law (international, national, agreements/treaties and rules of engagement).
M16	Hours/days	To develop the thresholds in accordance with Joint Staff collateral damage methodology and joint doctrine in order to determine sensitive targets as a result of collateral damage, collateral effects or political ramification/interest, up and down channeling guidance.
M17	Hours/days	From identification of sensitive targets to develop supporting information to upchannel for national-level review and approval.
M18	Percent	Of known/suspected enemy chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) targets that are identified and targeted.

## SN 3.2.2 Generate and Disperse Strategic Forces

**DJS Approval Date:** 28-AUG-05

**Description:** To notify, alert, and increase the readiness of forces capable of conducting strategic attack. This task also includes assembling, and/or dispersing forces capable of conducting/supporting strategic attack in a posture preparatory to attacking strategic targets as well as surviving forces on tactical threat warning. This task includes those forces assigned to supporting commands in support of the Single Integrated Operation Plan (SIOP) and other strategic plans. (JP 3-01.1, JP 3-01.5)

M1	Hours	To disperse forces to ensure survivability.
M2	Hours	To achieve specified state of readiness for assigned forces.
M3	Minutes	To issue force dispersal/generation messages.
M4	Days	To achieve specific force generation level.
M5	Time	For last unit to reach safe separation distance from point of departure.
M6	Yes/No	Decisions concerning force generation and timing constraints completed in accordance with (IAW) applicable operating instructions.
M7	Hours	To assemble airlift forces for strategic intratheater deployment of forces.
M8	Percent	Of alert forces obtain directed alert condition (LERTCON)/Posture status within timelines specified in emergency action procedures (EAP)-strategic (STRAT) series publications.
M9	Percent	Of available forces generated and dispersed within planned time.
M10	Yes/No	Present comprehensive nuclear option concepts, terminology, and procedures at the level of understanding of the decision maker.
M11	Yes/No	Initiate generation of nuclear assets to meet Chairman of the Joint Chiefs of Staff (CJCS) or geographic combatant commander timing requirements to support planned nuclear options.
M12	Days	Achieve alert or increased readiness of forces capable of conducting strategic/nonstrategic

		nuclear attack.
M13	Days	Plan and develop flexible deterrent options and force enhancements to allow for the rapid application of military forces.
M14	Hours	Process or relay a request for forces to establish the presence of strategic/nonstrategic nuclear weapon systems in theater.
M15	Hours	To deploy mobile support teams after direction.

### SN 3.2.3 Manage Strategic Force Readiness Levels

**DJS Approval Date:** 28-AUG-05

**Description:** To modify strategic forces responsiveness by directing them into lower/higher conditions of readiness and survivability. This task includes directing changes in aircraft and intercontinental ballistic missile (ICBM) posture levels and submarine deployment/patrol condition, as well as dispersing these forces to increase survivability. (JP 3-01.1)

M1	Days	Longest maximum readiness can be maintained.
M2	Hours	To generate forces to new readiness level.
M3	Hours	To re-obtain readiness levels after a missile goes off alert unexpectedly.
M4	Hours	To re-obtain readiness levels after an aircraft goes off alert unexpectedly.
M5	Hours	To re-obtain readiness levels after an fleet ballistic missile submarine (SSBN) goes off alert unexpectedly.
M6	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M7	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M8	Days	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M9	Yes/No	Manage force readiness levels in accordance with (IAW) Single Integrated Operational Plan (SIOP) Planning.
M10	Percent	Accuracy of Strategic Force Accounting Module

		(SFAM) data with regard to force generation and dispersal.
M11	Percent	Of alert forces directed to obtain alert condition (LERTCON)/Posture status within timelines specified control of generated forces through defense readiness condition (DEFCON) changes.
M12	Numer	Of minimum communications links to appropriate command centers and all available airborne and fixed delivery systems.
M13	Time	Required for recall of battle staff.

## SN 3.2.4 Manage Strategic Weapon Stockpile

**DJS Approval Date:** 28-AUG-05

**Description:** To monitor strategic asset current availability/reliability, maintain current status, and assess current capabilities of assets. This task includes coordinating with combatant commands to ascertain requirements and working with components, operational commands, and support agencies within DOD and Department of Energy (DOE) to ensure weapons availability in support of strategic objectives. (JP 3-08, JP 4-09)

M1	Months	Since formal review of worldwide nuclear asset availability.
M2	Weeks	Since update of geographic combatant command nuclear weapons requirements.
M3	Months	To reconstitute Tomahawk land attack missile/nuclear (TLAM (N)) capability at sea (assessed).
M4	Percent	Of nuclear capable systems which have firing circuitry which is current and certified.
M5	Percent	Of required crews which are nuclear certified by delivery system.
M6	Number	Of nuclear weapons in RED status by type and location.
M7	Percent	Of stockpile currently certified to not produce a nuclear yield if dropped or fired safe.
M8	Percent	Of reliability assessed for current nuclear weapons and delivery platforms.
M9	Percent	Of required weapons in tasked units capable, available and supportable to meet established unit



		nuclear mission.
M10	Percent	Of Service component commands rated Satisfactory to handle, store, and maintain nuclear weapons (as indicated by not seriously injured (NSI)/Defense Threat Reduction Agency (DTRA) Nuclear Weapon Technical Inspections results).
M11	Percentage	Of inspection results monitored to identify problematic areas that may impact ability to support the operation plan (OPLAN).
M12	Percent	Of security personnel assigned are entered in/trained to qualification appropriate skill level to perform mission.
M13	Percent	Of units assigned that have conducted Force on Force training within the last twelve months in accordance with (IAW) DOD 5210.41m, Security Policy for Protecting Nuclear Weapons.
M14	Percent	Of unit's able to support security requirements IAW OPLAN.
M15	Instances	Where use and control of nuclear weapons is not in accordance with national guidance in Nuclear Surety.
M16	Percent	Passed DTRA inspections of the Personnel Reliability Program with a Satisfactory or better.
M17	Percent	Of units receiving a Defense Nuclear Surety Inspection (DNSI) in last year receive a Satisfactory or better grade.
M18	Percent	Of passed Nuclear Weapon Tech Inspections of Service Component Command capability to handle, store, and maintain nuclear weapons with a Satisfactory or better.
M19	Percent	Of passed Service Weapon System inspections with Satisfactory or better results.

### **SN 3.2.4.1 Support US Strategic Deterrence**

**DJS Approval Date:** 28-AUG-05

**Description:** To maintain and monitor current asset availability, capability, and reliability status; coordinate the safety, security, viability and/or credibility of the US nuclear and specialized non-nuclear forces. (CJCSI 3260.01(S), CJCSI 3520.01A, CJCSI 5119.01A, CJCSI 8510.01, CJCSM 3150.04 (S), JP 3-12, JP 3-12.1)

**Notes:** This task includes researching nuclear weapons effects and developing tools modeling these effects for warfighter offensive targeting; developing protection technology to ensure continued system operations after exposure to weapon-induced environments; developing simulation capability to validate models/codes and test systems in simulated weapon environments; and maintaining readiness to conduct effects experiments if underground nuclear testing is resumed.

M1	Yes/No	Complete the Quarterly Nuclear Weapons Stockpile Executive Summary and submit to the Director for Operations/Operations Directorate (J-3), Joint Chiefs of Staff.
M2	Yes/No	Complete the Quarterly Schedule of Retirement, Apportionment, and Reallocation of Nuclear Weapons and submit to Chairman of the Joint Chiefs of Staff, major commands, and combatant commands.
M3	Percent	Of all nuclear capable units receive a Defense Nuclear Surety Inspection (DNSI) each fiscal year in accordance with (IAW) Technical Publication 25-1, "DOD Nuclear Weapons Technical Inspection System."
M4	Percent	Of all US special weapons storage sites receive a site survey each fiscal year.
M5	Yes/No	Physical Security Equipment Action Group funding of Service-sponsored applied research programs committed within 90 days of receipt.
M6	Instance	Force-on-force test or other type of exercise conducted in last year to evaluate DOD nuclear security policy requirements and standards.
M7	Percent	Of nuclear weapons removed from the active stockpile due to safety concerns.
M8	Years	To conduct review of nuclear weapon system risk assessment of safety by qualitative or quantitative means.
M9	Percent	Of recommendations to improve nuclear weapon system safety reviewed and action.
M10	Percent	Of nuclear-capable units receive their 60-month Defense Nuclear Surety Inspection.

## SN 3.2.5 Determine National Strategic Targeting Policy

**DJS Approval Date:** 28-AUG-05

**Description:** To determine national strategic targeting policy and provide advice to the President and Secretary of Defense concerning all aspects of the use of strategic fires and information operations weapons. This task includes determining target priority, needed level of damage or as well as legal limitations and political constraints on targets of strategic importance. (JP 3-13)

M1	Percent	Of collateral damage/effects or political ramifications or interests (under proposed targeting policy) to nonmilitary targets, systems, environment, state players.
M2	Man-Months	To develop proposed targeting policy.
M3	Percent	Of enemy nuclear forces form a secure reserve after US retaliation under proposed targeting policy.
M4	Percent	Of nominated targets have weapons available (under proposed targeting policy).
M5	Percent	Probability of success for pre-emptive attacks on minor nuclear powers (under proposed targeting policy).
M6	Months	Since damage criteria study published.
M7	Percent	Success expected from proposed targeting policy.
M8	Percent	Success expected from published targeting policy.
M9	Months	To develop, coordinate, and publish proposed targeting policy.
M10	Yes/No	Present a comprehensive description of nuclear option objectives and what is targeted to support the objectives at the level of understanding of the decision maker.
M11	Yes/No	Present a comprehensive description of key aspects and procedures of nuclear adaptive planning at the level of understanding of the decision maker.
M12	Yes/No	Present a comprehensive description of theater nuclear operations and support at the level of understanding of the decision maker.
M13	Yes/No	Determine target priority, desired level of damage,

		and limitations and capabilities of nuclear delivery platforms.
M14	Percent	Of targets reviewed for compliance with US/international law and policy.
M15	Hours/days	To develop the thresholds in accordance with Joint Staff Collateral Damage Methodology and Joint Doctrine in order to determine sensitive targets as a result of collateral damage, collateral effects or political ramification/interest, up and down channeling guidance.

## SN 3.2.6 Develop National Strategic Attack Policy

**DJS Approval Date:** 28-AUG-05

**Description:** To determine national strategic attack policy. Strategic attack refers to the use of strategic firepower to create strategic nuclear, conventional, lethal, or nonlethal effects. The components to determine attack policy are situational dependent. Examples include development of policy pertaining to the Single Integrated Operational Plan (SIOP), nuclear strike plans, conventional strike plans, information operations (IO), and antisatellite (ASAT) plans. (JP 3-13)

M1	Months	To coordinate policy guidance for the employment of nuclear weapons (NUWEP).
M2	Months	To coordinate CJCS Instruction 3110.01, Joint Strategic Capabilities Plan (JSCP).

## SN 3.2.7 Manage Strategic Nuclear Capabilities

**DJS Approval Date:** 28-AUG-05

**Description:** To manage all aspects of strategic nuclear capabilities to include command & control, targeting and attack policy, target selection, planning applications, readiness, generating and dispersing forces, and maintaining weapon stockpiles. (JP 3-12)

M1		Measures are classified.
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## SN 3.2.7.1 Manage Strategic Nuclear Support Capabilities

**DJS Approval Date:** 30-OCT-06

**Description:** To manage all aspects of strategic nuclear capabilities to include command and control, targeting and attack policy, readiness and maintaining weapon stockpiles. (JP 3-0)

M1	Measures are classified
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## SN 3.3 Employ National Strategic Firepower

**DJS Approval Date:** 28-AUG-05

**Description:** To employ all lawful means and systems of attack for strategic effect. This task includes series or parallel attack of selected enemy targets to instantly or progressively produce the desired effect (destroy, disintegrate, degrade, etc.) on the enemy's strategic forces. Targets may include national command and control facilities, chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon production and delivery systems, warmaking capacity, economic or political centers of gravity. National strategic attack employs lethal (nuclear, conventional, and unconventional) and nonlethal assets in a manner consistent with national and international law. (JP 0-2, JP 1, JP 3-0, JP 3-03)

M1	Hours	Before targeted government responds.
M2	Hours	From receipt of tasking construct a scenario supporting directed planning option (DPO)/theater nuclear option (TNO) for air launched cruise missile (ALCM), advanced cruise missile (ACM), intercontinental ballistic missile (ICBM), fleet ballistic missile submarine (SLBM), and gravity bomb with target detection device (TDD).
M3	Hours	From receipt of tasking to construct a scenario supporting DPO/TNO for ALCM, ACM, ICBM, SLBM, and gravity bomb without TDD.
M4	Hours	From receipt of tasking to construct a sortie (ready to send Request Approval Message) supporting DPO/TNO that consists of one gravity bomb, ICBM, or SLBM weapon on one target with TDD.
M5	Hours	From receipt of tasking to construct a sortie (ready

		to send Request Approval Message) supporting DPO/TNO that consists of one gravity bomb, ICBM, or SLBM weapon on one target without TDD.
M6	Hours	To encode and transmit message from plan approval.
M7	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl
M8	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl
M9	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl
M10	Minutes	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl
M11	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl
M12	Percent	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl
M13	Hours	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl

### SN 3.3.1 Employ National Lethal Capabilities

**DJS Approval Date:** 28-AUG-05

**Description:** To employ national lethal capabilities to affect, modify, neutralize, or destroy enemy targets worldwide. (JP 0-2, JP 3-0, JP 3-03)

**Notes:** For the decision to employ strategic attack as part of a national military strategic plan, see SN 5, "Provide Strategic Direction and Integration."

M1	Percent	Of failed high payoff target (HPT) attacks attributed to lack of integration.
M2	Percent	Of national strategic firepower missions flown/fired without requested theater support.
M3	Percent	Of special access program(s) (SAPs) cannot be integrated with non-SAP systems for security reasons.
M4	Percent	Of strategic special operations forces (SOF) missions executed without notification of non-SOF operating forces.

M5	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M6	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M7	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M8	Minutes	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M9	Minutes	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M10	Number	Of errors in emergency action message (EAM) preparation and transmission.
M11	Incidents	Of errors in crew force validation, authentication, and response when execution is directed by the President.
M12	Percent	Of missions completed as planned.
M13	Percent	Of uncovered targets, not due to enemy action.

### SN 3.3.1.1 Plan and Conduct Global Strike Operations

**DJS Approval Date:** 28-AUG-05

**Description:** Conduct integrated planning and analysis, support, and on order, execute forces to deliver rapid, limited duration, extended range, precision kinetic and non-kinetic effects in support of theater and national objectives. (JP 3-26)

**Notes:** This task includes dissuading, disrupting, destroying, and neutralizing strategic level targets/target systems and to shape the tempo of theater engagements and joint operations, using available Service and joint firepower assets against land (surface and subsurface), air (including space), and maritime targets having strategic significance.

M1	Yes/No	Lead deliberate planning and crisis action collaborative planning for Global Strike operations.
M2	Percent	Of solution the Global Strike Support Documents (GSSDs) planning information organized around Office of the Secretary of Defense planning scenarios will provide.
M3	Yes/No	GSSDs will be published on a regular basis and

		updated and/or maintained by US Strategic Command (USSTRATCOM).
M4	Yes/No	Establish requirements in accordance with Joint Operation Planning and Execution System (JOPES).
M5	Yes/No	Commander, United States Strategic Command (CDRUSSTRATCOM) briefs the President, Secretary of Defense, the Chairman of the Joint Chiefs of Staff, or supported combatant commander on recommended course of action (COA).
M6	Yes/No	Lead or assist in detailed execution planning in support of selected COA and ensure necessary orders are transmitted to affected forces.

### SN 3.3.1.2 Provide Global Strike Capabilities

**DJS Approval Date:** 05-OCT-07

**Description:** To provide strategic guidance and commander's intent to all efforts directed at conducting Global Strike operations as defined in the Unified Command Plan, as well as monitoring execution and, when requested, providing direction via collaborative environment or other means, to all joint forces conducting conventional Global Strike operations both lethal and non-lethal, using kinetic and non-kinetic means of delivery. (JP 3-0, JP 3-03, JP 3-08, JP 3-09, JP 3-26, JP 3-12, JP 3-13, JP 5-0)

**Notes:** This task also includes C2 of forces engaged in executing Global Strike operations.

M1	Yes / No	Develop, integrate, and synchronize strategy and plans and advocate mission capabilities.
M2	Yes / No	Provide C2 planning and support to other unified commands, as directed.
M3	Yes / No	Assess effects of enemy retaliation on friendly forces, basing, and infrastructure.

### SN 3.3.2 Synchronize Strategic Attack

**DJS Approval Date:** 28-AUG-05

**Description:** To synchronize attacks on all strategic targets with other operations through the coordinated employment of national-level systems to maximize the combined effects and to minimize effects on friendly



forces, neutrals, and noncombatants. Attack is conducted to destroy or neutralize strategic-level targets worldwide using lethal and nonlethal means. Synchronization may take place at the ST level of war. (JP 0-2, JP 3-0)

M1	Percent	Of planned targets, hit on time.
M2	Percent	Of uncovered targets, attacked by regenerated forces.
M3	Percent	Of units receive execute order through primary system.
M4	Percent	Of friendly or neutral forces and noncombatants influenced by collateral effects from friendly attacks on chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon targets.
M5	Instances	Synchronized multiple attacks on targets using appropriate time-over-target or launch windows minimizing collateral damage, civilian casualties, and fratricide.
M6	Hours	From receipt of tasking to construct a scenario supporting directed planning option (DPO)/theater nuclear option (TNO) for air launched cruise missile (ALCM), advanced cruise missile (ACM), intercontinental ballistic missile (ICBM), submarine-launched ballistic missile (SLBM), and gravity bomb with target detection device (TDD).
M7	Hours	From receipt of tasking to construct a scenario supporting DPO/TNO for ALCM, ACM, ICBM, SLBM, and gravity bomb without TDD.
M8	Hours	From receipt of tasking to construct a sortie (ready to send Request Approval Message) supporting DPO/TNO that consists of one gravity bomb, ICBM, or SLBM weapon on one target with TDD.
M9	Hours	From receipt of tasking to construct a sortie (ready to send Request Approval Message) supporting DPO/TNO that consists of one gravity bomb, ICBM, or SLBM weapon on one target without TDD.
M10	Hours	To encode and transmit message from plan approval.
M11	Yes/No	Coordinate reconnaissance efforts.
M12	Yes/No	Coordinate conference calls.

### **SN 3.3.2.1 Synchronize DOD Efforts in the Global War on Terrorism**

**DJS Approval Date:** 30-OCT-06

**Description:** To arrange global operations against terrorism networks in time, space, and purpose to achieve unity of effort related to planning, priorities, force selection, and mission activities. (JP 3-05, 3-07, 3-07.2)

**Notes:** This task includes integrating Department of Defense (DOD) strategy, plans, intelligence priorities, and operations against terrorist networks, planning campaigns against terrorist networks, prioritizing and synchronizing theater engagement activities, deployments, and capabilities that support campaigns against terrorist networks in coordination with geographic combatant commanders, and exercising command and control of operations as directed.

M1	Yes/No	Did the joint planning group (JPG) initiate selected liaison (LNO) teams for liaison with US National and International agencies for matters related to a counterterrorism (CT) operation?
M2	Yes/No	Was a deliberate or crisis JPG initiated to lead the collaborative planning process?
M3	Yes/No	Issued orders (Alert, Warning, and/or Execute) to supporting Commands and Components?
M4	Yes/No	Planning guidance issued to supporting Combatant Commander/subordinate command staffs, in accordance with (IAW) deliberate Crisis action planning timelines?
M5	Yes/No	Theater courses of action (COAs) are compared and analyzed and synchronized IAW deliberate or crisis action planning process and timetables.

### **SN 3.3.3 Demonstrate National Military Capabilities**

**DJS Approval Date:** 28-AUG-05

**Description:** To conduct exercises or other show of force demonstrations to display national strategic military capabilities or show resolve to influence world perceptions of US potential and resolve to meet the Secretary of Defense's specified strategic end-state. (JP 3-0, JP 3-02, JP 3-07)

M1	Hours	Before clear indications that target government has modified its position.
M2	Incidents	Involving loss of non-US life.
M3	Incidents	Involving loss of US life.

### **SN 3.3.4 Apply National Non-Kinetic Capabilities**

**DJS Approval Date:** 05-OCT-07

**Description:** To apply non-kinetic means, such as information operations, public affairs, strategic communication, and intelligence planning to affect, modify, or neutralize or create other non-lethal effects on strategic-level enemy targets. (JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 3-26, JP 3-60, JP 3-61, DODD 3000.05)

**Notes:** For the decision to employ strategic firepower as part of a national military strategic plan, see SN 5, Provide Strategic Direction and Integration, SN 5.5, Coordinate Worldwide Information Operations (IO), SN 5.6, Provide Public Affairs (PA) Worldwide, and SN 8.3, Coordinate Military Activities within Interagency Process.

M1	Percent	Of combatant commander's psychological operations (PSYOP) public communications efforts focused on stabilizing and reinforcing allied forces and host-nation.
M2	Percent	Of PSYOP efforts beginning within first 1/3 of hours between warning order and seaborne assault landing hour; specific time an operation or exercise begins (H-hour).
M3	Percent	To provide JCS approval of combatant commander's PSYOP plan.
M4	Percent	Of all public communication activities (Public Affairs/Information Operations (Psychological Operations) Defense Support to PublicDiplomacy/Civil Affairs, etc.) coordinated and synchronized.

### **SN 3.3.5 Conduct National Combat Assessment**

**DJS Approval Date:** 29-AUG-05

**Description:** To determine the overall effectiveness of force employment during national strategic military operations. The assessment will use battle damage assessment, munitions effects assessment, collateral effects, and reattack recommendations provided by the combatant commanders and intelligence organizations. (JP 2-0, JP 2-01.1, JP 3-0, JP 3-60)

M1	Hours	For combatant command approved federated battle damage assessment partners, JFC, and components, to provide attack assessment to the combatant commander of his attacks.
M2	Percent	Of desired ground zero(s) (DGZs) assessed in first 24 hours of nuclear response.
M3	Hours	To provide retargeting information to the combatant commander.
M4	Hours	To report to Secretary of Defense on success of Direct Action mission.
M5	Hours	Determine when to request national-level asset for reconnaissance (RECCE) for battle damage assessment (BDA).
M6	Percent	Of targets assessed in each 24-hour period of contingency/crisis operations.

### SN 3.3.6 Determine National Residual Capabilities

**DJS Approval Date:** 29-AUG-05

**Description:** To assess the impact of all of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) events as well as natural and man-made disasters. This task includes determining the status of both military forces and national infrastructure (logistics, communications, transportation, medical, etc.). (JP 2-01.1, JP 3-54, Executive Order 12656, NMCS OI 3220.6A, CJCSI 6811.01 series, DODD 3020.26, DODD 3020.36)

M1	Minutes	To determine number and locations of CBRNE detonations/attacks after an attack.
M2	Minutes	To determine location of air and ground bursts and plot on chart for one nuclear weapon.
M3	Minutes	After an event to assess impact on Presidential and Secretary of Defense locations, primary military

		headquarters, and alternate military headquarters.
M4	Minutes	To provide initial assessment impact of a CBRNE attack or natural or man-made disaster on US strategic forces, nuclear command and control nodes, and Survivable Mobile Command Center (SMCC) assets.
M5	Minutes	To assess damage to infrastructure at strategic interest locations (key military bases, critical infrastructure nodes; etc).
M6	Minutes	To identify safe routes/operational areas for strategic aircraft after an attack.
M7	Minutes	To estimate the range of fatalities, injuries, and population at risk resulting from a CBRNE attack or natural or man-made disaster .
M8	Mins/Hrs	To determine the location and identification of threat CBRNE attacks.

### **SN 3.3.6.1 Assess Critical Infrastructure (CI) Impacts to Operational Capability**

**DJS Approval Date:** 29-AUG-05

**Description:** Determine the operational impacts resulting from the loss, disruption, and/or degradation of mission critical infrastructure. (JP 3-26, DODD 5160.54, EO 13010, EO 13025, DODD 2000.12, DODD 3020.26, DODD 3025.1M, DODD 5111.13, DODD 5220.22, EO 13228, PDD-NSC-67)

**Notes:** This task includes identifying the critical infrastructure and assets that are components of systems supporting all assigned missions; analyzing the potential consequences of a global event; assessing potential impacts to critical infrastructure and assets supporting assigned missions; and reporting results of the analysis and assessment.

M1	Hours	To respond to non-duty hours request for support.
M2	Minutes	To analyze potential consequences of global event.
M3	Minutes	To assess potential impacts to critical infrastructure/assets.
M4	Minutes	To report results of analysis and assessment to Mission Area Experts (MAE) and Battle Watch Commander in order to determine operational impacts.

M5	Dollars/year	To maintain combatant command (CIP) program.
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### SN 3.3.7 Employ Strategic Nuclear Forces

**DJS Approval Date:** 05-OCT-07

**Description:** To employ strategic nuclear forces against enemy targets to instantly or progressively produce the desired effect(s) (deter, destroy, disintegrate, degrade, etc.) on enemy forces. Targets may include national C2 facilities, chemical, biological, nuclear, and/or high-yield explosive (CBRNE) weapon production and delivery systems, war-making capacity, and economic or political centers of gravity. (JP 3-0, JP 3-03, JP 3-08, JP 3-13)

**Notes:** N/A

M1	Percent	Monitor and report TLAM-N build up, forces available, position and when ready for execution.
M2	Percent	Monitor and report B-52 and B-2 generation, forces available, and alert status.
M3	Percent	Monitor and report ICBM generation, forces available, alert status.

### SN 3.4 Protect Strategic Forces and Means

**DJS Approval Date:** 29-AUG-05

**Description:** To safeguard friendly strategic center(s) of gravity, strategic force potential, and continental United States (CONUS) base (includes civilian population, key assets in the local community supporting plans, and the civil populace and industrial capacity of the nation) by reducing or avoiding the effects of enemy strategic-level actions and unintentional friendly actions. This task includes protection during strategic deployment of forces. (JP 1, JP 3-0, JP 3-01.1, JP 3-11, JP 3-30, JP 3-35)

**Notes:** See also SN 8.2.3, "Support Evacuation of Noncombatants from Theaters," a Department of State responsibility.

M1	Visits	For staff assistance and liaison conducted each year to Federal and State Emergency Management Offices.
M2	Percent	Of enemy manned air-breathing vehicles successfully penetrate friendly airspace.
M3	Percent	Of attacking missiles successfully penetrated

		friendly defenses, culminating in warhead delivery or function on target.
M4	Yes/No	Protection capability (PROCAP) of the six defended regions.
M5	Percent	Of critical US government (USG) command and control facilities, and strategic projection capabilities, protected against nuclear, biological, and chemical attack.
M6	Percent	Of Defense-wide deception operations (in approved operation plan(s) (OPLANs)) contradict deception operations in other plans or national deception operations.
M7	Percent	Of launched cruise missiles (of all types) destroyed before impact.
M8	Percent	Of national strategic operations have a deception plan.
M9	Percent	Of potentially hostile space platforms can be countered.
M10	Months	Since last update meeting between Federal Emergency Management Agency (FEMA) and DOD to review potential strategic threats to US.
M11	Percent	Of installations with current/valid vulnerability assessments.
M12	Instances	Of sabotage or terrorism, after declaration of war, or unnamed day on which a deployment operation begins (C-day), or national emergency.
M13	Yes/No	Fully implemented and coordinated security plan in place and operational.
M14	Yes/No	Provide intelligence to fulfill assigned responsibilities per Defense Intelligence Management document DOD-0000-151F-98.
M15	Yes/No	Comply with standards listed in DOD Combating Terrorism Program Standards DOD-2000.16.
M16	Hours	To achieve information superiority, after crisis onset.
M17	Hours	To assess impact of President and Secretary of Defense locations, primary military headquarters, and alternate military headquarters.
M18	Hours	To assess impact of attack on US strategic forces, nuclear command and control (C2), and Survivable

		Mobile Command Center (SMCC) assets.
M19	Minutes	To assess damage to infrastructure at strategic interest locations.
M20	Minutes	To identify safe routes and operational areas for strategic aircraft after an attack.
M21	Hours	To estimate extent of facilities, injuries, and population at risk resulting from an attack.

## SN 3.4.1 Provide Aerospace Control

**DJS Approval Date:** 03-AUG-07

**Description:** To provide surveillance and control of unwanted and unauthorized activity approaching and/or operating within the airspace of the United States and Canada. This requires capabilities to detect, track, intercept, identify, divert, monitor, shadow and destroy objects operating in airspace. This mission involves a continuum of combined air operations that includes air sovereignty operations to control access to sovereign airspace, air enforcement operations to control access within sovereign airspace and air defense operations to defend against air attack. (JP 3-01.1, NORAD Agreement, JP 3-26)

M1	Percent	Of enemy attacks were successful.
M2	Percent	Of military casualties were from enemy attacks.
M3	Percent	Of penetrations of US airspace by enemy manned air-breathing vehicles were successful.
M4	Percent	Of US noncombatant casualties were from enemy attacks.
M5	Percent	Of all tracks successfully intercepted (Unknowns, Fakers, etc.).
M6	Time	To establish Combat Air Patrols and enhanced air surveillance capability in a designated area or areas.
M7	Yes/No	Peacetime, transition, and wartime rules of engagement (ROE) authorities implemented IAW concept plan (CONPLAN)
M8	Frequency	Of NORAD Nuclear, Biological, and Chemical Operations Center (NBCOC) provides guidance and NBC situation recaps to Region Air Operations Center/Air Defense Sector (RAOC/ADS) NBCOCs
M9	Number	Of valid safe passage aircraft engaged.



M10	Time	To establish a Temporary Flight Restriction (TFR)
M11	Number	Of valid safe passage aircraft engaged.

## SN 3.4.2 Provide Aerospace Warning

**DJS Approval Date:** 03-AUG-07

**Description:** To process, assess, and disseminate intelligence and information related to man-made objects in the aerospace domain. This requires capabilities to detect, validate, characterize, assess and warn of attack against North America whether by aircraft, missiles or space vehicles. Aerospace Warning also includes the monitoring of global aerospace activities and related developments. (JP 3-01.1, JP 6-0, NORAD Agreement)

M1	Minutes	To provide US and Canadian leadership warning of ballistic missile attack against North America.
M2	Minutes	To provide US and Canadian leadership warning of aerospace attack against North America.
M3	Minutes	After launch of ballistic missile attack on US forces, threat warning issued to TBM forces.
M4	Minutes	After launch of ballistic missile attack on US, threat warning issued.
M5	Percent	Of threat warnings to TBM forces are false.
M6	Incidents	Of false threat warnings.
M7	Minutes	To determine objectives of attack.
M8	Yes/No	Operate and use the Command Center Process and Display Subsystem-Replacement (CCPDS-R), Missile Warning Teletype (MWTTY), or comparable systems.
M9	Minutes	Provide critical information to decision makers from the nuclear CCPDS-R / warning systems or comparable system.
M10	Minutes	Provide assessments of nuclear attack to the Secretary of Defense based on indications.
M11	Minutes	Provide critical information on “dual phenomenology” to decision makers with regard to nuclear attack.
M12	Minutes	Provide an assessment to decision makers on when there is a threat of nuclear attack against North America.

M13	Yes/No	Present a comprehensive description of who is responsible for assessing nuclear threats to North America and other theaters.
M14	Yes/No	Present a comprehensive description of the meaning of various nuclear threat assessments.
M15	Yes/No	Demonstrate ability to provide critical information.

### **SN 3.4.2.1 Provide Integrated Tactical Warning and Attack Assessment (ITW&AA)**

**DJS Approval Date:** 03-AUG-07

**Description:** To provide accurate, unambiguous and timely attack warning and attack assessment information to the government of the United States and the government of Canada. Notification of attack against North America is the first priority. ITW&AA information is also provided to top echelon defense staffs and combatant commanders in both countries. Integrated tactical warning involves warning after initiation of a threatening or hostile act based on an evaluation of information from all available sources. Attack assessment involves an evaluation of information to determine the potential or actual nature and objectives of an attack for the purpose of providing information for timely decisions. (JP 2-0, JP 3-01, JP 3-01.1, JP 3-14)

M1	Minutes	After launch of ballistic missile attack on US, attack assessment issued.
M2	Minutes	After launch of ballistic missile attack on US forces, attack assessment issued to theater ballistic missile (TBM) forces.
M3	Minutes	After launch of ballistic missile attack on US forces, threat warning issued to TBM forces
M4	Minutes	After launch of ballistic missile attack on US, threat warning issued.
M5	Percent	Of threat warnings to TBM forces are false.
M6	Incidents	Of false threat warnings.
M7	Minutes	To determine objectives of attack.
M8	Yes / No	Operate and use the Command Center Process and Display Subsystem-Replacement (CCPDS-R), Missile Warning Teletype (MWTTY), or comparable systems.
M9	Minutes	To provide critical information to decision makers

		from the nuclear CCPDS-R/warning systems or comparable system.
M10	Minutes	To provide assessments of nuclear attack to the Secretary of Defense based on indications.
M11	Minutes	To provide critical information on "dual phenomenology" to decision makers with regard to nuclear attack.
M12	Minutes	To provide an assessment to decision makers on when there is a threat of nuclear attack against North America.
M13	Yes / No	Present a comprehensive description of who is responsible for assessing nuclear threats to North America and other theaters.
M14	Yes / No	Present a comprehensive description of the meaning of various nuclear threat assessments.
M15	Yes / No	Demonstrate ability to provide critical information.

### SN 3.4.3 Coordinate Strategic Ballistic Missile Defense

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate the protection of strategic forces and national assets from ballistic missile attack. This task involves integrating national and multinational surveillance, detection, identification, tracking, and interception systems to counter a ballistic missile attack. This task centers on the protection of national centers of gravity, critical facilities, strategic reserves, population centers, and industrial capacity and infrastructure. (JP 0-2, JP 3-01, JP 3-01.1, JP 3-01.5)

**Notes:** See SN 9.1.2.

M1	Percent	Of attacking missiles successfully penetrated friendly defenses, culminating in warhead delivery or function on target.
M2	Yes/No	Protection capability (PROCAP) of the six defended regions.
M3	Percent	Of continental United States (CONUS) military assets, including command and control (C2) assets, defensible against theater missile threat.
M4	Percent	Of detected ballistic missile launches, provide cueing for counterforce operations.

M5	Percent	Of outside the continental United States (OCONUS) military assets, including C2 assets, defensible against theater ballistic missile threat.
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### **SN 3.4.3.1 Plan, Integrate, and Coordinate Global Ballistic Missile Defense**

**DJS Approval Date:** 29-AUG-05

**Description:** To plan, integrate, and coordinate global ballistic missile defense (GBMD) operations and support to missile defense (sea, land, air, and space based) in order to dissuade, deter, and defeat ballistic missile attacks. Global ballistic missile defense plans and operations include active/passive missile defense operations and attack operations to defeat ballistic missile attacks in all phases of flight or prior to their launch. (JP 3-01.1, JP 3-12, JP 3-01.5, JP 3-26)

**Notes:** This task involves integrating national and multinational surveillance, detection, identification, tracking, and interception systems to counter a ballistic missile attack. This task includes developing and coordinating desired characteristics and capabilities for ballistic missile defense and missile warning across all levels of war and command.

M1	Yes/No	Develop concept of operations (CONOPS) for global ballistic missile defense that satisfy combatant command requirements for integrated missile defense and missile warning.
M2	Yes/No	Lead adaptive and crisis action planning for global ballistic missile defense operations.
M3	Months	To develop combatant commander's operation plan(s) (OPLANS)/operation order(s) (OPORDs) in accordance with Joint Operation Planning and Execution System (JOPES).
M4	Months	To develop ballistic missile theater support plans.
M5	Yes/No	Ensure combatant command Global Ballistic Missile Defense (GBMD) OPLANS/operation plan in concept format (CONPLANS) include communications, tactical warning and automated data processing (ADP) support requirements necessary to support ballistic missile tactical warning and attack assessments.

## SN 3.4.3.2 Plan Global Ballistic Missile Defense Operations

**DJS Approval Date:** 29-AUG-05

**Description:** To develop plans that support Global Ballistic Missile Defense (GBMD) operations, which will be integrated and coordinated with other combatant command operation plan(s) (OPLANs)/operation plan(s) in concept format (CONPLANs). Review existing strategic and operation plans, to include relevant CONPLANs and functional plans, in light of the existing global strategic environment and the results of the national military strategy review. This ensures compliance with the Secretary of Defense's guidance and resource levels and with developing issues, such as the risk associated with enemy equipped with chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons that might suggest changes to the strategy or joint operation plans. (CJCSM 3141.01, JFSC Pub 1, JP 3-01.1)

M1	Hours	To develop and provide strategic plans during crisis or time-sensitive conditions.
M2	Percent	Of OPLANs that have identified asset shortfalls.
M3	Weeks	To propose changes to strategic forces and force postures (after issuance of national intelligence estimate).
M4	Percent	Enemy CBRNE capabilities not considered which impact strategy and/or plans.
M5	Days	To submit course(s) of action (COAs) (after receipt of national strategic direction).

## SN 3.4.3.3 Coordinate and Integrate Global Ballistic Missile Defense Operations

**DJS Approval Date:** 29-AUG-05

**Description:** Coordinate and integrate the protection of strategic forces and national assets from ballistic missile attack. This task involves integrating national and multi-national surveillance, detection, identification, tracking and interception systems to counter a ballistic missile attack. This task centers on the protection of national centers of gravity, critical facilities, strategic reserves, population centers, and industrial capacity and infrastructure. (JP 3-01.1, JP 3-12, JP 3-01.5, CJCSI 3141.01, CJCSI 6510.01)

M1	Percent	Of attacking missiles successfully penetrated friendly defenses, culminating in warhead delivery or function on target.
M2	Yes/No	Protection capability (PROCAP) of the six defended regions.
M3	Minutes	To initiate Chairman of the Joint Chiefs of Staff (CJCS) Vol VI reporting criteria.
M4	Minutes	To provide assessment to President of the United States (POTUS)/Secretary of Defense (SecDef) of ballistic missile attack.
M5	Percent	Of detected ballistic missile launches that can provide cueing for counterforce operations.

### SN 3.4.3.4 Manage Global Integrated Missile Defense Capabilities

**DJS Approval Date:** 30-OCT-06

**Description:** To manage (including planning, integrating, coordinating, support, and advocacy) aspects of Department of Defense (DOD) integrated missile defense activities in support of strategic and global operations. Missile defense capabilities (sea, land, air and space based) are employed to dissuade, deter, and defeat missile attacks. Global integrated missile defense plans and operations include active / passive missile defense operations and attack operations to defeat missile attacks in all phases of flight or prior to their launch. (JP 3-01, JP 6-0)

**Notes:** This task involves integrating national and multinational surveillance, detection, identification, tracking, and interception systems to counter a missile attack. This task includes developing and coordinating desired characteristics and capabilities for integrated missile defense and missile warning across all levels of war and command.

M1	Percent	Of required infrastructure in place prior to a crisis.
M2	Percent	Of time-phased force and deployment data (TPFDD) qualified as gross transportation feasible
M3	Yes/No	Integrate theater attacks on single or multiple theater targets of strategic significance

## SN 3.4.4 Safeguard National Strategic Capabilities

**DJS Approval Date:** 29-AUG-05

**Description:** To safeguard military forces, critical facilities (political, economic, informational, military), national strategic center(s) of gravity, and force potential by reducing or avoiding the effects of enemy strategic-level actions (lethal or nonlethal). This task includes hardening or fortifying facilities or construction for forces, removing hazards affecting execution of the national military strategy, and ensuring friendly effective use of the electromagnetic spectrum. (JP 3-01.1, JP 3-13)

M1	Percent	Of attacking missiles successfully penetrated friendly theater defenses, culminating in warhead delivery or function on target.
M2	Yes/No	Protection capability (PROCAP) of the six defended regions.
M3	Percent	Of outside the continental United States (OCONUS) military assets, including command and control (C2) assets, defensible against theater ballistic missile threat.
M4	Incidents	Of critical friendly facilities (e.g., command posts, ports) destroyed or damaged.
M5	Percent	Of detected ballistic missile launches provided cueing for counterforce operations.
M6	Incidents	Of penetrations of US airspace by enemy manned air-breathing vehicles.
M7	Percent	Of potentially hostile space platforms can be countered.
M8	Incidents	Of US port of embarkation (POE) facilities (including POE) and installations being damaged or destroyed by enemy terrorist action.
M9	Casualties/Week	To US noncombatants.
M10	Casualties/Week	To US combatants.
M11	Facilities & Installations/Day	Reconstituted following chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) attack.
M12	Strategic Forces/Day	Reconstituted following CBRNE attack.

M13	Casualties/Day	Treated and released.
M14	Hours	To build recovery plans for aircraft and Mobile Support Teams (MST) to Alternate Recovery Base (ARB).
M15	Hours	To communicate recovery plans to Strategic Command and Control System (SCACS).

### SN 3.4.4.1 Support Force Protection

**DJS Approval Date:** 30-OCT-06

**Description:** To provide assessments which ensure mission survivability to critical facilities by determining single point vulnerabilities, mitigation techniques and/or enhanced force protection postures. (JP 3-0, JP 3-07.2, CJCSI 3280.01, DODD 2000.12, DODD O-2000.12-H, DODI 2000.16)

**Notes:** This task includes assisting in identifying operational and technical solutions, including conducting the research, development, test, and evaluation (RDT&E) to meet current and future requirements; reviewing force protection plans or force protection elements within concept and/or operations plans.

M1	Days	To provide written report of observations/vulnerabilities to the combatant commander with mitigating options.
M2	Percent	Of identified defensive measures validated by installation / unit commander to ensure the physical security of personnel, facilities, and equipment.
M3	Percent	Of the time Force Protection (FP) enhancement recommendations have been taken to reduce risk from threats to acceptable levels based on FP operational risk assessment.
M4	Days	To determine FP enhancement processes/procedures/facility modifications, etc and provide "answer" to the combatant commander.
M5	Percent	Of required installations receive periodic Force Protection Assistance Visits.
M6	Months	To respond to combatant command request; complete plans review process.
M7	Percent	Of Research and Development (R&D) funding used to meet Defense Technology Objectives (DTOs) in the Scientific and Technical (S&T) Reliance Process to



	meet current and future requirements.
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## SN 3.4.5 Conduct Strategic Operations Security

**DJS Approval Date:** 05-OCT-07

**Description:** Systematically identify, control and protect generally sensitive but unclassified information (critical information) about a mission, operation or activity, to deny or mitigate an adversary’s ability to compromise or interrupt that mission, operation or activity. (JP 3-01.1, JP 3-13.3, CJCSI 3213.01B, CJCSM 3122.03)

**Notes:** This task supports SN 5.5, “Coordinate Worldwide Information Operations (IO)”; this task includes timely review of all information intended for public release, signal security, (communications security and electronic security) and protection of activities (e.g., patterns), strategic forces, and facilities from enemy observation and surveillance.

M1	Percent	Of key personnel change timing and route of their routine movements on a weekly basis.
M2	Percent	Of media reports described close-hold friendly actions.
M3	Percent	Of movements of critical units or equipment made even though threat reconnaissance systems overhead.
M4	Percent	Of military-disseminated information that describes close-hold friendly actions.

## SN 3.4.6 Coordinate Protection of National Strategic Information, Information-Based Processes, and Information Systems

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate the protection of information, information-based processes, and information systems by planning and implementing comprehensive defensive information operations (IO) measures. This is a broad task that may require a risk management approach to focus the effort. This task includes ensuring access to timely, accurate, and relevant information when and where needed, and to deny an adversary the opportunity to exploit friendly information and systems for their own

purposes. (JP 3-13, JP 3-13.1, JP 3-54, JP 3-58, JP 6-0, JP 6-02, CJCSI 3210.01)

**Notes:** This task supports SN 5.5, "Coordinate Worldwide Information Operations (IO)."

M1	Percent	Of commands have adequate information processing hardware and software.
M2	Percent	Of commands have current processes and programs to protect information systems, processes, and networks.
M3	Percent	Of commands have fully trained and manned information systems management and operating personnel.
M4	Instances	Of confirmed loss of classified data from penetrations.
M5	Instances	Of detected penetrations of command information systems.
M6	Percent	Of time, command joint information systems down.
M7	Instances	Of penetrations of multiple command information systems.
M8	Minutes	To detect attempted penetration of information system.
M9	Minutes	To restore major information system after attack.
M10	Minutes	To switch to an alternate system after attack on major information system.
M11	Minutes	To activate a change in information condition (INFOCON) in response to increased threats or actual activity.
M12	Minutes	To implement countermeasures in response to a confirmed intrusion.
M13	Yes/No	Organization applies resources to protect against IO, detect and react to offensive IO, and restore capabilities should defensive measurers fail.

## **SN 3.4.7 Coordinate Force Protection for Strategic Forces and Means**

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate force protection for strategic forces and means to enhance freedom of strategic action by reducing friendly vulnerability to hostile acts, influence, or surprise. This task includes antiterrorism measures and counterintelligence actions designed to protect friendly forces from surprise, observation, detection, interference, terrorism, espionage, sabotage, intelligence collection, and assassination. (JP 1, JP 3-0, JP 3-07.2, JP 3-08, JP 3-11, JP 3-54)

**Notes:** Determining counterintelligence requirements is included under SN 2.1, "Plan and Direct Strategic Intelligence Activities."

M1	Hours	After counterintelligence (CI) essential elements of information (EEI) satisfied, collection asset retasked.
M2	Percent	Change in sabotage incidents, per month, after declaration of war, or unnamed day on which a deployment operation begins (C-Day), or national emergency.
M3	Percent	Change in terrorism incidents, per month, after declaration of war, or C-Day, or national emergency.
M4	Total	Facilities (e.g., command posts) destroyed.
M5	Hours	For a reaction force to reach an installation or facility under attack.
M6	Percent	Of continental United States (CONUS)-based aircraft and ships, damaged or destroyed on the ground/in port prior to declaration of war or C-Day.
M7	Percent	Of counterintelligence requirements covered by intelligence collection plan.
M8	Percent	Of critical CONUS facilities (e.g., command posts) destroyed or damaged.
M9	Percent	Of critical movements (e.g., nuclear weapons transfers) conducted under observation of nonfriendly overhead assets.
M10	Percent	Of critical movements conducted after declaration of war, C-Day, or national emergency under observation of nonfriendly overhead assets.
M11	Percent	Of DOD personnel assigned to counterintelligence.
M12	Instances	Of first strategic movements attacked by enemy lethal or nonlethal forces.
M13	Percent	Of personnel who receive level one antiterrorism/force protection (AT/FP) training

		prior to deployment or travel overseas.
M14	Instances	Of sabotage or terrorism, after declaration of war, or C-Day, or national emergency.
M15	Instances	Of strategic movements detected or attacked by enemy lethal/nonlethal means.
M16	Instances	Of terrorism, per month, in CONUS after declaration of war, or C-Day, or national emergency.
M17	Hours	Since most current intelligence information collected.
M18	Percent	Of personnel who receive annual security awareness training.
M19	Percent	Of missions or voyages into medium terrorist threat level or higher threat locations have an operational risk assessment conducted prior to mission start.
M20	Percent	Of the time FP enhancement actions have been taken to reduce risk from threats to acceptable levels based on FP operational risk assessment.
M21	Percent	Of strategic forces able to execute mission operations in an nuclear, biological, and chemical (NBC) environment
M22	Yes/No	Fully implemented and coordinated security plan in place and operational.
M23	Yes/No	Antiterrorism/security plan is coordinated, approved, and executable.
M24	Yes/No	Compliance with DOD Antiterrorism Standard.

### **SN 3.4.7.1 Produce Counter Terrorism Intelligence**

**DJS Approval Date:** 29-AUG-05

**Description:** Counterintelligence (CI) input to threat assessments includes the current or projected capability of a foreign intelligence service. Adversary's capability would seek to limit, neutralize, or negate the effectiveness of a friendly mission, organization, or material item through collection efforts, espionage, or sabotage. (JP 2-01, JP 3-07.2)

M1	Percent/Number	Counterintelligence Priority of Intelligence Requirements (CI PIRs) responded to.
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## SN 3.4.8 Coordinate Nuclear Surety

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate the safety, security, and weapon level use and control of nuclear weapons, and for the confidence in the enduring nuclear weapon stockpile. This task includes monitoring and assessing current nuclear weapons programs and procedures and providing recommendations for improvements to current nuclear weapons programs and procedures. (JP 3-08)

M1	Months	Since last review of overall launch platforms firing circuit inspection program.
M2	Months	Since last review of overall special ammunition storage (SAS) inspection program.
M3	Months	Since most recent DOD/Department of Energy (DOE) assessment of current nuclear weapons programs and procedures was conducted.
M4	Percent	Of recommendations from most recent DOD/DOE assessment implemented within 60 days.
M5	Percent	Of units all nuclear capable units which have received a defense nuclear surety inspection (DNSI) within the last year.
M6	Percent	Of units receiving a DNSI in last year receive a Satisfactory or better grade.
M7	Percent	Of units receiving a Nuclear Weapons Assessment Inspection (NWA) pass on the first inspection.
M8	Percent	Of units receiving a Personnel Reliability Program inspection receive a Satisfactory or better grade.
M9	Percent	Of units receiving an nuclear technical proficiency inspection (NTPI) receive a Satisfactory or better grade.
M10	Percent	Passed Defense Nuclear Agency inspections of the US Strategic Command (USSTRATCOM) Personnel Reliability Program with a Satisfactory or better.
M11	Percent	Passed Nuclear Weapon Tech Inspections of Service Component Command capability to handle, store, and maintain nuclear weapons with a Sat or better.
M12	Percent	Passed Service Weapon Systems inspections with Satisfactory or better results.
M13	Days	Since last Annual report and certification of nuclear

		weapons stockpile.
M14	Months	Delay to initiate underground nuclear testing, if directed by the President.
M15	Percent	Of nuclear weapons components which can be tested through sub-critical tests.
M16	Percent	Of nuclear weapons deemed one point safe.
M17	Percent	Of US hydronuclear tests exceeding a yield of four pounds.
M18	Percent	Of sub-critical nuclear weapons tests result in a self-sustaining nuclear reaction.
M19	Percent	Of sub-critical nuclear weapons tests result in the release of nuclear materials to the atmosphere.
M20	Days	To train Nuclear Surety program managers after appointment.
M21	Yes/No	Annually project future requirements (and attempt to secure external funding) for Nuclear Surety related training courses.
M22	Yes/No	Annually assess existing Nuclear Surety directive for field application and supplement with major command mission unique guidance.
M23	Yes/No	Annually develop and publish, functionally specific, Nuclear Surety program validation checklists.
M24	Yes/No	Ensure changes in policies, procedures, and direction are transmitted to field units in time to prevent incidents due to lack of guidance.
M25	Instances	Use and control of nuclear weapons is not in accordance with national guidance in Nuclear Surety.
M26	Yes/No	Demonstrate satisfactory proficiency in nuclear surety (safety, security, and use control) through the JCS Staff Assistance Visit (SAV) given to USSTRATCOM staff.

### **SN 3.4.9 Manage Personnel Recovery**

**DJS Approval Date:** 30-OCT-06

**Description:** Coordinate, develop, prepare, plan, integrate, shape and advance personnel recovery matters within the Department of Defense (DOD) and other U. S. government (USG) agencies, with other nations, and with non-governmental/ intergovernmental organizations to provide

a comprehensive capability to report, locate, support, recover, and reintegrate isolated personnel. (DoDD 1300.7, DoDD 2310.2, DoDD 3115.9, DoDI 1300.21, DoDI 1300.23, DoDI 2310.3, DoDI 2310.4, DoDI 2310.5, DoDI 2310.6, JP 1-0, JP 3-50.2, JP 3-50.3, CJCSI 3270.01)

**Notes:** This task involves coordinating the planning and execution of DOD personnel recovery operations between combatant commands, Services, other DOD entities, USG agencies, other nations, and non-governmental/intergovernmental organizations. This task includes enhancing personnel recovery capabilities through advice and assistance to DOD and non-DOD entities on personnel recovery guidance, education and training, support to operations, adaptation, and lessons learned.

M1	Percent	Of isolated personnel recovered.
M2	Minutes	To recover isolated personnel.
M3	Ratio	Of personnel recovery (PR) force personnel casualties to isolated personnel recovered.
M4	Months	Since DOD-wide survival, evasion, resistance, escape (SERE) training standards reviewed/updated.
M5	Months	Since interagency operating agreements reviewed/updated.
M6	Months	Since national-level PR policies and directives reviewed/updated.

### **SN 3.4.9.1 Deleted - Manage National Personnel Recovery Activities**

### **SN 3.4.9.2 Deleted - Provide Personnel Recovery Guidance**

### **SN 3.4.10 Protect the National Sea Frontiers**

**DJS Approval Date:** 29-AUG-05

**Description:** To protect the seaward approaches to the United States and ensure the safety of maritime operations and the environment. This task includes protecting coastal shipping from attack. It also includes developing and implementing measures to prevent marine pollution or toxic waste spills ashore with the potential to disrupt defense operations, adversely impact national economies, or do significant environmental damage. To ensure hazardous materials are removed and properly disposed of without further damage to the environment. The

environmental portions of this task can be executed in support of combat operations in a theater of operations/Joint Operations Area (JOA). (JP 3-08v2, JP 3-15, JP 1, JP 3-10, JP 4-02.1)

M1	Days	Between hostile actions against strategic shipping.
M2	Days	Between pollution or toxic waste events that impact strategic shipping.
M3	Man-days/year	To cleanup marine pollution or toxic waste spills.
M4	Ship-Days	Lost by commercial shipping because of marine pollution or toxic waste.
M5	Dollars	Negative impact on national economy because of marine pollution or toxic waste spills.
M6	Percent	Of strategic shipping lost because of hostile action.
M7	Instances/week	Of attacks on coastal shipping.
M8	Percent	Of fisheries closed because of marine pollution or toxic waste.
M9	Percent	Of military operations delayed or disrupted by explosive ordnance incidents.
M10	Percent	Of military operations delayed or disrupted by hostile action.
M11	Percent	Of military operations delayed or disrupted by marine pollution or toxic waste.
M12	Instances/week	Of significant damage to forces, materiel, or equipment.

## SN 3.4.12 Provide Maritime Warning

**DJS Approval Date:** 03-AUG-07

**Description:** To provide processing, assessing, and disseminating of intelligence and information related to the respective maritime areas and internal waterways of, and the maritime approaches to, the United States and Canada, and warning of maritime threats to, or attacks against, North America to enable identification, validation, and response by national commands and agencies responsible for maritime defense and security. (NORAD Agreement)

M1	Time	To provide US and Canadian leadership warning of maritime attack against North America.
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M2	Yes / No	Warning enables identification, validations and response by national commands and agencies.
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## SN 3.5 Provide Space Capabilities

**DJS Approval Date:** 29-AUG-05

**Description:** To plan (including integration and synchronization), initiate, and direct activities and operations associated with space combat operations, space support operations, and combat support operations. Such operations are conducted from earth to space, space to space, and space to earth. These operations include space control (enforcing space superiority through protection, prevention, negation, and surveillance); force enhancement (supporting the warfighter with communications, weather, navigation, ballistic missile attack warning, and intelligence products); and space support (placing systems in space and operating them). Strategic space capabilities include national, Department of Defense, civil and commercial space systems, and associated infrastructure. (JP 3-0, JP 3-01.1, JP 3-14, CJCSM 3122.03)

M1	Months	Between loss of an on-orbit capability and its reconstitution from earth (peacetime).
M2	Percent	Decrease in support of combatant commander or subordinate joint force commander because of surge in national-level requirements.
M3	Percent	Degradation of space capability over one year.
M4	Days	Delay in theater operations because of saturation of on-orbit capabilities.
M5	Percent	Of DOD required space capability, owned by DOD.
M6	Percent	Of DOD required space capability, owned by the US Federal Government.
M7	Percent	Of promised on-orbit capability provided to combatant commander or subordinate joint force commander.
M8	Percent	Of Tactical Exploitation of National Capabilities Program (TENCAP) capability used each year.
M9	Percent	Of TENCAP requests filled each year.
M10	Months	To design, produce, and constitute on-orbit a new generation of a particular existing space capability.
M11	Years	To design, produce, and constitute on-orbit a new space capability.

M12	Months	To reconstitute a space capability after loss through attack (wartime).
M13	Hours	To respond to a combatant commander or subordinate joint force commander request for change in support from on-orbit assets.
M14	Months	To restore to a combatant commander or subordinate joint force commander on-orbit capability lost because of system failure (peacetime).
M15	Weeks	To restore to a combatant commander or subordinate joint force commander on-orbit capability lost because of hostile action (crisis or war).

## SN 3.5.1 Provide Space Support

**DJS Approval Date:** 29-AUG-05

**Description:** To launch, sustain, (predicted or unforeseen), or augment orbiting DOD space assets. Launch tasks include booster assembly, mating the booster and payload, launching the vehicle, providing range support, notifying the appropriate agencies, and launch support analysis. Once in orbit, this task includes monitoring and controlling space systems to maintain their operational status. Task includes initialization activities after launch, routine control of all systems that support the payloads, contingency operations to recover from anomalous conditions, and relocating or reorienting space systems as directed to support national or theater requirements. This task also includes control of payloads as directed by other organizations responsible for the payload operation and management. (JP 3-0, JP 3-08, JP 3-14)

M1	Days	To restack a launch platform to carry a new and different specific space platform.
M2	Hours	To move on-orbit assets from support of one theater to support of another.
M3	Minutes	For maximum ground facility operations capability "red" time (per 24-hour period).
M4	Minutes	To report the functional loss of a major space platform (mission loss).
M5	Minutes	To report the functional loss of a major system of a space platform (mission loss).
M6	Months	Between loss of an on-orbit capability and its

		reconstitution from earth.
M7	Months	Between loss of an on-orbit capability and its reconstitution from on-orbit (assuming on-orbit assets).
M8	Months	To produce a space platform for launch.
M9	Percent	Of a space platform's efficiency lost because too close to other platforms.
M10	Percent	Of a space platform's overall effectiveness lost because too close to other platforms.
M11	Percent	Of launches are delayed after preparations begin, due to scheduling conflicts.
M12	Percent	Of launches successfully place space platforms on-orbit.
M13	Percent	Of successful launches within seven days of original schedule ("Successful Launch" includes inserting satellite into proper orbit).
M14	Percent	Of successful satellite communications supports (each system).
M15	Total	Number (maximum) of emergency satellite supports (per 24-hour period).
M16	Weeks	To produce a launch platform.
M17	Percent	Of space platforms orbits must be adjusted from original orbit plans because of conflicts with other space objects.

### SN 3.5.1.1 Launch and Initialize New Satellites

**DJS Approval Date:** 29-AUG-05

**Description:** To launch vehicle, assemble booster and payload, provide the appropriate agencies with launch support analysis and initialization activities after the launch. (JP 3-14, CJCSI 6250.01, CJCSM 6231.01B)

M1	Days	To restack a launch platform to carry new and different specific space platform.
M2	Months	To produce a space platform for launch.
M3	Percent	Of launches are delayed after preparations begin, due to scheduling conflicts.
M4	Percent	Of launches successfully place space platforms on-

		orbit
M5	Percent	Of successful launches within seven days of original schedule ("Successful Launch" includes inserting satellite into proper orbit.)
M6	Weeks	To produce a launch platform.

### SN 3.5.1.2 Monitor/Upkeep Satellites

**DJS Approval Date:** 29-AUG-05

**Description:** To maintain the health and welfare of the satellites by providing telemetry monitoring and routine maneuvers to maintain orbit. (JP 3-14, CJCSI 6250.01, CJCSM 6231.01B)

M1	Minutes	For maximum ground facility operations capability "red" time (per 24-hour period).
M2	Percent	Of a space platform's efficiency lost because too close to other platforms.
M3	Percent	Of a space platform's overall effectiveness lost because too close to other platforms.
M4	Percent	Of successful satellite communications supports (each system).
M5	Number	Number (maximum) of emergency satellite supports (per 24-hour period).
M6	Percent	Of space platforms orbits must be adjusted from original orbit plans because of conflicts with other space objects.

### SN 3.5.1.3 Resolve Satellite Anomalies

**DJS Approval Date:** 29-AUG-05

**Description:** To plan and coordinate anomaly detection, user notification and contingency operations to recover from anomalous conditions and anomaly correction as well as geolocating a source of request for information (RFI). (JP 3-14)

M1	Minutes	To report the functional loss of a major space platform (mission loss).
M2	Minutes	To report the functional loss of a major system of a space platform (mission loss).
M3	Hours	To troubleshoot and restore operational capability or

		reroute users.
M4	Hours	To switch to back-up satellite components.
M5	Months	Between loss of an on-orbit capability and its reconstitution from earth.
M6	Months	Between loss of an on-orbit capability and its reconstitution from on-orbit (assuming on-orbit assets).

### SN 3.5.1.4 Relocating/Reorienting Satellites

**DJS Approval Date:** 29-AUG-05

**Description:** To relocate/reorient space systems as directed to support national or theater requirements and to control payloads as directed by other organizations responsible for the payload operation and management. (JP 3-14, CJCSI 6250.01)

M1	Days	To move on-orbit assets from support of one theater to support of another.
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### SN 3.5.1.6 Provide Support to NASA Manned Space Flight Program

**DJS Approval Date:** 03-AUG-07

**Description:** To provide Department of Defense (DOD) operational support resources as requested by National Aeronautics and Space Administration (NASA) and validated by the DOD Manager for Manned Space Flight Support Operations. The DOD Manager will coordinate directly with necessary elements of the Military Departments, combatant commands, DOD agencies, and other appropriate departments and agencies of the US Government. Additionally, combatant commanders are responsible for planning for, supporting, and conducting the recovery of astronauts and space vehicles within the combatant commander's area of responsibility. (JP 1-02, DODD 2310.2, CJCSI 3440.01C)

M1	Time	For DOD Manager for Manned Space Flight Support to coordinate and direct the development of functional and / or operational plans and develop requirements for manned space flight support operations.
M2	Time	For supporting combatant commander to coordinate requirements and facilities necessary to support

		manned space flight operations.
M3	Time	For supporting commander to conduct / coordinate search and rescue operations for astronauts.
M4	Time	For supporting command to provide support to recover the space shuttle and / or its payload.

## SN 3.5.2 Provide Space Control

**DJS Approval Date:** 29-AUG-05

**Description:** To assure freedom of action of US and multinational space assets in space, while denying adversaries such freedom of action. Space control includes protection of US space systems and negation of enemy space systems. In addition, this task also includes the necessary surveillance to track, assess and catalog all orbiting space objects, and to provide collision avoidance reports. (JP 3-14, CJCSM 3122.03)

M1	Percent	Of first contingency requirements for space support met.
M2	Percent	Of second contingency requirements for space support met.
M3	Hours	To deploy Joint Space Support Teams (JSSTs) (after initial request).
M4	Hours	For JSST to direct combatant commander's request for specific space support to appropriate US Strategic Command (USSTRATCOM) or component office.
M5	Percent	Of enemy space capability destroyed/degraded/disrupted (as ordered by Secretary of Defense).
M6	Percent	Of space platforms orbits must be adjusted from original orbit plans because of conflicts with other space objects.
M7	Percent	Of items in near space, fully cataloged.
M8	Days	To fully analyze new space debris and determine its on-orbit characteristics.
M9	Days	To fully analyze new space platforms and determine their on-orbit characteristics.

## SN 3.5.2.1 Provide Space Surveillance

**DJS Approval Date:** 29-AUG-05

**Description:** To detect, track and catalog objects in space and to direct the space surveillance network to provide data on all near earth and deep space satellites. It includes processing launches, maneuvers, reentries, deorbits, break-ups, separations, and conjunctions. (JP 3-14, CJCSI 6250.01)

M1	Percent	Of items in near space, fully catalogued.
M2	Days	To fully analyze new space debris and determine its on-orbit characteristics
M3	Hours	To fully analyze new space platforms and determine their on-orbit characteristics
M4	Minutes	To publish a first element set on a newly launched satellite.
M5	Minutes	To report the maneuver of a foreign threat satellite.
M6	Minutes	To report via operation report (OPREP)-3 message the predicted atmospheric reentry time and location of a high-interest space object.
M7	Minutes	To assess / correlate an object reentering the earth's atmosphere.

## SN 3.5.2.2 Provide Space Protection

**DJS Approval Date:** 29-AUG-05

**Description:** To protect our assets from various threats such as directed energy, request for information (RFI), space debris. (JP 3-01.1, JP 3-14)

M1	Percent	Of space platforms orbits must be adjusted from original orbit plans because of conflicts with other space objects
M2	Minutes	To report a threat to a friendly space asset after its initial detection and/or assessment.
M3	Days	To locate source of electromagnetic interference (EMI) and stop it.

## SN 3.5.2.3 Provide Space Negation

**DJS Approval Date:** 29-AUG-05

**Description:** To deny the use of space to the enemy. (JP 3-14)

M1	Percent	Of enemy space capability destroyed/degraded/disrupted (as ordered by Secretary of Defense).
M2	Percent	Of enemy space related targets scheduled for targeting by warfighting combatant commander.

### SN 3.5.3 Provide Space Force Enhancement

**DJS Approval Date:** 29-AUG-05

**Description:** To provide direct support to combatant commanders, operational commanders, and land, sea and air forces through the use of space based sensors and payloads. Space force enhancements supports the warfighter with navigation, surveillance and reconnaissance, communications, weather/environmental, and theater ballistic missile warning products. In addition, this task includes deployment of Space Support Teams to ensure the responsive application of space assets for geographic combatant and subordinate joint force commanders. (JP 3-08, JP 3-14, CJCSM 3122.03)

**Notes:** This task does not include tasks to maintain on-orbit space systems which support sensors and payloads (See SN 3.5.1, Provide Space Support ). Management of space based communications is part of the overall worldwide C4 network and is at SN 5.1.2, "Establish and Direct National Military command, control, communications, and computers (C4) Systems Worldwide for Communication Strategic Information" .

M1	Hours	To deploy Joint Space Support Team(s) (JSSTs) (after initial request).
M2	Moved	See M7 in SN 3.5.2
M3	Percent	Of US military satellite communications capability destroyed/degraded.
M4	Percent	Of US satellite navigation capability destroyed/degraded.
M5	Percent	Of US space based environmental monitoring capability destroyed/degraded.
M6	Percent	Of US space based intelligence capability destroyed/degraded.
M7	Percent	Of US space based missile warning capability destroyed/degraded.



M8	Moved	See M8 in SN 3.5.2
M9	Moved	See M9 in SN 3.5.2

### **SN 3.5.3.1 Provide Navigation Support**

**DJS Approval Date:** 29-AUG-05

**Description:** To provide navigation support to the warfighter through the use of space based sensors and payload. (JP 3-14)

M1	Percent	Of US satellite navigation capability destroyed/degraded.
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### **SN 3.5.3.2 Provide Weather/Environmental Support**

**DJS Approval Date:** 29-AUG-05

**Description:** To provide weather and environmental support to the warfighter through the use of space based sensors and payload. (JP 3-14)

M1	Percent	Of US space-based environmental monitoring capability destroyed/degraded.
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### **SN 3.5.3.3 Provide Theater Ballistic Missile Warning Products**

**DJS Approval Date:** 29-AUG-05

**Description:** To provide theater ballistic missile defense warning products to the warfighter through the use of space-based sensors and payload, including Global Positioning System (GPS) accuracy. (JP 3-14)

M1	Percent	Of US space based missile warning capability destroyed/degraded.
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#### **SN 3.5.3.3.1 Provide Space Capabilities (Missile Warning)**

**DJS Approval Date:** 29-AUG-05

**Description:** To provide theater ballistic missile warning products to the warfighter through the use of space-based sensors and payload, including global positioning system (GPS) accuracy. (JP 3-14)

M1	Time	Between loss of an on-orbit capability and its reconstitution from earth (peacetime).
M2	Percent	Of decrease in support of combatant commander or subordinate joint force commander because of surge in national-level requirements.
M3	Time	To respond to a combatant commander or subordinate joint force commander request for change in support from on-orbit assets.
M4	Time	To restore to a combatant commander or subordinate joint force commander on-orbit capability lost because of system failure (peacetime).
M5	Time	To restore to a combatant commander or subordinate joint force commander on-orbit capability lost because of system failure (peacetime).

### SN 3.5.3.4 Provide Communication Channels

**DJS Approval Date:** 29-AUG-05

**Description:** To provide sufficient satellite channels for data and communications to the warfighter through the use of space based sensors and payload including ultrahigh frequency (UHF), extremely high frequency (EHF), super\_high frequency (SHF), and Global Broadcast System (GBS). (JP 3-14, CJCSM 6250.01)

M1	Percent	Of US military satellite communications capability destroyed/degraded.
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### SN 3.5.3.5 Provide Surveillance/Reconnaissance Support

**DJS Approval Date:** 29-AUG-05

**Description:** To provide surveillance and reconnaissance to the warfighter through the use of space-based sensors and payload including satellite vulnerability and intelligence products. (JP 3-14)

M1	Percent	Of US space based intelligence capability destroyed/degraded.
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### SN 3.5.3.6 Deploy Space Support Teams

**DJS Approval Date:** 29-AUG-05

**Description:** To deploy space support teams to ensure the responsive application of space assets for geographic combatant and subordinate JFCs. (JP 3-14)

M1	Hours	To deploy Joint Space Support Team(s) (JSSTs) after initial request.
M2	Hours	For JSST to direct combatant commander's request for specific space support to appropriate US Strategic Command (USSTRATCOM) or component office.
M3	Hours	To deploy component (Army, Navy or Air Force) Space Support Team after initial request.

### SN 3.5.3.7 Protect Ground Based Space Assets

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate the protection of essential ground based receivers/transmit sites that are currently not guarded that are within the theater. (JP 3-14)

M1	Yes/No	Are essential sites adequately protected.
M2	Hours	Increase protection

### SN 3.6 Conduct Survivable Mobile Command Center (SMCC) Operations and Planning Functions

**DJS Approval Date:** 29-AUG-05

**Description:** (No task description provided) (JP 0-2, JP 6-0)

M1	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M2	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M3	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

		jwfc.jfcom.smil.mil/ujtl/
M4	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M5	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M6	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M7	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M8	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M9	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M10	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M11	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M12	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M13	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M14	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M15	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M16	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M17	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M18	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M19	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M20	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M21	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M22	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/

M23	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M24	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M25	Minutes	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M26	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M27	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M28	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M29	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M30	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M31	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M32	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M33	Minutes	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/

### **SN 3.6.1 Conduct Survivable Mobile Command Center (SMCC) Central Management Duties**

**DJS Approval Date:** 29-AUG-05

**Description:** (No description) (JP 0-2, JP 6-0)

M1	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M2	Instances	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M3	Percent of Time	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M4	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/

M5	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M6	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M7	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M8	Instances	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M9	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M10	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M11	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M12	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M13	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/

### **SN 3.6.2 Assume Survivable Mobile Command Center (SMCC) Central Manager Responsibilities**

**DJS Approval Date:** 30-AUG-05

**Description:** (no description provided) (JP 0-2, JP 6-0)

M1	Percent of Time	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M2	Percent of Time	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M3	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M4	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M5	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M6	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/

### **SN 3.6.3 Maintain Survivable Mobile Command Center (SMCC) Connectivity with the President and Secretary of Defense and Senior Military Authorities**

**DJS Approval Date:** 30-AUG-05

**Description:** (no description provided) (JP 0-2, JP 6-0)

M1	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M2	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M3	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

### **SN 3.6.4 Maintain Communications with Other Survivable Mobile Command Center (SMCC) Assets and National Military Command System (NMCS) Command Center**

**DJS Approval Date:** 30-AUG-05

**Description:** (no description provided) (JP 0-2, JP 6-0)

M1	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M2	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M3	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M4	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

## SN 3.6.5 Monitor Status of Survivable Mobile Command Center (SMCC) Assets, Senior Leadership (Military and Civilian), and Provide Command Center Status (CCSTAT) and Handover Reports

**DJS Approval Date:** 30-AUG-05

**Description:** (no description provided) (JP 0-2, JP 6-0)

M1	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M2	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M3	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M4	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M5	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M6	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M7	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M8	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M9	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M10	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M11	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M12	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M13	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M14	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M15	Yes/No	Classified measures are located at www.



		jwfc.jfcom.smil.mil/ujtl/
M16	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/

## SN 3.7 Provide Forces

**DJS Approval Date:** 30-AUG-05

**Description:** To provide assigned combatant command forces to combatant commanders as directed and authorized by the the Joint Chiefs of Staff and the Secretary of Defense. (JP 0-2, CJCSI 3110.01)

**Notes:** This tasks includes efforts that deconflict, integrate, determine, and recommend the most appropriate force to meet all force provision requirements to create a priority listing of all events including operations, exercises, evaluations, experiments, and demonstrations on behalf of the Chairman of the Joint Chiefs of Staff and the Secretary of Defense.

M1	Percent	Of forces are sourced, as directed by Secretary of Defense and authorized by Chairman of the Joint Chiefs of Staff, to fill requests for forces/request for capabilities requirements.
M2	Percent	Of forces selected for sourcing can meet required latest arrival dates (LADs).
M3	Percent	Of forces selected for sourcing are manned, trained, equipped, and resourced to accomplish their mission.

### SN 3.7.1 Provide Continuity of Operations (COOP) Plans and Programs

**DJS Approval Date:** 30-OCT-06

**Description:** To provide continuity of operations (COOP) plans, programs and expertise to ensure compliance with Presidentially mandated and Department of Defense (DOD) directed ability to sustain effective management and execution of mission essential tasks under all circumstances. Coordinate COOP initiatives with the Office of the Assistant Secretary of Defense (OASD), Joint Staff, supported/supporting commands, DOD agencies, and the Services. To identify, collect, and analyze mission essential tasks, resources and other operating information that will be used in the formulation of the COOP procedures

and strategies. (JP 0-2, JP 3-26, CJCS OPORD 3-04, DoD 3020.26, FPC 65, EO 12656, PDD 67)

**Notes:** This task includes providing budget/funding strategy and logistics planning support for facilities modifications and alternate operating locations including site surveys and developing COOP exercise scenarios; providing direct contingency and exercise support as trained and certified battle staff members; participating in COOP working groups, crisis action planning activities and command/national level events/exercises. Additionally, provide policy analysis and programmatic assessment for all activities associated with integrating COOP in missions as detailed in the Defense Planning Guidance (DPG), Nuclear Posture Review (NPR) and the Unified Command Plan (UCP).

M1	Percent	Of plans and procedures developed, approved, and maintained which provide for: 1. Identification of mission essential tasks 2. Pre-determined delegations of authority and orders of succession 3. Alternate operating facilities 4. Interoperable communications, information processing systems and equipment 5. Protection of vital records and systems.
M2	Percent	Of Mission Essential Tasks delineated and prioritized.
M3	Percent	To outline decision process for determining appropriate actions in implementing COOP Plans and procedures.

## SN 4 Provide Sustainment

**DJS Approval Date:** 30-AUG-05

**Description:** To maintain the necessary level and duration of military activity to achieve national and multinational objectives. This task includes providing, maintaining, transporting, or assisting and/or coordinating those levels of force, personnel, materiel, and consumables necessary to support the national and/or multinational military strategy. In military operations other than war (MOOTW), this task pertains to support of US forces and agencies and to provide advisory and training assistance to a host-nation. (CJCSI 3100.01, JP 0-2, JP 1, JP 4-0, JP 4-09, JP 5-0)

**Notes:** Support to nongovernmental organization(s) (NGOs) is at SN 8.1.9, "Cooperate with and Support NGOs."

M1	Line Items	Backlogged.
M2	Percent	Of planned priority 1, 2, and 3 sustainment delivered to theater customer during operations.
M3	Percent	Of regional nations forces integrated into logistics plan.
M4	Percent	Of required logistics in place to support national objectives.
M5	Tons	Of port of embarkation (POE), port of debarkation (POD), and other backlogged support requirements by priority.
M6	Months	To fully establish new sustainment infrastructure.
M7	Percent	Of cargo booked and available that misses ship deployment.
M8	Percent	Of requirements for Defense Energy Supply Center documented in plans.
M9	Percent	Of sustainment movement requirements met by available sealift, airlift, ground transportation, and commercial means. (during execution).
M10	Percent	Of sustainment cargo booked on a ship and available at the seaport of embarkation (SPOE) is actually loaded on a ship.
M11	Percent	Of planned maximum cargo requirements become actual Defense Energy Supply Center requirements (during execution).
M12	Percent	Of replacement personnel who arrive at the correct POD not later than (NLT) their latest arrival date at port of debarkation (LAD) (during execution).
M13	Percent	Of sustainment cargo that arrives at the correct POD NLT its LAD (during execution).
M14	Yes/No	Identifies nonunit cargo and replacement personnel requirements, coordinates their priorities with the supported combatant commander, and passes the requirements to the components for scheduling and movement (during planning and execution).
M15	Percent	Of supported combatant commander validated nonunit requirements (cargo increment numbers (CINs)/personnel increment numbers (PINs) if used) are scheduled to arrive at the Time-Phased Force and Deployment Data (TPFDD) POD by their LAD.
M16	Percent	Of replacement personnel who arrive at the correct

		destination NLT their required delivery date (RDD) during execution.
M17	Percent	Of sustainment cargo that arrives at the correct destination NLT its RDD during execution.
M18	Percent	Of supported combatant commander validated nonunit requirements (CINs if used) are scheduled to arrive at the TPFDD destination by RDD.

## SN 4.1 Procure and Distribute Personnel

**DJS Approval Date:** 30-AUG-05

**Description:** To procure officers, warrant officers, enlisted personnel, and civilians for the force and to transport them to units and organizations of their Service and other DOD, governmental, and nongovernmental support agencies, according to policy and national military strategy. Includes support from states and non-DOD agencies. (JP 1-0, JP 4-0, JP 4-05, JP 4-05.1, JP 4-09)

M1	Days	From recruitment to commencement of basic training.
M2	Dollars	To recruit new service member.
M3	Percent	Of inductees have at least a high school diploma.
M4	Percent	Of inductees successfully complete basic training.
M5	Percent	Of military inductees qualify for security clearance.
M6	Percent	Of new DOD civilians qualify for security clearance.
M7	Percent	Of officer inductees have at least a bachelors degree.
M8	Percent	Of recruitment goals met during preceding year.
M9	Percent	Of recruits are female.
M10	Percent	Of recruits from racial or ethnic minority.

### SN 4.1.1 Determine Requirements and Allocate Human Resources

**DJS Approval Date:** 30-AUG-05

**Description:** To determine manpower requirements and allocate the resources from approved positions in the force structure. This task includes determining which requirements will be supported with

authorizations (spaces) by grade and skill level. (JP 1-0, JP 4-0, JP 4-05, JP 4-05.1, JP 4-09)

M1	Days	To consider and approve change in manning document.
M2	Percent	Of total DOD civilians are Senior Executive Service (SES).
M3	Percent	Of total DOD manning are civilians.
M4	Percent	Of total military personnel are officers.
M5	Percent	Of total officer manning are general/flag officers.
M6	Weeks	To approve manpower change requests (backlogged).
M7	Days	In advance of need manpower requirements identified.
M8	Percent	Of support provided by contractors.

## **SN 4.1.2 Procure, Train, Supply, Transport, and Maintain Personnel**

**DJS Approval Date:** 30-AUG-05

**Description:** To procure, train, and assign personnel to authorized positions in the force structure. This task includes accountability of assigned forces and movement of trained personnel replacements to their unit assignments. (JP 1-0, JP 4-0)

M1	Days	Between completion of training and arrival at unit of assignment.
M2	Dollars	For basic training per individual.
M3	Percent	Of Air Force personnel are college graduates.
M4	Percent	Of Army personnel are college graduates.
M5	Percent	Of civilian authorizations filled (have personnel assigned).
M6	Percent	Of Marine personnel are college graduates.
M7	Percent	Of military authorizations filled (have personnel assigned).
M8	Percent	Of Navy personnel are college graduates.
M9	Percent	Of personnel receive assignment to unit prior to completion of initial training.
M10	Weeks	Initial training rate achieved.

M11	Percent	Of newly assigned trained personnel that adequately perform their jobs without excessive additional training or supervision.
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## SN 4.2 Provide for Base Support and Services

**DJS Approval Date:** 30-AUG-05

**Description:** To provide and coordinate wholesale logistics and administrative support to combatant commanders and the Military Departments. This task includes the acquisition of materiel, facilities, and services. This support and these services can be provided directly to operational and tactical organizations as well as theater organizations. (JP 4-0, JP 4-09)

M1	Days	To let procurement contract valued from \$2,501 to \$500,000.
M2	Percent	Of commercial market costs paid for DOD non-developmental items (NDI).
M3	Percent	Of pre-positioned war reserve materiel (WRM) required to support Time-Phased Force and Deployment Data (TPFDD), pending resupply.
M4	Weeks	To let procurement contract valued at over \$500,001.

### SN 4.2.1 Determine National Military Support Infrastructure

**DJS Approval Date:** 30-AUG-05

**Description:** To determine, in conjunction with the combatant commanders (and Department of State and other government agencies), the lines of support and the locations for sustaining bases to best support the national military strategy and theater strategy and campaign plans. (JP 4-0, JP 4-09)

M1	Days	To determine necessary support infrastructure.
M2	Percent	Of actual operations worldwide for which sustainment base/infrastructure adequate.
M3	Percent	Of operation plan(s) (OPLANs) have assigned logistic support responsibilities to Service components and other commands.

M4	Percent	Of required infrastructure in place prior to crisis.
M5	Percent	Of support infrastructure capable of supporting surge requirements.
M6	Percent	Of sustainment facilities relocated to support particular contingency.
M7	Days	To obtain percent of support infrastructure not in place before crisis.

## SN 4.2.2 Provide Wholesale Supply and Maintenance

**DJS Approval Date:** 30-AUG-05

**Description:** To provide wholesale procurement and distribution of supplies and equipment. This includes receipt, classification, storage, accounting, issue, maintenance, procurement, manufacture, assembly, research, reutilization, salvage or disposal of material, as well as wholesale distribution, to supported retail echelons of supply and to collateral depot maintenance activities. It also includes the maintenance performed on materiel requiring major overhaul or a complete rebuild of parts, assemblies, subassemblies, and end items, including the manufacture of parts, modifications, testing, and reclamation as required. Depot maintenance supports lower categories of maintenance by providing technical assistance and performing that maintenance beyond their responsibility or capability. (JP 4-0, JP 4-09)

M1	Days	For depot system to issue time compliance technical order (TCTO)/maintenance work order (MWO) (after problem identified to depot system).
M2	Days	Of supply on hand at all levels of support to execute operation plan (OPLAN).
M3	Months	To outfit below the line or new units with table of equipment allowance.
M4	Months	To respond to tasked-combatant commander's industrial activities.
M5	Percent	Of days when ammunition (Class V) distribution is adequate to support operations.
M6	Percent	Of days when ammunition (Class V) distribution is adequate to support operations in primary theater.
M7	Percent	Of days when fuel (Class III) distribution is adequate to support operations.

M8	Percent	Of major end items have surge repair capacity in continental United States (CONUS).
M9	Percent	Of OPLAN's scheduled requirements for supplies provided to the customer.
M10	Percent	Of personnel in training with clothing and equipment they will need in their assigned units.
M11	Percent	Of planned ammunition (Class V) delivered to theater forces at execution.
M12	Percent	Of repair facility's capacity in operation.
M13	Percent	Of required work force available to perform overhaul.
M14	Percent	Of theater personnel have full issue of clothing and protective gear.
M15	Days	To complete major overhaul of equipment.
M16	Percent	Of authorized chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) equipment on hand and serviceable.

### SN 4.2.3 Control National Inventories and Movements

**DJS Approval Date:** 30-AUG-05

**Description:** To integrate materiel inventory management of all groups of items within the overall supply system. It includes management of the administrative movement of materiel within and from the continental United States (CONUS) base or pre-positioned stock locations to a combatant command or host-nation either in bulk or individual shipments tailored to the needs of the deployed forces. (JP 4-0, JP 4-09)

M1	Man-days	Lost per month because personnel in casual status (awaiting transportation).
M2	Percent	Of end items completely depleted under expected usage rates before industry reopens production.
M3	Percent	Of inventory items (valued from \$101 to \$5,000), lost.
M4	Percent	Of inventory items (valued under \$100 each), lost.
M5	Percent	Of inventory stock line items exceed expected five year usage.
M6	Percent	Of items intransit that have in-transit visibility (ITV).



M7	Percent	Of Service and combatant commander requirements in inventory stocks.
M8	Days	In advance of shortage possible shortage identified.

## SN 4.2.4 Develop Sustainment Base

**DJS Approval Date:** 30-AUG-05

**Description:** To improve, expand, or contract the resources and facilities of an area or a location in the United States and its commonwealths or territories in response to changes in the national military strategy. (JP 1, JP 4-0, JP 4-09)

M1	Dollars	To prepare continental United States (CONUS) base for return to civil use.
M2	Months	To expand CONUS port facilities to handle container or breakbulk ships.
M3	Percent	Of construction material acquired or produced locally.
M4	Percent	Of military confinement facilities meet standards.
M5	Weeks	To build CONUS sustainment base facility.
M6	Years	Average age of sustaining base facilities.
M7	Years	Average age of telecommunications infrastructure.
M8	Years	Average age of transportation infrastructure.
M9	Percent	Of total CONUS sustainment requirements met.

## SN 4.2.5 Coordinate Defense-Wide Base Operations Support

**DJS Approval Date:** 30-AUG-05

**Description:** To coordinate the providing of local administrative and logistic services, including supply operations, maintenance of materiel, personnel support and services, base services, operation of utilities, maintenance of real property, minor construction, geospatial information and services support (formerly mapping, charting, and geodesy support), other engineering support, and administrative services (including network and computer security and services, which involves protection of critical assets at both continental United States (CONUS) and deployed locations). This support is accomplished by or through activities of the supporting installation. Base services also include transportation and

electronic (signal) communications and weather support. Personnel support and services include personnel administrative services, finances, and resource management. (JP 1, JP 4-0, JP 4-09)

M1	Days	To identify and marshal forces to restore unused standard runway to full operations.
M2	Percent	Of total procurement costs in contract administrative costs.
M3	Dollars	In administrative cost for procurement contracts from \$100,001 to \$500,000.
M4	Dollars	In administrative cost for procurement contracts from \$2,501 to \$100,000.
M5	Dollars	In administrative cost for procurement contracts over \$500,001.
M6	Dollars	In administrative cost for procurement contracts under \$2500 (micro-purchases).
M7	Months	To let procurement contract valued at over \$500,001.
M8	Percent	Of planned administrative support services available.
M9	Percent	Of planned capacity to process and issue supplies available.
M10	Percent	Of planned electronic communications links available.
M11	Percent	Of planned air, sea, rail, water, and highway transportation available.
M12	Weeks	To identify and marshal forces to construct standard fighter/attack suitable runway.
M13	Weeks	To identify and marshal forces to construct standard intratheater airlift suitable runway.
M14	Weeks	To identify and marshal forces to construct standard runway.
M15	Weeks	To let procurement contract valued from \$2,501 to \$500,000.
M16	Percent	Of planned geospatial products available.
M17	Months	To generate new geospatial products.
M18	Percent	Of geospatial products meet user requirements.
M19	Percent	Of base operations supported protected against chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons.

## SN 4.2.6 Organize Management Headquarters

**DJS Approval Date:** 30-AUG-05

**Description:** To organize headquarters that are primarily concerned with long-range planning, programming, and budgeting of resources; development of policy and procedures; coordination of effort; and evaluation. This task is to establish and operate departmental and major command-level headquarters and provide certain administrative services for non-DOD agencies. (JP 0-2, JP 3-0, JP 4-0, JP 4-09)

M1	Dollars	To maintain combatant command headquarters (HQ), including personnel, systems, and rent (annually).
M2	Percent	Of manpower assigned to HQ meet all personnel requirements.
M3	Percent	Of Joint HQ located within their theater.
M4	Percent	Of Joint HQ manpower positions participating in DOD Planning, Programming, and Budgeting System (PPBS) process.
M5	Weeks	To establish joint force HQ.
M6	Percent	Of theater force assigned to HQ.

## SN 4.2.7 Provide Legal Support

**DJS Approval Date:** 30-AUG-05

**Description:** To advise commanders and staff on all civil, acquisition, fiscal, military, international, and operational law issues. To review all rules of engagement, directives, and operational plans and all strategic targets, whether preplanned or adaptively planned, for consistency with US and international law; and to advise on the legal and political implications of restraints upon operations to include the right to employ force. (JP 1, JP 1-06, JP 3-0, JP 3-06, JP 3-07, JP 3-08, JP 3-16, JP 4-0, JP 5-00.2)

M1	Days	To provide legal opinion on international agreements, memorandum of understanding (MOU), letter of agreement (LOA), executive agreements, acquisition actions, or rules of engagement (ROE).
M2	Hours	For legal review of ROE change request.
M3	Percent	Of legal professionals are in deployable units.

M4	Percent	Of times lack of access to legal support caused delay in military operations.
M5	Days	To provide legal opinion on preplanned strategic target.
M6	Hours	To provide legal opinion on adaptively planned strategic target.
M7	Yes/No	Provide legal support on responses to attacks.
M8	Hours	To provide legal review of time-sensitive issues, including contingency acquisition action, fiscal law issues, and actions pertaining to the Civil Reserve Air Fleet (CRAF).
M9	Hours	To provide legal review of time-sensitive issues, including contingency acquisition action, fiscal law issues, and actions pertaining to the Contingency Operations Response Program
M10	Days	To provide legal review of time-sensitive issues, including contingency acquisition action, fiscal law issues, and actions pertaining to Voluntary Intermodal Sealift Agreement (VISA).
M11	Days	To process claims for compensation bases on the actions of the Joint Force.
M12	Yes/No	Provide legal support for disciplinary actions.
M13	Yes/No	Provide legal support for reporting and gathering of evidence concerning alleged violations of the law of war and crimes against humanity.

## SN 4.2.8 Establish Prisoner Control Policy

**DJS Approval Date:** 30-AUG-05

**Description:** To establish the policy for confinement of military personnel so ordered and the internment of enemy prisoner(s) of war (EPWs). (JP 0-2, JP 1-0, JP 3-10.1, CJCSM 3122.03)

**Notes:** See SN 4.2.4, "Develop Sustainment Base," for provision of confinement facilities for EPWs.

M1	Hours	To evacuate EPWs from initial capture to their final EPW compounds.
M2	Instances	Of law and order policy not covered by existing/established policy/standing operating procedure (SOP).

M3	Instances	Of shortfalls in EPW processing sites.
M4	Months	Since EPW policy last reviewed by legal personnel.
M5	Instances	Of EPW compounds cited for serious deficiencies by International Red Cross.
M6	Percent	Of EPW compounds guarded by security forces (versus combat troops).
M7	Percent	Of military confinement facilities certified by civilian certifying agency.
M8	Percent	Of EPWs for whom prison control policy is clear.
M9	Percent	Of EPWs trained and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon capable.
M10	Percent	Of security forces committed to EPW operations (versus combat support).
M11	Days	To provide medical support as needed or available.

## SN 4.2.9 Acquire Host-Nation Support

**DJS Approval Date:** 30-AUG-05

**Description:** To negotiate and contract for support and services from a host nation (HN) for US forces in a theater and within the United States if in response to homeland security missions. The scope of host-nation support (HNS) is a function of US capabilities in theater, but can include any portion of the range of combat support and combat service support activities. (JP 1-06, JP 4-0, JP 4-01, JP 4-01.5, JP 4-09, JP 5-00.2)

M1	Dollars	Offset payment (in dollars or dollar value of equipment) for each host-nation support manpower position provided or promised.
M2	Percent	Of maintenance support provided by HNS.
M3	Days	Delay between requisitioning agreed support and receiving it.
M4	Percent	Of existing plans have fully negotiated provisions for host-nation support.
M5	Percent	Increase in availability of tactical forces through use of host-nation security and means in joint force (JF) plans.
M6	Percent	Of Joint Strategic Capabilities Plan (JSCP) assigned operation plan(s) (OPLANs) identify or project host-nation support resources.

M7	Tons	Of material provided by HNS.
M8	Percent	Of materiel and consumables provided by HNS.
M9	Percent	Of peacetime support provided by HN.
M10	Percent	Of specialized maintenance units, prepared to convert captured material to friendly use.
M11	Percent	Of stationing costs, paid by HN.
M12	Percent	Of total combat service support, supplied by HN.
M13	Percent	Of total combat support, supplied by HN.
M14	Percent	Of total cost of an operation paid for by HN and third party nations.
M15	Percent	Of total cost of an operation paid for by third party nations.
M16	Percent	Reduction in combat service support personnel, because of host-nation support.
M17	Percent	Of total support, supplied by HN.
M18	Percent	Of US plans have host-nation supporting plans.
M19	Days	Saved in closing Time-Phased Force and Deployment Data (TPFDD) (relative to unnamed day on which a deployment operation begins (C-day)) because of HNS.
M20	Percent	Of strategic deployment requirements reduced by HNS.
M21	Days	To obtain basing rights.
M22	Days	To obtain overflight authorization.
M23	Percent	Of HNS personnel trained and equipped for operations in the chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) environment.

## **SN 4.2.10 Provide Missile Defense Support and Services**

**DJS Approval Date:** 30-AUG-05

**Description:** To synchronize, provide and coordinate missile defense related logistics and administrative support to US Strategic Command (USSTRATCOM), Ballistic Missile Defense System (BMDS) supported combatant commanders and the associated combatant command missile defense components. (JP 3-01.1, JP 3-01.5)

**Notes:** This task includes the acquisition of materiel, facilities and services. This support and these services can be provided directly to operational elements, lead services or through the Missile Defense Agency (MDA). Coordination is required with supporting combatant commands to plan for and accomplish material and personnel apportionment. Coordination and direct interchange is required with MDA to obtain resourcing and synchronize research, development, test, and evaluation (RDT&E) requirements of shared capabilities.

M1	Days	To determine necessary support infrastructure.
M2	Percent	Of operation plan(s) (OPLANs) have assigned logistic support responsibilities to Service components and other commands.
M3	Percent	Of required infrastructure in place prior to crisis.
M4	Days	To obtain percent of support infrastructure not in place before crisis.
M5	Percent	Of items in-transit that have in-transit visibility (ITV).
M6	Percent	Of Service and combatant commander requirements in inventory stocks.
M7	Days	In advance of possible shortage to identify shortages.

## SN 4.2.11 Coordinate Support for Forces

**DJS Approval Date:** 30-AUG-05

**Description:** To maintain the necessary level and duration of military activity to achieve national and multinational objectives. This task includes providing, maintaining, transporting, or assisting/coordinating those levels of force, personnel, materiel, and consumables necessary to support the national and/or multinational military strategy. (JP 4-0)

M1	Days	To determine necessary support infrastructure.
M2	Percent	Of actual operations worldwide for which sustainment.
M3	Percent	Of operation plan(s) (OPLANs) have assigned logistic support responsibilities to Service components and other commands.
M4	Percent	Of required infrastructure in place prior to crisis.
M5	Percent	Of support infrastructure capable of supporting surge requirements.
M6	Percent	Of sustainment facilities relocated to support

		particular contingency.
M7	Days	To obtain percent of support of infrastructure not in place before crisis.

## SN 4.3 Provide for Personnel Support

**DJS Approval Date:** 30-AUG-05

**Description:** To ensure provision is made for the support of personnel, either in continental United States (CONUS) or overseas in a theater, to include personnel management and morale support, religious support, and health services support. (JP 1-0, JP 1-05, JP 4-02.1, JP 5-00.2, CJCSM 3122.03)

M1	Percent	Difference between assigned strength and authorized strength (military and civilian).
M2	Percent	Of difference between assigned strength and present for duty strength.
M3	Percent	Of DOD positions filled by civilian employees or contractors.
M4	Days	To replace personnel and fill shortfalls.

### SN 4.3.1 Provide Personnel Management and Morale Support

**DJS Approval Date:** 30-AUG-05

**Description:** To manage the military personnel and the civilian work force, including procurement, accountability, training, education, utilization, development, promotion, assignments, motivation, retention, and separation/retirement policy. To provide policy for the entertainment and recreational facilities and activities for troops, including motion pictures, libraries, sports, live entertainment shows, Service clubs, musical entertainment, crafts, and outdoor recreation. This activity includes providing resources, facilities, and support to continental United States (CONUS) and outside the continental United States (OCONUS) commands for morale, welfare, and recreation activities, especially rest and relaxation for service members from the rigors of sustained combat, and support operations. (JP 1-0, JP 5-00.2)

M1	Percent	Of personnel involved in educational programs.
M2	Percent	Of personnel who complete initial service/contract



		obligation.
M3	Percent	Of personnel retained beyond initial service/contract obligation.
M4	Percent	Of personnel, in critical/essential occupational areas retained in service (military and civilian).
M5	Percent	Of Service members participating in rest and recuperation program.
M6	Percent	Of Service members using morale, welfare, and recreation (MWR) facilities.

## SN 4.3.2 Coordinate Defense-Wide Religious Support

**DJS Approval Date:** 30-AUG-05

**Description:** To coordinate comprehensive, inter-Service religious ministry support within DOD. This task includes reviewing plans and providing guidance in the provision of religious ministry across the range of military operations. To advise on the ecclesiastical, religious, and moral implications of Joint operations to achieve national security objectives; to advise on Joint religious ministry doctrine and policy, and coordinate chaplaincy issues with foreign military organizations. (JP 0-2, JP 1-0, JP 1-05, JP 5-00.2)

M1	Percent	Of military member faith groups below DOD average for chaplain representation.
M2	Percent	Of religious faiths, accredited to minister to DOD, with no ministers on active duty.
M3	Percent	Of military personnel with access to religious services in their faith.

## SN 4.3.3 Coordinate Defense-Wide Health Services

**DJS Approval Date:** 30-AUG-05

**Description:** To coordinate medical services that promote, improve, conserve, or restore the mental or physical well-being and performance of individuals or groups. This task is performed in support of all Services (and other nations as required), both in the field and in continental United States (CONUS). This task includes: medical, dental, veterinary, optical, and ancillary services; health-related research; patient

movement; medical supply and maintenance; and humanitarian assistance and civic action to other nations and in CONUS. (JP 0-2, JP 4-0, JP 4-02, JP 4-09)

**Notes:** For humanitarian assistance and civic action see SN 8.1.5, "Coordinate Foreign Humanitarian Assistance and Humanitarian and Civic Assistance," and SN 8.1.6, "Provide Civil Affairs Support Policy."

M1	Days	For CONUS hospital facilities to accommodate returning wounded and injured service members.
M2	Percent	Of military personnel, fit for duty.
M3	Percent	Personnel deployed meeting preparation for overseas movement requirements.
M4	Minutes	For casualty to obtain "stabilizing" medical care.
M5	Hours	For casualty to obtain "definitive" medical care.
M6	Hours	To assess impact of patient movement, aeromedical evacuation (AE) and flow options upon decisions designed to get around new threats.
M7	Minutes	To establish contingency plans and take protective measures to protect patients in case of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE).

## SN 4.3.4 Develop and Maintain a Medical Surveillance Program

**DJS Approval Date:** 30-AUG-05

**Description:** Developing and maintaining a comprehensive surveillance program is a critical force protection element. Program elements include: mechanism to identify health threats, systems to implement preventive medicine measures, pre- and post-deployment health assessment systems, and medical surveillance systems to monitor health threats during an operation. (JP 3-35, JP 4-0, JP 4-02, JP 5-00.2, CJCSM 3122.03, DODD 6490.1, DODI 6490.3)

M1	Days	To identify theater medical threats and develop countermeasures.
M2	Days	To develop system to conduct pre- and post-development screening procedures.
M3	Days	To deploy assets to conduct medical surveillance in theater.

## SN 4.4 Reconstitute National Forces and Means

**DJS Approval Date:** 30-AUG-05

**Description:** To reconstitute the Armed Forces of the United States that will counter any emerging global threat. National reconstitution involves forming, training, and fielding new fighting units. This task includes initially drawing on cadre-type units and laid-up military assets, mobilizing previously trained or new manpower, and large-scale use or employment of the industrial base. This task also involves maintaining technology, doctrine, training, experienced manpower (military, DOD civilian, and contractors), and the innovative approach necessary to retain the competitive edge in decisive areas of potential military competition. This task includes providing the support required for reconstituting a host-nation's forces in military operations other than war (MOOTW). (JP 3-35, JP 4-0, JP 4-01.2, JP 4-05, JP 5-0)

**Notes:** Reconstitution is more than just logistical activity, it is a melding of personnel, training, and materiel with operational oversight and action throughout the process. For expanding the industrial base in a mobilization situation, especially for reconstituting the Armed Forces of the United States in the face of a developing global threat, see SN 6.6.7, "Plan and Maintain Industrial Base Capabilities."

M1	Days	To develop post-Single Integrated Operational Plan (SIOP) plan to support National Military Strategy (NMS).
M2	Days	To reconstitute post-SIOP force.
M3	Months	From S/T/M-Day, for recalled Reserve Component (RC) combat support and combat service support units to be certified prepared for combat.
M4	Months	From S/T/M-Day, for recalled RC combat units to be certified prepared for combat.
M5	Months	From S/T/M-Day, to field cadre division.
M6	Months	From S/T/M-Day, to recommission naval vessels recalled from mothball fleet.
M7	Months	To field last Army combat unit (with laid-up military assets).
M8	Months	To field last US Air Force combat squadron (with laid-up military assets).
M9	Months	To field last US Marine Corps combat unit (with

		laid-up military assets).
M10	Percent	Of operation plan(s) (OPLANs) with reconstitution provisions.

## SN 4.5 Set Sustainment Priorities

**DJS Approval Date:** 30-AUG-05

**Description:** To establish or coordinate worldwide priorities to support a revised national military strategy and revised theater campaigns and strategies, to optimize the use of available resources. This task includes the analysis and evaluation of theater and Service logistic plans, procedures, capabilities, and systems for sustainment of special operations forces (SOF). (JP 0-2, JP 4-0, JP 4-09, JP 5-0)

M1	Days	To designate primary theater.
M2	Days	To provide combatant commanders apportionment of below the line forces.
M3	Percent	Of below the line forces dual apportioned in Joint Strategic Capabilities Plan (JSCP).
M4	Percent	Of combat support (CS) and combat service support (CSS) assignments to primary theater match combat forces.
M5	Percent	Of reviewed theater operation plan(s) (OPLANs) with major deficiencies in sustainment (during planning cycle OPLAN review).
M6	Percent	Of strategic lift dual apportioned in JSCP.

### SN 4.5.1 Provide Integrated Business Sustainment Support

**DJS Approval Date:** 27-AUG-08

**Description:** To provide efficient and effective integrated business sustainment practices in the utilization of resources supporting mission accomplishment. (CJCSI 6510.01D, DOD 1400.25-M, DOD 7000.14R, DODD 4630.05, DODD 4715.1E, DODD 5118.3, DODD 8500.01E, DODI 5010.34, DODI 5010.37, DODI 5010.40, DODI 6490.03, JP 4-0, JP 4-07, JP 4-08)

**Notes:** This task includes the following major functions: financial and manpower management, human capital management, internal

management controls, contracting and acquisition management, facilities, sustainment, and engineering support, environmental, safety, and occupational health support, and information operations/Chief Information Officer support.

M1	Yes/No	Are information capabilities available to support critical mission needs?
M2	Percent	Of audited contract actions are in compliance with Public Law, Federal Acquisition Regulation, Defense Federal Acquisition Regulation Supplement, and other applicable Department of Defense regulations.
M3	Yes/No	Do internal controls and business processes provide reliable financial data to support the mission?
M4	Percent	Timely and accurate submission of the Joint Manpower Program to the Joint Staff and Services.
M5	Yes/No	Do personnel receive deployment health screening in accordance with Department of Defense Directives?
M6	Yes/No	Do facilities/installations/bases have significant or major deficiencies that affect the ability to perform the mission?
M7	Months	Requisitions submitted in advance of projected military/civilian vacancies.
M8	Percent	Of requests for personnel action processed/civilian vacancies filled within time limits.
M9	Yes/No	Is property is managed and accounted for according to regulatory requirements.
M10	Yes/No	Internal controls and business processes provide reliable safety support to support the mission.

## SN 4.6 Acquire Materiel

**DJS Approval Date:** 30-AUG-05

**Description:** To procure, produce, buy, lease, rent, or otherwise obtain equipment and supplies for the armed forces. To provide them to military units and other DOD, allied, United States Government (USG), and nongovernmental organizations according to established laws, statutes, regulation, DOD directives, policy, and national military strategy. (JP 4-0, JP 4-09)

M1	Months	From validation of new material requirement to acquisition.
M2	Days	From validation of standard material requirement to acquisition.
M3	Days	From acquisition of material to delivery to requesting organization.
M4	Percent	Of requirement fulfilled through acquisition.

## SN 4.6.1 Conduct Acquisition

**DJS Approval Date:** 30-AUG-05

**Description:** To perform research, development, test, and evaluation (RDT&E), production, fielding, and support for weapon systems, management information systems, consumables, nonweapon and non-Automated information systems (AIS) items, and services. (JP 4-0, JP 4-09, CJCSI 3170.01)

M1	Weeks	From validation of new materiel requirement to acquisition plan.
M2	Weeks	From approval of acquisition plan to sourcing.
M3	Days	From sourcing to procurement, production, or other acquisition.

### SN 4.6.1.1 Defense Acquisition

**DJS Approval Date:** 30-AUG-05

**Description:** To plan and accomplish research, development, test and evaluation (RDT&E) to produce weapons and management information systems, processes, procedures, and end products for the Services and other DOD, allied, United States Government (USG), and nongovernmental support agencies. (JP 0-2, JP 4-0, JP 4-09, CJCSI 3170.01, CJCSI 5123.01)

M1	Months	From validation of new material requirement to completion of RDT&E.
M2	Months	From validation of new system requirement to Milestone 0 (Approval to Conduct Concept Studies).
M3	Months	From completion of Concept Exploration to Milestone I (Approval to Begin a New Acquisition Program).
M4	Months	From completion of Program Definition to Milestone

		II (Engineering and Manufacturing Approval).
M5	Months	From completion of Engineering and Manufacturing Development to Milestone III (Production or Fielding/Deployment Approval).
M6	Dollars	Planned vs actual program costs through Fielding/Development.
M7	Percent	Of requirements fulfilled through acquisition.

## SN 4.6.1.2 Procurement

**DJS Approval Date:** 30-AUG-05

**Description:** To plan and obtain consumables, nonweapon and non-Automated information systems (AIS) items, and associated services by DOD, such as studies, passenger vehicles, supplies, construction, and waste removal necessary to support the national military strategy. (JP 0-2, JP 4-0, JP 4-09, CJCSI 3170.01, CJCSI 4310.01, CJCSI 6130.01A)

M1	Weeks	From validation annual/periodic supply and consumable item estimate to completion of procurement action.
M2	Days	From detecting deviation in procurement estimates to corrective procurement actions.
M3	Dollars	Deviations from planned procurement to actual procurement.

## SN 4.6.1.3 Provide Acquisition Life Cycle Support

**DJS Approval Date:** 03-AUG-07

**Description:** To provide acquisition support and contract management services to procuring and program management offices from pre-contract award through production, deployment, sustainment and disposal. (FAR, DFARS, DODD 5105.64, JP 4-07)

**Notes:** This task includes providing pre-award surveys, quality assurance engineering, contract administration, pricing and negotiating, production management, transportation management, property management, contract safety, supplier management, financial management, flight test acceptance and delivery, property disposal, industrial base capability analysis, and major defense acquisition program support.

M1	Percent	Of key leadership positions staffed at annual budget authority.
M2	Percent	Of key leadership personnel meet required training certifications.
M3	Yes / No	Certifications for identified acquisition positions are met within 24 months of assignment.
M4	Percent	Of customer negotiated outcomes are implemented for sustainment contracts.
M5	Percent	Of customer negotiated outcomes are implemented for program contracts (ACAT I, ACAT II).

### **SN 4.6.1.3.1 Acquire Supplies and Services by Contract**

**DJS Approval Date:** 30-AUG-05

**Description:** To acquire products and services per the Federal Acquisition Regulations (FAR). (FAR, DODD 5105.19, JP 5-00.2)

**Notes:** This subordinate task includes both contracting officer and contracting officer technical representative duties. Given the fact that contracts are used extensively to carry out missions, government employees from the engineering and technical disciplines are essential to help develop solicitations and other contract documents as well as to carry out contracting officer's technical representative (COTR) duties to monitor the contractor's performance to ensure that all of the technical requirements under the contract are met.

M1	Yes/No	Balanced scorecard or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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### **SN 4.6.1.3.2 Perform Contracting Officer Duties**

**DJS Approval Date:** 30-AUG-05

**Description:** To enter into, administer, and/or terminate contracts and make related determinations and findings. Purchasing, renting, leasing, or otherwise obtaining supplies or services from nonfederal sources. (FAR, DODD 5105.19)

M1	Yes/No	Balanced scorecard or personnel readiness issues or
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		shortfalls that impact on capability to accomplish the mission essential task (MET).
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### **SN 4.6.1.3.3 Perform Contracting Officer's Technical Representative Duties**

**DJS Approval Date:** 30-AUG-05

**Description:** To assist in the technical monitoring or administration of a contract. The designation does not include any authority to make any commitments or changes that affect price, quality, quantity, delivery, or other terms and conditions of the contract. (FAR, DODD 5105.19)

**Notes:** This task also includes performing contracting officer representative (COR) duties.

M1	Yes/No	Balanced scorecard or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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### **SN 4.6.1.3.4 Provide Contract Administration Services**

**DJS Approval Date:** 03-AUG-07

**Description:** To provide contract administration services to procuring and program management offices from contract award through production, deployment, sustainment and disposal. (FAR Part 42, DFAR Part 242, DODD 5105.64, JP 4-07)

**Notes:** This task includes providing pre-award surveys, quality assurance, engineering, contract administration, pricing and negotiating, production management, transportation management, property management, contract safety, supplier management, financial management, flight test acceptance and delivery, property disposal, industrial base capability analysis, and major defense acquisition program support.

M1	Percent	Of key leadership positions staffed at annual budget authority.
M2	Percent	Of key leadership personnel meet required training certifications.
M3	Yes / No	Certifications for identified acquisition positions are

		met within 24 months of assignment.
M4	Percent	Of customer negotiated outcomes are implemented for sustainment contracts.
M5	Percent	Of customer negotiated outcomes are implemented for program contracts (ACAT 1, ACAT II).

### **SN 4.6.1.4 Provide Program Support and Customer Relations**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide a collaborative global customer relations network that fosters services through a teaming environment. These services are tailored to identify and satisfy current and future customer requirements. (FAR 42.302 (67), DODD 5105.64, DODD 5000.1, DODI 5000.2, CJCSI 3170.01D, CJCSM 3170.01A, GPRA)

**Notes:** This task provides program support throughout the entire acquisition life cycle with planning and strategy during the pre-award phase and integration during the post award phase. The customer relations network plays a valuable role with buying activities, program managers, and other customers to ensure expectations are met. This network provides a venue for escalation of issues as well.

M1	Percent	Meet customer negotiated performance levels.
M2	Percent	Major customers have liaison representation.
M3	Yes/No	Customer satisfaction levels achieve performance based outcome.
M4	Percent	Each documented program has a program integrator assigned.
M5	Percent	Each program integrator is fully trained for assignments.
M6	Yes/No	Personnel have tool kits that support documented agreement.

### **SN 4.6.1.5 Provide Supply Chain Intervention**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide specialized supply chain interventions to assist contracting officers/buyers/item managers on non-delegated contracts. Specialized support includes production monitoring and expediting,

transportation and freight management services and limited contract management support. (JP 4-09, FAR Part 42, DFARS Part 242, DODD 5105.64, DODD 5000.1, DODI 5000.2)

M1	Percent	Of time to complete specialized requests for assistance on non-delegated contracts.
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## SN 4.6.1.6 Provide Aircraft Flight Test Acceptance and Delivery

**DJS Approval Date:** 31-AUG-05

**Description:** To oversee contractor aviation related operations at facilities in the performance of flight operations and flight safety contract management services. (DFARS 252.228-7001, DFARS 252.228-7002, NAVAIRINST 3710, AR 95-20, AFJI 10-220)

**Notes:** This task also includes performing aircraft flight test and acceptance of government aircraft, approving contractor flight crews and procedures, and assuring the contractor maintains a flight operations and flight safety program.

M1	Percent	Of authorized flight operations positions filled .
M2	Percent	Of assigned personnel fully trained and qualified.

## SN 4.6.2 Assess Performance and Implementation Improvements

**DJS Approval Date:** 31-AUG-05

**Description:** To assess capabilities of the current force structure (people and materiel) to meet projected threats, while taking into account opportunities for technological advancement, cost savings, procedural and technical efficiencies, and changes in national policy or doctrine. This task includes the requirements generation process to identify needs based on mission area assessments. (JP 0-2, JP 1, JP 3-35, JP 4-09, JP 5-0, CJCSI 3100.02)

M1	Days	From identification of material deficiency to improvement plan.
M2	Weeks	From approval of improvement/modification plan to first item modification.
M3	Weeks	From plan approval to completion of improvement.

## SN 4.6.3 Provide Logistics

**DJS Approval Date:** 31-AUG-05

**Description:** To provide acquisition logistics, the technical and management activities conducted to ensure supportability throughout the acquisition process. To enable, assist, and perform production, fielding/deployment, and operational support. (JP 4-0, JP 4-09, CJCSI 3120.05, DODD 5000.1, DODD 5105.19, DODI 5000.2)

**Notes:** Task includes the production and delivery of materiel, supplies, and equipment, including required support infrastructure, to the field for operational use and identifying, developing, and performing modifications to fielded systems throughout the acquisition process and throughout the life cycle.

M1	Weeks	From decision to procure/produce to approval of plan.
M2	Weeks	From decision to improve/modify to approval of implementing plan.
M3	Yes/No	Balanced scorecard or personnel readiness issues or shortfalls that impact on the capability to accomplish the mission essential task (MET).

## SN 4.6.4 Reutilization or Disposal of Materiel

**DJS Approval Date:** 31-AUG-05

**Description:** To reuse, recycle, demilitarize, or otherwise dispose of materiel, equipment, supplies, systems, and products in the military inventory after they become surplus. This task includes use of recovered materials, reuse of products, recycling, and planning for disposal during system development. At the end of the system/product useful life, the task includes controlled demilitarization and disposal in a way that minimizes liability due to environmental, safety, security, and health issues. (JP 4-0, JP 4-01.4, JP 4-07, JP 4-09)

M1	Days	From identification of surplus items to turn-in.
M2	Hours	From receipt of surplus items to request for disposition.
M3	Days	From receipt of disposition to reutilization/disposal action.

## SN 4.7 Acquire, Manage, and Distribute Funds

**DJS Approval Date:** 31-AUG-05

**Description:** To perform the resource management function of estimating costs for specific operations and tracking and reporting actual costs to support requests to the US Congress for appropriation of funds for specific operations. It also includes identifying and managing funds that can be made available to theater and operational levels to pay for immediate expenses. Finally, it includes managing Defense Working Capital Fund (DWCF) activities. Resource management includes planning, programming, and budgeting (PPBS) support, budget analysis, management services, and force management support. Finance and accounting functions include overall capturing of the costs of operations via standard accounting systems and other means and the management of the operating systems that pay personnel and providers (contractors, host-nation, suppliers, etc). (JP 0-2, JP 1-06, JP 4-05, JP 4-09, JP 5-0, CJCSI 5261.01, CJCSI 6211.03, CJCSI 7401.01)

M1	Days	To evaluate size and duration of the operation to develop estimated cost to DOD for completing the operation.
M2	Weeks	To obtain congressional funding source for the operation.
M3	Number	Of data points to assemble all pertinent financial management issues for the operation.
M4	Days	To obtain Secretary of Defense's decision on whom exercises financial management executive agency in the area of operations.

## SN 5 Provide Strategic Direction and Integration

**DJS Approval Date:** 30-OCT-06

**Description:** To develop and revise national and/or multinational military and defense strategy. This task is based on the US National Security Strategy for the attainment of strategic security interests, objectives, and end states. The Joint Chiefs of Staff (JCS) derive strategic direction from national security strategy, national defense strategy, and policy directives. The Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, provides strategic guidance and direction to the

combatant commanders. The combatant commanders subsequently provide strategic direction for the employment of joint, Service, supporting, special, and multinational forces through their unified action in theater strategies and campaign plans. (JP 1, JP 0-2, JP 3-0, JP 3-07.1, JP 3-26, JP 5-0, CJCSI 3100.01)

**Notes:** This task includes providing clear command relationships and tasking authority through an appropriate JCS planning, warning, alert, or execute order. Theater operations are often in conjunction with other US government agencies, nongovernmental organizations, intergovernmental organizations, and other partner forces. These four strategies (national security, national defense, national military, and theater) and related strategic plans integrate the national ends, ways, and means. Includes missions in support of homeland security within the United States.

M1	Days	To answer combatant command requests for guidance.
M2	Days	To revise and issue Time-Phased Force and Deployment Data (TPFDD) after change in operation plan (OPLAN) at combatant commander level.
M3	Hours	To publish changes by executing units after changes in OPLAN at Joint Force Commander (JFC) level.
M4	Months	To update national (or multinational) published strategy after major shift in US midterm strategy.
M5	Months	To update national or multinational published strategy.
M6	Percent	Of national (or multinational) suggested changes to Joint Strategy Review (JSR), National Military Strategy (NMS), or other strategy development and strategy documents accepted.
M7	Hours	Task nuclear option development using appropriate emergency action procedures (EAP)-Chairman of the Joint Chiefs of Staff (CJCS).

## **SN 5.1 Operate and Manage Global Communications and Information Systems**

**DJS Approval Date:** 03-AUG-07

**Description:** To receive information and data on the strategic situation worldwide, including: combatant command, theater component command, and operational level command missions, disposition of

friendly and enemy forces, strategic centers of gravity, and characteristics of the theater areas (worldwide). (JP 3-13, JP 6-0)

**Notes:** Translate the information and decisions into a usable form and promulgate, retain, and disseminate it. Inform, advise, and obtain information and decisions on the worldwide situation, national security national defense, and national military strategies, and theater strategies and campaigns. Information and decisions will be acquired from and communicated to the President and Secretary of Defense and National Security Council advisory staff, Chairman of the Joint Chiefs of Staff, Military Departments and staffs, multinational commands and staffs, and other elements of the Department of Defense and government agencies as required. Coordinate with friendly civilian government authorities as required towards a secure, redundant, global information network for unimpeded real-time information exchange with interagency and multinational partners. Includes access and security issues in the joint and interagency arena.

M1	Minutes	To begin decision-making conference.
M2	Minutes	To begin transmitting force direction (FD) emergency action message (EAM) to bombers, tankers (positive control launch (PCL) only) (availability of individual Nuclear Command and Control System (NCCS) command, control, communications, computers, and intelligence (C4I) systems).
M3	Minutes	To begin transmitting force management (FM) messages to bombers/tankers/intercontinental ballistic missile('s) (ICBM's) (availability of National Military Command System (NMCS) and combatant commander C4I systems).
M4	Minutes	To begin transmitting FM messages to bombers/tankers/ICBMs (availability of bomber/tanker/ICBM NCCS C4I systems).
M5	Minutes	To begin transmitting situation monitoring (SM), threat warning (TW), and attack assessment (AA) messages (availability of NCCS C4I systems).
M6	Minutes	To process and authenticate EAM for execution of preplanned options against fixed Single Integrated Operational Plan (SIOP) targets (ICBM/fleet ballistic missile submarine (SSBN)/Bomber crews).
M7	Minutes	To process RECORD COPY emergency action message (EAM) for execution of preplanned options (against fixed SIOP targets).

M8	Minutes	To process VOICE emergency action message (EAM) for execution of preplanned options (against fixed SIOP targets).
M9	Minutes	To transmit EAM to bombers for execution of preplanned options (against fixed SIOP targets).
M10	Minutes	To transmit EAM to intercontinental ballistic missile(s) (ICBMs) for execution of preplanned options (against fixed SIOP targets).
M11	Minutes	To transmit EAM to SSBNs for execution of preplanned options (against fixed SIOP targets).
M12	Percent	Of addressees received messages.
M13	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M14	Seconds	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M15	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M16	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M17	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M18	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M19	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M20	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M21	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M22	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M23	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M24	Seconds	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M25	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M26	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>



M27	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M28	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M29	Seconds	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M30	Minutes	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M31	Seconds	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/

## SN 5.1.1 Communicate Strategic Decisions/Information

**DJS Approval Date:** 31-AUG-05

**Description:** To send and receive strategic decisions and data from one echelon of command, component, Military Department, ally, or other organization to another, by any means. (JP 0-2, JP 3-08, JP 5-0, JP 6-0)

M1	Minutes	To begin sending messages (queuing time delay).
M2	Hours	To provide strategic direction to assigned or supporting forces after receipt of an order.
M3	Percent	Of addressees received messages.
M4	Percent	Of messages obtained outside normal communications channels.
M5	Percent	Of classified messages sent via channels with less than required level of security.
M6	Percent	Of data received (within established timelines).
M7	Hours	For command and control (C2) systems to transmit order worldwide.
M8	Yes/No	During planning and execution no data transfer between networked stations is responsible for a supporting command failing to meet a request/requirement.
M9	Percent	Of involved units are listed addressees.
M10	Minutes	To begin transmitting force direction (FD) emergency action message(s) (EAMs) to bombers/tankers (positive control launch only) and intercontinental ballistic missile(s) (ICBMs)

		(availability of individual Nuclear Command and Control System (NCCS) command, control, communications, computers, and intelligence (C4I) systems).
M11	Minutes	To begin transmitting force management (FM) messages to bombers/tankers and ICBMs (availability of bomber/tanker/ICBM NCCS C4I systems).
M12	Minutes	To begin transmitting force management (FM) messages to bombers/tankers and ICBMs (delay in availability of NMCS and combatant commander C4I systems).
M13	Minutes	To begin transmitting situation monitoring (SM) threat warning (TW)/attack assessment (AA) messages (availability of NCCS C4I systems).
M14	Minutes	To transmit FLASH message traffic to recipients.
M15	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M16	Hours	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M17	Hours	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M18	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M19	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M20	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M21	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M22	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M23	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M24	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M25	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M26	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

M27	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M28	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M29	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M30	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M31	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M32	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M33	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M34	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M35	Seconds	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M36	Minutes	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M37	Seconds	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/

### **SN 5.1.1.1 Provide Information Assurance Products and Services**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide products, services, infrastructure, and capability to assure availability and appropriate application of evaluated/validated products and solutions. (Executive Order 12333, JP 3-13, CM-1573-88, National Security Directive: National Policy for the Security of Telecommunications and Information)

M1	Percent	Of microelectronics stockpile inventories maintained.
M2	Percent	Of fully qualified Information Systems Security Engineers as a percentage of required.
M3	Days	To respond to validated customer requirements.
M4	Percent	Of National Security Agency (NSA) information assurance solutions that have full lifecycle support

		plans as a percentage of total.
M5	Months	To complete information assurance product evaluations.
M6	Weeks	To develop a secure interoperable Communications Security (COMSEC) solution to be submitted for approval from the Committee for National Security Systems in support of a validated customer requirement.
M7	Percent	Of quick response requirements met by existing inventory of equipment and parts stockpiles.

### **SN 5.1.1.2 Provide Key Management and Public Key Operations**

**DJS Approval Date:** 31-AUG-05

**Description:** To maintain, evolve and transform National Security Agency (NSA) and US national and international customers, key management operations to meet their current and evolving operational needs. (Executive Order 12333, CM-1573-88, National Security Directive: National Policy for the Security of Telecommunications and Information)

M1	Percent	Of total trained, qualified personnel required.
M2	Percent	Of production systems for each specific product fully operational.

### **SN 5.1.1.3 Provide Information Assurance Education and Awareness**

**DJS Approval Date:** 19-SEP-05

**Description:** To prepare individuals, leaders, and organizations to accomplish mission activities in coordination with multination, interagency, nongovernmental, private voluntary and United Nations (UN) agencies/forces/organizations. This task applies to providing guidance on national information assurance (IA) policy and foreign information exchange. In addition, National Security Agency (NSA) manages the Centers of Academic Excellence in Information Assurance Education Program, and outreach program designed to reduce vulnerability in our national information infrastructure by promoting higher education in IA. (Executive Order 12333, CM-1573-88, National

Security Directive: National Policy for the Security of Telecommunications and Information)

M1	Days	To identify knowledgeable personnel to research and interpret policy or procedural solutions.
M2	Days	To provide policy interpretation/information to the customer.
M3	Days	To publish validated/evaluated information assurance security issues.

## **SN 5.1.2 Establish and Direct National Military Command, Control, Communications, and Computers (C4) Systems Worldwide for Communicating Strategic Information**

**DJS Approval Date:** 31-AUG-05

**Description:** To establish, direct, and control or interact with the networks and nodes (including space systems) used to send or receive strategic information (including data) and to use these systems to obtain or send strategic information. This activity includes requirements for command, control, communications, and computer systems to operate within the Global Command and Control System (GCCS), which includes the National Military Command System (NMCS), Global Transportation Network (GTN), combatant command C4 systems, the Service component C4 systems, US Special Operations Command (USSOCOM) command, control, communications, computers, and intelligence (C4I) systems, or similar systems that may be established or required. This task includes repositioning of C4-related forces and systems. (JP 0-2, JP 5-0, JP 6-0)

M1	Minutes	To begin decision-making conference.
M2	Percent	Of articles on netted system available in heavy demand environment.
M3	Percent	Of essential command and control (C2) nodes have redundant communication paths for minimum required communication capabilities to ensure timely receipt of all record traffic.
M4	Percent	Of communications networks critical to operations fully operational.
M5	Percent	Of communications outages equipped with

		adequate redundant communications paths to ensure timely receipt of record traffic.
M6	Percent	Of communications systems provide access by intelligence personnel to consumers.
M7	Percent	Of communications systems remain operational during intelligence cycle.
M8	Percent	Of DOD long-haul communications channels saturated.
M9	Percent	Of information system interfaces require information scanning, retyping, reformatting, or other nondirect translation methods.
M10	Percent	Of operational C4 networks and nodes available.
M11	Percent	Of operational C4 networks and nodes reliable.
M12	Percent	Of surge capacity available in DOD long-haul communications.
M13	Percent	Of traffic sent on nondedicated or non-DOD lines or channels.
M14	Percent	To restore information systems to fully operational status after a successful penetration and attack.
M15	Hours	Interact with the NMCS network and nodes to obtain or send strategic information.
M16	Percent	Of time available for nuclear command control (NC2) C4I systems to transmit situation monitoring tactical warning and attack assessment (TW/AA) messages within established guidelines.
M17	Yes/No	Each NC2 node can communicate by voice and record copy in a locally degraded environment.
M18	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M19	Time	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M20	Time	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M21	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M22	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M23	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

M24	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M25	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M26	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M27	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/

## **SN 5.1.2.1 Provide Global Command Control Communications and Computers (C4) Services**

**DJS Approval Date:** 31-AUG-05

**Description:** Plan, integrate, and provide secure, assured, survivable and readily accessible global command, control, communications, and computers services between and among the President, Secretary of Defense, combatant commanders, DOD agencies, interagency departments, selected allies, and assigned/augmented forces. Provide assured access to, and communications with, assigned engaged forces, sensors, intelligence, and analysis capabilities that foster rapid, collaborative planning, execution, and "real-time" re-tasking and re-targeting capabilities. (JP 6-0, CJCSI 3151.01)

M1	Yes/No	Be the lead proponent for identifying desired global command and control (C2) capabilities, and the developer of the operational architecture, doctrine and concept of operations (CONOPS) for global C2 systems.
M2	Yes/No	Provide oversight and guidance for the development and implementation of global Command, Control, Communications, and Computers (C4) architectures.
M3	Yes/No	Ensure Joint Task Force - Global Network Operations (JTF-GNO) provides assured system network availability, information protection, and information delivery across strategic, operational and tactical boundaries in support of DOD full spectrum of war fighting, intelligence, and business missions.
M4	Yes/No	Provide global C4 services, infrastructure, standards, and policy in coordination with JTF-GNO, combatant commanders, and mission partners to realize

		efficiencies in the global C4 environment.
M5	Yes/No	Ensure the Department of Defense ability to integrate and convey information in various media including video, voice, and data to global users.
M6	Yes/No	Task and coordinate C4 capabilities in support of strategic force employment, to include global strike, integrated missile defense, space, and associated planning.

### **SN 5.1.2.1.1 Provide Global, Secure, Interoperable Communications and Networks for the Department of Defense**

**DJS Approval Date:** 31-AUG-05

**Description:** Provide global classified and unclassified voice, data, video, network, and transport backbone and access services through a combination of terrestrial and satellite assets. These assets are predominantly commercial, though acquired and supplemented with military value added features. Military value added features provide global reach and tactical extension, a defensive information operations capability, robust encryption, personnel and physical security, diversity of route and media, precedence, interoperability, and visible and controllable assets. (JP 6-0, CJCSI 6211.02, DODD 5105.19, CJCSI 6250.01, DODD 8100.1)

**Notes:** This task also includes providing communications to the President, Vice President, Secretary of Defense, Joint Chiefs of Staff, combatant commanders, and other DOD components under all conditions of peace and war.

M1	Yes/No	Outages of any Defense Information System Network (DISN) global classified or unclassified voice, data, video, network, or transport backbone or access service that support a command and control network that isolates any combatant command headquarters.
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### **SN 5.1.2.1.2 Provide Global Information Grid Transport Backbone Networks for Data Communications**

**DJS Approval Date:** 31-AUG-05



**Description:** To provide the long-haul telecommunications infrastructure segment including the communication systems and services between the fixed environment and the deployed Joint Task Force (JTF) and/or Coalition Task Force (CTF) warfighter. The Defense Information System Network (DISN) provides data communications services. (CJCSI 6211.02, CJCSI 6250.01, DODD 5105.19)

**Notes:** This task does not include the sustaining base (i.e., base, post, camp or station and Service enterprise networks) infrastructure, and it does not include the deployed warfighter and associated combatant commander telecommunications infrastructures supporting the JTF and/or CTF.

M1	Percent	Of circuit or network availability.
M2	Yes/No	Outages of the Defense Information System Network (DISN) that support a command and control network that isolate any combatant command headquarters.

### **SN 5.1.2.1.3 Provide Global Internet Protocol (IP)-Based Networks for Classified and Unclassified Information**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide interoperable, secure IP data communications services. (CJCSI 6211.02, CJCSI 3420.01, DODD 5105.19)

**Notes:** This task primarily affects the Non-Secure Internet Protocol Router Network (NIPRNET) and the Secret IP Router Network (SIPRNet).

M1	Percent	Of access circuit availability.
M2	Percent	Of access circuit quality of service - latency.
M3	Percent	Of access circuit quality of service - packet loss rate.
M4	Days	To provision/implement services.
M5	Percent	Of satellite constellation availability.

### **SN 5.1.2.1.4 Provide Global Communications and Networks for Video Services**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide global video service capabilities, ranging from network delivery of video of live events and real time video communications sessions among people who are geographically dispersed to delivery of video from prerecorded video files. (CJCSI 6211.02, DODD 5105.19)

M1	Percent	Of video services network availability.
M2	Yes/No	Outages of video services network that impact a general/flag officer-level video teleconferencing session.

### **SN 5.1.2.1.5 Provide Global Voice Communications and Networks**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide global voice services through telephone networks and satellite-based personal communications systems. (CJCSI 6215.01, DODD 5105.19)

M1	Percent	Of Defense Switched Network (DSN) availability.
M2	Percent	Of Defense Red Switched Network (DRSN) availability.
M3	Yes/No	Level of failure or isolation of a complete private branch exchange/electronic private exchange (PBX/EPX).
M4	Yes/No	Gateway switch degradations.

### **SN 5.1.2.1.6 Provide Commercial Satellite Resources for the Department of Defense**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide commercial global satellite service bandwidth and related business and enterprise satellite-based services and applications. Satellite services support fixed, transportable and mobile user terminals. (CJCSI 6250.01, DODD 5105.19)

**Notes:** This task includes other support to community of interest (COI), such as publishing discovery specification to increase data asset visibility, developing a data asset catalog specification to identify and locate data assets, or developing an enterprise COI directory, would fall

under SN 5.1.22, "Provide Enterprise Services for the Global Information Grid (GIG)."

M1	Percent	Of satellite coverage area.
M2	Days	Elapsed from submission of a request to award a contract or providing delivery order providing satellite services.
M3	Hours	Of responsiveness to emergent surge requirements in a combatant command area of responsibility (AOR) - time elapsed from submission of a request to providing satellite service bandwidth in the AOR.
M4	Percent	Of satellite transponder bandwidth operational availability.
M5	Yes/No	Satellite non-perceptible bandwidth; that is, the bandwidth that is not preempted for any reason and is replaced in the event of failure.
M6	Yes/No	Minimum transponded satellite performance.

## **SN 5.1.2.1.7 Provide Community of Interest Global Networks for the Department of Defense**

**DJS Approval Date:** 31-AUG-05

**Description:** Provide community of interest (COI) networks to select users. COI are sets of users who have shared goals, shared interests, shared mission or business processes, and agreed-upon terms of behavior. Support to the COIs may take form in a variety of activities and initiatives such as making offerings for network connectivity in support of COI networks. (CJCSI 6215.01, DODD 5105.19)

M1	Percent	Of community of interest access circuit availability.
M2	Percent	Of community of interest access circuit quality of service - latency.
M3	Percent	Of community of interest access circuit quality of service - packet loss rate.
M4	Yes/No	Community of interest bandwidth available.
M5	Days	To provision/implement services.

## SN 5.1.2.2 Provide Enterprise Services for the Global Information Grid (GIG)

**DJS Approval Date:** 31-AUG-05

**Description:** To plan, engineer, acquire, field, and support global net-centric solutions for the entire Department of Defense enterprise in the form of applications and services. (DODD 8100.1, DODD 5105.19)

**Notes:** Applications are software programs designed to perform a specific task or group of tasks, such as a deployable command and control program. Services include web-based applications that can dynamically interact with other web-based applications; integrated sets of hardware, software, procedures, standards and interfaces; as well commercial-off-the-shelf (COTS) based applications such as those providing multimedia messaging.

M1	Yes/No	Solutions in the form of applications and services delivered within established Acquisition Program Baseline thresholds.
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### SN 5.1.2.2.1 Provide Joint Command and Control Capabilities Through the Integration and Delivery of Applications, Data, and Services

**DJS Approval Date:** 31-AUG-05

**Description:** To provide overall management of joint command and control applications, including program management, requirements management, system engineering, integration, operational testing, information assurance testing, product portfolio management, and configuration management. (CJCSI 3020.01, DODD 5105.19)

**Notes:** These applications include common operational pictures for situational awareness.

M1	Yes/No	Level of outages in Joint Global Command and Control Systems (GCCS-J).
M2	Yes/No	Joint command and control programs deliver products related to current readiness within established Acquisition Program Baseline thresholds.

## **SN 5.1.2.2.2 Provide Joint Combat Support Capabilities Through the Integration and Delivery of Applications, Data, and Services**

**DJS Approval Date:** 31-AUG-05

**Description:** To develop and sustain joint combat support capabilities to respond to the operational concept of focused logistics. Provide read-only access to comprehensive combat support (CS) information from authoritative CS data sources. (CJCSI 6723.01, DODD 5105.19, CJCSI 6722.01, CJCSI 6731.01)

M1	Yes/No	Level of outages in Global Combat Support System (GCSS) (combatant command/Jont Task Force (CC/JTF)).
M2	Yes/No	Joint combat support programs deliver products related to current readiness within established Acquisition Program Baseline thresholds.

## **SN 5.1.2.2.3 Provide Collaborative Applications and Services**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide collaborative tool applications to enhance simultaneous access to real-time information and enable two or more operational users to simultaneously collaborate without the need to be co-located. (DODD 5105.19)

**Notes:** These tools offer voice and video conferencing, document and application sharing, instant messaging and whiteboard functionality.

M1	Yes/No	Collaborative tool programs delivering products related to current readiness within established Acquisition Program Baseline thresholds.
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## **SN 5.1.2.2.4 Provide Global Messaging Services**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide messaging systems for the Department of Defense and supporting organizations for multi-media messaging and

directory services. Provide a National Gateway System to give the Department of Defense a continuing capability to satisfy legacy messaging requirements, allied and tactical interoperability, and emergency action message (EAM) dissemination. (CJCSI 5721.01, DODD 5105.19)

M1	Percent	Of Defense Message System (DMS) availability.
M2	Percent	Of DMS non-delivery notification (NDN) ratios (percent for all messages originated).
M3	Time	Of DMS speed of service for message transfer system (MTS).
M4	Yes/No	Other DMS measures, such as DMS latency, packet loss, and/or average bandwidth, within limits.

### **SN 5.1.2.2.5 Provide Global Directory Services for the Department of Defense**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide enterprise-wide service for identification and other pertinent information about persons, objects and resources, and make this data accessible from any place at any time. Provide Public Key Infrastructure (PKI) and the Key Management Infrastructure (KMI) public directory. (DOD PKI Roadmap, DODD 5105.19)

M1	Yes/No	Global directory services programs delivering products related to current readiness within established Acquisition Program Baseline thresholds.
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### **SN 5.1.2.2.6 Provide Electronic Business/ Electronic Commerce Applications**

**DJS Approval Date:** 31-AUG-05

**Description:** To support, facilitate, and accelerate the application of paperless electronic business practices and associated information technologies to improve and enhance the DOD business processes. (DODD 8190.2, DODD 5105.19)

M1	Percent	Availability of Electronic Business/Electronic Commerce programs.
M2	Yes/No	Electronic Business/Electronic Commerce programs delivering products within established Acquisition

	Program Baseline thresholds.
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### **SN 5.1.2.3 Provide Enterprise-Wide Computing Services for the Department of Defense**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide mainframe and server computer processing, storage, operations, production support, technical services, and end user assistance for command and control, combat support, and eBusiness functions across the Department of Defense. To provide computer processing for the entire range of combat support and business functions to include transportation, logistics, maintenance, munitions, engineering, acquisition, finance, medical, and military personnel readiness. (DODD 8100.1, DODD 5105.19)

M1	Percent	Overall availability for all computing processing platforms (or for specific platforms).
M2	Percent	Quality of service.

#### **SN 5.1.2.3.1 Provide Web Servers and Web Site Hosting**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide and operate servers, and provide administration and support for secure Web access for enterprise server applications, Web server security, Web design, database-backed Web sites, portal services, and accessibility testing for both classified and unclassified environments. (DODD 5105.19)

M1	Yes/No	Computing center availability, quality of service, or hardware mean time to repair (MTTR) performance or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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#### **SN 5.1.2.3.2 Provide Database Servers and Database Hosting**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide and operate servers, and provide administration and support for databases, for both classified and unclassified environments. (DODD 8100.1, DODD 5105.19)

M1	Yes/No	Computing center availability, quality of service, or hardware mean time to repair (MTTR) performance or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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### **SN 5.1.2.3.3 Provide Servers and Mainframe Computing for Specialized Applications**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide and operate mainframes and servers, provide administration and support for other unique applications for both classified and unclassified environments. (DODD 8100.1, DODD 5105.19)

M1	Yes/No	Computing center availability, quality of service, or hardware mean time to repair (MTTR) performance or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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### **SN 5.1.2.3.4 Provide Data Storage**

**DJS Approval Date:** 31-AUG-05

**Description:** To provide and administer data storage for both classified and unclassified environments. (DODD 8100.1, DODD 5105.19)

M1	Yes/No	Computing center availability, quality of service, or hardware mean time to repair (MTTR) performance or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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### **SN 5.1.2.3.5 Provide Back up Servers and Data Storage for Continuity of Operations**

**DJS Approval Date:** 31-AUG-05



**Description:** To provide and administer servers and data storage and conduct backup and recovery to provide continuity of operations for customers who need an alternate site for both classified and unclassified environments. (DODD 8100.1, DODD 5105.19)

M1	Yes/No	Computing center availability, quality of service, or hardware mean time to repair (MTTR) performance or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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## **SN 5.1.2.4 Provide Electromagnetic Spectrum Access**

**DJS Approval Date:** 31-AUG-05

**Description:** To develop comprehensive and integrated spectrum planning and long-term strategies for the DOD spectrum access. To serve as the focal point for participation in national spectrum issues, international spectrum coordination, and for pursuing emerging spectrum efficiency technologies in DOD acquisitions. To provide leading experts in spectrum planning, electromagnetic environmental effects (E3), information systems, modeling and simulation, and operations to provide complete, spectrum-related services to the military departments and combatant commands. (DODD 4650.1, DODD 5105.19)

**Notes:** This task includes providing services such as spectrum-planning guidance, system integration, system vulnerability analysis, environmental analysis, test and measurement support, operational support and spectrum management software development.

M1	Percent	Of global spectrum access available as required for US forces, both now and for the future.
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### **SN 5.1.2.4.1 Develop Positions for International, National, and Regional Spectrum Forums**

**DJS Approval Date:** 31-AUG-05

**Description:** To participate in and develop positions for international, national, and regional spectrum forums. (DODD 4650.1, DODD 5105.19)

**Notes:** This task includes participating in the International Telecommunication Union World Radio Communication Conferences.

M1	Yes/No	DOD positions accepted by national spectrum forums (federal; non-federal; shared spectrum access for the Department of Defense).
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### **SN 5.1.2.4.2 Conduct Evaluations to Support Effective Use of Spectrum**

**DJS Approval Date:** 31-AUG-05

**Description:** To analyze and make recommendations concerning whether spectrum-dependent systems, either being acquired or procured, have, or will have, spectrum supportability. Document and manage existing spectrum assets and perform required electromagnetic compatibility (EMC) analyses and studies to support effective use of spectrum-dependent systems in electromagnetic environments and accomplish national security and military objectives. (DODD 4650.1, DODD 5105.19)

M1	Yes/No	Annual core training for spectrum management and technical skills for team members.
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### **SN 5.1.2.4.3 Develop Comprehensive and Integrated Spectrum Plans**

**DJS Approval Date:** 19-SEP-05

**Description:** To develop and maintain comprehensive and integrated spectrum plans and long-term strategies for spectrum access. (DODD 4650.1, DODD 5105.19)

M1	Percent	Plans and long-term strategies developed and updated.
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### **SN 5.1.2.4.4 Evaluate Emerging Spectrum Technologies**

**DJS Approval Date:** 01-SEP-05

**Description:** Evaluate new, spectrum-efficient technologies for their use to support the increasing demand for additional spectrum. (DODD 4650.1, DODD 5105.19)

M1	Percent	Of emerging technologies assessed.
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### **SN 5.1.2.4.5 Provide Operational Spectrum Management Support for Contingency Operations, Exercises, and Other Situations**

**DJS Approval Date:** 01-SEP-05

**Description:** To provide communications-electronics (C-E)/electromagnetic battlespace (EMB) support and Joint Spectrum Interference Resolution (JSIR) support to the Joint Staff, unified combatant commands, and warfighting commanders. To provide engineering expertise and services to ensure effective use of the electromagnetic spectrum. (CJCSI 3320.02, DODD 5105.19)

M1	Yes/No	Spectrum support team deployments in support of combatant commands' operational spectrum matters/issues.
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### **SN 5.1.2.4.6 Develop, Maintain and Distribute Spectrum Engineering and Electromagnetic Environmental Effects (E3) Analysis Models, Simulations, Software and Data in Support of Operations and Acquisition**

**DJS Approval Date:** 01-SEP-05

**Description:** To develop, maintain, and distribute automated tools, analysis models, and simulations that address a broad range of electromagnetic effects, communications-electronics system behaviors, and system engineering issues. (CJCSI 3320.02, DODD 5105.19)

M1	Yes/No	Analytical spectrum support provided.
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## SN 5.1.2.4.7 Implement the DOD Joint Electromagnetic Environmental Effects (E3) Program

**DJS Approval Date:** 01-SEP-05

**Description:** To resolve joint E3 issues to ensure mutual electromagnetic compatibility (EMC) and effective E3 control among ground, air, sea, and space-based electronic and electrical systems, subsystems, and equipment, and with the existing natural and man-made electromagnetic environment (EME), by providing technical E3 and spectrum engineering support. (CJCSI 3320.02, DODD 5105.19)

M1	Percent	E3 conflicts resolved.
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## SN 5.1.2.5 Integrate Ballistic Missile Defense (BMD) Command and Control (C2), and Communications Systems Assets and Services

**DJS Approval Date:** 10-JUN-08

**Description:** To plan, coordinate, monitor, and verify the establishment of BMD C2, and communications systems services, between and among the National Capital Region, geographic combatant commanders, DOD agencies, and selected allies. (CJCSI 3151.01A, JP 5-0, JP 6-0)

**Notes:** This activity includes the optimization and monitoring of BMD communication assets and C2 systems to ensure interoperability and efficient functionality within the BMD communications network (COMNET).

M1	Instance	Coordinate with appropriate combatant commands and agencies to integrate C2, communications systems and computer network capabilities in support of the BMD mission.
M2	Instances	Coordinate with Global Network Operations Center, Missile Defense Agency, combatant command Theater Net Operations Control Center (TNCC), and Service components to synchronize BMD COMNET expansion planning efforts.
M3	Instances	Provide C2, communications systems, and

		intelligence planning guidance and assistance to forces on joint telecommunications/data systems (after receipt of warning order).
M4	Daily	Monitor and report the health and status of the BMD COMNET.
M5	Daily	Leverage network monitoring tools data to monitor health and status of Global Information Grid assets directly supporting the BMD mission and ensure C2 and communications system outages affecting the BMD COMNET are resolved in a timely manner.
M6	Daily	Monitor initialization and installation status to ensure full situational awareness as new systems are integrated to the BMD COMNET.

## SN 5.1.2.6 Manage Relationships with Customers, Stakeholders, and the Chain of Command

**DJS Approval Date:** 01-SEP-05

**Description:** To meet customer, stakeholder, and the chain of command needs and expectations. To provide mechanisms for customers, stakeholders, and the chain of command to seek information, conduct business, seek assistance, and make complaints. (CJCSI 3460.01, DODD 5105 series, USC Title 10)

M1	Yes/No	Balanced scorecard or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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### SN 5.1.2.6.1 Provide Combatant Command Field Offices

**DJS Approval Date:** 01-SEP-05

**Description:** Support the assigned commanders and components by providing local management of assigned programs, products, and services. Ensure the viability of assigned programs, products, services, and systems are responsive and sized to meet combatant command needs. (CJCSI 3460.01, DODD 5105 series, USC Title 10)

M1	Yes/No	Personnel readiness issues or shortfalls that impact
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		on capability to accomplish the mission essential task (MET).
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### **SN 5.1.2.6.2 Provide Service and Defense Agency Customer Liaisons**

**DJS Approval Date:** 01-SEP-05

**Description:** Support the military Services and other defense agencies by assigning customer liaisons. Ensure the viability of agency-provided systems and services to meet customer needs. (CJCSI 3460.01, DODD 5105 series, USC Title 10)

M1	Yes/No	Personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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### **SN 5.1.2.6.3 Provide Help Desk Support**

**DJS Approval Date:** 01-SEP-05

**Description:** To provide help desk support to address questions or issues concerning products or services. (DODD 5105.19)

**Notes:** This task includes providing internal support for employees.

M1	Percent	Of full-time help desk staff (military, government civilian, or contractor) assigned.
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### **SN 5.1.2.7 Provide Fielding and Supporting Services**

**DJS Approval Date:** 01-SEP-05

**Description:** To field and support solutions to satisfy the needs of the warfighter. (DODD 5105.19)

**Notes:** This task includes providing internal systems support for the organization.

M1	Yes/No	Balanced scorecard or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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## **SN 5.1.2.8 Operate Computing Centers, Applications, Services, Systems and Networks**

**DJS Approval Date:** 01-SEP-05

**Description:** To administer and operate computing centers, systems and networks to satisfy the needs of the warfighter. (DODD 8100.1, DODD O-8530.1, DODD 5105.19)

**Notes:** This task includes performing internal systems support the organization.

M1	Percent	Of full-time system operators or administrators (military, government civilian, or contractor) assigned.
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## **SN 5.1.2.9 Support Delivery of Services and Provide Management of Government Resources**

**DJS Approval Date:** 01-SEP-05

**Description:** To perform day-to-day business operations of the Federal government, using operations as described by the Office of Management and Budget Business Reference Model. (DODD 5100.1, DODD 5105 series)

M1	Yes/No	Administrative and resource support timely and fully adequate for accomplishing the mission assigned.
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## **SN 5.1.2.10 Perform as the DOD Executive Agent for Information Technology (IT) Standards**

**DJS Approval Date:** 01-SEP-05

**Description:** To perform as the DOD Executive Agent for IT Standards. To develop the DOD Information Systems Technology Standards Registry, providing the minimum set of standards that facilitates the seamless flow of information among DOD sensors, processing and command centers, shooters, and support activities. (DODD 5101.7, DODD 5105.19)

M1	Yes/No	Administrative and resource support timely and fully adequate for accomplishing the mission assigned.
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## SN 5.1.3 Maintain Global Strategic Military Information and Force Status

**DJS Approval Date:** 01-SEP-05

**Description:** To capture, screen, process, circulate, store, and display strategic data in a form that supports the decision making and planning processes for the President and/or Secretary of Defense, National Military Command Center (NMCC), Services, and combatant commands. (JP 0-2, JP 5-0, JP 6-0, CJCSI 2401.01A)

M1	Minutes	To access and display shared local data bases.
M2	Minutes	To access and display shared remote data bases.
M3	Minutes	To distribute reports to required organizations (after initial receipt).
M4	Minutes	To enter most current information on status-of-forces.
M5	Minutes	To process status information and disseminate (turnaround time).
M6	Percent	Of audited reports accurate.
M7	Percent	Of friendly units/organizations and personnel show current status.
M8	Percent	Of reports processed and disseminated to agencies within specified time limits.
M9	Percent	Percent of currency in generated movement information in Global Transportation Network (GTN).
M10	Hours	Screen, circulate, store and display nuclear operations information in a format that supports the National Military Command System (NMCS) decision making process.
M11	Yes/No	Examine existing nuclear appendices to operation plans and relevant operation plan(s) in concept format (CONPLANs) to ensure compliance with Secretary of Defense's guidance concerning chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) deterrence, proliferation and use in response to a crisis.



M12	Yes/No	Demonstrate the ability to manage and process reports to keep Strategic Force Accounting Module (SFAM) current.
M13	Minutes	To compile Force Generation (FORGEN) reports.
M14	Percent	SFAM and Nuclear Planning and Execution System (NPES) force status concurrence.

## SN 5.1.4 Monitor Worldwide Strategic Situation

**DJS Approval Date:** 01-SEP-05

**Description:** To continuously observe and analyze events regionally and globally in the context of national and multinational security, military strategies, and other elements of national power (e.g., political, economic, informational). (JP 2-0, JP 3-07.3, JP 3-35, JP 5-0, JP 6-0)

M1	Hours	To update information on other joint force, other military forces, and non-DOD agencies operating adjacent to crisis area.
M2	Instances	Of Chairman of the Joint Chiefs of Staff (CJCS) learning of emerging political-military (POL-Mil) event from source outside Joint Staff.
M3	Minutes	To obtain information on changes to operational or strategic situation.
M4	Minutes	To respond to a request for background on emerging worldwide or theater strategic situation.
M5	Percent	Of Joint Staff POL-Mil specialists and subspecialists focus primarily on worldwide rather than theater strategic situations.
M6	Yes/No	Develop and maintain a dynamic record of planned and actual unit deployment or redeployment status.
M7	Yes/No	Develop and maintain strategic operations picture that includes threat information along lines of communications (LOCs) and, when appropriate, status and location of enemy forces and operations.
M8	Yes/No	Develop and maintain strategic operations picture that includes status and location information on friendly forces and operations.
M9	Hours	To update unit deployment or redeployment status

		during a crisis.
M10	Yes/No	Strategic operations picture is updated on a cycle equal to the operations and intelligence situation reporting cycle.

## **SN 5.1.5 Execute CJCS/Combatant Commander Emergency Action Procedures (EAP)**

**DJS Approval Date:** 01-SEP-05

**Description:** To employ Chairman of the Joint Chiefs of Staff (CJCS) and combatant commander EAP to perform highly structured command and control activities. This task includes defense readiness condition (DEFCON), North Atlantic Treaty Organization (NATO), and North American Aerospace Defense Command (NORAD) EAP in addition to Nuclear command and control (NC2) procedures. (JP 0-2, JP 3-14, CJCSI 5119.01, CJCSM 3122.03)

**Notes:** This task supports SN 3.2.3, "Manage Strategic Force Readiness Levels," SN 3.3, "Employ National Strategic Firepower," SN 3.4.2, "Provide Integrated Tactical Warning and Attack Assessment," SN 3.4.8, "Coordinate Nuclear Surety," SN 5.1.1, "Communicate Strategic Decisions and Information," and ST 6.1, "Provide Theater Missile Defense."

M1	Incidents	Of errors in crew force response when force execution directed by President.
M2	Incidents	Of errors in crew force validation and authentication.
M3	Incidents	Of errors in emergency action message (EAM) preparation and transmission.
M4	Incidents	Of errors in EAM preparation and transmission; crew force validation and authentication; and crew force response when force execution directed by President.
M5	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M6	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M7	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

M8	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M9	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M10	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M11	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/
M12	Yes/No	Classified measures are located at www.jwfc.jfcom.smil.mil/ujtl/

### **SN 5.1.5.1 Provide Emergency Action Procedures to CJCS/Combatant Commander**

**DJS Approval Date:** 05-OCT-07

**Description:** To develop, promulgate and use CJCS and combatant commander emergency action procedures (EAPs) and materials to perform highly structured C2 activities. (JP 3-0, JP 6-0, CJCSI 5119.01, CJCSM 3122.03)

**Notes:** This task includes LERTCON, NATO, and NORAD EAPs in addition to nuclear C2 procedures.

M1	Months	To develop and promulgate CJCS and combatant commander emergency action procedures (EAP).
M2	Yes/No	Maintain CJCS and command EAP guidance and materials.
M3	Yes/No	Guidance and materials are in place prior to OPLAN revision implementation.
M4	Days	To disseminate changes to CJCS and combatant commander EAPs.

### **SN 5.1.6 Disseminate Presidential Nuclear Decision and Nuclear Command and Control Orders to the Forces**

**DJS Approval Date:** 01-SEP-05

**Description:** (no description provided) (JP 0-2, JP 3-14)

M1	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M2	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M3	Deleted	Deleted
M4	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M5	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M6	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M7	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M8	Deleted	Deleted
M9	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M10	Deleted	Deleted
M11	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M12	Deleted	Deleted
M13	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M14	Yes/No	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M15	Deleted	Deleted
M16	Deleted	Deleted
M17	Deleted	Deleted
M18	Percent	Classified measures are located at www. jwfc.jfcom.smil.mil/ujtl/
M19	Deleted	Deleted

### **SN 5.1.6.1 Provide Information Assurance (IA) Support for Nuclear Command and Control (NC2)**

**DJS Approval Date:** 01-SEP-05

**Description:** Provide IA support for NC2 and control to the President, Joint Chiefs of Staff, nuclear combatant commanders, and forces so they can ensure both the positive control of nuclear weapons and weapons systems and the "rapid" positive control of nuclear weapons when ordered by the President. (DODD 3150.7)

**Notes:** This task includes IA expertise, devices, procedures, and products.

M1	Yes/No	Provide cryptography to enable/launch missiles and secure data from launch control centers to launch facilities and airborne platforms to launch facilities in 6 months or less.
M2	Yes/No	Provide codebooks and security for emergency action message (EAM) on non-secure communications systems in 5 months or less.
M3	Yes/No	Provide sealed authenticators to verify the authority of EAM in 6 months or less.
M4	Yes/No	Provide permissive action link materials that allow the locking and unlocking of nuclear warheads in 5 months or less.

## SN 5.1.7 Conduct Strategic Communication Planning

**DJS Approval Date:** 03-AUG-07

**Description:** Provide strategic communication planning support that provides clear, cohesive, and synchronized US Government information to achieve strategic and operational level objectives. The strategic Communication process focuses on the integration of strategic and operational level Public Affairs and Public Diplomacy guidance, with information operations. Planning support involves identification of desired effects, associated themes, messages, actions, dissemination means, measures of performance, and measures of effectiveness. (JP 3-13, JP 3-61, JP 6-0)

**Notes:** Planning should incorporate US Diplomatic, Information, Military, and Economic (DIME) instruments of power. Participation of subject matter experts is required throughout the planning process. Important planning factors include current and accurate intelligence, national level guidance, public affairs guidance, Department of State guidance, clear Commander's intent, and information operations themes and messages.

M1	Percent	Of themes and messages consolidated to support COCOM planning.
M2	Time	To identify and provide priority related intelligence requirements (PIRs) and requests for intelligence (RFIs) to COCOM intelligence organizations.
M3	Yes / No	Review and provide feedback on strategic communication and other related publications.

## SN 5.2 Assess Worldwide and Regional Strategic Environment

**DJS Approval Date:** 30-OCT-06

**Description:** To assess the global strategic environment and situation and to compare the capabilities of the Armed Forces of the United States and multinational forces with those of potential adversaries in a worldwide and regional context. To review the current national military strategy, forces, and operation plans. In particular, this task would decide whether actions required under the most recent orders are still appropriate. (JP 1, JP 0-2, JP 3-0, JP 5-0, CJCSI 2300.02A, CJCSI 3100.01)

**Notes:** This task includes reassessing the national military strategy and plans and determining friendly strategic centers of gravity. This task also includes a capability for real-time, comprehensive awareness of interagency and multinational entities and operations, providing a constant, real-time common operational picture of all interagency and multinational battlespace occupants.

M1	Days	To complete JSR after submission of combatant commander's input.
M2	Hours	To develop strategic options (after convening crisis action team (CAT)).
M3	Instances	Of major deficiencies (from a theater perspective) in Defense Planning Guidance.
M4	Months	To complete review of strategic options.
M5	Months	To update regional security strategy.
M6	Percent	Of combatant commander's inputs to Joint Strategy Review (JSR) accepted by the Joint Staff.
M7	Percent	Of international agreements expired in past year for failure to review.
M8	Percent	Of political events occur with available options.

## SN 5.2.1 Conduct Joint Military Net Assessments (JMNA)

**DJS Approval Date:** 01-SEP-05

**Description:** To compare the defense capabilities and programs of the Armed Forces of the United States and multinational forces to those of their potential adversaries. This task includes the JMNA, Chairman of the Joint Chiefs of Staff (CJCS) net assessment for strategic planning, and CJCS program assessment. (JP 0-2, JP 3-0, JP 5-0)

M1	Percent	Of above-the-line forces covered by JMNA.
M2	Percent	Of Joint Chiefs of Staff and combatant commanders concur in JMNA or National Military Strategy (NMS) review.
M3	Months	To update the JMNA (when required).

## SN 5.2.2 Conduct National Military Strategy Review

**DJS Approval Date:** 01-SEP-05

**Description:** To review the strategic situation and strategy by gathering information, raising issues, and facilitating the integration of strategy, operation planning, and program assessments. Such a review supports the formulation of subsequent guidance for the development of a national military strategy statement. This task includes reviewing the objectives, concept, and resources associated with existing national military strategy, planning guidance, and national security documents; conducting a baseline intelligence threat assessment; receiving from combatant commanders inputs on priorities and preparedness; reviewing changes to the global national security environment; and evaluating the risk associated with various force levels for planning. (JP 0-2, JP 1, JP 3-0, JP 5-0, CJCSI 3100.01, CJCSI 5123.01)

M1	Days	Delay publishing Defense Planning Guidance.
M2	Instances	Of crises where National Military Strategy (NMS) guidance not adequate.
M3	Percent	Of combatant commander recommendations forwarded for additions to areas covered by NMS.
M4	Percent	Of enemy actions, operations, or campaigns accurately forecasted.

M5	Percent	Of identified strategic sequels had developed course(s) of action (COAs).
M6	Percent	Of issues generated by combatant commanders in Joint Strategy Review (JSR).
M7	Percent	Of Joint Chiefs of Staff and combatant commanders concur in joint military net assessment (JMNA) or NMS review.
M8	Percent	Of theater identified major deficiencies, corrected in national military strategy review.
M9	Weeks	To prepare and forward proposal to change strategic forces and force postures (after issuance of national intelligence estimate).
M10	Weeks	To review and respond to a JSR.
M11	Instances	Of National Military Strategy not adequately translating policy guidance into national military objectives.

### SN 5.2.3 Review Operation Plans

**DJS Approval Date:** 01-SEP-05

**Description:** To review existing strategic and operation plans, to include relevant operation plan(s) in concept format (CONPLANS) and functional plans, in light of the existing global strategic environment and the results of the national military strategy review. This ensures compliance with Secretary of Defense('s) (SecDef's) guidance and resource levels and with developing issues, such as risk associated with enemy equipped with chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons hat might suggest changes to the strategy or joint operation plans. (JP 0-2, JP 5-0, CJCSM 3141.01)

M1	Hours	To provide strategic options (after Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).
M2	Percent	Of operation plan(s) (OPLANS) have identified assets shortfalls.
M3	Weeks	To propose changes to strategic forces and force postures (after issuance of national intelligence estimate).
M4	Instances	Of enemy CBRNE capabilities not considered which impact strategy and/or plans.



## SN 5.2.4 Decide on Need for Military Action or Change

**DJS Approval Date:** 01-SEP-05

**Description:** To decide whether strategic actions are required which are different from those that combatant commands and Service forces have already been directed to support. (JP 0-2, JP 2-0, JP 5-0)

M1	Days	To promulgate Execute Order (after transmittal of Chairman of the Joint Chiefs of Staff (CJCS) Warning Order or Alert Order).
M2	Hours	To complete Phase II (crisis assessment) when combatant commander considers crisis time-sensitive.
M3	Instances	Of crisis action planning (CAP) returning to Phase I from Phase II or canceled, only to return to Phase II.
M4	Incidents	Of international events, soliciting US military response, occur without a preplanned option.
M5	Percent	Of expected (preplanned) indications and warning (I&W) warning period available to combatant commander (after issuance of warning or alert order).
M6	Percent	Of political events occur with options available.

## SN 5.3 Determine National Military Strategic Direction

**DJS Approval Date:** 01-SEP-05

**Description:** To assimilate various estimates, reviews, and Secretary of Defense (SecDef) guidance; develop options and decisions on multinational and national military strategy recommendations to the Secretary of Defense; and support theater strategies and campaign plans. (JP 0-2, JP 3-0, JP 5-0, CJCSI 3100.01)

M1	Hours	To complete accepted Staff estimate (after receipt of mission).
M2	Percent	Of decision points have branches and sequels (during execution).

## SN 5.3.1 Issue Strategic Planning Guidance

**DJS Approval Date:** 01-SEP-05

**Description:** To provide guidance on goals and objectives, resources, and planning tasks to Service staffs, Service major commands, and combatant command planners. This task includes providing guidance for developing recommendations for the national military strategy. It also includes providing guidance for Service forces to ensure they support multinational and theater strategies and campaigns in conformance with DOD, Chairman of the Joint Chiefs of Staff (CJCS), and joint operation planning guidance. Guidance may include targeting policy, rules of engagement, levels of acceptable risks, and other restrictions and constraints. (JP 0-2, JP 1, JP 3-0, JP 5-0, CJCSI 3100.01, CJCSI 3110.14)

M1	Hours	To complete accepted staff estimates (after receipt of mission).
M2	Percent	Of decision points having branches and sequels available (during execution)(includes chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) considerations ).
M3	Hours	Respond to nuclear adaptive planning tasking.
M4	Hours	Develop options and provide information on nuclear options for senior military and civilian decision makers.
M5	Hours	Provide information regarding component commander forces to ensure they support nuclear theater strategies and campaigns and conform to planning guidance.
M6	Yes/No	Present a comprehensive description of the capabilities of intercontinental ballistic missile(s) (ICBMs), submarine-launched ballistic missile(s) (SLBMs), and bomber replanning methodologies at the level of understanding of the decision maker.

## SN 5.3.2 Develop and Analyze Multinational and National Military Strategy Options

**DJS Approval Date:** 01-SEP-05

**Description:** To identify and define multiple, feasible strategy options within the framework of guidance; to examine or war game each course

of action; to determine advantages and disadvantages of each; and to compare the advantages and disadvantages of each course of action. This analysis is conducted in the context of combined Chairman of the Joint Chiefs of Staff (CJCS) and unilateral Service-related actions with Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), Congress, and the President during Planning, Programming, and Budgeting System (PPBS) and other activities. (JP 0-2, JP 1, JP 2-0, JP 3-0, JP 5-0, CJCSI 3100.01)

M1	Hours	To approve or deny requests for changes to rules of engagement (ROE).
M2	Incidents	Of misunderstood ROE.
M3	Days	To submit course(s) of action (COAs) (after receipt of national strategic direction).
M4	Percent	Of accepted COAs have feasible alternatives submitted.
M5	Hours	Analyze nuclear plans for impact with respect to objective tasking, collateral and population impact.
M6	Hours	Provide information concerning the advantages and disadvantages nuclear options supporting their respective COAs.

### **SN 5.3.3 Select or Modify Multinational and National Military Strategy, Plans, and Other Strategic Actions**

**DJS Approval Date:** 01-SEP-05

**Description:** To decide on the strategic option that offers the best prospect for success or to modify a course of action (COA) previously selected. (JP 0-2, JP 1, JP 3-0, JP 5-0)

M1	Hours	To complete accepted staff estimates (after receipt of mission).
M2	Percent	Of decision points have branches and sequels available (during execution).
M3	Hours	Determine eligible nuclear targets based on planning criteria in tasking messages.
M4	Instances	Select sorties for nuclear planning based on knowledge of planning force criteria and prioritization.

M5	Instances	Use nuclear adaptive planning tools.
M6	Hours	Prepare an emergency action message (EAM) worksheet for use by the emergency action cell to promulgate nuclear adaptively planned options.
M7	Days	Incorporate planning data into the Single Integrated Operational Plan (SIOP).
M8	Hours	Provide information on the nuclear option that best achieves desired COA.

### **SN 5.3.4 Review Strategic Options and Recommendations with Secretary of Defense and Other Officials and Adjust**

**DJS Approval Date:** 01-SEP-05

**Description:** To review strategic options and recommended strategies with the Secretary of Defense and Chairman of the Joint Chiefs of Staff (and Congress and foreign government officials, as required) to enable them to make a reasoned decision. To adjust the recommended strategy or action based on Secretary of Defense or Chairman of the Joint Chiefs of Staff (CJCS) guidance. (JP 3-0, JP 5-0, JP 0-2, JP 1, JP 2-0)

M1	Days	To submit course(s) of action (COAs) (after receipt of national strategic direction).
M2	Hours	To complete review of strategic options.
M3	Hours	To develop and provide strategic options (after CJCS Warning Order).
M4	Months	To complete review of strategic options.
M5	Percent	Of accepted COAs have feasible alternatives submitted.
M6	Hours	Provide information on strategic and theater nuclear options to assist senior leaders in making a decision.

### **SN 5.3.5 Set Worldwide Priorities and Allocate Resources**

**DJS Approval Date:** 01-SEP-05

**Description:** To set multinational and national military (and Service) priorities and allocate national and Service resources worldwide to combatant commands based on the concept and intent of Secretary of

Defense (SecDef)/Chairman of the Joint Chiefs of Staff (CJCS) guidance. This task includes analyzing affordability issues. For special operations forces this includes planning, programming, and budgeting. (JP 5-0)

M1	Number	Of alternatives provided to the President.
M2	Number	Of alternatives wargamed against projected threat(s).
M3	Months	To update SecDef “Forces For” Paper.
M4	Percent	Change in defense budget for most costly alternative.
M5	Percent	Difference between optimum support force structure and actual support structure.
M6	Percent	Of amendments attached to allocation of national and Service resources, respond to clarification requests.
M7	Percent	Of current budget, actually required to support least costly alternative.
M8	Percent	Of subordinate headquarters traffic to Joint Staff/Operations Directorate (J-3) requested clarification of allocation guidance.
M9	Weeks	To allocate national and Service resources (after receipt of SecDef/CJCS, Joint Chiefs of Staff (JCS), guidance).
M10	Weeks	Delay in publishing Joint Strategic Capabilities Plan (JSCP).
M11	Weeks	Delay in publishing National Military Strategy (NMS).
M12	Years	To achieve capabilities being programmed.

### **SN 5.3.5.1 Produce a National Military Strategy**

**DJS Approval Date:** 01-SEP-05

**Description:** To produce and publish a National Military Strategy (NMS), providing midterm guidance for force development and acquisition and combatant commander planning. This task includes developing constrained macro-force alternatives attainable within the program period and to develop preferred force alternatives. This task then includes selection of the objective force from the preferred alternatives and provide the optimum mid- and long-range force levels to guide

program and extended planning period developments within projected resource constraints. (JP 0-2, JP 1, JP 2-0, JP 3-0, JP 3-07.1, JP 5-0)

M1	Number	Of alternatives provided to the President.
M2	Number	Of alternatives wargamed against projected threat(s).
M3	Percent	Change in defense budget for costliest alternative.
M4	Percent	Difference between optimum support force structure and actual support structure.
M5	Percent	Of combatant commander's strategic issues addressed in NMS.
M6	Percent	Of unclassified NMS in agreement with classified NMS.
M7	Percent	Of current budget, actually required to support least costly alternative.
M8	Weeks	Delay in publishing NMS.
M9	Months	To complete new draft of NMS (after receipt of Secretary of Defense's strategic guidance or Defense policy guidance).
M10	Years	To achieve capabilities being programmed.

## **SN 5.3.5.2 Produce a Capabilities-Based National Strategic Plan and Assign Forces**

**DJS Approval Date:** 01-SEP-05

**Description:** To produce an overall national plan or set of plans which provides guidance to the combatant commanders and Defense agencies on the application of available military capabilities in the event of war or crises short of war. This plan includes an apportionment of forces for planning. This task also includes the peacetime assignment of forces to combatant commanders. (JP 0-2, JP 3-0, JP 5-0)

M1	Days	To deliver draft "Forces For" Memorandum to Office of the Secretary of Defense (OSD).
M2	Instances	Of error-based changes issued to Secretary of Defense (SecDef) "Forces For" Memorandum.
M3	Months	To produce final operation plan(s) (OPLANs) based (on last Joint Strategic Capabilities Plan (JSCP)).
M4	Months	To update SecDef "Forces For" Memorandum.

M5	Percent	Of JSCP forces dual apportioned to major planning tasks.
M6	Percent	Of JSCP tasked plans call for deterrent force option.
M7	Percent	Of JSCP tasked plans that require more than selected reserve (SELRES) callup of Reserve Component(s) (RC).
M8	Weeks	Delay in publishing JSCP.

### **SN 5.3.5.3 Allocate Forces and Resources at Execution**

**DJS Approval Date:** 01-SEP-05

**Description:** To decide on and provide the combatant commanders a decision on the allocation of forces and resources at execution. (JP 5-0)

M1	Hours	To produce force allocation.
M2	Percent	Of amendments (attached to allocation of national and Service resources) respond to requests for clarification.
M3	Percent	Of initial combatant commander's force requests met.
M4	Percent	Of initial force allocation modified at end of first week.
M5	Percent	Of subordinate headquarters traffic to Joint Staff J-3, requested clarification of allocation guidance.
M6	Weeks	To allocate national and Service resources (after receipt of Secretary of Defense/Chairman, Joint Chiefs of Staff (JCS) guidance).

#### **SN 5.3.5.3.1 Recommend and Provide Forces in Support of Contingency Plan Guidance (CPG) Level 3 and 4 Plans**

**DJS Approval Date:** 01-SEP-05

**Description:** To recommend and/or provide forces in support of Secretary of Defense (SecDef) CPG level 4 operation plan(s) (OPLANS) and level 3 operation plan(s) in concept format (CONPLANS) with Time-Phased Force and Deployment Data (TPFDD). Forces apportioned to OPLANS and CONPLANS for deliberate planning are sourced against

force requirements and validated as (Unit Line Number) ULNs in designated TPFDD lists. (UCP, CJCSI 3110.01, JP 5-0)

M1	Percent	Of forces are sourced, as directed by Secretary of Defense and authorized by Chairman of the Joint Chiefs of Staff, to fill requests for forces/request for capabilities requirements.
M2	Percent	Of forces selected for sourcing can meet required latest arrival date at port of debarkation (LADs).
M3	Percent	Of forces selected for sourcing are manned, trained, equipped, and resourced to accomplish their mission.

### **SN 5.3.5.3.2 Recommend and Provide Forces in Support of Combatant Commander Rotational Force Requirements**

**DJS Approval Date:** 01-SEP-05

**Description:** To recommend and/or provide forces in accordance with the Global Force Management Rotation Force Allocation Process for the purpose of supporting combatant commander requirements and Theater Security Cooperation Plans and allowing the rapid application of military force by placing US forces in a position from which they can rapidly respond to a crisis. (UCP, CJCSI 3110.01)

M1	Percent	Of forces are sourced, as directed by Secretary of Defense and authorized by Chairman of the Joint Chiefs of Staff, to fulfill the Rotational Force Schedule and Rotation Force Allocation Plan.
M2	Percent	Of forces selected for sourcing can meet required in-theater report dates.
M3	Percent	Of forces selected for sourcing are manned, trained, equipped, and resourced to accomplish their mission.



### **SN 5.3.5.3.3 Recommend and Provide Forces in Support of Supported Combatant Commander Requests for Forces/Requests for Capabilities**

**DJS Approval Date:** 01-SEP-05

**Description:** To recommend and/or provide forces in accordance with the Global Force Management Requests for Forces/Requests for Capabilities Allocation Process in support of combatant commander emerging or crisis based requirements. (UCP, CJCSI 3110.01)

M1	Percent	Of forces are sourced, as directed by Secretary of Defense and authorized by Chairman of the Joint Chiefs of Staff, to fill requests for forces/request for capabilities requirements.
M2	Percent	Of forces selected for sourcing can meet required latest arrival date at port of debarkation (LADs).
M3	Percent	Of forces selected for sourcing are manned, trained, equipped, and resourced to accomplish their mission.

### **SN 5.3.5.3.4 Recommend and Provide Joint Task Force Headquarters**

**DJS Approval Date:** 01-SEP-05

**Description:** To recommend and/or provide joint task force (JTF) headquarters (HQ) in support of combatant commander emerging or crisis based requirements. (UCP, CJCSI 3110.01)

M1	Percent	Of forces are sourced, as directed by Secretary of Defense and authorized by Chairman of the Joint Chiefs of Staff, to fill Joint Force Headquarters.
M2	Percent	Of forces selected for sourcing can meet required latest arrival date at port of debarkation (LADs).
M3	Percent	Of forces sourced for Joint Force HQ are manned and trained to accomplish their mission.
M4	Percent	Of forces sourced for JTF HQ are equipped and resourced to accomplish their mission.

### **SN 5.3.5.3.5 Recommend and Provide Ready Alert Forces**

**DJS Approval Date:** 01-SEP-05

**Description:** To recommend and provide forces specifically identified to mitigate strategic risk and provide additional flexibility to the Secretary of Defense. Forces maintain assigned alert postures to ensure rapid deployment in support of unforeseen circumstances and contingency operations in time of crisis. (UCP, CJCSI 3110.01)

M1	Percent	Of forces are sourced, as directed by Secretary of Defense and authorized by Chairman of the Joint Chiefs of Staff, to fill Ready Alert Force requirements.
M2	Percent	Of forces selected for sourcing can meet the assigned alert postures.
M3	Percent	Of forces selected for sourcing are manned, trained, equipped, and resourced to accomplish their mission.

### **SN 5.3.5.3.6 Recommend and/or Provide Forces in Support of Joint Exercises, Evaluations, and Experiments**

**DJS Approval Date:** 01-SEP-05

**Description:** To recommend and provide assigned forces and conduct schedule deconfliction in support of the Chairman of the Joint Chiefs of Staff (CJCS) CJCS Exercise Program (CEP), non-CEP joint exercises, and other joint events conducted external to the exercise program that require forces such as advanced concept technology demonstrations (ACTD). (CJCSI 3110.01, UCP)

**Notes:** This task includes establishing joint schedule tasking priorities for assigned forces and establishing a readiness and force commitment tracking process.

M1	Percent	Forces are sourced to fill Joint Exercises, Evaluations, and Experiments.
M2	Percent	Participating forces can meet event participation dates.
M3	Percent	Participating forces are manned, trained, equipped,

		and resourced to accomplish event objectives.
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## SN 5.4 Provide Strategic Direction to Forces Worldwide

**DJS Approval Date:** 01-SEP-05

**Description:** To provide strategic direction to combatant commands, Military Departments and their subordinate commands, Service component commands, or combat support agency(s) (CSAs). Such direction will facilitate their understanding of Service roles, the mission, and its contribution to the national military strategy and the multinational strategy. This task includes maximum decentralized conduct of Service support in the CONUS base or to combatant commanders' unified action and joint operations. (JP 5-0, JP 0-2, JP 3-0, JP 3-08, CJCSI 3100.01)

M1	Hours	To provide strategic direction to combatant commands, after receipt of warning order (in crisis planning).
M2	Percent	Of assigned and supporting forces commence operations on time.
M3	Percent	Of combatant commands request clarification of strategic direction.
M4	Percent	Of issued changes caused by missing or incorrect data or entries.
M5	Percent	Instances of enemy chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) capabilities not addressed which impact strategic direction.
M6	Hours	To provide strategic direction to subordinate organizations after receipt of tasking from the Secretary of Defense.

### SN 5.4.1 Prepare and Issue Strategic Estimates, Priorities, and Joint Operation Plans

**DJS Approval Date:** 01-SEP-05

**Description:** To develop and issue the plans or directives, to include the Single Integrated Operation Plan (SIOP), that convey the concept and

intent for worldwide support of the national military strategy and for multinational and theater strategies and campaigns. This task includes planning guidance, policy, and legal restrictions or constraints for any actions including targeting, force protection issues, and rules of engagement. (JP 0-2, JP 2-0, JP 3-0, JP 5-0, CJCSI 3100.01)

M1	Days	To develop, coordinate, and promulgate guidance and policy complying with national guidance and Presidential directives.
M2	Hours	Special operations forces (SOF) conduct cross-border operations (prior to commencement of hostilities).
M3	Hours	To identify US Transportation Command (USTRANSCOM) forces and issue warning order (following receipt of Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).
M4	Hours	To issue USTRANSCOM Deployment Order to transportation component command (TCCs) (following CJCS Warning Order).
M5	Hours	To issue USTRANSCOM Deployment Pre-Order to TCCs (following CJCS Warning Order).
M6	Hours	To submit strategic direction for approval (after receipt of warning order).
M7	Months	To develop combatant commander's operation order (OPLANs)/operation order (OPORDs) in accordance with Joint Operation Planning and Execution System (JOPEs).
M8	Months	To develop emergency action procedures (EAP)--US Strategic Command (USSTRATCOM) in support of annual EAP-CJCS revision.
M9	Months	To develop theater support plans.
M10	Percent	Of operations in OPLAN conform to US and International Law.
M11	Percent	Of rules of engagement (ROE) conform to requirements.
M12	Percent	Of ROE consistent with current policy.
M13	Instances	Of ROE exceptions determined outside established procedures.
M14	Days	To submit an OPLAN following receipt of a Letter of Instruction (LOI).

## SN 5.4.2 Coordinate Support for Joint and Multinational Operations

**DJS Approval Date:** 30-OCT-06

**Description:** To coordinate strategic actions and information with US Military Services; US Service commands; US and allied governments, civilian and military officials; and other national and intergovernmental headquarters and support agencies, providing a capability for unity of effort with interagency and multinational partners, including the capability to plan, coordinate, integrate and synchronize with one or more interagency or multinational partners. (JP 0-2, JP 3-08, JP 4-0, JP 5-0, CJCSI 3165.01)

**Notes:** This task includes full situational awareness, to include understanding the political objectives, national will, and cultural elements of interagency and multinational partners to successfully leverage all assets in their sphere of control to better achieve objectives.

M1	Days	To refine Time-Phased Force and Deployment Data (TPFDD) (in crisis action planning).
M2	Months	To complete operation plan (OPLAN) coordination, from draft OPLAN to final approval (in deliberate planning).
M3	Days	Coordinate nuclear weapons plan development and option generation with US Services, combatant commands, and allies.
M4	Days	To establish a mutually supporting chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) warning and reporting system, i.e., Nuclear Biological Chemical Warning and Reporting System (NBCWRS).

### SN 5.4.2.1 Provide Joint Blue Force Situational Awareness (JPBSA)

**DJS Approval Date:** 03-AUG-07

**Description:** Provide operational "Blue Force Tracking (BFT)"/"Joint Blue Force Situational Awareness (JBFSA)" support to the combatant commands, and as directed interagency, allied, and coalition users, in order to enable situational awareness, command and control (C2), and fratricide prevention in support of the warfighter, Homeland Defense, and

other combat operations. Additionally, provide a combat development capability to integrate JBFSA devices; and support development of objective JBFSA capabilities consistent with "Net-Enabled Command Capability (NECC)." (CJCSI 8910.01A, SI 534-5, UCP, JROCM)

**Notes:** Blue Force Tracking (BFT): "The employment of techniques to actively and passively identify and track U.S., allied or coalition forces for the purpose of providing the combatant commander enhanced battle-space situational awareness and reducing fratricide." CJCSI 8910.01A, 30 April 2004 Joint Blue Force Situational Awareness (JBFSA): The collection and integration of capabilities provided by systems or tracking devices and transmission mediums employed to obtain, report, and share Blue Force identification, location, status and intent information. CJCSI 8910.01A

M1	Yes / No	Plan, integrate, validate, accredit and disseminate JBFSA data in support of combatant commands.
M2	Yes / No	Provide direct-support (JBFSA information dissemination) to combatant commands, allies, coalition partners and federal agencies.
M3	Yes / No	Create, deploy and operate a modular, flexible and interoperable set of C2 capabilities integrated directly into the network.
M4	Yes / No	Sustain 24/7 BFT/ JBFSA Mission Management Center support.
M5	Yes / No	Expand technical capabilities and capacity to support emerging combatant command requirements.

### **SN 5.4.3 Synchronize and Manage Global Distribution Operations**

**DJS Approval Date:** 05-OCT-07

**Description:** To arrange worldwide distribution operations in time, space, and purpose to ensure the provision of forces, and material to combatant commands in accordance with the national and multinational military strategy and the combatant commander's needs. (JP 1, JP 0-2, JP 3-0, JP 3-08VI, JP 3-08VII, JP 4-0, JP 4-09, JP 5-0, JP 6-0)

**Notes:** This task includes both the vertical and the horizontal integration of all activities. This task ensures that all joint and multinational resources are efficiently employed. This task includes providing oversights for sensitive activities; activities designed to emplace

processes and/or systems to ensure propriety, legality, and accountability of sensitive activities. This task includes the ability to optimize sustainment operations across and between interagency and multinational partners. As required and authorized, coordinate logistical cross-support processes with government, non-governmental, industry, and multinational sources operating in theater to optimize sustainment operations and provide sustainment support across and between sources. Lead execution of sustainment planning and execution when identified as the Lead Agency/Nation. Provide planning and operational support when acting in support. Coordinate, provide, and maintain the optimum levels of logistics forces, materials, and consumables necessary to support the Joint Force Commander's objectives.

M1	Hours	To produce feasible Time-Phased Force and Deployment Data (TPFDD), after issuance of warning order.
M2	Months	To complete approved operation plan (OPLAN) with TPFDD on shelf, after issuance of Joint Strategic Capabilities Plan (JSCP).
M3	Months	To establish rotation policy.
M4	Percent	Of OPLANs, operation plan in concept format (CONPLANs), functional plan (FUNCPLANs) reviewed within last 24 months.
M5	Percent	Of TPFDD units arrive in accordance with required delivery date (at destination).
M6	Instances	Provide nuclear forces to combatant commands in accordance with military strategy.
M7	Instances	Provide nuclear forces to combatant commands in adequate amounts to integrate activities and ensure the efficient employment of nuclear forces.
M8	Percent	Of new concepts tested in national - level exercises.
M9	Yes / No	Identified deficiencies are coordinated with joint deployment and distribution enterprise partners.
M10	Yes / No	Improvement solutions are war fighter / customer focused.
M11	Yes / No	Supply chain enhancement guidance is informed by source location and production capacity as well as customer location and consumption rates.
M12	Percent	Of improvement plans that have measures of performance.
M13	Yes / No	Plans are coordinated with joint deployment and distribution enterprise partners.

## **SN 5.4.4 Prepare and Issue Presidential and/or Secretary Defense (SecDef) Directives/Chairman of the Joint Chiefs of Staff (CJCS) Orders**

**DJS Approval Date:** 01-SEP-05

**Description:** To promulgate national strategic execution decisions to subordinate headquarters as well as directly to executing and supporting forces. This includes planning, warning, alert, and execute orders. (JP 0-2, JP 3-08, JP 5-0)

M1	Hours	To promulgate alert order to subordinate headquarters.
M2	Hours	To promulgate CJCS Execute Orders to subordinate headquarters.
M3	Hours	To promulgate warning order to subordinate headquarters.
M4	Minutes	Promulgate national nuclear strategic execution decisions to subordinate headquarters and executing and supporting forces.
M5	Yes/No	Develop emergency action procedures (EAP)-US Strategic Command (USSTRATCOM) in support of annual EAP-Joint Chiefs of Staff (JCS) revision.
M6	Yes/No	Disseminate changes to EAP guidance to support planned for or employment of forces.
M7	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M8	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M9	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M10	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M11	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>



## SN 5.5 Coordinate Worldwide Information Operations

**DJS Approval Date:** 01-SEP-05

**Description:** To coordinate the elements of offensive and defensive information operations (IO). Offensive IO activities include, but not limited to, operations security military deception, psychological operations, electronic warfare, electronic warfare, physical attack/destruction, and special information operations, and may include computer network attack. Defensive IO integrate and coordinate policies and procedures, operations, personnel, and technology to protect and defend information and information systems. This task includes military support to attacking and defending information environment that supports national military, political, and economic power. (JP 3-13, JP 3-13.1, CJCSI 3210.01)

**Notes:** See also SN 3.3.4, "Apply National Nonlethal Capabilities;" SN 3.4, "Protect Strategic Forces and Means;" SN 3.4.5, "Coordinate and Conduct Strategic Operations Security;" SN 3.4.6, "Coordinate Protection of National Strategic Information, Information-Based Processes, and Information Systems;" SN 5.6, "Provide Public Affairs (PA) Worldwide;" and SN 8.3, "Coordinate Military Activities Within the Interagency Process."

M1	Yes/No	National-level IO coordination policies and procedures exist.
M2	Yes/No	National-level IO planning/coordination cell exists.
M3	Yes/No	National-level IO planners from all appropriate US departments, agencies and organizations are involved in development and coordination of national IO plans and actions.
M4	Hours	To identify qualified personnel from various elements and activities and augment national-level IO planning cell after onset of planning requirement.
M5	Hours	To identify required national-level IO information necessary for IO planning after onset of planning.
M6	Hours	To task intelligence community and other national-level support organizations and agencies to fill information requirements for IO planning.
M7	Percent	Of identified national-level IO information requirements unfilled at time-critical points in

		planning process.
M8	Yes/No	Are appropriate allied and coalition IO resources and capabilities factored into national-level IO plans and actions?
M9	Days	To get interagency approval for proposed national or subordinate level IO plans and actions.
M10	Instances	Of uncoordinated IO actions at different levels (national, theater, area of responsibility (AOR)) or different theaters causing disruption or delay of US plans and objectives.
M11	Hours	To modify national-level IO plans and actions due to operational contingencies.
M12	Instances	Of US national-level IO plans or objectives being delayed, defeated, or disrupted due to adversary offensive IO actions.
M13	Percent	Of national-level IO cell nominated "targets" struck with lethal or nonlethal means during the timeframe planned for in the IO appendix or other planning document.
M14	Hours	To conduct combat assessment of national IO "targets" struck with lethal and nonlethal means.
M15	Percent	Of national IO cell nominated "targets" attacked when called for after combat assessment of initial strike.
M16	Percent	Of national-level IO objectives verifiably achieved.

## SN 5.5.1 Conduct Strategic Information Operations

**DJS Approval Date:** 01-SEP-05

**Description:** To conduct offensive and defensive information operations (IO) for implementing Presidential and SecDef national military strategy, policy, objectives, and operations at the strategic level. (JP 3-13, CJCSI 3210.01, CJCSI 6510.01)

**Notes:** This task includes planning, synchronization and use of operations security (OPSEC), military deception (MILDEC), psychological operations (PSYOP), electronic warfare (EW), computer network attack (CNA), computer network defense (CND); mutually supported by intelligence, to deny, influence, degrade, or destroy adversary information

and information systems; and to protect friendly information and information systems.

M1	Percent	Of planners with access to the information operations (IO) plan within 12 hours of plan initiation message.
M2	Hours	To implement measures for full spectrum IO in support of global computer network defense (CND) mission.
M3	Hours	To provide assistance in the preparation and legal review of a request for supplemental rules of engagement (ROE).
M4	Hours	To provide assistance in the preparation and legal review of a review and approval package (RAP) in connection with computer network operations (CNO).

## SN 5.5.2 Conduct Defensive Information Operations

**DJS Approval Date:** 01-SEP-05

**Description:** To perform authorized actions to protect, monitor, analyze, detect, and respond to unauthorized activity within national security information systems and computer networks. (Executive Order 12333, National Policy for the Security of Telecommunications and Information, JP 3-13, CM-1573-88)

M1	Days	To identify qualified personnel, determine availability of equipment, and initiate technical surveillance service of customers.
M2	Days	To identify analysis team required to perform network evaluations.
M3	Days	To complete network evaluations after team identification.
M4	Days	To assess customer network security posture.
M5	Days	To provide network security assessment to customer.

## SN 5.5.3 Provide Regional NetOps to Support the Global Information Grid (GIG)

**DJS Approval Date:** 02-SEP-05

**Description:** Execute GIG Network operations (NetOps) and defense. (DODD O-8530.1, CJCSI 3401.03A, USSTRATCOM Joint Concept of Operations for GIG NetOps, CJCSI 6510.01, DODD 5105.19, DODD 8500.1)

M1	Yes/No	Capabilities measured in subtasks linked to selected combatant command operation plan(s) (OPLANS).
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### **SN 5.5.3.1 Provide Network Management for the Theater Information Grid (TIG) Transport and Computer Network Infrastructures**

**DJS Approval Date:** 02-SEP-05

**Description:** Equip, train, maintain, and sustain the theater-level NetOps centers to enable them to manage and control the command, control, communications, computer systems, and networks, including space systems that define the TIG transport infrastructure within their area of responsibility (AOR). (USSTRATCOM Joint Concept of Operations for GIG NetOps, CJCSI 6510.01, DODD 5105.19, DODD 8500.1, DODD O-8530.1)

M1	Percent	Of authorized personnel on hand.
M2	Percent	Of theater-level network operations center (TNC) personnel trained/certified to perform network operations (NETOPS) systems and network management (S&NM) tasks.
M3	Yes/No	TNC has required facilities to conduct NETOPS S&NM tasks.
M4	Yes/No	Heating and air conditioning systems are available/operational to enable the TNC to accomplish NETOPS S&NM missions.
M5	Yes/No	Power, generators, and grounding systems are available/operational to enable the TNC to accomplish NETOPS S&NM tasks.
M6	Yes/No	TNC is organized under the NETOPS concept of operations (CONOPS).

### **SN 5.5.3.2 Protect and Defend the Theater Information Grid (TIG)**

**DJS Approval Date:** 02-SEP-05

**Description:** To collect and consolidate TIG intrusion detection reports and data, assessing the compiled data, and reporting the results to the appropriate command authorities. To coordinate the efforts of other theater network control and operations centers to detect, isolate, and contain information assurance/computer network defense (IA/CND) events and incidents. To establish policies and procedures to govern IA/CND ROE for the TIG and implement GIG IA/CND policy/direction from the Global NetOps Center (GNC). (DODD 8500.1, DODD O-8530.1, USSTRATCOM Joint Concept of Operations for GIG NetOps, CJCSI 6510.01, DODD 5105.19)

M1	Minutes	To alert TIG users and the Global NetOps Center (GNC) to presence of critical information assurance Information Assurance/Computer Network Defense (IA/CND) events that affect the TIG.
M2	Percent	Of Information Assurance Vulnerability Alert (IAVA) compliance distribution process for notifying Theater combatant commanders, the Services, and Defense agencies about vulnerability alerts and countermeasures information.
M3	Percent	Of TIG computer assets that are compliant or operating with approved extensions and mitigation plans with negligible risk on information systems capability to perform required theater missions.
M4	Percent	Of TIG networks compliant or operating with approved extensions and mitigation plans with negligible risk on information systems capability to perform required theater missions.
M5	Percent	Of unauthorized access (root, user, privileged) to Mission Assurance Category (MAC) I, MAC II, and MAC III systems and networks within the TIG since last reporting period.
M6	Percent	Of TIG IA/CND status information currently available.

### **SN 5.5.3.3 Provide a Common Operational Picture (COP)**

**DJS Approval Date:** 02-SEP-05

**Description:** To provide an integrated capability to receive, correlate, and display, functional and operational pictures of systems and networks and the integrated view(s) of networks that display network health, security

status, and information sources. (USSTRATCOM Joint Concept of Operations for GIG NetOps, CJCSI 6510.01, DODD 5105.19, DODD 8500.1, DODD O-8530.1, JP 0-2, JP 2-01)

M1	Percent	Of availability of the theater information grid (TIG) integrated COP delivery to the Global NetOps Center (GNC).
M2	Percent	Of Enterprise Service Management / Network Management (ESM/NM) operations information integrated into the TIG COP.
M3	Percent	Of Information assurance/computer network defense (IA/CND) information integrated into the TIG COP.

## **SN 5.5.4 Direct the Operation of the Global Information Grid (GIG)**

**DJS Approval Date:** 03-AUG-07

**Description:** Direct and lead the Net-Ops integrated approach to accomplishing two interdependent tasks necessary to operate the GIG-Enterprise Service Management/Network Management (ESM/NM) and Content Staging/Information Dissemination Management (CS/IDM). ESM/NM merges portions of information systems and network life cycle management functions (Fault, Configuration, Accounting, Performance, and Security) required for computing hosts, software applications and connected transmission systems, both wired and wireless, that carry voice, data, and imagery. It includes switched networks, data networks, video teleconferencing (VTC) networks, satellite communications networks, and wireless networks. CS/IDM provides DOD's war fighting, intelligence and business domains at all levels (strategic, operational and tactical) with awareness of relevant, accurate information; automated access to newly discovered or recurring information; and timely efficient and assured delivery of information in a usable format. (JP 3-0, JP 6-0, DODD 8100.01)

M1	Percent	Of mission-essential intelligence and threat assessments passed within established time criteria.
M2	Hours	To establish integrated communications systems.
M3	Percent	Of required C4 systems resources identified.

## SN 5.5.5 Defend the Global Information Grid (GIG)

**DJS Approval Date:** 03-AUG-07

**Description:** Direct and lead Information Assurance and Computer Network Defense (IA/CND) actions to protect, monitor, analyze, detect and respond to unauthorized activity within DOD GIG assets, information systems and computer networks. Employ IA protection activity and deliberate actions to modify an assurance configuration or condition in response to a CND alert or threat information. CND response actions include defensive and restoration actions. Provide assured system and network availability, assured information protection, and assured information delivery. (JP 3-13, JP 6-0)

M1	Yes/No	Provide CND content for the integrated network warfare Concept of Operations (CONOPS) developed, coordinated and maintained by JFCC NW.
M2	Yes/No	Provide CND content for the network warfare campaign plans to support Combatant Command mission objectives; including integration with supporting operational and tactical level plans, such as OPLANs, CONPLANs, FUNCPLANs, and SUPPLANs as directed by headquarters.
M3	Yes/No	Develop Course of Action (COA) recommendations for CND operations in support of Combatant Command and national strategic objectives.

## SN 5.5.9 Manage Military Deception (MILDEC)

**DJS Approval Date:** 6-NOV-08

**Description:** To plan, organize, resource and control military deception (MILDEC) programs in support of combatant commands, Services and combat support agencies (CSAs). (CJCSI 3121.01B (S), CJCSI 3210.01B (S), CJCSI 3211.01D (S), CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3213.02B, DODD 2311.01E, JP 3-0, JP 3-13, JP 3-13.1, JP 3-13.3, JP 3-13.4)

**Notes:** MILDEC is defined as those actions executed to deliberately mislead adversary decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission.

M1	Yes/No	Are trained joint MILDEC planners provided to fulfill combatant command/Service/CSA requirements?
M2	Percent	Of joint MILDEC requirements doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) resourced.
M3	Percent	Of subordinate organizations authorized/approved MILDEC communications equipment that is on hand.
M4	Yes/No	Has MILDEC policy and guidance been promulgated?
M5	Yes/No	Has a process for maintaining and updating MILDEC policy and guidance been established?
M6	Yes/No	Are MILDEC plans being prepared in support of Combatant Commands, Services and CSA's MILDEC requirements?
M7	Yes/No	Are Combatant Commands, Services and CSAs organized to meet strategic national MILDEC requirements?

## SN 5.5.11 Manage Cyberspace Operations

**DJS Approval Date:** 27-AUG-08

**Description:** To provide policy, guidance, and resources for cyberspace operations within the Department of Defense (DOD) and synchronize cyberspace operations with other United States (US) government agencies and partner nations as appropriate. (JP 2-01.3, JP 3-0, JP 3-13, JP 3-27, JP 3-28, JP 6-0)

**Notes:** Cyberspace is a global domain within the information environment consisting of the interdependent networks of information technology infrastructures including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. Cyberspace reaches across geopolitical boundaries and is tightly integrated into the operation of critical infrastructures and the conduct of commerce, governance, and national security. Additionally, Services and agencies must ensure offensive and defensive capabilities are fielded and ready to further DOD and United States (US) national security objectives in cyberspace. The objectives of this task are: to ensure US military freedom of action in cyberspace; to deny and deter adversaries from establishing or employing offensive cyberspace capabilities against US interests; to defeat adversaries who jeopardize US interests in



cyberspace, to ensure US, allies and coalition partners have freedom of action; and to operate in cyberspace, and posture the DOD to support homeland security, critical infrastructure protection, and civil support operations using cyberspace, when directed.

M1	Days	To assess friendly NIPRNET network security.
M2	Days	To assess friendly SIPRNET network security.
M3	Percent	Of required personnel, including reserve component, in identified cyberspace billets/positions assigned.
M4	Percent	Of assigned personnel, including reserve component, in identified cyberspace billets/positions trained.
M5	Percent	Of software-based analytic tools and computer terminals required to support operations.
M6	Number	Of intrusions/attacks detected.
M7	Number	Of intrusions/attacks prevented.
M8	Yes/No	Are cyberspace operations integrated into the Command and Control (C2) infrastructure?
M9	Yes/No	Are cyberspace operations synchronized with partner nations?
M10	Yes/No	Are cyberspace operations synchronized with interagency entities and DOD components in accordance with national and DOD policy?
M11	Percent	Of national and DOD level exercises that include cyberspace operations.
M12	Percent	Of national and DOD level experiments that include cyberspace operations.
M13	Yes/No	Have cyberspace policy and guidance been promulgated for the DOD?
M14	Yes/No	Are required memorandums of agreement for interagency support in place?

## **SN 5.6 Provide Public Affairs (PA) Worldwide**

**DJS Approval Date:** 10-JUN-08

**Description:** To plan, coordinate, and synchronize U.S. military PA information policy, activities, and resources and conduct a full range of PA activities consistent with current PA guidance, PA release authority, and operations security requirements. (JP3-61)

**Notes:** This task includes advising and assisting the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and combined chiefs in an alliance/coalition on potential implications of policy and operational decisions on public perception.

M1	Yes/No	Provide PA advice/counsel on proposed policy and operational planning to leadership.
M2	Daily	Conduct PA planning for significant military activities.
M3	Days	To approve and disseminate Public Affairs Guidance (PAG) prior to significant military activities.
M4	Hours	To prepare and provide information on major military events.
M5	Instances	Of errors in military information released.
M6	Percent	Of media requests for access to key senior officials accepted.
M7	Hours	To provide PAG/talking points following crisis events.
M8	Percent	Of requests for information from organizations and private citizens answered.
M9	Hours	To answer requests for information from organizations and private citizens.
M10	Percent	Of requests for media support fulfilled.
M11	Hours	To answer requests for information from the media.
M12	Percent	Of requests for information from media answered.
M13	Percent	Of major military events where DOD released information prior to the media reporting.
M14	Percent	Of planned support to media/community/organizations executed.
M15	Yes/No	Identify upcoming events in a theater for coverage.
M16	Yes/No	Coordinate coverage of theater events with Joint Staff and, where authorized, other USG agencies.

## SN 5.7 Manage DOD Resources

**DJS Approval Date:** 02-SEP-05

**Description:** To perform analysis, planning, administration, and control of human, fiscal, financial, material, and other DOD resources. The task

includes control of national inventories, provision for personnel utilization, expansion of the transportation system, management of the industrial base, planning, programming, budgeting, budget execution, financial management, auditing, and accounting in accordance with DOD policy and the National Military Strategy (NMS). (JP 4-0, JP 4-09, JP 5-0)

M1	Dollars	Deviation from Office of Management and Budget (OMB)/DOD fiscal/program guidance.
M2	Weeks	From receipt of OMB guidance to approval of Defense Planning Guidance (DPG).
M3	Weeks	From distribution of DPG to completion of Program Objective Memoranda (POM).
M4	Weeks	From receipt of DOD Component POMs to completion of Program Decision Memoranda (PDMs) following the issue cycle.
M5	Weeks	From receipt of PDMs and Amended PDMs to development of DOD component budget estimate submissions (BESs).
M6	Days	From receipt of BESs to completion of Program/Budget Decisions (PBDs) and amended PBDs.
M7	Months	From receipt of OMB guidance to submission of DOD budget.

## SN 5.7.1 Provide Decision Support

**DJS Approval Date:** 02-SEP-05

**Description:** To provide near real-time data fusion in a easily understandable format. This task includes improving course of action (COA) analysis to aid in the planning, prioritization, and redirection of defense logistics operations in accordance with policy and objectives outlined in the National Military Strategy (NMS). (JP 5-0, JP 6-0)

M1	Hours	From determination of need for a decision to provide of all relevant data to support a decision process.
M2	Days	From internal DOD component decisions to presentation of all relevant data for Secretary of Defense (SecDef)/Office of the Secretary of Defense (OSD) review.

## SN 5.7.2 Determine Requirements

**DJS Approval Date:** 02-SEP-05

**Description:** To determine total force package requirements (personnel and material) for Office of the Secretary of Defense (OSD), Military Departments, and Joint Staff to support the operational and support objectives of the National Military Strategy (NMS) and the Joint Strategic Capabilities Plan. (JP 4-0, JP 5-0, CJCSI 3100.01)

M1	Weeks	From determination of forces to support national security strategy and national military strategy to formulation of personnel and material requirements.
M2	Days	From force planning decisions to completion of supporting personnel/materiel program packages for Secretary of Defense (SecDef)/OSD review.

## SN 5.7.3 Plan, Program, and Budget

**DJS Approval Date:** 02-SEP-05

**Description:** To produce extended future year plans; associated programs and supporting budgets for DOD components in accordance with national and DOD policy guidance and the National Military Strategy (NMS). This task includes providing policy guidance (e.g. Policy Guidance for Contingency Planning, fiscal guidance, Defense Planning Guidance, Program Manager Guidance Memo, Director of Central Intelligence Strategic Intent) and national security objectives by the National Command Authorities. Program development, execution authority, and responsibility are generally delegated to the DOD components. (JP 1, JP 1-06, JP 2-01, JP 5-0, CJCSI 5114.01, CJCSI 6721.01)

M1	Weeks	From distribution of Defense Planning Guidance (DPG) to completion of program objective memorandum (POMs).
M2	Weeks	From receipt of DOD Component POMs to completion of program decision memorandum (PDMs) following the issue cycle.
M3	Weeks	From receipt of PDMs and Amended PDMs to development of DOD component PDMs.
M4	Days	From receipt of budget estimate submission (BESs) to completion of program budget decision (PBDs) and amended PBDs.

M5	Months	From receipt of Office of Management and Budget (OMB) guidance to submission of DOD budget.
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### SN 5.7.3.1 Planning

**DJS Approval Date:** 02-SEP-05

**Description:** To evaluate the threats to vital national interests and develop military strategy and force requirements to attain national security objectives. This task includes the preparation of the Chairman's Guidance (CG), the Joint Planning Document (JPD), and the release of the Defense Planning Guidance (DPG) by the Office of the Secretary of Defense. (JP 1, JP 5-0, CJCSI 3100.01)

M1	Weeks	From identification of threats to development of proposed strategy and forces and sustainment to mitigate or respond to the threat.
M2	Weeks	From development of overall strategy and force requirements to development of Chairman's guidance, Joint Planning Document, Chairman's Program Recommendations, and DPG.

### SN 5.7.3.2 Programming

**DJS Approval Date:** 02-SEP-05

**Description:** To establish the aggregate levels of fiscal support to be allocated and impose directed resource constraints. This task includes the determination of the constrained mix of assets which best satisfies the defense posture expressed in the National Military Strategy (NMS), Defense Planning Guidance (DPG), Chairman's guidance (CG) and the joint planning document (JPD). This task is accomplished through DOD component preparation of program objective memorandum (POMs) and Chairman's Program Assessment (CPA) for complying with Defense Planning Guidance (DPG) objectives. Programming is culminated with the release of Program Decision Memoranda (PDMs) and amended PDMs. (JP 1, JP 5-0, CJCSI 3100.01, CJCSM 3500.03)

M1	Days	From receipt of Chairman of the Joint Chiefs of Staff (CJCS) program recommendations and combatant commander's integrated priority lists (IPLs) to approval and distribution of DPG.
M2	Weeks	From distribution of DPG to completion of DOD component POMs.

M3	Weeks	From receipt of DOD component POMs to completion of PDMs following the issue cycle.
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### SN 5.7.3.3 Budgeting

**DJS Approval Date:** 02-SEP-05

**Description:** To develop DOD component budgets and a consolidated Defense budget from program objective memorandum (POMs) as modified by program decision memorandum (PDMs). This task includes the preparation of budget estimate submissions (BESs) by DOD components based on their PDMs, adjustment of budgets by the Secretary of Defense (SecDef) and Defense Resources Board through Program Budget Decisions (PBDs), review and comment on PBDs by the Military Departments and other DOD components, preparation of Amended PBDs and the preparation of budget schedules by DOD components for incorporation into the President's budget. (JP 0-2, JP 1, JP 5-0, CJCSI 3100.01)

M1	Weeks	From receipt of PDMs and Amended PDMs to development of DOD component BESs.
M2	Days	From receipt of BESs to completion of PBDs and amended PBDs.
M3	Months	From receipt of Office of Management and Budget (OMB) guidance to submission of DOD budget.

### SN 5.7.4 Accounting

**DJS Approval Date:** 02-SEP-05

**Description:** To account for DOD real estate, equipment, supplies, personnel, other assets, and funds in accordance with established policy. (JP 4-09)

M1	Dollars	Continuous tracking of expenditures versus budget.
M2	Percent	Accuracy in accounting for real property, real estate, facilities, equipment, supplies, personnel, funds, and other assets.
M3	Hours	From obligation of funds by DOD components to accounting for future debits and verification of budget line item performance.
M4	Days	From expenditure of funds to accounting for debits and adjustment of program/budget line item

	resources.
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## SN 5.7.5 Manage Programs

**DJS Approval Date:** 02-SEP-05

**Description:** To accomplish program objectives for development, production, and sustainment to meet the customer's or user's operational needs. (DODD 5000.1, DODD 5105.19, DODI 5000.2, CJCSI 3170.01)

M1	Yes/No	Balanced scorecard or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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## SN 5.7.6 Provide Intelligence Management

**DJS Approval Date:** 02-SEP-05

**Description:** Enable intelligence leaders to make strategic investment decisions. Provide accurate and timely resource management and analysis. Exercise effective stewardship of intelligence resources. (JP 2-01)

M1	Months/Weeks	From distribution of Defense Planning Guidance to completion of program objective memorandum (POMs).
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### SN 5.7.6.1 Manage the General Defense Intelligence Program (GDIP)

**DJS Approval Date:** 02-SEP-05

**Description:** Serve as program manager of the General Defense Intelligence Program (GDIP). Develop the GDIP as an input to the National Foreign Intelligence Program (NFIP). Oversee execution of funds appropriate to GDIP and GDIP-related activities. (JP 2-01)

M1	Months/Days	To develop General Defense Intelligence Program (GDIP) input to National Foreign Intelligence Program (NFIP).
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## SN 5.7.7 Manage DOD Distribution Process

**DJS Approval Date:** 05-OCT-07

**Description:** To perform analysis, planning, administration and management activities that will integrate and synchronize DOD distribution processes. (JP 4-0, JP 4-01.4, JP 4-09)

**Notes:** The task includes joint requirements determination, requisitioning, acquisition, strategic stock positioning, personnel utilization, force deployment and redeployment, expansion of the transportation system, transportation mode and node selection processes, management of the industrial base, planning, programming, budgeting, budget execution, financial management, auditing, and accounting in accordance with DOD policy, the National Military Strategy (NMS), the Unified Command Plan (UCP), and the Joint Logistics (Distribution) Joint Integrating Concept (JL(D)JIC).

M1	Yes/No	Force flow planning conferences integrate forecast sustainment requirements with force movement requirements.
M2	Days	To revise and issue TPFDD after change to OPLAN, force sourcing, or sustainment assumptions.
M3	Percent	Of acquisition contracts that contain language requiring interoperability, intransit visibility and packaging compatible with the DOD distribution system.

## SN 5.8 Provide Direction and Coordination for Historical Documentation of Operations

**DJS Approval Date:** 02-SEP-05

**Description:** Assure training of Service historians to perform joint missions and facilitate field collection efforts by determining proper staffing for field documentation operations. This includes actions to support field documentation collection efforts with personnel and equipment; establish standards for collection documentation; provide guidance on priorities for collection; assure return, preservation, and proper storage of documents; and transcription of interviews. (JP 0-2, JP 1-0, CJCSI 5320.01)

M1	Percent	Of deploying historians properly trained and briefed on standards, procedures, and priorities for
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		documentation of operations.
M2	Percent	Of deploying historians properly equipped for documentation of operations.

## SN 5.9 Provide Strategic Guidance and Integration of National Guard Resources

**DJS Approval Date:** 02-SEP-05

**Description:** To assist Secretary of Defense to develop and revise national and multinational military strategy in matters pertaining to the National Guard. This task is based on national security strategy for the attainment of strategic security interests, objectives, and end states. Chief National Guard Bureau (CNGB) reviews strategic options and recommended strategies with the Secretary of Defense and Chairman of the Joint Chiefs of Staff to enable them to make a reasoned decision. (JP 2-0, JP 2-01, JP 2-02, JP 3-01.1, JP 3-07.4, JP 3-07.5, JP 3-08, JP 3-11, JP 4-02.1)

**Notes:** This task includes providing guidance for developing recommendations for the national military strategy and interagency strategy for homeland security. It also includes providing guidance for National Guard forces to ensure they support multinational and theater strategies and campaigns in conformance with Department of Defense, Chairman of the Joint Chiefs of Staff, and joint operation planning guidance. CNGB provides guidance on goals and objectives, resources, and planning tasks to National Guard Service directorate staffs, adjutants general, the several Joint force headquarters (JFHQ)-State, and Joint National Guard Bureau (JNGB) staff.

M1	Percent	Attendance by Chief National Guard Bureau (CNGB) Representatives at the Office of the Secretary of Defense, Department of Defense, Joint Chiefs of Staff, and combatant command meetings and work groups to which CNGB is invited or has an interest.
M2	Percent	Increase in the number of taskers from JNGB to JFHQ-State that are not redundant with taskers from either the Air or Army National Guard.
M3	Days	To answer JFHQ-State and combatant command requests for assistance.

## SN 5.10 Provide Agency Planning and Direction

**DJS Approval Date:** 02-SEP-05

**Description:** Ensure the timely satisfaction of the agency's current substantive requirements. Develop plans, process improvements, and strategies. Prepare the agency for future requirements. (JP 2-01)

M1	Months/Weeks/Days	To develop agency organization objectives.
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## SN 6 Conduct Mobilization

**DJS Approval Date:** 02-SEP-05

**Description:** To expand the Armed Services by assembling and organizing national resources to support national objectives in time of war or other emergencies. This task brings the Armed Services, or part of them, to a state of readiness for war or another national emergency. This task includes advising the Secretary of Defense on mobilization. It includes activating all or part of the Reserve Components (RC), as well as assembling and organizing personnel, supplies, and materiel. This task is performed when the Secretary of Defense initiates a selective, partial, full, or total mobilization. Mobilization tasks of combatant command components are included under this joint task. For example, US Army Pacific (USARPAC), a component command of US Pacific Command (USPACOM), has mobilization responsibilities. These mobilization responsibilities are analyzed under the national strategic level (rather than a theater strategic task) because USARPAC performs these responsibilities as a major Army command (MACOM). Thus, USARPAC is considered to be performing national military functions. However, USARPAC reports mobilization status through the combatant command as well as the Service. For demobilization, reverse SN 6.5, SN 6.6, and SN 6.7. (JP 0-2, JP 3-0, JP 4-05, JP 4-05.1, JP 5-0, CJCSI 3401.02, CJCSM 3141.01)

**Notes:** See also SN 5.3, "Determine National Military Strategic Direction."

M1	Days	Until MS/CRC ready to receive RC units (from mobilization day; unnamed day on which mobilization of forces begins (M-Day)).
M2	Days	To process RC units through MS/CRC.
M3	Percent	Of required initial mobilization reports submitted on time.

M4	Percent	Of units arrive at mobilization station by latest arrival date at port of debarkation (LAD).
M5	Percent	Of units arrive at mobilization station before earliest arrival date (at port of debarkation) (EAD).
M6	Months	Since installation capability plans for mobilization reviewed.
M7	Percent	Increase in continental United States (CONUS) Replacement Centers achieved.
M8	Percent	Of selected reservists, called to active duty early, meet requirements (right people for job).
M9	Percent	Of key personnel report within planning timelines.
M10	Percent	Of alert and activation messages, dispatched within timelines.

## SN 6.1 Prepare for Mobilization

**DJS Approval Date:** 02-SEP-05

**Description:** Develop, coordinate, and evaluate mobilization doctrine, programs, and systems. Develop and maintain plans that identify requirements and capabilities of the mobilization base which support force and resource expansion to achieve military and national security objectives. Develop mobilization estimates and conduct mobilization studies. Direct, monitor, and assess the status and progress of the mobilization base to support the National Military Strategy in accordance with Defense Planning Guidance and the Joint Strategic Capabilities Plan. Furnish mobilization-related information to the combatant commanders for incorporation into the combatant commanders' operation plan(s) (OPLANs), operation plan in concept format (CONPLANs), functional plans, operation order(s) (OPORDs), and campaign plans. Review combatant commanders' OPLANs, CONPLANs, functional plans, OPORDs, and campaign plans to identify stated and implied mobilization requirements. (JP 0-2, JP 4-05)

M1	Percent	Of selected reservists, called to active duty early, meet established requirements (right people for job).
M2	Percent	Of OPLANs have specific 200K breakout by uniformed Service and combatant commander.
M3	Percent	Of Joint Strategic Capabilities Plan (JSCP) OPLANs, that requires partial mobilization, include breakdown of that mobilization by uniformed

		Service and combatant commander.
M4	Percent	Of selected reservists contacted.
M5	Percent	Of selected reservists not contacted because of incorrect or incomplete addresses.
M6	Percent	Of reservists report fit for duty.
M7	Months	Since review of installation capability plans for mobilization.
M8	Hours	To complete first Unit Status Report (after alert).
M9	Percent	Of real property maintenance and new construction, fully funded.
M10	Emergency Requisitions	Dropped at mobilization day; unnamed day on which mobilization of forces begins (M-Day).
M11	Months	Since last test of alert notification plans.

## **SN 6.1.1 Develop and Evaluate Installation Plans, Policies, Procedures, and Systems for Mobilization**

**DJS Approval Date:** 02-SEP-05

**Description:** To prepare and implement detailed installation capability plans to support mobilization and deployment requirements. Activities include support and processing units mobilizing at mobilization stations (MS); support of Service major command activities and requirements; operation of Service schools and centers; provisions for real property maintenance, new construction, space management, use of state property and nonindustrial facilities, base expansion, training base expansion; and support for continental United States (CONUS) replacement center (CRC) operations where applicable. (JP 0-2, JP 4-05)

M1	Months	Since review of installation capability plans for mobilization.
M2	Percent	Of real property maintenance and new construction, fully funded.
M3	Percent	Increase in CONUS base needed to support emergency and mobilization requirements.

## SN 6.1.2 Develop and Exercise Reserve Component (RC) Unit and Individual Mobilization Plans

**DJS Approval Date:** 02-SEP-05

**Description:** To prepare and implement plans for mobilizing RC units and individual reservists, to include peacetime preparation, alert notification, mobilization at home station, continental United States (CONUS) replacement center(s) (CRCs), and movement to mobilization stations or port of embarkation (POE). (JP 4-05, JP 4-05.1)

M1	Months	Since last test of alert notification plans.
M2	Percent	Of mobilized personnel report within established criteria.
M3	Percent	Of personnel are knowledgeable about own mobilization and reporting requirements.

## SN 6.1.3 Participate in Joint Operation Planning to Support Mobilization

**DJS Approval Date:** 02-SEP-05

**Description:** To participate with the Joint Staff, other Services, and the combatant commands in joint operation planning to establish forces and the requirements for their augmentation. Joint planning and execution is accomplished through the Joint Operation Planning and Execution System (JOPES) and the Joint Strategic Planning System (JSPS), resulting in combatant command operation plan(s) (OPLANs). Each OPLAN is supported by a time-phased force and deployment data listing of units, nonunit personnel, and resources required to support the plan. Service headquarters and CONUS major commands interact with the planning process through their mobilization and planning system (e.g., Army Mobilization and Operations Planning and Execution System (AMOPES) or Navy Capabilities and Mobilization Plan (NCMP) or USAF War Mobilization Plan (WMP) or Marine Corps Mobility Management Plan (MMP). (JP 0-2, JP 4-05, JP 4-05.1, JP 5-0)

M1	Percent	Of Joint Strategic Capabilities Plan (JSCP) OPLANs requiring partial mobilization include breakdown of mobilization by uniformed Service and combatant commander.
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M2	Percent	Of JSCP OPLANs requiring 200K callup include breakdown of mobilization by uniformed Service and combatant commander.
M3	Hours	To identify Reserve Component(s) (RC) unit type code (UTC)/units to be mobilized (Presidential Reserve Call-up Authority (PRC)).
M4	Hours	To identify RC UTC/units to be mobilized PRC after RC ceiling has been determined.

## SN 6.1.4 Increase Readiness of Key Mobilization Personnel

**DJS Approval Date:** 02-SEP-05

**Description:** To increase readiness levels of active-duty units in theater, in continental United States (CONUS), or both. To initiate premobilization actions to increase readiness of Reserve Component (RC) units and individuals. To augment active forces by ordering to active duty selected reservists. (JP 4-05, JP 4-05.1)

M1	Percent	Of selected reservists ordered to active duty report on time.
M2	Percent	Of selected reservists, contacted.
M3	Percent	Of selected reservists, not contacted because of incorrect or incomplete addresses.
M4	Percent	Of reservists report fit for duty.
M5	Hours	For selected US Transportation Command (USTRANSCOM) staff members to be prepared (to Service standards) for deployment to meet supported combatant commander's request.
M6	Hours	For component commands to identify and assess readiness of units selected for mobilization.

## SN 6.1.5 Maintain Current Operational Readiness Status of Units

**DJS Approval Date:** 02-SEP-05

**Description:** To prepare recurring status of resources and training systems joint reports Status of Resources and Training System (SORTS) Report(SORTSREP) in peacetime and when alerted for mobilization. A

commander determines a unit's status by comparing personnel, equipment, and training factors to mission requirements. This task also involves maintaining unit status data in the SORTS data base, a data file that contains the identity of worldwide resources keyed to a unit's identification code. (JP 4-05, JP 4-05.1)

M1	Percent	Difference between last peacetime unit status report (USR) and alert USR.
M2	Percent	Difference between most recent peacetime USR and current evaluation by higher authorities.
M3	Hours	To complete first USR (after alert).

## SN 6.2 Alert Forces for Mobilization

**DJS Approval Date:** 02-SEP-05

**Description:** To transition the force from reserve to active duty status with available personnel and facilities, and to complete all administrative and processing actions. The alert phase begins when units or individuals receive notice of pending order to active duty and ends when the unit enters active Federal service. (JP 1-0, JP 3-35, JP 4-05, JP 4-05.1)

M1	Days	Until mobilization station (MS)/continental United States (CONUS) replacement center (CRC) ready to receive Reserve Component(s) (RC) units (from unnamed day on which mobilization of forces begins (M-Day)).
M2	Days	To process RC units through MS/CRC.
M3	Percent	Of required initial mobilization reports, submitted on time.
M4	Hours	To submit initial mobilization reports.
M5	Percent	Of key personnel report within planning timelines.
M6	Percent	Of alert and activation messages, dispatched within timelines.
M7	Percent	Of notified units, able to alert all personnel within 24 hours.
M8	Percent	Of units, notified by non-DOD communications links.
M9	Hours	To notify Joint Transportation Reserve Unit (JTRU) members selected for activation (from time of activation decision).

## SN 6.2.1 Alert Units and Individuals of Pending Mobilization

**DJS Approval Date:** 02-SEP-05

**Description:** To provide readiness for action-the period of time during which troops standby in response to an alarm. This task includes any form of communication used by Service headquarters or other competent authority to notify National Guard and Reserve unit commanders that orders to active duty are pending. (JP 1-0, JP 3-35, JP 4-05, JP 4-05.1)

M1	Percent	Of units, notified by non-DOD communications links.
M2	Percent	Of key personnel reported within planning timelines.
M3	Percent	Of alert messages dispatched within timelines.
M4	Percent	Of alert messages returned for incomplete or inaccurate addresses.
M5	Percent	Of notified units able to alert all of their personnel within 24 hours.
M6	Hours	To alert joint transportation reserve unit (JTRU) members of possible recall (from time of initial force list determination).
M7	Hours	For notified units to identify and report preliminary list of deployable and nondeployable personnel.

## SN 6.2.2 Prepare Home Station and Mobilization Station/Continental United States (CONUS) Replacement Center for Reception of Activated Units and Individuals

**DJS Approval Date:** 02-SEP-05

**Description:** To screen personnel and medical records, notify finance of unit status, prepare for activities at home station, review postmobilization training support requirements (PTSR), inventory unit property, coordinate retrieval of equipment, verify billeting and subsistence support, and finalize supply and equipment shortages. (JP 1-0, JP 3-35, JP 4-05)

M1	Days	Until mobilization station (MS)/CONUS replacement center (CRC) ready to receive Reserve Component(s)
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		(RC) units (from mobilization day (M-Day)).
M2	Hours	Until home station (HS) ready to receive RC units (from M-Day).
M3	Days	To process RC units and individuals through MS/CRC.
M4	Hours	To initiate and process orders to activate joint transportation reserve unit (JTRU) members (from time of notification).
M5	Percent	Of medically eligible personnel in deployable health (medical and dental).

### SN 6.2.3 Activate Key Personnel

**DJS Approval Date:** 02-SEP-05

**Description:** To order key personnel to active duty. (JP 1-0, JP 4-05, JP 4-05.1)

M1	Percent	Of key personnel reported within planning timelines.
M2	Percent	Of activation messages dispatched within timelines.
M3	Percent	Of activation messages returned for incomplete or inaccurate addresses.
M4	Hours	To notify joint transportation reserve unit (JTRU) members selected for activation (from time of activation decision).
M5	Hours	To notify transportation component command (TCC) Reservists selected for activation (from time of activation decision).

### SN 6.2.4 Conduct Preparatory Administrative, Logistic, Medical, and Readiness Activities

**DJS Approval Date:** 02-SEP-05

**Description:** To begin activities required at mobilization. These include postmobilization training support requirement (PTSR), command readiness inspection reports, operational tests and evaluations, readiness reports, program objective memorandum (POM) processing, the unit training readiness status, and informal evaluation and observations for determining unit training shortfalls. Also, combatant commander

evaluations of joint training are considered, as appropriate. (JP 1-0, JP 3-35, JP 4-0, JP 4-01.5, JP 4-05, JP 4-05.1)

M1	Percent	Of initial mobilization reports, submitted on time.
M2	Hours	To submit initial mobilization reports.

## SN 6.3 Mobilize at Home Station

**DJS Approval Date:** 02-SEP-05

**Description:** To bring units to active Federal duty, transition those Reserve Component(s) (RC) units to Active duty status, and prepare them for departure to their mobilization station. (JP 1-0, JP 3-35, JP 4-05, JP 4-05.1)

M1	Percent	Of required training programs have qualified and sufficient training personnel (at mobilization).
M2	Emergency Requisitions	Dropped at mobilization day (M-Day).
M3	Months	Since last review of training and support plans.
M4	Days	To complete inventory.
M5	Percent	Of required inventory items not on board (NOB).
M6	Percent	Of mobilized units ready to move to mobilization station (MS) upon callup.
M7	Days	To assemble forces.
M8	Hours	To report readiness status of personnel, equipment, and training.
M9	Percent	Of units report training deficiencies.
M10	Percent	Of identified training deficiencies, covered by established training plans.

### SN 6.3.1 Assemble Forces and Report Status

**DJS Approval Date:** 02-SEP-05

**Description:** To assemble unit members and resources at home station and provide readiness status of personnel, equipment, and training. (JP 3-35, JP 4-05, JP 4-05.1)

M1	Days	To assemble forces.
M2	Percent	Of operation plan(s) (OPLANs) contain Reserve

		Component(s) (RC) personnel to support plan.
M3	Percent	Of OPLANs identify RC personnel to move force (i.e., Air Mobility Command (AMC), Military Traffic Management Command (MTMC), Military Sealift Command (MSC) and headquarters (HQ) US Transportation Command (USTRANSCOM) requirements.
M4	Percent	Of OPLANs identify RC personnel for mobilization and deployment (e.g., medical, dental, security, mob station staff).
M5	Percent	Of OPLANs identify RC personnel to deploy (e.g., units and individuals required by supported and supporting combatant commanders and included in Time-Phased Force and Deployment Data (TPFDD)).
M6	Percent	Of OPLANs identify number of RC personnel to backfill (i.e., units and individuals to replace deployers to continue essential services in continental United States (CONUS) and outside the continental United States (OCONUS)).
M7	Hours	To report readiness status of personnel, equipment, and training.
M8	Percent	Of personnel report fully equipped and trained.
M9	Percent	Of activated joint transportation reserve unit (JTRU) report within recall criteria.
M10	Percent	Of activated members report within recall criteria.
M11	Hours	For sufficient activated members to report to allow expanded operations to begin.
M12	Hours	For sufficient activated members to report to allow expanded operations to be sustained.
M13	Percent	Of activated members reported for duty within individual unit designated operational capability standards.
M14	Days	For activated members to report for duty.
M15	Percent	Of activated JTRU physically fit and current in job qualification based on unit manning document (UMD).
M16	Percent	Of activated members physically fit and current in job qualification based on unit manning document (UMD).

## SN 6.3.2 Conduct Specified Training

**DJS Approval Date:** 02-SEP-05

**Description:** To train personnel and units on designated subjects, to identify training deficiencies, and to begin training to be completed at mobilization station (MS). (JP 0-2, JP 3-35, JP 4-05, JP 4-05.1)

**Notes:** For training, see SN 7.4, "Educate and Train the Force."

M1	Percent	Of required training programs have qualified and sufficient training personnel (at mobilization).
M2	Percent	Of units report training deficiencies.
M3	Percent	Of identified training deficiencies, covered by established training plans.
M4	Percent	Of activated joint transportation reserve unit (JTRU) meet minimal mobilization task within recall criteria.
M5	Hours	For activated JTRU to meet minimal mobilization task.
M6	Percent	Of reserve units meet minimal mobilization task within recall criteria.
M7	Hours	For reserve unit to meet minimal mobilization task.

## SN 6.3.3 Requisition Mobilization Station (MS) Training and Support Requirements

**DJS Approval Date:** 02-SEP-05

**Description:** To review and request MS training, training ammunition, and MS support requirements. (JP 3-35, JP 4-0, JP 4-05, JP 4-05.1)

M1	Emergency Requisitions	Dropped at mobilization day (M-Day).
M2	Months	Since review of training and support plans.

## SN 6.3.4 Transfer Home Station (HS) Property and Prepare for Movement to Mobilization Station

**DJS Approval Date:** 02-SEP-05

**Description:** To complete inventory and to turn over facilities and equipment not accompanying the unit to mobilization station (MS). To conduct inspection and make units ready for movement to MS. (JP 3-35, JP 4-05, JP 4-05.1)

M1	Hours	To complete inventory.
M2	Percent	Of inventoried items, not on board (NOB).
M3	Percent	Of mobilized units, ready to move to MS upon callup.
M4	Percent	Of units depart for MS on time.

## SN 6.4 Move to Mobilization Station

**DJS Approval Date:** 02-SEP-05

**Description:** To move or transport a unit and its equipment from home station (HS) to mobilization station (MS) by any transportation means. (JP 3-35, JP 4-05, JP 4-05.1)

M1	Percent	Of units arrive at mobilization station by latest arrival date at port of debarkation (LAD).
M2	Percent	Of units arrive at mobilization station before earliest arrival date (at port of debarkation) (EAD).
M3	Percent	Of Time-Phased Force and Deployment Data (TPFDD) planned transportation, actually required.

### SN 6.4.1 Develop Requirements/Movement Plans from Home Station (HS) to Mobilization Station (or Port of Embarkation (POE))

**DJS Approval Date:** 02-SEP-05

**Description:** To prepare plans, including loading plans, routes, convoy organization, command and control (C2), guides, and advance parties for movement by any mode to mobilization station (MS). Plan includes requirements beyond organic capabilities to move to the mobilization station. (JP 0-2, JP 3-35, JP 4-05, JP 4-05.1)

M1	Days	To develop movement plans from HS to MS or POE.
M2	Percent	Of deployment requests have missing information.
M3	Percent	Of deployment requests, adjusted at execution.
M4	Percent	Of deployment requests, furnished in timely manner.

M5	Percent	Of requests for nonorganic transportation assets, provided during planning.
M6	Percent	Of unit lift requirements from HS to POE exceed established Time-Phased Force and Deployment Data (TPFDD).
M7	Hours	For receipt of information on unit movement requirements.
M8	Percent	Of deployment requests have fatal errors.

## SN 6.4.2 Provide Transportation for Mobilized Units and Individuals

**DJS Approval Date:** 02-SEP-05

**Description:** To provide mobilized units and individuals the transportation (common carrier or organic) required to move to mobilization station (MS). (JP 3-35, JP 4-05)

M1	Hours	To complete movement.
M2	Percent	Of unit equipment, planned to be moved by organic transport that had to be shifted from organization transport to common carrier.
M3	Percent	Of units requested additional transportation in order to arrive at MS or port of embarkation (POE) in accordance with (IAW) planned arrival dates and times.
M4	Percent	Of units using programmed (nonorganic) transportation to move to mobilization station or POE arrived IAW planned arrival dates and times (during execution).

## SN 6.4.3 Provide Mobilization Movements Control

**DJS Approval Date:** 02-SEP-05

**Description:** To collect and analyze personnel and materiel movement information to plan, prioritize, allocate, capture and process in-transit visibility (ITV) data, and control movements. Includes prioritization of use for the US domestic transportation system (all modes and terminals). To establish a point of contact in each state for information management and coordination. (JP 3-35, JP 4-05)

M1	Percent	Of surface movements delayed due to traffic bottlenecks.
M2	Percent	Of movement lack information input from state transited.

## **SN 6.5 Prepare Units and Individuals at Mobilization Station or Continental United States (CONUS) Replacement Center (CRC) for Deployment**

**DJS Approval Date:** 02-SEP-05

**Description:** To determine the operational readiness of a unit at mobilization station (MS), validate the unit for deployment, and to take necessary action to correct shortages and deficiencies in training, manning levels, and equipment. The function includes marshaling Reserve Component (RC) units (RCU) and preparing vehicles and equipment (weighing, marking, tiedown, inspection, etc.) for deployment. It includes processing nonunit personnel for overseas movement. (JP 3-35, JP 4-0, JP 4-05, JP 4-05.1)

M1	Percent	Of administrative services, provided within planned timelines.
M2	Percent	Of chaplain services, provided within planned timelines.
M3	Percent	Of RCU, retirees, and Individual Ready Reserve (IRR) fillers, processed within planned timelines.
M4	Percent	Of health services, provided within planned timelines.
M5	Percent	Of legal services, provided within planned timelines.
M6	Percent	Of financial services, provided within planned timelines.

### **SN 6.5.1 Receive and Provide Base and Operations Support for Units and Individuals**

**DJS Approval Date:** 02-SEP-05

**Description:** To in/out process Reserve Component unit (RCU), retirees, and individual ready reserve (IRR) fillers and to provide base operations support, Program Assessment Review (PAR)/program objective

memorandum (POM) processing, ammunition, reports, coordination/control for deployment, and other support (e.g., administrative, legal, health services, chaplain, finance). (JP 3-35, JP 4-0, JP 4-05, JP 4-05.1)

M1	Percent	Of units, fully ready and validated for deployment.
M2	Percent	Of units, not validated because of logistics shortages.
M3	Percent	Of units, not validated because of personnel shortages.
M4	Percent	Of units, not validated because of training deficiencies.
M5	Percent	Of units require operational readiness training in order to meet minimum readiness for deployment criteria.
M6	Percent	Of units with training shortfalls, trained in time to meet deployment timelines.
M7	Percent	Of individuals fully ready and validated for deployment.
M8	Days	Individuals require to complete processing.

## **SN 6.5.2 Evaluate Reserve Component(s) (RC) Units for Deployment**

**DJS Approval Date:** 02-SEP-05

**Description:** To evaluate all deploying RC units in the areas of personnel, logistics, and training. This task provides a last-minute check to determine the unit's capability to perform its assigned mission when deployed. (JP 3-35, JP 4-05, JP 4-05.1, CJCSI 3401.02)

M1	Percent	Of units require reallocation or reassignment of personnel to meet minimum readiness for deployment criteria.
M2	Percent	Of units not validated because of materiel shortages.
M3	Percent	Of units not validated for training shortfalls.

## **SN 6.5.3 Cross-Level and Redistribute Personnel and Equipment**

**DJS Approval Date:** 02-SEP-05



**Description:** To reallocate or reassign personnel, or effect transfer in control, utilization, or location of materiel at an installation to meet minimum readiness validation criteria for deploying units. (JP 3-35, JP 4-05, JP 4-05.1)

M1	Percent	Of units, with personnel shortfalls, cross-leveled to meet deployment timelines.
M2	Percent	Of units, with equipment shortfalls, cross-leveled to meet deployment timelines.
M3	Days	Units remain in a deficiency status awaiting personnel or equipment.
M4	Percent	Of units deploy with excess personnel or equipment.
M5	Percent	Of units, not validated because of manning shortages.
M6	Percent	Of units, not validated because of equipment shortages.
M7	Percent	Of units, not validated because of personnel shortages.
M8	Percent	Of units, not validated because of training deficiencies.

## **SN 6.5.4 Train Units and Individuals to Minimum Operationally Ready/Preparation of Overseas Replacements (POR) Status**

**DJS Approval Date:** 02-SEP-05

**Description:** To plan and conduct operational readiness training at mobilization station (MS) to have all units and personnel ready to deploy. (JP 3-35, JP 4-0, JP 4-05, JP 4-05.1)

**Notes:** For training, see SN 7.4, "Educate and Train the Force."

M1	Percent	Of units require operational readiness training to meet minimum readiness for deployment criteria.
M2	Percent	Of units, with training shortfalls, trained in time to meet deployment timelines.
M3	Percent	Of units, fully ready and validated for deployment.
M4	Percent	Of units, not validated because of training deficiencies.
M5	Percent	Of individuals requiring operational readiness

		training to meet minimum readiness for deployment criteria.
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## SN 6.5.5 Secure Clearance for Deploying Nonvalidated Units

**DJS Approval Date:** 02-SEP-05

**Description:** To obtain gaining combatant commander's approval to deploy nonvalidated units. (JP 3-35, JP 4-05, JP 4-05.1)

M1	Percent	Of nonvalidated units receive combatant commander's approval for deployment in time to meet deployment timelines.
M2	Percent	Of units fail to meet gaining combatant commander's validation requirements.

## SN 6.6 Mobilize CONUS Sustaining Base

**DJS Approval Date:** 03-SEP-05

**Description:** To expand the continental United States (CONUS) base to support emergency and mobilization requirements. The sustaining base consists of those elements that are oriented primarily toward sustaining and reinforcing the theater force. Included are mobilization stations/CONUS Replacement Centers, training bases, logistic support, health services support, transportation support, and command and control (C2). (JP 3-35, JP 4-0, JP 4-05)

M1	Percent	Of existing posts, camps, and stations, sufficient to receive, house, supply, and train deploying units.
M2	Days	To correct shortfall in mobilization stations.
M3	Percent	Increase in training base, achieved.
M4	Percent	Increase in CONUS Replacement Centers, achieved.
M5	Percent	Increase in logistics support, achieved.
M6	Percent	Increase in health services support achieved.
M7	Percent	Increase in transportation support achieved.
M8	Percent	Increase in C2, was achieved.
M9	Percent	Of shortfall in mobilization, corrected within 30 days.
M10	Percent	Of shortfall in mobilization, corrected within 45

		days.
M11	Percent	Of shortfall in mobilization, corrected within 90 days.
M12	Percent	Of shortfall in mobilization, corrected within 12 months.

## SN 6.6.1 Expand Mobilization Stations

**DJS Approval Date:** 04-SEP-05

**Description:** To ensure the orderly expansion of posts, camps, and stations and their ability to receive, house, supply, train, and prepare units for deployment. (JP 3-35, JP 4-0, JP 4-05)

M1	Percent	Of existing induction centers, reception centers, training centers, and schools, sufficient to train deploying forces.
M2	Days	To correct shortfall in mobilization stations.
M3	Percent	Increase in continental United States (CONUS) Replacement Centers, achieved.
M4	Percent	Of shortfall in mobilization stations, corrected within 30 days.
M5	Percent	Of shortfall in mobilization stations, corrected within 45 days.
M6	Percent	Of shortfall in mobilization stations, corrected within 60 days.

## SN 6.6.2 Expand Training Base

**DJS Approval Date:** 04-SEP-05

**Description:** To expand training base support to ensure the orderly and timely availability of trained manpower to mobilize for continental United States (CONUS) base support and theater force requirements. The training base includes induction centers, reception centers, training centers, and schools. It also includes Reserve augmentation to man the expanded training base. (JP 3-35, JP 4-0, JP 4-05)

**Notes:** For training, see SN 7.4, "Educate and Train the Force."

M1	Percent	Of existing induction centers, reception centers, training centers, and schools, sufficient to train mobilizing forces.
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M2	Percent	Increase in training base, achieved without new acquisition or construction.
M3	Percent	Increase in training base, achieved.
M4	Weeks	Before existing training base can absorb additional recruits.
M5	Months	Before expanded training base can absorb additional recruits.
M6	Months	To correct shortfall in training base.
M7	Percent	Of shortfall in training base, corrected within 30 days.
M8	Percent	Of shortfall in training base, corrected within 6 months.
M9	Percent	Of shortfall in training base, corrected within 12 months.

### SN 6.6.3 Expand Logistic Support

**DJS Approval Date:** 04-SEP-05

**Description:** To expand logistic support to meet the mobilization and deployment/employment requirements of the total force. The expanded support includes maintenance systems, facilities (e.g., military production base, national industrial base, military construction), supply (e.g., storage, handling, procurement, production capability), and service support. (JP 3-35, JP 4-0, JP 4-05)

M1	Percent	Of maintenance systems, facilities, supply, and service support, sufficient to meet deployment/employment requirements of total force.
M2	Days	To correct initial shortfall in logistics support.
M3	Months	To correct shortfall in logistics support of Active Component (AC)/Reserve Component(s) (RC) force at mobilization.
M4	Years	To correct shortfall in logistics support of mobilized force.
M5	Percent	Of shortfall in logistics support, corrected within 30 days.
M6	Percent	Of shortfall in logistics support, corrected within 60 days.
M7	Percent	Of shortfall in logistics support, corrected within 90 days.

M8	Percent	Of shortfall in logistics support, corrected within 6 months.
M9	Percent	Of shortfall in logistics support, corrected within 12 months.

## SN 6.6.4 Expand Health Service Support

**DJS Approval Date:** 04-SEP-05

**Description:** To maintain and/or expand essential health services including: medical, dental, optometry, veterinary, ancillary services, and preventive medical support. Health service support is provided in Service hospitals, Veteran's Administration hospitals, and civilian hospitals both in other countries and CONUS. Projected patient load will be based on the population at risk, casualty estimates, and Joint Strategic Capability Plan (JSCP) guidance. (JP 3-35, JP 4-05)

M1	Percent	Of existing medical, dental, optometry, veterinary, and preventive medical support, sufficient to meet deployment/employment requirements of force.
M2	Days	To correct shortfall in health service support.
M3	Percent	Of shortfall in health service support, corrected within 30 days.
M4	Percent	Of shortfall in health service support, corrected within 45 days.
M5	Percent	Of shortfall in health service support, corrected within 60 days.

## SN 6.6.5 Expand Transportation System

**DJS Approval Date:** 04-SEP-05

**Description:** To expand the transportation system capability to move units, personnel, and materiel within CONUS and between combatant commands. These functions include traffic management (continental United States (CONUS) land transportation, common-user ocean terminals, and intermodal movement), operation and management of common-user ocean shipping and port authorities, worldwide operation of common-user airlift resources and aerial ports. It also includes Civil Reserve Air Fleet (CRAF), Voluntary Intermodal Sealift Agreement (VISA), Foreign Carrier Programs, and Ready Reserve Force (RRF). (JP 4-0, JP 4-01, JP 4-01.2, JP 4-05)

M1	Percent	Of fast sealift ships (FSS) ships met activation schedule.
M2	Percent	Of maritime pre-positioning force (MPF) ships met activation schedule
M3	Percent	Of Ready Reserve fleet (RRF) ships met activation schedule.
M4	Percent	Of CRAF airframes with aircrews, available within required time limits.
M5	Days	To obtain rail cars, trucks, and buses from commercial sources (at day the President authorizes selective reserve call-up (S-Day), effective day coincident with Presidential declaration of a National Emergency and authorization of partial mobilization (T-Day) or mobilization day (M-Day)).
M6	Percent	Of required domestic port stevedore service, in place.
M7	Months	Since industrial preparedness transportation objectives, reviewed.
M8	Months	Since Service transportation preparedness programs, reviewed.
M9	Percent	Of activated RRF ships that are delayed in being place into service because of late Military Sealift Command (MSC) acceptance actions.
M10	Percent	Of properly configured DOD organic transport assets, augmented by appropriate commercial carriers capabilities, meet ready to load date (at origin) (RLD)/available-to-load-date at port of embarkation (POE) (ALDs) during execution.
M11	Percent	Of required seaport capability, including stevedore services, available to meet Time-Phased Force and Deployment Data (TPFDD) ALDs based upon contracting of port handling services as required (during execution).
M12	Hours	To publish Civil Reserve Air Fleet (CRAF) activation message after activation of CRAF stage.
M13	Hours	To notify CRAF carriers of the specific aircraft within the activated CRAF stage that are not required.
M14	Hours	To notify Voluntary Intermodal Sealift Agreement (VISA) participants of activation of VISA stages after

		SecDef and Secretary of Transportation (SECTRANS) approval, whichever is last.
M15	Hours	To notify Contingency Operations Response Program (CORE) participants of program activation after SecDef approval.
M16	Percent	Of commercial carriers that arrive at the POE on time and in proper configuration (commercial carriers are provided accurate schedule and vehicle configuration information to meet transportation requirement specifications).

## SN 6.6.6 Expand Other Support

**DJS Approval Date:** 05-SEP-05

**Description:** To expand other support requirements in accordance with the expansion of the force. This support includes family assistance, legal, security/law enforcement, chaplain, finance, and public affairs. (JP 4-0, JP 4-05)

M1	Percent	Of family assistance, legal, security/law enforcement, chaplain, finance, and public affairs support meet deployment requirements.
M2	Days	To correct shortfall in other support.
M3	Percent	Of command and control (C2) traffic, sent on nondedicated or non-DOD lines or channels.
M4	Percent	Of DOD long-haul communications channels, saturated.
M5	Percent	Of forces, under C2 from callup to departure from mobilization station (MS).
M6	Percent	Of shortfall in other support, corrected within 30 days.
M7	Percent	Of shortfall in other support, corrected within 45 days.
M8	Percent	Of shortfall in other support, corrected within 60 days.

## SN 6.6.7 Plan and Maintain Industrial Base Capabilities

**DJS Approval Date:** 05-SEP-05

**Description:** To plan and maintain a viable industrial base that can sustain ongoing production requirements and respond adequately to force mobilization and sustainment requirements. This task includes DOD/Services working with private industry to ensure continued capability to produce, maintain, and repair material for meeting requirements. Activities include industrial base capability assessments; establishing Service industrial preparedness programs (such as preparing critical items and planning lists, and conducting production base analysis); and implementing industrial base and or government measures where required to preserve or protect a critical capability. This task includes actions to provide incentives to the industrial base to maintain technological capabilities and to support reconstituting the Armed Forces of the United States in the face of a developing global threat. (JP 4-0, JP 4-05, JP 5-0, CJCSM 3141.01)

**Notes:** This task is related to SN 4.4, "Reconstitute National Forces and Means."

M1	Percent	Of existing industrial base prepared to reconstitute US armed forces.
M2	Days	To correct shortfall in industrial base.
M3	Months	Since industrial preparedness objectives, reviewed.
M4	Months	Since Service preparedness programs, reviewed.
M5	Percent	Of shortfall in industrial base, corrected within 30 days.
M6	Percent	Of shortfall in industrial base, corrected within 45 days.
M7	Percent	Of shortfall in industrial base, corrected within 60 days.
M8	Percent	Of shortfall in industrial base, corrected within 12 months.
M9	Percent	Of shortfall in industrial base, corrected within 24 months.

### **SN 6.6.7.1 Provide Industrial Base Capability Analysis**

**DJS Approval Date:** 03-AUG-07

**Description:** To perform global industrial base capability, current and future technology assessment, surge capability, and defense critical infrastructure program analysis to facilitate adaptive solutions required



by the Services, combatant commands, and other DOD customers. (FAR, DFARS, DODD 5105.64, DODD 5000.1, DODD 5000.60-H, DODD 3020.40, JP 4-07)

**Notes:** This task includes analyzing, monitoring and ensuring the global industrial base current supply sources and potential suppliers of goods/services through in-plant presence or contract oversight at critical suppliers.

M1	Percent	Of personnel staffed at annual budget authority.
M2	Percent	Of fill rate for critical occupation positions.
M3	Yes / No	Certifications for identified acquisition positions are met within 24 months of assignment.
M4	Percent	Of customer negotiated outcomes are implemented for sustainment contracts.
M5	Percent	Of customer negotiated outcomes are implemented for program contracts (ACAT 1, ACAT II).

## SN 6.6.7.2 Conduct Defense Critical Infrastructure Program Analysis

**DJS Approval Date:** 05-SEP-05

**Description:** To perform program management responsibilities including identification of defense critical infrastructures, perform risk analysis of vulnerabilities and mitigation, develop and maintain a predictive analysis capability to forecast and mitigate failure of critical assets early on. Seek input from the Defense Critical Infrastructure Program (CIP) sectors and report suspicious activities at specific facilities to appropriate Department of Defense and other governmental authorities. (USC 10 CH 148, USC 10 CH 193, DODD 3020, DODD 4005.3H, DODD 4400.1M, DODD 5000.2R, DODD 5000.6H)

M1	Percent	Meets customer negotiated performance levels.
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## SN 6.7 Provide Command and Control Over Mobilized Forces

**DJS Approval Date:** 05-SEP-05

**Description:** To provide command and control (C2) over mobilized forces from the time they are called to active duty until they depart their

mobilization station (MS) or continental United States (CONUS) replacement center (CRC). This task includes providing the necessary communications to support C2 and in-transit visibility (ITV) data. It also includes the transitioning of C2 from premobilization to postmobilization for any level of mobilization. Reserve Component(s) (RC) units are assigned to a designated major command when mobilized at home station. Command of RC units passes to the MS commander (tenant major command activities in the case of nondeploying units) when the unit reports to the MS. C2 is then passed to the gaining command at port of embarkation (POE) departure. (JP 3-35, JP 4-05, JP 4-05.1)

**Notes:** See SN 5, "Provide Strategic Direction and Integration," for tasks that apply to this activity.

M1	Percent	Of forces, under C2 from callup to departure from MS.
M2	Days	For individual mobilization augmentee (IMA) to come under command and control of gaining unit.
M3	Hours	To change combatant command assignment of mobilizing units upon callup.
M4	Percent	Of mobilized units called to active duty without their common RC command headquarters.

## SN 7 Conduct Force Development

**DJS Approval Date:** 05-SEP-05

**Description:** To translate projected Military Department, Service, combat support agency (CSAs), and Commander, US Special Operations Command (USSOCOM), resources-manpower, fiscal, and materiel-into time-phased programs and structure (expressed in dollars, equipment, and units) needed to accomplish national security, national military, multinational (alliance and coalition), and theater strategy, and Service-assigned missions, core competencies, and functions. (DODD 5105.60, JP 0-2, JP 1, JP 5-0, CJCSI 3460.01)

**Notes:** This task is related to SN 4.4, "Reconstitute National Forces and Means."

M1	Percent	Of multinational strategy force apportionment requests, met in the Joint Strategic Capabilities Plan (JSCP).
M2	Percent	Of national military force apportionment requests, met in the JSCP.

M3	Percent	Of national security strategy force apportionment requests, met in the JSCP.
M4	Percent	Of officers assigned to joint commands/headquarters (HQs) who completed recommended education courses.
M5	Months	To revise and approve joint doctrine/concepts.
M6	Years	To develop new major systems.

## SN 7.1 Formulate Joint and Service Concepts, Doctrine, and Requirements

**DJS Approval Date:** 05-SEP-05

**Description:** To formulate concepts, doctrine, and tactics, techniques, and procedures in accordance with guidance, the threat, technology, and projected capabilities and resource constraints. Formulation is consistent with approved joint doctrine or provides innovative concepts across the range of military operations. This task also includes the development of joint and Service requirements (including a prioritized needs assessment and cost benefit analysis) through the identification of deficiencies and opportunities for improvement, and the highlighting of preplanned modernization and other potential solutions. The methodology provides bottom-up feedback on doctrine, concepts and requirements. These requirements provide the basis for research & development (R&D). (CJCSI 5120.02, JP 0-2, JP 1, JP 3-0, CJCSI 2700.01)

M1	Months	To develop and submit a Mission Needs Statement.
M2	Percent	Of changes to joint, combined, or multinational doctrine originate at national level.
M3	Percent	Of new concepts, tested in national-level exercises.
M4	Percent	Of prioritized solution sets accepted by Joint Requirements Oversight Council (JROC).
M5	Percent	Of proposed new concepts, accepted by Chairman of the Joint Chiefs of Staff (CJCS) and Services without major changes.
M6	Weeks	From submission of a Service needs statement of approval or rejection by the JROC.
M7	Weeks	To categorize combatant command, joint, and Service needs.
M8	Weeks	To coordinate integrated and prioritized list.

M9	Weeks	To develop and provide new solution sets to the CJCS.
M10	Months	Since top down guidance reviewed.

## SN 7.1.1 Develop Top-Down Strategic Planning Guidance

**DJS Approval Date:** 05-SEP-05

**Description:** To derive top-down planning guidance from various high-level authorities to form joint and Service guidance concerning priorities, warfighting concerns, and areas of emphasis for doctrine, training, leader development, organizations, and materiel. It may include guidance to direct concept development efforts toward particular objectives. It includes a summary of warfighting and other concepts. (JP 0-2, JP 3-0, JP 5-0)

M1	Weeks	Between Chairman's submission of roles and missions and issuance of revised top-down guidance.
M2	Years	Out planning guidance that identifies materiel changes.

## SN 7.1.2 Develop Joint and Service Warfighting and Other Concepts, Doctrine, and Tactics, Techniques, and Procedures (TTP)

**DJS Approval Date:** 05-SEP-05

**Description:** To describe how future military operations may be conducted in light of past experience, current and evolving doctrine and TTP, future capabilities, future or evolving threats, and future technology. Warfighting concepts describe specific capabilities for joint and Service, inter-Service, and functional concepts and systems. (CJCSI 5120.02, JP 0-2, JP 1, JP 3-0, UCP)

**Notes:** This task includes supporting joint interoperability and future joint Warfighting capabilities in coordination with multinational and interagencies. This task further involves reporting requirements to the Joint Requirments Oversight Council (JROC) and the Chairman of the Joint Chief of Staff.

M1	Percent	Of new concepts, tested in national-level exercises.
M2	Percent	Of proposed new concepts, accepted by Chairman of the Joint Chiefs of Staff (CJCS) and Services without major changes.
M3	Percent	Of approved concepts for which current doctrine exists.
M4	Months	To develop and approve new doctrine.
M5	Percent	Of concepts delivered on time as specified by higher guidance
M6	Yes/No	Concepts developed in collaboration with appropriate Services, combatant command (command authority) (COCOMs), interagency, and non-U.S. organizations.
M7	Yes/No	Concepts are informed by Lessons Learned and Joint Experimentation.

### **SN 7.1.2.1 Provide Joint Context**

**DJS Approval Date:** 05-SEP-05

**Description:** To plan, design, prepare, and assess a program of joint warfighting experimentation in coordination with the Services, other combatant commands, and Defense agencies, as appropriate. (UCP)

M1	Yes/No	Experimentation results identify gaps across Doctrine, Organization, Training, Materiel, Leadership and education, Personnel and Facilities (DOTMLPF) between current and planned capabilities and future operational requirements.
M2	Yes/No	Experimentation results lead to the identification of and support for actionable recommendations.
M3	Yes/No	Experimentation results inform the development of future joint warfighting concepts and capabilities.
M4	Percent	Visibility of Service, combatant command, interagency, and multinational experimentation efforts.

### **SN 7.1.3 Determine Needs and Solutions**

**DJS Approval Date:** 05-SEP-05

**Description:** To determine needs (i.e., deficiencies, opportunities, and obsolescence issues) for warfighting and military operations other than war (MOOTW), to develop solution sets, and to prioritize solutions based on military judgment, cost benefit analyses, new technology, and tradeoff considerations. (JP 0-2, JP 1, JP 4-0, JP 5-0, CJCSI 5123.01)

M1	Months	Since cost benefit analysis of existing solution sets.
M2	Months	To develop and provide new solution sets to Chairman of the Joint Chiefs of Staff (CJCS).
M3	Months	After exercise/operation to analyze lessons learned.
M4	Percent	Of prioritized solution sets, accepted by Joint Requirements Oversight Council (JROC).
M5	Percent	Of submitted new solution sets, accepted.
M6	Weeks	To develop and submit a Mission Needs Statement.

## SN 7.1.4 Document Requirements and Solutions

**DJS Approval Date:** 05-SEP-05

**Description:** To categorize joint and Service needs and to consolidate, integrate, and prioritize capability issues into modernization plans. (JP 1, JP 5-0)

M1	Percent	Of combatant command commanders' inputs, integrated and prioritized.
M2	Percent	Of line numbers/line items changed during coordination process.
M3	Percent	Of Service Mission Needs Statements, not accepted or rejected within 12 months.
M4	Weeks	To categorize combatant command, joint, and Service needs.
M5	Weeks	To coordinate integrated priority list (IPL).
M6	Weeks	To receive approval or rejection by the Joint Requirements Oversight Council (JROC), after submission of a Service Mission Needs Statement.

## SN 7.1.4.1 Identify Integration and Interoperability Requirements and Solutions

**DJS Approval Date:** 05-SEP-05

**Description:** Identify Joint and Service integration and interoperability needs and consolidate, analyze, integrate, and prioritize recommended solutions to capability issues into modernization plans. (JP 0-2, JP 2-01, JP 3-0, JP 4-0, JP 5-0, JP 6-0, CJCSI 5123.01, UCP)

M1	Yes/No	Joint and Service integration and interoperability shortfalls are identified and documented in Service or combatant commander readiness reports.
M2	Yes/No	Integration and interoperability deficiency included in Command and Component Integrated Priority List (IPL) submission.
M3	Percent	Joint and Service integration and interoperability shortfalls that have approved/endorsed capability solutions within 12 months.

## SN 7.1.5 Manage Lessons Learned

**DJS Approval Date:** 10-JUN-08

**Description:** To collect, aggregate, analyze, categorize, prioritize, resolve, archive, and disseminate those lessons learned and issues discovered from the full range of activities of the Joint Staff, combatant commands, Services, combat support agencies, Defense agencies, and other activities participating in the Joint Lessons Learned Program to include operations, experimentation, training, exercises, and real world events. (CJCSI 3150.25C, DODD 3000.05, JP 1, JP 3-0)

**Notes:** Lessons learned support the continuous development, improvement, and adaptation of materiel and non-materiel solutions across doctrine, organizations, training, materiel, leadership and education, personnel, and facilities, and contribute to joint operations, joint concept development, joint experimentation and assessment and change implementation. Additionally, lessons learned across USG interagency operations are incorporated to better apply all diplomatic, informational, military, and economic instruments of national power.

M1	Number	Of lessons that are integrated into operations, plans, or exercises within the using organization.
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M2	Percent	Of lessons that are integrated into operations, plans, or exercises within the using organization.
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## SN 7.2 Conduct Research and Development

**DJS Approval Date:** 05-SEP-05

**Description:** To conduct studies and experiments in those fields related to national security needs, to provide fundamental knowledge to solve identified military problems, and to produce exploratory and advanced developments in technologies of new or improved military functional capabilities. This task also includes evaluating test results of advanced concept technology demonstrations. Incorporated in this task is the authority to establish research, development, test, and evaluation (RDT&E) and procurement programs that support modernization. (CJCSI 5120.02, JP 0-2, JP 1, CJCSI 7401.01)

M1	Percent	Of approved research & development (R&D) projects backlogged for funding.
M2	Percent	Of basic research projects linked to operational concepts or needs.
M3	Percent	Of nation's systems and technology production capacity (at all tiers) subject to assessment and tracking systems.
M4	Percent	Of projects, transition from basic research to technology development.
M5	Percent	Of projects, transition from technology development to advanced engineering demonstration.
M6	Percent	Of R & D projects, transition to developmental implementation.
M7	Percent	Of R & D funding, spent on evaluation of non-US end items.
M8	Percent	Of DOD R&D funding spent on evaluation of nondevelopmental item (NDI) products.
M9	Percent	Of DOD R&D programs duplicative of other government or private research.
M10	Percent	Of R&D represents a coordinated effort between and among various resource sources: DOD Labs; National Labs; Industry; Academe.
M11	Percent	Of test and evaluation (T & E) projects joint.
M12	Years	To fielding from initiation of R & D program.



M13	Percent	Of R & D projects coming from private sector.
M14	Percent	Of R & D projects with non-DOD applications.

## SN 7.2.1 Conduct Basic Research

**DJS Approval Date:** 05-SEP-05

**Description:** To conduct scientific studies and experiments directed toward increasing knowledge and understanding in those scientific fields related to national security needs. Basic research provides fundamental knowledge for solution of identified military problems. Within the DOD acquisition community, this task covers budget activities 6.1 through 6.3. (JP 0-2, JP 1, JP 4-0)

M1	Months	To develop critical enabling technology.
M2	Percent	Improvement in desired capability.
M3	Percent	Of 6.1 account programs, continued after management review.
M4	Percent	Of 6.2 account programs, continued after management review.
M5	Percent	Of 6.3 account programs, continued after management review.
M6	Percent	Of basic research conducted in a cooperative manner (between and among DOD Labs; National Labs; Industrial, and Academic Sources).
M7	Percent	Of critical enabling technologies with established DOD processes to track and assess their development.
M8	Percent	Of critical enabling technology development dependent on foreign sources (for business proprietary or national critical technology policy reasons).
M9	Percent	Of DOD 6.1 programs, carried out in universities.
M10	Percent	Of DOD 6.1 programs, carried out in-house.
M11	Percent	Of DOD 6.1 programs pay off within ten years.
M12	Percent	Of DOD 6.1 programs pay off within twenty years.
M13	Percent	Of Federal investment in basic research, DOD 6.1 funded.
M14	Percent	Of projects ultimately improve capability needed in fleet/field forces.

M15	Percent	Of critical enabling technologies that have identified development constraints.
M16	Years	For DOD 6.1 program to pay off.
M17	Years	To achieve stated objectives.
M18	Percent	Of research & development (R & D) projects with non-DOD applications.

## SN 7.2.1.1 Develop Prototypes of Improved or New Capabilities for the Warfighter

**DJS Approval Date:** 05-SEP-05

**Description:** To build, develop, refine, and validate capabilities for institutionalization and delivery to the warfighter and other national entities. (UCP)

**Notes:** This task includes receipt of concept and prototypes from multiple sources, iterative collaboration with warfighting end users while conducting experiments and operational assessments, and delivery to institutionalizing agencies. This task further involves reporting requirements and recommendations to the Joint Requirements Oversight Council (JROC), Chairman of the Joint Chiefs of Staff, and multinational and interagency authorities for force development. This task does not include institutionalization or sustainment of delivered prototypes.

M1	Percent	Of concepts approved for prototyping tested in joint operational assessments.
M2	Percent	Of prototypes approved for operational testing later assessed as “value-added.”
M3	Percent	Of experimentation projects backlogged due to lack of suitable field venues.
M4	Percent	Of experimentation projects backlogged due to lack of laboratory availability.
M5	Percent	Of experiments conducted as distributed events.
M6	Percent	Of experiments conducted with collaborative coalition partners.
M7	Months	Time to plan, conduct, and assess a laboratory experiment.
M8	Percent	Of laboratory excess capacity for emergent requirements and sustainment of equipment.
M9	Weeks	Time to reallocate (change from current

		configuration to new configuration) laboratory capacity.
M10	Percent	Of experimentation workforce trained to meet laboratory and field requirements.

## **SN 7.2.2 Integrate Capabilities and Prioritize Research & Development (R&D) and Acquisition Programs**

**DJS Approval Date:** 05-SEP-05

**Description:** To provide operational and technical integration of current and projected systems. This task includes the process to determine which systems should be pursued into demonstration and eventual production. This task includes the activities of the Joint Warfighting Capabilities Assessment (FCB) and Joint Requirements Oversight Council (JROC). (JP 0-2, JP 1, JP 4-0, JP 5-0)

M1	Dollars	Annual investment in Foreign Comparative Testing.
M2	Instances	Of Defense Technology Objectives identified for a given year.
M3	Instances	Of problems (constraints) in timely development of required and validated systems and technologies.
M4	Instances	Of Strategic Research Objectives identified for given year.
M5	Percent	Of Defense Advanced Research Projects Agency (DARPA) funding, focuses on critical technologies underpinning the 20-year military vision.
M6	Percent	Of DARPA projects, directly track to combatant command warfighting needs.
M7	Percent	Of DOD systems and processes that have procedures to map down to (and validate) mission area analysis needs.
M8	Percent	Of federally funded research and development companies (FFRDCs) and University Affiliated Research Center(s) (UARCs) work centers on institution's core concept.
M9	Percent	Of programs directly tied to Defense Technology Objectives.
M10	Percent	Of programs directly tied to Strategic Research

		Objectives.
M11	Percent	Of systems and technology development centers, assessed by DOD systems and processes to minimize program duplication.

### **SN 7.2.3 Conduct Demonstration, Engineering Development, and Production (Life Cycle Management)**

**DJS Approval Date:** 06-SEP-05

**Description:** To take available scientific information and use it to develop concepts for meeting military needs and to take such concepts to production. This task includes concept exploration, program definition and risk reduction, and engineering and manufacturing development. It also includes production of the product, major modifications, demilitarization, and disposal. This task is DOD acquisition Phases II through III. (JP 0-2, JP 1, JP 4-0, JP 5-0, CJCSI 6211.02A)

M1	Percent	Of Advanced Concept Technology Demonstrations (ACTDs) that have active combatant command participation.
M2	Percent	Of ACTDs, taken to production.
M3	Years	For ACTD to enter production.
M4	Percent	Of DOD major acquisition programs that use Commercial Technology Insertion Program.
M5	Percent	Of foreign produced technologies, components, and systems under DOD consideration, subject to processes to establish, validate, and justify funding profiles.
M6	Percent	Of major procurements that are firm fixed price.
M7	Percent	Of major procurements, competed.
M8	Percent	Of National Environment and Policy Act (NEPA), Resource Conservation and Recovery Act (RCRA), and Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) requirements for technology development, production, life cycle maintenance, and demil/disposal (for all DOD systems) that have assessment systems and processes.
M9	Percent	Of new major acquisitions that apply commercial

		practices.
M10	Percent	Of projects that meet stated Service or Joint Mission or support area requirements.
M11	Percent	Of systems development programs that make use of all available (all Service) development and production capabilities.
M12	Years	To progress from concept exploration through engineering and manufacturing development (EMD) and production.

### SN 7.2.3.1 Conduct Engineering

**DJS Approval Date:** 06-SEP-05

**Description:** To conduct engineering and planning to develop joint, interoperable solutions satisfying the needs of the warfighter. (DODD 5000.1, DODD 5105.19, DODI 5000.2)

M1	Yes/No	Balanced scorecard or personnel readiness issues or shortfalls that impact on capability to accomplish the mission essential task (MET).
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### SN 7.2.4 Conduct Testing

**DJS Approval Date:** 06-SEP-05

**Description:** To evaluate and assess system or materiel performance appropriate to each phase and milestone of development. This task includes developmental test and evaluation (DT&E) of alternative concepts and identification of risk. As operational test and evaluation (OT&E), this task is to determine the operational effectiveness and suitability of a system under realistic conditions. Also included in this task is live fire test and evaluation (LFT&E). (JP 0-2, JP 1, JP 4-0, JP 5-0)

M1	Instances	Of coordination problems (constraints) to effective and efficient planning and use of Joint testing (vice Service peculiar testing).
M2	Instances	Of problems (constraints) in coordination of range and test facilities used for Joint and Service DT&E/OT&E programs.
M3	Months	To compare Joint and Service acquisition test programs' lessons learned between DOD agencies.

M4	Percent	Of DT&E/OT&E programs, conducted using combined processes and methodologies.
M5	Percent	Of potential major acquisition programs that feature significant OT&E early involvement in acquisition program development.
M6	Percent	Of programs that fail testing and are canceled.
M7	Percent	Of projects that meet stated requirement to pass milestone approval.
M8	Percent	Of Joint and Service OT&E test programs (for validated mission area requirements), validated using existing systems and processes.
M9	Percent	Of Service DT&E/OT&E test facility, simulation, and modeling capabilities subject to systems and processes to minimize duplication.
M10	Percent	Of Service DT&E/OT&E modeling capabilities duplicate other Service capabilities.
M11	Percent	Of Service DT&E/OT&E modeling capabilities duplicate other Federal capabilities.
M12	Percent	Of Service DT&E/OT&E simulation facilities duplicate other Service capabilities.
M13	Percent	Of Service DT&E/OT&E simulation facilities duplicate other Federal capabilities.
M14	Percent	Of Service DT&E/OT&E test facilities duplicate other Service capabilities.
M15	Percent	Of acquisition programs that pass testing that are successfully fielded.
M16	Months	That program development is delayed for testing.

### **SN 7.2.4.1 Conduct Information Technology Testing of Systems and Related Hardware and Software**

**DJS Approval Date:** 06-SEP-05

**Description:** To conduct testing of National Security Systems (NSS) and Information Technology Systems (ITS), hardware, software, and components. (CJCSI 6212.01B, DODD 5105.19, DODD 4630.5)

**Notes:** Services include developmental, conformance, interoperability, operational and validation testing and certification.

M1	Yes/No	Ability to represent an operationally realistic environment for each type of test event.
M2	Yes/No	Appropriate subject matter expertise available to orchestrate each type of test event.

### **SN 7.2.4.1.1 Provide Independent Testing Support for National Security and Information Technology Systems and Subsystems**

**DJS Approval Date:** 06-SEP-05

**Description:** To provide independent testing (development, interoperability, operational, environmental, and standards compliance) support for all classifications of global strategic national security and information technology systems and subsystems. (CJCSI 6212.01, DODD 5105.19, DODD 4630.5)

**Notes:** This testing is for systems utilized for information collection, processing, storage, and dissemination for senior leaders and their supporting staffs presented by the DOD components, other federal agencies, and industry.

M1	Yes/No	Ability to represent an operationally realistic environment for each type of test event.
M2	Yes/No	Appropriate subject matter expertise available to orchestrate each type of test event.

### **SN 7.2.4.1.2 Provide Direct and Timely Technical Interoperability Support to the Warfighter**

**DJS Approval Date:** 06-SEP-05

**Description:** To provide guidance for National Security Systems (NSS)/Information Technology Systems (ITS) throughout all phases of combatant commander exercises and contingencies with the objective of maximizing the operational readiness and effectiveness of the NSS/ITS in the battlefield. To provide joint and combined interoperability testing, evaluation and certification. (CJCSI 6212.01B, DODD 5105.19, DODD 4630.5)

M1	Percent	Of interoperability hotline issues resolved.
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### **SN 7.2.4.1.3 Conduct Operational Testing for National Security Systems and Information Technology Systems**

**DJS Approval Date:** 06-SEP-05

**Description:** To serve as the Operational Test Agency (OTA) for systems managed and procured by the Department of Defense. (CJCSI 6212.01B, DODD 5105.19, DODD 4630.5)

M1	Percent	Of systems undergoing an Operational Test (OT) event that are managed or procured by Defense Information Systems Agency (DISA).
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### **SN 7.3 Structure the Force**

**DJS Approval Date:** 06-SEP-05

**Description:** To develop and document new or revised joint and Service organizations, or design unit models, in response to an approved requirement. To prescribe the mission, organization, and equipment requirements of such organizations or units. (JP 0-2, JP 1, JP 5-0)

M1	Months	To review and approve design change to unit or organization.
M2	Percent	Of organization and unit designs current with respect to operational concepts, personnel and equipment.
M3	Months	From approval of new unit/organization design to standing up new unit.

### **SN 7.3.1 Develop Combat Force Structure**

**DJS Approval Date:** 06-SEP-05

**Description:** To determine the size and composition of the major combat formations of each Service, individually and as a whole, based on consideration of the national security strategy, defense planning guidance, national military and theater strategies, threat, and resource



constraints. Where appropriate, the capability of our allies should be considered in this task. (JP 0-2, JP 1, JP 5-0)

M1	Items	Of exception by the combatant commands (major).
M2	Items	Of exception by the Services (major).
M3	Percent	Difference between optimum combat force structure and actual combat structure.
M4	Percent	Of operation plan(s) (OPLANs) fully resourced with combat forces without restoring to dual apportionment.
M5	Month	To complete review of combat force structure.

## SN 7.3.2 Develop Support Force Structure

**DJS Approval Date:** 06-SEP-05

**Description:** To determine the support structure for combat forces. This support structure includes combat support (CS) and combat service support (CSS) manning, equipment, and modernization levels required to support the major combat formations, to include special operations forces established in the objective force. This task compares requirements for support forces to the availability of such forces. The comparison identifies the total shortages of personnel by specialty, command, and the total force worldwide for war and military operations other than war (MOOTW). This task includes determining resource requirements (dollars, personnel, materiel, programs) required to correct deficiencies in the program, budget, and current force. Weigh risks against benefits to set priorities for the support structure. Analyses are normally separate for the programmed and budgeted forces. (JP 0-2, JP 1, JP 4-0, JP 5-0)

M1	Days	To move an Lesser Regional Conflict (LRC) force 6000 miles with active duty strategic lift assets.
M2	Days	To move an Major regional conflict (MRC) force 7000 miles with fully mobilized strategic lift assets.
M3	Hours	To move an LRC force 2000 miles with active duty strategic lift assets.
M4	Months	Since complete comparison of forces and requirements conducted.
M5	Months	Since determination of resources required to correct program deficiencies.
M6	Months	Since full analysis of base force against existing

		operation plan(s) (OPLANs).
M7	Percent	Difference between optimum force structure and actual support structure.
M8	Percent	Of OPLAN wargame analyses included examination of mobilization base.
M9	Weeks	To conduct determination of resources requirements.
M10	Weeks	To conduct force requirements comparison.

### SN 7.3.3 Design Units and Organizations

**DJS Approval Date:** 06-SEP-05

**Description:** To design units and organizations and determine the personnel and equipment to be assigned. This task includes determining equipment and personnel changes required to introduce new/modified items into the inventory; to determine the need to develop or revise military and civilian occupational specialties; and to prepare plans for the personnel and training needed to operate and maintain new or improved items. This task includes prescribing the required structure, manpower, and equipment for several organizational options for a particular type of unit or vessel. Finally, this task provides a model for fielding an organization or unit. A documented organizational design, such as an Army table of organization and equipment (TOE) or an Air Force unit manning document (UMD), specifies the tasks the unit is designed to perform and its capabilities. (JP 0-2, JP 1, JP 5-0)

M1	Months	To change unit or organization design.
M2	Percent	Of units or organizations whose designs are current.
M3	Months	From concept to unit or organization design approval.
M4	Months	To review and adjust unit manning document to reflect new or modified weapons systems or equipment items.
M5	Percent	Agreement between unit task documented in organizational design and unit task per assigned operation plan (OPLAN).
M6	Percent	Of changes in personnel quantity, quality, or training, accomplished by time of fielding new or modified weapons system or equipment items.

M7	Percent	Of joint headquarters organizational design and manning, reviewed in last 24 months.
M8	Percent	Of Service organization design efforts that include inputs from other Services.
M9	Percent	Of unit personnel that have more than two weeks casual status (awaiting training).
M10	Weeks	To transition a given unit to new or modified weapons systems or equipment.

### SN 7.3.4 Integrate Unit Design

**DJS Approval Date:** 06-SEP-05

**Description:** To develop unit or organization designs jointly with other Services, combatant commands, Joint Staff, and elements of own Service. (JP 0-2, JP 1, JP 5-0)

M1	Percent	Of joint headquarters organizational design and manning, reviewed in last 24 months.
M2	Percent	Of Service organization design efforts including inputs from other Services.
M3	Months	To coordinate unit or organization design change with Joint Staff/other Service.

### SN 7.3.5 Authorize Units and Organizations

**DJS Approval Date:** 06-SEP-05

**Description:** To develop authorization documents which integrate the output of the force design and force structuring functions. Force structuring documents the number of each required unit the Military Departments can afford to buy and maintain. Force structuring tracks changes in the force as the departments introduce new equipment, implement new doctrine, and field new organizations. This activity includes employing automated information systems to facilitate recording, maintaining, and retrieving data necessary for force structuring, force planning, and accounting for units of the Active and Reserve Components. It also includes developing an authoritative record of force structure decisions. (JP 0-2, JP 1, JP 5-0)

M1	Days	Command and control (C-2) or below for personnel and equipment, because of insufficient trained
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		personnel or support equipment (during transition).
M2	Days	Not operationally ready, because unit has insufficient trained personnel or support equipment (during transition).
M3	Months	To review and adjust unit-manning document to reflect new or modified weapons systems or equipment items.
M4	Percent	Of changes in personnel quantity, quality, or training, accomplished by time of fielding of new or modified weapons system or equipment items.
M5	Percent	Of changes in support equipment delivered, accomplished by time of fielding of new or modified weapons system or equipment items.
M6	Percent	Of unit personnel that have more than two weeks casual status (awaiting training).
M7	Days	Since database updated.
M8	Percent	Of unit/organization design active-duty records maintained in an automated format.
M9	Percent	Of force design information automated.

## SN 7.4 Educate and Train the Force

**DJS Approval Date:** 06-SEP-05

**Description:** To prepare individuals, leaders, and units to fight and win in war as Service, joint, special, and supporting forces, in coordination with multinational, interagency, nongovernmental, private voluntary and United Nations (UN) agencies/forces/ organizations, and to do the same in military operations other than war (MOOTW). This task applies to providing fully educated and trained personnel and units to combatant commands in either a mobilization or nonmobilization operation. This task also applies to training provided through nation assistance to a host-nation in war or MOOTW. For the host nation (HN) this task can serve as the model for evaluating and developing its education and training requirements. (JP 0-2, JP 1, JP 3-0, JP 3-07, CJCSI 1800.01, CJCSI 3213.01A, CJCSI 3500.02A)

M1	Months	Since organization's joint mission-essential task list (JMETL) or Service mission-essential task list (METL) updated.
M2	Months	Since training policy guidance issued.

M3	Percent	Of a combatant command's combat force structure, trained to meet JMETL requirements.
M4	Percent	Of a combatant command's combat support force structure, trained to meet JMETL requirements.
M5	Percent	Of a combatant command's combat support units, evaluated against an operation plan (OPLAN) during the past year.
M6	Percent	Of a combatant command's combat units, evaluated against an OPLAN mission during the past year.
M7	Percent	Of combatant commander JMETL tasks covered by annual training events.
M8	Percent	Of combatant commander JMETL tasks covered by annual training.
M9	Percent	Of joint PME graduates who fill joint billets within five years of graduation.
M10	Percent	Of linguists, needed to train host-nation personnel during small scale contingency (SSC), are available.
M11	Percent	Of officers assigned to joint billets that have joint professional military education (JPME) appropriate to their experience and level of responsibility.
M12	Percent	Of OPLANs have associated JMETL.
M13	Percent	Of professional military education (PME) includes a joint block within its curriculum.
M14	Percent	Of training data current at execution.
M15	Percent	Of units evaluated each year to determine their proficiency in JMETL tasks.
M16	Instances	Of Joint exercises or operations carried out per year.
M17	Percent	Of Major Theater War (MTW) joint force (JF) Common Operational Joint Tasks, fully trained.
M18	Percent	Of MTW tactical level interoperability tasks, fully trained.
M19	Percent	Of missions for which assigned forces are fully trained.
M20	Percent	Of missions for which assigned forces are partially trained.
M21	Percent	Of missions for which assigned forces are untrained.

## **SN 7.4.1 Coordinate Joint Mission-Essential Task List (JMETL) or Agency Mission-Essential Task List (AMETL) Development**

**DJS Approval Date:** 06-SEP-05

**Description:** To provide methodology and policy for establishing combatant commander JMETL and Combat Support AMETL. This activity includes integrating the CJCS Exercise Program. This task also includes review of combatant command JMETL. For Services, this activity may involve establishing Service mission-essential task list (METL). For combat support agency (CSAs), this task involves establishing an AMETL. (JP 3-0, JP 3-05, CJCSM 3500.03)

M1	Months	Since combatant commander's JMETL has been reviewed.
M2	Months	Since methodology and policy guidance issued.
M3	Months	Since Service METL updated.
M4	Percent	Of JCS exercise program based on JMETL/AMETL process.
M5	Percent	Of OPLANs have associated JMETL/AMETL.
M6	Months	Since combatant commander JMETL or agency METL updated.

## **SN 7.4.2 Establish Education and Training Programs and Allocate Resources**

**DJS Approval Date:** 06-SEP-05

**Description:** To link joint and component joint mission-essential task list (JMETL)/agency mission-essential task list (AMETL) requirements and joint doctrine with the subsequent execution and evaluation of education and training. This activity includes conducting training assessment of proficiency (current vs. desired), articulating a Service and joint professional military education (JPME) and training vision, issuing education and training guidance, applying a risk management process associated with the training, performing time management, establishing training events, and allocating training resources. Joint Force Providers use the JMETL based requirements from combatant commanders' subordinate components to develop a common training program. (JP 0-2, CJCSI 1800.01, CJCSI 3500.02A, CJCSI 3500.03)

M1	Months	Since Service and joint policy, education, and training vision reviewed.
M2	Months	Since update of combatant commander's assessment of theater training risk.
M3	Percent	Of combatant commander JMETL tasks covered by annual training.
M4	Percent	Of operation plan (OPLAN), operation plan in concept format (CONPLAN), functional plan (FUNCPLAN) requirements identified in JMETL.
M5	Percent	Of total training hours devoted to training management.

### **SN 7.4.3 Conduct Professional Education and Training**

**DJS Approval Date:** 06-SEP-05

**Description:** To provide adequate preparation, effective presentation and practice, and thorough evaluation of joint, Service, collective, and individual tasks being executed. It includes educating officers and enlisted personnel in established military education institutions, such as Reserve Officer Training Corps (ROTC), Service academies, senior joint and Service colleges, staff colleges, noncommissioned officer academies, and technical schools. Close cooperation between the educational and training communities is required to focus training and educational objectives on common goals and reduce redundancy. A key link between the educational and training communities and the Universal Joint Task List (UJTL). Graduates of both professional military education (PME) and joint professional military education (JPME) should understand the concept and intent of the UJTL. The concept of continuing education is then required at every echelon to reinforce the Chairman of the Joint Chiefs of Staff (CJCS) JPME by planning and conducting professional development. (JP 0-2, CJCSI 1800.01, CJCSI 3500.02A)

M1	Percent	Of joint billets filled by joint PME graduates within five years of graduation.
M2	Percent	Of officers assigned to joint billets who have completed JPME.
M3	Percent	Of PME programs include joint blocks of instruction.

### SN 7.4.3.1 Educate the Intelligence Force

**DJS Approval Date:** 06-SEP-05

**Description:** Educate military and civilian professionals. Conduct and disseminate relevant research. Prepare military and civilian professionals for senior command, staff, and policy-making positions during peacetime, crisis, and combat. (JP 2-01)

M1	Percent/Number	Of agency staff at required level of education.
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### SN 7.4.3.2 Train the Intelligence Force

**DJS Approval Date:** 06-SEP-05

**Description:** Provide strategic and joint intelligence training to agencies, combatant commands, Services, other DOD components and Federal agencies. Provide human intelligence (HUMINT) training to military attaches. (JP 2-01)

M1	Percent/Number	Of agency staff at required level of training.
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### SN 7.4.3.3 Educate and Train the Cryptologic Community

**DJS Approval Date:** 06-SEP-05

**Description:** In partnership with the Intelligence Community, assess learning needs in order to develop and deliver meaningful learning opportunities to acquire, maintain, and improve the knowledge and skills needed to meet the cryptologic challenges of the 21st century, ultimately fulfilling peacetime, crises, and wartime tasks. (CM-1573-88: Combat Support Functions of the NSA/CSS Information Memorandum)

M1	Percent	Of total reported language needs assessed.
M2	Percent	Of total reported cryptologic needs assessed.
M3	Percent	Of assessed language-based learning needs satisfied; M4 Percentage of cryptologic needs satisfied.



## **SN 7.4.4 Conduct Joint, Multinational, Interoperability, and Interagency Training of Assigned Forces**

**DJS Approval Date:** 06-SEP-05

**Description:** To plan, execute and analyze joint multinational, interoperability, and interagency training for assigned forces to perform those tasks and capabilities, to specified conditions and standards, in support of the commander's requirements. (DODD 1322.18, JP 0-2, JP 3-0, JP 3-07, JP 3-08, CJCSI 1800.01, JP 1, JP 1-05, JP 3-05, JP 3-07.1, JP 3-61, JP 4-0, JP 4.01.2, JP 4-02.1, CJCSI 3213.01, CJCSI 3500.02, CJCSI 3500.01)

M1	Percent	Of joint mission-essential task (JMETs) or capabilities identified in the commander's training guidance are incorporated in events during a fiscal year.
M2	Percent	Of officers assigned to joint billets have joint professional military education (JPME) appropriate to their experience and level of responsibility.
M3	Percent	Of joint training events are conducted IAW the Joint Event Life Cycle (JELC) as defined in the Joint Training System (JTS).
M4	Percent	Of forces available for training.
M5	Percent	Of trainers available for conducting training.
M6	Percent	Availability of facilities and equipment.
M7	Percent	Of training events scheduled at the Worldwide Scheduling Conference supported.
M8	Percent	Of assigned forces are fully trained.

## **SN 7.4.6 Provide Joint, Multinational, Interoperability, and Interagency Training for Other Than Assigned Forces**

**DJS Approval Date:** 06-SEP-05

**Description:** To assist with analysis, planning, and execution of joint, multinational, interoperability, and interagency training for other than assigned forces. Observe the performance of these forces in accordance

with required capabilities and tasks, to specified conditions and standards, and provide the appropriate reports to the supported commander. (JP 0-2, JP 3-0, JP 3-07, JP 3-08, CJCSI 1800.01, CJCSI 3500.01, CJCSI 3500.02, JP 1, JP 1-05, JP 3-05, JP 3-07.1, JP 3-61, JP 4-0, JP 4.01.2, JP 4-02.1, CJCSI 3213.01)

M1	Percent	Of trainers available for conducting training.
M2	Percent	Availability of facilities and equipment.
M3	Percent	Of resources to conduct training.
M4	Months	To conduct internal assessment of joint training of other than assigned forces.
M5	Percent	Of training events scheduled at the Worldwide Scheduling Conference supported.

## **SN 7.5 Ensure Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Interoperability**

**DJS Approval Date:** 06-SEP-05

**Description:** To ensure that systems, units, or forces can provide command, control, communications, computers, and intelligence surveillance and reconnaissance (C4ISR) services to, and C4ISR accept services from, other systems, units, or forces (including the US interagencies and the government at the state and local levels, in the case of Homeland Security) and use the exchanged services. (JP 0-2, JP 2-0, JP 3-08, JP 4-0, JP 4-02.1, JP 6-02, JP 3-26)

M1	Percent	Of legacy systems assigned by Joint Requirements Oversight Council (JROC) have interoperability solutions identified.
M2	Percent	Of emergent airborne unmanned systems (unmanned aerial vehicles) initiatives have documented Interoperability Key Performance Parameters.
M3	Percent	Of emergent Joint Battle Management Command and Control (JBMC2) systems have documented Interoperability Key Performance Parameters.
M4	Percent	Of emergent Joint Fires and Time Sensitive Targeting initiatives have documented

		Interoperability Key Performance Parameters.
M5	Percent	Of emergent Fratricide Prevention systems have documented interoperability Key Performance Parameters.
M6	Percent	Of doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) packages from Lessons Learned submitted to Joint Requirements Oversight Council (JROC).
M7	Percent	Of each theater's communications equipment is interoperable.
M8	Percent	Of each theater's forces use same Geodetic Reference.
M9	Percent	Of US rations acceptable to multinational partners.
M10	Percent	Of US rations acceptable to recipients of humanitarian assistance.
M11	Percent	Of units/organizations with doctrine consistent with unit design, training and materiel.
M12	Percent	Of all transportation automated data process(ing) (ADP) systems interface or have established work-arounds.

## SN 7.5.1 Manage Communications Security (COMSEC) Keying Material

**DJS Approval Date:** 30-OCT-06

**Description:** Provide control for all Joint Inter-theater COMSEC Package (JICP) material and other joint programs as assigned. (JP 6-0, CJCSI 6510.01A, CJCSM 3122.03)

**Notes:** This task includes directing the establishment and operation of cryptonet, managing the operational use of the keying material assigned to the cryptonet, evaluating COMSEC incidents and maintaining a comprehensive database of all holders of each type of keying material.

M1	Yes / No	Policies and procedures reflect timely requisition, distribution, accounting and disposition of Communications Security (COMSEC) material worldwide, compromises, emergency supercession and destruction of Communications Security (COMSEC) keying material.
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M2	Yes / No	Policies and procedures reflect timely adjudication of COMSEC compromises, emergency supercession and destruction of COMSEC keying material.
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## **SN 7.6 Support the Chairman of the Joint Chiefs of Staff Doctrine Program**

**DJS Approval Date:** 06-SEP-05

**Description:** To support development of Joint Doctrine throughout the entire life cycle of all joint doctrinal publications from conceptual development, proposal, analysis, approval for development, draft development, and review, Chairman of the Joint Chiefs of Staff (CJCS) approval, assessment, and revision. (UCP, JP 1, CJCSI 5120.02)

**Notes:** This task also includes doctrinal support to joint training and the integrating of validated joint concepts and lessons learned into the development of new and revised publications.

M1	Percent	Of suspended assessment tasks completed within the specified time frame.
M2	Percent	Of suspended development tasks completed within the specified time frame.
M3	Percent	Of training support requests met within specified time frame.
M4	Percent	Of occurrence of doctrinal representation at exercises/training events executed as programmed.
M5	Percent	Of tasked concept integration activities completed within specified time constraints.
M6	Percent	Of tasked lessons learned integration activities completed within specified time constraints.

## **SN 7.7 Transform the National Guard**

**DJS Approval Date:** 06-SEP-05

**Description:** To transform the National Guard, by planning, developing, and assessing joint training programs with the Joint Training System (JTS), in response to requirements of combatant commanders. (JP 2-0, JP 2-01, JP 2-02, JP 3-01.1, JP 3-07.4, JP 3-07.5, JP 3-08, JP 3-11, JP 4-02.1)

M1	Months	To bring Joint Force Headquarters (JFHQ)-States to Full Operational Capability.
M2	Percent	Of scheduled combatant command deployments (actual and exercise) met with National Guard intelligence, logistic, command and control (C2) system, and security forces.
M3	Percent	Of states with The Adjutants General (TAG) approved joint mission-essential task list (JMETL).
M4	Percent	Of states with Joint Organization and Functions Manuals (JFOG).
M5	Percent	Of states with draft Joint Table of Distribution (JTD).
M6	Percent	Of states with Joint Training Plans published on the Joint Training Information Management System (JTIMS).
M7	Percent	Of JFHQ-States Fully Operationally Capable (FOC).

## SN 8 Foster Multinational / Interagency Relations

**DJS Approval Date:** 30-OCT-06

**Description:** To work within the interagency process and with representatives of other nations, intergovernmental organizations, and regional organizations. (JP 1, JP 0-2, JP 3-0, JP 3-08, JP 3-16, CJCSI 3165.01, CJCSM 3122.03)

**Notes:** This task facilitates the accomplishment of US diplomatic, economic, military and information objectives through the combined action of US organizations in concert with the organizations of partners, friends, allies, neutrals, and other nations overseas. This task includes missions in support of homeland defense within the United States.

M1	Percent	Of weapons and major systems transfers to foreign nations, funded by grants.
M2	Percent	Of weapons and major system transfers to foreign nations, funded by loans.
M3	Percent	Of weapons and major systems transfers to foreign nations, provided through force module subsystem (FMS).
M4	Percent	Of major weapons and other defense systems transfers to foreign nations, provided through

		private sales between corporations and foreign agents.
M5	Weeks	To provide assistance to other nations (upon request).
M6	Percent	Of US security deployments, made to nations with treaty ties to US.
M7	Percent	Of scheduled US overseas deployments, met.
M8	Months	To prepare US government (USG) position on major security related issue.
M9	Percent	Of USG overseas operations with approved consequence management plans.
M10	Percent	Of actions forwarded with hedges against failure, previously coordinated within interagency process.
M11	Percent	Of proposed weapons transfers, gain congressional approval.
M12	Percent	Of operations support non-DOD authorities (e.g. nongovernmental organization (NGO)).
M13	Percent	Casualty rate in noncombatant evacuation operation (NEO) operation (for friendly forces).
M14	Casualties	In NEO operation (among evacuees).
M15	Percent	Of NGOs have formal agreements with USG.

## SN 8.1 Support Other Nations or Groups

**DJS Approval Date:** 10-JUN-08

**Description:** To provide assistance to other nations or groups in support of the U.S. national security, national defense, national military, and theater security strategies that affect the supported country's politics, military, economy, society, information, or infrastructure. (CJCSI 2700.01B, JP 1, JP 3-0, JP 3-07.1, JP 3-08Vol I, JP 3-08Vol II, JP 3-16)

**Notes:** This task includes those activities designed to provide for improved security, governance, and economic and social well-being through stability operations, including civil-military operations (CMO), and building partnership capacity. This task includes security assistance, coalition support to multinational operations, counter proliferation and counterforce programs and activities, combating terrorism, counterdrug operations, humanitarian demining assistance activities, humanitarian activities including disaster relief, and civil-military operations. CMO activities involve the relationship between

military forces, civilian authorities, and the population. CMO activities include assisting the host-nation's development, undermining insurgent grievances, gaining support for national government, and attaining national objectives without combat. This support may include medical, engineer, communications, transportation, and logistic activities occurring during multinational exercises and operations.

M1	Days	To respond to country teams'; requests for assistance.
M2	Percent	Of country team's foreign military students that were nominated and completed training.
M3	Percent	Of multinational assets transported by the United States.
M4	Percent	Of cooperative agreements within your AOR, updated within last 2 years (nations with U.S. treaty commitment(s)).
M5	Percent	Of nations in theater that have politico-military agreements with the United States.
M6	Percent	Of country teams' requests for support fulfilled.
M7	Percent	Of supported nation's movement requirements, translated to meet required delivery date.
M8	Percent	Of requested support/assistance requirements meet latest arrival date at port of debarkation or timeline.

## SN 8.1.1 Provide Security Assistance

**DJS Approval Date:** 30-OCT-06

**Description:** To provide defense articles, military training, and other Defense-related services by grant, credit, or cash sales to further national policies and objectives. To coordinate the actions of Services and combatant commands in the provision of security assistance from their own resources. (JP 0-2, JP 3-0, JP 3-07, JP 3-07.1, JP 3-08, CJCSI 2700.01, CJCSM 3122.03)

**Notes:** This task includes military assistance programs, advisory and training assistance, and security assistance surges.

M1	Percent	Of new allied air weapons systems are US systems.
M2	Percent	Of new allied naval ships and weapons systems are US systems.
M3	Percent	Of new allied ground force major end items are US systems.

M4	Months	To obtain approval for security assistance from US authorities.
M5	Months	To obtain agreement and approval for security assistance from host nation (HN).
M6	Months	To deliver services or equipment (upon approval).
M7	Percent	Of Country Team proposals for Security Assistance Programs that are implemented.
M8	Percent	Of ground systems supported by US logistic support agreements.

## SN 8.1.2 Support Nation Assistance

**DJS Approval Date:** 30-OCT-06

**Description:** To support and assist in developing other nations, normally in conjunction with the Department of State and/or a multinational force, and, ideally, through the use of host-nation resources. Interagency orchestration of all the instruments of national power is essential, and it must be supportive of both the ambassador's country plan and the combatant commander's regional plan. (JP 0-2, JP 3-0, JP 3-07, JP 3-07.1, JP 3-61)

**Notes:** This task includes coordination and synchronization of all public communication activities (Public Affairs/Information Operations/Psychological Operations/Defense Support to Public Diplomacy/Civil Affairs, etc.)

M1	Weeks	To deliver assistance (upon approval).
M2	Months	Since update of US ambassador's country plan.
M3	Months	Since update of combatant commander's regional plan.
M4	Percent	Of requested assistance actually provided.

## SN 8.1.3 Conduct Stability Operations in Support of Stability, Security, Transition, and Reconstruction (SSTR)

**DJS Approval Date:** 10-JUN-08

**Description:** To conduct stability operations in support of SSTR through national level coordination of diplomatic, informational, military, and



economic actions normally through the Department of State/United States Agency for International Development. (DODD 3000.05, JP 1, JP 3-0, JP 3-57, NSPD-44)

**Notes:** This task can include coordination with partner nation, private sector, intergovernmental organizations, NGOs, and regional groupings. This task may include support to non-U.S. forces, including training and the providing of equipment and transportation. This can include action under the UN Charter, Chapters VI and VII. All strategic theater tasks related to conducting stability operations are driven by this task.

M1	Percent	Of requested stability operations equipment support provided.
M2	Percent	Of requested stability operations transportation support provided.
M3	Weeks	To initiate training support for stability operations.
M4	Weeks	To commit U.S. forces conducting stability operations (upon request).

## SN 8.1.4 Support Military Civic Action

**DJS Approval Date:** 05-OCT-07

**Description:** To support the use of predominantly indigenous military forces on projects vetted with the local populace (of a host nation (HN)) in fields contributing to economic and social development such as education, emergency management, disaster preparedness, training, public works, agriculture, transportation, communications, health including PI, and sanitation. Such actions should be coordinated with other US government (USG) agencies to ensure efficient use of USG capabilities in support of the country team and the combatant commander's plans in an effort to serve and to improve the standing of the local military forces with the population. (JP 3-0, JP 3-07.1, JP 3-08VI, JP 3-08VII, JP 3-57, JP 3-61, DODD3000.05)

**Notes:** This task includes coordination and synchronization of all public communication activities (public affairs/IO/defense support to public diplomacy/civil affairs, etc.) as well as civilian-military teams executing missions in support of stability, security, transition, and reconstruction operations.

M1	Percent	Of civic action projects include participation from local populace.
M2	Percent	Of civic action projects completed.

M3	Percent	Of population supportive of civic action projects.
M4	Weeks	To initiate a coordinated response for support of military civic action.
M5	Percent	Of civic action projects initiated by local population.
M6	Percent	Of civic action projects located in secure zones.

## **SN 8.1.5 Conduct Foreign Humanitarian Assistance and Humanitarian and Civic Assistance**

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct assistance to relieve or reduce the results of natural or manmade disasters, including CM, or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. (JP 1, JP 1-0, JP 1-06, JP 3-0, JP 3-07.1, JP 3-07.6, JP 3-08VI, JP 3-08VII, JP 3-41, JP 3-57, JP 4-02, CJCSM 3500.04B, DODD 3000.05, DODD 4160.21-M)

**Notes:** Foreign humanitarian assistance provided by US forces is generally limited in scope and duration. USAID's Office of Foreign Disaster Assistance (OFDA) is primarily responsible for implementing foreign humanitarian assistance programs in coordination with the Department of State Coordinator for Reconstruction and Stabilization (S/CRS). The foreign assistance provided is designed to supplement or complement the efforts of host-nation civil authorities or agencies that may have the primary responsibility for providing relief, dislocated civilian support, security, and technical assistance. HCA is a specific and distinct program, which is also included in this task. HCA generally includes activities such as medical, dental, and veterinary care; construction of rudimentary surface transportation systems; well drilling and construction of basic sanitation facilities; and rudimentary construction and repair of public facilities. HCA activities are authorized in legislation and are controlled in accordance with title 10, USC , section 401.

M1	Hours	To develop plan for providing assistance.
M2	Days	For military forces/supplies to arrive in theater.
M3	Percent	Of requested personnel, provided.
M4	Percent	Of requested supplies, provided.

M5	Yes/No	USTRANSCOM provides initial feasibility analysis NLT the time coordinated with the supported combatant commander.
M6	Hours	To provide initial feasibility analysis to supported combatant commander for commander's estimate.
M7	Percent	Of supported nation movement requirements transported to meet their LAD or time lines.

## SN 8.1.6 Provide Civil Affairs Support Policy

**DJS Approval Date:** 06-SEP-05

**Description:** To provide policy on activities that embrace the relationship between a nation's military forces and its civil authorities and people in a friendly country or area or occupied country or area, when military forces are present. Includes coordinating information exchange between the nation civil defense structure and the Nuclear Biological Chemical Warning and Reporting System (NBCWRS). (JP 0-2, JP 3-05, JP 3-07, JP 3-57.1)

M1	Weeks	To develop policy that addresses civil affairs needs of subject nation.
M2	Months	To develop plan/procedure for transition, continuation, or termination of civil affairs (CA) functions.
M3	Weeks	To identify host-nation support (HNS) contractor resources.
M4	Weeks	To assess host nation (HN) government, including economic conditions and attitudes of civilians.
M5	Percent	Of subject nation civil population supporting US civil affairs policy.
M6	Days	To establish NBCWRS.

## SN 8.1.7 Coordinate Information Sharing Arrangements

**DJS Approval Date:** 06-SEP-05

**Description:** To arrange for the selected release and disclosure of unclassified and classified information in support of multinational operations and exercises. This task may involve coordination with

national intelligence agencies, law enforcement agencies (down to the state and local levels), and the Department of State. (JP 0-2, JP 2-0, JP 2-01, JP 3-0, JP 3-07.1, JP 3-16, JP 5-00.2, DODD 5105.60, NIMA (now NGA))

**Notes:** This task applies to SN 5.4.2, "Coordinate Support for Unified, Joint, and Multinational Operations." This task may also involve the negotiation and management of agreements with international partners.

M1	Percent	Of appropriate international agencies have information sharing memorandum(s) of agreement (MOAs) or letter(s) of agreement (LOAs) with combatant commanders (right agency/right agreement).
M2	Percent	Of appropriate US national-level agencies have information sharing MOAs or LOAs with combatant commanders (right agency/right agreement).
M3	Weeks	To develop information sharing arrangements with multinational partners.
M4	Percent	Of multinational partners, allowed access to all required information.
M5	Instances	Of requests to change existing intelligence disclosure/release policy.

## SN 8.1.8 Provide Support to Foreign Internal Defense in Theater

**DJS Approval Date:** 06-SEP-05

**Description:** To work with US agencies and the representatives of foreign governments to provide programs, through the combatant commander and the Country Team, to support action programs to free and protect the foreign nation's society from subversion, lawlessness, and insurgency. (JP 3-0, JP 3-07, JP 3-07.1, JP 3-08)

M1	Months	To initiate Foreign Internal Defense (FID) support (upon request).
M2	Months	To achieve FID objectives (after initiating FID support).
M3	Percent	Of FID issues entering interagency system, resolved by Board for Low-Intensity Conflict.
M4	Percent	Of FID cases have special management programs.

M5	Percent	Of FID programs conform to DOD and National Security Council (NSC) guidance.
M6	Percent	Of worldwide FID activities, funded by DOD operations and maintenance (O&M) or other authorized DOD funding vehicles.
M7	Instances	Of subversive acts, lawlessness or insurgent attack in target nation.

## SN 8.1.9 Cooperate with Nongovernmental Organizations (NGOs)

**DJS Approval Date:** 30-OCT-06

**Description:** To work with and arrange for a mutually beneficial relationship between the Department of Defense and nongovernmental organization(s) (NGOs). (JP 0-2, JP 3-0, JP 3-08, JP 3-26, CJCSI 3031.01)

**Notes:** This task includes developing the basis for cooperation of combatant commanders or their subordinates in their operational areas with the field activities of NGOs. This task also includes arranging for cooperation between the field activities of US-based NGOs and combatant commanders or their subordinate commanders with humanitarian assistance responsibilities. USAID's (United States Agency for International Development) Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA) has the principal US government responsibility of funding and working with NGOs in the field. Accreditation/verification of NGOs is a formal process managed by USAID/DCHA that will work with combatant commanders, or their subordinate commanders with humanitarian responsibilities, to arrange cooperation with the field activities of US-based NGOs.

M1	Days	For NGO to obtain approval to provide support.
M2	Days	For NGO to obtain approval to provide support.
M3	Percent	Of concerned NGOs able to obtain arrangement for cooperation with joint force commander.
M4	Percent	Of NGOs have agreements (formal or informal) with DOD on crisis response.
M5	Percent	Of NGOs have agreements (formal or informal) with DOD on crisis response.
M6	Days	For approval of NGO request for support.
M7	Days	For approval of NGO request for support.

## SN 8.1.10 Coordinate Actions to Combat Terrorism

**DJS Approval Date:** 10-JUN-08

**Description:** To coordinate, plan, and synchronize global to disrupt, deter, prevent, and defeat terrorist networks or respond to terrorist actions. (CJCSI 3121.01B, DODD 2000.12, DODI 2000.16, JP 3-05, JP 3-07.2)

**Notes:** These actions include antiterrorism (AT), counterterrorism, flexible response options, consequence management, and intelligence support. Intelligence support will be used to identify, influence, and target terrorist leaders and networks. Department of Defense and supporting agencies will conduct these efforts either unilaterally, or by, through, and with partner nations to defeat terrorism.

M1	Hours	To complete staff estimates (after mission receipt).
M2	Yes/No	To provide strategic intelligence data in support of operational commander (from receipt of request).
M3	Yes/No	Of essential elements of information collected.
M4	Percent	Of deliberate targets hit on time.
M5	Hours	To submit course(s) of action (after receipt of national strategic direction) as dictated by established EXORDs, OPLANs, and CONPLANs.
M6	Yes/No	AT Plan or CONOP is coordinated, approved, and executable.
M7	Validated	Update target packages in support of established EXORDs and CONPLANs.
M8	Annually	Exercise Pre-Crisis and Crisis Response options as per established EXORDs and CONPLANs.
M9	Hours	To direct DOD response capability in support of Civilian Authority Requirements upon receipt of a request.

## SN 8.1.11 Support Humanitarian Mine Action (HMA) Program Activities

**DJS Approval Date:** 27-AUG-08

**Description:** To provide Department of Defense (DOD) training support to partner nations in developing a sustainable, indigenous demining capacity, a mine risk education and/or mine victims program, in order to protect their populations from landmines or other explosive remnants of war to restore affected land into mine-free real estate. (10 USC 401(a)(1), 10 USC 407, CJCSI 3207.01A, JP 3-17)

**Notes:** Use of U.S. forces and DOD civilian personnel as trainers is intended to provide access and theater security cooperation opportunities for DOD personnel. Program management and funding for Humanitarian Demining Assistance Program Activities is the responsibility of each geographic combatant commander based on program nomination and acceptance by the Policy Coordination Committee (PCC) Subgroup on Humanitarian Mine Action. The Office of the Assistant Secretary of Defense for Special Operations/Low Intensity Conflict and Interdependent Capabilities [OASD (SO/LIC & IC)] has overall DOD program management and policy authority over the DOD HMA Programs. The Defense Security Cooperation Agency (DSCA) manages the DOD HMA program and has budget authority over the Overseas Humanitarian Disaster and Civic Aid (OHDACA) appropriation to support the DOD HMA program. Countries must request United States Government (USG) HMA assistance through the Secretary of State and be approved for USG support prior to any DOD authorized humanitarian demining assistance. HMA is a form of humanitarian assistance (HA) and normally does not support military operations. HMA must not be confused with tactical countermine operations.

M1	Number	Of countries requesting USG assistance.
M2	Yes/No	Has a Policy Assessment Visit (PAV) been completed?
M3	Yes/No	Has a USG HMA Program been authorized for each applicable country?
M4	Yes/No	Has each country developed a Humanitarian Demining Plan?
M5	Yes/No	Have U.S. military /DOD civilian trainers attended the Humanitarian Demining Training Course?
M6	Yes/No	Has the annual Foreign Military Training Report been completed?
M7	Yes/No	Have U.S. military trainers identified host nation military forces capabilities in demining?
M8	Yes/No	Has a Requirements Determination Site Survey (RDSS) been conducted?

## SN 8.1.12 Coordinate Counterproliferation Programs and Activities

**DJS Approval Date:** 06-SEP-05

**Description:** To coordinate US counterproliferation programs and activities with allies and friends. Task includes actions to counter the proliferation of weapons of mass destruction and encouraging allies and friends self-improvement and bilateral strategic cooperation in the functional areas of counterproliferation activity. (JP 3-05, JP 3-40)

M1	Annual Visits	With allies and friends to discuss mutual state of nuclear, biological, and chemical (NBC) defense programs, training, exercises, and doctrine within the counterproliferation functional areas.
M2	Annual Visits	Of new bilateral strategic cooperation in research & development (R&D) of counterproliferation projects (e.g., active and passive defenses, counterforce and consequence management (CM)).
M3	Percent	Of improvement each year in allies and friends counterproliferation capabilities.

## SN 8.1.13 Conduct Arms Control Support Activities

**DJS Approval Date:** 30-OCT-06

**Description:** To manage the Defense Treaty Inspection Readiness Program (DTIRP) and Technical Equipment Inspection Program. Implement US arms control inspection and continuous monitoring activities. Conduct on-site inspection and aerial monitoring abroad; escort foreign national officials. (JP 3-0)

M1	Percent	Of on-site inspections rated as Blue or Red.
M2	Percent	Inspection ambiguities resolved.
M3	Instances	Of development of Verification Monitoring Technologies.
M4	Yes/No	Annual evaluation of inspection process.
M5	Percent	Treaty Limited items destroyed or eliminated.
M6	Hours	Noncompliance report made.



## SN 8.1.14 Coordinate Export License Control Activity

**DJS Approval Date:** 06-SEP-05

**Description:** To work within the interagency process, ensuring knowledgeable personnel represent the views of the Department of Defense - conduct review and provide DOD position on export license applications, on foreign investment, and on exceptions on national disclosure policy. Provide monitor of launch of US satellites on foreign launch vehicles. This task includes participating within the process of those departments and agencies not normally represented in the interagency process, to ensure full coordination with the Executive Branch. This task also includes the establishment, where needed, of informal processes of liaison. (N/A)

M1	Days	To review and provide DOD position/recommendations on dual-use export license applications referred to DOD by Department of Commerce.
M2	Days	To review and provide DOD position/recommendations on munitions export license applications referred to DOD by Department of State.
M3	Percent	To review and provide policy positions on all exceptions on all National Disclosure Policy Committee cases forwarded for review.
M4	Days	To review and provide DOD position/recommendations on cases of foreign investment Referred to DOD by Department of Treasury.
M5	Percent	Of launches of US satellites launched aboard foreign launch vehicles are monitored.
M6	Percent	Of export license requests returned for additional information.
M7	Percent	Of export license requests approved on first submission.
M8	Percent	Of export license requests that are recommended to be denied.
M9	Instances	Of export license requests that would compromise US technology/weapons-related technology and information.

M10	Instances	Of export license requests being submitted for nonallied nations' industry.
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## SN 8.2 Provide DOD/Government-Wide Support

**DJS Approval Date:** 06-SEP-05

**Description:** To provide specified support to other DOD/government agencies. Support to combatant commanders includes supporting the combatant commanders' unique personnel and equipment requirements. This support could be to government agencies responsible for supporting and assisting US states and citizens or, in accordance with US laws, foreign states requiring assistance. Types of support include intelligence, logistic, command, control, communications, and computers (C4) systems, and security. (JP 0-2, JP 2-0, JP 3-0, JP 3-08)

**Notes:** See also SN 8.1, "Support Other Nations or Groups;" and SN 8.1.5, "Conduct Foreign Humanitarian Assistance and Humanitarian and Civic Assistance" for more details of the types of support provided.

M1	Hours	For DOD forces (active and Reserve Component(s) (RC)), to respond to request from domestic civil authorities.
M2	Hours	For DOD to contact all relevant agencies.
M3	Percent	Of military manning requirements for other government agencies met.
M4	Percent	Of military manning requirements for DOD and joint agencies met.
M5	Percent	Of US agencies have established communication links to DOD.
M6	Percent	Of requested agencies participating in joint exercise.
M7	Percent	Of combatant commands to which combat support agency provides liaison officer(s) (LNOs).
M8	Hours	To validate incoming short notice requirements (lift or courier) and pass to appropriate component(s).
M9	Hours	To provide feasibility analysis to supported agency, if US Transportation Command (USTRANSCOM) controlled assets required.
M10	Days	For USTRANSCOM to provide feasibility analysis to

		supported agency, if commercial lift required.
M11	Percent	Of requested support/assistance requirements meet latest arrival date at port of debarkation (LAD) or timeline.

## SN 8.2.1 Support DOD and Joint Agencies

**DJS Approval Date:** 06-SEP-05

**Description:** To support DOD/joint agencies, (e.g., Joint Staff, Defense Intelligence Agency (DIA), Defense Information Systems Agency (DISA), Defense Logistics Agency (DLA), Defense Threat Reduction Agency (DTRA), etc.). This task includes supporting the Chairman of the Joint Chiefs of Staff (CJCS) Exercise Program. (JP 0-2, JP 1, JP 2-0, JP 3-08)

M1	Percent	Of officers assigned to Joint Agencies, Office of the Secretary of Defense (OSD), and Unified and Specified Commands, meeting standards established by law.
M2	Percent	Of military manning requirements of DOD and Joint Agencies, met.
M3	Weeks	To fill gap between departing and incoming personnel.
M4	Days	To initiate support to requesting agency.
M5	Days	Prior to first day of month of execution, US Transportation Command (USTRANSCOM) provides lift schedules for CJCS exercise program.
M6	Percent	Of requested support/assistance meet latest arrival date at port of debarkation (LAD) or timeline.
M7	Hours	To validate incoming short-notice requirements and pass to appropriate component.
M8	Yes/No	Provides feasibility analysis to support agency not later than (NLT) the time coordinated with that agency.

## SN 8.2.2 Support Other Government Agencies

**DJS Approval Date:** 30-OCT-06

**Description:** To support non-Department of Defense (DOD) agencies (e.g., Department of State (DOS), US Agency for International Development (USAID), Department of Homeland Security (DHS)). Support

includes defense support to civil authorities, military support to civilian law enforcement agencies, military assistance for civil disturbances, counterdrug operations, combating terrorism, noncombatant evacuation, and building a science and technology base. (JP 0-2, JP 3-0, JP 3-08, JP 3-26, CJCSI 3031.01)

M1	Hours	To send DOD forces (Active Component (AC) and Reserve Component (RC)), when called to aid domestic civil authorities.
M2	Percent	Of required agency support provided.
M3	Percent	Of US agencies have intelligence sharing agreements with combatant command.
M4	Days	To initiate support to requesting agency.
M5	Hours	To provide cost estimate to the requesting agency.
M6	Percent	Of requested support/assistance requirements meet latest arrival date at port of debarkation (LAD) or timeline.
M7	Hours	To validate incoming short-notice requirements and pass to appropriate component.

## SN 8.2.3 Support Evacuation of Noncombatants from Theaters

**DJS Approval Date:** 06-SEP-05

**Description:** To provide for the use of military and civil, including host-nation support (HNS), resources for the evacuation of US dependents and US government (USG) civilian employees and private citizens (US and third nation). Noncombatant evacuation includes providing various support (e.g., health services, transportation, security) to the noncombatants. (JP 1-0, JP 1-06, JP 3-0, JP 3-07, JP 3-07.5, JP 3-08, JP 3-11, CJCSM 3122.03)

M1	Percent	Of injured or ill noncombatants moved through the medical system.
M2	Hours	To deploy coordination liaison team to work with ambassador.
M3	Hours	To assess situation and present it to combatant commander.
M4	Hours	To evacuate noncombatants (after combatant commander notified).

M5	Percent	Of noncombatant evacuation operation (NEOs) have a fully operational joint task force (JTF).
M6	Percent	Of American citizens and designated foreign nationals authorized and requesting evacuation safely.
M7	Percent	Of countries in area of responsibility (AOR) that have plans for NEO.
M8	Percent	Of evacuees received shelter and food equivalent to safe haven levels.
M9	Hours	To have forces available to evacuate noncombatants.
M10	Yes/No	For US Transportation Command (USTRANSCOM) provides noncombatant evacuation operation feasibility estimate not later than (NLT) the time coordinated with the supported commander.
M11	Percent	Of missions in support of NEO operations meet required port of embarkation (POE) departure timelines (during execution).
M12	Hours	To provide cost estimate to requesting agency.
M13	Hours	To validate incoming short notice common-user lift requirements and pass to appropriate component(s).
M14	Percent	Of requested support/assistance requirements meet available-to-load-date at POE (ALD) or timeline.
M15	Hours	To secure required clearances and approval for Defense Courier Service movement of materiel.
M16	Yes/No	During execution, NEO passengers arrive at their POE NLT their ALD or according to the supported combatant commander's time line.
M17	Percent	Of noncombatants using health support system, including veterinary support.
M18	Percent	During execution, NEO passengers arrive at their POD NLT their LAD or according to the supported combatant commander's time line.
M19	Yes/No	NEO plans have considered evacuation in an nuclear, biological, and chemical (NBC) environment.

## SN 8.2.4 Assist Civil Defense

**DJS Approval Date:** 06-SEP-05

**Description:** To assist other Federal agencies and State governments in mobilizing, organizing, and directing the civil population in order to minimize the effects of enemy action or natural and technological disasters on all aspects of civil life. This task includes passive measures, such as moving into shelters. (JP 1, JP 3-0, JP 3-07, JP 3-08, JP 3-26)

M1	Instances	Of staff assistance and liaison visits to Federal and State Emergency Management Offices.
M2	Minutes	To establish links to Federal Emergency Management Agency (FEMA) and State Emergency Management Offices to support civil defense.
M3	Percent	Of FEMA and State Emergency Management Offices, maintain on-line communications with DOD communications centers.
M4	Percent	Of victims have some form of shelter within 24 hours of disaster.
M5	Percent	Of victims have access to potable water within 24 hours of disaster.
M6	Percent	Of victims that have one warm meal each day within 24 hours of disaster.
M7	Instances	Of DOD forces (active and/or Reserve Component(s) (RC)) conducting humanitarian assistance in support of domestic civil authorities.
M8	Hours	For DOD personnel or equipment to arrive at scene of a natural disaster (after receiving a request).
M9	Hours	For DOD personnel or equipment to arrive at scene of a natural disaster (after occurrence).

## SN 8.2.5 Provide DOD/Government-Wide Intelligence Support

**DJS Approval Date:** 06-SEP-05

**Description:** Provide specified intelligence support to DOD/government agencies. Support to combatant commanders includes supporting the combatant commanders' unique intelligence requirements. Provide assistance to Services and other Department of Defense and national level. (JP 2-01)

M1	Percent/Number	Priority intelligence requirements (PIRs) from Services and other national level agencies satisfied.
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## SN 8.3 Coordinate Military Activities within the Interagency Process

**DJS Approval Date:** 30-OCT-06

**Description:** To work with representatives of the other executive departments and agencies to resolve issues involving operations both overseas and domestic. (JP 0-2, JP 1, JP 3-0, JP 3-08)

**Notes:** This task includes working within the interagency process and establishing informal liaisons to ensure the resolution of differences and the shaping of issues for presentation within the National Security Council System (NSCS) and the National Homeland Security Council System (NHSCS).

M1	Hours	To respond to requests for humanitarian assistance.
M2	Percent	Of Congressional oversight foreign deployments approved.
M3	Percent	Of intelligence and security operations (requiring notification of select committees), considered favorably.
M4	Percent	Of agencies have permanent Joint Staff or Office of the Secretary of Defense (OSD) liaison officer(s) (LNOs) in place.
M5	Percent	Of interagency visits have special badge (e.g. escort) procedures.
M6	Percent	Of actions, forwarded with Joint Staff developed hedges against failure.
M7	Percent	Of actions, forwarded with DOD coordinated hedges against failure.
M8	Percent	Of actions, forwarded with interagency process coordinated hedges against failure.
M9	Percent	Of interagency meetings include Chairman of the Joint Chiefs of Staff (CJCS)/Joint Staff (JS) representatives.
M10	Percent	Of instances of interagency actions not integrating

	nuclear, biological, and chemical (NBC) requirements.
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## SN 8.3.1 Coordinate and Control Policy for the Conduct of Operations

**DJS Approval Date:** 06-SEP-05

**Description:** To work with the other partners in the interagency process to ensure that all ideas going forward to the President have been fully understood by all interagency participants. To also ensure that decisions taken within the interagency process are passed to those who must execute those decisions and to ensure the proper execution of those decisions, within the intent of the President. (JP 0-2, JP 1, JP 3-0, JP 3-08)

M1	Percent	Of DOD decisions, involving deployment of US forces, made with interagency coordination.
M2	Percent	Of DOD decisions, involving employment of US forces, made with interagency coordination.
M3	Percent	Of non-DOD decisions, involving employment of US forces made with interagency coordination.
M4	Hours	To pass a Presidential Decision to combatant commands.
M5	Hours	To execute a Presidential Decision by a combatant commander.
M6	Percent	Of DOD actions have other interagency actors take appropriate supporting actions.
M7	Percent	Of DOD positions have other interagency participants take appropriate supporting positions (at Presidential level).

## SN 8.3.2 Conduct Information Management in the Interagency Process

**DJS Approval Date:** 05-OCT-07

**Description:** To establish and operate an integrated knowledge/information management architecture and protocol that ensures that maximum information is made available to all participants in the interagency process through knowledge/information management



in a collaborative information environment that includes whole-of-government planning, training, and exercising. (JP 2-01, JP 3-0, JP 3-08VI, JP 3-08VII, JP 6-0, DODD 3000.05)

**Notes:** This task includes protecting sources of information outside the normal government information processes and ensuring that the flow of information does not overwhelm the process, thus hiding important facts within a large volume of data.

M1	Hours	To prepare and disseminate information packages to non-DOD players for interagency meetings.
M2	Hours	To initiate implementing action for National Security Council (NSC) decisions.
M3	Hours	To complete debriefing interagency meetings to DOD and Joint officials.
M4	Percent	Of concerned agencies participating in interagency process.

### **SN 8.3.3 Establish Interagency Cooperation Structures**

**DJS Approval Date:** 06-SEP-05

**Description:** To work within the interagency process, ensuring knowledgeable personnel represent the views of the Joint Chiefs of Staff and the combatant commanders. This task includes participating within the process of those departments and agencies not normally represented in the interagency process, to ensure full coordination within the Executive Branch. This task also includes the establishment, where needed, of informal processes of liaison. (JP 0-2, JP 1, JP 3-08, CJCSI 3110.14)

M1	Hours	To coordinate action/option with agency.
M2	Percent	Of involved agencies have permanent Joint Staff liaison officer (LNOs) in place.
M3	Percent	Of involved agencies have permanent Joint Staff or Office of the Secretary of Defense (OSD) LNOs in place.
M4	Percent	Of interagency visits have special badge (e.g. escort) procedures.

## SN 8.3.4 Coordinate Consequence Management (CM) in the Interagency Arena

**DJS Approval Date:** 06-SEP-05

**Description:** Moved to SN 9.2.2 (None)

M1	None	None
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## SN 8.3.5 Coordinate DOD/Government Information Operations (IO)

**DJS Approval Date:** 06-SEP-05

**Description:** To work with the Services, combatant commands, and civil/military agencies on issues involving offensive and defensive information operations (IO). This task involves coordinating judicial, law enforcement, and military efforts to affect adversary information and information systems and in protecting DOD information and information systems. (JP 3-08, JP 3-13, CJCSI 3210.01, CJCSI 6510.01B)

M1	Yes/No	Identifications and organization of appropriate agencies and organizations to support interagency process.
M2	Yes/No	Development and approval of information operations.
M3	Percent	Recommended versus approved DOD capabilities and activities employed in support of information operations tasks.
M4	Percent	Recommended versus approved non-DOD capabilities and activities employed in support of information operations tasks.

## SN 8.3.6 Coordinate Personnel Recovery in the Interagency Process

**DJS Approval Date:** 30-OCT-06

**Description:** To work with Services, combatant commands, and other US government (USG) agencies to plan and execute personnel recovery operations and to ensure a viable and robust personnel recovery capability is established for the USG that is coordinated and integrated in order to report, locate, support, recover, and reintegrate personnel

who have been isolated. (NSPD 12, DODI 1300.21, DODI 1300.23, DODI 2310.3, DODI 2310.4, DODI 2310.5, DODI 2310.6, DODD 1300.7, DODD 2310.2, CJCSI 3270.01)

M1	Yes/No	Department of Defense (DoD) personnel recovery preparation, planning, execution and adaptation includes interagency coordination.
M2	Months	To coordinate non-conventional assisted recovery requirements between DoD and other United States Government (USG) agencies.
M3	Time	To coordinate needed support for an isolation event with an interagency partner.
M4	Yes/No	There is a validated DoD/Interagency process that adequately responds to nonconventional assisted recovery (NAR) requirements.

## **SN 9 Manage Strategic Combating Weapons of Mass Destruction (CWMD) (Chemical, Biological, Radiological, and Nuclear [CBRN]) Programs**

**DJS Approval Date:** 13-MAY-08

**Description:** To take actions nationally and globally to ensure the United States, its Armed Forces, allies, coalition partners, and interests are neither coerced nor attacked by enemies using weapons of mass destruction (WMD). (CJCSI 3110.16A, CJCSI 3112.01, CJCSI 3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3520.02A, DODD 2060.02, DODI 2000.21, JP 2-0, JP 2-01, JP 3-0, JP 3-07.1, JP 3-08, JP 3-10, JP 3-11, JP 3-13, JP 3-40, JP 3-41, JP 4-01, JP 5-0, JP 6-0, Joint Handbook for WMD-Elimination Operations.)

**Notes:** This task includes the full range of military tools that support the U.S. government's political, economic, and diplomatic efforts to carry out the 3 pillars of CWMD: nonproliferation actions to dissuade and/or deny WMD proliferation; counterproliferation actions taken to defend, defeat, and deter WMD use and subsequent use; and WMD consequence management (CM) actions to protect, respond, recover, and restore emergency essential services after WMD use. This task requires national synchronization between the 3 pillars. This task also addresses enabling actions to facilitate CWMD missions: communications systems, interagency coordination, and strategic communications.

M1	Number	Of nations with nuclear attack capability.
M2	Number	Of nations with chemical attack capability.
M3	Number	Of nations with biological attack capability.
M4	Percent	Change in number of WMD capable states over past years.
M5	Number	Of non-state actors with assessed WMD capabilities.
M6	Number	Of plans with CWMD actions included.
M7	Instances	Of deterrence failure resulting in WMD use.
M8	Instances	Of deterrence successes where an identified WMD capability was not used.
M9	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and required storage of WMD in a nation-state.
M10	Days/Hours	To describe the posture and disposition of the nation-state's WMD munitions, delivery systems, and units.
M11	Number	Of U.S. CWMD and supporting forces reporting C-1 or C-2 in unit Global Status of Resources and Training System (GSORTS) database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M12	Number	Of Proliferation Security Initiative (PSI) exercises synchronized with other joint and combined exercise programs.
M13	Number	Of coordinated PSI exercises, as appropriate, with USTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) spectrums.
M14	Days	To identify terrorist organizations acting alone or with state sponsorship, which possess or are attempting to acquire WMD, and synchronize information sharing with affected combatant commands and supporting combat support

		agencies (CSAs).
M15	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that, either through accident, wartime collateral damage, or terror/sabotage, could release toxic industrial materials (TIMs), and synchronize information sharing with affected combatant commands and supporting CSAs.
M16	Hours	To produce weapons effects analysis for a single CBRN target in response to combatant command prioritization.
M17	Days	To assist with initial consequence assessment and hazard prediction for contingency planning request for a single WMD event.
M18	Hours	To assist with battle damage assessment (BDA) results for a single attack on a single WMD target.
M19	Hours	Provide reachback capabilities with (SMEs) for WMD requests for information 24/7.
M20	Days	To supply WMD teams with SMEs in response to combatant command or civil authority requests.
M21	Annual Incidents	Of new bilateral strategic cooperation in R&D of counterproliferation projects (e.g., active and passive defenses, counterforce and CM), and synchronize information sharing with affected combatant commands and supporting CSAs.
M22	Percent	Of improvement each year in allies' and friends' counterproliferation capabilities.
M23	Yes/No	OSD has coordinated multinational support for Weapons of Mass Destruction-Elimination (WMD-E) Threat Reduction Cooperation (TRC) operations (including overflight and transit of WMD with host nations (HNs) from location of origin to location of elimination) and synchronized information sharing with affected combatant commands and supporting CSAs.
M24	Yes/No	OSD has coordinated with Department of State (DOS) and Chairman of the Joint Chiefs of Staff (CJCS) to obtain international WMD-E legal authorities, exercises, protocols, standards, and agreements and synchronized information sharing with affected combatant commands and supporting CSAs.

M25	Yes/No	OSD has coordinated with the National Counterproliferation Center (NCPC) to enhance intelligence support regarding WMD capabilities of all state and non-state actors and synchronized information sharing with affected combatant commands and supporting CSAs.
M26	Yes/No	Joint Warning and Reporting Network (JWARN) is 100 percent integrated and operational with global C2 communications, joint/multinational forces, necessary non-DOD organizations, and alert and warning systems.
M27	Yes/No	CJCS has apportioned resources for WMD planning and mission execution, coordinated interagency support for WMD-E operations, and synchronized information sharing with affected combatant commands and supporting CSAs.

## SN 9.1 Enable Strategic Combating Weapons of Mass Destruction (CWMD) Programs

**DJS Approval Date:** 14-MAY-08

**Description:** To direct, develop, and synchronize dynamic, highly effective strategies that take full advantage of present day opportunities of new technologies, increased emphasis on intelligence collection and analysis, the strengthening of alliance relationships, the exercise of international law and custom and practice with non-partner nations, and the establishment of new partnerships to deter and counter the use of chemical, biological, radiological, and nuclear (CBRN) devices as weapons of mass destruction (WMD). (CJCSI 3110.16A, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3520.02A, DODD 2060.02, DODI 2000.21, JP 2-0, JP 2-01, JP 3-0, JP 3-08, JP 3-11, JP 3-13, JP 3-40, JP 3-41, JP 5-0, JP 6-0)

**Notes:** This task enables reachback capability to U.S. government (USG) intelligence and science/technology resources and SMEs. This task relies heavily on the enabling programs of communications systems, interagency coordination, and strategic communications.

M1	Number	Of countries predicted to transfer WMD/CBRN technologies.
M2	Number	Of state and non-state actors predicted to purchase WMD/ CBRN technologies.

M3	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M4	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M5	Yes/No	JWARN is fully integrated and 100 percent mission capable.
M6	Number	Of U.S. CWMD and support forces reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M7	Number	Of synchronized PSI exercises with other joint and combined exercise programs.
M8	Number	Of coordinated PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M9	Years	To develop and transition peacetime S&T capabilities to an acquisition product for the warfighter.
M10	Annually	Update S&T roadmaps depicting technology initiative, transition opportunities, and evolutionary insertions.
M11	Yes/No	Quarterly Technology Transition Review meetings were held to assess potential S&T programs for transition.
M12	Hours	To process and prioritize combatant command requests for information/requests for assistance (RFIs/RFAs).
M13	Yes/No	Provide reach-back capabilities with SMEs for CBRN requests for information 24/7.
M14	Time	To establish intelligence requirements.
M15	Percent	Of strategic intelligence, surveillance, and reconnaissance (ISR) assets assigned to monitoring adversary's CBRN capabilities.

M16	Percent	Of COAs forwarded with branches and sequel options against failure, previously coordinated within interagency process.
M17	Percent	Of U.S. security deployments, made to nations with treaty ties or other bilateral agreements/arrangements with the United States.
M18	Minutes	To begin transmitting situation monitoring, threat warning, and attack assessment messages (availability of Nuclear Command and Control System [NCCS] communications and intelligence systems).

## **SN 9.1.1 Provide Strategic Chemical, Biological, Radiological, and Nuclear (CBRN) Situational Awareness**

**DJS Approval Date:** 13-MAY-08

**Description:** To characterize the global WMD threat and proliferation situation for Chairman of the Joint Chiefs of Staff, national defense decision makers, and combatant commanders, through the enabling programs of C2, communications systems, ISR, interagency coordination, and strategic communications, for the purpose of detecting, deterring, disrupting, and defeating WMD hazards. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 6731.01B, CJCSI 8510.01A , JP 2-0, JP 2-01, JP 3-13, JP 3-40, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** This task allows DOD and interagency leadership to develop a clear understanding of the current and predicted global threat and proliferation situation in near real-time. It informs decision makers, provides information relating to CBRN research, development, production and storage, camouflage, concealment and deception practices, proliferation networks, actual and potential transfer or movement of sensitive CBRN or delivery system related materials, technologies, and expertise to/from state and/or non-state actors of proliferation concern. The characterizations provide the basis of developing CBRN COAs against adversaries to affect warning and intervention actions. This task is closely related to identifying an enemy's capability and potential COAs (SN 2.4.1.2 Determine Enemy's Global Capabilities and Strategic Courses of Action) for use of CBRN as a weapon, along with their potential for developments in basic and applied sciences (SN 2.4.2.5 Provide Scientific and Technical Intelligence for R&D and Force Planning).



M1	Number	Of countries/states predicted to transfer CBRN technologies.
M2	Number	Of non-state players in search of CBRN and related technologies.
M3	Number	Of non-state players predicted to transfer CBRN technologies.
M4	Number	Of CBRN weapons capabilities detected and identified.
M5	Number	Of CBRN weapons capabilities eliminated per year.
M6	Number	Of CBRN weapons capabilities accelerated per year.
M7	Instances	Of CBRN events occurring globally per year.
M8	Instances	Of adversary CBRN exercises/tests per year.
M9	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required, and synchronize information sharing with affected combatant commands and supporting CSAs.
M10	Days	To describe the posture and disposition of the nation-state's WMD delivery systems, and units, and synchronize information sharing with affected combatant commands and supporting CSA.
M11	Yes/No	JWARN is fully integrated and 100 percent mission capable.
M12	Days	To identify terrorist organizations, acting alone or with state sponsorship, which possess or are attempting to acquire WMD, and synchronize information sharing with affected combatant commands and supporting CSAs.
M13	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs, and synchronize information sharing with affected combatant commands and supporting CSAs.
M14	Days	To establish a mutually supporting CBRN warning and reporting system, i.e., Nuclear Biological Chemical Warning and Reporting System (NBCWRS), that is integrated with and linked to JWARN.
M15	Yes/No	RFIs received.

M16	Yes/No	RFIs processed within 36 hours.
M17	Hours	To update and confirm data reported to combatant command (after daily briefing).
M18	Percent	Of reports/messages delivered to designated recipient within specified time limits.
M19	Percent	Of events accurately disseminated by intelligence producer to appropriate customers on time.
M20	Number	Of CBRN detection/monitoring systems 100 percent operational at each DOD facility, base, installation, and linked to a visual situational awareness display for the appropriate C2 organization.

## SN 9.1.2 Provide Chemical, Biological, Radiological, and Nuclear (CBRN) Strategy

**DJS Approval Date:** 13-MAY-08

**Description:** To develop and revise national and/or multinational military strategies based on CBRN situational awareness. Task promotes interoperability, synchronization, and integration of CBRN capabilities to include review and modification of existing protocols, standards, and agreements when necessary. (CJCSI 3401.01D, CJCSI 3401.02A , JP 2-0, JP 2-01, JP 3-0, JP 3-07.3, JP 3-11, JP 3-13, JP 3-40, JP 3-41, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** This task is closely related to SN 5 Provide Strategic Direction and Integration. This task also focuses on the establishment of interoperability and common procedures and formats for CBRN planning, preparation, execution, and assessment. In addition, this task includes establishment and maintenance of domestic and international standards, and formats for plotting and predicting CBRN hazards.

M1	Number	Of countries/states predicted to transfer CBRN technologies.
M2	Number	Of non-state players in search of CBRN and related technologies.
M3	Number	Of non-state players predicted to transfer CBRN technologies.
M4	Number	Of CBRN weapons/systems detected and identified per year.
M5	Yes/No	JWARN is fully integrated and 100 percent mission

		capable.
M6	Number	Of U.S. CWMD and support forces reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element) or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M7	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required, and synchronize information sharing with affected combatant commands and supporting CSAs.
M8	Days	To describe the posture and disposition of the country's WMD munitions, delivery systems, and units.
M9	Yes/No	RFIs received.
M10	Yes/No	RFIs processed within 36 hours.
M11	Hours	To update and confirm data reported to combatant commander (after daily briefing).
M12	Percent	Of reports/messages delivered to designated recipient within specified time limits.
M13	Percent	Of events accurately disseminated by intelligence producer to appropriate customers on time.
M14	Time	To establish intelligence requirements.
M15	Percent	Of strategic ISR assets assigned to monitoring adversary's CBRN capabilities.
M16	Weeks	To respond to Joint Staff Joint Planning and Execution Community (JPEC) tasking; complete plans review process.
M17	Number	Of DOD CBRN policy statements, directives, and instructions revised or published per year.
M18	Number	Of joint and multi-service CBRN publications published or revised per year.
M19	Number	Of C2 and communications systems equipment items issued for each DOD facility, base, or installation that is 100 percent integrated and interoperable with JWARN, and linked to a C2 situational awareness video display.

M20	Annual Incidents	Of new bilateral strategic cooperation in R&D of counterproliferation projects (e.g., active and passive defenses, counterforce, and CM), and synchronize information sharing with affected combatant commands and supporting CSAs.
M21	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN training and operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M22	Days	To synchronize information sharing about CWMD force readiness with affected combatant commands and CSAs.

### **SN 9.1.3 Support Chemical, Biological, Radiological, and Nuclear (CBRN) Defense**

**DJS Approval Date:** 14-MAY-08

**Description:** To assist with the defense against CBRN threats by providing reachback capability to intelligence and S&T SMEs to include operational system applications support for detection and analysis of the CBRN threat to protect forces. To advocate and conduct scientific studies and experiments directed toward increasing knowledge and understanding in those scientific fields related to national security needs concerning passive defense against chemical and biological agents. (CJCSI 3125.01A, CJCSI 3214.01C, JP 2-0, JP 3-08, JP 3-11, JP 3-13, JP 3-40, JP 3-41, JP 5-0, JP 6-0, Joint Handbook WMD-Elimination Operations, NMS-CWMD)

**Notes:** This task includes advocating acceptance of CBRN indicators/results and responding to CBRN incidents to provide on-site and/or technical reach-back capable SMEs throughout the duration of such events.

M1	Number	Of Advance Concept Technology Demonstrations (ACTDs)/Joint Concept Technology Demonstrations (JCTDs)/Technology Demonstrations (TDs) supported for resolving CBRN defense material and doctrinal deficiencies per fiscal year (FY).
M2	Number	Of CBRN detectors fielded per year.
M3	Number	Of collective protection shelters fielded per year.

M4	Percent	Of U.S. CWMD and support forces reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element) or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M5	Number	Of CBRN Joint Force Training (JFT) events: a. Command Post Exercises (CPX) conducted per FY. b. Table Top Exercises (TTEX) conducted per FY. c. Field Training Exercises (FTX) conducted per FY.
M6	Number	Of CBRN Senior Leadership courses conducted per FY.
M7	Instances	Of CBRN S&T conferences/symposiums conducted per Chairman of the Joint Chiefs of Staff directives per FY.
M8	Instances	Of CBRN doctrinal/non-material solutions published in JPs and JTTPs per FY.
M9	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.
M10	Days	To supply CBRN teams with SMEs in response to combatant command or civil authority requests.
M11	Yes/No	100 percent of S&T roadmaps updated annually depicting technology initiative, transition opportunities, and evolutionary insertions.
M12	Number	Of C2 and communications systems equipment items issued for each DOD facility, base, or installation that is 100 percent integrated and interoperable with JWARN and linked to a C2 situational awareness video display.
M13	Annual Incidents	Of new bilateral strategic cooperation in R&D of counterproliferation projects (e.g., active and passive defenses, counterforce, and CM), and of synchronized information sharing with affected combatant commands and supporting CSAs.
M14	Yes/No	CJCS has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN training, operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M15	Yes/No	OSD has coordinated multinational support for

		WMD-E TRC operations (including overflight and transit of WMD with HNs from location of origin to location of elimination) and synchronized information sharing with affected combatant commands and supporting CSAs.
M16	Yes/No	OSD has coordinated with DOS and the Chairman of the Joint Chiefs of Staff to obtain international WMD-E/TRC legal authorities, exercises, protocols, standards, and agreements, and synchronized information sharing with affected combatant commands and supporting CSAs.
M17	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding WMD capabilities of all state and non-state actors, and synchronized information sharing with affected combatant commands and supporting CSAs.

## **SN 9.1.4 Manage Chemical, Biological, Radiological, and Nuclear (CBRN) Logistic Resources**

**DJS Approval Date:** 13-MAY-08

**Description:** To manage CBRN logistic resources for global operations. (CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3431.01B, CJCSI 4310.01B, DODI 2000.16, JP 2-0, JP 3-0, JP 3-11, JP 3-40, JP 4-01.5, NMS-CWMD)

**Notes:** This task applies and adapts joint operation plans and procedures to determine logistic requirements necessary to support CBRN mission requests for assistance and pre-stages logistic resources to meet mission expectations. Task includes coordinating with international strategic incident managers, developing and executing operations orders for CBRN planning, planning support for coordination with incident management efforts, and anticipating future resource and operational requirements for the incident. Involves collaborative planning and the integration of data and information to effectively assess and define incidents for identification of required response/mitigation activities and associated resources. Encompasses identification and availability of non-DOD resources and agreements in place for over flying/transiting sovereign nations to support DOD CBRN activities, thereby reducing the level of resource commitment by DOD and synchronizing DOD's response with other responding entities in

accordance with National Response Framework (NRF), NRF/Catastrophic Incident Supplement (CIS), or DOS initiatives.

M1	Number	Of ACTDs/JCTDs/TDs supported to resolve CBRN defense material deficiencies per FY.
M2	Number	Of new CBRN defense materials items “fast tracked” into acquisition by Joint Program Executive Office-Chemical, Biological (JPEO-CB) per FY.
M3	Number	Of CBRN passive defense pre-positioning containers that are fully stocked and deployed in combatant command areas of responsibility per FY.
M4	Number	Of combatant commands 90 percent+ CBRN operationally ready per FY.
M5	Number	Of U.S. CWMD and supporting forces reporting C-1 or C-2 in unit GSORTS database per FY. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M6	Yes/No	JWARN is fully integrated and 100 percent mission capable.
M7	Weeks	From decision to procure/produce to approval of plan.
M8	Weeks	From decision to improve/modify to approval of implementing plan.
M9	Yes/No	Balanced scorecard, personnel readiness issues, or shortfalls that impact on the capability to accomplish the mission-essential task (MET).
M10	Percent	Of completed cooperative logistic agreements (including overflight/transit) accomplished within 5 years.
M11	Number	Of procedures for identifying and allocating critical materiel from global storage locations during crisis operations.
M12	Number	Of established agreements with other non-DOD national agencies for storing and distribution procedures for those agency resources.
M13	Number	Of liaison operations established with participating entities for an integrated and responsive

		national/international response.
M14	Percent	Of contracts on-schedule for sustainment services.
M15	Days	Delay between CJCS warning order and briefing of contractor representatives.
M16	Percent	Of theater sustainment services provided by third party logistics (contractor services).
M17	Percent	Of contractor personnel who have equipment to allow them to deploy forward to the theater.
M18	Days	Delay in contract performance because of lack of specialized training.
M19	Number	Of personnel from Reserve Component (RC) activated to replace contractor personnel not prepared to deploy to the theater.
M20	Days	For contractor review of draft OPLAN.
M21	Percent	Of personnel support contracted.
M22	Yes/No	Contractors prepared to operate under theater CBRN conditions.
M23	Hours	For combatant command staff to prepare response to coalition proposals during negotiations.
M24	Percent	Of demands satisfied by combatant command.
M25	Percent	Of nations provided guidance/training on common and agreed upon structure.

## **SN 9.1.5 Provide Chemical, Biological, Radiological and Nuclear (CBRN) Department of Defense (DOD) National/Global Command and Control (C2)**

**DJS Approval Date:** 14-MAY-08

**Description:** To provide national/global CBRN C2 to DOD forces, personnel, units, and equipment conducting or supporting CBRN missions. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3137.01C, CJCSI 3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3431.01B, CJCSI 6731.01B, DODD 5525.5, DODI 2000.18, JP 3-08, JP 3-13, JP 3-40, JP 6-0, NMS-CWMD)

**Notes:** Includes the establishment of liaison operations with participating entities for an integrated and agile national/international response to the incident and allocating and tasking resources in



accordance with established agreements with other non-DOD national agencies. Includes the processing of formal interagency request for assistance (RFA) and integrates and collaborates with participating entities. It also encompasses the establishment and operation of a national strategic CBRN response C2 structure. The decision to employ specialized CWMD capabilities for simultaneous operations demands a highly flexible and adaptive C2 process informed by timely, credible, and actionable intelligence. The ability to share timely information among commanders, other USG agencies, our allies, and coalition partners in a multi-layered security environment is essential to operational success in CWMD. Senior leaders require common, timely, accurate, and relevant information for decisions that affect resources, plans, and the employment of capabilities to CWMD, some of which may be high-demand, low-density assets.

M1	Yes/No	JWARN is 100 percent integrated and mission capable.
M2	Number	Of U.S. CWMD and support forces are reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M3	Number	Of DOD national/global CBRN C2 exercises conducted annually.
M4	Number	Of combatant command's 90 percent+ CBRN operationally ready per FY.
M5	Quarterly	CBRN National/Global C2 communications tests involving every applicable USG organization, combatant command, and subordinate joint force.
M6	Number	Of required communications systems to operate within the Global Command and Control System (GCCS), which includes the National Military Command System (NMCS), Global Transportation Network (GTN), combatant command, Service component, USSOCOM command, control, communications, computers, and intelligence, surveillance and reconnaissance (C4ISR) systems, or similar systems that may be established or required.
M7	Number	Of national/global CBRN C4ISR nets available to

		conduct or support CBRN mission.
M8	Number	Of established liaison operations with participating entities for an integrated and responsive national/international response to a CBRN incident.
M9	Number	Of agreements with other non-DOD national agencies to allocate and task resources.
M10	Number	Of formal interagency RFAs.
M11	Number	Of established and operational national strategic CBRN response C2 structures.
M12	Number	Of outages in Joint Global C2 Systems (GCCS-J).
M13	Yes/No	Joint C2 programs that deliver products related to current readiness within established Acquisition Program Baseline thresholds.
M14	Yes/No	Community of interest bandwidth available.
M15	Days	To provision/implement services.
M16	Percent	Of access circuit availability.
M17	Percent	Of satellite constellation availability.
M18	Hours	To provide strategic direction to assigned or supporting forces after receipt of an order.
M19	Hours	For C2 systems to transmit order worldwide.
M20	Hours	To access and display databases in a CBRN weapon situation.
M21	Percent	Of strategic ISR assets assigned to monitoring adversary's CBRN capabilities, and of synchronized information sharing with affected combatant commands and supporting CSAs.
M22	Yes/No	Liaison established with the National Guard Bureau to facilitate a DOD link to DOS's communication system.

## **SN 9.1.6 Prepare Chemical, Biological, Radiological, and Nuclear (CBRN) Consequence Management Response Forces (CCMRF)**

**DJS Approval Date:** 13-MAY-08

**Description:** To develop, and synchronize DOD strategies, protocols, standards, and coordination mechanisms to ensure CBRN force readiness. (CJCSI 3110.16A, CJCSI 3401.01D, CJCSI 3401.02A , DODI 2000.18, JP 3-11, JP 3-40, JP 3-41, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** This task requires planning and preparing to execute a response to and assess actual CBRN events, and to participate in national and international CBRN exercises and rehearsals to ensure DOD is ready and prepared to accomplish assigned CWMD missions. This task also includes after-action reporting and lessons-learned. This task integrates with SN, ST, and OP tasks; i.e., SN 9.1.5, Provide CBRN DOD National/Global Command and Control. Commanders at all echelons are responsible to prepare their commands to accomplish assigned missions. CWMD requires different types of training depending on duty positions. Commanders should accomplish joint training in accordance with approved doctrine.

M1	Number	Of joint CBRN exercises/rehearsals conducted per FY.
M2	Number	Of joint senior leader CBRN training classes conducted per FY.
M3	Number	Of U.S. CWMD and supporting forces reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element) or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M4	Number	Of CBRN courses conducted for deployable civilians and contractors per FY.
M5	Yes/No	JWARN is fully integrated and 100 percent mission capable.
M6	Number	Of exercises that accurately capture CWMD lessons learned in Joint Universal Lessons Learned System (JULLS).
M7	Days	To develop and synchronize DOD strategies, protocols, standards, and coordination mechanisms to ensure CBRN force readiness.
M8	Number	Of planned CBRN training events per FY.
M9	Number	Of executed CBRN training events per FY.
M10	Number	Of assessed CBRN training events per FY.

M11	Number	Of national and international CBRN exercises and rehearsals participated in per FY to ensure DOD forces are ready and prepared to accomplish assigned CWMD missions.
M12	Number	Of after-action reports and lessons-learned developed from each CBRN training event.
M13	Number	Of CBRN detection/monitoring systems 100 percent operational at each DOD facility, base, and installation, linked to a visual situational awareness display for the appropriate C2 organization.
M14	Yes/No	CJCS has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN training and operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M15	Number	Of new CBRN defense materials items “fast tracked” into acquisition by JPEO-CB per FY.
M16	Percent	Of required manpower resources fully funded by combatant commands.
M17	Yes/No	National Guard Bureau’s 90 percent operationally ready CBRN response capability utilized.

## **SN 9.1.7 Support Chemical, Biological, Radiological, and Nuclear (CBRN) Forensics and Attribution**

**DJS Approval Date:** 13-MAY-08

**Description:** To support an interagency incident investigation of CBRN incidents to analyze CBRN materials and related materials and to determine sequence of events leading up to the incident, the type of incident, and determine responsible parties for attribution. (DODD 3150.5, DODD 5105.62, NMS-CWMD)

**Notes:** Task requires assessment to identify and characterize the total extent of the CBRN incident. This includes DOD support to the employment of national strategic ISR assets for CBRN incident zone determination, hazard detection, identification, quantification, and attribution. Also, this includes analyzing interagency intelligence information and data provided by intelligence agencies or resources and

collaborating with interagency and international entities. “Attribution” refers to the rapid fusion of technical forensic data with intelligence and law enforcement information to identify the source of the materials, and determine their points of origin and routes of transit.

M1	Yes/No	Are CBRN forensic protocols established in a JP or DOD instruction/manual?
M2	Yes/No	Are CBRN forensic capabilities identified and integrated into concept plans (CONPLANs)?
M3	Yes/No	Are CBRN forensic capable units/organizations personnel and equipment requirements filled?
M4	Yes/No	Has CBRN forensic interagency memorandum of agreement or understanding been vetted and executed?
M5	Yes/No	Has the CBRN forensic sampling transportation been planned and coordinated with USTRANSCOM?
M6	Yes/No	Has the CBRN forensic sampling transportation been integrated into the respective CONPLAN/OPLAN (ensuring proper chain of custody) and synchronized through training, rehearsals, and exercises?
M7	Days	To support an interagency incident investigation to exploit CBRN incidents to determine sequence of events leading up to the incident, the type of incident, and determine responsible parties for attribution.
M8	Days	To identify and characterize the total extent of the CBRN incident.
M9	Number	Of national strategic ISR assets for CBRN incident zone determination, hazard detection, identification, quantification, and attribution.
M10	Days	To analyze interagency intelligence information and data provided by intelligence agencies or resources collaborating with interagency and international entities.
M11	Days	For the rapid fusion of technical forensic data with intelligence and law enforcement information.
M12	Hours	To provide reachback capabilities with SMEs.
M13	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding CBRN capabilities of all state and non-state actors, and synchronized

		information sharing with affected combatant commands and supporting CSAs.
M14	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN-forensics operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M15	Yes/No	OSD has coordinated with Department of State and Joint Staff to obtain international CBRN forensics legal authorities, exercises, protocols, standards, and agreements, and synchronized information sharing with affected combatant commands and supporting CSAs.
M16	Yes/No	Has a U.S. Army Support Command been integrated into CBRN-forensics planning, interagency coordination, and mission execution?

## SN 9.2 Synchronize Nonproliferation (NP) Programs

**DJS Approval Date:** 14-MAY-08

**Description:** To integrate and develop DOD NP efforts, to include strategies, doctrine, protocols, standards, and coordination mechanisms that prevent the proliferation of WMD by dissuading or impeding access to, or distribution of, sensitive technologies, material, and expertise. (CJCSI 3401.01D, CJCSI 3401.02A, DODD 3150.5, DODD 5105.62, JP 3-40, NMS-CWMD)

**Notes:** Conduct high-level interagency coordination of the DOD aspects of NP activities.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M2	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M3	Number	Of synchronized PSI exercises with other joint and combined exercise programs.
M4	Number	Coordinate PSI exercises, as appropriate, with

		USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M5	Days	To identify terrorist organizations acting alone or with state sponsorship that possess or are attempting to acquire WMD.
M6	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs.
M7	Yes/No	JWARN is fully integrated and 100 percent mission capable.
M8	Number	Of joint CBRN exercises/rehearsals conducted per FY.
M9	Number	Of joint senior leader CBRN training classes conducted per FY.
M10	Yes/No	DOD personnel are trained to execute DOD responsibilities under international nonproliferation agreements.
M11	Months	To identify relevant participants and determine roles and responsibilities via approved exercise.
M12	Months	To establish coordination, communication, and operation plans for joint DOD and government/industry via approved exercise.
M13	Months	To establish mechanisms and processes for sharing information on stockpiles and surge capacities via approved exercises.
M14	Months	To establish alert and notification mechanisms via approved exercises.
M15	Months	To coordinate public awareness and education efforts via approved exercises.
M16	Number	Of nations with nuclear attack capability.
M17	Number	Of nations with chemical attack capability.
M18	Number	Of nations with biological attack capability.
M19	Percent	Change in number of CBRN -weapon capable states over last year.
M20	Number	Of non-state actors with assessed CBRN capabilities.

M21	Number	Of national plans that could be affected by threat countries having CBRN weapons.
M22	Instances	Of deterrence failure resulting in CBRN weapon acquisition.
M23	Instances	Of deterrence successes where an identified CBRN capability was not acquired.
M24	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M25	Percent	Of strategic forces without CBRN shortfall or limiting factor remarks in unit GSORTS database or without downgraded C-ratings in Chem-Bio Defense Readiness and Training portion of GSORTS database.
M26	Number	Of annual visits with allies and friends to discuss mutual state of CBRN defense programs, training, exercises, and doctrine within the counterproliferation functional areas.
M27	Annual Incidents	Of new bilateral strategic cooperation in R&D of counterproliferation projects (e.g., active and passive defenses, counterforce, and CM), and of synchronized information sharing with affected combatant commands and supporting CSAs.

## **SN 9.2.1 Synchronize Weapons of Mass Destruction (WMD)/Chemical, Biological, Radiological, and Nuclear (CBRN) Threat Reduction Programs**

**DJS Approval Date:** 13-MAY-08

**Description:** To synchronize the DOD aspects of WMD/CBRN domestic and international protocols, and standards, for threat reduction with representatives of other nations and regional/intergovernmental organizations. (CJCSI 3520.02A , DODD 2060.02, DODD 5105.65, JP 2-0, JP 2-01, JP 3-0, JP 3-11, JP 3-40, NMS-CWMD)

**Notes:** This task includes activities undertaken with the consent and cooperation of HN authorities to enhance physical security, emplace



detection equipment, and reduce, dismantle, redirect, and/or improve protection of DOS's existing WMD programs, stockpiles, and capabilities. This task promotes interoperability and integration of passive defense capabilities, including establishing, reviewing, protocols, standards, and agreements when appropriate and necessary. This task may include CBRN passive defense training of HN forces. The military and applicable HNs must be prepared to provide support for these missions once approved by the Secretary of Defense. Although not primarily a combatant commander responsibility, combatant commanders must maintain visibility of these efforts to ensure theater security cooperation plans and security measures are consistent with threat reduction initiatives. This task is closely tied to SN 9.1.2 Provide Strategic Chemical, Biological, Radiological, and Nuclear (CBRN) Strategy.

M1	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M2	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M3	Yes/No	JWARN is fully integrated and 100 percent mission capable.
M4	Percent	Of U.S. security deployments made to nations with treaty ties to the United States.
M5	Number	Of annual visits with allies and friends to discuss mutual state of CBRN defense programs, training, exercises, and doctrine within the counterproliferation functional areas.
M6	Percent	Of improvement each year in allies' and friends' counterproliferation capabilities.
M7	Yes/No	DOD personnel are trained to execute DOD responsibilities under international nonproliferation agreements.
M8	Yes/No	OSD has coordinated multinational support for TRC operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M9	Yes/No	OSD has coordinated with DOS and the Joint Staff to obtain international TRC legal authorities, exercises, protocols, standards, and agreements, and synchronized information sharing with affected combatant commands and supporting CSAs.

M10	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding WMD capabilities of all state and non-state actors, and synchronized information sharing with affected combatant commands and supporting CSAs.
M11	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M12	Percent	Of other nations where United States develops cooperative logistics agreements/arrangements (including overflight/transit) within 5 years.

## **SN 9.2.2 Synchronize Combating Weapons of Mass Destruction (CWMD) Security Cooperation and Partner Activities Programs**

**DJS Approval Date:** 13-MAY-08

**Description:** To synchronize the DOD aspects of CWMD Security Cooperation and Partner Activities. (CJCSI 3214.01C, CJCSI 3520.02A, DODD 2060.02, DODD 5105.65 , JP 2-0, JP 2-01, JP 3-0, JP 3-11, JP 3-40, NMS-CWMD)

**Notes:** This task directly improves partner and allied capacity to combat CBRN weapons across 7 of the 8 CWMD mission areas (elimination operations, interdiction operations, active defense, passive defense, WMD CM, security cooperation & partnership activities, and threat reduction cooperation) through military-to-military contact, burden sharing arrangements, combined military activities, and support to international activities. Task directly supports the Combatant Commander's Security Cooperation program by increasing DOD support for security cooperation and partner activity programs. In addition, this task includes planning, training, and exercising HN CBRN support, which includes HN CM response capabilities for aerial ports of debarkation and seaports of debarkation (APODs/SPODs). U.S. Armed Forces should undertake cooperative activities with regional military partners that promote improved partnership capacity to combat WMD. These activities should foster common threat awareness, coalition building, and interoperability. Security cooperation activities contribute to achieve objectives that

contribute materially to the achievement of the combatant commands' specified end states.

M1	Days	To coordinate PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M2	Days	To synchronize PSI exercises with other joint and combined exercise programs.
M3	Number	Of PSI exercises, including multinational interdiction exercises sponsored by the PSI OEG, regional interdiction exercises conducted and led by the PSI partners, national interdiction exercises conducted by the PSI partners, combatant command or CJCS-sponsored exercises, functional exercises, war games, tabletops, and command post exercises.
M4	Number	Of Cooperative Defense Initiatives (CDIs) authorized, funded, and sponsored by DOD for combatant commands per year.
M5	Percent	Of improvement each year in allies' and friends' counterproliferation capabilities.
M6	Yes/No	DOD personnel are trained to execute DOD responsibilities under international nonproliferation agreements.
M7	Annual Incidents	Of new bilateral strategic cooperation in R&D of counterproliferation projects (e.g., active and passive defenses, counterforce, and CM), and of synchronized information sharing with affected combatant commands and supporting CSAs.
M8	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding WMD capabilities of all state and non-state actors, and synchronized information sharing with affected combatant commands and supporting CSAs.
M9	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN operations, and synchronized information sharing with affected combatant commands and supporting CSAs.

M10	Yes/No	Combatant command campaign plans include security cooperation activities.
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## SN 9.2.3 Synchronize Chemical, Biological, Radiological, and Nuclear (CBRN) Interdiction Programs

**DJS Approval Date:** 13-MAY-08

**Description:** To develop and synchronize Department of Defense (DOD) strategies, protocols, standards, and coordination mechanisms to stop the transit of CBRN, delivery systems, and associated technologies, materials, and expertise between states, and between state and non-state actors of proliferation concern in any environment. (CJCSI 3520.02A, DODI 2000.21, JP 2-0, JP 2-01, JP 3-0, JP 3-03, JP 3-40, NMS-CWMD)

**Notes:** This task includes operations to track, intercept, search, divert, seize, or redirect international shipments of unauthorized CBRN, related material, or CBRN development information and technology sources. Interdiction operations are designed to stop the transit of WMD, delivery systems, associated and dual-use technologies, materials, and expertise between states of concern and between state and non-state actors, whether undertaken by the military or by other agencies of government (e.g., law enforcement). Commanders must be ready to interdict WMD and related materials in non-permissive and permissive environments and coordinate efforts with other USG agencies and partner/allied states, as directed.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M2	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M3	Number	Of synchronized PSI exercises with other joint and combined exercise programs.
M4	Number	Of coordinated PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M5	Number	Of PSI exercises, including multinational

		interdiction exercises sponsored by the PSI OEG, regional interdiction exercises conducted and led by the PSI partners, national interdiction exercises conducted by the PSI partners, combatant command- or CJCS-sponsored exercises, functional exercises, war games, tabletops, and command post exercises.
M6	Days	To identify terrorist organizations acting alone or with state sponsorship that possess or are attempting to acquire WMD.
M7	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) engaging in the production, storage, and/or shipment of TIMs.
M8	Yes/No	Combatant command WMD interdiction plans seek combinations of forces and actions to achieve concentration of various dimensions.
M9	Yes/No	Combatant command WMD interdiction plans arrange interdiction actions to take advantage of friendly strengths and enemy vulnerabilities and to preserve freedom of action for future operations.
M10	Yes/No	Combatant command WMD interdiction plans prohibit the transfer of enemy WMD tactical and operational infrastructure.
M11	Yes/No	Combatant command WMD interdiction plans synchronize the actions of air, land, sea, and special operations forces.
M12	Yes/No	Combatant command WMD interdiction plans utilize and maximize unity of effort, centralized planning and direction, and decentralized execution.
M13	Yes/No	DOD has validated combatant command CWMD regional plans and WMD interdiction operation plans, and USSTRATCOM has integrated these efforts with the combatant command under the umbrella of its Global Campaign Plan for CWMD.
M14	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding WMD capabilities of all state and non-state actors, and synchronized information sharing with affected combatant commands and supporting CSAs.
M15	Yes/No	Chairman of the Joint Chiefs of Staff has

		apportioned resources for CBRN planning and mission execution, coordinated interagency support for WMD-E operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
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## **SN 9.2.4 DELETED - Support CBRNE WMD Defense**

### **SN 9.2.4.1 DELETED - Support Consequence Management**

## **SN 9.3 Synchronize Counterproliferation (CP) Programs**

**DJS Approval Date:** 14-MAY-08

**Description:** To develop and synchronize DOD CP strategies, doctrine, protocols, standards, and coordination mechanisms to defeat the threat or use of CBRN as a weapon against the United States, U.S. Armed Forces, its allies, and coalition partners. (CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3520.02A, DODD 2060.02, JP 2-0, JP 2-01, JP 3-11, JP 3-40)

**Notes:** CP operations include conducting WMD elimination operations, WMD interdiction, offensive operations, CBRN active defense, and CBRN passive defense missions and involve the full range of military activities to deter, identify, deny, and counter adversary development, acquisition, possession, proliferation, and use of CBRN as a weapon. This tasks includes that DOD direct and develop education and training programs, after-action reports, and lessons learned to be shared across the DOD, interagency, and inter-governmental partners.

M1	Number	Of synchronized Proliferation Security Initiative (PSI) exercises with other joint and combined exercise programs.
M2	Number	Of coordinated PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M3	Number	Of U.S. CWMD and supporting forces reporting C-1

		or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M4	Days	To describe the posture and disposition of the adversary's WMD munitions, delivery systems, and units.
M5	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M6	Yes/No	JWARN is fully integrated with global C2 communications systems, and alert and warning networks, and is 100 percent mission capable.
M7	Number	Of joint CBRN exercises/rehearsals conducted per FY.
M8	Number	Of joint senior leader CBRN training classes conducted per FY.
M9	Number	Of DOD CP initiatives/events/incidents coordinated with the NCPC monthly, with synchronized information sharing with affected combatant commands and supporting CSAs.
M10	Annual Incidents	Of new bilateral strategic cooperation in R&D of CP projects (e.g., active and passive defenses, counterforce, and CM).
M11	Percent	Of improvement each year in allies' and friends' CP capabilities.
M12	Days	To identify terrorist organizations acting alone or with state sponsorship that possess or are attempting to acquire WMD, and synchronize information sharing with affected combatant commands and supporting CSAs.
M13	Days	To identify commercial facilities government and (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs, and synchronize information sharing with affected combatant commands and supporting CSAs.
M14	Number	Of annual incidents of new bilateral strategic

		cooperation in R&D of counterproliferation projects (e.g., active and passive defenses, counterforce, and CM), and of synchronized information sharing with affected combatant commands and supporting CSAs.
M15	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CWMD operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M16	Days	To supply CBRN teams with SMEs in response to combatant command or civil authority requests.

### **SN 9.3.1 Synchronize Weapons of Mass Destruction (WMD)/Chemical, Biological, Radiological, and Nuclear (CBRN) Active Defense Programs**

**DJS Approval Date:** 14-MAY-08

**Description:** To develop, and synchronize DOD active defense strategies, doctrine, protocols, standards, and coordination mechanisms to protect all assets from attack by CBRN weapons by using assets to detect, divert/intercept, and counter/destroy WMD and their delivery systems. (DODD 2060.02, DODI 2000.21, JP 2-0, JP 2-01, JP 3-11, JP 3-40, JP 3-41, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** Except in the case of employing boost-phase intercept capabilities, passive defense measures must be fully developed and deployed prior to initiating active defense operations in the theater/JOA. This task interfaces directly with SN 3.4.1 Provide Strategic Air Defense and SN 3.4.3 Coordinate Strategic Ballistic Missile Defense to integrate national and multinational surveillance, detection, identification, tracking, and interception systems. Includes use of aircraft, air defense missiles, air defense artillery, and non-air defense systems. Protects national centers of gravity, critical facilities, strategic reserves, population centers, industrial capabilities, and infrastructure from foreign terrorists and other foreign groups. Uses SN 3.4.2 Provide Integrated Tactical Warning and Attack Assessment and SN 4.3.4 Develop and Maintain a Medical Surveillance Program to provide specific indications of CBRN weapons use and activate warning systems.



Provides warning of impact areas and predicts resulting hazards allowing the issuance of specific directives for defensive actions.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M2	Yes/No	JWARN is fully integrated and 100 percent mission capable.
M3	Number	Of U.S. CWMD and support forces reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element) or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M4	Days	To identify terrorist organizations acting alone or with state sponsorship that possess or are attempting to acquire WMD, and synchronize information sharing with affected combatant commands and supporting CSAs.
M5	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs, and synchronize information sharing with affected combatant commands and supporting CSAs.
M6	Percent	Of enemy CBRN weapon attacks that reached their target.
M7	Percent	Of enemy CBRN attacks intercepted.
M8	Number	Of U.S. casualties, both combatant and noncombatant.
M9	Annual Incidents	Of new bilateral strategic cooperation in R&D of active defense projects, and synchronize information sharing with affected combatant commands and supporting CSAs.
M10	Percent	Of improvement each year in allies' and friends' counterproliferation capabilities.
M11	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding WMD capabilities of all state and non-state actors, and synchronized

		information sharing with affected combatant commands and supporting CSAs.
M12	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M13	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.
M14	Days	To supply CBRN teams (managing WMD active defense) with SMEs in response to combatant command or civil authority requests.
M15	Days	To provide CBRN threat and countermeasures training to deploying personnel.
M16	Days	To issue disease and CBRN countermeasures such as vaccines, prophylaxis, and post-exposure countermeasures to deploying personnel and units/organizations.
M17	Days	To deploy pre-positioned passive defense assets/materials.
M18	Number	Of nations where overflight/transit agreements are in place to deploy/employ/redeploy multinational and U.S. forces for active defense.

## **SN 9.3.2 Synchronize Weapons of Mass Destruction (WMD) Elimination (WMD-E) Activities**

**DJS Approval Date:** 13-MAY-08

**Description:** To synchronize DOD strategies, doctrine, protocols, standards, and coordination mechanisms to conduct military operations to systematically locate, characterize, secure, disable, and/or destroy a state or non-state actor's WMD programs and related capabilities in hostile or uncertain environments. (CJCSI 3125.01A, CJCSI 3214.01C, DODI 2000.21, JP 2-0, JP 2-01, JP 3-0, JP 3-05, JP 3-08, JP 3-11, JP 3-40, JP 5-0, JP 6-0, Joint WMD Elimination Handbook, NMS-CWMD)

**Notes:** This task requires close interagency coordination to ensure mission success. Task also requires synchronizing DOD mechanisms engaged in isolating, exploiting, destroying, and monitoring/redirecting

the adversary's entire (research, develop, test, produce, store, deploy, or employ WMD, delivery systems, related technologies, infrastructure, and/or technical expertise) CBRN weapons program, as applicable. Strategic national guidance will be required if elimination operations are to be monitored in accordance with international treaties or agreements or transferred to other government agency, an international partner, or HN.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M2	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M3	Days	For intelligence process to prepare all intelligence supporting information and provide prepared intelligence products to the appropriate commands.
M4	Days	To identify terrorist organizations, acting alone or with state sponsorship, that possess or are attempting to acquire WMD.
M5	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs.
M6	Hours	To acquire, positively identify, select, and prioritize CBRN weapon targets as well as other high-value targets.
M7	Yes/No	Availability of lethal/non-lethal weapon systems designed to destroy, disrupt, or deny access to CBRN weapon targets while minimizing negative collateral effects.
M8	Yes/No	Combatant command establishes Joint Task Force Elimination (JTF-E) using the Joint Elimination Coordination Element (JEC-E).
M9	Yes/No	Combatant commands have integrated elimination operations into plan development beginning at shaping the environment (Phase 0) of the joint operation planning process including elimination operation considerations through enabling civil authorities (Phase V).
M10	Yes/No	OSD has coordinated multinational support for

		WMD-E operations.
M11	Yes/No	OSD has provided JTF-E with assistance in interagency coordination for the transition/transfer of responsibility of residual WMD-E operations from U.S. Armed Forces to other agencies, intergovernmental forces, or nation-states.
M12	Yes/No	OSD has coordinated with DOS and the Joint Staff to obtain international WMD-E legal authorities, exercises, protocols, standards, and agreements/arrangements to include for overflight/transit of non-participating nations.
M13	Yes/No	OSD has, through USSTRATCOM, validated combatant command WMD-E planning.
M14	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding WMD capabilities of all state and non-state actors.
M15	Yes/No	OSD has prepared and provided supplemental ROE for WMD-E operations.
M16	Yes/No	OSD has coordinated with DOS to notify the Organization for the Prohibition of Chemical Weapons (OPCW) of discoveries and/or destruction of chemical weapons materials and former production facilities.
M17	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for planning and mission execution, and coordinated interagency support for WMD-E operations.
M18	Yes/No	Chairman of the Joint Chiefs of Staff has coordinated a national strategic ISR plan for WMD-E.
M19	Hours	To assist with initial consequence assessment and hazard prediction for contingency planning request for a single CBRN event.
M20	Hours	To assist with BDA results for a single attack on a single CBRN target.

## SN 9.3.3 Synchronize Combating Weapons of Mass Destruction (CWMD) Offensive Operations Programs

**DJS Approval Date:** 13-MAY-08

**Description:** To develop and synchronize DOD offensive operations strategies, doctrine, protocols, standards, and coordination mechanisms to prevent the acquisition, facility preparation, production, weaponization, exportation, deployment, use and subsequent use of CBRN weapons. (JP 2-0, JP 2-01, JP 3-0, JP 3-05, JP 3-09, JP 3-40, JP 3-60, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** This task includes counterforce actions, active defense measures, a robust battle management, C4ISR system. National reconnaissance systems, ballistic missile defense systems, and special operation forces contribute to this capability. See SN 9.3.3.1 Coordinate Counterforce and SN 9.3.3.2. Provide Support to Counter and Defeat CBRN Weapons of Mass Destruction (WMD) and Toxic Industrial Materials (TIMs) Threats.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M2	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M3	Days	For intelligence process to prepare all intelligence supporting information and provide prepared intelligence products to the appropriate commands.
M4	Days	To identify terrorist organizations, acting alone or with state sponsorship, that possess or are attempting to acquire WMD, and to synchronize information sharing with affected combatant commands and supporting CSAs.
M5	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs, and synchronize information sharing with affected combatant commands and supporting CSAs.
M6	Hours	To complete the CBRN weapons estimate.

M7	Hours	To develop CBRN COAs.
M8	Hours	To recommend CBRN strategy.
M9	Hours	To recommend allocation of forces.
M10	Hours	To issue directions to the forces.
M11	Hours	To acquire, positively identify, select, and prioritize CBRN weapon targets as well as other high-value targets.
M12	Hours	To apportion resources to attack CBRN weapon targets, as well as other high value target(s), in either a contingency or crisis action planning mode.
M13	Percent	Of targets reviewed for collateral damage/effects, damage expectancy, casualties, and political ramifications or sensitivities.
M14	Hours/Days	To produce weapons effects analysis for a single CBRN target in response to combatant command prioritization.
M15	Hours/Days	To assist with initial consequence assessment and hazard prediction for contingency planning request for a single CBRN event.
M16	Hours	To assist with BDA results for a single attack on a single CBRN target.
M17	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.
M18	Days	To supply CBRN teams with SMEs in response to combatant command or civil authority requests.
M19	Yes/No	OSD has coordinated multinational support for offensive operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M20	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding WMD capabilities of all state and non-state actors, and synchronized information sharing with affected combatant commands and supporting CSAs.
M21	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for WMD-E operations, and synchronized information sharing with affected combatant commands and supporting CSAs.

M22	Yes/No	Passive defense assets and materials have been pre-deployed prior to initiation of offensive operations.
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### **SN 9.3.3.1 Coordinate Combating Weapons of Mass Destruction (CWMD) Counterforce Operations**

**DJS Approval Date:** 14-MAY-08

**Description:** To respond to and subsequently deter and defeat the acquisition, facility preparation, production, weaponization, exportation, deployment, threat, and use of CBRN weapons. (JP 1-0, JP 2-0, JP 3-0, JP 3-05, JP 3-09, JP 3-11, JP 3-40, JP 3-60, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** Counterforce capabilities include conventional and unconventional (e.g., special operation forces, information operations (IO), and nuclear). Directly interfaces with SN 3.2 Manage National Strategic Firepower, SN 3.3 Employ National Strategic Firepower, and SN 9.1.1 Coordinate Counterforce Operations. In applying the principles of war and fundamentals of joint operations in CBRN environments, commanders include the unique CBRN aspects of intelligence preparation of the operational environment; take action to reduce force vulnerability to CBRN attack; and provide force protection commensurate with mission accomplishment. For deterrence to succeed and for Secretary of Defense to possess flexible response options, counterforce must include highly destructive and lethal options, as well as options that discriminate -- minimize collateral damage and loss of life.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M2	Days	To describe the posture and disposition of the country's weapons of mass destruction (WMD) weapons, munitions, delivery systems, and units.
M3	Days	For intelligence process to prepare all intelligence supporting information and provide prepared intelligence products to the appropriate commands.
M4	Days	To identify terrorist organizations, acting alone or with state sponsorship, that possess or are attempting to acquire WMD, and synchronize information sharing with affected combatant

		commands and supporting CSAs.
M5	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs, and synchronize information sharing with affected combatant commands and supporting CSAs.
M6	Hours	To acquire, positively identify, select, and prioritize CBRN weapon targets as well as other high-value targets.
M7	Hours	To apportion resources to attack CBRN weapon targets as well as other high value target(s) in either a contingency or crisis action planning mode.
M8	Percent	Of targets reviewed for collateral damage/effects, damage expectancy, casualties, and political ramifications or sensitivities.
M9	Percent	Of targets exceeding guidance.
M10	Percent	Of planned targets hit on time.
M11	Percent	Of friendly or neutral forces or noncombatants influenced by collateral effects from friendly attacks on CBRN weapon targets.
M12	Yes/No	Psychological Operations (PSYOP) plan(s) include CBRN weapons deterrence.
M13	Percent	Of known/suspected enemy CBRN targets that have been planned in accordance with the Joint Targeting Cycle process.
M14	Yes/No	Availability of a weapon system designed to destroy, disrupt, or deny access to CBRN weapon targets while minimizing negative collateral effects.
M15	Yes/No	Capability to model and predict collateral effects prior to a strike on CBRN weapon targets.
M16	Percent	Change in number of CBRN-weapon capable states over last year.
M17	Instances	Of deterrence failure resulting in CBRN weapon use.
M18	Instances	Of deterrence successes where an identified CBRN capability was not used.
M19	Percent	Of detected ballistic missile launches that can provide cueing for counterforce operations.



M20	Number	Of annual incidents of new bilateral strategic cooperation in R&D of counterforce projects, and of synchronized information sharing with affected combatant commands and supporting CSAs.
M21	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.
M22	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for CBRN operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M23	Days	To assist with initial consequence assessment and hazard prediction for contingency planning request for a single CBRN event.
M24	Hours	To assist with BDA results for a single attack on a single CBRN target.

### **SN 9.3.3.2 Provide Support to Defeat Chemical, Biological, Radiological, and Nuclear (CBRN), Weapons of Mass Destruction (WMD), and Toxic Industrial Materials (TIM) Threats**

**DJS Approval Date:** 14-MAY-08

**Description:** To provide support to counterproliferation and other specialized strike and targeting requirements for the analysis and targeting of threat CBRN capabilities and hard and deeply buried targets (HDBT). (DODD 2060.02, JP 2-0, JP 2-01, JP 3-40, JP 3-60, NMS-CWMD)

**Notes:** This task includes planning the assessment and elimination of CBRN-related infrastructures (providing rapid assessments of suspected CBRN sites, production and storage facilities, R&D centers, and equipment) and providing CBRN planning functions to include analysis of existing plans or assistance in the development of plans, annexes, or appendices for all CBRN -related topics.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly,
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		and storage required.
M2	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M3	Days	For intelligence process to prepare all intelligence supporting information and provide prepared intelligence products to the appropriate commands.
M4	Days	To identify terrorist organizations acting alone or with state sponsorship that possess or are attempting to acquire WMD, and synchronize information sharing with affected combatant commands and supporting CSAs.
M5	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs, and synchronize information sharing with affected combatant commands and supporting CSAs.
M6	Days	To assist with initial characterization for a single CBRN HDBT.
M7	Hours/Days	To produce weapons effects analysis for a single CBRN target in response to combatant command prioritization.
M8	Days	To assist with initial consequence assessment and hazard prediction for contingency planning request for a single CBRN event.
M9	Hours	To assist with BDA results for a single attack on a single CBRN target.
M10	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.
M11	Days	To supply CBRN teams with SMEs in response to combatant command or civil authority requests.
M12	Hours/Days	To produce weapons effects analysis for a single HDBT in response to combatant command prioritization.
M13	Yes/No	Support combatant command request(s) for CBRN events or activities (planning, training, and exercises).
M14	Hours	To initiate an initial response to a single request for information from domestic civil authorities.

M15	Percent	Of combatant command's requested unilateral (U.S. forces only) counterproliferation activities (planning, training, and exercise) are supported on time.
M16	Percent	Of nations en route and in theater that have politico-military agreements with the United States that support overflight, transit, and logistics of CWMD forces.
M17	Number	Of annual incidents of new bilateral strategic cooperation in R&D of counterproliferation projects (e.g., active and passive defenses, counterforce, and CM).
M18	Percent	Of improvement each year in allies' and friends' counterproliferation capabilities.
M19	Yes/No	DOD personnel are trained to execute DOD responsibilities under international nonproliferation agreements.
M20	Yes/No	OSD has coordinated multinational support for WMD-E operations, and synchronized information sharing with affected combatant commands and supporting CSAs.
M21	Yes/No	OSD has coordinated with DOS and Joint Staff to obtain international WMD-E legal authorities, exercises, protocols, standards, and agreements, and synchronized information sharing with affected combatant commands and supporting CSAs.
M22	Yes/No	OSD has coordinated with the NCPC to enhance intelligence support regarding WMD capabilities of all state and non-state actors, and synchronized information sharing with affected combatant commands and supporting CSAs.
M23	Yes/No	Chairman of the Joint Chiefs of Staff has apportioned resources for CBRN planning and mission execution, coordinated interagency support for WMD-E operations, and synchronized information sharing with affected combatant commands and supporting CSAs.

## **SN 9.3.4 Synchronize Combating Weapons of Mass Destruction (CWMD)/Chemical, Biological, Radiological, and Nuclear (CBRN) Passive Defense Programs**

**DJS Approval Date:** 14-MAY-08

**Description:** To develop, and synchronize DOD strategies, doctrine, protocols, standards, and coordination mechanisms and means to minimize or negate the vulnerability and effects of CBRN weapons employed against U.S. and partner/allied armed forces. (CJCSI 4310.01B, DODI 2000.18, FM 3-11.14, FM 3-11.21, FM 3-11.34, JP 2-0, JP 2-01, JP 3-0, JP 3-10, JP 3-11, JP 3-40, JP 3-41, JP 4-01.5, JP 4-06, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** Services play the key role in preparing the deploying forces to meet the combatant commands requirements for conducting operations in a WMD/CBRN threatened environment. CWMD passive defense includes measures to minimize or negate the vulnerability and minimize effects of WMD use against U.S. and partner/allied forces, as well as U.S. military interests, installations, and critical infrastructure. The 4 main tenets of passive defense are sense, shape, shield, and sustain. Passive defense programs are integrated into virtually every military operation and affect all 8 CWMD mission areas (offensive operations, elimination operations, interdiction operations, active defense, passive defense, WMD CM, security cooperation & partnership activities, and threat reduction cooperation).

M1	Percent	Of forces protected by vaccines and pre-treatments.
M2	Percent	Of strategic forces and means trained and equipped to operate in a CBRN environment.
M3	Percent	Of units that perform JMETs in a CBRN incident environment.
M4	Days	To publish pre-deployment guidance and health risk assessment.
M5	Percent	Of force completed deployment medical training and preparation.
M6	Percent	Of force completed pre-deployment screening.
M7	Percent	Of force completed post-deployment screening.
M8	Days	To provide CBRN threat and countermeasures training to deploying personnel.

M9	Days	To issue disease and CBRN countermeasures such as vaccines, prophylaxis, and post-exposure countermeasures.
M10	Number	Of collective protective shelter (CPS) systems acquired and issued to forces prior to deployment.
M11	Number	Of decontamination systems acquired and issued to forces prior to deployment.
M12	Percent	Of personal protective equipment (PPE) issued to DOD civilians and contractors, and to HN mission-critical civilians where training has been performed.
M13	Percent	Of forces issued personal and individual equipment decontamination kits.
M14	Months	To establish alert and notification mechanisms via approved exercises.
M15	Percent	Of R&D funding used to meet Defense Technology Objectives (DTOs) in the S&T Reliance Process to meet current and future requirements.
M16	Percent	Of actions, forwarded with developed COAs.
M17	Hours	To develop branch and sequel options of COAs for decision makers.
M18	Number	Of strategic U.S. assets, infrastructure, and OCONUS aerial ports of debarkation (APODs) and seaports of debarkation (SPODs) with validated plans to avoid contamination and minimize impacts on ongoing and/or future operations.
M19	Years	To develop and transition peacetime S&T capabilities to an acquisition product for the warfighter.
M20	Yes/No	S&T roadmaps updated annually to depict technology initiative, transition opportunities, and evolutionary insertions.
M21	Yes/No	Quarterly Technology Transition Review meetings were held to assess potential S&T programs for transition.
M22	Months	To develop epidemiological models and protocols of the top bioagents, looking at the impact of actions such as quarantine and prophylaxis.
M23	Number	Of annual incidents of new bilateral strategic cooperation in R&D of passive defense projects, and of synchronized information sharing with affected combatant commands and supporting CSAs.

M24	Percent	Of improvement each year in allies' and friends' counterproliferation capabilities.
M25	Yes/No	JWARN is 100 percent integrated and operational with global C2 communications systems, with alert and warning systems.
M26	Number	Of CWMD exercises synchronized with other joint and combined exercise programs.
M27	Number	Of coordinated CWMD exercises, as appropriate with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide programs across the DOTMLPF spectrum.

## **SN 9.4 Synchronize Combating Weapons of Mass Destruction (CWMD) Consequence Management (CM) Programs**

**DJS Approval Date:** 13-MAY-08

**Description:** To develop and synchronize DOD CM strategies, doctrine, protocols, standards, mechanisms, and means to establish and maintain coordination between DOD and other CBRN CM incident management entities, including federal, state, tribal, local, international, HN, partnering countries, intergovernmental organizations (IGOs), and nongovernmental organizations (NGOs). These groups take action to mitigate the effects of a WMD attack or event and restore essential operations and services at home and abroad. (CJCSI 3214.01C, DODI 2000.21, JP 3-08, JP 3-11, JP 3-28, JP 3-40, JP 3-41)

**Notes:** This task involves synchronizing DOD's response, as a supporting agency or the lead primary coordinating agency, with other responding entities in accordance with National Response Framework (NRF), NRF/Catastrophic Incident Supplement (CIS), or DOS initiatives. This task also includes synchronizing DOD resources (personnel, protective equipment/materials) to support incident-related activities upon identification and availability of non-DOD resources to support CBRN CM activities, thereby reducing the level of resource commitment. In addition, this task includes coordinating CM support requirements through the formal interagency RFA process and encompasses interagency coordination between federal agencies within the Interagency Incident Management Group (IIMG) for the purpose of accomplishing DOD-approved CM support activities and redeployment. Similar coordination with IGOs and NGOs is required to facilitate approved CM

support activities. Finally, direct and develop education and training programs, after-action reports, and lessons learned to be shared across the DOD, interagency, and intergovernmental partners. CM policy, strategies, protocols, and standards must be considered when performing all CWMD tasks.

M1	Percent	Of actions forwarded with developed COAs.
M2	Hours	To develop branching and/or sequel COAs for decision makers.
M3	Hours	To deploy reaction and assessment teams.
M4	Hours	To assess the consequences and facilitate follow-on DOD support.
M5	Days	To develop specific deployment and redeployment plans in concert with local, state, and federal response plans.
M6	Percent	Of medical CM teams available.
M7	Hours	To establish plan to distribute medicines and medical supplies in the face of protective isolation, public fear, and security concerns.
M8	Days	To coordinate consequence management plan with civil authorities CONUS and OCONUS.
M9	Yes/No	In-place DOD, DOS, and territory plans and policy for CM operations in CONUS/OCONUS locations.
M10	Months	To identify relevant participants and determine roles and responsibilities via approved exercise.
M11	Months	To establish coordination, communication, and operation plans for joint DOD and government/industry via approved exercise.
M12	Months	To establish mechanisms and processes for sharing information on stockpiles and surge capacities via approved exercises.
M13	Months	To establish alert and notification mechanisms via approved exercises.
M14	Months	To coordinate public awareness and education efforts via approved exercises.
M15	Percent	Of CONUS operations with approved CM plans.
M16	Percent	Of OCONUS operations with approved CM plans.
M17	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.
M18	Percent	Of operations supporting non-DOD authorities (e.g.

		NGOs).
M19	Hours/Days	Process and prioritize combatant command or Service RFIs/RFAs to properly allocate DTRA deployable assets and reachback support.
M20	Number	Of CM-focused exercises synchronized with other joint and combined exercise programs.

## **SN 9.4.1 Assess Resources and Logistics for Combating Weapons of Mass Destruction (CWMD) Consequence Management (CM)**

**DJS Approval Date:** 13-MAY-08

**Description:** To assess, coordinate, and allocate personnel, equipment, material, transportation, and other resources and logistic support to CWMD CM incident operations to include pre-staging, deployment/use, and reconstitution to return normal operations. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3431.01B, DODD 3150.8, DODI 2000.16, JP 3-11, JP 3-28, JP 3-40, JP 3-41, NMS-CWMD)

**Notes:** This task includes assessing resource and logistics response requirements, coordinating sustainment activities essential to CM, coordinating and allocating strategic transport resources to and from the affected area, coordinating the transport of affected populations -- including special-needs populations, and tracking non-DOD resources allocated for use by DOD. Mitigates the effects of a WMD attack or event and restores essential operations and services at home and abroad. Establishes the basis for the integration and relationships for CWMD CM-focused operations and C2.

M1	Days	To develop specific deployment and redeployment plans in concert with local, state, and federal response plans.
M2	Percent	Of medical CM teams available.
M3	Hours	To establish plan to distribute medicines and medical supplies in the face of protective isolation, public fear, and security concerns.
M4	Days	To coordinate CM plan with civil authorities CONUS and OCONUS.
M5	Months	To establish mechanisms and processes for sharing information on stockpiles and surge capacities via approved exercises.



M6	Months	To coordinate public awareness and education efforts via approved exercises.
M7	Months	To facilitate and support the pre-positioning of CM stockpiles in forward staging areas within the theater/JOA.
M8	Months	To facilitate and support the establishment of theater/JOA deployment and distribution plans for CM stockpiles.
M9	Percent	Of CONUS activities with approved CM plans.
M10	Hours	To assess the consequences and facilitate follow-on DOD support.
M11	Hours	To coordinate through Office of the Secretary of Defense and Joint Staff with LFA during crisis action planning.
M12	Hours	For reaction team to arrive on site after alert/deployment.
M13	Hours	After arrival on site, to assess consequences and facilitate recovery.
M14	Hours/Days	Process and prioritize combatant command RFIs/RFAs to properly allocate DTRA deployable assets and reachback support.
M15	Weeks	To respond to JPEC tasking; complete plans review process, including DTRA approval briefs.
M16	Days	To assist with initial consequence assessment and hazard prediction for contingency planning request for a single CBRN event.
M17	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.
M18	Days	To supply CBRN teams with SMEs in response to combatant command or civil authority requests.
M19	Days	To identify terrorist organizations, acting alone or with state sponsorship, that possess or are attempting to acquire WMD, and synchronize information sharing with affected combatant commands and supporting CSAs.
M20	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs, and synchronize information sharing with affected combatant commands and

		supporting CSAs.
M21	Yes/No	JWARN is 100 percent integrated and operational with global C2 communications systems with alert and warning systems.

## SN 9.4.2 Coordinate Chemical, Biological, Radiological, and Nuclear (CBRN) Protection Requirements

**DJS Approval Date:** 13-MAY-08

**Description:** To coordinate CBRN protection requirements to protect responders, citizens, vital infrastructure operations, and supporting resources. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, DODD 5525.5, DODI 2000.16, JP 3-11, JP 3-28, JP 3-40, JP 3-41, NMS-CWMD)

**Notes:** This task includes U.S. interagency coordination to manage national inventories and the distribution of stockpile and emergency assets (i.e., personnel, equipment, and supplies) into and within CBRN-affected areas, as well as protecting identified critical regional/state energy infrastructure and key assets requiring manned onsite operations. This task also includes coordinating and distributing policy and guidance for the transport of contaminated/infectious supplies, citizens, specimens, samples, casualties, and resources. Also, it encompasses the coordination of the allocating of protective resources (e.g., medical prophylaxis, collective protective systems and material, personal protective equipment (PPE)) to protect responders, affected populations, and critical operations, as well as materials (e.g., containers, wraps, coatings) to contain and prevent secondary contamination or exposure.

M1	Yes/No	DOD personnel (military and required civilian) have been issued PPE.
M2	Yes/No	DOD personnel (military and required civilian) have been trained to properly use and wear PPE.
M3	Yes/No	Contamination avoidance measures are in place and prepared to minimize exposure to hazards by DOD personnel and citizens.
M4	Yes/No	First responders are equipped and trained to conduct operations in an all hazards environment.
M5	Yes/No	Collective protective shelters have been acquired and issued to deploying forces.

M6	Percent	Of DOD installations in CONUS and OCONUS have contamination avoidance measures in place to conduct passive defense.
M7	Yes/No	Contamination Avoidance processes, procedures, and responses are tested annually and validated in DOD-supported exercises.
M8	Yes/No	Senior leaders contamination avoidance training is being conducted and sponsored by DOD annually.
M9	Percent	Of critical USG C2 facilities and strategic projection capabilities protected against a CBRN weapons attack.
M10	Percent	Of critical facilities and strategic projection capabilities with CBRN detection and monitoring capabilities.
M11	Instances	Of unwarned attacks.
M12	Instances	Of breaks in C2 or delays in projecting the force due to a CBRN weapons attack.
M13	Instances	Of false alarms.
M14	Hours	To reestablish operation after an attack.
M15	Hours/Days	Of delay to strategic air/sea lift due to use of CBRN weapons.
M16	Percent	Of critical facilities and strategic force projection capabilities (including strategic air/sea lift assets) with adequate CBRN personnel/equipment protection and decontamination capabilities.
M17	Days	To develop system to conduct pre- and post-deployment screening procedures.
M18	Days	To deploy assets to conduct medical surveillance in theater.
M19	Days	To begin medical unit type code (UTC) specific training.
M20	Days	To begin CBRN Defense Training and Self-Aid/Buddy Care (SABC) training.
M21	Days	To provide medical assessment resulting from a CBRN incident.
M22	Hours	To establish plan and distribute medicines and medical supplies in the face of protective isolation, public fear, and security concerns.
M23	Percent	Of base operations supported and protected against CBRN weapons.

M24	Number	Of required collective protective shelters staged in geographic combatant commanders' theaters at forward staging bases.
M25	Number	Of required collective protective shelters deployed into APODs/SPODs.
M26	Number	Of strategic APODs/SPODs with validated CBRN Defense Plans.
M27	Percent	Of strategic APODs/SPODs with 90 percent fill of required CBRN defense equipment.

### **SN 9.4.3 Coordinate Disposition of Weapons of Mass Destruction (WMD) Contaminated Materials, Samples, Residues, Equipment, Animal Remains, and Waste**

**DJS Approval Date:** 13-MAY-08

**Description:** To coordinate the disposition (including movement) of WMD contaminated materials, samples, residues, equipment, animal remains, and waste. (CJCSI 3110.16A, JP 3-11, JP 3-28, JP 3-40, JP 3-41, JP 4-06)

**Notes:** This task involves the chain of custody actions from collection or identification until disposition action of WMD contaminated materials, samples, residues, equipment, animal remains, and waste. Provides standards addressing the safety of personnel, protection of resources, and the recovery of assets. This task also provides for the national coordination for support of containment, cleanup, and disposition activities. It encompasses coordination and policies for transport of contaminated materials, samples, residues, equipment, animal remains, and waste, including coordination with enroute and receiving authorities. Also, encompasses policies and requirements addressing evidentiary chain of custody and the coordination for transfer of contaminated evidence to receiving authorities. Also includes coordinating the decontamination and removal of agricultural waste and Food and Drug Administration (FDA)-regulated commodities; coordinating marine salvage efforts; and coordinating the containing, cleaning up, disposing, or minimizing releases of oil or hazardous substances. Includes coordination for disposition of animal remains resulting from the WMD incident.

M1	Yes/No	Has an ACTD/JCTD/ATD been sponsored to
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		resolve disposition of contaminated materials, samples, residues, equipment, animal remains, and waste?
M2	Yes/No	Has a Joint Staff publication been developed to address the tactics, techniques, and procedures for handling and disposing of contaminated materials, samples, residues, equipment, animal remains, and waste resulting from a ACTD/JCTD/ATD?
M3	Yes/No	Have DOD forces been identified to conduct contaminated waste handling missions?
M4	Yes/No	Have DOD forces been equipped, trained, and exercised to conduct contaminated waste handling missions?
M5	Yes/No	Have interagency training and exercise events been sponsored and conducted?
M6	Yes/No	Has the JULLS been incorporated into developing equipment, training, procedures, and/or communications for contaminated waste missions?
M7	Percent	Of total U.S. equipment contamination per CBRN incident with JULLS report to the Joint Staff/J-8, CBRN Joint Requirements Office (JRO).
M8	Percent	Of total U.S. equipment decontaminated and returned to operations per CBRN incident with JULLS report to Joint Staff/J-8, CBRN JRO.
M9	Percent	Of total U.S. equipment decontaminated but not returned to operations per CBRN incident with JULLS report to Joint Staff/J-8, CBRN JRO.
M10	Weeks	To conduct all U.S. equipment salvage operations per CBRN incident with JULLS report to Joint Staff/J-8, CBRN JRO.
M11	Days	To conduct all animal remains identification and disposition per CBRN incident with JULLS report to Joint Staff/J-8, CBRN JRO.
M12	Percent	Of critical facilities and strategic projection capabilities (including strategic air/sea lift assets) with adequate CBRN personnel/equipment protection and decontamination capabilities.

## SN 9.4.4 Coordinate Disposition of Contaminated Human Remains

**DJS Approval Date:** 13-MAY-08

**Description:** To coordinate the disposition (including movement) of contaminated human remains, including the coordination of the chain of actions from collection until disposition action. (CJCSI 3110.16A, JP 3-11, JP 3-28, JP 3-40, JP 3-41, JP 4-06)

**Notes:** This task provides policies and standards addressing the safety of handling personnel, protection of resources, and the marking and containment of remains. It encompasses coordination and policies for transport of contaminated remains, including coordination with enroute and receiving authorities. Includes adhering to strict protocols established in a joint publication for handling contaminated human remains.

M1	Yes/No	Has an ACTD/JCTD/ATD been sponsored to address the handling and disposition of contaminated human remains?
M2	Yes/No	Has a joint publication been published that addresses the contaminated human remains procedures?
M3	Yes/No	Are mortuary affairs units equipped and trained to handle contaminated human remains?
M4	Yes/No	Are policies and practices in place with regard to the transportation of contaminated human remains that comply with current DOD doctrine, Joint Staff Directives, and public law?
M5	Yes/No	Have contaminated human remains joint exercises been sponsored and conducted to validate a JTTP?
M6	Number	Of contaminated human remains en route CONUS to pre-designated contaminated human remains collection points.
M7	Hours	To prepare movement orders for the return of human remains to pre-designated contaminated human remains collection points.
M8	Days	To establish Joint Mortuary Affairs Office responsible for managing and directing contaminated human remains collection points.
M9	Yes/No	Publish orders designating the return of all U.S.

		Service members/civilians designated as contaminated human remains to CONUS.
M10	Yes/No	Publish orders designating that all U.S. Service members/civilians designated as contaminated human remains are to be processed and buried in locations OCONUS.
M11	Yes/No	Mortuary affairs collection points also contain human remains CBRN particle sampling, forensic chain of custody protocols, decontamination capabilities, and special contaminated human remains transportation protocols.
M12	Yes/No	Bilateral agreements/arrangements in place en route and with HNs to over fly/transit with contaminated human remains.
M13	Yes/No	Are policies and practices in place that comply with current DOD doctrine, Joint Staff directives, and public law with regard to the transportation of contaminated human remains?

## **SN 9.4.5 Provide Guidance to Department of Defense (DOD) Forces for Their Protection during Chemical, Biological, Radiological, and Nuclear (CBRN) Incidents Resulting in Consequence Management (CM)**

**DJS Approval Date:** 13-MAY-08

**Description:** To develop and disseminate CBRN protection and treatment guidance addressing the coordination, allocation, prioritization, distribution, and replenishment of resources for the protection against CBRN effects in humans and animals, as well as appropriate treatments. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, DODD 5525.5, DODI 2000.16, JP 3-11, JP 3-28, JP 3-40, JP 3-41, NMS-CWMD)

**Notes:** This task includes guidance outlining processes for evacuation, shelter-in-place, isolation, and quarantine. It also outlines policies and guidance for the provisioning of CBRN -protective material to affected civilian populations, nonmilitary responders, and non-DOD forces. Additionally, this task includes the development and dissemination of guidance addressing the provisioning and application of DOD-supplied

prophylaxis by civilians (including affected populations) and non-DOD forces.

M1	Yes/No	Has DOD policy and guidance been developed?
M2	Yes/No	Has DOD policy and guidance been exercised?
M3	Yes/No	Have DOD and/or interagency exercises validated TTPs?
M4	Yes/No	Are stockpiles of required CBRN CM supplies pre-positioned?
M5	Yes/No	Have DOD responding forces been identified, notified, and incorporated into exercise planning and participation?
M6	Number	Of DOD forces reporting C-1 or C-2 in GSORTS database as ready to respond to CBRN CM events.
M7	Days	To disseminate policies, guidance, and standards to DOD forces for their protection during CBRN incidents resulting in domestic and/or foreign CM.
M8	Percent	Of forces protected by vaccines and pre-treatments.
M9	Percent	Of strategic forces and means trained and equipped to operate in a CBRN environment.
M10	Percent	Of units that perform JMETs in a CBRN incident environment.
M11	Percent	Of personal protective equipment (PPE) issued to DOD civilians, contractors, and HN mission critical civilians where operational training has been performed.
M12	Percent	Of forces issued personal and individual equipment decontamination kits.
M13	Days	To publish pre-deployment guidance and health risk assessment.
M14	Percent	Of U.S. Service members receiving required preventive treatment (i.e., immunizations, chemoprophylaxis, etc.) and counseling while deployed.
M15	Hours	To establish plan to distribute medicines and medical supplies in the face of protective isolation, public fear, and security concerns.
M16	Days/Weeks	To coordinate CM plan with civil authorities CONUS and OCONUS.



M17	Days	To develop specific deployment and redeployment plans and agreements/arrangements in concert with local, state, and federal response plans in the United States and HNs.
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## SN 9.4.6 Coordinate Medical Response to Weapons of Mass Destruction (WMD) Events

**DJS Approval Date:** 13-MAY-08

**Description:** To coordinate the medical response in CM operations to mitigate the effects of a WMD attack or event and restore essential operations and services. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, DODI 2000.16, JP 3-08, JP 3-11, JP 3-16, JP 3-28, JP 3-40, JP 3-41, JP 4-02, JP 4-06, NMS-CWMD)

**Notes:** This task addresses coordinating domestic and foreign CM activities with NGOs, HN entities, and other government agencies and conducting public awareness campaigns and policies for use of the strategic national stockpile (SNS). This task also provides for integrating and coordinating national and DOD medical surveillance systems, assessing foreign medical capabilities to identify shortfalls, and ensuring that food and water supplies for DOD personnel are not contaminated. It includes coordinating medical and veterinary care resources and medical responder protection, performing mass mortuary activities, and incorporating national plans for DOD and civilian medical support of WMD incidents. This task involves identifying and assessing the capabilities of DOD military treatment facilities to support patient care and treatment for the WMD incident-affected population.

M1	Yes/No	Have ACTD/JCTD/ATD been sponsored to address medical response to WMD events?
M2	Yes/No	Has a joint publication been issued that addresses DOD military medical treatment facilities and medical units responding to CM of WMD-affected population?
M3	Yes/No	Have DOD military medical treatment facilities and medical units developed SOPs for responding to CM of WMD-affected population?
M4	Percent	Of DOD military medical treatment facilities and medical units that are equipped and trained to respond to CM of WMD affected population.
M5	Yes/No	Have DOD military medical treatment facilities and

		medical units been validated as mission ready to respond to CM of WMD affected population?
M6	Yes/No	Have DOD military medical treatment facilities and medical units been participating in interagency CM exercises?
M7	Yes/No	Have post-CM exercise JULLs been published and disseminated to all DOD medical treatment facilities and medical units?
M8	Percent	Of U.S. Service members receiving required preventive treatment (i.e., immunizations, chemoprophylaxis, etc.) and counseling while deployed.
M9	Number	Of NGOs and HN entities that have entered into memorandums of agreement in support of CM medical support for contingency plans.
M10	Number	Of HNs that have entered into mutual support agreements in support of foreign consequence management (FCM) medical care for contingency plans.
M11	Number	Of medical surveillance systems that have been established in CONUS and allied/friendly HN countries.
M12	Number	Of medical surveillance systems that have been validated with exercises in CONUS and allied/friendly HN countries.
M13	Number	Of CM medical support assessments completed for each U.S. contingency plan.
M14	Yes/No	Contamination avoidance measures are in place and prepared to minimize exposure to hazards by DOD personnel and citizens.
M15	Yes/No	Are mortuary affairs units equipped and trained to handle contaminated human remains?
M16	Number	Of mortuary affairs units available.

## **SN 9.4.7 Conduct Chemical, Biological, Radiological, and Nuclear (CBRN) Consequence Management (CM) Crisis Action Planning**

**DJS Approval Date:** 13-MAY-08

**Description:** To conduct national-level crisis action planning to support RFAs mitigating the effects of a CBRN attack or event and restoring essential operations and services. (CJCSI 3110.16A, CJCSI 3214.01C, CJCSI 3431.01B, DODD 3150.8, DODI 2000.16, JP 3-08, JP 3-11, JP 3-28, JP 3-40, JP 3-41, NMS-CWMD)

**Notes:** This task adapts contingency planning and procedures to determine requirements necessary to support RFAs. It includes coordination with incident managers, developing and executing operations orders for foreign CM, planning and coordinating incident management efforts, and anticipating future resource and operational requirements for CBRN incidents. Involves collaborative planning and the integration of data and information to effectively assess and define the incident for identification of required response/mitigation activities and associated resources. Encompasses coordination with other non-DOD CBRN CM response activities to identify and define capabilities and responsibilities.

M1	Percent	Of actions, forwarded with developed COAs.
M2	Hours	To develop branching and/or sequel COAs for decision makers.
M3	Hours	To deploy reaction and assessment teams.
M4	Hours	To assess the consequences and facilitate follow-on DOD support.
M5	Days	To develop specific deployment and redeployment plans in concert with local, state, and federal response plans.
M6	Number	Of medical CM teams available.
M7	Hours	To establish plan to distribute medicines and medical supplies in the face of protective isolation, public fear, and security concerns.
M8	Hours	To coordinate CM plan with civil authorities in CONUS and OCONUS.
M9	Yes/No	DOD plans and policy for CM operations CONUS/OCONUS locations are in-place.
M10	Months	To identify relevant participants and determine roles and responsibilities via approved exercise.
M11	Months	To establish coordination, communication, and operation plans for joint DOD and government/industry via approved exercise.
M12	Months	To establish mechanisms and processes for sharing information on stockpiles and surge capacities via

		approved exercises.
M13	Months	To establish alert and notification mechanisms via approved exercises.
M14	Months	To coordinate public awareness and education efforts via approved exercises.
M15	Yes/No	Planning guidance issued to supporting combatant commanders/subordinate command staffs, in accordance with crisis action planning timelines?
M16	Yes/No	Operation plans and procedures to determine requirements necessary to support requests for domestic assistance developed?
M17	Yes/No	Operation plans and procedures to determine requirements necessary to support requests for foreign assistance developed?
M18	Yes/No	Were future resource and operational requirements for CBRN incidents identified?
M19	Yes/No	Planning to effectively assess and define the incident for identification of required response/mitigation activities and associated resources was conducted?
M20	Yes/No	Coordination with other non-DOD CBRN CM response activities to identify and define capabilities and responsibilities was conducted?
M21	Yes/No	Is the National Guard Bureau included in CM planning?

## **SN 9.4.8 Assess the Global Weapons of Mass Destruction (WMD) Situation**

**DJS Approval Date:** 14-MAY-08

**Description:** To assess and characterize the global WMD threat and the potential implications of a WMD incident impact on DOD support. (CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3431.01B, DODD 2000.16, DODD 3150.8, JP 2-0, JP 2-01, JP 3-0, JP 3-08, JP 3-11, JP 3-13, JP 3-40, JP 3-41, NMS-CWMD)

**Notes:** This task includes assessing information and data on global WMD situations that may require DOD CM response. It includes using assessment data to provide shared situational awareness within DOD and with domestic and foreign partners. It requires assessment of support levels that are achievable without degradation of DOD global

capabilities, support levels obtainable with low risk, and support levels that may be obtained over a designated period of time with realignment of selected DOD capabilities. Requires assessment to identify and characterize the extent of the WMD incident and support requirements. It includes the employment of national strategic ISR assets for WMD incident zone determination, hazard detection, identification, and quantification. It includes analyzing interagency intelligence information and data provided by intelligence agencies or resources and collaborating with interagency and intergovernmental entities.

M1	Number	Of countries predicted to transfer WMD/CBRN technologies.
M2	Number	Of state and non-state actors predicted to purchase WMD/CBRN technologies.
M3	Number	Of state and non-state actors predicted to purchase WMD/CBRN technologies as a regional counterbalance.
M4	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M5	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M6	Days	To update and modify an assessment.
M7	Days	To analyze interagency intelligence information and data provided by intelligence agencies or resources.
M8	Time	To collaborate with interagency and intergovernmental entities for intelligence information and data.
M9	Percent	Of combatant commander collection requirements satisfied by utilizing existing collection mission on a non-interference basis.
M10	Time	To establish intelligence requirements.
M11	Percent	Of interagency visits have special badge (e.g., escort) procedures.
M12	Percent	Of actions forwarded with Joint Staff-developed branching and/or sequel COAs against failure.
M13	Percent	Of actions forwarded with DOD-coordinated branching and/or sequel COAs against failure.
M14	Percent	Of actions forwarded with interagency process-coordinated branching and/or sequel COAs against

		failure.
M15	Percent	Of interagency meetings including Joint Staff representatives.
M16	Percent	Of instances of interagency actions (planning, exercises, etc.) not integrating CBRN requirements.
M17	Percent	Of intelligence on enemy CBRN weapon systems that proves to be accurate.

## **SN 9.4.9 Provide National Chemical, Biological, Radiological, and Nuclear (CBRN) Consequence Management (CM) Command and Control (C2)**

**DJS Approval Date:** 14-MAY-08

**Description:** To provide national CBRN CM C2. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3431.01B, CJCSI 6731.01B, CJCSI 8510.01A, DODD 3025.15, DODD 3150.08, DODI 2000.18, JP 3-11, JP 3-28, JP 3-40, JP 3-41, NMS-CWMD)

**Notes:** This task involves providing national C2 of DOD forces, personnel, units, and equipment providing CBRN CM support. It includes the establishment of liaison operations with participating entities for an integrated and responsive national/international response to the incident. Also, the task includes providing oversight of DOD CBRN CM forces and may include non-DOD forces. It works toward providing combatant commands with DOD forces and capabilities adequate to support the approved and coordinated/anticipated CBRN CM requirements. Additionally, it discusses the processing of formal interagency RFAs and integrates and collaborates with participating entities. This task encompasses the establishment and operation of a national strategic CBRN CM response C2 structure.

M1	Yes/No	Has DOD sponsored national CBRN CM C2 exercises?
M2	Yes/No	Has JULLs from national CBRN CM C2 exercises resulted in enhanced techniques?
M3	Yes/No	Is requisite C2 communications equipment redundant?
M4	Yes/No	Has JULLs from national CBRN CM C2 exercises resulted in enhanced U.S. concept plan?

M5	Number	Of DOD CBRN CM forces identified supporting U.S. CONPLANS.
M6	Yes/No	Have formal interagency agreements been executed?
M7	Yes/No	Have interagency exercises been conducted to validate interagency agreements?
M8	Yes/No	CBRN CM response C2 structure established.
M9	Yes/No	Conducted CBRN CM oversight of U.S. and non-DOD forces, as directed.
M10	Time/days	Established liaison operations with participating entities.
M11	Time	RFA received.
M12	Time	RFA processed.
M13	Time	To restore essential operations and services at home and/or abroad.
M14	Percent	Of U.S. Armed Forces prepared to support the response to a CBRN event in the homeland.
M15	Percent	Of U.S. Armed Forces prepared to support allies' and partners' response to a CBRN event, when directed.
M16	Percent	Of interagency organizations with special badge (escort) procedures.
M17	Percent	Of actions forwarded with Joint Staff-developed branching and/or sequel COAs against failure.
M18	Percent	Of actions forwarded with DOD-coordinated branching and/or sequel COAs against failure.
M19	Percent	Of actions forwarded with interagency process-coordinated branching and/or sequel COAs against failure.
M20	Percent	Of interagency meetings include (Joint Staff) representatives.
M21	Percent	Of instances of interagency actions (planning, exercises, etc.) not integrating CBRN requirements.
M22	Number	Of outages in Joint Global Command and Control Systems (GCCS-J).
M23	Yes/No	Joint C2 programs deliver products related to current readiness within established Acquisition Program Baseline thresholds.
M24	Months	Identify relevant participants and determine roles

		and responsibilities via approved exercise.
M25	Months	To establish coordination, communication, and operation plans for joint DOD and government/industry via approved exercise.
M26	Months	To establish mechanisms and processes for sharing information on stockpiles and surge capacities via approved exercises.

## **SN 9.4.10 Provide Chemical, Biological, Radiological, and Nuclear (CBRN) Incident/Hazard Risk Communication**

**DJS Approval Date:** 13-MAY-08

**Description:** To provide and maintain communication regarding the CBRN incident and all identified or projected hazards. (NMS-CWMD, CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3431.01B, CJCSI 6731.01B, CJCSI 8510.01A, DODD 3025.15, DODD 3150.8, JP 3-11, JP 3-40, JP 3-41, JP 3-61, JP 5-0, JP 6-0)

**Notes:** This task includes the operation of a mutually supporting national or HN CBRN warning and reporting system for the prompt collection and dissemination of accurate CBRN information to the interagency, joint forces, HNs, IGOs, NGOs, and disseminating appropriate intelligence information regarding continuing or potential CBRN hazards.

M1	Yes/No	Is JWARN 100 percent mission capable?
M2	Yes/No	Has JWARN been 100 percent integrated into all theater/JOA communications suites/systems?
M3	Number	Of HNs equipped and trained to execute alert and warning system within HN.
M4	Number	Of HNs requiring cooperative defense or strategic partner activity support.
M5	Yes/No	Has DOD sponsored the conduct of CBRN incident/hazard risk communications exercises CONUS and OCONUS?
M6	Yes/No	Has DOD executed formal interagency, IGO, and NGO memorandums of agreement?
M7	Yes/No	Has DOD sponsored CBRN incident/hazard risk communications exercises with interagency, IGOs,



		and NGOs?
M8	Yes/No	Community of interest bandwidth available.
M9	Days	To provision/implement services.
M10	Yes/No	Outages of any Defense Information System Network (DISN) global classified or unclassified voice, data, video, network, or transport backbone or access service that supports a C2 network that isolates any combatant command headquarters.
M11	Minutes	To begin sending messages (queuing time delay).
M12	Hours	To provide strategic direction to assigned or supporting forces after receipt of an order.
M13	Hours	For C2 systems to transmit order worldwide.
M14	Yes/No	During planning and execution, no data transfer between networked stations is responsible for a supporting command failing to meet a request/requirement.
M15	Minutes	To begin transmitting situation monitoring (SM) threat warning/attack assessment messages (availability of NCCS communications systems).
M16	Yes/No	A CBRN incident/hazard risk warning and reporting system for the prompt collection and dissemination of accurate CBRN information was established.
M17	Yes/No	A CBRN incident/hazard risk warning and reporting system for the prompt collection and dissemination of accurate CBRN information was operational and maintained.
M18	Yes/No	Communications established with other USG agencies, joint forces, HN, IGOs, and NGOs.
M19	Yes/No	All intelligence/information regarding continuing or potential CBRN incidents and all identified or projected hazards were cleared by Public Affairs Office prior to release.
M20	Yes/No	Were strategic communications used to shape perceptions of U.S. words and actions to reassure allies and partners and underscore, to potential adversaries, the costs and risks associated with WMD acquisition and use?

## **SN 9.4.11 Support Weapons of Mass Destruction (WMD)/Chemical, Biological, Radiological, and Nuclear (CBRN) Consequence Management (CM)**

**DJS Approval Date:** 14-MAY-08

**Description:** To provide SME onsite and/or through technical reachback to support CM, accident/incident response, and mitigation for domestic and FCM incidents/events. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3431.01B, CJCSI 8510.01A, DODD 3025.15, DODD 3150.8, JP 3-01, JP 3-07.1, JP 3-08, JP 3-11, JP 3-40, JP 3-41, JP 3-68, NMS-CWMD)

**Notes:** This task includes providing CA and advanced explosive CBRN WMD hazard prediction modeling and to assist in identifying and conducting research, development, test, and evaluation (RDT&E) for potential technical solutions to meet current and future requirements, and reviewing CM-related plans or CM elements within concept or operations plans.

M1	Percent	Of actions forwarded with developed COAs.
M2	Hours	To develop branch and sequel options of COAs for decision makers.
M3	Hours	To deploy reaction and assessment teams.
M4	Hours	To assess the consequences and facilitate follow-on DOD support.
M5	Days	To develop specific deployment and redeployment plans and agreements/arrangements in concert with local, state, and federal response plans in the United States and HNs.
M6	Percent	Of medical CM teams available.
M7	Hours	To establish plan to distribute medicines and medical supplies in the face of protective isolation, public fear, and security concerns.
M8	Days	To coordinate CM plan with civil authorities CONUS and OCONUS.
M9	Yes/No	DOD plans and policy for CM operations in CONUS/OCONUS locations are in place?
M10	Months	To identify relevant participants and determine roles and responsibilities via an approved exercise.

M11	Months	To establish coordination, communication, and operation plans for joint DOD and government/industry via approved exercise.
M12	Months	To establish mechanisms and processes for sharing information on stockpiles and surge capacities via approved exercises.
M13	Months	To establish alert and notification mechanisms via approved exercises.
M14	Months	To coordinate public awareness and education efforts via approved exercises.
M15	Percent	Of R&D funding used to meet Defense Technology Objectives (DTOs) in the S&T Reliance Process to meet current and future requirements.
M16	Days	To assist with initial consequence assessment and hazard prediction for contingency planning request for a single CBRN event.
M17	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.
M18	Days	To supply CBRN teams with SMEs in response to combatant commander or civil authority requests.

## SN 9.5 Conduct Arms Control Support Activities

**DJS Approval Date:** 13-MAY-08

**Description:** To implement intrusive arms control inspections to fulfill treaty obligations, including conducting onsite inspections; monitoring operations; overflights to confirm accuracy of treaty-related declarations and weapons system reductions for WMD and conventional weapons; escorting foreign personnel conducting inspections, monitoring and overflights in the United States and Europe; investing in treaty verification technologies and operational procedures; providing technical advice and assistance in support of the application of Confidence and Security Building Measures (CSBMs); ensuring all arms control equipment meet agreed treaty specifications and parameters; ensuring that teams within the combatant command area of responsibility are properly trained; and assisting installations/facilities in preparing for arms control inspections. (CJCSI 2030.01B, CJCSI 2320.01C, DODD 2060.1, DODD 5105.62, DODD 5205.10, DODD 5240.2)

**Notes:** N/A

M1	Yes/No	Arms control inspection missions can be completed within treaty mandated/agreed timelines.
M2	Yes/No	Arms control inspection-monitoring missions can be completed within treaty mandated/agreed timelines.
M3	Yes/No	Arms control foreign territory overflight missions completed within treaty mandated/agreed timelines.
M4	Yes/No	Arms control escort missions completed within treaty mandated/agreed timelines.
M5	Yes/No	Provide assistance to states of the former Soviet Union that supports arms control objectives as approved by Office of the Under Secretary of Defense for Policy (OUSD(P)).
M6	Quarterly	Technical equipment inspections completed on all foreign inspection team equipment.
M7	Yes/No	Arms control training and assistance visits completed in accordance with the requested schedule.
M8	Yes/No	Information technology is provided in support of arms control notification processing in accordance with mandated treaty reporting timelines.
M9	Yes/No	All personnel deploying OCONUS on arms control missions receive antiterrorism/force protection (AT/FP) pre-briefing (and debriefing upon return).

## ST 1 Deploy, Concentrate, and Maneuver Theater Forces

**DJS Approval Date:** 26-AUG-05

**Description:** To place and dispose assigned and allocated US forces, as well as forces of other friendly nations or groups, within a theater. To create a relative strategic advantage, to control the politico-military situation, and to execute a theater campaign for achieving national and multinational policy and objectives. This task includes deploying and concentrating forces for strategic advantage within a theater. (JP 3-0, JP 3-09, JP 3-35, JP 4-0, JP 4-01.3, JP 5-0)

M1	Percent	Of allocated theater forces in place (at campaign plan execution).
M2	Percent	Of Time-Phased Force and Deployment Data (TPFDD) generated theater surface transportation

		requirements met (at execution).
M3	Percent	Of TPFDD transportation airlift requirements met (at execution).
M4	Percent	Of TPFDD transportation sealift requirements met (at execution).

## ST 1.1 Conduct Intratheater Strategic Deployment

**DJS Approval Date:** 26-AUG-05

**Description:** To deploy, shift, or move Service, joint, or multinational forces within the theater to designated areas by any means or mode. This movement can be from within the theater, into a theater of war or joint operations area (JOA) or from one JOA to another JOA. (JP 3-35, JP 4-01, JP 4-01.3, JP 4-01.4, JP 5-00.2, CJCSM 3122.03)

**Notes:** For providing augmentation transportation for intratheater movement from sources not organic to a combatant command, see ST 4, "Sustain Theater Forces."

M1	Days	To assemble airlift for strategic intratheater deployment of forces.
M2	Days	To assemble sealift for strategic intratheater deployment of forces.
M3	Hours	To locate specific unit line number (ULN) deploying within theater.
M4	Hours	To locate specific unit deploying within theater.
M5	Minutes	To locate units during intratheater strategic deployment.
M6	Percent	Of cargo visible during transit (ITV).
M7	Percent	Of intratheater airlift asset requirements considered in deployment planning.
M8	Percent	Of lift requested, actually used.
M9	Percent	Of ULNs arrived within joint force commander (JFC) latest arrival date at port of debarkation (LADs).
M10	Percent	Of units arrived within JFC LADs.
M11	Percent	Of units closed at destination by required delivery date (at destination) (RDD).
M12	Days	For force closure into JOA (from receipt of execute

	order (EXORD)).
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## ST 1.1.1 Process Requests for Forces to be Deployed

**DJS Approval Date:** 26-AUG-05

**Description:** To review and approve a subordinate commander's (to include commander, joint task force (CJTFs)) request for forces to be deployed into a joint operations area. A combatant commander may make an intratheater deployment without a request from a subordinate commander, but normally will coordinate the deployment with the subordinate command. (JP 3-35, JP 4-01.3, JP 5-00.2)

M1	Hours	To process movement requirements.
M2	Hours	To review request and decision by combatant commander.
M3	Percent	Of requests filled as worded.
M4	Percent	Of requests returned by combatant commander for additional information.

## ST 1.1.2 Coordinate and Monitor Theater Strategic Joint Reception, Staging, Onward Movement, and Integration (JRSOI)

**DJS Approval Date:** 26-AUG-05

**Description:** To coordinate the reception, staging, onward movement, and integration of units, personnel, equipment, and material in theater and to process and move them to the point at which they are transferred to the responsible operational commander. (JP 3-35, JP 4-01, JP 4-01.2, JP 4-01.3, JP 4-01.5, JP 4-01.8, CJCSM 3122.03)

M1	Days	For joint logistics over-the-shore (JLOTS) to be operational in theater.
M2	Days	For sealift vessels to be returned to US Transportation Command (USTRANSCOM) control after arrival in theater.
M3	Hours	Delay in opening of aerial port of debarkation (APOD) or seaport of debarkation (SPOD).
M4	Hours	For combat squadrons to be prepared for combat

		sorties (after arrival at bed down airfields).
M5	Hours	For unit personnel to link-up with unit equipment and move to gaining command's staging area.
M6	Hours	From unit's arrival in port until moved to gaining command's assembly area.
M7	Hours	To determine status of arriving unit.
M8	Hours	To offload ship.
M9	Hours	To load/offload railcars.
M10	Minutes	To offload airlift aircraft.
M11	Percent	Of time the airfield has been in the maximum on ground (MOG) category.
M12	Percent	Of unit personnel and equipment arrive at destination by required delivery date (at destination) (RDD).
M13	Tons	Offloaded per day using existing terminals.
M14	Percent	Of combat units having arrived by combatant commander's required delivery date (RDD and 5 days).
M15	Percent	Of equipment at joint reception, staging, onward movement, and integration (JRSOI) locations requiring maintenance.
M16	Yes/No	CBRNE situation has been incorporated into JRSOI plans
M17	Hours	To determine alternate or diversion APOD or SPOD.
M18	Hours	To determine the impact of Time-Phased Force and Deployment Data (TPFDD) changes on JRSOI.
M19	Hours	To determine the impact of TPFDD changes on JRSOI.

## **ST 1.1.2.1 Provide Theater Strategic Reception**

**DJS Approval Date:** 26-AUG-05

**Description:** To provide air, ground and seaport reception in theaters. This task applies to both single user ports of discharge and common-user ports. Reception must be coordinated with the combatant commander who has overall joint reception, staging, onward movement, and integration (JRSOI) responsibility. Reception can be provided by a

Service component, US Transportation Command (USTRANSCOM), a host nation, or a contractor. Reception also includes documenting necessary information to provide intransit visibility. This task includes offloading of aircraft, rail cars, and ships, including discharge at pier side and in stream (to include joint logistics over-the-shore (JLOTS)). (JP 3-35, JP 4-01.5, JP 4-01.8, CJCSM 3122.03)

M1	Days	For strategic sealift vessels to be returned to US Transportation Command (USTRANSCOM) after arrival in theater.
M2	Days	Personnel retained in reception area.
M3	Days	Units retained in reception area.
M4	Hours	For combat squadrons to be prepared for combat sorties (after arrival at bed down airfields).
M5	Hours	To offload airlift aircraft.
M6	Hours	To offload ship.
M7	Hours	To offload railcars.
M8	Percent	Of time the airfield is in the maximum (aircraft) on ground (MOG) category.
M9	Percent	Of personnel processed per day by the joint reconnaissance center (JRC), relative to the daily processing capacity.
M10	Tons	Offloaded per day using JLOTS.
M11	Hours	To determine status of arriving unit.
M12	Percent	Of personnel arriving in theater housed in barracks or suitable cantonment areas while being processed.
M13	Percent	Of planned port of debarkation (POD) throughput used.
M14	Percent	Of throughput capability available on arrival of aircraft/ship at POD.
M15	Percent	Of Time-Phased Force and Deployment Data (TPFDD) throughput achieved.

## **ST 1.1.2.2 Provide Theater Strategic Staging**

**DJS Approval Date:** 26-AUG-05

**Description:** To clear ports, combine personnel and equipment in a controlled area, and prepare for onward movement. It also includes



materiel segregation, scheduling for movement and preparation for transport. This task includes port services in the Theater. (JP 3-35, JP 4-01.5, JP 4-01.8, CJCSM 3122.03)

M1	Hours	For unit equipment arriving by sea to be moved from reception area.
M2	Hours	For unit personnel to link-up with unit equipment and move to gaining command's staging area.
M3	Hours	For units arriving by air to move from reception area.
M4	Hours	From unit's arrival in port until moved to gaining command's assembly area.

### **ST 1.1.2.3 Provide Onward Movement in the Theater**

**DJS Approval Date:** 26-AUG-05

**Description:** To flow forces from port of debarkation (PODs) staging areas to their final destinations by highway (common-user or convoy), rail, water, or air. This task also includes transitioning command and control of units and personnel during onward movement and providing in-transit visibility (ITV) data. (JP 3-35, JP 4-01.3, JP 4-01.5, JP 4-01.8, CJCSM 3122.03)

**Notes:** Movement Control is provided under ST 4.3.1, "Establish and Coordinate Movement Services Within Theater."

M1	Days	Forces are en route to final destination (from POD staging areas).
M2	kph	Average speed of convoys en route to final destination (from staging areas/POD).
M3	Percent	Of vehicles become misrouted en route to final destination (from POD staging areas).
M4	Percent	Of units move in accordance with movement and security instructions.
M5	Percent	Of external movement requirements identified and request submitted.
M6	Hours	To position movement control assets for controlling movement.

## ST 1.1.2.4 Provide Theater Strategic Integration of Deploying Forces

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct seamless flow between phases and the synchronized hand-off of mission capable units into an operational commander's force prior to mission execution. (JP 3-35, JP 4-0, JP 4-01.5, JP 4-01.8)

M1	Hours	It takes for arriving air units to be ready to conduct operations.
M2	Hours	It takes for units to be ready to support the operational commander after arrival at the gaining command's staging area.
M3	Percent	Of units arrive at gaining command's staging area prepared to conduct operations.
M4	Hours	It takes for arriving units to integrate into command and control (C2) process of its higher headquarters.

## ST 1.1.2.5 Estimate Theater Closure Time

**DJS Approval Date:** 26-AUG-05

**Description:** Determine the arrival date for units, passengers, or cargo at ports of embarkation (POEs) or determine the arrival date at theater destinations from port of debarkation (POD). Service or Service components provide estimates of the ability of their assets (units, contracted capability) and resources (materiel handling equipment, facilities, fuel, etc.) to transport units, passengers, and cargo to the POE or from the POD. (JP 3-35, JP 4-0, JP 4-01.2, JP 4-01.5, JP 4-01.8, JP 5-0, JP 5-00.2, CJCSM 3122.03)

M1	Days	Deviation between available-to-load-date at POE (ALD) and earliest delivery date (EDD) for self-deploying Service and component forces.
M2	Percent	Of transportation assets meet ALD/ready to load date (at origin) (RLD).
M3	Days	Deviation from latest arrival date at port of debarkation (LAD) in airlift.
M4	Days	Deviation from LAD in sealift.
M5	Percent	Of unit line numbers (ULNs) arrive not later than

		(NLT) LAD in airlift.
M6	Percent	Of units closed NLT RDD.
M7	Percent	Of ULNs close after RDD.
M8	Percent	Of ULNs arrive NLT LAD in sealift.
M9	Days	Needed to determine aerial port requirements.
M10	Percent	Of POE/POD capacity employed.
M11	Percent	Of estimated rail capacity from POD to destination is actually in place.
M12	Percent	Of Time-Phased Force and Deployment Data (TPFDD) estimated throughput capacity for POE/POD is actually in place.
M13	Days	To position port support activities at POEs/PODs.
M14	Days	Aerial ports of debarkation/seaports of debarkation (APODs/SPODs) to reach full operating capability.
M15	Percent	Of intratheater airlift, ground transportation, or sealift available for onward movement.

## **ST 1.1.2.6 Coordinate Joint Personnel Training and Tracking Activities (JPTTA)**

**DJS Approval Date:** 26-AUG-05

**Description:** To establish, at the request of the supported combatant commander, a JPTTA in continental United States (CONUS) or in theater to provide theater specific training to military individual augmentees, DOD civilians, and contractors expected to deploy to theater or move within theater. (JP 1-0) (JP 1-0)

M1	Number	Maximum personnel-handling capacity of the JPTTA.
M2	Days	To train and inprocess military personnel, civilians and contractors.
M3	Hours	Determine status of arriving military, civilian and contracting personnel.
M4	Days	To deploy military personnel, civilians and contractors into joint operations area (JOA).

## ST 1.1.3 Conduct Intratheater Deployment of Forces

**DJS Approval Date:** 26-AUG-05

**Description:** To deploy or move a joint or multinational force by any means or mode of transportation from its position within the theater to another position within the theater or theater of war in support of the geographic combatant commander's strategic plan. This task includes providing in-transit visibility (ITV) data. (JP 3-35, JP 4-0, JP 4-01.3, JP 4-01.8)

M1	Hours	To locate specific personnel or cargo en route.
M2	Percent	Of cargo closed before joint force commander (JFC) earliest arrival date (at port of debarkation) (EAD) without any place to offload or store.
M3	Percent	Of cargo, visible during transit (ITV).
M4	Percent	Of cargo requested, delivered.
M5	Percent	Of force moved by means designated in commander's Time-Phased Force and Deployment Data (TPFDD).
M6	Percent	Of intratheater and (where available) host-nation support (HNS) lift assets effectively integrated into intratheater deployment plan.
M7	Percent	Of required assets/resources, provided to JFC to complete operational movement by required delivery date (at destination) (RDD).
M8	Percent	Of ULNs, visible during transit (ITV).
M9	Percent	Of units closed within JFC RDDs.

## ST 1.1.4 Provide Command and Control of Deploying Units

**DJS Approval Date:** 26-AUG-05

**Description:** To provide for authority and direction of deploying units as they transit through the phases of deployment to the point they come under the combatant command of the supported combatant commander, or other command arrangement, as specified. This task includes determining appropriate circumstances and procedures for transfer of authority (TOA) from the supporting force to the supported combatant commander. (JP 3-35, JP 4-0, JP 5-00.2)

M1	Hours	For a unit or major cargo in transit to be located (upon request).
M2	Hours	For transfer of authority messages to be exchanged after units cross joint force commander (JFC) boundaries.
M3	Minutes	Or less for transfer of authority message to be exchanged after unit crosses JFC boundary.
M4	Minutes	Or less to locate a deploying unit or major cargo item (upon request).
M5	Minutes	To establish connectivity with aircrew or command element of an active mission.
M6	Hours	For deployed commander to establish 100 percent accountability of deployed forces.
M7	Hours	For deployed commander to transmit required casualty report to Service headquarters to allow for timely notification of next of kin (NOK).

## ST 1.1.5 Provide Intratheater Refueling

**DJS Approval Date:** 26-AUG-05

**Description:** To provide refueling for the deployment or strategic employment of air, land, and sea forces within a theater. Refueling will allow forces to reach their destination without dependence on foreign nations while in-transit. (JP 3-17, JP 4-01.2, JP 4-03)

M1	Percent	Of accepted air-to-air refueling requests met.
M2	Percent	Of air-to-air refueling sorties delivered fraggged offload.
M3	Percent	Of receivers take full offload at appropriate time and location (inbound).
M4	Percent	Of receivers take full offload at appropriate time and location (outbound).
M5	Percent	Of requests for emergency tanker support (e.g., combat search and rescue (CSAR), battle damage), met.
M6	Percent	Of tanker tracks (servicing both type receivers) flown by boom and drogue capable tankers.
M7	Pounds	Of fuel per day offloaded in air-to-air refueling.
M8	Percent	Of receiver aircraft divert (due to tankers missing

		air refueling control times (ARCTs) during execution).
M9	Percent	To validate short notice request for air refueling support (from receipt).
M10	Percent	To source air refueling resources for validated short notice air refueling requests (from receipt).
M11	Percent	To provide feasibility analysis for short notice requests for additional apportioned strategic air refueling assets to support the air-bridge (from receipt).

## ST 1.1.6 Coordinate/Provide Pre-positioned Assets/Equipment

**DJS Approval Date:** 26-AUG-05

**Description:** To provide long-term pre-positioning and short-term deployment/redeployment of unit equipment and supplies in support of designated elements. These include afloat pre-positioning shipping (APS) and expeditionary pre-positioning shipping (maritime pre-positioning forces (MPF)). (JP 3-17, JP 3-35, JP 4-01, JP 4-01.2)

M1	TBD	TBD
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## ST 1.2 Assemble Forces

**DJS Approval Date:** 26-AUG-05

**Description:** To assemble designated theater forces in areas from which they are best disposed to initiate the combatant commander's campaign plan and achieve strategic advantage. Forces are assembled based upon the commander's concept of operations. (JP 3-0, JP 3-02, JP 3-17, JP 3-35)

M1	Days	To move support bases for concentrating forces.
M2	Days	To concentrate forces.
M3	Percent	Of concentrating forces must road march.
M4	Hours	From acceptance of allied forces (when required) until assigned to strategic formations.
M5	Hours	To request apportioned reinforcing forces (following warning order).

M6	Hours	Until unit theater forces are postured to deal with an attack (following warning order or strategic warning of attack).
M7	Instances	Enemy forces withdraw or redeploy.
M8	Instances	Strategic deployment achieves a strategic advantage.

## **ST 1.2.1 Coordinate Civilian Personnel and Contractor Support**

**DJS Approval Date:** 26-AUG-05

**Description:** Coordinate personnel service support for deployment, redeployment or movement of DOD civilian personnel and contractor employees entering or departing the joint operations area (JOA). This task also includes, establishing theater admission requirements for DOD civilians and contractor employees, passports, visas, DNA sampling, HIV testing, pre-deployment training and other combatant commander directed requirements. (JP 1-0, JP 3-35, JP 4-0, CJCSM 3500.05)

M1	Yes/No	Theater admission requirements for civilians deploying in JOA.
M2	Days	To train, equip, to include issuance of weapons, if approved, and in process, DOD civilians and contractor employees prior to forward deployment.
M3	Days	To identify DOD Civilian(s) and contractor employees' personnel service support to include: legal, postal, morale, welfare, and recreation (MWR), Medical, finance and replacement requirements.
M4	Days	To receive DOD civilians and contractor employees in theater per joint force commander (JFC) guidance.
M5	Days	Include in joint personnel status and casualty report (JPERSTAT), accountability for DOD civilians and contractor employees in JOA.
M6	Days	To re-deploy DOD civilians and contractor employees.

## **ST 1.3 Conduct Theater Strategic Maneuver and Force Positioning**

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct theater strategic maneuver and force positioning of Service, joint, or multinational forces to achieve a position of strategic advantage over the enemy. Successful strategic concentration may be either offensive or defensive. (JP 3-0, JP 3-02, JP 3-09, JP 3-35)

M1	Hours	From acceptance of allied forces (when required) until assigned to strategic formations.
M2	Hours	To request apportioned reinforcing forces (following warning order).
M3	Hours	Until unit theater forces are postured to deal with an attack (following warning order or strategic warning of attack).
M4	Instances	Enemy forces withdraw or redeploy.
M5	Instances	Strategic deployment achieves a strategic advantage.

## ST 1.3.1 Posture Forces for Strategic Maneuver

**DJS Approval Date:** 26-AUG-05

**Description:** To plan and order the grouping of forces and means into strategic formations for executing theater war or strategic plans or campaigns. Strategic formations support the theater strategic concept and intent and provide for the effective use of all elements of assigned forces, a capability for maneuvering and increasing the strength of forces and means during the joint operation, a rapid transformation from strategic offensive to strategic defensive operations without the loss of momentum or effectiveness, the conduct of continuous operations, and the protection of the joint force. A strategic formation could be the combatant command, a subordinate joint force, or even a single service organization assigned a strategic mission. (JP 0-2, JP 1)

M1	Hours	From acceptance of allied forces (when required) until assigned to strategic formations.
M2	Hours	To designate joint force air component commander (JFACC) (following warning order).
M3	Hours	To request apportioned reinforcing forces (following warning order).
M4	Hours	Until unit theater forces postured to deal with attack (following warning order or strategic warning of attack).
M5	Hours	Until unit assigned to specific component command



		(following warning order).
M6	Instances	Enemy forces withdraw or redeploy.

## ST 1.3.2 Designate Strategic Reserves

**DJS Approval Date:** 26-AUG-05

**Description:** To establish an external reinforcing force that is not committed in advance to a specific major subordinate command. This force can be deployed to any region for a mission designated at the time by the combatant commander. (JP 0-2, JP 3-07.3, JP 4-05)

M1	Days	To close designated strategic reserve into assigned location.
M2	Hours	For strategic reserve to respond.
M3	Percent	Of strategic reserve allocated to a single joint/combined commander.
M4	Percent	Of strategic reserve specified in campaign plan, available.
M5	Percent	Of strategic reserve not tasked with another mission.
M6	Percent	Of strategic reserve previously designated in campaign plan.

## ST 1.3.3 Synchronize Forcible Entry in Theater

**DJS Approval Date:** 26-AUG-05

**Description:** To synchronize the seizing and holding of a military lodgment in the face of armed opposition. This task requires tailoring forces for the mission and ensuring they are scheduled for simultaneous deployment and employment. This activity is often the only method for gaining access into the joint operations area or for introducing decisive forces into the region. Synchronized forcible entry, with any combination of airborne, amphibious, and air assault operations, is designed to horizontally escalate the operation to exceed the enemy's capability to respond. (JP 3-0, JP 3-02, JP 3-17, JP 3-18, JP 5-00.2)

M1	Hours	For forcible entry force to achieve planned objectives (after entry).
M2	Hours	To secure bridgehead from direct fire and observed

		indirect fire to permit deployment of follow-on forces (after initial forced entry).
M3	Percent	Of entry forces available for follow-on missions.
M4	Percent	Of the joint operations area infrastructure supports introduction of follow-on forces (in accordance with (IAW) theater campaign plan).

## ST 1.3.4 Integrate Direct Action in Theater

**DJS Approval Date:** 26-AUG-05

**Description:** To integrate short-duration strikes and other small-scale offensive actions by special operations forces in order to seize, destroy, capture, recover, or inflict damage on designated personnel or materiel, with strategic results. This task includes the integration and synchronization of special operations forces (SOF) in coordinated raids, ambushes, or direct assaults; the emplacement of mines and other munitions; standoff attacks; support for the employment of precision guided weapons; independent sabotage; antiship operations, and information operations. (JP 3-05, JP 3-05.2)

**Notes:** This task includes the integration of SOF actions to support ST 6.2.7, "Initiate and Conduct Personnel Recovery in Theater."

M1	Hours	Between desired and actual time in position.
M2	Hours	Between planned and actual infiltration.
M3	Percent	Of direct action (DA) missions result in loss of all or most of engaged friendly forces.
M4	Percent	Of operations conducted complete rehearsal (prior to infiltration).
M5	Percent	Of operations ensured full coordination and deconfliction (prior to execution).
M6	Percent	Of proposed DA missions rejected because of insufficient preparation time.
M7	Percent	Of theater DA recovery missions successfully withdraw from immediate objective area.
M8	Percent	Of theater DA recovery missions recover target and mission personnel to friendly control, alive.
M9	Percent	Of theater DA missions achieve their aim.
M10	Percent	Of theater DA missions are deliberately planned.
M11	Percent	Of time-sensitive theater DA missions achieve their

	aim.
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## ST 1.3.5 Conduct Show of Force/Demonstration

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct show of force operations or demonstrations. Demonstrations are designed to display resolve and capability to affect regional politico-military decision making, to support the other instruments of national power or to draw the attention of an enemy. Show of force operations are those demonstrations conducted to exhibit military power, but with the intention of not becoming engaged in combat. Activities could include amphibious demonstrations, aircraft and ship visits or concentrations, combined training exercises, forward deployments, and the introduction or buildup of a military force in a region. (JP 3-02, JP 3-07)

M1	Days	Until show of force elicits diplomatic response from target nation.
M2	Days	Until show of force mentioned in target nation's press.
M3	Days	Demonstration holds attention of targeted enemy forces.
M4	Days	Until show of force elicits change in conduct of target nation.
M5	Percent	Of enemy forces drawn away from main thrust by demonstration.
M6	Percent	Of force conducting show of force/demo become decisively engaged in combat.
M7	Percent	Of force in place (at execution).
M8	Percent	Of targeted enemy forces displaced toward demonstration after start.
M9	Percent	Relationship between show of force/demo and theater deception plan.

## ST 1.3.6 Conduct Theater of War Operations in Depth

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct various types of actions across the depth and breadth of the theater of war. Such operations achieve a position of advantage or defeat/destroy enemy forces or capabilities. Theater strategic operations in depth can be conducted by theater assigned forces and/or by external supporting forces. Operations in depth may be joint, coalition, or single Service or nation, but in all cases support theater strategic objectives. (JP 1, JP 3-0, JP 3-13)

M1	Percent	Of supporting forces correctly linkup with forces in depth (e.g., for resupply).
M2	Kilometers	Deviation in position of forces at required check points.
M3	Kilometers	Deep into enemy area, actively conducting operations in depth.
M4	Minutes	Between requested and actual delivery of fires by external supporting fires.
M5	Percent	Of projected lines of communications (LOC) capacity actually available.
M6	Percent	Of assigned targets destroyed (within time allotted).
M7	Percent	Of enemy strategic centers of gravity covered by operations in depth.
M8	Percent	Of forces operating in depth, within range of friendly supporting firepower.
M9	Percent	Of multinational force integrated into theater campaign.
M10	Percent	Of projected noncombatant casualties, actually incurred.
M11	Percent	Of operations in depth, fully coordinated prior to initiation.
M12	Percent	Of operations in depth, meet planned time lines for positioning.
M13	Percent	Of target attacks by external supporting forces, aborted.
M14	Percent	Of theater actions achieve strategic position of advantage over enemy forces.
M15	Percent	Of theater operations achieve national and theater strategic objectives.
M16	Percent	Of theater strategic operations, adequately supported and contribute to successful campaign.
M17	Percent	Of time during theater campaign, significant

		operations in depth are active.
M18	Percent	To plan and position forces deep in enemy area.

## **ST 1.3.7 Conduct Unconventional Warfare (UW) Across Joint Operations Areas**

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct military and paramilitary operations, normally of long duration across joint operations areas. This task integrates and synchronizes indigenous or surrogate forces that are organized, trained, equipped, supported, and directed by an external source. It includes guerrilla warfare and other direct offensive, low visibility, covert or clandestine operations, as well as indirect activities of subversion, sabotage, intelligence activities, and evasion and escape. (JP 3-05)

M1	Percent	Of assets shared among theaters of operation.
M2	Percent	Of indigenous population recruited to support friendly unconventional warfare (UW) plan/campaign.
M3	Percent	Of isolation phase required time available.
M4	Percent	Of linkups at infiltration, successful.
M5	Percent	Of operational and strategic objectives successfully achieved by friendly force UW action.
M6	Percent	Of theater deep zone, has active UW conducting operations.
M7	Percent	Of UW cadre fully trained in UW (including area language).
M8	Percent	Of UW forces remain clandestine or covert.
M9	Percent	Of UW operations include a fully executed psychological operations (PSYOP) preparation.

## **ST 1.3.8 Establish Water Space Management**

**DJS Approval Date:** 26-AUG-05

**Description:** To provide for safe transit and direction of submarines and other underwater vessels and equipment, and the prevention of mutual interference between subsurface, surface, and other force elements. Other force elements include items such as towed array sonar, mine

countermeasures, or other towed objects at subsurface depths, torpedoes, ordnance, fuel tanks, etc. (JP 3-0, JP 3-16)

M1	Incidents	Where proper water space management inadequate.
M2	Incidents	Where proper coordination of movement not adequate.
M3	Percent	Of Notices to Mariners published in timely fashion to all concerned (ALCON) agencies.
M4	Incidents	Of collision at sea.

## ST 1.3.9 Establish Airspace Control Measures

**DJS Approval Date:** 26-AUG-05

**Description:** To establish safe, efficient, and flexible airspace control measures for the coordination, integration, and regulation of airspace of defined dimensions. This task includes procedures to facilitate routing and recognition of friendly aircraft, establishment of identification zones and weapons engagement zones, and the direction of noncombat air resources. It offers the least inhibition to offensive counterair and other operations penetrating and returning from enemy territory. This task includes employing both positive and procedural control measures. (JP 3-01, JP 3-52)

**Notes:** See ST 2.2.1, "Collect Information on Theater Strategic Situation," and ST 6.2.5, "Establish and Coordinate Positive Identification Procedures for Friendly Forces in Theater," for identification of friend or foe (IFF) to establish hostile criteria for early separation of friend and foe in order to permit maximum beyond-visual-range engagement and avoid fratricide.

M1	Percent	Of fixed wing sorties unable to complete mission because of lack of clearance.
M2	Percent	Of friendly aircraft sorties engaged by friendly weapons systems.
M3	Percent	Of friendly sorties experiencing blue on blue air-to-air engagements.
M4	Percent	Of OA has complete air picture available.
M5	Percent	Of rotary wing sorties unable to complete mission because of lack of clearance.
M6	Percent	Of sorties interfered with by friendly ground fire.
M7	Percent	Of time, procedural control allowed positive control

		to be suspended for emission control (EMCON) reasons.
M8	Percent	Of time, system outages forces use of procedural control.
M9	Percent	Of tracks cannot be cross told.

## ST 1.4 Enhance Strategic Mobility

**DJS Approval Date:** 26-AUG-05

**Description:** To facilitate the movement of joint or multinational formations in a theater campaign or joint operation that overcome delays due to strategically significant terrain or sea location. This task pertains to the capability of military forces to move into or between a theater of war or operations and achieve concentration for strategic advantage. This activity includes overcoming strategically significant obstacles and actions to enhance movement of theater forces (e.g., the building of the Burma Road or Alaskan Highway during World War II). (JP 1, JP 3-0, JP 3-35, JP 4-01)

M1	Percent	Of deploying forces delayed by enemy strategic countermobility efforts.
M2	Instances	Of theater operations delayed, diverted, changed, or canceled.
M3	Percent	Of mine countermeasures operations enhance freedom of movement.
M4	Percent	Of mines impacting on freedom of movement, countered.

## ST 1.5 Conduct Strategic Counter-Mobility

**DJS Approval Date:** 26-AUG-05

**Description:** To delay, channel, or stop offensive air, land, space, and sea movement by an enemy formation attempting to achieve concentration for strategic advantage. It also includes actions to shape, at the strategic level, enemy retrograde operations to allow friendly exploitation. (JP 3-02, JP 3-03, JP 3-15)

M1	Days	Delay in enemy operations and movement because of friendly systems of barriers, obstacles and mines.
M2	Percent	Of designated forces actually assigned to monitor

		and enforce friendly strategic barriers to enemy mobility.
M3	Percent	Of enemy force channeled into an unfavorable avenue of approach by friendly system of obstacles or barriers.
M4	Percent	Reduction in enemy's logistics flow (to below requirements for offensive action).

## **ST 1.5.1 Establish Strategic System of Barriers, Obstacles, and Mines**

**DJS Approval Date:** 26-AUG-05

**Description:** To channelize, delay, disrupt or attrite the enemy and protect friendly forces relative to employment of barriers, obstacles, and mines in support of land, maritime, and air operations. Strategic barriers, obstacles, and minefields normally are emplaced around an existing terrain feature (e.g., mountain chain or strait) or a manmade structure (e.g., air base, canal, highway, or bridge). Selecting locations and emplacing strategic land and maritime obstacles should be coordinated among multinational forces at all levels. This will preclude limiting friendly operational maneuver; conflicting, duplicative, or divergent operations, and possible fratricide among multinational forces. Plans that could impact on other theaters should be coordinated to prevent potential mutual interference. This is particularly important for maritime minelaying that could affect strategic movement to or from other theaters. (JP 3-03, JP 3-15)

M1	Days	Delay in construction of strategic systems of barriers, obstacles, and mines.
M2	Percent	Of systems of friendly obstacles and barriers successful in delaying, channeling, or stopping enemy offensive action.
M3	Percent	Of locations for strategic systems of barriers, obstacles, and mines surveyed before crisis.

## **ST 1.5.2 Establish Sanctions, Embargo, or Blockade**

**DJS Approval Date:** 26-AUG-05



**Description:** To isolate a place, especially a port, harbor, or part of a coast, by ships or troops and aircraft to prevent entrance or exit and deny an enemy support, commerce, reinforcement, or mobility, and/or reduce an adversary's internal political legitimacy. This task strips away as much of the enemy's support and freedom of action as possible, while limiting potential for horizontal or vertical escalation. It interferes with the enemy's ability to mass, maneuver, withdraw, supply, command, and reinforce combat power while it weakens the enemy economically, materially, and psychologically. This task serves to deny the enemy both physical and psychological support and may separate the enemy leadership and military from public support. (JP 3-02, JP 3-07, JP 3-07.3, JP 3-15, JP 3-35)

M1	Days	Before clear indications target government modified its position.
M2	Days	Before target nation begins to modify their targeted behavior.
M3	Percent	Of designated high interest transiting commercial vessels, kept under continuous surveillance.
M4	Percent	Of pre-action trade maintained through alternative routes.
M5	Percent	Reduction in flow of all supplies to (or from) a target nation.

## **ST 1.6 Control or Dominate Strategically Significant Area(s)**

**DJS Approval Date:** 26-AUG-05

**Description:** To control or dominate the theater physical and information environments whose possession or command provides either side a strategic advantage. To control is to deny the area to the enemy by either occupation of the strategically key area or by limiting use or access to the environment or combat area by the enemy. For an environment to be strategically key, its control must achieve strategic results or deny same to the enemy. In military operations other than war (MOOTW), this activity pertains to a friendly country conducting populace and resources control. (JP 1, JP 3-0, JP 3-01, JP 3-13, JP 3-15)

**Notes:** For attack of theater strategic targets in conjunction with this task see ST 3.2.1, "Conduct Attack on Theater Strategic Targets/Target Sets using Lethal Means," and ST 3.2.2, "Conduct Attack on Theater Strategic Targets using Nonlethal Means."

M1	Days	To achieve air superiority.
M2	Percent	Of forces have operations delayed because key strategic terrain is not under control of friendly ground forces.
M3	Percent	Of forces have operations delayed for lack of air superiority.
M4	Percent	Of forces have operations delayed for lack of maritime superiority.
M5	Percent	Of Joint Force are casualties.
M6	Percent	Of logistics support not available because friendly forces lack maritime superiority.
M7	Percent	Of population under friendly control in small scale contingency (SSC).
M8	Percent	Of theater strategic activities requiring access to space (e.g. reconnaissance, surveillance, communications), not conducted.
M9	Percent	Of villages under friendly administrative control (e.g., taxes collected in SSC).
M10	Weeks	To achieve maritime superiority.
M11	Weeks	To achieve information superiority after crisis onset.
M12	Days	Delay to operations because of the lack of information security.

## ST 1.6.1 Control Strategically Significant Land Area

**DJS Approval Date:** 26-AUG-05

**Description:** To control strategically significant land area in order to facilitate the freedom of movement and action of forces. The objective is to allow land, sea, air, space, and special operations forces to conduct operations free from major interference from enemy forces based upon land areas. This task includes identifying and prioritizing critical areas and focusing efforts, during specific periods of time, when superiority must be established to ensure freedom of action for critical operations and protection of key assets. (JP 1, JP 3-0, JP 3-15)

M1	Incidents/Day	Of enemy fires or direct assault on friendly support facilities in rear areas.
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M2	Incidents	Of attacks by enemy fires on friendly airfields/seaports.
M3	Percent	Of areas identified as decisive points or enemy geographic centers of gravity, under friendly control at strategic end state.
M4	Percent	Of operations, delayed until key strategic areas controlled by friendly ground forces.
M5	Percent	Of population under friendly control in small scale contingency (SSC).
M6	Percent	Of theater forces operating in areas under control of friendly ground forces.
M7	Percent	Of theater free from air attack from enemy controlled land areas.
M8	Percent	Of villages, where no leaders, teachers, policemen, or medical personnel assassinated within last three months in SSC.
M9	Percent	Of villages under friendly administrative control (e.g., taxes collected).

## ST 1.6.2 Gain and Maintain Air Superiority in Theater

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct counterair operations sufficient to provide air superiority at the proper place and time to provide freedom of action for critical operations and protection of key assets. Joint force commanders (JFCs) normally seek to secure air superiority early in the conduct of joint operations. This task attacks the enemy's warfighting capabilities in the air through offensive counterair (OCA), defensive counterair (DCA), anti-air warfare (AAW), air interdiction (AI) as well as strategic attack on enemy power capability. (JP 1, JP 3-0, JP 3-01)

**Notes:** DCA is covered under ST 6.1, "Provide Theater Missile Defense."

M1	Incidents/Day	Of attacks by enemy air forces on commercial and military airlift aircraft.
M2	Days	To achieve air superiority.
M3	Incidents	Of major operations delayed, disrupted, or canceled.
M4	Percent	Of friendly attrition rate per sortie.

M5	Percent	Of air transport departed on time.
M6	Percent	Of critical operations area in theater under an air superiority umbrella.
M7	Percent	Or lesser operations (and no major operations) delayed or disrupted.

## ST 1.6.3 Gain and Maintain Maritime Superiority in Theater

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct the employment of forces for decisive engagement, attrition, containment, neutralization, or destruction of enemy maritime surface, subsurface, and air forces and their means of support in order to secure the desired degree of maritime superiority. This task attacks the enemy's warfighting capabilities in the maritime environment through air, surface and subsurface warfare, including antisubmarine warfare (ASW), undersea warfare (USW), air defense (AD), defensive counterair (DCA), air interdiction (AI), and traditional surface and subsurface warfare. Additionally, this task requires the coordination of barrier and blockade operations to deny enemy maritime forces access to open ocean areas and other maritime areas; offensive and defensive mining operations to restrict the freedom of movement of enemy maritime forces in areas such as harbors and chokepoints; and mine countermeasures to permit freedom of movement of friendly maritime forces. (JP 1, JP 3-0, JP 3-15)

**Notes:** For conduct of a blockade, please see ST 1.5.2, "Establish Sanctions, Embargo, or Blockade."

M1	Incidents/Day	Of attacks on commercial or military strategic lift vessels by enemy combatants.
M2	Percent	Of friendly shipping suffering significant disruption or delays.
M3	Percent	Of major operations delayed or disrupted.
M4	Percent	Of major operations delayed, disrupted, or canceled.
M5	Casualties	Suffered by force in achieving maritime superiority.
M6	Percent	Of enemy naval forces gain access to friendly mined/blockaded harbors and chokepoints (within joint operations area (JOA)).

M7	Percent	Of enemy naval forces gain access to open ocean areas (within JOA).
M8	Percent	Of enemy naval forces regaining access to their mined/blockaded harbors and choke points (within JOA).
M9	Percent	Of equipment and supplies coming through sea lines of communications (SLOCs), delayed, disrupted, or canceled (because of enemy naval action).
M10	Percent	Of major operations, delayed, disrupted, or canceled (because of enemy air or naval actions).
M11	Weeks	To achieve maritime superiority.

## ST 1.6.4 Gain and Maintain Information Superiority in Theater

**DJS Approval Date:** 26-AUG-05

**Description:** To achieve information superiority by affecting an adversary's information, information-based processes, and information systems, while defending one's own information, information-based processes, and information systems. This task is accomplished by integrating and exploiting the mutually beneficial effects of offensive and defensive information operations. (JP 1, JP 3-0, JP 3-07.3, JP 3-13, JP 3-13.1, CJCSI 3110.09, CCSI 3210.01)

M1	Percent	Decrease in significant enemy communications traffic on significant communications systems after 1 week of information warfare/command and control warfare (IW/C2W) attack.
M2	Percent	Decrease in significant enemy communications traffic on significant communications systems after IW/C2W attack.
M3	Percent	Of indigenous mass media outlets accepting US forces information for dissemination.
M4	Percent	Of adversary information conduits penetrated, corrupted, or monitored.
M5	Percent	Of friendly communications traffic delayed, disrupted, or corrupted by adversary IW/C2W.
M6	Percent	Of selected access programs employed with intended effect.

M7	Percent	Of selected access programs have a coordinated employment plan before hostilities.
M8	Weeks	Delay in operation because of delay in deception operation execution.
M9	Weeks	To achieve information superiority in theater.
M10	Weeks	Without significant security breach.

## ST 2 Conduct Theater Intelligence Operations

**DJS Approval Date:** 7-NOV-08

**Description:** To execute the joint intelligence process to provide the intelligence required for planning, developing, executing, and assessing theater strategy, campaigns, major operations and command actions. Employ collaborative and federated intelligence architecture to integrate Department of Defense, national intelligence community, interagency, (and when authorized intergovernmental) multinational, and theater intelligence capabilities to sustain continuous operations. Analyze all relevant aspects of the operational environment to identify adversarial threats, determine adversary capabilities, and estimate adversary intentions. Fuse national and theater intelligence into all-source estimates and assessments and provide a single, coordinated intelligence picture. Provide theater strategic indications and warning of adversary activities to prevent strategic surprise. Synchronize and integrate intelligence with theater plans, operations, targeting, and assessments based on the commander's intelligence requirements, decision points, and desired effects. (JP 2-0, JP 2-01, JP 2-01.2, JP 2-01.3, JP 2-03, JP 3-0, JP 3-09, JP 3-13, JP 3-13.3, JP 3-33, JP 3-60, JP 5-0, JP 6-0)

**Notes:** "Federated" intelligence refers to intelligence support provided to an engaged commander, or an intelligence center supporting an engaged command, involving specific intelligence functions that are performed outside normal Defense Intelligence Analysis Program production assignments. Intelligence federation enables combatant commands to form support relationships with other theater Joint Intelligence Operations Centers, Service intelligence centers, Joint Reserve Intelligence Centers, or other DOD intelligence organizations to assist with the accomplishment of the joint force's mission. These support relationships, called federated partnerships, are preplanned agreements (formalized in operation plans, national intelligence support plans, or memorandums of agreement) intended to provide a rapid, flexible, surge capability enabling personnel from throughout the intelligence

community to assist the combatant command while remaining at their normal duty stations. All theater intelligence operations should be conducted in compliance with applicable intelligence oversight regulations. The collaborative component to the enterprise architecture involves the various information systems capabilities, tools, processes and procedures that enable intelligence analysts/users, or groups of intelligence analysts/users, from physically dispersed locations to share information in real time in order to facilitate the joint intelligence process. Collaboration on complex intelligence problems may benefit from a federated approach in which different organizations may assume responsibility for subtopics within the larger problem.

M1	Yes/No	Intelligence resources sufficient to successfully execute theater intelligence programs and satisfy requirements.
M2	Yes/No	Joint intelligence process focused on answering joint force commander's decision-making requirements, priority intelligence requirements, and subordinate's intelligence requirements.
M3	Yes/No	Intelligence architecture (organizational, technical, and procedural interoperability) established to fully support theater missions.
M4	Yes/No	All intelligence disciplines, functions, and operations of the joint intelligence process are represented in the intelligence enterprise.
M5	Yes/No	Joint intelligence preparation of the operational environment conducted to support the command's joint operation planning process.
M6	Yes/No	Intelligence synchronized and integrated into theater planning, operations, and targeting.
M7	Yes/No	Theater indications and warning criteria established.
M8	Yes/No	Threat assessments have been produced for the theater's area of responsibility and area of interest.

## **ST 2.1 Manage Theater Intelligence Enterprise**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, guide, plan, and resource intelligence operations, products, and services supporting the combatant commander (CCDR), staff, and subordinate joint forces. Provide a collaborative and

federated architecture to ensure timely and accurate intelligence to support sustained theater operations. Design and maintain the theater intelligence enterprise to represent all intelligence functionality and interactions required to enable theater operations. Manage the organizational, technical and procedural interoperability of the intelligence enterprise with supporting/supported commands and agencies for intelligence planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback. (JP 3-16, JP 3-33, JP 5-0, JP 6-0, JP 2-0, JP 2-01, JP 3-0)

**Notes:** The term “enterprise” relates to the practice of business optimization and addresses organizational structure, performance management, and process architecture. It is the practice of applying a comprehensive and rigorous method for describing a current and/or future structure and behavior for an organization’s processes, information systems, personnel, and organizational sub-units. The theater intelligence enterprise must ensure that the joint intelligence process is planned, sequenced, and timed to support the commander’s decision-making process and to meet the requirements of plans and operations. The theater intelligence enterprise must be organized for continuous operations. Intelligence organizations should be structured for continuous day-night and all-weather operations. The concept of intelligence operations should provide for continuity of support even if communications are severely stressed or temporarily lost. Intelligence resources, activities, and communications must be structured and operated to be sufficiently survivable to ensure required intelligence support is available to the CCDR and subordinate joint force commander for continuity of operations. An important component of survivability is redundancy in critical intelligence architectural components and capabilities.

M1	Yes/No	Interoperability established and maintained with all enterprise stakeholders (military/interagency/multinational)
M2	Yes/No	Intelligence organizational, technical, and procedural interoperability established to support theater missions.
M3	Yes/No	Information exchange requirements identified and functioning according to established Information Management Plan.
M4	Yes/No	Intelligence battle rhythm synchronized and integrated with command battle rhythm.
M5	Yes/No	Intelligence resources sufficient to successfully



		execute intelligence programs and satisfy requirements.
M6	Percent	Of command's intelligence requirements satisfied.
M7	Yes/No	Theater Intelligence Assessment produced and updated as new information becomes available.
M8	Yes/No	Joint intelligence operations functioning according to combatant commander's objectives, guidance, and intent.
M9	Yes/No	Intelligence policies, programs, and guidance for planning, executing and managing joint intelligence operations developed and promulgated throughout the joint force.
M10	Yes/No	Intelligence systems accessible to all military/interagency/multinational members conducting theater intelligence functions and having the appropriate security clearance.

## **ST 2.1.1 Coordinate Theater Organizational and Functional Intelligence Requirements with Department of Defense (DOD), Multinational, and Supporting Organizations and Agencies**

**DJS Approval Date:** 7-NOV-08

**Description:** To establish the organizational relationships and responsibilities internal and external to the combatant command headquarters and coordinate requirements for intelligence planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback. Establish interface/relationship with supported/supporting combatant commander and Service and functional component counterparts, government agencies, nongovernmental organizations, intergovernmental organizations, multinational forces, and other organizations as required by mission needs. (CJCSM 3122.01A, CJCSM 3122.031C, CJCSM 3314.01, JP 2-0, JP 2-01, JP 3-08, JP 6-0)

M1	Yes/No	Federated support arrangements established for planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback for
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		each collection discipline required to support theater plans.
M2	Yes/No	Organizational and functional requirements communicated to all identified commands, agencies, and organizations contributing to theater operations.
M3	Yes/No	Organizational and functional requirements captured in the operation plan, Annex B, and appendices.
M4	Yes/No	Multinational, government agencies, nongovernmental organizations, and intergovernmental organizations incorporated into intelligence battle rhythm.
M5	Yes/No	The engaged command J2 determines whether federated intelligence support is no longer required, and upon that determination notifies the Joint Staff/J-2 that the federated intelligence support may be terminated.

## **ST 2.1.2 Manage Theater Intelligence Information Technology (IT) Architecture**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, guide, plan, and resource federated and collaborative information sharing and intelligence system architectures to effectively collect, analyze, process, validate, store, display, and disseminate information. Identify the theater intelligence architecture related components of the Global Information Grid (GIG), communications and connectivity requirements, and intelligence systems and communications infrastructure and services support with the communications directorate to ensure interoperability across theater and multinational partners. Maintain and coordinate automated intelligence databases, information systems, and support tools with federated partners. Integrate architectural and information exchange requirements into the information management plan (IMP). (CJCSM 3314.01, JP 2-0, JP 2-01, JP 3-13, JP 3-33, JP 6-0)

**Notes:** This task is performed in close collaboration with theater and national information systems activities. An intelligence sharing architecture is integral to all intelligence operations. From planning and direction through dissemination and integration, the architecture supports intelligence functions over the GIG. The GIG employs a distributed global network involving various communications systems,

computers, space-based intelligence support systems, and their associated resources and technologies. A collaborative intelligence sharing architecture must support the full range of military operations and support the intelligence requirements of decision makers, from the strategic level down through the tactical level of war. The architecture incorporates the policies, procedures, reporting structures, trained personnel, automated information processing systems, and connectivity to plan for, collect, process, analyze, disseminate and evaluate intelligence. It also provides support to disaster relief efforts that require military support.

M1	Yes/No	Theater intelligence enterprise information exchange requirements documented in the joint force IMP.
M2	Yes/No	Theater intelligence-related components of the established GIG.
M3	Yes/No	Federated support arrangements established for planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback for each collection discipline required to support theater planning and operations.
M4	Time	To re-establish intelligence systems and communications connectivity (if connectivity fails).
M5	Yes/No	Collaborative forums established and maintained for intelligence planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback.
M6	Yes/No	Intelligence systems and communications infrastructure established throughout joint forces operating in theater area of responsibility.
M7	Yes/No	Intelligence systems and communication infrastructure and services support coordinated with joint force communications system directorate to ensure technical and procedural interoperability across joint force, theater, national, interagency, multinational, and nongovernmental organization partners.
M8	Yes/No	Information shared vertically (to higher and lower command intelligence directors) and horizontally (across functional and Service component commands and multinational partners).

M9	Yes/No	24-hour intelligence and information systems maintenance support established.
M10	Yes/No	Intelligence database access requirements for intelligence staff section (J-2) and Joint Intelligence Operations Center personnel established.

## **ST 2.1.3 Develop Theater Intelligence Enterprise Information Management Plan (IMP)**

**DJS Approval Date:** 7-NOV-08

**Description:** To identify and document the theater's intelligence enterprise information exchange requirements in executing the joint intelligence process and securely collecting, processing, storing, displaying, and disseminating information. Establish intelligence information management policies and procedures, and ensure integration of intelligence information into the command's operational processes, battle rhythm, and common operational picture. Ensure intelligence information flow to the right people, at the right time, and in the right format. Coordinate intelligence information exchange requirements and information assurance procedures with the Theater Information Management Office. Integrate intelligence enterprise IMP into the theater IMP. (JP 6-0)

**Notes:** In order to effectively manage the myriad intelligence exchange requirements in a combatant command, a recommended best practice is to designate an intelligence directorate (J-2) information management officer (IMO) to establish information management policies and procedures for the intelligence enterprise and ensure intelligence information flow to the right people, at the right time, and in the right format. The J-2 IMO must be thoroughly familiar with the concept of intelligence operations, the command and control, intelligence systems, connectivity, and information exchange requirements.

M1	Yes/No	Theater intelligence enterprise IMP developed.
M2	Yes/No	Theater intelligence information exchange requirements coordinated with joint force IMO.
M3	Yes/No	Theater intelligence enterprise IMP integrated into the theater IMP.
M4	Yes/No	Intelligence IMO designated.

## ST 2.1.4 Manage Intelligence Programs

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, plan, and guide the programs, resources, and requirements necessary to maintain the theater intelligence enterprise and its support to the joint force headquarters and theater operations. Provide and maintain sufficient programs and resources to effectively and efficiently plan for, collect, process, store, display, analyze, produce, disseminate and evaluate intelligence and information. Develop, coordinate, and issue intelligence policies, programs, strategies, and guidance for the planning and execution of joint intelligence operations. (CJCSM 3314.01, JP 2-0, JP 2-01, JP 6-0)

**Notes:** This task includes metrics that impact theater intelligence enterprise performance plans and their effect on resources. Resources include, but are not limited to, military (Active and Reserve Components), government civilian, and contractor personnel, collection assets, equipment, funding, and facilities required to execute theater intelligence operations. This task also includes applying national intelligence capabilities, optimizing the utilization of joint force intelligence assets, and identifying and integrating additional intelligence resources. The scope of needs, resources, and procedures will depend on the mission, nature, and composition of the force.

M1	Yes/No	Theater intelligence programs executed in accordance with (IAW) Defense and national intelligence policies, direction, and guidance.
M2	Yes/No	Theater intelligence requirements approved and submitted in accordance with appropriate annual planning, programming, budgeting, and execution cycles.
M3	Yes/No	Contract services established to supplement intelligence workforce meet mission requirements.
M4	Percent	Of joint manning document (JMD) intelligence billets appropriately filled with required skill sets/grades/services.
M5	Yes/No	Reserve Components services and support integrated into theater intelligence enterprise mission.
M6	Yes/No	Joint Reserve Intelligence Center and the Reserve Component Intelligence Elements integrated into theater intelligence architecture.

M7	Yes/No	Prioritized theater intelligence requirements approved and integrated into the command's integrated priority list.
M8	Yes/No	Theater intelligence operations conducted IAW applicable legal/oversight regulations, policies, and respective multinational guidelines.
M9	Yes/No	Intelligence readiness sufficient to execute the theater intelligence mission.
M10	Yes/No	Intelligence training services established to train and maintain theater intelligence personnel skills.
M11	Yes/No	Intelligence systems architecture meets theater requirements for performing intelligence core functions (planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback).
M12	Yes/No	JMD developed to adequately align with mission requirements.

## ST 2.1.5 Manage Intelligence Assets in Theater

**DJS Approval Date:** 7-NOV-08

**Description:** To designate, monitor, and assign intelligence assets to theater and subordinate joint force intelligence organizations to meet intelligence requirements (planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback) and permit the accomplishment of assigned intelligence tasks. Integrate national and theater intelligence capabilities into theater plans and operations. Request support and reallocation of additional assets from national intelligence agencies and allied countries in accordance with mission requirements. (JP 2-0, JP 2-01)

**Notes:** As stated in JP 2-0, an intelligence asset is any resource -- person, group, relationship, instrument, installation, or supply -- at the disposition of an intelligence organization for use in an operational or support role.

M1	Yes/No	Intelligence resources assessed as sufficient to meet mission requirements.
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M2	Time	To process requests for additional intelligence support and resources within the theater.
M3	Instances	Of assigned intelligence tasks not accomplished due to insufficient allocation of assets.
M4	Time	To re-allocate and employ intelligence assets in theater.

## **ST 2.1.5.1 Provide Counterintelligence (CI) and Human Intelligence (HUMINT) Support to Theater Operations**

**DJS Approval Date:** 7-NOV-08

**Description:** To provide CI and HUMINT support to theater operations. Identify, prioritize, and validate all CI and HUMINT related RFIs and production requirements and manage, coordinate, and deconflict HUMINT and CI collection activities and requirements within the joint force commander's (JFC's) operational area. Monitor and support the activities of the joint exploitation centers, maintain the integrated defense source registry, deconflict source matters, and perform liaison functions with external organizations. (JP 2-0, JP 2-01, JP 2-01.2 (classified), JP 3-13, JP 3-50)

**Notes:** Doctrinally, the HUMINT and CI staff functions are placed under the CI and HUMINT element J-2X staff structure. The mission of the J-2X is to task, coordinate, synchronize, manage, and deconflict all DOD CI and HUMINT operations in the JFC's operational area. In concert with this mission, a J-2X should be established in all joint force structures at every level across the entire spectrum of conflict when HUMINT and CI activities are anticipated. Include a support element, as needed, to provide report and source administration, linguistic services, and polygraph support. Individual Service components may often establish their own "2Xs" to manage internal CI and HUMINT functions and interact with the joint force J-2X. J-2X personnel must work closely with Special Operations planners.

M1	Yes/No	Approved CI collection concept proposals for strategic, operational, and tactical CI collections are published.
M2	Yes/No	CI/HUMINT operations conducted in accordance with legal/oversight regulations, policies, and respective multinational/national guidelines.

M3	Yes/No	Approval received from theater Military Source Operations Approval Authority for category II and III military source operations. Category I packages forwarded through Theater DOD HUMINT element for approval and submission to USD(I) for final concurrence.
M4	Yes/No	Process in place for coordination of activities in accordance with Intelligence Community Directive 304.
M5	Yes/No	Process in place for coordinating polygraph, technical support countermeasures, biometric, linguists, and technical operations support.
M6	Yes/No	CI support coordinated and integrated into force protection and OPSEC plans.
M7	Percent	Of CI/HUMINT collection requirements integrated into joint force collection plan.
M8	Yes/No	Contact established and maintained with all CI/HUMINT collection requirements managers for theater operations.
M9	Percent	Of source reporting focused on approved collection requirements, priority intelligence requirements, and essential elements of information.
M10	Frequency	Of liaison visits with external commands, organizations, and agencies.
M11	Percent	Of source database information registered in the designated source registry.
M12	Percent	Of source database entries that are outdated or inaccurate.
M13	Instances	Of source issues requiring deconfliction.
M14	Time	To coordinate time-sensitive targeting, time-sensitive collection requirements, high-value individual, time-sensitive threat/force protection information with the Joint Intelligence Operations Center (JIOC).
M15	Hours	To review and publish intelligence information reports.
M16	Yes/No	Assistance provided to component elements in the issuance, expenditure, replenishment, oversight, and approval of operational funds.
M17	Days	Of staff assistance provided to subordinate J-2X elements.



M18	Percent	Of CI and HUMINT reports analyzed for trends, patterns, source reliability, and source credibility.
M19	Yes/No	Procedures established with Joint Personnel Recovery Agency to coordinate and deconflict debriefings with returned personnel.
M20	Yes/No	CI/HUMINT participation and/or support to boards, bureaus, centers, cells, and working groups established.
M21	Frequency	Of coordination and support with the activities of the joint exploitation centers.
M22	Yes/No	J-2X planning, collection, analysis, production, and dissemination synchronized with JIOC, J-2 Plans, and J-2 operations.
M23	Yes/No	MOAs and/or MOUs with appropriate national agencies developed and coordinated to provide mutual support to joint force operations.
M24	Frequency	Of liaison/coordination visits with coalition forces, organizations, and agencies.

## **ST 2.1.5.2 Deploy the Command's Joint Force Intelligence Directorate Counterintelligence and Human Intelligence Staff Element (J-2X) and Support Cells.**

**DJS Approval Date:** 7-NOV-08

**Description:** To deploy the necessary assets to coordinate and deconflict all counter intelligence (CI) and HUMINT source operations, investigations, intelligence interrogations, screening, debriefing, and support to documents/media and captured equipment exploitation in theater. (JP 2-0, JP 2-01, JP 2-01.2 (classified))

**Notes:** The mission of the J-2X is to task, coordinate, synchronize, manage, and deconflict all DOD CI and HUMINT operations in the joint force commander's operational area. In concert with this mission, a J-2X should be established in all joint force structures at every level across the entire spectrum of conflict when HUMINT and CI activities are anticipated. Individual Service components may often establish their own "2Xs" to manage internal CI and HUMINT functions and interact with the joint force J-2X. CI and HUMINT elements supporting a joint force may require other (nonmilitary intelligence) units to provide essential support services. Some examples of support that may be required, but may not

be readily available to military intelligence units, are military police (i.e., guards, security) to control detainees and engineer units to build and maintain facilities. The source of such support requirements should be clearly identified and J-2X command planners should ensure that the coordination for this support is executed as early as possible and is coordinated in Annex B, as well as other annexes appropriate to the support requirements.

M1	Yes/No	Integrated Defense Source database for HUMINT, CI, and SOF sources.
M2	Yes/No	HUMINT/CI reporting prioritized and disseminated.
M3	Yes/No	HUMINT/CI tasking authority established and exercised.
M4	Yes/No	Enemy prisoner of war/detainee management and tracking tools established.
M5	Yes/No	Establish an Integrated Defense Source Registry compliant and interoperable theater source database.
M6	Yes/No	CI and HUMINT reporting architecture established.
M7	Yes/No	CI and HUMINT controlled and overt collection operations coordinated and deconflicted between all collection organizations and national agencies as allowed by classification authorities.
M8	Days	To form the CI and HUMINT staff structure to effectively provide CI and HUMINT support to joint force operations.
M9	Days	To appoint an experienced CI professional as the CI Staff Officer to coordinate and deconflict CI force protection source operations, investigations, operations, analysis and production, and technical services; maintain liaison and conduct CI collection management support functions.
M10	Days	To appoint an experienced HUMINT professional to coordinate operations, source administration, and requirements with the country team, and establish liaison with the joint/combined exploitation centers and the Joint intelligence Support Element or Joint Intelligence Operations Center.
M11	Days	To commence CI and HUMINT support to joint force operations upon activation order.
M12	Yes/No	Process in place for coordinating polygraph, technical support countermeasures, biometric,

		linguists, and technical operations support.
M13	Hours/Days	To identify, prioritize, validate CI and HUMINT RFIs and production requirements prior to deployment.
M14	Yes/No	CI and HUMINT oversight/monitoring program established for activities/contractor support to joint force operations.

## ST 2.1.6 Perform Joint Intelligence Operations Functions

**DJS Approval Date:** 7-NOV-08

**Description:** To perform the combatant command's primary intelligence operations center functions required for planning and conducting campaigns and major operations to accomplish strategic objectives within the theater or operational area. Coordinate and synchronize theater intelligence planning with DOD and Intelligence Community intelligence planning efforts supporting theater plans. Integrate the capabilities of national intelligence agencies, Services (Active and Reserve Components), combat support agencies, multinational, and combatant command intelligence assets into planning, collection management, analysis, dissemination, and support. Integrate intelligence into theater plans, operations, and targeting efforts supporting joint forces at the operational and tactical levels of war while ensuring joint intelligence operations can rapidly and adaptively plan, prepare, and execute full-spectrum intelligence operations to keep pace with the operational tempo. (CJCSM 3314.01, JP 2-0, JP 2-01, JP 3-08, JP 3-16)

**Notes:** The combatant command's primary analytical functions reside in the Joint Intelligence Operations Center (JIOC). The JIOC construct seamlessly combines all intelligence functions, disciplines, and operations into a single organization; ensures the availability of all sources of information from both combatant command and national intelligence resources; and fully synchronizes and integrates intelligence with operation planning and execution. Although a particular JIOC cannot be expected to completely satisfy every RFI, it can coordinate support from other intelligence organizations lower, higher, and laterally. Each combatant command tailors its JIOC according to its unique needs and mission requirements; however, JIOC functions generally include the following: coordinating the intelligence effort of subordinate joint force commands; coordinating the theater collection plan and employment of theater assigned and supporting sensors; developing and maintaining databases that support planning, operations, and targeting; validating assessments from higher, lower, and adjacent sources; conducting ISR

visualization and participating with operations directorate of a joint staff (J-3) in the dynamic management of ISR assets; submitting national collection requirements to the combatant command's Director of National Intelligence (DNI) representative, interagency representatives, and/or Defense Intelligence Operations Coordination Center (DIOCC) forward element personnel who are forward deployed to the combatant command JIOC; coordinating with operations directorate of a joint staff (J-3) to ensure intelligence is fully synchronized and integrated with operations; coordinating with plans directorate of a joint staff (J-5) to ensure intelligence is fully synchronized and integrated with plans; conducting all-source intelligence analysis and production in support of joint force and component command requirements; employing Red Teams to address the combatant commander's (CCDR's) most pressing intelligence and operational issues from the adversary's perspective; and serving as the focal point for intelligence planning.

M1	Yes/No	JIOC architecture tailored to represent all intelligence functions, disciplines, and operations to satisfy the full range of command mission requirements.
M2	Yes/No	Intelligence is synchronized and integrated with operation planning and execution.
M3	Percent	Of validated intelligence RFI satisfied.
M4	Yes/No	RFI management process established.
M5	Percentage	Of interoperability established and maintained with enterprise stakeholders (military/interagency/multinational).
M6	Percent	Of subordinate joint force commands' intelligence support requirements coordinated and incorporated into theater intelligence plans, collection plan, and operations.
M7	Yes/No	Theater collection plan and employment of theater assigned and supporting assets coordinated with operations.
M8	Yes/No	Databases supporting planning, operations, and targeting developed and maintained.
M9	Yes/No	Assessments confirmed or supported by higher and subordinate commands as well as other components, combatant commands, and combat support agencies.
M10	Yes/No	Persistent ISR visualization provided for operations.
M11	Yes/No	Dynamic management of ISR assets coordinated

		and synchronized with current operations.
M12	Yes/No	Combatant command collection requirements submitted to national agencies (via CCDR's DNI representative, interagency representatives, and/or DIOCC forward element personnel).
M13	Time	To conduct all-source intelligence analysis and production in support of combatant commander and subordinate joint force requirements (from receipt of information to dissemination).
M14	Yes/No	Red Teams employed to address, from the adversary's perspective, the CCDR's most pressing intelligence and operational issues.
M15	Yes/No	Theater dissemination processes and procedures established.
M16	Percent	Of combatant commander and subordinate joint force intelligence support requirements answered.

## **ST 2.1.7 Provide Administrative Intelligence Services and Support**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, guide, and plan intelligence staff functions, services and support activities throughout the combatant command. Provide administrative, SSO, and other security management responsibilities as assigned by the commander; implementation and enforcement of all applicable security directives, guidance, and regulations, foreign disclosure, and technical and procedural intelligence training functions for the combatant command. Develop, coordinate, and issue policies, programs, and guidance for the planning, execution, and sustainment of joint intelligence operations. (CJCSI 3241.01, CJCSI 5221.01B, JP 2-0, JP 2-01.2)

**Notes:** Functions of administrative support that should be addressed as part of the intelligence planning and direction effort include: financial, contracting, training, and personnel support; information technology requirements; physical, information, personnel, and industrial security matters; intelligence and counter intelligence (CI) oversight compliance; inspector general issues; releasability, and disclosure policy; Freedom of Information Act guidance; and review of all internal publications, directives, and plans to insure they comply with national guidance for protection of sensitive and classified information.

M1	Yes/No	Administrative support services established to process personnel actions (e.g., orders, performance evaluations, leave requests, awards and decorations, re-enlistments, and non-judicial punishment).
M2	Yes/No	Intelligence policies, programs, and guidance for planning, executing, and managing joint intelligence operations developed and promulgated throughout theater intelligence enterprise.
M3	Yes/No	Foreign disclosure services established to provide assistance to the joint force on the proper handling, processing, and disclosing of Category 8 Classified Military Information in accordance with National Disclosure Policy-1 and all applicable policies.
M4	Yes/No	SSO established to provide assistance on SCI administration, personnel, information, physical and industrial security services, and special access programs for the joint force and its subordinate units and other organizations as applicable.
M5	Yes/No	CI support coordinated and integrated into force protection and OPSEC plans.
M6	Yes/No	Intelligence training services established to train and maintain theater personnel's technical, functional, and procedural intelligence skills.
M7	Yes/No	Have other security management duties been assigned to the SSO?

## **ST 2.1.7.1 Provide Foreign Disclosure Services for Theater Operations**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, and assist the joint force on the proper handling, processing, and disclosing of Category 8 (CAT-8) Classified Military Information (CMI) in accordance with (IAW) National Disclosure Policy (NDP-1) and all applicable policies and procedures. Maintain applicable governing policies, procedures, and regulations on the release of military intelligence to foreign governments, allies, and multinational partners. Obtain foreign disclosure authority from combatant command and promulgate joint force policy and guidance across the joint force in coordination with combatant command's Foreign Disclosure Officer (FDO) on disclosure procedures for release of all NDP functional categories to multinational partners. Make timely disclosure decisions

based upon request from joint force organizations/elements, provide decisions to customers, and submit all disclosure decision to combatant command FDO for posting to the Foreign Disclosure System. Ensure procedures are established and reviewed to expedite sharing of US-generated intelligence products with allies and multinational partners. (CJCSI 5221.01B, DODD 5230.11, DODI 5230.18, JP 2-0, NDP-1)

**Notes:** NDP-1 identifies specific disclosure criteria and limitations for the eight categories of CMI. Although this task focuses primarily on CAT-8: Military Intelligence, the FDO acts for the entire combatant commander's staff and therefore must be prepared to release as appropriate all functional categories of CMI, not just CAT-8 Military Intelligence. CAT-8 disclosures are also concerned with the eligibility of recipient countries to receive intelligence on designated and/or non-designated countries. The eight NDP-1 categories are CAT-1: Organization, Training and Employment of U.S. Military Forces; CAT-2: U.S. Military Materiel and Munitions; CAT-3: Applied R&D Information and Materiel; CAT-4: U.S. Production Information; CAT-5: Combined Military Operations, Planning, and Readiness; CAT-6: U.S. Order of Battle; CAT-7: North American Defense; and CAT-8: Military Intelligence.

M1	Yes/No	Combatant command and subordinate joint forces staff aware of foreign disclosure office and services available.
M2	Instances	Of insufficient resources to enable consistent and continuous 24-hour foreign disclosure services.
M3	Time	To process requests to review and disclose CAT-8 CMI.
M4	Percent	Of foreign disclosure determinations meeting customer's time requirements.
M5	Yes/No	Joint force FDO(s) identify and submit any Exception(s) to National Disclosure Policy required for the mission to the combatant command FDO for coordination and approval.
M6	Yes/No	Joint force FDO(s) make timely disclosure decisions IAW NDP-1, Delegation of Disclosure Authority Letters, and other applicable guidance/directives.
M7	Yes/No	Joint force FDO(s) coordinate all disclosure requests for national products/information with the combatant command FDO.
M8	Yes/No	Joint force FDO(s) ensure that disclosure decisions are archived IAW combatant command Designated Disclosure Authority guidance or DODI 5230.18 and

	make available upon request.
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## **ST 2.1.7.2 Provide Special Security Office (SSO) Services for Theater Operations**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, and guide policy, procedures, and assistance on personnel, information, physical, and industrial security services for the joint force and its subordinate units. Maintain applicable governing policies, directives, instructions, and regulations on the SCI program and other security management responsibilities as assigned by the commander. Provide point of contact for information on accreditation authorities and SCIF physical security guidelines. (JP 2-01, JP 3-13.3)

**Notes:** SSO services may include processing periodic reinvestigations and background investigations; providing SCI indoctrinations, non-disclosure agreements, security clearance verification, visit requests, courier cards, courier letters, security access badges, security awareness training; and investigations of possible security compromises. SSO and security management-related services may also include providing defensive security briefings prior to official and unofficial foreign travel, maintaining records of approvals/disapprovals for all unofficial foreign travel, and performing Staff Assistance Visits to locally assigned and subordinate SCIFs.

M1	Yes/No	Tactics, techniques, and procedures for SSO and other assigned security management responsibilities established.
M2	Percent	Of personnel cleared for SCI in accordance with joint manning document billet requirements.
M3	Yes/No	SSO and other security processing requirements established for arriving and departing personnel.
M4	Yes/No	Approval and accreditation process for assigned SCIFs and controlled access areas (CAAs) established.
M5	Yes/No	Security procedures implemented at each assigned CAA and SCIF.
M6	Percent	Of authorized/assigned personnel pending initial and periodic security background investigations.
M7	Instances	Of insufficient resources to enable consistent and responsive SSO services.



M8	Instances	Of security violations/compromises.
M9	Yes/No	Training program implemented for SSO and other assigned security management responsibilities.

## ST 2.1.7.3 Provide Theater Intelligence Training Services

**DJS Approval Date:** 7-NOV-08

**Description:** To plan, conduct, manage, and evaluate intelligence training programs and services for the theater intelligence enterprise. Provide a program of technical and procedural intelligence training services to sustain and assess intelligence readiness. Ensure U.S. and partner nation intelligence personnel are prepared to integrate and apply joint intelligence core skills and systems applications to ensure efficient, accurate, and timely intelligence to the joint force and to meet the combatant command's area-unique missions and responsibilities. Collect, validate, and prioritize joint training requirements. (JP 2-01, JP 3-33, JP 2-0)

**Notes:** Combatant commanders should continuously strive to increase the competence of the intelligence workforce through investment in technical training and professional education. Intelligence training for most combatant commands resides in a Regional Joint Intelligence Training Facility. Joint intelligence training capability at the theater level should include the following training functions: program management, requirements, and capabilities development; training resources, facilities, development, execution, and assessment; exercise planning and execution (collective, functional and individual training); modeling and simulation; and intelligence readiness reporting.

M1	Percent	Of combatant command assigned intelligence personnel trained in theater intelligence systems, system applications, and tactics, techniques, and procedures.
M2	Percent	Of theater intelligence systems, applications, and procedures incorporated into intelligence training and exercise programs.
M3	Percent	Of theater intelligence training curriculum available on-line/through distributed services.
M4	Yes/No	Joint intelligence training standards developed for use in certification and accreditation.
M5	Yes/No	Assessment process/metrics developed to assess

		overall joint intelligence training effectiveness.
M6	Yes/No	Intelligence training capability/facilities able to satisfy intelligence training requirements.
M7	Percent	Of intelligence personnel trained to accomplish duties in accordance with assigned billet requirements.
M8	Instances	Of insufficient training resources (trainers, facilities, equipment, funding) to fully execute training program.
M9	Frequency	Training program assessment conducted.
M10	Frequency	Operational lessons learned incorporated into intelligence training program.
M11	Yes/No	Intelligence training requirements incorporated into theater collective training events.
M12	Yes/No	Intelligence certification program developed and implemented.

## **ST 2.1.8 Manage Theater Intelligence Boards, Bureaus, Centers, Cells, and Working Groups**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, and guide the intelligence-related B2C2WGs, elements, offices, and planning teams other than the primary analytic center required to synchronize and execute theater intelligence operations and meet the mission's intelligence requirements. Coordinate and collaborate in intelligence B2C2WGs to receive, review, discuss, and disseminate information related to the threat, collection requirements and tasking, target intelligence, intelligence programs, resources and requirements, and assessment of joint force intelligence operations, products and processes. (JP 2-01, JP 3-33)

**Notes:** Intelligence B2C2WGs, elements, offices, and planning teams formed are mission-dependent and therefore tailored to meet the theater's intelligence needs. This may require connectivity and collaboration at the strategic, operational, and tactical levels of war. Typical operational intelligence B2C2WGs include, but are not limited to, the joint captured materiel exploitation center, joint document exploitation center, and joint interrogation and debriefing center. A typical intelligence board managed at the strategic theater level is the Joint Collection Management Board (JCMB). Intelligence produced by the B2C2WGs, elements, offices, and planning teams must be incorporated

into Joint Intelligence Operations Center operations. Ensure intelligence operations are represented in, and support, the joint force commander's decision-making cycle, joint planning group, joint operations center, and applicable B2C2WGs as required.

M1	Yes/No	Additional intelligence B2C2WGs, elements, offices, and planning teams established to meet emerging requirements.
M2	Yes/No	Intelligence B2C2WGs, elements, offices, and planning teams' roles and responsibilities established.
M3	Yes/No	Intelligence B2C2WGs battle rhythm synchronized to best support the command's battle rhythm (plans, operations, and targeting cycles).
M4	Yes/No	Intelligence B2C2WGs satisfying mission requirements, guidance, and intent.
M5	Percent	Of daily collection requirements synchronized through the JCMB.
M6	Yes/No	All intelligence disciplines and functions participate and support intelligence B2C2WGs in accordance with intelligence director's guidance and established purpose.
M7	Frequency	Collection manager convenes the joint collections management board.
M8	Yes/No	Collection manager orchestrates the joint collection management board.
M9	Yes/No	Theater intelligence B2C2WGs includes participation from higher, lower, adjacent, and multinational intelligence organizations.

## **ST 2.1.9 Manage Intelligence Agreements with Foreign Nations**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, and guide the intelligence-related agreements with foreign nations in the theater to enhance theater forces' ability to shape potential military engagement, security cooperation, and deterrence operations; gain an understanding of multinational tactics and procedures; enhance information sharing; and establish mutual support with host country nationals. Ensure information sharing architecture supports the dissemination of intelligence information with

nations supporting multinational efforts and complies with foreign disclosure policy. (JP 2-0, JP 3-16)

**Notes:** Combatant commanders should engage host nations and coalition members by ensuring participation of theater personnel in mutual intelligence training, seminars, temporary exchanges of intelligence personnel, federated intelligence arrangements, and the integration and exercise of ISR support architectures. Intelligence support is essential to activities such as emergency preparedness, arms control verification, combating terrorism, counterdrug operations, enforcement of sanctions and exclusion zones, ensuring freedom of navigation and overflight, nation assistance, protection of shipping, shows of force, and support to insurgency and counterinsurgency operations. National intelligence cells should be formed as early as possible, and a multinational intelligence center should be established to coordinate their activities. Foreign disclosure procedures should be put in place and exercised to the maximum extent. Intelligence sharing arrangements, conferences, training, and exercises with the host nation may serve to reinforce commitment to the host nation, thereby deterring undesired adversary actions.

M1	Number	Of theater nations supporting multinational efforts with formal agreements (training, exercises, information sharing) with the combatant command.
M2	Yes/No	Theater intelligence director has met with counterpart of theater nations, which have formal agreements (training, exercises, information sharing) with the combatant command.
M3	Frequency	Theater intelligence enterprise representatives engage military representatives of theater nations in accordance with (IAW) agreements.
M4	Time	To develop MOAs with theater nations that have no agreements (pertaining to intelligence training, information sharing) with the theater intelligence enterprise.
M5	Time	To develop and gain approval of information sharing agreements with partner nations that have no existing agreements IAW foreign disclosure guidelines.
M6	Yes/No	Theater information technology architecture supports the dissemination of intelligence with nations supporting multinational efforts.
M7	Instances	Of activities or operations facilitated or driven by

		actionable intelligence provided through intelligence agreements.
M8	Number	Of activities or actions facilitated or processed through intelligence agreements by foreign disclosure officers(s).

## ST 2.1.10 Evaluate Theater Intelligence Enterprise

**DJS Approval Date:** 7-NOV-08

**Description:** To analyze and evaluate intelligence operations to determine how well intelligence tasks are supporting theater operations. Support and leverage Red Team efforts that analyze planning and operations and recommend adjustments to intelligence plans, operations, tactics, techniques, and procedures to mitigate failures. Solicit feedback from the commander, staff, and components to determine if theater intelligence activities, products, and services appropriately meet stated requirements. (JP 2-0, JP 2-01, JP 3-33, JP 6-0)

**Notes:** The primary factor is that the consumer's intelligence requirements are being satisfied on time and in useable formats. All intelligence operations are interrelated, and the success or failure of one operation may impact the rest of the joint intelligence process.

M1	Yes/No	Theater intelligence enterprise feedback survey promulgated to theater customers.
M2	Number	Of surveys received from combatant commander, staff, and subordinate units.
M3	Percent	Of priority intelligence requirements answered to meet commanders' decision timelines.
M4	Percent	Of subordinate units' intelligence requirements (e.g., requests for intelligence) met.
M5	Instances	Of theater operational success due to actionable intelligence.
M6	Percent	Of intelligence resources assessed as sufficient to meet mission requirements.
M7	Percent	Of joint manning document intelligence billets appropriately filled with required skill sets/grades/services.
M8	Percent	Of assigned intelligence tasks not accomplished due to insufficient manpower.

M9	Percent	Of assigned intelligence tasks not accomplished due to insufficient assets.
M10	Percent	Of assigned intelligence tasks not accomplished due to insufficient training.
M11	Instances	Of theater intelligence battle rhythm not synchronized with combatant commander battle rhythm.
M12	Percent	Of intelligence productivity lost due to intelligence systems and communications down time.
M13	Percent	Of intelligence products not disseminated on time in accordance with user requirements.
M14	Instances	Of Red Team recommended adjustments made to the enterprise.
M15	Instances	Of repeat intelligence enterprise deficiencies reported.
M16	Time	To implement recommendations for improvement.
M17	Instances	Of intelligence enterprise deficiencies reported based on misapplication of classification levels/access.

## ST 2.2 Manage Theater Intelligence Collection

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, guide, synchronize, and integrate execution of the theater collection management process by orchestrating the collection effort to efficiently satisfy the combatant command's, subordinate joint force's, and component command's intelligence collection requirements. Conduct collection operations management and collection requirements management to identify all available and required collection assets, determine collection requirements, develop the collection plan, and coordinate collection operations with sources to ensure cross validation. Integrate collection operations with reconnaissance and surveillance operations; coordinate the direction and tasking of technical sensors and other intelligence sensors; and plan redundancy in collection operations. Identify potential critical intelligence targets for exploitation and integrate counter intelligence activities with other collection operations. Implement intelligence collection requirement control authority for preparing, maintaining, validating, and levying intelligence collection requirements on theater collection assets. (CJCSI

3241.01, JP 2-0, JP 2-01, JP 2-01.2, JP 2-01.3, JP 2-03, JP 3-0, JP 3-09, JP 3-13, JP 3-13.3, JP 3-33, JP 3-60, JP 5-0, JP 6-0)

**Notes:** ISR is an activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. It is an integrated intelligence and operations function. It is an integrated capability to collect, process, exploit, and disseminate accurate and timely information that provides the battlespace awareness necessary to successfully plan and conduct operations. To facilitate optimum use of available ISR assets, develop an ISR CONOPS in conjunction with joint operation planning. Ensure the joint force concept of ISR operations is in concert with the theater collection strategy. Address how all available ISR assets and associated tasking, processing, exploitation, and dissemination (TPED) infrastructure, including multinational and commercial assets, will be used to answer the joint force intelligence requirements. Identify and discuss any ISR asset shortfalls relative to joint force validated priority intelligence requirements (PIRs). Within the context of the National Intelligence Priorities Framework, the concept of ISR operations may be used for justifying requests for additional national ISR resources. Evaluate ISR assets capabilities and contributions periodically to ensure timely release of allocated ISR resources when they are no longer needed by the joint force. Consider the following factors when developing the concept of ISR operations: commander's guidance; commander's critical information requirement; collection management authority; integrated U.S. and multinational, theater, and tactical ISR efforts; ISR force structure capabilities; distributed ISR operations; and TPED architecture.

M1	Percent	Of theater information gaps tasked for collection.
M2	Percent	Of theater information gaps collected.
M3	Yes/No	Theater collection strategy developed, synchronized with Theater Campaign or operation plan, and published.
M4	Percentage	Of theater collection requirements, validated, and prioritized.
M5	Time	To develop theater collection plan.
M6	Yes/No	Collection plan focused on combatant commander's (CCDR's) critical information requirements (CCIRs), PIRs, and subordinate joint forces intelligence requirements.
M7	Yes/No	Collection assets and capabilities allocation sufficient to meet collection requirements.

M8	Yes/No	Collection capabilities shortfalls coordinated through national, component command, and multinational collection staffs.
M9	Yes/No	Theater collection requirements coordinated in the joint collection management board (JCMB).
M10	Frequency	Joint Collections Working Group convened.
M11	Time	To develop and disseminate collection emphasis message.
M12	Yes/No	Collection plan tasking integrated into air tasking order and reconnaissance, surveillance, and target acquisition annex.
M13	Instances	Collected information does not satisfy customer's requirements.
M14	Percent	Of theater collection requirements integrated into collection plan.
M15	Yes/No	Essential elements of information provided to develop collection requirements to support the CCDR's PIR.
M16	Yes/No	The JCMB process responsive to adjustments in collection priorities and tasking based on emerging situation and CCDR's guidance.
M17	Yes/No	Collection management authority established for assigned collection assets.
M18	Yes/No	Collection operations management processes established.
M19	Yes/No	Collection requirements management processes established.
M20	Time	To coordinate collection capabilities shortfalls through national and component command collection staffs.
M21	Yes/No	Operational status of collection systems maintained and updated.
M22	Yes/No	Subordinate joint force and component collection and production responsibilities monitored.
M23	Yes/No	Collection plan synchronized with CCDR's guidance and applicable operation plans.
M24	Time	To publish/disseminate theater collection plan.
M25	Percentage	Of contact and connectivity established with all theater, national, joint Service and functional components, and subordinate unit collection



		managers, asset managers, and exploitation centers/sites.
M26	Percent	Of collection assets/capabilities sufficiently matched against requirements to maximize collection efforts.
M27	Percent	Of theater requirements addressing multinational partner's collection requirements.
M28	Yes/No	Visibility maintained on range and scope of joint operations area-wide operations and their corresponding discipline specific intelligence requirements.
M29	Yes/No	RFI processes established.
M30	Percent	Of validated RFIs satisfied.
M31	Time	To re-task collection assets.
M32	Percent	Of information passed to national agencies or organizations for processing and exploitation due to work overload.
M33	Frequency	Processing, exploitation or production assets idle in one operational area while another operational area is overtasked.
M34	Yes/No	Communications and intelligence systems, applications, and tools sufficient to manage theater requirements and assets and ensure collection synchronization.
M35	Yes/No	Emergency dissemination authority for imagery and imagery products obtained.
M36	Yes/No	SIGINT operational tasking authority obtained for specified assets.
M37	Yes/No	Theater-specific collections management/operational training programs established.

## **ST 2.2.1 Conduct Theater Collection Operations Management (COM)**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, organize, assess, and monitor the equipment and personnel that actually collect the data to satisfy requirements. Develop strategies for collection against requirements in cooperation with

collection requirements management; predict how well a system can satisfy requirements; evaluate the performance of the collection systems; allocate and task collection assets and/or resources and processing and/or exploitation systems; and monitor and report the operational status of collection systems. Establish subordinate joint force and component collection and production responsibilities. (JP 2-0, JP 2-01, JP 3-13)

**Notes:** The COM process is directly linked to collection plan execution through ISR visualization. Assessing threat countermeasures against intelligence collection sensors is implied when assessing sensor capabilities against collection targets.

M1	Yes/No	Collection assets and capabilities allocation sufficient to meet collection requirements.
M2	Percent	Of priority intelligence requirements collected in time to meet current operational needs.
M3	Yes/No	Collection Manager has thorough and detailed knowledge of theater and component intelligence units and collection, exploitation, and processing capabilities and limitations.
M4	Instances	Of intelligence information flow degraded due to communications and intelligence systems downtime.
M5	Yes/No	Collection management authority established for collection assets assigned.
M6	Yes/No	COM processes established.
M7	Percent	Of theater collection requirements satisfied.
M8	Yes/No	Operational status of collection systems maintained and updated.
M9	Yes/No	Ability to monitor subordinate joint force and component collection and production responsibilities.
M10	Yes/No	Contact and connectivity established with all theater, national, joint Service and functional components, and subordinate unit collection managers, asset managers, and exploitation centers/sites.
M11	Yes/No	Visibility maintained on range and scope of theater-wide operations and their corresponding discipline specific intelligence requirements.
M12	Time	To re-task collection assets.

M13	Percent	Of information passed to national agencies or organizations for federated processing and exploitation.
M14	Time	To request support and reallocation of additional assets from national and multinational partners when theater assets are not available.
M15	Yes/No	Communications and intelligence systems, applications, and tools sufficient to manage theater requirements and assets and ensure collection synchronization.
M16	Yes/No	Collection plan is updated and adjusted as requirements are satisfied or new requirements are identified.

## ST 2.2.2 Conduct Theater Collection Requirements Management (CRM)

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, organize, assess, and monitor the determination, organization, and prioritization of theater intelligence requirements. Determine which assets will collect on which requirements and prepare tasking for submission to asset managers. Coordinate tasking of technical sensors and other intelligence sensors. Coordinate integration of counter intelligence (CI) and HUMINT activities into intelligence operations and production. (CJCSI 3241.01, JP 2-0, JP 2-01, JP 2-01.2, JP 3-13, JP 3-60)

**Notes:** Collection operations management (COM) develops strategies for collection against requirements in cooperation with collection requirements management (CRM).

M1	Yes/No	CRM processes established.
M2	Yes/No	Developed process for organizing collection requirements by type, commander's critical information requirements, latest time intelligence of value, or intelligence discipline.
M3	Yes/No	Theater collection requirements identified, validated, and prioritized.
M4	Percent	Of collection focused on national, theater, and subordinate joint force requirements.
M5	Yes/No	Theater collection requirements coordinated in the

		joint collection management board.
M6	Percent	Of theater collection requirements coordinated in joint collection working group.
M7	Yes/No	Essential elements of information provided to develop collection requirements to support the combatant commander's priority intelligence requirements.
M8	Time	To prepare taskings for submission to asset managers.
M9	Frequency	Of collaboration between collection operations and collection requirements management in developing collection strategy.
M10	Percent	Of contact and connectivity established with all theater, national, Service, and functional components, and subordinate unit collection managers, asset managers, and exploitation centers/sites.
M11	Yes/No	Theater HUMINT collection requirements coordinated through joint force CI and HUMINT staff element (J-2X).
M12	Percent	Of collection assets/capabilities sufficiently matched against requirements to maximize collection efforts.
M13	Percent	Of theater requirements addressing multinational partners' collection requirements.
M14	Yes/No	Collection requirements are prioritized in accordance with commander's guidance.
M15	Yes/No	Communications and intelligence systems, applications, and tools sufficient to manage theater requirements and assets and ensure collection synchronization.
M16	Time	To identify requirements requiring long lead times and/or close coordination with other combatant command staff elements identified (for example, IO requirements).

### **ST 2.2.3 Collect Meteorological and Oceanographic (METOC) Information**

**DJS Approval Date:** 7-NOV-08

**Description:** To collect and assess significant METOC information on friendly and enemy force strengths and vulnerabilities and forces. Collect climatic and hydrographic information necessary to understand the nature and characteristics of the area, and how the climate affects the enemy's use and friendly forces' defense of nuclear and chemical and biological warfare. Produce and assess decision aids and weather effects matrices for the planning and execution of operations. (CJCSI 3810.01A, CJCSM 3122.03, JP 2-01, JP 3-59)

**Notes:** N/A

M1	Hours	To provide significant climatic and hydrographic assessments products to operational planners.
M2	Minutes	To display and analyze Consequences of Execution from all CBRNE attacks/incidents world-wide.
M3	Yes/No	Ability to coordinate weather products produced by all task forces and incorporate this into USSTRATCOM Command Center Weather Support.
M4	Yes/No	Ability to use all core METOC equipment properly.
M5	Minutes	To receive and disseminate Space Weather products to those who need them.
M6	Yes/No	Coordinate weather support throughout all DOD weather units and the Senior METOC Officer.
M7	Percent	Of METOC products produced and issued on time to assigned/gained units.
M8	Percent	Of METOC products received from strategic and/or operational centers.
M9	Percentage	Of accuracy of forecasts and products, to include weather effects matrices and tactical decision aids.
M10	Days	Required to establish theater/operational area METOC data collection network.
M11	Minutes	To produce and present initial consequence assessment/consequence management data (number and location of events, casualties, hazard areas) to crisis action team (CAT) following CBRNE event.

## **ST 2.2.4 Conduct Theater Collection Assessment**

**DJS Approval Date:** 7-NOV-08

**Description:** To provide a comprehensive assessment of the adequacy and effectiveness of theater intelligence collection efforts. Assess the theater intelligence enterprise's collection activities in satisfying the theater collection strategy, and the combatant commander's broad range of intelligence collection missions. Incorporate the collection assessment in the overall evaluation of the theater intelligence enterprise. (JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0, JP 2-01)

**Notes:** At the theater level, this assessment covers intelligence collection supporting a broad range of ongoing, daily requirements; collection in support of specific joint operations; long-range theater indications and warning; and Theater Campaign Plan. Daily collection assessment focuses on the effectiveness of theater collection in support of the combatant command commander's critical information requirements (CCIRs), threat assessment and warning, intelligence analysis and production, target development, database development, joint operation planning, theater security cooperation, joint training, exercises and experimentation, and other functional tasks assigned to the combatant commands. Assessment of theater collection in support of specific operations focuses on warfighting requirements associated with priority intelligence requirements (PIRs), joint intelligence preparation of the operational environment, combat assessment, targeting, mission rehearsal and execution, force protection, personnel recovery, and near-term future operations planning. The effectiveness of theater collection is continuously assessed by the combatant command's collection managers. To provide a comprehensive assessment, they must have visibility into the CCIRs, PIRs, and measures of effectiveness of national, adjacent, supporting, and subordinate commands and agencies. Successful performance of this task requires a detailed knowledge of the theater intelligence architecture and the collection, processing, and exploitation capacity of supporting and subordinate commands. It also requires full understanding of the joint operation planning and execution cycles and joint force battle rhythm.

M1	Percent	Of combatant command CCIRs met.
M2	Percent	Of combatant command PIRs met.
M3	Time	To provide combatant commander (CCDR) with threat assessment and warning.
M4	Percent	Of theater intelligence production requirements fully met.
M5	Instances	Of strategic surprise.
M6	Instances	Of unanticipated/unreported destabilizing events in theater.

M7	Instances	Of unanticipated/unreported threats emerging in theater.
M8	Instances	Of inaccurate and/or incomplete theater intelligence estimates.
M9	Yes/No	Theater intelligence sufficiently supports joint operation planning.
M10	Instances	Theater intelligence insufficiently supports the CCDR's decision-making cycle.
M11	Yes/No	Joint Intelligence Operations Center has facilitated the CCDR's and subordinate commander's situational awareness and understanding of the operational environment.

## **ST 2.2.5 DELETED - Conduct Human Intelligence (HUMINT) Operations in Theater**

**DJS Approval Date:** 7-NOV-08

### **ST 2.2.5.1 DELETED - Provide Interrogation Support to Combatant Commands**

**DJS Approval Date:** 7-NOV-08

## **ST 2.3 Manage Processing and Exploitation of Collected Theater Information**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, and guide conversion of information collected from human or technical means into formats readily used by intelligence personnel in analysis and production of intelligence, and by the consumer. Integrate the activities and collected information from sensitive site exploitation teams and the joint exploitation centers (joint captured materiel exploitation center, joint document exploitation center, joint interrogation and debriefing center, target exploitation center, combined explosive exploitation cell). Ensure unanalyzed reporting from operational forces is simultaneously available to the commander for time-critical decision-making, and to analysts for production of current intelligence. (JP 2-0, JP 2-01, JP 2-01.2, JP 2-01.3, JP 2-03, JP 3-0, JP 3-09, JP 3-13, JP 3-13.3, JP 3-33, JP 3-60, JP 5-0 0, JP 6-0)

**Notes:** This may include management of initial imagery interpretation, analysis, and other related geospatial intelligence (GEOINT) support, electronic (signals) data conversion and correlation, document translation, and decryption, and reporting the results to national intelligence analysis and production elements. Unanalyzed operational information may include, but is not limited to, time-sensitive targeting, personnel recovery operations, foreign humanitarian assistance, and various threat warning alerts to include natural disasters.

M1	Yes/No	Intelligence report formats determined and incorporated into Joint Intelligence Operations Center (JIOC) tactics, techniques, and procedures.
M2	Yes/No	Federated exploitation, production, and dissemination responsibilities coordinated and established.
M3	Yes/No	Contact and connectivity established between JIOC and all joint task force joint exploitation centers/sites.
M4	Yes/No	Contact and connectivity established between JIOC and theater and national exploitation centers/sites supporting theater operations.
M5	Yes/No	Intelligence report formats coordinated with joint exploitation centers/sites.
M6	Yes/No	Joint exploitation centers/sites focused on commander's critical information requirements, priority intelligence requirements, and intelligence requirements.
M7	Yes/No	Communications and intelligence systems, applications, and tools sufficient to support GEOINT, SIGINT, measurement and signature intelligence, and HUMINT processing, exploitation and dissemination.
M8	Time	To process and exploit collected information from receipt.
M9	Time	To provide JIOC analysts report of information obtained in processing.
M10	Percent	Of intelligence collection data processed for further exploitation.
M11	Time	To receive processed and exploited information from national and multinational exploitation centers.
M12	Time	To receive initial assessment reports of captured enemy material.



M13	Time	To translate and disseminate captured foreign material into English.
M14	Time	To produce interrogation reports of high-value enemy prisoners of war and detainees.
M15	Time	To produce initial sensitive site exploitation reports.
M16	Yes/No	Information exchange requirements for processing, exploiting, and disseminating sensor data identified and incorporated into theater information management plan.
M17	Yes/No	Joint exploitation centers/sites production monitored.
M18	Yes/No	Unanalyzed combat information made available to JIOC analysts for production of current intelligence.
M19	Yes/No	Unanalyzed combat information made available to combatant commander for time-critical decision-making.
M20	Yes/No	Unanalyzed combat information made available to support time-sensitive targeting.
M21	Yes/No	Indications and warning (I&W) criteria disseminated to JIOC single-source and all-source analysts.
M22	Time	To disseminate information meeting I&W criteria.

## ST 2.3.1 Conduct Single-Source Exploitation

**DJS Approval Date:** 7-NOV-08

**Description:** To provide single-source reporting (SIGINT, imagery intelligence, HUMINT, counter intelligence, measurement and signature intelligence, technical intelligence, and open source intelligence) that has been interpreted and converted into useable formats to all-source analysts for the purpose of intelligence fusion. (CJCSI 3241.01, JP 2-0, JP 2-01, JP 2-01.2, JP 2-03, JP 3-33)

**Notes:** All-source, fused intelligence results in a finished intelligence product that provides the most accurate and complete picture possible of what is known about an activity. While the level of detail in single-source reports may be sufficient to meet narrowly defined customer needs, fused reports are essential to gain an in-depth understanding of the operational environment. Single-source reporting may also include

unanalyzed combat information for time-sensitive targeting, personnel recovery operations, and threat warning alerts.

M1	Yes/No	Single-source reporting “pushed” to Joint Intelligence Operations Center (JIOC) analysts from joint exploitation centers/sites.
M2	Yes/No	Single-source reporting “pulled” by JIOC analysts from joint exploitation centers/sites.
M3	Time	To provide JIOC analysts’ report of information obtained in processing.
M4	Time	To receive processed and exploited information from national and multinational exploitation centers.
M5	Time	To receive initial assessment reports of captured enemy material.
M6	Yes/No	Unanalyzed combat information made available to JIOC analysts for production of current intelligence.

## ST 2.3.2 Collate Theater Strategic Information

**DJS Approval Date:** 7-NOV-08

**Description:** To identify and group together related items of information for critical comparison. (JP 2-0, JP 2-01)

**Notes:** N/A

M1	Yes/No	Theater mission area related items accurately identified and grouped for comparison.
M2	Time	To collate theater threat and warning data.

## ST 2.3.3 Correlate Theater Strategic Information

**DJS Approval Date:** 7-NOV-08

**Description:** To associate and combine data on a single subject to improve the reliability or credibility of the information. (JP 2-0, JP 2-01)

**Notes:** N/A

M1	Yes/No	Theater-wide intelligence reported information graded as credible.
M2	Percent	Of theater-wide reported information graded as highly reliable.
M3	Yes/No	All available separate sources used by Joint Intelligence Operations Center analysts to determine credibility of information.
M4	Percent	Of theater mission area related items accurately associated and combined.
M5	Time	To correlate new intelligence data.
M6	Time	To correlate theater threat and warning data.

## ST 2.4 Analyze and Produce Theater Intelligence

**DJS Approval Date:** 7-NOV-08

**Description:** To analyze and fuse information from multiple sources to produce finished intelligence products that satisfy the combatant commander's (CCDR's), combatant command staff's, and subordinate command's intelligence requirements. Establish production schedule and guidelines to ensure intelligence products satisfy user requirements and are provided in time to meet user needs. Receive, review, validate, prioritize, and coordinate production requirements and control automated data process online updates. Synchronize analysis and production with national and subordinate intelligence staffs and joint force battle rhythms. Integrate information from multiple intelligence disciplines into a single, clear intelligence picture. (JP 2-0, JP 2-01, JP 2-01.2, JP 2-01.3, JP 2-03, JP 3-0, JP 3-09, JP 3-13, JP 3-13.3, JP 3-33, JP 3-60, JP 5-0 0, JP 6-0)

**Notes:** Theater intelligence production should include all doctrinal categories of intelligence products; including Indications & Warning, Current Intelligence, General Military Intelligence, Target Intelligence, Scientific and Technical Intelligence, Counter Intelligence, and Estimative Intelligence.

M1	Yes/No	Process established to receive, review, validate, prioritize, and coordinate production requirements.
M2	Percent	Of daily intelligence production requirements identified and incorporated into a production schedule (daily intelligence summary, intelligence

		summaries, current situation, update to CCDR, etc.).
M3	Percent	Of daily intelligence products produced in accordance with established production schedule publication times or deliverables matrix.
M4	Time	To analyze and fuse information from multiple sources into single product.
M5	Time	To produce finished intelligence that satisfies the CCDR, staff, and subordinate command's intelligence requirements.
M6	Percent	Of intelligence products that satisfy user requirements (time, format and content).
M7	Yes/No	Fused intelligence assessments updated as new information is acquired.
M8	Frequency	Intelligence products meet the CCDR's decision-making cycle.
M9	Yes/No	Information from multiple intelligence disciplines is integrated into a single, clear intelligence picture.
M10	Yes/No	Current intelligence picture incorporated into common operational picture.
M11	Yes/No	Intelligence received from components, joint task force ISR assets, combatant command Joint Intelligence Operations Center (JIOC), and national sources incorporated into all-source products.
M12	Yes/No	JIOC production synchronized with combatant command plans and operations staffs.
M13	Yes/No	Intelligence products made available via collaborative tools to combatant command staff, components, and subordinate joint forces.
M14	Frequency	Intelligence products updated on collaborative tools.
M15	Percent	Of priority intelligence requirements satisfied.
M16	Yes/No	Active collaboration was done in near to real time.

## **ST 2.4.1 Conduct Theater Joint Intelligence Preparation of the Operational Environment (JIPOE)**

**DJS Approval Date:** 7-NOV-08

**Description:** To conduct the analytical process to produce intelligence assessments, estimates, and other intelligence products that provide the joint force commander with a systems understanding of the operational environment and support of the joint operational planning process. Assist the combatant commander (CCDR) and staff to visualize and understand all relevant aspects of the operational environment. Assess the adversary/threat capabilities and will, identify adversary/threat center of gravity (COG), and discern the adversary's probable intent. (CJCSI 3810.01B, CJCSI 3110.02E, CJCSM 3122.03C, JP 2-0, JP 2-01, JP 2-01.3, JP 3-0, JP 3-13, JP 3-35, JP 3-59, JP 5-0)

**Notes:** The primary purpose of JIPOE is to support the joint force commander's decision-making and planning by identifying and evaluating significant adversary capabilities and critical factors of the operational environment. It is a continuous process providing visualization into the full extent of the operational environment. The operational environment is the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. It encompasses physical areas and factors (of the air, land, maritime, and space domains) and the information environment. Included within these are the adversary, friendly, and neutral systems that are relevant to a specific joint operation. This facilitates joint operation planning and the development of friendly courses of action (COAs) by the combatant command staff. JIPOE is conducted both prior to and during a joint force's operations, as well as during planning for follow-on missions. The most current information available regarding the adversary situation and the operational environment is continuously integrated into the JIPOE process. JIPOE supports planning by identifying, assessing, and estimating the adversary's center of gravity, critical vulnerabilities, capabilities, limitations, intentions, adversary COA, and their impact on friendly forces and mission accomplishment. For further guidance on the JIPOE process, refer to JP 2-01.3, "Joint Intelligence Preparation of the Battlespace Tactics, Techniques, and Procedures."

M1	Yes/No	JIPOE process executed.
M2	Yes/No	JIPOE analysis provides CCDR full spectrum of adversary capability.
M3	Time	To analyze relevant aspects of the operational environment (including Political, Military, Economic, Society, Infrastructure, Information as well as Meteorological and Oceanographic).
M4	Time	To identify adversary COAs and COGs.
M5	Percent	Of COAs incorporated into war-gaming process.

M6	Percent	Of JIPOE process/products completed in time to incorporate into planning process.
M7	Yes/No	JIPOE process adequately depicted the operational environment for theCCDR and staff.
M8	Percent	Of JIPOE process completed prior to subordinate joint force deployment.

### **ST 2.4.1.1 DELETED - Identify Theater Issues and Threats**

**DJS Approval Date:** 7-NOV-08

### **ST 2.4.1.2 DELETED - Determine Enemy's Theater Strategic Capabilities and Intentions**

**DJS Approval Date:** 7-NOV-08

### **ST 2.4.2 Develop Theater Threat Assessment and Warning**

**DJS Approval Date:** 7-NOV-08

**Description:** To provide threat assessment and indications and warning (I&W) criteria to assist in determining when and in what manner to implement theater plans. Ensure current indications and warning criteria have been developed and promulgated. Identify and assess mid-to long-term regional issues, trends, and situations that could either: adversely impact U.S. national security interests and objectives of the United States, U.S. military forces, and the countries and forces of our multinational partners; or offer opportunities for intervention/pre-emption leading to positive changes in either actor behavior or previously negative trends/issues. Analyze all relevant aspects of the operational environment, determine adversary capabilities, and estimate adversary intentions. (JP 2-0, JP 2-01, JP 3-0, JP 3-33)

**Notes:** The intelligence directorate is responsible for analyzing all relevant aspects of the operational environment, determining adversary capabilities, and estimating adversary intentions. The intelligence directorate provides the resulting threat assessments and warning to the combatant commander, joint force, and its components in a manner consistent with the intelligence principle of excellence (i.e., the product must be anticipatory, timely, accurate, usable, complete, relevant,

objective, and available). This task includes assessing mid- to long-term military and non-military trends, issues and/or opportunities for pre-emption, to include political, societal, environmental, energy-related, economic, and institutional trends, as well as other trends associated with globalization.

M1	Yes/No	I&W criteria developed during the joint operation planning process.
M2	Time	To develop and update threat indicators during execution.
M3	Yes/No	I&W criteria has been disseminated to individuals responsible for monitoring criteria and providing alert notifications.
M4	Yes/No	Criteria include threat activity triggers that would indicate a change in the estimated threat courses of action (COAs) that necessitates departure from current friendly COA.
M5	Yes/No	Criteria include threat activity triggers that would necessitate employment of a branch or sequel to the operation plan.
M6	Yes/No	I&W criteria include specific indications of imminent adversary activity requiring an immediate response or an acceleration of friendly decision cycles.
M7	Yes/No	Reporting instructions included in Joint Intelligence Operations Center tactics, techniques, and procedures for I&W triggers to provide sufficient threat warning of time-critical information to plans and operations.
M8	Yes/No	I&W criteria updated in accordance with plan developments.
M9	Minutes	To transmit indications and warning information within theater after detection, identification, or receipt.
M10	Minutes	Between obtaining indications of enemy missile launch and dissemination of warning to friendly forces.

### **ST 2.4.2.1 DELETED - Provide Theater Strategic Indications and Warning**

**DJS Approval Date:** 7-NOV-08

### **ST 2.4.2.2 DELETED - Provide Theater Current Intelligence**

**DJS Approval Date:** 7-NOV-08

### **ST 2.4.2.3 DELETED - Provide Theater General Military Intelligence**

**DJS Approval Date:** 7-NOV-08

### **ST 2.4.2.4 DELETED - Provide Target Intelligence for Theater Planning and Execution**

**DJS Approval Date:** 7-NOV-08

### **ST 2.4.2.5 DELETED - Provide Scientific and Technical Intelligence for Planning and Execution**

**DJS Approval Date:** 7-NOV-08

### **ST 2.4.3 Provide Theater Intelligence Products**

**DJS Approval Date:** 7-NOV-08

**Description:** To create intelligence products supporting the combatant command, subordinate joint forces, and component command's intelligence requirements. Integrate, evaluate, analyze, and interpret information from single or multiple sources and fuse into finished intelligence for known or anticipated intelligence production requirements. Focus intelligence products and services on the fusion of all-source intelligence from components, joint task force (JTF) ISR assets, combatant command joint intelligence operations centers (JIOC), and national sources to answer the commander's priority intelligence requirements, support the commander's decision-making cycle, and



planning, operations, and targeting cycles. (CJCSI 3241.01, JP 2-0, JP 2-01, JP 2-01.2)

**Notes:** Fused joint intelligence assessments, such as military capabilities assessments, military-related subjects' assessments, or adversary course of action assessments, are also frequently used to present the commander with the most thorough and accurate description and analysis of adversary capabilities, vulnerabilities, center of gravity, and probable intentions.

M1	Yes/No	Capability exists to produce all seven categories of intelligence products: indications and warning, current intelligence, general military intelligence, target intelligence, scientific and technical intelligence, counter intelligence, and estimative intelligence.
M2	Percent	Of daily intelligence products produced in accordance with established production schedule publication times or deliverables matrix.
M3	Time	To analyze and fuse information from multiple sources into single product.
M4	Time	To produce finished intelligence that satisfies the combatant commander (CCDR), staff, and subordinate command's intelligence requirements.
M5	Percent	Of intelligence products that satisfy user requirements (time, format, and content).
M6	Yes/No	Intelligence products meet the CCDR's decision-making cycle.
M7	Yes/No	Intelligence received from components, JTF ISR assets, combatant command JIOC, and national sources incorporated into all-source products.
M8	Yes/No	Intelligence production synchronized with combatant command plans and operations.

## **ST 2.5 Disseminate and Integrate Theater Strategic Intelligence**

**DJS Approval Date:** 7-NOV-08

**Description:** To convey intelligence throughout the combatant command area of responsibility (AOR) to the right users, at the right time, and in the right format, including verbal reports, documents, textual reports,

graphic products, soft copy products, and automated databases. Identify dissemination means, including personal contact, physical transfer, message traffic, Web pages, e-mail, collaborative software applications, secure voice/fax, video teleconferencing, newsgroups, broadcasts, and tactical radio circuits. Implement “smart push” and “pull” concept for dissemination. Disseminate intelligence to be automatically rendered or visualized in the common operational picture (COP) and facilitate a shared operations/intelligence view of the operational environment. (JP 2-0, JP 2-01, JP 2-03, JP 3-33)

**Notes:** Timely dissemination of critical information and finished intelligence to appropriate consumers is paramount to attaining and maintaining information superiority. “Smart push” is based on dynamic operator requirements, particularly for intelligence that requires immediate dissemination. This includes warning data initially received only at the national or theater level; other critical, previously unanticipated material affecting joint operations; intelligence which satisfies standing information requirements by a subordinate unit; or specially prepared studies requested in advance by the subordinate joint force intelligence directorate. Data of broad interest will be pushed to lower echelons using a variety of applicable dissemination means. The “pull” concept enables operators and other intelligence analysts to pull additional data to meet specific informational needs.

M1	Yes/No	Theater intelligence enterprise information exchange requirements accurately documented in command information management plan.
M2	Yes/No	Intelligence systems and communication applications and tools established to collect and share intelligence information with theater, national, joint task force staff, Service, and functional components, and subordinate units.
M3	Percent	Of intelligence information flow degraded due to intelligence systems and communication downtime.
M4	Yes/No	Dissemination matrix developed identifying what, when, where, and how intelligence information and products are to be disseminated.
M5	Yes/No	Theater-wide distribution lists established and maintained.
M6	Percent	Of daily intelligence products (intelligence summaries, collection plan, intelligence update to combatant commander, etc.) disseminated in accordance with (IAW) established production schedule publication times or deliverables matrix.

M7	Yes/No	Intelligence information/products to be “pushed” are identified.
M8	Yes/No	Intelligence information/products to be “pulled” are identified.
M9	Yes/No	Current intelligence picture incorporated into COP.
M10	Percent	Of intelligence products made available via collaborative tools to combatant command staff, subordinate joint forces, and component commands.
M11	Percent	Of available intelligence databases accessible to analysts and operators to access.
M12	Yes/No	Provide indications and warnings IAW established criteria.
M13	Yes/No	RFIs sent to higher, lower, adjacent, and supporting intelligence organizations and agencies.
M14	Yes/No	RFIs received from higher, lower, adjacent, and supporting intelligence organizations and agencies.
M15	Hours	For intelligence producers to follow-up or contact customers during planning or execution.
M16	Yes/No	Collaboration established and maintained with higher, lower, adjacent, and supporting intelligence organizations and agencies.
M17	Percent	Of products disseminated to customers on time IAW dissemination matrix.
M18	Yes/No	Dissemination management duties designated.
M19	Yes/No	Military intelligence information is disseminated IAW foreign disclosure office procedures.
M20	Yes/No	Dissemination processes and procedures captured in theater tactics, techniques, and procedures.

## **ST 2.5.1 Manage Theater Intelligence Dissemination Operations**

**DJS Approval Date:** 7-NOV-08

**Description:** To direct, supervise, and guide intelligence dissemination services for intelligence information and products being delivered from Joint Intelligence Operations Center operations. Develop and manage an intelligence products deliverables matrix, time-sensitivity criteria for intelligence products, and distribution lists to ensure intelligence is

delivered on time in accordance with (IAW) consumer requirements. Designate a dissemination manager to coordinate with joint force information management officers and joint information management boards as necessary to ensure dissemination requirements, paths, means, and bandwidth are sufficient and consistent with the information management plan. Confirm receipt of intelligence products delivered to requestors and ensure timely integration into combatant command decision-making, planning, execution, and assessment processes. (JP 2-0, JP 2-01, JP 2-03, JP 3-33, JP 6-0)

**Notes:** N/A

M1	Yes/No	Dissemination management duties designated.
M2	Yes/No	Dissemination processes and procedures captured in theater tactics, techniques, and procedures.
M3	Yes/No	Theater intelligence enterprise information exchange requirements accurately documented in theater information management plan (IMP).
M4	Yes/No	Dissemination requirements, paths, means, and bandwidth are sufficient and consistent with the IMP.
M5	Yes/No	Dissemination matrix developed identifying what, when, where, and how intelligence information and products are to be disseminated.
M6	Yes/No	Intelligence dissemination synchronized with combatant command battle rhythm.
M7	Yes/No	Theater distribution lists established and maintained.
M8	Yes/No	Intelligence products (intelligence summaries, collection plan, intelligence update to combatant commander, etc) disseminated IAW established production schedule publication times or deliverables matrix.
M9	Yes/No	Current intelligence picture incorporated into common operational picture.
M10	Yes/No	Current and accurate intelligence products and information available via theater command and control, communications, and intelligence architecture.
M11	Percent	Of available intelligence databases accessible to analysts and operators to access.
M12	Yes/No	Collaboration established and maintained with

		theater Information Management Officer and higher, lower, and adjacent dissemination managers.
M13	Percent	Of products disseminated to customers on time IAW dissemination matrix.

## ST 2.5.2 Integrate Intelligence into Theater Operations

**DJS Approval Date:** 7-NOV-08

**Description:** To ensure intelligence products and services provided to the combatant commander (CCDR) and subordinate joint forces satisfy the operational needs of the decision makers. Provide timely, complete, and accurate understanding of the operational environment. Interact with the combatant command staff and higher, adjacent, component, and supporting commands to provide an operational context for intelligence assessments and ensure intelligence is understood. Integrate ISR visualization information, current intelligence situation, and joint intelligence preparation of the operational environment products into the common operational picture (COP). (JP 2-0, JP 2-01, JP 3-0, JP 3-33)

**Notes:** The Joint Intelligence Operations Center (JIOC) is the focal point for intelligence planning and integrating intelligence products and services into theater planning, execution, targeting, and decision-making cycles.

M1	Yes/No	Intelligence products meet the CCDR's decision-making cycle.
M2	Yes/No	Continuous near real-time monitoring of the status, location, and reporting of ISR platforms and sensors (ISR visualization) provided to the COP.
M3	Yes/No	Current threat situation developed and graphically displayed in JIOC.
M4	Yes/No	Current intelligence picture incorporated into COP.
M5	Yes/No	Current intelligence integrated into CCDR's Battle Update Assessment.
M6	Yes/No	Intelligence products provided in accordance with combatant command battle rhythm requirements.
M7	Yes/No	Priority intelligence requirements updated in JIOC.
M8	Yes/No	Daily intelligence operations are synchronized with current operations and future plans.

M9	Yes/No	Intelligence personnel attend designated boards, bureaus, centers, cells, and working groups (B2C2WGs), and planning sessions supporting plans, operations, and fires.
M10	Yes/No	Theater intelligence enterprise daily briefings, meetings, updates, and production and reporting requirements are integrated into battle rhythm.
M11	Yes/No	Intelligence request for information process established and procedures promulgated across theater.
M12	Percent	Of intelligence reports written for release to multinational partners.
M13	Yes/No	Current and accurate intelligence products and information available via theater command and control, communications, and intelligence architecture.
M14	Yes/No	Theater intelligence assessment incorporated into operational assessment.

## ST 2.5.3 Disseminate Theater Strategic Time-Sensitive Information

**DJS Approval Date:** 7-NOV-08

**Description:** To provide time-sensitive combat information to the commander for immediate decision-making and analysts for production of current intelligence. (JP 2-0, JP 2-01)

**Notes:** Unanalyzed combat information is unevaluated data provided directly to the commander for immediate decision-making and may include, but is not limited to, time-sensitive targeting, personnel recovery operations, and threat warning alerts.

M1	Time	To transmit indications and warning within theater after detection, identification, or receipt.
M2	Yes/No	Unanalyzed combat information made available to Joint Intelligence Operations Center analysts for production of current intelligence.
M3	Yes/No	Unanalyzed combat information made available to commander, joint task force for time-critical decision-making.
M4	Yes/No	Unanalyzed combat information made available to

		support time-sensitive targeting.
M5	Yes/No	Procedures in place for rapid dissemination of time-sensitive information.

## ST 2.6 Maintain Situational Awareness (SA)

**DJS Approval Date:** 7-NOV-08

**Description:** To generate and maintain a shared visualization of the current theater-level threat picture, a systems perspective of the operational environment, and comprehend their operational context. Identify current threats and adversary activities through ISR visualization, indications and warnings; the joint intelligence preparation of the operational environment (JIPOE) process; and current intelligence products to facilitate the commander's understanding. (JP 2-0, JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 5-0)

**Notes:** SA is an operational activity that addresses procedures for describing the strategic environment, including threats to national security. This occurs while continuously monitoring the national and international political and military situations so that emerging crises can be determined and analyzed, decision makers notified, and the specific nature of the threat determined. This activity emphasizes timely, relevant, and accurate information concerning the status of enemy, friendly, and neutral forces (such as enemy capabilities and intentions), and resources. It is the preceding component to situational understanding. SA is conveyed through a common operational picture. SA is maintained through consistent collaboration with higher and lower echelon intelligence centers. It is also important to determine whether the adversarial information satisfies the combatant commander's priority intelligence requirements and subordinate joint force's and component's intelligence requirements.

M1	Time	To provide shared visualization of the current threat picture across theater.
M2	Time	To provide shared visualization of a systems perspective of the operational environment across theater.
M3	Yes/No	Current threats and adversary activities identified.
M4	Yes/No	Indications and warning criteria identified.
M5	Time	Since last review of current JIPOE products.
M6	Time	Since last review of current intelligence products.

M7	Percent	Of combatant commander and subordinate joint force intelligence requirements satisfied.
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## **ST 2.7 Integrate Theater Intelligence Support into Plans**

**DJS Approval Date:** 7-NOV-08

**Description:** To integrate theater intelligence into the command's planning efforts in order to aid situational understanding, support the commander's decision-making, and develop effective plans and orders. Provide recommendations to support the commander's selection of a course of action and determine priority intelligence requirements (PIRs) by phase. Ensure pertinent intelligence information is shared horizontally and vertically to include theater boards, bureaus, centers, cells, and working groups (B2C2WGs) applicable to planning operations. (JP 5-0, CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3314.01, JP 2-0, JP 2-01, JP 2-03, JP 3-0, JP 3-09, JP 3-33, JP 3-60)

**Notes:** Intelligence planning supports joint operation planning and results in three major products: a DIA-produced dynamic threat assessment, a combatant command intelligence directorate-produced Annex B (Intelligence), and a National Intelligence Support Plan (NISP) produced by the Defense Intelligence Operations Coordination Center (DIOCC). Together, the Annex B and NISP integrate and synchronize the intelligence capabilities of the combatant command and the DOD portion of the Intelligence Community to answer the commander's focused intelligence needs to help achieve the combatant commander's (CCDR's) objectives. Specifically, the combatant command intelligence directorate: evaluates relevant databases and identifies intelligence gaps and priorities; evaluates status of information regarding target systems in the area of responsibility; assesses status of targeting information including comprehensiveness of target system analyses, accuracy of target lists, status of target folders and other relevant target materials, and the need for relevant geospatial intelligence; evaluates existing collection, exploitation, analytic, and production requirements; in conjunction with the DIOCC, begins development of intelligence assumptions and identification of limitations (e.g., resource constraints) as mission analysis is completed within the planning process; and accomplishes (through the combatant command Joint Intelligence Operations Center (JIOC) in coordination with the combatant command operations directorate (J-3) and joint force provider commanders) a preliminary assessment of global ISR assets and capabilities to prepare for development of an ISR strategy and Annex B to the relevant OPLAN. The



JIOC plans personnel work closely with combat support agencies (CSAs) and Service Intelligence Centers (SICs) in the intelligence planning function for production of the CSAs' and SICs' Functional Support Plans, which are typically supporting annexes to the NISP.

M1	Yes/No	PIRs have been identified by phase.
M2	Yes/No	Intelligence gaps have been identified.
M3	Yes/No	Participation in planning-related B2C2WGs and planning teams.
M4	Time	To integrate theater intelligence plans with CCDR's CONOPS.

## ST 2.7.1 Conduct Intelligence Planning

**DJS Approval Date:** 7-NOV-08

**Description:** To plan intelligence support for mission analysis, operation plan (OPLAN) development, execution, and assessment. Develop an understanding of the mission and commander's intent. Analyze the impact of the operational environment on national intelligence capabilities. Identify specified and implied intelligence tasks and review the availability of intelligence assets and capabilities. Determine intelligence support limitations and propose acceptable risk guidelines while determining facts and assumptions as well as assessing the amount of time available for further planning. (CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3314.01, JP 2-0, JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** Intelligence planning supports joint operation planning and results in three major products: a DIA-produced dynamic threat assessment, a combatant command intelligence directorate (J-2) or Joint Staff J-2-produced Annex B (Intelligence), and a NISP produced by the Defense Intelligence Operations Coordination Center. Together, the Annex B and the NISP integrate and synchronize the intelligence capabilities of the combatant command and the Department of Defense portion of the Intelligence Community to answer the commander's focused intelligence needs to help achieve the combatant commander's objectives.

M1	Yes/No	Intelligence participation in planning related boards, bureaus, centers, cells, and working groups (B2C2WG) and planning teams.
M2	Yes/No	Intelligence plans synchronized with theater concept of operations.

M3	Yes/No	Intelligence annex and appendices for theater plans developed.
M4	Yes/No	Intelligence staff estimate developed and presented during joint operation planning process.

## **ST 2.7.2 Lead Development of Theater Priority Intelligence Requirements (PIRs) and Information Requirements (IRs)**

**DJS Approval Date:** 7-NOV-08

**Description:** To lead development of theater intelligence requirements for designation as the commander's PIRs. Consolidate PIR nominations and make overall staff recommendations to the commander regarding their approval. Identify significant gaps in what is known about the adversary and other relevant aspects of the operational environment, formulate PIRs, and consolidate IRs. (JP 2-0, JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** Ultimately, the combatant commander (CCDR) designates PIRs that, together with friendly force IRs, constitute the commander's critical information requirements. The CCDR's total number of PIRs for any phase of an operation should reflect a reasonable balance between mission critical requirements and a finite intelligence support capability. Excessive PIRs may result in unfocused intelligence collection and production. The CCDR will develop PIRs that support critical decisions over the course of an operation. Using the PIRs to focus intelligence collection is key to making critical decisions. The CCDR focuses the intelligence system and avoids being overwhelmed with information of peripheral interest. For complex phased operations, separate PIRs should be identified for each phase. In addition to focusing on the CCDR's intelligence requirements, the intelligence staff must be aware of the intelligence requirements of higher, adjacent, subordinate, and supporting elements. The CCDR's PIRs should encompass and prioritize the most urgent intelligence requirements of subordinate, adjacent, and supporting elements.

M1	Frequency	Current situation reviewed to determine if PIR/IR change is necessary.
M2	Time	To communicate intelligence recommendations to the CCDR for PIR/IR approval.
M3	Yes/No	Excessive PIRs causing unfocused collection and production.

M4	Time	To identify key intelligence gaps.
M5	Yes/No	Key intelligence gaps reflected in PIRs.

## **ST 2.8 Integrate Theater Intelligence Capabilities with Operations**

**DJS Approval Date:** 7-NOV-08

**Description:** To enable theater operations by integrating the full range of intelligence capabilities and disciplines (HUMINT, counter intelligence (CI), open source intelligence (OSINT), measurement and signature intelligence (MASINT), SIGINT, geospatial intelligence (GEOINT), and technical intelligence (TECHINT)) and providing intelligence information to operational decision-making and planning processes. Provide current intelligence information to enhance situational awareness and understanding of the joint operations area through monitoring indications and warnings as well as changes in adversary course of action. Manage deployment and employment of intelligence resources. Recommend changes for updating priority intelligence requirements (PIRs) and collection plan, and support time-sensitive operations based on changing requirements. Ensure pertinent intelligence information is shared horizontally and vertically to include boards, bureaus, centers, cells, and working groups (B2C2WGs), and planning teams applicable to operations. (JP 2-0, JP 2-01, JP 3-0, JP 3-09, JP 3-13, JP 3-60, JP 5-0)

**Notes:** Intelligence plays a critical role across the range of military operations. Commanders use intelligence to anticipate the battle, visualize and understand the full spectrum of the operational environment, and influence the outcome of operations. Intelligence enables commanders at all levels to focus their combat power and to provide full-dimensional force protection across the range of military operations. In war, intelligence focuses on enemy military capabilities, center of gravity, and potential COAs to provide operational and tactical commanders the information they need to plan and conduct operations. It enables the combatant commander to visualize, understand, and identify when and where to apply combat power to exploit enemy vulnerabilities and capitalize on opportunities with minimum risk. The successful synchronization of intelligence operations with all other elements of joint operations occurs in the Joint Intelligence Operations Center and begins with commanders involving their intelligence planners in the earliest stages of the joint operation planning process. During execution, intelligence must stay well ahead of operations and not only support the current phase of the operation, but also simultaneously lay the informational groundwork required for subsequent phases.

Execution of joint operations requires optimizing the use of limited ISR assets and maximizing the efficiency of intelligence production resources and is the ultimate test of the efficiency of intelligence support planning.

M1	Yes/No	Provide timely intelligence to operations for mission execution.
M2	Frequency	Current threat picture is updated for operations.
M3	Frequency	Coordinate intelligence requirements based on emerging situation with operations directorate (J-3) and intelligence directorate (J-2) planning sections.
M4	Yes/No	Recommend changes in collection plan based on current situation.
M5	Yes/No	Coordinate ISR operations in the theater.
M6	Yes/No	Recommend PIR changes based on current situation.
M7	Yes/No	Participation in operations-related B2C2WGs and planning teams.
M8	Yes/No	Developed strategy to integrate intelligence capabilities with theater operations.

## **ST 2.8.1 Provide Intelligence Support to Theater Time-Sensitive Target (TST) Operations**

**DJS Approval Date:** 7-NOV-08

**Description:** To provide specific target information in support of current theater operations, monitor the evolving combat situation, maintain situational awareness and ensure theater intelligence collection assets are available or able to be diverted away from other targets in order to find, fix, track, target, engage, and assess TSTs. Provide updated intelligence data on targets, target material, and geospatial products. (JP 2-01, JP 3-09, JP 3-33, JP 3-60)

**Notes:** TSTs are normally executed dynamically; however, to be successful, they require considerable deliberate planning and preparation within the joint targeting cycle. Exploitation of TSTs requires robust and responsive ISR support. Once identified and prioritized, a comprehensive ISR plan must be implemented to effectively detect, identify, precisely locate, and monitor these targets. These requirements must also be incorporated into the combatant commander's priority intelligence requirements.

M1	Frequency	Current intelligence information resulted in location of TST.
M2	Yes/No	Provided initial assessment of attack results.
M3	Time	To provide re-tasking recommendation.
M4	Yes/No	Intelligence personnel co-located with TST cell.

## ST 2.8.2 Provide Intelligence Support to Theater Dynamic Re-tasking

**DJS Approval Date:** 7-NOV-08

**Description:** To provide intelligence support in order to assist in rapid reassignment of theater collection assets to provide support for the evolving combat situation, including time-sensitive and immediate targets. Deconflict theater collection assets within the target area. (JP 2-01, JP 3-09, JP 3-33, JP 3-60)

**Notes:** Successful prosecution of time-sensitive targets (TSTs) may require a very compressed decision cycle, even when compared with prosecution of non-TSTs via dynamic targeting. To successfully compress the joint targeting cycle, the joint force and component staffs must be thoroughly familiar with the details of each step of the process and with the specific nodes or cells in the joint force and components responsible for each portion of the process. Time is saved by conducting detailed prior planning and coordination between joint forces, a thorough Joint Intelligence Preparation of the Operational Environment, employment of interoperable communications systems, and clear guidance on what constitutes a TST. Undefined, ambiguous TSTs can redirect assets away from prosecuting the combatant commander's overall plan. Mission planning and execution activities must take place simultaneously or within a compressed time line. If assets and priorities allow, mobile TSTs should be tracked throughout the mission attack cycle to support dynamic re-tasking and rapid re-strike if necessary.

M1	Time	To re-task active ISR platforms for time-sensitive targets (TSTs).
M2	Time	Until arrival of asset on station after re-tasking.
M3	Time	To return ISR platform to asset manager after TST event is complete.
M4	Yes/No	Target area deconfliction accomplished.

## ST 2.8.3 Conduct Human Intelligence (HUMINT) Operations in Theater

**DJS Approval Date:** 7-NOV-08

**Description:** To conduct DOD HUMINT operations in response to theater/unified combatant commands. (FM 2-22.3, JP 2-0, JP 2-01, JP 2-01.2 (classified), JP 3-13, JP 3-50)

**Notes:** N/A

M1	Percent/Number	Of HUMINT performance objectives met.
M2	Yes/No	HUMINT operations conducted in accordance with legal/oversight regulations, policies, and respective multinational/national guidelines.
M3	Yes/No	Approval received from theater Military Source Operations Approval Authority for Category II and III military source operations. Category I packages forwarded through Theater Defense HUMINT Element for approval and submission to USD(I) for final concurrence.
M4	Yes/No	Category I packages forwarded to USD(I) for final approval.
M5	Yes/No	Process in place for coordination of activities in accordance with Intelligence Community Directive 304.
M6	Percent	Of HUMINT collection requirements integrated into joint force collection plan.
M7	Yes/No	Contact established and maintained with all HUMINT collection requirements managers for theater operations.
M8	Percent	Of source reporting focused on approved collection requirements, priority intelligence requirements (PIRs), and essential elements of information.
M9	Hours	To respond to PIR changes and adjust collection requirements.
M10	Percent	Of advisory tasking coordinated with SOF collectors.
M11	Percent	Of source database information registered in the designated source registry.

M12	Percent	Of source database entries that are outdated or inaccurate.
M13	Instances	Of source issues requiring deconfliction.
M14	Time	To coordinate time-sensitive targeting, time-sensitive collection requirements, high-value individual, and time-sensitive threat/force protection information with the Joint Intelligence Operations Center.
M15	Hours	To review and publish intelligence information reports.
M16	Yes/No	Assistance provided to component elements in the issuance, expenditure, replenishment, oversight and approval of operational funds.
M17	Yes/No	Procedures established with Joint Personnel Recovery Agency to coordinate and deconflict debriefings with returned personnel.
M18	Frequency	Of coordination and support with the activities of the joint exploitation centers.

## **ST 2.8.3.1 Provide Interrogation Support to Combatant Commands**

**DJS Approval Date:** 7-NOV-08

**Description:** To conduct joint interrogation operations by a joint or interagency organization to extract information for intelligence purposes from detainees, including enemy prisoners of war and civilian internees. Conduct interrogation in support of law enforcement efforts to adjudicate enemy combatants who are believed to have committed crimes against U.S. persons or property. (JP 2-01, JP 2-01.2 (classified), FM 2-22.3)

**Notes:** Intelligence interrogation is the systematic process of using approved interrogation approaches to question a captured or detained person to obtain reliable information to satisfy intelligence requirements, consistent with applicable law. While tactical questioning may be conducted by any DOD personnel trained in accordance with DODD 3115.09, intelligence interrogations will be conducted only by interrogators properly trained and certified in accordance with DODD 3115.09. Joint interrogation operations are normally conducted at higher echelons, usually at, and in coordination with, detainee internment facilities. DOD personnel operating as part of a joint force should pursue their strategic, operational, and tactical intelligence needs through thorough, disciplined interrogations conducted in accordance with

applicable U.S. guidance. The commander ensures that these rigorous and disciplined interrogations are conducted in a humane and legal manner.

M1	Percent/Number	Of interrogation information proven reliable.
M2	Yes/No	Interrogation operations/techniques conducted in accordance with (IAW) legal / oversight regulations, policies and respective multinational / national guidelines.

## ST 2.9 Integrate Theater Intelligence Support into Targeting Cycle

**DJS Approval Date:** 7-NOV-08

**Description:** To identify and nominate targets and assist with assignment of forces to the Joint Targeting Coordination Board that support commander's objectives and provide input for the development and maintenance of target lists: restricted target list (RTL), no strike list, and joint target list (JTL). Identify targeting development, weaponeering, positive identification, and assessment collection requirements and ensure the collection plan is synchronized with operations to maximize target collection efforts. Assist with operational assessments by aiding in identifying desired effects, their associated measures of effectiveness, and measures of performance. Ensure target intelligence information is shared vertically and horizontally in accordance with combatant commander's guidance. (JP 2-0, JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-13, JP 3-60, JP 5-0)

**Notes:** N/A

M1	Time	To produce target nominations in accordance with theater targeting guidelines.
M2	Time	To assist with force assignment recommendations.
M3	Yes/No	Provide target analysis and input to the RTL.
M4	Yes/No	Provide target analysis and input to the JTL.
M5	Time	To review the joint integrated prioritized target list.
M6	Yes/No	Targeting collection requirements satisfy command objectives.
M7	Yes/No	Participation in targeting related boards, bureaus, centers, cells, and working groups and planning teams.



## ST 2.9.1 Support Maintenance of Theater Target Lists

**DJS Approval Date:** 7-NOV-08

**Description:** To provide intelligence input for the maintenance of theater target lists to include: the restricted target list, no strike list and joint target list. Facilitate and manage effects synchronization and targeting coordination to prioritize targeting effort and identify time sensitive, high value, and high payoff targets. (JP 2-01, JP 3-09, JP 3-33, JP 3-60)

**Notes:** Various target lists may be identified for use by the combatant commander. It is imperative that procedures be in place for additions or deletions to the lists and that those procedures are responsive and verifiable. Commanders should be aware of the larger impact when individual targets are removed from the target list. The removal of one seemingly isolated target may cause an entire target set to be invalid and require a different set of targets to create the same effect.

M1	Yes/No	Target list information provided within time constraints.
M2	Yes/No	Target lists regularly reviewed for validity.
M3	Yes/No	Collaboration conducted between intelligence, operations, and joint fires regarding target lists.

## ST 2.9.2 Support Munitions Effectiveness Assessment (MEA)

**DJS Approval Date:** 7-NOV-08

**Description:** To provide theater intelligence in support of operations directorate's (J3's) assessment of the military force in terms of weapon system and munitions effectiveness to determine and recommend any changes to the methodology, tactics, weapon system, munitions, fusing, and/or delivery parameters to increase force effectiveness. (JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** MEA studies how combat systems performed and the method in which they were applied. It examines the evidence after attacks to determine whether weapons and weapon systems performed as expected. The purpose of MEA is to compare the actual effectiveness of the means employed to their anticipated effectiveness calculated during the capability analysis phase of the joint targeting cycle. The results of MEA

support both near-term improvement in force employment tactics and techniques and long-term improvements in lethal and non-lethal capabilities. Consequently, a critical ingredient for effective MEA is detailed familiarity with all inputs to the calculations performed in the capability assessment that resulted in weapon system selection.

M1	Time	To commence follow-on operations or execute re-attack (following receipt of MEA).
M2	Time	To complete munitions effects assessment after attack.
M3	Time	To provide full assessment of attacks to combatant commander and subordinate joint forces.
M4	Percent	Of key decision points supported by MEA reporting.
M5	Percent	Of targets requiring re-attack.
M6	Percent	Of actions against targets meeting commander's objectives.
M7	Percent	Of targets with MEA information available.

## ST 2.9.3 Support Re-Attack Recommendations

**DJS Approval Date:** 7-NOV-08

**Description:** To provide theater intelligence in support of re-attack and future targeting recommendations using theater battle damage assessment (BDA) and munitions effectiveness assessment (MEA) based on predetermined measures of performance. (JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** Future target nominations and re-attack recommendations merge the picture of what was done (BDA) with how it was done (MEA) and compares the result with predetermined measures of effectiveness that were developed at the start of the joint targeting cycle. The purposes of this phase in the process are to determine degree of success in achieving objectives, formulate any required follow-up actions, or indicate readiness to move on to new tasks to achieve the overall theater objectives.

M1	Time	To commence follow-on operations or execute other options.
M2	Time	To provide initial assessment of attacks to subordinate joint forces.

M3	Time	To assess re-attack requirements after evaluating BDA/MEA and evaluating target mission objective(s).
M4	Percent	Of key decision points supported by re-attack recommendations.
M5	Percent	Of targets assessed as meeting desired kill criteria later assessed as being mission capable.
M6	Percent	Of targets requiring re-attack.
M7	Percent	Of actions against targets meeting commander's objectives.
M8	Percent	Of targets unnecessarily re-attacked due to inaccurate re-attack assessment.
M9	Percent	Of targets unnecessarily re-attacked due to untimely combat assessment reporting.

## ST 2.9.4 Conduct Theater Battle Damage Assessment (BDA)

**DJS Approval Date:** 7-NOV-08

**Description:** To provide a timely and accurate estimate of damage or degradation resulting from the application of military force, lethal or non-lethal, against a target. (JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** BDA is comprised of physical damage assessment, functional damage assessment, and target system assessment. BDA should answer the question: "Were the objectives met as a result of the forces employed against the selected target?" It should provide an estimate of the quantitative extent of physical damage (through munitions blast, fragmentation, and/or fire damage effects) to a target element based on observed or interpreted damage. It should also provide an estimate of the effect of military force to degrade or destroy the functional/operational capability of a target to perform its intended mission. BDA should be a broad assessment of the overall impact and effectiveness of military force applied against an adversary target system relative to the operational objectives established.

M1	Percent	Of targets with BDA information collected.
M2	Percent	Of targets with BDA information collected by more than one intelligence discipline.
M3	Percent	Of BDA requests filled.

M4	Percent	Of BDA Phase 1 (physical damage assessment) reports providing actionable information on targets.
M5	Percent	Of BDA Phase 2 (functional damage assessment) reports providing actionable information on targets.
M6	Percent	Of BDA Phase 3 (target system assessment) reports providing actionable information on targets.
M7	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

## ST 2.10 Support Theater Assessments

**DJS Approval Date:** 7-NOV-08

**Description:** To provide comprehensive intelligence to support theater assessments. Evaluate the impact of adversary actions on theater campaign and other relevant aspects of the operational environment with respect to the commander's intent and objectives. Assist commander in determining if operations are producing desired or undesired effects, when objectives have been attained, when unforeseen opportunities can be exploited, or if current events require a change in planned operations to respond to adversary actions. (JP 2-0, JP 2-01)

**Notes:** Commanders continuously assess the operational environment and progress of operations and compare them to their initial vision and intent. Normally, the joint force intelligence directorate (J-2) assists the operations directorate in coordinating assessment activities. The joint force J-2, through the combatant command Joint Intelligence Operations Center (JIOC), helps the commander by assessing adversary capabilities, vulnerabilities, and intentions, and monitoring the numerous aspects of the operational environment that can influence the outcome of operations. The J-2 also helps the commander and staff decide what aspects of the operational environment to measure and how to measure them to determine progress toward accomplishing a task, creating an effect, or achieving an objective. Intelligence personnel use the joint intelligence preparation of the operational environment process to provide combatant commanders (CCDRs) and their staffs with a detailed understanding of the adversary and other aspects of the operational environment. Intelligence personnel in the combatant command JIOC provide objective assessments to planners that gauge the overall impact of military operations against adversary forces as well as provide an assessment of likely adversary reactions and counteractions. The CCDR and subordinate joint force commanders should establish an assessment management system that leverages and synergizes the expertise of operations and intelligence staffs.

M1	Yes/No	Theater intelligence assessment provided to CCDR in order to make operational assessment.
M2	Yes/No	Current intelligence picture is provided to CCDR for assessment.
M3	Yes/No	An analysis of adversary vulnerabilities is provided to CCDR for assessment.
M4	Yes/No	Red Team analysis was incorporated into intelligence assessment.
M5	Yes/No	Subordinate joint force and multinational intelligence assessments incorporated into theater assessments.
M6	Yes/No	National intelligence analysis incorporated into theater assessments.

### **ST 3 Employ Theater Strategic Firepower**

**DJS Approval Date:** 28-AUG-05

**Description:** To deliver firepower through available theater positions, units, or weapons systems. Theater firepower is the application of lethal and nonlethal means to achieve the desired impact in the conduct of theater strategy, theater campaigns, and joint operations. Theater strategic firepower may involve Service, joint, or multinational forces. Delivery of theater firepower may be planned or immediate. Theater strategic firepower would be coordinated with maneuver in a campaign as a coequal component. Such firepower may be independent of land or sea maneuver. (JP 0-2, JP 1, JP 3-0, JP 3-01, JP 3-03)

M1	Percent	Of high-payoff targets (HPTs) attacked by forces from outside theater.
M2	Percent	Of HPTs receive desired damage levels on initial attack.
M3	Percent	Of enemy high value targets and decisive points developed as strategic targets in accordance with National Strategy and Military Objectives.
M4	Percent	Ok know enemy strategic command and control (C2) nodes targeted for strategic attack.
M5	Percent	Of known/suspected enemy chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon targets identified and targeted for strategic attack.

M6	Percent	Of attacks on selected targets having the desired effect on enemy centers of gravity (COG).
M7	Percent	Of target sequence reflecting Joint Targeting Coordination Board (JTCB) priorities.
M8	Percent	Of targets reviewed for collateral damage/effects and political ramifications/interests.
M9	Number	Of collateral damage/effects incidents as a result of friendly weapon employment.
M10	Hours	Required to complete the targeting cycle.
M11	Percent	Of available firepower assets considered for use in development of master attack plan.
M12	Percent	Of attacking systems that penetrate to target(s) and deliver ordnance.
M13	Percent	Of friendly attacking manned weapon systems lost during mission(s).”
M14	Percent	Of reattacked targets that achieve desired effects during reattack mission(s).
M15	Number	Of target sets assigned to inappropriate strike assets.
M16	Percent	Of targets attacked by first assigned friendly mission that achieve desired effects.
M17	Hours	To provide integrated and released national, federated and theater combat assessments during execution of full spectrum operations.
M18	Hours	From receipt of imagery or other validated and appropriate intelligence sources relevant to the weapon employed until battle damage assessment (BDA) Phase 1, 2 and supplemental reports are released.
M19	Hours	From time of attack to initial and /or supplement brigade (BDE) reports.
M20	Hours	To submit recommendations for reattack, from information receipt.
M21	Percent	Difference between theater and national BDA estimates.
M22	Percent	Of available tactical/theater operational and independent surveillance and reconnaissance (ISR) sources, e.g. heads-up display (HUD) video, Hercules (AC-130) video, weapon system video (WSV), Predator video, U2 imagery, Unmanned

		Combat Air Vehicle (UCAV) video, special operations forces (SOF) hand-held, etc.) integrated with intelligence all-sources information for combat assessment.
M23	Percent	Of targets correctly assessed as captured, destroyed, delayed, disrupted, degraded, neutralized, deceived or exploited commensurate with the commander's objectives.
M24	Number	Of targets restruck unnecessarily.

### ST 3.1 Process Theater Strategic Targets

**DJS Approval Date:** 28-AUG-05

**Description:** To positively identify and select land, sea, air and space (e.g., ground stations, launch capability) targets that have a major and possibly decisive impact on achieving strategic objectives, such as chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons systems. It includes matching appropriate joint or multinational firepower to such targets. These targets include, but are not limited to, those found in nonstrategic nuclear strike plans. Theater targeting should be coordinated with national-level targeting. In military operations other than war (MOOTW), the employment of theater strategic firepower may be restricted. (JP 2-0, JP 2-01, JP 2-01.1, JP 2-01.3, JP 3-0, JP 3-01, JP 3-03, JP 3-60, CJCSM 3122.03, Joint Staff/J-2 Quick Response Team CONOPS, Joint Staff/J-2 National Intelligence Support Team CONOPS)

M1	Hours	For issuance of combatant commander's apportionment guidance (after Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).
M2	Hours	For identification of enemy's center of gravity (after CJCS Warning Order).
M3	Hours	For issuance of combatant commander's high-payoff target (HPT) categories (after CJCS Warning Order).
M4	Hours	For issuance of combatant commander's prohibited target and collateral damage/effects guidance (after CJCS Warning Order).
M5	Hours	For issuance of fire support coordinator (FSC) measures guidance (after CJCS Warning Order).
M6	Hours	To develop plan to attack target, after identification

		as HPT.
M7	Percent	Difference between Joint Targeting Coordination Board (JTCB) target priorities and those in combatant commander and Secretary of Defense guidance.
M8	Percent	Of desired results, achieved by theater strategic firepower within specified time/phase.
M9	Percent	Of immediate targets, passed to attack assets quickly enough to allow effective ordnance delivery.
M10	Percent	Of selected targets have desired mean point of impact (DMPIs) identified.
M11	Percent	Of selected targets have suitable munitions available in theater.
M12	Percent	Of selected targets have vital areas identified.
M13	Percent	Of targets selected by JTCB, reviewed for political ramifications.
M14	Percent	Of targets best served by nonlethal means, allocated to attack by nonlethal systems.
M15	Percent	Of time, JTCB guidance passed to targeting agencies (e.g., joint force air component commander (JFACC)), before air tasking order (ATO) cycle begins.
M16	Hours	To construct a theater option consisting of one weapon against one target (target detection device (TDD) available).
M17	Hours	To construct a theater option consisting of one weapon against one target (TDD not available).
M18	Hours	To construct a theater option consisting of one weapon (air launched cruise missile/advanced cruise missile/Gravity/intercontinental ballistic missile/submarine-launched ballistic missile (ALCM/ACM/Gravity/ICBM/SLBM)) against one target (TDD available).
M19	Hours	To construct a theater option consisting of one weapon (ALCM/ACM/Gravity/ICBM/SLBM) against one target (TDD not available).
M20	Hours	To complete target weaponeering in support of one mensurated desired mean point of impact/desired point of impact (DMPI/DPI).
M21	Percent	Of all valid theater nominated nuclear targets



		represented in the Theater Planning Support Document – Nuclear (TPSD-N).
M22	Deleted	Deleted

### **ST 3.1.1 Select Strategic Targets in the Theater for Attack**

**DJS Approval Date:** 28-AUG-05

**Description:** To evaluate each strategic target to determine if and when it should be attacked for optimum effect on enemy centers of gravity, strategic decisive points, and in conformance with the combatant commander's strategic concept and intent. Included here are the destruction and degradation of enemy information operations (IO) means and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon production, infrastructure, and delivery systems. (JP 2-01.1, JP 3-0, JP 3-03, JP 3-13, JP 3-60, CJCSM 3122.03, Joint Staff/J-2 Quick Response Team CONOPS, Joint Staff/J-2 National Intelligence Support Team CONOPS)

M1	Days	Until phased theater strategic attack plan available for execution.
M2	Hours	To revise phased theater strategic attack plan.
M3	Percent	Of enemy decisive points have developed strategic targets.
M4	Percent	Of enemy decisive points, translated into high-payoff targets (HPTs).
M5	Percent	Of known enemy IO capability, targeted for strategic attack.
M6	Percent	Of known enemy CBRNE capabilities, targeted for strategic attack.
M7	Percent	Of attacks on selected targets, had desired effect on enemy Center of Gravity.
M8	Percent	Of target sequence reflects Joint Targeting Coordination Board (JTCB) priorities.
M9	Percent	Of targets, reviewed for collateral damage/effects and political ramifications/interests.
M10	Percent	Of targets selected, deemed illegal for attack.
M11	Percent	Of attacks on selected targets, cause political consequences outweighing strategic benefits.

M12	Percent	Of targets selected reflect the Secretary of Defense's and combatant commander's guidance.
M13	Percent	Of theater strategic HPTs (discovered within execution cycle) reprioritized.
M14	Weeks	To initially prepare theater strategic target list (during deliberate planning).
M15	Percent	Comply with guidance concerning selection of nuclear targets and their inclusion in respective operation plans in concept format/operation plans (CONPLANS/OPLANS); evaluate each target to determine if and when it should be attacked with nuclear weapons for optimum effect on enemy centers of gravity, strategic decisive points and conformance with the combatant commander's intent.
M16	Hours	Request a Theater Planning Response Cell (TPRC), Quick Response Team (QRT), or other targeting intelligence specialty support team, as required.
M17	Instances	Brief and explain the Theater Nuclear Planning Document (TNPD), if available, and the advantages and disadvantages of the nuclear weapons systems available for each target in accordance with Chairman of the Joint Chiefs of Staff instruction (CJCSI) 3110.04.
M18	Percent	Of strategic targets prosecuted as immediate targets.
M19	Yes/No	Provide detailed targeting objectives, to include a full description of the amount of damage required for each target, with zero route-back requests for supplemental information.
M20	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M21	Weeks	To initially prepare theater no-strike and restricted target lists (during deliberate planning).
M22	Various	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

### **ST 3.1.2 Assign Joint/Multinational Theater Firepower to Targets/Target Systems**

**DJS Approval Date:** 29-AUG-05

**Description:** To assign theater strategic firepower resources to classes or types of strategic targets, or targets themselves, in accordance with the geographic combatant commander's strategic plan and intent. Task includes assigning targets/target systems to the appropriate joint force component. The joint force commander (JFC) should consider if any theater strategic targets should be treated as immediate targets; if so, then the JFC should articulate his risk tolerance and his guidance for coordinating rapid attacks. (JP 3-03, JP 3-0, JP 3-60, CJCSM 3122.03A)

**Notes:** Immediate targets are targets that have been detected too late to be included in the normal targeting process, and therefore, have not been scheduled as planned targets. Immediate targets are usually time-sensitive, requiring immediate response as they pose imminent danger to friendly forces or are highly lucrative and present fleeting opportunity for attack.

M1	Days	To complete targeting cycle (deliberate/air tasking order (ATO) planning).
M2	Hours	To complete immediate targeting cycle, to include collateral damage/effects mitigation analysis/recommendations.
M3	Hours	To reattack theater strategic objective not neutralized (from original time on target (TOT)).
M4	Instances	Of theater strategic firepower assignments, appealed to JFC.
M5	Percent	Mismatch between target systems and assigned strike assets.
M6	Percent	Of joint force operations, delayed, disrupted, canceled, or modified because of improper firepower allocation.
M7	Percent	Of land, air, and sea delivery systems' targets (not targets of opportunity), coordinated by joint targeting coordination board (JTTCB).
M8	Percent	Of high-payoff targets (HPTs) attacked by joint force as immediate targets.

### **ST 3.1.3 Conduct Theater Combat Assessment**

**DJS Approval Date:** 30-OCT-06

**Description:** To determine the overall effectiveness of Service, joint, and multinational attacks employed in the theater, as it relates to the joint force commander's (JFC's) campaign objectives. (JP 2-01, JP 2-01.1, JP 3-0, JP 3-05, JP 3-30, JP 3-60, Joint Staff/J-2 Federation CONOPS, JP 2-0)

**Notes:** This task includes assessing theater battle damage, munitions effectiveness, consequence analysis for chemical, biological, radiological, nuclear, or high-yield explosives (CBRNE) weapon targets (as necessary), reassessing mission requirements (e.g., reattack the target), and analyzing/reporting the effects of combat missions in achieving the JFC's campaign objectives. This task also includes operational assessments for phases of the campaign to determine if operational objectives have been achieved and by when in order to establish conditions for subsequent operations in the campaign. It includes an evaluation of all force employment supporting the theater campaign plan.

M1	Hours	To establish coordination process between collection elements and targeting elements (after Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).
M2	Hours	To provide integrated national/federated and theater assets combat assessments (after execution of first combat fires time on target (TOT)).
M3	Hours	From receipt of imagery until battle damage assessment (BDA) report.
M4	Hours	To conduct theater BDA (from time attack completed).
M5	Hours	To submit recommendations for reattack (from original TOT).
M6	Percent	Difference between theater and national/federated BDA estimates.
M7	Percent	Of available operational sources (e.g., heads-up display (HUD) video), integrated with intelligence sources for combat assessment.
M8	Percent	Of reconnaissance assets, employed in theater BDA.
M9	Percent	Of targets correctly assessed as destroyed, neutralized, or suppressed.
M10	Percent	Of targets have applicable operational sources (e.g., heads-up display (HUD) video) integrated with intelligence sources for combat assessment.

M11	Percent	Of targets, restruck unnecessarily.
M12	Hours	To prepare estimates of collateral effects from attacks on CBRNE weapon targets.
M13	Hours/Days	To prepare an assessment of collateral damage/effects resulting from attacks which exceeded planned/expected estimates.

## ST 3.2 Attack Theater Strategic Targets/Target Systems

**DJS Approval Date:** 29-AUG-05

**Description:** To attack the enemy to destroy or neutralize strategic-level targets/target systems and to shape and control the tempo of theater campaigns and joint operations, using all available Service, joint, and allied/coalition firepower assets against land, air (including space), and maritime (surface and subsurface) targets having strategic significance. (JP 3-0, JP 3-01, JP 3-03, JP 3-30, JP 3-60)

M1	Percent	Of missions that violate the rules of engagement (ROE).
M2	Days	Until arrival of first psychological operations (PSYOPs) units in theater (after initial landings).
M3	Min/Hours	To complete air tasking order (ATO) or immediate targeting cycle, to include collateral damage/effects mitigation analysis/recommendations.
M4	Percent	More time than allocated in campaign plan, needed to achieve desired damage levels on high-payoff targets (HPTs).
M5	Percent	Of air sorties, covered by electronic warfare (EW), support requests unfilled.
M6	Percent	Of all available joint and allied firepower assets, considered for use in development of master attack plan.
M7	Percent	Of attacking systems penetrate to target and deliver ordnance.
M8	Percent	Of friendly attacking manned weapons systems, lost during mission.
M9	Percent	Of friendly operations employ nonlethal systems.
M10	Percent	Of operations and operational phases, covered by deception plan.

M11	Percent	Of reattacked targets destroyed by reattacking mission.
M12	Percent	Of target systems assigned to inappropriate strike assets.
M13	Percent	Of targets destroyed by first assigned friendly mission.

## ST 3.2.1 Conduct Attack on Theater Strategic Targets/Target Systems Using Lethal Means

**DJS Approval Date:** 29-AUG-05

**Description:** To engage strategic targets (other than air defense or defensive counter air targets) with available Service, joint, and allied/coalition delivery systems, delivering lethal ordnance. Lethal means may include among other operations forcible entry, direct action, unconventional warfare, information, and theater of war operations in depth. Paramount consideration must be given to how best to hold at risk what the enemy values most. The objective of such attacks may be to delay, disrupt, defeat, destroy, or degrade enemy forces and to affect the enemy's will to fight for strategic results. Alternatively, the objective may be to damage or destroy critical facilities (including command, control, communications, computers, and intelligence (C4I) and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon targets) or to delay, disrupt or degrade critical tasks, achieving strategic results. Means may include surface and subsurface land and sea based joint and multinational theater systems and air and space forces (aircraft, missiles, helicopters, unmanned aerial vehicle (UAV), space vehicles). This activity includes the attack of offensive counterair targets. (JP 1, JP 3-0, JP 3-01, JP 3-03, JP 3-30)

**Notes:** This task may support ST 1.6, "Control or Dominate Strategically Significant Area(s)" and ST 5.5, "Conduct Theater-Wide Information Operations (IO)."

M1	Percent	Loss rate for attacking systems (of total sorties).
M2	Percent	Of attacking systems penetrate to target to deliver ordnance.
M3	Percent	Of attacked targets incurring desired damage levels.
M4	Percent	Of scheduled time, used for execution of strategic target program.
M5	Percent	Of enemy CBRNE weapon capability destroyed.

M6	Yes/No	Engage targets with available nuclear delivery systems to delay, disrupt, destroy, or degrade enemy forces and the enemy's will to fight or overcome a critical enemy advantage gained as the result of enemy use of CBRNE weapons.
M7	Number	Of errors in emergency action message (EAM) preparation and transmission.
M8	Incidents	Of errors in crew force response when execution directed by the President.
M9	Percent	Of mission completed as planned.
M10	Percent	Of uncovered targets, not due to enemy action.
M11	Percent	Of crew response and authentication of EAMs.

## **ST 3.2.2 Conduct Attack on Theater Strategic Targets/Target Systems Using Nonlethal Means**

**DJS Approval Date:** 29-AUG-05

**Description:** To engage strategic land, sea, air, and space (less air defense) targets with joint and multinational means designed to impair, disrupt, or delay the performance of enemy forces, activities, and facilities to achieve strategic results. These means include the use of electronic warfare, military deception, operations security (OPSEC), computer network, psychological operations, and special operations forces. Nonlethal means also includes employment of PSYOP activities as part of counterinsurgency efforts in military operations other than war (MOOTW). In these cases the objective is to foster favorable attitudes toward the host nation (HN) and modifies insurgent behavior. (JP 3-0, JP 3-03, JP 3-13, JP 3-13.1, JP 3-51, JP 3-54, JP 3-60, CJCSI 3110.09, CJCSI 3210.01)

**Notes:** This task may support ST 1.6, "Control or Dominate Strategically Significant Area(s)," ST 1.6.4, "Gain and Maintain Information Superiority in Theater," and ST 5.5, "Conduct Theater-Wide Information Operations (IO)."

M1	Days	Until arrival of first psychological operations (PSYOP) units in theater (after initial landings).
M2	Hours	To establish Joint PSYOP Task Force (JPOTF) (after Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).

M3	Hours	To establish and integrate IO cell into planning process (after CJCS Warning Order).
M4	Hours	Until combatant commander requests and coordinates PSYOP, electronic warfare (EW), and deception appropriate element, activity and joint agency support to joint task force (JTF) components IO cells (after establishment of JTF).
M5	Instances	Of information warfare (IW) IO planners not being included in campaign planning inner circle (from warning order).
M6	Percent	Of increase in support for US activity in country of operation resulting from PSYOP efforts.
M7	Percent	Of theater strategy, operation plans (OPLANs), operation orders (OPORDs), and component plans, have integrated theater PSYOP plan.
M8	Percent	Of air sorties, covered by EW, support requests unfilled.
M9	Percent	Of all targets, evaluated by Joint Targeting Coordination Board (JTCB) as candidates for attack using nonlethal means.
M10	Percent	Of attacks using nonlethal means on selected targets, achieve desired damage criteria.
M11	Percent	Of attacks using nonlethal means on selected targets, achieve desired nonlethal effect.
M12	Percent	Of time nonlethal means are integrated into daily air tasking order (ATO).
M13	Instances	Of uncoordinated IO element or activity actions causing disruption or delay of theater plans and objectives.
M14	Percent	Of theater IO objectives verifiably achieved.
M15	Hours	To achieve information superiority, after crisis onset or the Presidential or SecDef direction to engage in planning and implement OPLAN.
M16	Percent	Of applicable IO targets included in the joint targeting plan.
M17	Percent	Of planners with access to the IO plan within 12 hours of plan initiation.
M18	Percent	Of enemy operations distributed, canceled, or modified, attributable to the IO plan.
M19	Percent	Of mission essential US command, control,



		communications, computers, and intelligence surveillance and reconnaissance (C4ISR) systems remaining after enemy IO attack.
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### ST 3.2.2.1 Conduct Theater Psychological Activities

**DJS Approval Date:** 30-OCT-06

**Description:** To conduct theater-wide psychological activities to gain the support and cooperation of friendly and neutral countries and to reduce the will and the capacity of hostile or potentially hostile countries or groups to wage war (or insurgencies). Psychological operations (PSYOP) in support of theater strategic operations exploit vulnerabilities of foreign governments, military forces, and populations to advance broad or long-term national and theater strategic objectives. (JP 3-0, JP 3-05, JP 3-13., JP 3-53, CJCSI 3110.05, CJCSM 3122.03)

**Notes:** This task includes ensuring theater conformance with national military and theater PSYOP policy and programs and coordination and synchronization of all public communication activities (Public Affairs (PA)/Information Operations (IO)/Defense Support to Public Diplomacy (DSPD), Interagency, etc).

M1	Days	To devise PSYOP plan (when none exists).
M2	Hours	From Warning Order until PSYOP efforts begin in joint operations area (JOA) (in crisis).
M3	Hours	To revise/confirm PSYOP plan (after warning order in crisis).
M4	Hours	Until arrival of first PSYOP units in theater (from CDay and LHour).
M5	Percent	Of PSYOP effort focused on stabilizing and reinforcing allied forces.
M6	Instances	Of PSYOP effort failing to portray forces as nuclear, biological, and chemical (NBC) trained and ready.
M7	Yes/No	Target information-gathering interests and activities Identified.
M8	Yes/No	Use of host nation (HN) resources and non-PSYOP military assets for media.
M9	Yes/No	Use HN and US Country Teams to gain local support.

M10	Yes/No	Impact of the effects of terrain, weather, and NBC environment on forces, equipment, and planned method of dissemination of PSYOP products.
M11	Yes/No	Establish a PSYOP reporting system to provide relevant information to support unit operations officers and other PSYOP planners. (1) Enemy PSYOP activity. (2) Apparent impact of friendly PSYOP activities. (3) Any anticipated changes to ongoing activity.
M12	Yes/No	All public communication activities were coordinated and synchronized with PA/DSPD.

### **ST 3.2.2.2 DELETED - Conduct Theater Electronic Attack (EA)**

**DJS Approval Date:** 6-NOV-08

### **ST 3.2.2.3 Attack Theater Information Systems**

**DJS Approval Date:** 29-AUG-05

**Description:** To employ offensive information warfare capabilities to achieve theater objectives. (JP 3-0, JP 3-01, JP 3-13, JP 3-13.1, CJCSM 3122.03)

M1	Percent	Of decrease in enemy message traffic on command nets after one week of information warfare/command and control warfare (IW/C2W) attack.
M2	Percent	Of decrease in significant enemy message traffic on command nets after initial IW/C2W attack.
M3	Percent	Of adversary information conduits, penetrated, corrupted, or monitored.
M4	Percent	Of enemy command and control (C2) facilities, attacked.
M5	Percent	Of enemy C2 facilities, in high-payoff target (HPT) category.
M6	Percent	Of fixed location enemy C2 facilities, destroyed within one hour.

M7	Percent	Of selected access programs, employed with intended effect.
M8	Weeks	To achieve information superiority in theater.

## ST 3.2.3 Synchronize Theater Strategic Firepower

**DJS Approval Date:** 29-AUG-05

**Description:** To synchronize theater attacks on single or multiple theater targets of strategic significance at the decisive time and place. Synchronization is simultaneously across strategic targets and to strategic depths. This synchronization includes lethal and nonlethal means, to include friendly information operations, and the minimizing of their effect on friendly forces, neutrals, and noncombatants. It also includes integrating theater strategic firepower with national military strategic firepower and operational firepower within the theater to ensure unity of effort, and not to disrupt supporting campaigns and major operations, or to reveal friendly force intentions at any level. (JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 5-00.1)

**Notes:** Full synchronization requires consideration of actions under SN 3.2, "Manage National Strategic Firepower," ST 5.5, "Conduct Theater-Wide Information Operations (IO)," and OP 3.2.7, "Synchronize Operational Firepower."

M1	Casualties	Caused by friendly fires.
M2	Hours	To reattack theater strategic objective (from original time on target (TOT)).
M3	Hours	To reattack theater strategic target (from original TOT).
M4	Instances	Of national strategic missions aborted because lack of necessary theater/joint operations area (JOA) support.
M5	Instances	Of operational, strategic theater, and strategic national fires, not integrated into attack plan.
M6	Instances	Of special access programs (SAPs) cannot be integrated with non-SAP systems for security reasons.
M7	Instances	Of strategic attacks originating from out of theater, not synchronized with those tasked from within theater.

M8	Percent	Of attacks, deconflicted with friendly forces operating in area of operations (AO).
M9	Percent	Of enemy offensive capability, diverted to defensive reaction.
M10	Percent	Of failed attacks on high-payoff targets (HPTs), attributed to lack of integration of fires assets.
M11	Percent	Of friendly casualties, caused by friendly fires.
M12	Percent	Of HPTs, attacked by joint force as immediate targets.
M13	Percent	Of operational attacks, aborted because of planned, but unavailable theater support.
M14	Percent	Of special operations forces (SOF) missions, executed without notification of non-SOF operating forces in area.
M15	Percent	Of strategic national assets, used to attack targets suited to available theater assets.
M16	Percent	Of strategic national missions, aborted because of lack of necessary theater support.
M17	Percent	Of theater assets, used to attack targets better suited to available operational assets.
M18	Yes/No	Integrate theater attacks on single or multiple theater targets of strategic significance.
M19	Instances	Provide support to combatant commanders in fulfilling supported combatant commander nuclear requests as identified in the emergency action procedures of the Chairman of the Joint Chiefs of Staff (EAP-CJCS).
M20	Days	Request nuclear planning in accordance with CJCSI 3110.04 and EAP-CJCS.
M21	Hours	Request a theater nuclear strike in accordance with CJCSI 3110.04 and EAP-CJCS.
M22	Yes/No	Present a comprehensive description of commander, United States European Command's (USEUCOM's) relationship with North Atlantic Treaty Organization (NATO) with respect to emergency action message (EAMs) that result from a NATO involved conflict at the level of understanding of the decision maker.
M23	Instances	Minimize collateral damage, civilian casualties, and fratricide using STRIKEWARN messages or other

		communications to notify intent of attack.
M24	Percent	Of attacks deconflicted with friendly IO/command and control warfare (C2W) plans.

## ST 3.3 Coordinate Precision Engagement Counter Countermeasure Operations

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate counter countermeasure operations to neutralize the effects of threat defensive countermeasures used to degrade/neutralize our ability to compile a high value asset target list as well as our ability to attack these high value targets with precision engagement. Task includes degrading threat countermeasures against intelligence collection sensors and precision engagement weapon systems and employing electro-optical/infrared, radio frequency (RF), millimeter wave (MMW), global positioning system (GPS), and acoustic technologies. Task also includes target signature alteration, decoy/deception, target obscuration and sensor/signal processing jamming/disruption. (JP 2-01, JP 2-01.1, JP 3-51)

M1	Yes/No	Do commands responsible for developing operations plans identify threat countermeasures to precision engagement as part of the intelligence preparation of the battlespace?
M2	Percent	Of high-value target (HVT) protected by countermeasures.
M3	Number	Of effective counter countermeasures identified.
M4	Yes/No	Commander's Guidance includes counter countermeasure information?

### ST 3.3.1 Coordinate Intelligence Collection Sensors Counter Countermeasures

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate counter countermeasures into the Intelligence Collection Planning. Task includes: identifying threat countermeasures to intelligence collection sensors as part of the intelligence preparation of the battlespace; analyzing the ability of identified threat countermeasures to defeat, degrade, or deceive intelligence collection sensors thereby inhibiting the compilation of an

accurate high valued asset target list; and developing intelligence collection sensor counter countermeasure information for commander's guidance. (JP 2-01, JP 3-51)

M1	Yes/No	Do commands responsible for precision engagement planning identify threat defensive countermeasure capabilities as part of the intelligence preparation of the battlespace.
M2	Number	Of identified threat countermeasures to intelligence collection sensors.
M3	Percent	Of intelligence collection sensors vulnerable to threat countermeasures.
M4	Yes/No	Commander's Guidance includes counter countermeasure information relating to intelligence collection sensors.

### **ST 3.3.2 Coordinate Precision Engagement Counter Countermeasures**

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate counter countermeasures for inclusion in Precision Engagement Planning. This task includes: identifying threat countermeasures to precision engagement as part of the intelligence preparation of the battlespace; analyzing the ability of identified threat countermeasures to defeat, degrade, or deceive US precision guided weapons and their associated target acquisition systems; and developing precision engagement counter countermeasure information for commander's guidance. (JP 2-01, JP 2-01.1, JP 3-51)

M1	Yes/No	Do commands responsible for precision engagement planning identify threat defensive countermeasure capabilities as part of the intelligence preparation of the battlespace?
M2	Numbers	Of identified threat countermeasures to precision engagement weapons and sensors.
M3	Percent	Of precision engagement weapons and sensors vulnerable to threat countermeasures.
M4	Yes/No	Commander's Guidance includes counter countermeasure information relating to precision engagement sensors and weapons.

## ST 3.4 Coordinate Counterinsurgency Operations

**DJS Approval Date:** 03-AUG-07

**Description:** Plan, coordinate, synchronize and direct efforts to defeat insurgencies. This task may be conducted with assistance from host nation military and civilian assets and resources, in conjunction with host nation desires to conduct counterinsurgency operations. (JP 3-0, JP 3-07, JP 3-11, JP 3-16, JP 3-57)

**Notes:** Army Field Manual 3-24 incorporates counter-insurgency information and lessons learned from recent operations.

M1	Yes/No	Was the basis of the insurgency identified to determine its form, centers of gravity, and the root cause?
M2	Yes/No	Were long-term effects of all US assistance considered before executing counterinsurgency operations?
M3	Yes/No	Was transition planned as part of the mission planning for counterinsurgency?
M4	Yes/No	Were personnel recovery operations implemented as required to support counterinsurgency operations?
M5	Yes/No	Was insurgent information operation (IO) threat to mission identified?

## ST 4 Sustain Theater Forces

**DJS Approval Date:** 30-OCT-06

**Description:** To perform logistic support activities in the theater required to sustain the force. Logistic support activities will aid in the execution of theater strategy, campaigns, joint and multinational operations, using all available resources (Service, civilian, host nation (HN)). (JP 3-0, JP 3-07, JP 3-35, JP 4-0, JP 4-09, CJCSI 3110.03, CJCSM 3122.03)

**Notes:** See also ST 8, "Develop and Maintain Alliance and Regional Relations." There are activities related to sustainment that are included under ST 5, "Provide Theater Strategic Command and Control, Communications, and Computers (C4)" for example, setting theater of war priorities, obtaining US national, multinational, or joint support. Support for nongovernmental organizations (NGOs) is at ST 8.2.11,

"Cooperate with and Support Nongovernmental Organizations (NGOs) in Theater." See task ST 5.1.3 for measures on obtaining situational awareness of critical logistics information. This task includes sustaining the tempo and continuity of operations in a theater of war during theater campaigns and joint operations; and sustaining forces using geographic combatant command resources. Continual assessment of the overall theater logistics status is essential to the accomplishment of this task. Obtaining sustainment can also refer to support from sources other than Service components' combat service support (CSS) organizations and includes obtaining the following: host-nation support, civil logistic augmentation, Service headquarters civilian support, and captured materials.

M1	Hours	To perform the assessment of all logistics functional areas.
M2	Hours	Since last update of assessment of logistics functional areas.
M3	Tons	Of backlogged support requirements at designated logistic nodes at theater (at execution).
M4	Tons	Of backlogged high-value items at designated logistic nodes in theater (at execution).
M5	Percent	Of required logistics, in place to support campaign (at execution).
M6	Percent	Of planned sustainment delivered to theater customers (during execution).
M7	Days	Delay in operations because of logistic shortfalls.
M8	Percent	Of personnel and military animals, provided field and health services.
M9	Percent	Of required supplies and equipment, delivered daily.
M10	Days	Of supplies, stocked in theater.
M11	Days	To achieve minimum theater supply stock levels.
M12	Days	To provide field and health services to all personnel.
M13	Percent	Visibility of units/cargo/personnel transiting the PODs.
M14	Percent	Of maintenance support to be provided to deployed forces.
M15	Percent	Of visibility of units/cargo/personnel from POD to final destination.



## ST 4.1 Coordinate the Fixing and Maintaining of Equipment

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate efforts between the Service components for establishing facilities in rear areas to repair and replace materiel in support of theater campaigns or joint operations. This task also includes the establishment of policies on repair and evacuation of equipment. This activity includes the concentration and provision of maintenance services (including recovery, battle damage assessment, and repair), and Class IX supplies for maintaining theater of war forces in, or restoring them to, a high state of materiel readiness in preparing to sustain the tempo of strategic operations. However, Service peculiar item maintenance support normally remains the responsibility of Service component commanders. This task applies to the communications zone (COMMZ) as well as actions in the combat area. (JP 4-0, JP 4-01.4, JP 4-07, JP 4-09, CJCSM 3122.03)

**Notes:** See ST 4.3, "Establish and Coordinate Distribution of Supplies/Services for Theater Campaign and COMMZ," applies to this task. ST 4.3 provides maintenance services and Class IX supplies in support of theater forces in joint operations and theater campaigns.

M1	Days	To establish a theater maintenance depot system.
M2	Days	Delay for items in theater repair system awaiting repair.
M3	Days	Delay for items in theater awaiting evacuation.
M4	Percent	Of repair items, identified in theater fix-or-evacuate policy.
M5	Percent	Of repair facilities capacity, in operation.
M6	Percent	Of major end items can be repaired in theater.
M7	Days	Items remain in theater repair system.
M8	Days	Delay in initiating operations because of late upgrades to weapons systems or equipment items.

## ST 4.2 Coordinate Support for Forces in Theater

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate the provision of trained and organizationally sound units and replacements and to provide necessary personnel administration, supply, field, and health services to support theater strategy, campaigns, and routine communications zone (COMMZ) support. (JP 1-0, JP 3-35, JP 4-0, JP 4-01.4, JP 5-00.2)

**Notes:** See ST 4.4, "Develop and Maintain Sustainment Bases," for providing essential facilities to house, sustain, and support normal or contingency operations from a garrison, base, or bare base site.

M1	Minutes	From wound or injury until surgery.
M2	Minutes	Awaiting surgery (in theater).
M3	Minutes	Awaiting routine medical services (in theater).
M4	Percent	Of support forces, trained and equipped for salvage and battle damage repair.
M5	Percent	Of operation plans (OPLANs) have reconstitution provisions.
M6	Personnel	Maximum handling capacity of reception areas.
M7	Percent	Of personnel have viable rotation policy.
M8	Percent	Of personnel support can be contracted.
M9	Shortfalls	Identified for personnel.
M10	Constraints	Identified for personnel.
M11	Hours	Delay for replacements at theater base before joining a unit.
M12	Percent	Of personnel receive at least one hot meal per day.
M13	Percent	Of forces supplied by theater commander, rated C1 for readiness and no forces supplied by theater commander, below command and control (C2).
M14	Percent	Of major units remain untrained in at least one of their mission-essential task list (METL) tasks.
M15	Percent	Manning level for deployed units during operation.
M16	Percent	Of individual personnel augmentation requirements, validated by appropriate combatant commander approval authority.
M17	Percent	Of personal daily water requirement provided.
M18	Percent	Of operation plans (OPLANs) have medical force protection programs and guidelines.
M19	Personnel	Per assigned legal officer in theater.
M20	Days	To establish personnel policies for all deployed

		forces.
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## ST 4.2.1 Integrate Personnel Services

**DJS Approval Date:** 30-OCT-06

**Description:** To provide personnel service support and accountability (includes administration (includes education, development, promotion, assignment, retention), finance, legal services and personnel support activities, to include morale and welfare activities in the theater (for example, rest and relaxation)) in preparing theater forces for joint operations and theater level campaigns and routine communications zone (COMMZ) support and for the sustainment of the tempo of operations once begun. (JP 1-0, JP 4-0)

M1	Percent	Of required aerial mail terminals and military post offices, established within planned timelines.
M2	Days	Delay from standard in distributing mail to unit level
M3	Personnel	Per assigned chaplain in theater.
M4	Personnel	Per assigned legal officer in theater.
M5	Personnel	Per assigned MWR person in theater.
M6	Months	To establish R&R facilities in a protracted operation.
M7	Percent	Of protracted operations have a theater of JFC established R&R policy.

### ST 4.2.1.1 Provide Contingency Contracting Administration Services

**DJS Approval Date:** 03-AUG-07

**Description:** To provide contingency contract administration services (CCAS) for administering the Logistics Civil Augmentation Program (LOGCAP), Air Force Civil Augmentation Program (AFCAP), external support contracts, system support contracts, and theater support contracts, with place of performance in theater. (DODD 5105.64, JP 4-07, JP 4-0, JP 3-34)

**Notes:** This task includes development of sites for follow-on Contingency Contract Administration Services (CCAS) resources and limited contract administration.

M1	Percent	Of CCAS support requirements are integrated into
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		applicable COCOM OPLAN TPFDDLs.
M2	Percent	Of deployable personnel meet training and COCOM specified requirements prior to deployment.
M3	Percent	Of deployable personnel meet certification levels.
M4	Days	To provide initial capability.
M5	Days	To provide comprehensive CCAS support based on customer requirements.

### **ST 4.2.1.2 Provide Contingency Contract Administration Services Support**

**DJS Approval Date:** 03-AUG-07

**Description:** To provide, through accepted delegation, contingency contract administration services (CCAS) support to augment a Joint Task Force Command or Service Component Command site. (DODD 5105.64, JP 3-0, JP 3-34, JP 4-0, JP 4-07, JP 5-0)

**Notes:** This task also includes delegated contract administration at multiple sites and continuous coordination with supporting and supported commands and staffs.

M1	Days	To provide initial capability personnel to build to full site and limited additional site support.
M2	Days	To receive follow-on augmentation and replacement personnel for multiple site operations.
M3	Percent	Of deployable personnel have completed all unit and COCOM pre-deployment training requirements.
M4	Percent	Of appropriate certification levels for assigned positions are met.

### **ST 4.2.2 Coordinate Health Service Support**

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate health service support (including, but not limited to first responders, forward resuscitative surgery, theater care, enroute care, preventive medicine, mental health, dental, and veterinary services) in preparing and sustaining theater forces. Task includes ensuring that programs are in place to identify health threats, apply risk management, and abate such risk. (JP 4-0, JP 4-02, JP 4-02.1, JP 4-02.2, CJCSM 3122.03)

**Notes:** For patient evacuation see ST 4.3.1, "Establish and Coordinate Movement Services within Theater and SN 1, Conduct Strategic Deployment and Redeployment."

M1	Percent	Accountability of personnel entering Joint Health Service Support system.
M2	Minutes	Minutes from wounding or injury to receipt of stabilizing.
M3	Percent	Of patients who die of wounds (DOW).
M4	Patients/day	Returned to duty.
M5	Patients/day	Provided medical treatment.
M6	Percent	Of US military patients treated in US medical facilities versus percent who are other than US forces.
M7	Percent	Of in-theater procured fresh meat, inspected by a US inspector.
M8	Percent	Of required US health service support personnel, by specialty, in theater.
M9	Hours	Turnaround for medical lab serology and other technical lab testing results.
M10	Days	Supply of whole blood held (in theater).
M11	Percent	Of patients returned to duty (RTD) versus evacuated to definitive care facilities outside of the theater.
M12	Percent	Of patients treated for disease and nonbattle injuries (DNBI) versus wounded in action (WIA) count were nonbattle injuries (NBIs).
M13	Percent	Of mortality results from nonavailability of blood products.
M14	Percent	Of mortality results from delay in regulation of patient to further care.
M15	Percent	Of loss of limb resulted from delay in regulation of patients to further care.
M16	Percent	Of patients regulated to facilities with required capability.
M17	Days	For patients to arrive at definitive care facility.
M18	Yes/No	Force Health Protection guidance published.
M19	Percent	Of force completed pre and post deployment medical programs.

M20	Days	To establish a comprehensive environmental surveillance capability within the joint operations area (JOA).
M21	Days	To coordinate preventive medicine procedures with allied forces and/or host nation (HN) in theater of operation/JOA.
M22	Percent	Of US service members receiving required preventive treatment (i.e., immunizations, chemoprophylaxis, etc.), and counseling while deployed.
M23	Days	Since inspection of local sources of subsistence items in the operations area.

### **ST 4.2.2.1 Manage Theater Joint Blood Program**

**DJS Approval Date:** 29-AUG-05

**Description:** Provide an orderly system for collection, storage, and distribution of blood products under peacetime and wartime conditions. Includes missions in support of homeland security within the United States. This task is normally executed through the supported command Surgeon responsible for coordinating and integrating plans, policies, and procedures for effective management of component and area joint blood programs. (JP 4-0, JP 4-02, JP 4-02.1, CJCSM 3122.03)

M1	Days	To establish Blood Transshipment Center(s) in the joint operations area.
M2	Days	To coordinate activities between theater Joint Blood Program Office and Armed Services Blood Program Office (ASBPO).
M3	Percent	Accuracy in submitting Blood Reports to ASBPO based on daily estimates of theater requirements.
M4	Hours	Delay in submitting daily Blood Reports from Joint Blood Program Office (JBPO) to Armed Services Blood Program Office (ASBPO).
M5	Days	To establish AJBPOs in joint operations area.
M6	Percent	Difference in blood product supply levels between theaters of operations/joint operation areas (JOAs).
M7	Weeks	Since JBPO conducted on-site inspection of subordinate JBPOs, AJBPOs, and units in the joint

		operations area.
M8	Percent	Of blood products available to support patients' needs.

## ST 4.2.2.2 Coordinate Patient Movement from Theater

**DJS Approval Date:** 29-AUG-05

**Description:** To coordinate the movement of patients within and from theater. This task includes designating medical treatment facilities (MTFs) by matching existing medical capabilities with reported patient needs; scheduling and arranging movement of DOD patients and authorized beneficiaries; establishing procedures regulating the evacuation of patients; determining eligibility for others, such as UN personnel and foreign national; and making special arrangements for enemy prisoners of war. This task includes operating a Theater Patient Movement Requirements Center (JPMRC) under operational control of the combatant commander's surgeon. This task includes designating JPMRC, Electronic Data Services US Transportation Command (USTRANSCOM), and the Global Patient Movement Requirements Center (GPMRC). (JP 4-0, JP 4-02, JP 4-02.2, CJCSM 3122.03)

M1	Days	To establish procedures for regulating movementevacuation of patients within and from theater of war, including decontaminating casualties prior to evacuation.
M2	Hours	To determine policy for eligibility for treatment of non-DOD personnel, such as UN personnel and foreign nationals.
M3	Days	To establish Theater Patient Movement Requirement Center (TPMRC) in the joint operations area.
M4	Days	To coordinate patient movement activities between TPMRC and Global Patient Movement Requirement Center (GPMRC).
M5	Days	To establish liaison and coordination with USTRANSCOM and Defense Medical Systems Support Center.
M6	Percent	Of GPMRC generated schedules must be modified for the joint operations area.
M7	Percent	Difference between projected bed capacities of designated medical treatment facilities (MTFs) and

		actual patient population in the joint operations area.
M8	Percent	Of patients, processed at aeromedical staging facility/mobile aeromedical staging facility (ASF/MASF) and passed on first time.

### **ST 4.2.2.3 Manage Medical, Dental, and Veterinary Services and Laboratories and Supply**

**DJS Approval Date:** 29-AUG-05

**Description:** To ensure an effective and consistent program, in peacetime and war, of medical and dental services, across the area of responsibility, including the provision of laboratory support and medical supply. This task also covers responsibility for ensuring preventive medicine and veterinary services for all Services on a theater-wide basis. (JP 4-0, JP 4-02, JP 5-00.2, CJCSM 3122.03)

M1	Days	To establish preventive medicine policy including appropriate countermeasures for identified medical threats for the joint operations area (JOA) (after unnamed day on which a deployment operation begins (C-Day)).
M2	Days	To establish medical laboratories in the joint operations area (after organizational C-Day).
M3	Days	To inspect all facilities supplying, storing, and issuing subsistence items in the joint operations area.
M4	Hours	To inspect subsistence items contaminated by nuclear, biological, and chemical (NBC) attack in the joint operations area.
M5	Days	To evaluate size and duration of operation and project levels of dental care required for the joint operations area.
M6	Percent	Difference between projected and actual levels of dental care required for the JOA.
M7	Percent	Of personnel, incapacitated by disease and nonbattle injury in the joint operations area.
M8	Hours	To verify first use and identify type(s) of agents used.



## ST 4.2.2.4 Coordinate Joint Comprehensive Medical Surveillance

**DJS Approval Date:** 29-AUG-05

**Description:** When directed by the Secretary of Defense and Chairman of the Joint Chiefs of Staff, implement a comprehensive military medical surveillance program that includes collection and analysis of health status and threat information before, during, and after deployment. Minimum required elements are identification of the population at risk, continuous surveillance of health status and disease/injury events, and implementation of protective countermeasures based on analysis of data at all levels of command. (JP 4-0, JP 4-02, CJCSM 3122.03, DODD 6490.1, DODI 6490.3)

M1	Days	To establish preventive medicine policy including appropriate countermeasures for identified medical threats for the joint operations area (JOA) (after unnamed day on which a deployment operation begins (C-Day)).
M2	Percent	Of personnel incapacitated by disease and nonbattle injury in the JOA.
M3	Yes/No	Predeployment guidance, including health risk, published.
M4	Percent	Of force completed predeployment screening.
M5	Percent	Of force completed postdeployment screening.
M6	Percent	Of force completed deployment medical training and preparation.

## ST 4.2.3 Reconstitute Theater Forces

**DJS Approval Date:** 30-AUG-05

**Description:** To restore combat-attrited units in the theater to a desired level of combat effectiveness. Reconstitution is a melding of personnel, training, and logistics. It is a series of operational decisions and actions that begin with removing a unit from the battlefield/space, allocating and establishing priorities and resources, and making the decision to re-employ once a readiness standard is achieved. The two types of reconstitution activities are reorganization and regeneration. On a broader scale, this task includes planning for and being prepared to execute operations for deploying and employing reconstituted forces to

counter the emergence of a global threat. The reconstitution of the equipment and units is key to homeland security, particularly if those resources will be used domestically in the consequence management role. (JP 3-35)

M1	Percent	Of operation plans (OPLANs) have reconstitution provisions.
M2	Percent	Of all assigned aircraft in theater
M3	Days	Of major end items in theater
M4	Percent	Of support forces trained and equipped for salvage and battle damage repair.
M5	Percent	Of plans with requirements for decontamination as part of restoration in branches or sequels.
M6	Hours	To build recovery plan for aircraft to aircraft and Mobile Support Teams (MST) to Alternate Recovery Base (ARB).
M7	Hours	To communicate plan to Strategic Command and Control System (SCACS).

## ST 4.2.4 Establish and Coordinate Training of Joint and Combined Forces

**DJS Approval Date:** 30-AUG-05

**Description:** To establish joint and combined training programs, execute joint training events and exercises, and assess joint training effectiveness. Such activities include organizing and conducting joint exercises and training, and evaluating joint training events. This task also includes coordinating interoperability training among the Service components. (JP 0-2, JP 3-0, JP 3-35, JP 4-0, JP 5-00.2, CJCSI 3500.01A, CJCSI 3500.03)

**Notes:** Joint training programs derive from joint mission-essential task list (JMETL). The development of a command JMETL is addressed by ST 7.1.7, "Establish Joint Mission Essential Task List (JMETL)."

M1	Weeks	From mission change until required training program established.
M2	Percent	Of joint mission-essential tasks (JMETs) trained per year.
M3	Percent	Of exercises include JMETs.

M4	Percent	Of operation plan (OPLAN), operation plan in concept format (CONPLAN), functional plan (FUNCPLAN) requirements, identified in JMETL.
M5	Percent	Of required linguists, available to train host-nation personnel during military operations other than war (MOOTW).
M6	Months	Since commander's JMETL, updated.
M7	Months	Since policy, education, and training vision, reviewed.
M8	Percent	Of designated and alternate joint task force (JTF) headquarters receive at least one Joint Chiefs of Staff (JCS) exercise, with after-action review (AAR) each year.
M9	Percent	Of JTF headquarters (conducting major joint exercises), receive augmentation by JTF augmentation cell from theater command.
M10	Percent	Of JTF headquarters receiving at least one academic training exercise in crisis action planning procedures (each year).
M11	Percent	Of joint exercises training objectives reflect participating units' JMETL assessment.
M12	Hours	For major theater units (major commands/corps/fleet/Naval air facility (NAF)-level headquarters) to provide an assessment to combatant commander of capability to accomplish each JMET.
M13	Percent	Of primary and alternate JTF headquarters receive at least one JCS exercise with AAR (each theater training cycle).
M14	Percent	Of JTF headquarters conducting joint exercises receive required theater Joint Staff augmentation.
M15	Percent	Of contingency JTF headquarters receiving periodic academic training in crisis action planning procedures and joint procedures.
M16	Percent	Of JMETL tasks trained under chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) conditions.
M17	Percent	Of combatant commander-designated component functional responsibilities trained/exercised during a two-year training cycle.
M18	Annually	Conduct a combatant commander's staff major staff

		training exercise that is JMETL based to train the combatant commander's boards, bureaus, centers, and offices (BBCOs).
M19	Annually	Conduct a combatant commander's staff training exercise to train internal training requirements, i.e., crisis action team, crisis response team, etc.
M20	Biennially	All combatant commander's BBCOs are trained/exercised.
M21	Biennially	All combatant commander's internal staff are trained/exercised.
M22	Biennially	Components exercise pre-positioning (PREPO) stocks in theater.
M23	Biennially	Combatant command subregions conduct an exercise.
M24	Biennially	Combatant command friendly countries conduct an exercise.
M25	Annually	Combatant commander's staff conducts a major coalition staff training exercise.
M26	Percent	Of training events that involve formal or informal collection of observations, lessons learned, and conducting an after-action review or joint after-action report as part of the evaluation process.

## **ST 4.2.5 Provide Religious Ministry Support within Theater**

**DJS Approval Date:** 30-AUG-05

**Description:** To provide religious ministry support throughout the theater; develop plans and guidance for religious activities for the full range of military operations; and ensure effective use of chaplain personnel and resources. This task includes recommending policy concerning provision of ministry and religious ministry support activities, developing religious support annexes, coordinating religious ministry with Service component commands, determining personnel and faith group requirements within theater and maintaining liaison between command and host nation (HN) religious leaders (when appropriate) to support commander's mission. Finally, this task includes providing advice to the commander on local religious customs that may impact planning or execution of an operation or campaign. (JP 0-2, JP 1-05, JP 3-16, JP 5-00.2, CJCSM 3122.03)

M1	Percent	Of major military locations have services for all major denominations available weekly.
M2	Percent	Of chapels have active lay-personnel advisory groups.
M3	Percent	Of chaplain's time spent with military personnel and families.
M4	Instances	Of hospital death where a chaplain provided ministry.
M5	Percent	Of hospital patients seen at least weekly by chaplains.
M6	Percent	Of installations/locations without chaplains that have weekly religious services.
M7	Percent	Of major installations or commands have religious education and study programs.
M8	Percent	Of major military locations providing a full range of religious services.
M9	Percent	Of nongovernmental organizations (NGOs) have joint force chaplain established liaison.
M10	Percent	Of personnel have weekly opportunity for contact with a chaplain.
M11	Percent	Of NGOs have joint force chaplain established liaison.
M12	Percent	Of religious faith groups in joint force receive balanced coverage throughout theater.
M13	Days	Since last chaplain visit to isolated location or unit.
M14	Months	Since last command chaplain survey of morale within joint force in theater.
M15	Hours	To receive counseling, support and comfort from time of request.
M16	Percent	Of personnel provided religious support.

## **ST 4.2.6 Determine Theater Residual Capabilities**

**DJS Approval Date:** 30-AUG-05

**Description:** To determine the status of theater forces and capabilities following a theater strategic attack. Strategic attack operations target centers of gravity and such other vital target systems as government and

military leadership command and control (C2), command, control, communications, computers, and intelligence (C4I) networks, weapons of mass destruction and the means to deliver them, critical materiel stockpiles, and other war-sustaining capabilities. Strategic attack may include both chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons and/or conventional weapons. This task includes determining the status of both military forces (joint and multinational) as well as theater infrastructure (logistic, communications, transportation, medical, etc.). (JP 3-10, JP 3-11, JP 3-13, JP 4-0, MCM 93-91)

**Notes:** ST 4.2.6 is tied to tasks performed in ST 4.2.3, "Reconstitute Theater Forces."

M1	Hours	To assess damage to infrastructure at strategic interest locations (key military bases, critical infrastructure nodes, etc.).
M2	Minutes	To estimate the range of fatalities, injuries, and population at risk resulting from an attack.
M3	Minutes	To estimate the range of fatalities, injuries, and casualties resulting from an attack.

## ST 4.2.7 Provide Legal Services in Theater

**DJS Approval Date:** 30-AUG-05

**Description:** To provide legal services throughout the theater; develop plans and guidance for legal services for the full range of military operations; and ensure effective use of legal personnel and resources. This task includes recommending policy concerning provision of legal support activities and developing legal annexes to plans. This task also includes providing legal advice to the commander on local legal issues that may impact planning or execution of an operation or campaign. (CJCSM 3122.03, JP 3-07, JP 3-08, JP 5-00.2, CJCSI 3110.14)

M1	Hours	To provide legal advice in time-sensitive areas, including rules of engagement (ROE), targeting, and contingency contracting.
M2	Percent	Of legal services provided within planned timelines.
M3	Percent	Of times lack of access to legal support caused delay in military operations.
M4	Days	To provide legal advice in less time-sensitive areas, such as ordinary acquisitions and legal assistance.

## ST 4.3 Direct Theater Distribution Operations

**DJS Approval Date:** 11-JUN-08

**Description:** To synchronize and integrate fulfillment of joint force requirements with employment of the joint force providing logistic capabilities (personnel, materiel, and services) to support execution of joint operations. (JP 4-0, JP 4-01.4, JP 4-09)

**Notes:** The theater distribution system is comprised of four networks: physical, financial, information, and communications systems. This task includes the establishment of a joint total asset visibility capability in order to provide in-processing, in-storage, in-use, and in-transit visibility (ITV) in order to manage the distribution of supplies/services. This task includes establishing a responsive distribution network using theater joint, multinational, or commercial transportation modes (over ground, air, and sea lines of communications) that accommodate all classes of supply transport requirements. This task includes ITV, Total Asset Visibility (TAV), C2, and business operational distribution of war reserve and sustainment stocks in sufficient quantity, type, and location in depth throughout the theater to support combatant commander warfighting strategies. The ultimate objective of joint theater deployment and distribution (D2) operations is a common scalable, tailorable, theater-level joint D2 capability fully integrated with joint distribution operations that delivers forces and sustainment to Joint Force Commander and enables the effective and efficient accomplishment of joint force mission employment.

M1	Days	Of operations delayed because of fuel shortages.
M2	Days	Of planned fuel deliveries destroyed by enemy action.
M3	Days	Of planned fuel delivered to theater forces.
M4	Days	Of required fuel in place to support campaign.
M5	Incidents	Of executed support missions not fired or not completed because of ammunition shortfall, enemy action, pilferage, and accidents over timeframe.
M6	Hours	Of operations delayed because of late distribution of ammunition (Class V).
M7	Percent	Of required munitions in place to support joint operations.
M8	Percent	Of total munitions delivered but not fired by conflict end.
M9	Days	To begin unloading ships (upon arrival in theater).

M10	Days	To begin unloading fuel tankers (upon arrival in theater).
M11	Percent	Of classes of supplies/services in theater identified and sourced within first 30 days of operation.
M12	Percent	Of active acquisition and cross-servicing agreements, confirmed by combatant command within 5 days of CJCS Warning Order.
M13	Hours	For combatant command to confirm all active acquisition and cross-servicing agreements.
M14	Days	To inventory and report all war reserve stocks.
M15	Days	To establish a joint task force supply-service reporting system (from establishment of JTF).
M16	Hours	For combatant command staff to identify operational requirements and coordinate with global providers to identify potential sources for classes of supplies (after CJCS Warning Order).
M17	Hours	For all pertinent host-nation legal and support arrangements to be identified and reviewed (after CJCS Warning Order).
M18	Hours	For all relevant acquisition and cross-servicing agreements to be identified and reviewed (after CJCS Warning Order).
M19	Hours	For estimates of potential subordinate command (e.g., JTF) sustainment requirements to be reviewed (after CJCS Warning Order).
M20	Percent	Of supply classes that “go red” or become showstoppers (during execution).
M21	Days	Of delay in attacks because of lack of adequate munitions in theater.
M22	Percent	Of support cargo and equipment arriving at customer destination by required delivery date (RDD) (at destination).
M23	Percent	Of required sustainment supplies arriving at customer destination by RDD.
M24	Percent	Of required medical forces deployed in the joint operations area.
M25	Number	Of patients needing blood products that are not available for medical care needs.
M26	Hours	Of delay for replacements at theater base before joining a unit.



M27	Percent	Of forces supplied by geographic combatant commander meeting readiness requirements.
M28	Percent	Of major units remaining unqualified in any of their mission-essential task list tasks.
M29	Percent	Of manning level for deployed units during operations.
M30	Percent	Of all individual personnel augmentation requirements filled.

## **ST 4.3.1 Establish and Coordinate Movement Services within Theater**

**DJS Approval Date:** 30-AUG-05

**Description:** To move personnel, equipment, and supplies to sustain theater strategy, geographic combatant commander's campaigns, and joint operations. Also, to allocate transportation resources for moving forces into a position to execute campaigns and joint operations. This activity includes transportation mode operations, and movement management and control. Transportation mode operations includes preparing, submitting, and processing in-transit visibility (ITV) data; moving cargo, equipment, and personnel by various modes and within various levels of service (includes express movement of high-value items); and providing transportation resources to support theater strategy, campaigns, and joint operations. Movement control includes movement control for onward movement. Terminal operations include loading, unloading, and documentation at air, water, rail, and truck terminals. (JP 3-17, JP 3-35, JP 4-0, JP 4-01.3)

**Notes:** This task is differentiated from ST 1.1.3, "Conduct Intratheater Deployment of Forces," and ST 1.1.2.3, "Provide Onward Movement in the Theater," which are the end of the strategic deployment process. This task involves movement after units, personnel, materiel, and equipment are integrated into combat, maintenance, or support units.

M1	Hours	For priority cargo to move from reception in theater to customer.
M2	Days	For general cargo to move from reception in theater to customer.
M3	Instances	Of changes in transportation mode from theater reception until end-delivery.
M4	Passenger	Provided per day.

	miles	
M5	Percent	Of key movement facilities (such as ports of embarkation (POEs), intermediate staging bases (ISBs), and ports of debarkation (PODs)) involved in theater movement plans, identified during course of action (COA) development.
M6	Hours	For a passenger to move from reception in theater to closure.
M7	Tons	By category of supply held at reception awaiting movement to final destination in theater.
M8	Hours	By category of supply awaiting movement from reception to theater destination.
M9	Hours	To unload materiel and supplies at receiving air, shipping, and ground terminals.

## ST 4.3.2 Provide Supplies and Field Services for Theater Forces

**DJS Approval Date:** 03-AUG-07

**Description:** To provide, in the quantities and at the time and place needed, trained manpower, classes of supply, geospatial information and services (formerly mapping, charting, and geodesy), and related field services for sustaining theater forces throughout a theater campaign or joint operation. (JP 2-03, JP 3-34, JP 4-0, JP 4-01.3, JP 4-01.4, JP 4-03, JP 4-05, JP 4-07)

**Notes:** Field services include water production, storage and distribution, mortuary affairs, laundry and bath, maintenance and recovery, contracting, and disposal of hazardous and non-hazardous material. This activity includes requesting, receiving, producing, procuring, storing, protecting, relocating, and issuing supplies; creating, processing, submitting, and capturing ITV data; and providing personnel and logistic services. It also includes coordinating the building up of the necessary stockage levels in forward staging areas for conducting a theater campaign or joint operation.

M1	Days	Delay in operations because of late redistribution of ammunition (Class V) from less affected area in theater.
M2	Percent	Of required ammunition (Class V), in place to support campaign (at execution).

M3	Percent	Of planned ammunition (Class V), delivered to theater forces (during execution).
M4	Percent	Of total munitions, delivered but not fired by conflict end, to support campaign (at execution).
M5	Percent	Of required fuel (Class III), in place to support campaign (at execution).
M6	Days	Of planned fuel (Class III), delivered to theater forces (during execution).
M7	Days	Delay in operations because of fuel (Class III) shortages.
M8	Percent	Of constraints/shortfalls in supply have alternatives.
M9	Shortfalls	Have been identified for supply.
M10	Constraints	Have been identified for supply.
M11	Days	Of supply, in place to support campaign (at execution).
M12	Tons/Day	Capacity to process and issue supplies.
M13	Percent	Of planned supply deliveries, actually delivered (at execution) to customer in theater.
M14	Percent	Of priority one geospatial information and services stored in right quantities and right location(s).
M15	Percent	Of priority two geospatial information and services stored in right quantities and right location(s).
M16	Percent	Of priority three geospatial information and services stored in right quantities and right location(s).
M17	Hours	To assess availability of Supply Class III, VII, and IX war reserve stocks and report to combatant commander in terms of percent of mission sorties that can be supported throughout all phases of the operation plan (OPLAN).
M18	Hours	To develop and recommend actions to correct/overcome shortfalls of supply class III, VII, and IX items.
M19	Percent	Of OPLANs include tasks to establish a joint mortuary affairs office (JMAO).

### **ST 4.3.2.1 Allocate All Classes of Supply Per Theater Strategic Plan**

**DJS Approval Date:** 30-AUG-05

**Description:** To allocate supplies to ensure the relative combat power that theater military forces can bring to bear against an enemy is not constrained by the combatant commander's capability to deliver materiel to the required points of application across the range of military operations. This task includes the design, development, and maintenance of a system to allocate the storage, movement, distribution, maintenance, evacuation, and disposition of materiel. (JP 4-0, JP 4-01, JP 4-01.2, JP 4-01.3, JP 4-01.7, JP 4-03, JP 4-09)

M1	Percent	Of required ammunition (Class V), in place to support campaign.
M2	Percent	Of planned ammunition (Class V), delivered to theater forces during operations.
M3	Percent	Of total munitions, delivered but not fired by conflict end.
M4	Percent	Of required fuel (Class III), in place to support campaign.
M5	Percent	Of planned fuel (Class III), delivered to theater forces.
M6	Days	Of supply, in place to support campaign.
M7	Tons/Day	Capacity to process and issue supplies.
M8	Days	Delay in operations because of late redistribution of ammunition (Class V) from less affected area in theater.
M9	Percent	Of required materiel and supplies by category in place to support a campaign.
M10	Percent	Of planned materiel and supplies by category delivered to customer in theater during operation.

### **ST 4.3.2.2 Build-Up Stockage Levels for Theater Campaign**

**DJS Approval Date:** 30-AUG-05

**Description:** To build up stockage levels, the combatant commander is responsible for effectively coordinating supply support between the Service components, establishing supply build-up rates, and establishing required theater stockage levels. This task includes identifying the command's capability to acquire, manage, receive, store, and issue the materiel required by the operating forces to equip and sustain them from

deployment through combat operations and their redeployment. (JP 4-0, JP 4-09)

M1	Percent	Of operation plans (OPLANs) address time-phased operating and safety levels (of supply).
M2	Hours	For determination of availability of suitable munitions within theater (after Chairman of the Joint Chiefs of Staff (CJCS Warning Order).
M3	Percent	Of end items in operational maintenance.

### **ST 4.3.2.3 Coordinate Maintenance Services and Parts for Theater Campaign**

**DJS Approval Date:** 30-AUG-05

**Description:** To coordinate and integrate maintenance and salvage within the theater, to encompass all actions taken to keep materiel in a serviceable condition. This task includes actions to return materiel to service, or to update and upgrade its capability. Where practical, the combatant commander should establish integrated maintenance facilities for joint or cross-Service use and should coordinate inter-Service use of salvage assets. However, Service peculiar item maintenance support normally remains the responsibility of Service component commanders. This task includes establishing theater-wide maintenance priorities that emphasize those mission-essential weapons systems that can be rapidly returned to combat readiness. (JP 4-0, JP 4-01.4, JP 4-09)

M1	Days	Delay in operations because of late updates or upgrades to systems.
M2	Percent	Of items can be repaired in theater.
M3	Percent	Of non-US coalition items can be maintained in theater.
M4	Hours	To process requisitions for items from out of theater.
M5	Days	Awaiting repair for items in theater repair system.
M6	Days	To comply with technical orders.
M7	Days	For system updates or upgrades to systems in theater.

### **ST 4.4 Develop and Maintain Sustainment Bases**

**DJS Approval Date:** 30-AUG-05

**Description:** To plan, develop, and coordinate construction and maintenance of principal and supplementary bases of support. These bases function as theater sustainment activities to support theater strategy and to conform with national and multinational military policy, strategy, and war plans. This task also includes coordinating common administrative and interservice support for the minimum essential facilities to house, sustain, and support normal or contingency operations from a garrison, base, or bare base site. It may include, if required, a stabilized runway, taxiways, and aircraft parking areas. Lead or dominant Service component assigned by the combatant commander provides common servicing or cross servicing (reimbursable or otherwise) as required. (JP 4-0, JP 4-01.4, JP 4-09)

**Notes:** See also ST 8.3.3, "Arrange Sustainment Support for Theater Forces."

M1	Hours	To reestablish damaged theater lines of communications (LOCs).
M2	Days	To construct a standard runway.
M3	Weeks	To build a base facility within theater base.
M4	Days	To establish required theater hospital capability.
M5	Percent	Of construction material acquired or produced locally.
M6	Percent	Of total engineering manpower supplied by host nation (HN).
M7	Percent	Of theater base engineering work, allocated to dismantling fortifications and obstacle systems.
M8	Weeks	Before sustainment facilities, operational.
M9	Percent	Of sustainment facilities, relocated in course of supporting a series of campaigns.
M10	Percent	More theater support base construction was needed than identified in operation plan (OPLAN) (after OPLAN unnamed day on which a deployment operation begins (C-Day)).
M11	Yes/No	chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) situation considered in developing and maintaining bases.

## ST 4.4.1 Determine Number and Location of Sustaining Bases

**DJS Approval Date:** 30-AUG-05

**Description:** To establish theater of war lines of communication and determine the location and number of sustaining bases to best support the geographic combatant commander's strategy and plans and the subordinate operational commanders' campaign plans. (JP 4-0, JP 4-01.4, JP 4-04, JP 4-07, JP 4-09)

**Notes:** A related task is to allocate space and facilities, as available, in the theater rear (to include theater of war, theaters (and areas) of operations, and the combat zone) for sustainment operations in conformance with the theater strategic concept and national/multinational objectives. This task is found at ST 5, "Provide Theater Strategic Command and Control, Communications, and Computer (C4)." See also ST 1.4, "Enhance Strategic Mobility."

M1	Percent	Of operation plans (OPLANs) address main and alternate supply depots.
M2	Weeks	Before sustainment facilities, operational.
M3	Percent	Of sustainment facilities had to be relocated to support a particular campaign.
M4	Kilometers	Backhaul distance for equipment requiring theater level repair or evacuation.
M5	Percent	Of theater level sustainment, not under weather shelters.
M6	Percent	Of theater level sustainment, protected from the elements.
M7	Percent	Of sustainment facilities, capable of being relocated.
M8	Percent	Of operations in theater have adequate sustainment base/infrastructure.
M9	Percent	Of supporting base plans addressing alternate recovery base support.

## ST 4.4.2 Coordinate Civil-Military Engineering in Theater

**DJS Approval Date:** 30-AUG-05

**Description:** To coordinate the construction and maintenance of facilities and communications networks establishing the capacity of combat service support (CSS) organizations to provide materiel and services to subordinate commanders. This activity includes: dismantling fortifications, construction, support and maintenance of theater forward staging bases; rear area restoration; lines of communications (LOC) sustainment; construction support; and acquisition or production of construction material for the theater. (JP 4-0, JP 4-04, JP 4-07, CJCSM 3122.03)

**Notes:** See also ST 4.3.2, "Provide Supplies and Services for Theater Forces" and ST 4.4.4, "Manage and Integrate Third Party Logistics."

M1	Days	To identify and marshal forces to construct a standard fighter/attack suitable runway.
M2	Days	To identify and marshal forces to construct hospitals (in theater).
M3	Days	To identify and marshal forces to construct a base facility (in theater).
M4	Hours	To restore essential utilities (in rear areas).
M5	Hours	To reestablish damaged LOCs.
M6	Days	To restore port of debarkation/aerial port of debarkation (POD/APOD) to handle required shipping.
M7	Percent	Of main supply routes, pipelines, airfields, and maintenance facilities in joint operations area (JOA) that have accurate condition assessments.
M8	Hours	To respond to a request for real estate coordination by joint task force (JTF) or other subordinate command.
M9	Hours	To respond to a request for assistance by JTF or other subordinate command for facilities contracting requirements external to the JOA.
M10	Percent	Of tasks correctly assigned (right engineers/location/time).
M11	Percent	Of engineering requests, satisfied by contractor assets from outside theater.
M12	Percent	Of engineering requests, satisfied by theater assets.
M13	Percent	Of total procurement costs in contract administrative costs.
M14	Dollars	Administrative cost for procurement contracts from



		\$100,001 to \$500,000.
M15	Dollars	Administrative cost for procurement contracts from \$2,501 to \$100,000.
M16	Dollars	Administrative cost for procurement contracts over \$500,001.
M17	Dollars	Administrative cost for procurement contracts under \$2500 (micro-purchases).
M18	Weeks	To let a procurement contract valued at over \$500,001.
M19	Days	To let a procurement contract valued from \$2,501 to \$500,000.
M20	Percent	Of construction material, acquired or produced locally.
M21	Percent	Of supplies, under weatherproof cover at theater sustainment bases.
M22	Percent	Of planned administrative support services, available.
M23	Percent	Of planned capacity to process and issue supplies, available.
M24	Percent	Of planned transportation, available.
M25	Percent	Of theater base engineering work, allocated to dismantling fortifications and obstacle systems.
M26	Days	To identify and marshal forces to construct a standard runway.
M27	Days	To identify and marshal forces to restore a standard runway to full operation.
M28	Days	To identify and marshal forces to construct a standard intratheater airlift suitable runway.

### **ST 4.4.3 Coordinate Law Enforcement and Prisoner Control**

**DJS Approval Date:** 30-AUG-05

**Description:** To enforce military law and order and collect, process, evacuate, and intern prisoners of war. Under certain circumstances, this task may apply within the United States with limitations. (JP 1-0, JP 3-0, JP 3-10, JP 4-07, JP 5-00.2, CJCSM 3122.03)

**Notes:** Combat area circulation control is covered under transportation activities, ST 1, "Deploy, Concentrate, and Maneuver Theater Forces."

M1	Casualties/day	Among enemy prisoners of war (EPWs) detained by friendly forces.
M2	EPWs	Detained by friendly forces, awaiting final disposition.
M3	Percent	Of EPW compounds, guarded by security forces versus combat troops.
M4	Percent	Of EPW compounds, cited for serious deficiencies by International Red Cross.
M5	Hours	To evacuate EPWs from initial capture to their final EPW compounds.
M6	Casualties/week	Among prisoners.
M7	Incidents/week	Involving off-duty US military personnel, local nationals, alcohol, or drugs.
M8	Percent	Of requests for rail and road movement escorts, met.
M9	Weeks	Since EPW policy reviewed by legal personnel.
M10	Incidents/month	Of accidents involving military vehicles.
M11	Percent	Of felony cases in theater, cleared within first month.
M12	Incidents	Of shortfalls in security forces to meet operational requirements.
M13	Requests	For construction of new EPW facilities.
M14	Incidents	Of shortfalls in EPW processing sites.
M15	Incidents	Of law and order policy not covered by existing/established policy/standing operating procedure (SOP).
M16	Percent	Of EPW trained and equipped for chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) defense.
M17	Percent	Of security forces committed to EPW operations (versus combat support).

### **ST 4.4.3.1 Manage Theater Enemy Prisoner of War Accountability and Reporting**

**DJS Approval Date:** 30-AUG-05

**Description:** To coordinate procedures for enemy prisoner of war (EPW) and civilian internee status reporting within the theater of operation (TO) to meet daily reporting requirements. (CJCSM 3150.13, JP 1-0)

**Notes:** This task includes collecting data from subordinate commands, organizations, and units for reporting EPWs and detainee numbers through the chain of command to the National Military Command Center (NMCC).

M1	Hours	To inform the chain of command of the numbers and status of enemy prisoners of war (EPWs) and civilian internees.
M2	Days	To determine status of arriving EPWs and civilian internees in the theater of operations or joint operations area (JOA).
M3	Percent	Develop reporting procedures.
M4	Daily	Submit accountability reports.

## ST 4.4.4 Integrate Third Party Logistics

**DJS Approval Date:** 30-OCT-06

**Description:** To manage contracts for the delivery of sustainment services. This task applies to vetted contractors providing services under contracts issued by the designated Department of Defense (DOD) Executive Agent. Part of this task is ensuring contractor representatives are included in the planning process and ensuring services delivered are required and within the scope of the contract. (JP 3-16, JP 3-35, JP 4-0, JP 4-01.5, JP 5-00.2, CJCSM 3122.03)

**Notes:** This task includes ensuring contractor personnel are properly prepared for conducting their work within a theater of war or the joint operations area (JOA). The scope of the contract could include, among other things, providing field services, supplies/materiel, in-transit visibility, engineering, and transportation support. This task does not apply to services provided under host-nation support (HNS).

M1	Personnel	To oversee and manage contractors' performance in providing on-schedule sustainment services in the joint operations area.
M2	Days	Delay between Chairman of the Joint Chiefs of Staff (CJCS) Warning Order and briefing of contractor representatives.

M3	Percent	Of theater sustainment services, provided by third party logistics (contractor services).
M4	Percent	Of contractor personnel have equipment to allow them to deploy forward to the joint operations area.
M5	Days	Delay in contract performance because of lack of specialized training.
M6	Personnel	From Reserve Component(s) (RC), activated to replace contractor personnel not prepared to deploy to the joint operations area.
M7	Days	For contractor review of draft operation plan (OPLAN).
M8	Hours	To receive contractor comments on proposed courses of action (during a crisis).
M9	Percent	Of contractor's available capacity used in the joint operations area (if military support forces also employed).
M10	Days	To select contractors to deliver sustainment services in the joint operations area.
M11	Months	To develop, advertise, and let contracts for sustainment services in the joint operations area.
M12	Percent	Of personnel support contracted.
M13	Yes/No	Contractors prepared to operate under theater chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) conditions.

## ST 4.5 Acquire, Manage, and Distribute Funds

**DJS Approval Date:** 30-AUG-05

**Description:** To perform the resource management function of estimating costs for operations and tracking and reporting actual costs to support requests to higher levels for funding. It also includes identifying and managing funds that can be made available to theater and operational levels to pay for immediate expenses. Finance and accounting functions include overall capturing of the costs of operations via standard accounting systems and other means, and the management of the operating systems that pay personnel and providers (contractors, host nation (HN) suppliers, etc.). (JP 1-06, JP 4-07, CJCSI 5261.01, CJCSI 7401.01)

M1	Days	Issue financial management support annex after
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		receipt of combatant commander's strategic concept for deliberate plan.
M2	Days	To develop intertheater financial management policies for supporting finance, accounting, resource management and procurement personnel.
M3	Hours	To determine the location of the theater central currency fund support operation.
M4	Days	To secure sources for bringing funds into theater and procuring funds within theater (intertheater banking support).
M5	Incidents	Of Class A accidents (last 12 months).
M6	Incidents	Of Class B accidents (last 12 months).
M7	Days	To complete accident investigation and report.
M8	Fatalities	In last 12 months.
M9	Hours	To report Class A mishaps to combatant commander.
M10	Man-hours	Lost because of accidents (last 6 months).
M11	Percent	Of accidents attributed to human error (last 12 months).
M12	Percent	Of combat assets (by \$ value), lost to accidents (last 12 months).
M13	Percent	Of flying accidents attributed to human error (last 12 months).
M14	Percent	Of force lost to nonbattle injury or disease in theater of operation/joint operations area (JOA).
M15	Percent	Of people with lost time, because of contact with hazardous materials.
M16	Percent	Of people with lost time, because of non-work-related accidents.
M17	Percent	Of people with lost time, because of work related accidents.
M18	Incidents	Of Class A flying mishaps per 100,000 flying hours.

## **ST 4.6 Minimize Safety Risks**

**DJS Approval Date:** 30-AUG-05

**Description:** To ensure that programs are in place to identify potential safety threats, to apply risk management, and to take action to abate such risks. (JP 3-0, JP 3-35, JP 4-02, JP 5-00.2, CJCSM 3122.03)

M1	Incidents	Of Class A accidents (last 12 months).
M2	Incidents	Of Class B accidents (last 12 months).
M3	Days	To complete accident investigation and report.
M4	Fatalities	In last 12 months.
M5	Hours	To report Class A mishaps to combatant commander.
M6	Man-hours	Lost because of accidents (last 6 months).
M7	Percent	Of accidents attributed to human error (last 12 months).
M8	Percent	Of combat assets (by \$ value), lost to accidents (last 12 months).
M9	Percent	Of flying accidents attributed to human error (last 12 months).
M10	Percent	Of force lost to nonbattle injury or disease in theater of operation/joint operations area (JOA).
M11	Percent	Of people with lost time, because of contact with hazardous materials.
M12	Percent	Of people with lost time, because of non-work-related accidents.
M13	Percent	Of people with lost time, because of work related accidents.
M14	Incidents	Of Class A flying mishaps per 100,000 flying hours.

## **ST 5 Provide Theater Strategic Command and Control, Communications, and Computers (C4)**

**DJS Approval Date:** 31-AUG-05

**Description:** To exercise authority and direction by a combatant commander over assigned and attached joint and multinational forces. For combatant commanders, this is the exercise of combatant command (command authority). This task includes the development and revision of theater strategy, based upon national security strategy and national military strategy. A theater strategy is designed to link strategic and operational strategies to attain a desired strategic end state by matching

objectives, threats, and opportunities in light of resource constraints. The geographic combatant commander provides strategic guidance and direction for the employment of single service, joint, and multinational forces through both the theater strategy and campaign plans. The result of the three levels of strategy (and related strategic plans) is an integration of national and military ends, ways, and means as well as theater ends, ways, and means. The combatant commander provides C4 policy, plans, programs, and systems to shape the environment and ensure information superiority and interoperable C4 systems. These activities pertain across the range of military operations. If in support of homeland security, spectrum restrictions may apply. (JP 0-2, JP 1, JP 3-0, JP 5-0, JP 5-00.2, JP 6-0, CJCSI 3110.10, CJCSM 3122.03)

M1	Days	To issue letter of instruction (LOI) for plan development (after receipt of combatant commander's strategic concept for deliberate plan).
M2	Days	To submit courses of action (COAs) (after receipt of national strategy direction).
M3	Hours	To provide combatant command's execute order to components (after receipt of a Chairman of the Joint Chiefs of Staff (CJCS) Execute Order).
M4	Months	To complete combatant commander's strategic concept (after publication of Joint Strategic Capabilities Plan (JSCP)).
M5	Months	To update combatant command published strategy (after major shift in US midterm strategy).
M6	Months	To update combatant command published strategy.
M7	Percent	Of combatant command orders, properly executed by command and supporting components.
M8	Percent	Of combatant command's suggested changes to Joint Strategy Review (JSR), National Military Strategy (NMS), and other strategy development and strategy documents are accepted.
M9	Percent	Of selected COAs, agreed to by CJCS.

## **ST 5.1 Operate and Manage Theater Command, Control, Communications, Computers, and Intelligence (C4I) Environment**

**DJS Approval Date:** 31-AUG-05

**Description:** To operate and manage the theater C4I systems to receive and relay strategic direction or orders from national levels. These systems are used to obtain information for the combatant commander or staff, maintain that information, and communicate it to those who need it to accomplish combatant commander objectives. Such information can include national security strategy and national military strategy; theater missions and military objectives; enemy theater forces and centers of gravity; friendly forces and vulnerabilities, in-transit visibility of forces and supply; and terrain and weather. This task includes informing and advising the Secretary of Defense, Chairman of the Joint Chiefs of Staff, multinational heads of state, defense ministers, and multinational chiefs of staff, and developing an understanding of strategic guidance or an understanding of national and multinational policies, objectives, strategic aims, and other elements of national and multinational power (political, economic, informational). In addition, this task should ensure interoperability, anticipate information requirements, and program future command, control, communications, and computers (C4) designs/architecture to best support information requirements. This activity includes interfacing with friendly and enemy (in occupied territory) civilian government authorities in the theater. It includes the translation, retention, and dissemination of all types of information. (JP 1, JP 2-0, JP 3-0, JP 6-0, CJCSI 3110.10)

**Notes:** Protection is covered by ST 6.3, "Secure Theater Systems and Capabilities"

M1	Instances/Month	Of Nuclear, Biological, and Chemical Warning and Reporting System (NBCWRS) down and antiterrorism/force protection.
M2	Percent	Of requirements for DOD and other government agency support identified and forwarded for resolution.
M3	Percent	Of C4 nodes that are established with required equipment to maintain the network.
M4	Percent	Of communications outages having redundant communication paths adequate to ensure timely receipt of information.
M5	Percent	Of commander's critical communications systems that are fully operational (external).
M6	Percent	Of critical C4I architecture nodes that are identified in planning.



## ST 5.1.1 Communicate Strategic and Operational Decisions and Information

**DJS Approval Date:** 31-AUG-05

**Description:** To send and receive strategic orders, significant information, and data by any means. (JP 3-0, JP 5-0, JP 6-0, CJCSI 3110.10)

M1	Minutes	Of queuing time for critical-high precedence messages being sent.
M2	Minutes	To deliver FLASH message to action addressee (after receipt in servicing communication center/facility).
M3	Minutes	To receive FLASH message in working spaces (from release at originating communication center).
M4	Minutes	To receive IMMEDIATE message in working spaces (from release at originating communication center).
M5	Percent	Of action addressees received strategic orders and significant information by any means.
M6	Percent	Of addressees received message.
M7	Percent	Of Automatic Digital Network (AUTODIN) messages transmitted FLASH or IMMEDIATE.
M8	Percent	Of DSN/DRSN/TASS calls completed.
M9	Percent	Of messages go outside normal communications channels.
M10	Percent	Of messages queued in AUTODIN backlog (each week).
M11	Percent	Of messages sent outside doctrinal/Service channels for message classification.
M12	Percent	Of messages transmitted emergency FLASH precedence.
M13	Percent	Of messages transmitted IMMEDIATE precedence.
M14	Percent	Of traffic sent in DOD or dedicated commercial lines or channels.
M15	Percent	Of strategic orders and significant information received by addressees in time to allow appropriate action in required time frame.
M16	Instances	Send and receive strategic orders, significant information, and data pertaining to nuclear

		operations by all appropriate means.
M17	Minutes	To process emergency action message (EAM).
M18	Minutes	To transmit EAM to executing platform.
M19	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

### **ST 5.1.1.1 Manage a Theater Communications Security (COMSEC) Management Branch**

**DJS Approval Date:** 31-AUG-05

**Description:** Develop COMSEC management policies and procedures covering the requisition, distribution, accounting, and disposition of COMSEC material in theater, as well as policies dealing with compromises, emergency supercession and destruction of COMSEC keying material and equipment. (JP 6-0, JP 2-01, CJCSI 3110.10, JP 6-02)

M1	Yes/No	Communications Security (COMSEC) requests received.
M2	Yes/No	COMSEC requests processed within required time.
M3	Number	Of COMSEC discrepancies processed within required time.

### **ST 5.1.1.2 Support Joint Operations Center (JOC) Operations**

**DJS Approval Date:** 31-AUG-05

**Description:** Maintain situational awareness, strategic oversight, and real time monitoring and outage reporting for all critical theater command, control, communications, computers, and intelligence surveillance and reconnaissance (C4ISR) assets. (JP 6-0, JP 6-02, JP 2-01, CJCSI 3110.10)

M1	Yes/No	Requests for Information (RFIs) received.
M2	Yes/No	RFIs processed within 36 hours.

## **ST 5.1.2 Determine and Manage Theater Command, Control, Communications, Computers, and (C4I) Systems Requirements**

**DJS Approval Date:** 31-AUG-05

**Description:** To determine theater C4I systems requirements and provide for oversight of theater transmission, message, and switching systems that are used to send or receive strategic (or operational) orders and information. This task may include establishing theater unique communications requirements such as telemedicine, command and control (C2) networks with allies or coalition forces, non-DOD agencies, as well as state and local authorities, etc. This task includes establishing the requirement for joint C4I systems to operate within the Global Command and Control System (GCCS), to include the National Military Command System (NMCS). This task addresses C4I systems required to support friendly nations and groups in military operations other than war (MOOTW). This task includes the integration of various means, such as DOD, commercial, and host-nation communications. This task includes employment of theater C4I tactics, techniques, and procedures (TTP) for contingency operations and the restoration of C4I systems. (JP 3-0, JP 6-0, CJCSI 3110.10)

M1	Days	To define theater communications requirements for military operations other than war (MOOTW) (after Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).
M2	Days	To integrate new headquarters into existing GCCS.
M3	Hours	To identify surge capacity requirements in DOD long-haul communications channels (after CJCS Warning Order).
M4	Hours	To provide C4I planning guidance and assistance to forces on joint telecommunications/data systems (after receipt of warning order).
M5	Minutes	To report critical theater command, control, communications, and computers (C4) outages to CJCS.
M6	Minutes	To update status of critical circuits to commander.
M7	Percent	Of C2 nodes have all required communications capabilities.
M8	Percent	Of C4I planning guidance and assistance, provided to supporting, apportioned, allocated, and assigned

		forces on joint telecommunications and data systems during planning process.
M9	Percent	Of C4I resources (required to support force redeployment), identified.
M10	Percent	Of communication outages have redundant communication paths adequate to ensure timely receipt of record traffic.
M11	Percent	Of communications networks (critical to operations), fully operational.
M12	Percent	Of critical C4I architecture nodes identified in operation plan (OPLAN).
M13	Percent	Of DOD Defense Information System Network (DISN) long-haul communications channels saturated.
M14	Percent	Of joint force classified systems can be networked.
M15	Percent	Of joint force headquarters local area networks (LANs), authorized to interoperate, capable of interoperating (e.g., GCCS, Joint Deployable Intelligence Support System (JDISS)).
M16	Percent	Of joint force voice and data communications (secure and unsecured) have combatant command functional.
M17	Percent	Of joint force voice and data communications (unsecure and secure) have National Command Authorities functional.
M18	Percent	Of Joint Operation Planning and Execution System (JOPES) available (via GCCS).
M19	Percent	Of potential crisis areas, where existing terminals and lines of communications throughput capability, are known or estimated.
M20	Percent	Of requirements for support from DOD agencies identified and forwarded for resolution (prior to execution).
M21	Percent	Of surge capacity, available (DOD DISN long-haul communications).
M22	Percent	Of theater C4 outages reported to CJCS within standards established in CJCS initiating directive.
M23	Percent	Of traffic sent on commercial, host nation (HN) support non-dedicated or non-DOD circuits or channels.

M24	Percent	Of communications systems, available to joint task force (JTF).
M25	Percent	Of intelligence communications systems, available to JTF.
M26	Instances	Integrate national and theater communications to provide critical information to decision makers regarding employment of nuclear weapons.
M27	Instances	Of delays in receiving, processing, and transmitting/relaying messages over established communications systems.

### **ST 5.1.2.1 Manage Programs, Resources, and Requirements to Support a Command, Control, Communications, Computers, and Intelligence Surveillance and Reconnaissance (C4ISR) Architecture**

**DJS Approval Date:** 31-AUG-05

**Description:** Oversee the acquisition, development and implementation of new theater C4ISR programs, command Chief Information Officer (CIO) responsibilities, combatant command command, control, communications, computers, and intelligence (C4I) architectures, headquarters (HQ) postal operations, command records management, Service component supplemental funding, and directorate personnel resources. (JP 6-0, 6-02, JP 2-01, CJCSI 3110.10)

M1	Yes/No	Architectural changes updated within 72 hrs.
M2	Yes/No	Personnel actions processed within required time.
M3	Yes/No	Chief Information Officer (CIO) actions accomplished within required time.

### **ST 5.1.2.2 Maintain a Joint Frequency Management Office**

**DJS Approval Date:** 31-AUG-05

**Description:** Develop theater-level spectrum management policies and procedures. (CJCSI 3110.10, JP 3-51)

M1	Yes/No	Frequency Requests processed.
M2	Yes/No	Frequency Requests validated.

### **ST 5.1.2.3 Manage Information Assurance Policies**

**DJS Approval Date:** 31-AUG-05

**Description:** Establish and enforce policies and procedures to design, operate, maintain, and protect theater command, control, communications, and computers (C4) systems. (CJCSI 3110.10, JP 3-13)

M1	Yes/No	Crisis Action Plans (CAPs) validated.
M2	Yes/No	Crisis Action Plans (CAPs) validated within 72 hrs.

### **ST 5.1.2.4 Manage a Theater Communications Control Center**

**DJS Approval Date:** 31-AUG-05

**Description:** Operate, manage, control and protect a theater command, control, communications, computers, and intelligence (C4I) infrastructure elements and applications. (JP 6-0, JP 6-02, JP 2-01, CJCSI 3110.10)

M1	Yes/No	Major outages reported within standards.
M2	Yes/No	Network diagrams updated within 72 hrs of change notification.

### **ST 5.1.3 Maintain Strategic Information, Data, and Force Status**

**DJS Approval Date:** 30-OCT-06

**Description:** To provide, capture, screen, process, circulate, store, and display strategic and operational information, data, and force status in a form suitable for the decision making and planning processes of the combatant commander and staff and for supporting friendly nations. (JP 5-0, JP 6-0)

**Notes:** This task includes joint logistics situational awareness information, data and status.

M1	Hours	To update and confirm data reported to combatant commander (after daily briefing).
M2	Minutes	To access and display shared local databases.
M3	Minutes	To access and display shared remote databases.
M4	Minutes	To post unit data to appropriate databases or pass to work centers (after receipt of reports).
M5	Minutes	To process and disseminate status information.
M6	Minutes	To update current information on status-of-forces.
M7	Percent	Of appropriate data provided to combatant commander, prior to decisions being made.
M8	Percent	Of audited reports contained no errors.
M9	Percent	Of friendly units/organizations and personnel with current status known.
M10	Percent	Of reports processed and disseminated to agencies within specified time limits.
M11	Percent	Of reports/messages delivered to designated recipient within specified time limits.
M12	Percent	Of intelligence data base systems, available to joint task force (JTF).
M13	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M14	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M15	Yes/No	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

## **ST 5.1.4 Monitor Worldwide and Theater Strategic Situation**

**DJS Approval Date:** 31-AUG-05

**Description:** To continuously screen and analyze national and multinational objectives, policies, goals, other elements of national and multinational power (political, economic, informational), political aims, and national military strategy. This activity includes staying current on and projecting events throughout the theater and in other theaters. (JP 2-0, JP 3-0, JP 5-0, JP 6-0)

**Notes:** This task differs from ST 5.2.1, "Review Current Situation," in that this task looks beyond the theater and ST 5.2.1 looks within the theater.

M1	Hours	Since combatant commander updated on overall theater strategy.
M2	Hours	Since update of information on other joint force, other military forces, and non-DOD agencies operating adjacent to joint force operating area.
M3	Hours	To obtain information on changes to operational or strategic situation.
M4	Hours	To respond to request for background on emerging theater strategic situation.
M5	Hours	To respond to request for background on emerging worldwide or theater strategic situation.
M6	Instances	Of information of critical/emerging event provided to commander by staff prior to commander notification by source outside staff.
M7	Instances	Of information on critical/emerging event provided to commander by source outside of staff (prior to being notified by staff).
M8	Instances	Where commander surprised by critical/emerging political or military event (not briefed).
M9	Months	To review overall theater strategy.
M10	Percent	Of combatant commander staff politico-military (Pol-Mil) specialists and subspecialists primarily focusing on worldwide rather than theater strategic situation.
M11	Percent	Of concurrence between ambassador and combatant commander inputs for security assistance.
M12	Percent	Of enemy actions or operations, that affected course of campaign, forecast.
M13	Percent	Of information (regarding emerging political events) provided to commander by staff.
M14	Percent	Of Pol-Mil specialists and subspecialists on staff, focus on worldwide and theater strategic situation.
M15	Percent	Of staff possess current knowledge of strategic intent and plans.
M16	Percent	Of commander's or senior staff member's



		knowledge of emerging political events (which could impact theater), come from sources outside staff.
M17	Weeks	To review strategic options in deliberate planning.
M18	Time	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>
M19	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>
M20	Hours	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>
M21	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl">www.jwfc.jfcom.smil.mil/ujtl</a>

## ST 5.1.5 Provide for Combat Camera in Theater

**DJS Approval Date:** 31-AUG-05

**Description:** To manage, train, equip, and source combat camera forces. These forces support a combatant commander's information operations (IO), public affairs (PA), and civil affairs (CA) objectives to include intelligence, battlefield damage assessment, IO, PA, CA, deception training, legal, and history functions. (DODD 5040.4, JP 3-61)

M1	Hours	To dual hat combat camera detachment commander as member of Joint Information Bureau (JIB).
M2	Hours	To process media and produce imagery for short notice tasking (within theater).
M3	Hours	To provide finished imagery products to customers in theater.
M4	Hours	To provide finished imagery products to customers in US.
M5	Hours	To respond to and be on scene for short notice tasking (within joint operations area).
M6	Hours	To review selected combat camera materials for release (until approval).
M7	Percent	Of presented coverage deemed suitable by customer (i.e., audience attention and share).
M8	Percent	Of subject coverage requests, filled.
M9	Hours	To size, source, and task combat camera for

		contingency operations upon notification.
M10	Minutes	To place unit standby personnel on alert, when necessary.
M11	Hours	For air mobility tasking order processing.
M12	Percent	Of contingency operation taskings filled.
M13	Percent	Of two major theater war operation plan (OPLAN) requirements sourced.
M14	Minutes	To provide finished weapon system video into operational and intelligence automation systems for battle damage assessment, munitions effectiveness assessment and restrike recommendations.

## ST 5.1.6 Establish Information Assurance (IA) Procedures

**DJS Approval Date:** 31-AUG-05

**Description:** To establish information assurance procedures for deployed operations. This task includes developing IO appendices including defensive information operations (IO) and IA for all deliberate plans and operations orders as required. IA may be used to ensure information and information systems availability, integrity, authentication, confidentiality, and nonrepudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities. (JP 3-13, CJCSI 6510.01B)

M1	Yes/No	Do commands responsible for design, operation, and maintenance of theater strategic command, control, communications, and computers (C4) systems have IA and defensive IO policies and procedures?
M2	Yes/No	IA included in the command's plans and orders.
M3	Minutes	To appropriately respond to indications of hostile (domestic or foreign) information attack.

## ST 5.1.7 Develop and Manage Theater Spectrum Use

**DJS Approval Date:** 31-AUG-05

**Description:** To develop a theater frequency management plan that supports the theater strategy and is adaptable to support contingency

operations. To manage the theater electromagnetic spectrum use; process frequency, satellite access use, and host-nation support requests; and anticipate contingency frequency requirements. This task includes coordinating with the components to ensure effective frequency management and providing input to the production of Annex K for operation orders. Under certain circumstances, this task may apply within the United States with limitations and required interagency coordination. (JP 3-51, JP 6-02, CJCSI 3220.01)

M1	Yes/No	Do theater level policies and procedures exist for managing use of the electromagnetic spectrum?
M2	Yes/No	Do host country agreements and other appropriate support documentation identify and address electromagnetic spectrum use by joint forces?
M3	Yes/No	Do theater level policies and procedures exist for resolving electromagnetic spectrum use conflicts?
M4	Hours	To resolve electromagnetic spectrum use conflicts.

## ST 5.1.8 Provide for Historical Documentation in Theater

**DJS Approval Date:** 31-AUG-05

**Description:** To assure preservation of historically important documentation for after-action analysis, public affairs purposes, to assist in future decision making processes, and to support creation of histories of the operation. (JP 1-0, JP 5-00.2, CJCSI 5320.01)

M1	Months	Before documents are organized and available for DOD analysis or research.
M2	Percent	Of significant documents returned, organized, and available for DOD analysis and research.
M3	Months	Before all key combatant command personnel are interviewed.
M4	Percent	Of key combatant command personnel for whom after-action interviews are completed, transcribed, and available for use.
M5	Percent	Of key meetings, briefings, and significant events that are visually documented.
M6	Months	Before operational chronology is completed.
M7	Months	Before operational chronology is posted and available

		on the SECRET Internet Protocol Router Network (SIPRNET).
M8	Percent	Of theater personnel strength archived.

## **ST 5.1.9 Establish and Coordinate Positive Identification Procedures for Friendly Forces in Theater**

**DJS Approval Date:** 31-AUG-05

**Description:** To establish and coordinate a theater strategic system using electromagnetic transmission, to which equipment carried by friendly forces automatically responds, for example, by emitting electromagnetic pulses, thereby distinguishing themselves from enemy forces. This task also includes the use of other systems that provide, at a distance, a positive identification of friendly forces. (JP 3-0, JP 3-09.3, JP 3-30, JP 3-52, JP 5-00.2)

M1	Incidents	Of friendly air forces, not following established procedures to identify themselves.
M2	Incidents	Of friendly forces, not following established procedures to identify themselves.
M3	Incidents	Of friendly subsurface forces, not following established procedures to identify themselves.
M4	Incidents	Of friendly surface forces, not following established procedures to identify themselves.
M5	Percent	Of allied nations and potential coalition partners in theater have agreements on positive identification of friendly forces.
M6	Percent	Of friendly forces, inadvertently attacked by friendly fire.
M7	Percent	Of joint and Service forces, trained in theater combat identification procedures.
M8	Percent	Of multinational forces in theater that have mutual agreements on aircraft identification.
M9	Percent	Of multinational forces in theater that have mutual agreements on force identification.
M10	Percent	Of nations in theater that have mutual agreements on aircraft identification.
M11	Percent	Of aircrews know identification procedures for

		potential theater recovery bases.
M12	Percent	Of special operations forces (SOF) in theater of war/joint special operations area (JSOA) have systems to identify themselves to friendly attacking forces.
M13	Percent	Of submarines operating in theater of war have systems or procedures to identify themselves to friendly antisubmarine warfare (ASW) forces.
M14	Percent	Of theater of war friendly force combat casualties, because of friendly fire.
M15	Percent	Of villages, misidentified as friendly or hostile in small scale contingency (SSC).
M16	Percent	Of friendly casualties caused by friendly weapon systems.
M17	Incidents	Of noncombatants inadvertently attacked by friendly fire.

## ST 5.2 Assess Theater Strategic Environment

**DJS Approval Date:** 31-AUG-05

**Description:** To evaluate the factors peculiar to the areas in which the combatant command operates. The theater strategic environment is a composite of the conditions, circumstances, and influences in the theater that affect the employment of military forces and bear on the decisions of the chain of command. Of particular importance are national and international security considerations. To continuously evaluate information received through reports or through the personal observations of the combatant commander and subordinate commanders on the general situation in the theater and in the conduct of the theater strategy, campaigns, or joint operations. In particular, this task includes deciding whether the most recent orders issued need to be changed. (JP 2-0, JP 3-0, JP 5-0)

M1	Months	To review Regional Security Strategy (RSS).
M2	Months	To review strategic options.
M3	Months	To update RSS.
M4	Percent	Of international agreements renewed before expiration.
M5	Percent	Of theater significant political events occur with options available.

M6	Weeks	To prepare and submit combatant command inputs to Joint Strategy Review (JSR).
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## ST 5.2.1 Review Current Situation

**DJS Approval Date:** 31-AUG-05

**Description:** To review on hand strategic information. This activity includes analyzing the assigned theater missions (includes assigned strategic military and politico-military objectives) and related tasks, in the context of national military strategy and war plans. It also includes combining on hand information with incoming information and separating that which is critical from that which is not critical. (JP 2-0, JP 3-0, JP 3-13, JP 5-0)

**Notes:** This task differs from ST 5.1.4, "Monitor Worldwide and Theater Strategic Situation," in that this task examines the situation within the theater and ST 5.1.4 looks beyond the theater to the larger world situation.

M1	Hours	To complete review of current situation (from request or crisis event).
M2	Hours	To develop and provide the combatant commander strategic options in accordance with (IAW) Chairman of the Joint Chiefs of Staff (CJCS) Warning Order (in crisis action planning).
M3	Hours	To obtain information on changes to operational or strategic situation.
M4	Hours	To respond to request for background on emerging theater strategic crisis.
M5	Hours	To respond to request for background on emerging worldwide or theater strategic situation.
M6	Hours	To update combatant commander on overall theater strategy.
M7	Hours	To update information on other joint forces, other military forces, and non-DOD agencies operating adjacent to joint force operating area.
M8	Incidents	Of enemy actions or operations affecting course of campaign, correctly forecast.
M9	Incidents	Of commander being surprised by critical/emerging political or military events.
M10	Months	To review strategic options completed in deliberate

		planning cycle.
M11	Percent	Of emerging political events (could impact operational area (OA)) briefed to commander or senior staff member.
M12	Percent	Of staff have current knowledge of strategic intent and plans.

## ST 5.2.2 Assess National and Multinational Strategy

**DJS Approval Date:** 31-AUG-05

**Description:** To take the product of strategic reviews, to raise issues, and to integrate theater strategies, joint operation planning, defense capabilities, and combatant commander's inputs, and to examine risks and program assessments. The product is part of a theater reassessment or an input to the Chairman of the Joint Chiefs of Staff (CJCS) review process. The strategy review will provide the principal guidance and support for developing the next Chairman's Guidance, national military strategy document, Joint Strategic Capabilities Plan (JSCP), and Chairman's Program Assessment. (JP 3-0, JP 5-0)

M1	Percent	Of deficiencies in non-self-sustaining (NSS) and National Military Strategy (NMS), identified by combatant commander.
M2	Percent	Of issues generated by combatant commander in Joint Strategy Review (JSR).
M3	Months	To review/update regional security strategy (RSS).
M4	Percent	Of above-the-line forces covered by joint military net assessment (JMNA).
M5	Percent	Of Joint Chiefs of Staff and combatant commanders concur in JMNA or NMS review.
M6	Percent	Of theater identified major deficiencies corrected in National Military Strategy review.

## ST 5.2.3 Review National Security Considerations

**DJS Approval Date:** 31-AUG-05

**Description:** To review established command relationships, national security policies, strategic direction, resources to be allocated, and the effects of the other elements and instruments of national power and policy. This task includes a review of the most recent Secretary of Defense and Chairman of the Joint Chiefs of Staff (CJCS) planning guidance. (JP 2-0, JP 3-0, JP 5-0)

M1	Percent	Of deficiencies in non-self-sustaining (NSS) and National Military Strategy (NMS), identified by combatant commander.
M2	Percent	Of identified major deficiencies, corrected in most recent published Secretary of Defense/Chairman of the Joint Chiefs of Staff (SecDef/CJCS) planning guidance.
M3	Months	To review/update regional security strategy (RSS).
M4	Weeks	To prepare and forward proposed change to theater forces or force posture (after receipt of theater national intelligence estimate).
M5	Months	Since staff review of US national political and military security objectives.

## ST 5.2.4 Review International Security Considerations

**DJS Approval Date:** 31-AUG-05

**Description:** To review international security agreements, including arms control treaties and agreements, the state-of-play of ongoing negotiations, command relationships within alliances and coalitions, collective security strategies, global and regional stability, and regional interrelationships. (JP 2-0, JP 3-0, JP 5-0)

M1	Hours	To respond to request for background on emerging worldwide or theater strategic situation.
M2	Instances	Of issues and shortcomings identified by combatant commander in international agreements, command relationships, or collective strategies.
M3	Percent	Of emerging political events, commander's information came from source outside the staff.
M4	Percent	Of international agreements reviewed and or modified before expiration.
M5	Percent	Of international security arrangements reviewed for



		impact on theater relationships.
M6	Percent	Of theater political events of interest occur without options being available.

## ST 5.2.5 Project Future Combatant Command Campaigns or Strategic Operations

**DJS Approval Date:** 31-AUG-05

**Description:** To look beyond campaign phases and major operations to estimate the enemy's future actions and to anticipate friendly actions for employment of combatant command military forces after each phase of a current campaign or strategic operation. This task includes considering possible local reversals, operational and tactical failures, or taking advantage of success and opportunities. (JP 3-0, JP 5-0, JP 5-00.1)

M1	Days	Beyond current plan's execution phase, covered by follow-on planning.
M2	Days	Of completed follow-on planning (beyond current plan's execution phase).
M3	Phases	Planned beyond current plan's execution phase.
M4	Percent	Of decision points that have branches and sequels available (during execution).
M5	Percent	Of decision points that have branches and sequels available (in formal plans).
M6	Percent	Of decision points that have branches and sequels.
M7	Percent	Of identified sequels have developed courses of action (COAs).
M8	Percent	Of possible follow-on operations, preplanned.
M9	Weeks	Covered by follow-on planning (beyond current plan's execution phase).

## ST 5.3 Determine Strategic Direction

**DJS Approval Date:** 31-AUG-05

**Description:** To make detailed staff estimates and decisions for implementing, at the theater level, the Secretary of Defense's (SecDef's) national military strategy, policy, objectives, and operation plans. (JP 3-0, JP 5-0, JP 5-00.1, CJCSI 3100.01)

M1	Hours	To complete plan/order.
M2	Hours	To issue combatant commander's intent (after Chairman of the Joint Chiefs of Staff (CJCS) Warning Order).

## ST 5.3.1 Conduct Strategic Estimates

**DJS Approval Date:** 05-OCT-07

**Description:** To develop and modify strategic estimates based on assigned missions to include military support to stability, security, transition, and reconstruction operations. Estimates are developed in light of and after reviewing the theater strategic environment, the various threats, the nature of anticipated operations, national and multinational strategic direction, and forces available, to include integration of other USG agencies. (JP 3-0, JP 5-0, JP 2-01, JP 4-02, DODD 3000.05)

**Notes:** Combatant commanders develop strategic estimates for each theater they support. Operations in one theater often affect other theaters. The interrelationships among theaters, therefore, are important in the assessment of a theater's strategic environment and development of the strategic estimate. The strategic estimate provides the basis for combatant command strategy, plans, and actions that occur in response to deliberate taskings or crises. The combatant commander's strategic estimate results in strategic concepts and courses of action-broad statements of what is to be accomplished. One of the critical parts of the estimate process is defining the strategic end state and effects to be achieved. Strategic estimates are developed after reviewing the operational environment, nature of anticipated operations, and national and multinational strategic direction. Joint force commanders (JFC) use strategic estimates to facilitate a more rapid employment of military forces across the range of military operations. The strategic estimate is more comprehensive in scope than estimates of subordinate commanders, encompasses all strategic concepts, and is the basis for combatant command strategy. In the strategic estimate, commanders focus on the threat and consider other circumstances affecting the military situation as they develop and analyze courses of action (COAs). Items contained in the strategic estimate are summarized in Figure I-3, JP 3-0 and described in JP 5-0. Commanders employ the strategic estimate to consider the adversary's likely intent and COAs and compare friendly alternatives that result in a decision. Both supported and supporting combatant commands prepare strategic estimates based on assigned tasks. combatant commands who support other combatant commands prepare estimates for each supporting operation. The

strategic estimate process is continuous, and includes integration of other USG agencies.

M1	Days	To produce a combatant commander-approved strategic estimate (after receipt of JSR instructions).
M2	Days	To obtain commitment to provide support for allies (after receipt of request).
M3	Hours	To complete strategic estimate (after convening OPT).
M4	Hours	To produce initial strategic estimate (after convening OPT during crisis).
M5	Days	To develop theater strategic estimate (after receipt of JSCP).
M6	Percent	Of critical intelligence reports and theater related intelligence estimates reviewed prior to mission analysis/end state assessment.
M7	Percent	Of available planning time allowed for subordinate planning (after selecting COA).
M8	Weeks	To approve theater strategic estimate (after receipt of JSCP).
M9	Days	Provide a comprehensive description of how the use of nuclear weapons can be used to achieve the desired strategic end state at the level of understanding of the decision maker.
M10	Days	To develop theater strategic estimate (after receipt of JSCP).
M11	Hours	To develop measurable strategic and operational desired effects,
M12	Hours	To link desired effect directly to one or more objectives;
M13	Hours	To validity and sufficiency of linkages in the database is derived from the commander's latest guidance and from situation awareness in creating strategic estimates.
M14	Days	To develop strategic estimates that facilitates development of theater strategic concepts and joint campaign/operation plans.
M15	Days	To develop desired effects to achieve strategic objectives.
M16	Hours	To identify undesired effects in order to consider

		corrective options.
M17	Days	To identify the desired and undesired effects to provide commander and his staffs with a common picture and understanding of the operational environment.

### **ST 5.3.1.1 Develop Theater Courses of Action and Prepare Staff Estimates**

**DJS Approval Date:** 31-AUG-05

**Description:** In conjunction with an analysis of the geostrategic context and of the enemy situation (including capabilities and vulnerabilities), define multiple, feasible employment options to carry out the SecDef's concept to include relevant initial response options. These options should be formulated in light of the friendly situation, restrictions, assumptions, and estimates of relative combat power. Each course of action (COA) should be adequate, feasible, and acceptable. (JP 2-0, JP 3-0, JP 5-0)

M1	Percent	Of COAs provided an estimate of time required to reach termination objectives.
M2	Percent	Of essential tasks derived during mission analysis and used in theater planning.
M3	Percent	Of essential tasks included in geographic combatant commander's mission statement.
M4	Percent	Of implied tasks derived during mission analysis and used in theater planning.
M5	Percent	Of planning time, during crisis action planning (CAP), made available by geographic combatant commander to components for planning.
M6	Percent	Of potential COAs open to commander, if successful, will accomplish the mission.
M7	Percent	Of stated tasks derived during mission analysis and used in theater planning.
M8	Percent	Of theater COAs that include concept for maintaining theater reserve.
M9	Percent	Of theater developed COAs, acceptable.
M10	Percent	Of theater developed COAs, distinguishable.
M11	Percent	Of theater developed COAs, feasible.
M12	Percent	Of theater developed COAs, suitable.

## ST 5.3.1.2 Analyze and Compare Theater Courses of Action

**DJS Approval Date:** 31-AUG-05

**Description:** Each course of action (COA) must be analyzed to ensure major strategic and operational tasks are accomplished in the proper order, and the following are outlined: required forces, logistic concept, and deployment concept, estimate of time to reach termination objectives, and concept for maintaining a theater reserve. COA analysis should include a thorough examination of opposing COAs including the effect of possible enemy COAs on the success of each friendly COA. COA comparisons should be made in the light of governing factors which include fixed values such as the principles of war; other critical factors, such as political constraints and specific factors from the commander's guidance; and mission accomplishment. If appropriate, elements of various COAs may be merged into one. (JP 3-0, JP 5-0)

M1	Hours	To conduct theater COA analysis.
M2	Percent	Of COA assumptions tested for sensitivity.
M3	Percent	Of COA wargaming options (available to theater planners) considered for theater COA analysis.
M4	Percent	Of identified enemy COAs compared to (or wargamed against) each friendly theater COA.
M5	Percent	Of critical problems with theater COA, identified during COA analysis.
M6	Percent	Of theater COA expenses have identified funds against them.
M7	Percent	Of theater COA wargaming assessment criteria selected before analysis began.
M8	Percent	Of theater COAs modified or discarded during COA analysis (after critical problems identified).
M9	Percent	Of theater logistics problems encountered, anticipated during or before COA analysis.
M10	Days	Analyze nuclear COAs to ensure major strategic and operational tasks are accomplished in accordance with governing factors, principles of war, joint doctrine and political constraints.

## ST 5.3.1.3 Select/Modify Theater Course of Action and Prepare Commander's Estimate

**DJS Approval Date:** 31-AUG-05

**Description:** To decide on the course of action (to include an initial response option) that offers the best prospect for success. This is a cyclical process. The courses of action not selected potentially become branches or sequels and contingencies to phases of the operation as the situation evolves. This enables the commander to respond rapidly to changing situations. The product of this task, the commander's estimate, contains the combatant commander's chosen course of action (COA) (to include an initial response option) along with his rationale for choosing that COA. (JP 3-0, JP 5-0, CJCSM 3122.03)

M1	Hours	To produce commander's estimate.
M2	Hours	To synthesize theater COA analysis and present recommendation to commander.
M3	Percent	Of branches experienced at theater level, anticipated during or before COA analysis.
M4	Percent	Of sequels experienced at theater level, anticipated during or before COA analysis.
M5	Percent	Of geographic combatant commander recommended COAs, approved by Secretary of Defense.
M6	Percent	Of geographic combatant commander recommended COAs, recommended for approval by Joint Chiefs of Staff (JCS).
M7	Percent	Of geographic combatant commander recommended COAs, recommended for Secretary of Defense (SecDef) approval.
M8	Days	Select the best COAs for employment of nuclear weapons.

### **ST 5.3.1.4 Conduct Mission Analysis and Prepare Mission Statement**

**DJS Approval Date:** 31-AUG-05

**Description:** To analyze the Secretary of Defense's (SecDef's) national military strategy, policy, objectives, and operations plans for specified and implied tasks, and translate these tasks into mission statements for subordinates. Mission analysis is used to determine the SecDef's purpose through analysis of national security and national military strategic direction as well as appropriate guidance in alliance and coalition directions, including long- and short-term objectives for mission

termination. Mission analysis leads to the identification of specified and implied tasks, selection of priorities for multiple tasks, and creation of mission statements. The mission statement is the impetus for detailed planning and is the JFC's expression of what the joint force must accomplish and why. It is framed as a clear, concise statement of the essential tasks to be accomplished and the purpose to be achieved. It is expressed in terms of who, what, when, where (task parameters), and why (purpose). (JP 3-0, JP 3-07.1, JP 5-0, CJCSM 3122.03)

M1	Hours	To create mission statements.
M2	Hours	To identify long- and short-term objectives for mission termination.
M3	Hours	To identify specified and implied tasks.
M4	Hours	To select priorities for multiple tasks.
M5	Percent	Of implied tasks derived during mission analysis.
M6	Percent	Of mission statement expressed in terms of who, what, where, when and why.
M7	Percent	Of specified tasks derived during mission analysis.
M8	Percent	Of stated and implied tasks translated into mission statements for subordinates.

## ST 5.3.2 Develop Theater Strategic Concepts

**DJS Approval Date:** 05-OCT-07

**Description:** To develop strategies that translate national and multinational direction into strategic concepts to meet strategic and joint operational planning requirements directed toward securing the objectives of national and multinational policy. Such concepts can be for the use of force or threatened use of force within the theater, as well as the application of non-kinetic instruments of national power diplomatic, informational, military, and economic. (JP 3-0, JP 5-0, CJCSN 3245.01)

**Notes:** Theater strategic concepts must relate ends, ways, and means, that is, to consider assigned objectives, the threat, and opportunities available in light of available resources. Included is an examination of risks involved in each proposed course of action. In the theater strategy, geographic combatant commanders translate the strategic direction contained within the national strategy into theater strategy and supporting plans. Subsequent support to USG-wide plans for the conduct of operations in a theater must also be considered in the development of a strategic concept. Theater strategic concepts are statements of intent as to what, where, and how operations are to be

conducted in broad, flexible terms. These statements must incorporate a variety of factors including nuclear and conventional deterrence, current or potential alliances or coalitions, forces available, C2 capabilities, intelligence assets, mobilization, deployment, sustainability, and anticipated stability measures. Theater strategic concepts allow for the employment of theater nuclear forces, conventional and SOF and capabilities, space assets, military assistance from all Services and supporting commands, multinational forces, and interagency resources in each COA. Theater strategic concepts should provide for unified action and strategic advantage. Strategic advantage is the favorable overall relative power relationship that enables one group, nation, or group of nations to effectively control the course of politico-military events. Geographic combatant commands (GCCs) and functional combatant commands (FCCs) use the advantages and capabilities of assigned, attached, and supporting military forces, as well as alliance, coalition, and interagency relationships and military assistance enhancements in theater as the basis of military power. GCCs and FCCs also consider and integrate the contributions of the other instruments of national power in gaining and maintaining strategic advantage. Theater strategic concepts determine when, where, and for what purpose forces will be employed and consider the following:(1) The law of war, implementation of national policies, and protection of US citizens, forces, and interests.(2) Integration of deterrence measures and transition to combat operations.(3) Adjustments for multinational, interagency, or international government organization circumstances.(4) Identification of termination criteria and transitional requirements.(5) Identification of potential military requirements across the range of military operations.(6) Support for security assistance or nation assistance.(7) Inputs to higher strategies or subordinate planning requirements. Supporting USG-wide plans for the conduct of operations in a theater must also be considered in the development of a strategic concept.

M1	Days	To publish planning guidance (after receipt of mission).
M2	Days	To submit courses of action, in crisis or wartime, after receipt of national military strategic direction developed within a theater context.
M3	Hours	To develop theater strategic objectives supported by measurable strategic and operational desired effects and assessment indicators
M4	Instances	Of Chairman of the Joint Chiefs of Staff (CJCS) rejection of combatant commander's recommended strategy.
M5	Hours	To complete combatant commander's strategic



		concept, after receipt of Joint Strategic Capabilities Plan (JSCP).
M6	Percent	Of accepted courses of action having feasible alternatives.
M7	Percent	Of courses of action currently developed in accordance with JSCP requirement.
M8	Percent	Of comparison criteria eliminated before comparison is redundant.
M9	Percent	Of comparison criteria used to defined or weighted desired effects and strategic objectives before comparison began.
M10	Percent	Of flexible deterrent options have adequate follow-on forces.
M11	Percent	Of functional areas covered by guidance.
M12	Percent	Of selected courses of action with CJCS concurrence.
M13	Percent	Of shortfall after comparing requirements and assets estimated to be available during JSCP period.
M14	Days	To develop supporting plans which includes objectives supported by measurable operational-level desired effects and assessment indicators.
M15	Weeks	To provide commander with an analysis of the systems perspective of the operational environment to help JFC staff develop an understanding of desired and undesired effects to coordinate and promote unified action with multinational and other agency partners.
M16	Hours	To plan joint operations based on analysis of national strategic objectives and development of theater strategic objectives supported by measurable strategic and operational desired effects.
M17	Days	To identify and consider potential undesired effects as risks to mission that can impact on the tasks assigned to subordinate commands.
M18	Days	To provide situation understanding of the operational environment to support the planning process.
M19	Days	To submit courses of action, in crisis or wartime, after receipt of national military strategic direction

		developed within a theater context.
M20	Days	To provide commander with an analysis of the systems perspective of the operational environment to help JFC staff develop an understanding of desired and undesired effects to coordinate and promote unity of effort in planning and unified action during execution with multinational and other agency partners.

### ST 5.3.3 Issue Planning Guidance

**DJS Approval Date:** 31-AUG-05

**Description:** To establish and issue guidance for planning tasks to be accomplished by the combatant commander's staff and subordinate commands in theater strategy and plans development. Planning guidance would include constraints and restrictions such as rules of engagement. This activity includes initial and subsequent planning guidance. (JP 3-0, JP 5-0)

M1	Days	To publish planning guidance (after receipt of mission).
M2	Hours	To approve/deny request for change to rules of engagement (ROE).
M3	Instances	Of amendments issued to planning guidance.
M4	Instances	Of misunderstood ROE.
M5	Instances	Of requests for clarification of planning guidance/commander's guidance received from subordinate headquarters.

### ST 5.3.4 Prepare and Coordinate Theater Strategy, Campaign Plans or Operation Plans, and Orders

**DJS Approval Date:** 05-OCT-07

**Description:** To prepare plans and orders that promulgate the theater strategic concept and intent of the GCC and NMS (and multinational military strategy where appropriate) and plans. This task includes coordinating component command and other USG agency supporting plans and obtaining Presidential and Secretary of Defense (SecDef), Chairman of the Joint Chiefs of Staff (CJCS), and multinational (as

appropriate) approval of the plans and orders. Further, it involves developing for the President and Secretary of Defense and Chairman of the Joint Chiefs of Staff a menu of preplanned options from which to choose, across a wide range of crises. Plans are developed in conjunction with the components, the Joint Staff, the Services, the combat support agencies, allies, and coalition partners. (JP 2-01, JP 3-0, JP 3-13.1, JP 3-68, JP 4-0, JP 4-01, JP 4-02, JP 5-0, JP 6-0, CJCSI 3100.01, CJCSM 3122.03, DODD 3000.05)

**Notes:** This task includes collaborating component with other combatant commands (including tasks by or for supported or supporting combatant commanders), ambassadors (and country teams), leaders of supported nations, and other US agencies. This task will consider rules for the use of force. This task includes coordinating HN support. See ST 8.5, “Coordinate and Integrate Regional Interagency Activities,” for coordination with other US agencies. See ST 8.3.3, “Arrange Sustainment Support for Theater Forces,” for obtaining HN support.

M1	Days	To submit courses of action (after receipt of national strategic direction).
M2	Hours	To develop and provide strategic options (after combatant commander receives warning order).
M3	Hours	To submit operation order for approval (after receipt of Planning Guidance).
M4	Months	To submit operation plan (OPLAN) for approval (after receipt of letter of instruction (LOI) for plan development).
M5	Percent	Of anticipated mortuary requirements (e.g., collection points, field processing centers, US cemeteries in theater) addressed in planning.
M6	Percent	Of courses of action developed deemed executable by CJCS or SecDef.
M7	Percent	Of critical command, control, communications, computers, and intelligence (C4I) architecture nodes identified in planning.
M8	Percent	Of existing terminals and lines of communications and known or estimated throughput capability, addressed during planning.
M9	Percent	Of local customs, laws, and policies impacting presence of media, addressed in planning.
M10	Percent	Of logistic support responsibilities allocated to Service components and other commands during planning.

M11	Percent	Of operation plans and orders receiving a legal review for compliance with ROE, US/international law, and the Law of Armed Conflict.
M12	Percent	Of pre-positioned war reserve materiel (WRM) required to support Time-Phased Force and Deployment Data (TPFDD) pending resupply.
M13	Percent	Of RC personnel backfill requirements for continental United States (CONUS) & outside the continental United States (OCONUS), identified in planning.
M14	Percent	Of reserve personnel designated to move the force (i.e., Air Mobility Command (AMC), Military Traffic Management Command (MTMC), Military Sealift Command (MSC) and headquarters (HQ) US Transportation Command (USTRANSCOM)), addressed in planning.
M15	Percent	Of reserve personnel designated to support the force, (e.g., medical, dental, security, mob station staff), identified in planning.
M16	Percent	Of unit requirements in OPLAN sourced without dual apportionment.
M17	Percent	Of mission area requirements addressed in planning.
M18	Time	To provide feedback on the quality of the Theater Planning Support Document-Nuclear (TPSD-N) to US Strategic Command (USSTRATCOM).
M19	Yes/No	To provide campaign planning guidance to assigned subordinate commanders consistent with the strategic and operational guidance and direction developed by the supported joint force commander.
M20	Hours	To develop theater campaign and operational objectives in support of the supported combatant commander's goals and end state.
M21	Percent	Of enemy actions or operations affecting course of campaign, correctly forecast.
M22	Hours	To coordinate planned activities of the combatant commander and non-DOD Agencies into planning documents during deliberate and crisis action planning.

## ST 5.3.5 Designate the Focus Area

**DJS Approval Date:** 03-AUG-07

**Description:** To designate a specific nation, region, contingency, or entity within the AOR that has likelihood of developing into a crisis; that can be subjected to a systems perspective view; and that has the potential for crisis response. The Combatant Commander will give guidance regarding the focus area once it is designated. (JP 2-0, JP 3-0, JP 3-33, JP 5-0)

**Notes:** Considerations include the Defense Planning Guidance, Joint Strategic Capabilities Plan, and the RCC Theater Security Cooperation Plan; existing OPLANs, CONPLANs, Theater Security Cooperation Plans and intelligence estimates; and recent events and trends in theater. From these considerations, the COCOM or JTF staff identifies likely source/s of conflict (or contingency), defines the operational environment, the focus area, and presents it to the Combatant Commander for guidance and/or approval.

M1	Hours	For the joint force commander to develop and designate the specific area of concern for current and/or planned operations.
M2	Days	To develop commander's joint capabilities to conduct military engagement, security cooperation, and deterrence courses of action (COA) activities to help shape the operational environment.
M3	Days	To develop joint force commander's approved strategic, operational, and tactical objectives and military action to achieve desired end state.
M4	Days	To develop joint force commander's estimate to determine when, where, and for what purpose forces will be employed to influence the adversary disposition before combat actions are conducted in area of interest.
M5	Days	To develop an understanding of the operational environment's composition of its conditions, circumstances, and influences that can affect force employment capability into the area of interest.
M6	Days	To designate the geographical area(s) of influence and interest to help commanders and staffs order their thoughts during both planning and execution..

M7	Days	To develop commander's general guidance regarding the area of interest.
M8	Days	To task the combatant commander's JTF HQ to identify the likely source of conflict, define the operational environment composition, possible adversary capabilities, and political, military, economic, social, information, and infrastructure (PMESII) trends in the area of interest.
M9	Days	To develop the likely courses of action (COA) requirements in response to the crisis in the area of interest.
M10	Days	To determine the limits of all the subordinate command's area of interest by defining the subordinate's geographic operational area boundaries.

## ST 5.3.6 Develop a Systems Perspective of the Operational Environment

**DJS Approval Date:** 03-AUG-07

**Description:** To develop a systems perspective of the operational environment for the designated focus area. Determine the level of effort and timeline required to produce an operational environment baseline using the systems perspective. (JP 1-0, JP 2-0, JP 2-01.3, JP 3-0, JP 3-33, JP 5-0)

**Notes:** This will include an estimate of the length of time needed to identify sources and availability of information pertinent to the focus area; develop an understanding of the interrelated systems (political, military, economic, social, information, and infrastructure) (PMESII) through the delivery of node and potential key nodes. It also includes providing executive summaries, developing Blue / Red views and objectives. Updating of the systems perspective of the operational environment shall be maintained by planners and political, military, economic, social, infrastructure, and information (PMESII) analysts as required.

M1	Days	To identify and research sources of information on the focus area.
M2	Weeks	To produce systems perspective of the operational environment.
M3	Weeks	To identify nodes within each system

M4	Weeks	To develop node-to-node relationships within and among PMESII systems.
M5	Weeks	To develop an integrated PMESII Systems Perspective of the Operational Environment with node-to-node relationships
M6	Days	To develop potential objectives for military operations in the operational environment.
M7	Weeks	To develop links between nodes and effects in order to identify the resources to conduct actions.
M8	Weeks	To update PMESII systems and nodal analysis.
M9	Weeks	To update secondary effects to tasks linkages.
M10	Week	To produce PMESII deliverables.
M11	Weeks	To compare and contrast Blue/Red objectives.
M12	Days	To develop blue-red views.
M13	Weeks	To provide PMESII systems executive summaries to the commander.

## ST 5.4 Provide Strategic Direction to Theater Forces

**DJS Approval Date:** 31-AUG-05

**Description:** To provide strategic intent and direction, with clear articulation of desired strategic end state, to subordinates. A key aspect of this task is the degree to which conduct of an operation is decentralized or centralized. It includes the establishment of an operational climate, which places emphasis on understanding and following the commander's intent when the situation changes and revised orders are not available. Where appropriate, this task includes strategic direction to multinational forces in the theater. (JP 3-0, JP 5-0, CJCSI 3100.01)

M1	Hours	To deploy joint task force staff augmentation (e.g. deployable joint task force augmentation cell (DJTFAC)).
M2	Hours	To report Joint Staff operational (after receipt of activation order).
M3	Hours	To submit operations order for approval (after receipt of planning guidance).
M4	Minutes	To prepare message of strategic intent (after

		completion by combatant commander).
M5	Percent	Of changes issued, caused by missing or incorrect data or entries.
M6	Percent	Of combatant commander's assigned and supporting forces commence operation on time.
M7	Percent	Of joint task force staff deploying augmentation (e.g. DJTFAC) members, have previous training.
M8	Percent	Of proposed operation plans (OPLANs) or campaign plans, accepted by Chairman of the Joint Chiefs of Staff (CJCS) or Secretary of Defense without major changes.
M9	Instances	Of misunderstanding commander's intent, missions, and tasks.
M10	Percent	Of time (from receipt of planning guidance until written instructions), available to subordinate and supporting commands.
M11	Percent	Of critical communications systems effectively operational and available to the joint task force (JTF).
M12	Percent	Of authorizations obtained to pass not releasable to foreign nationals (NOFORN) sensitive/classified information to multinational forces in time for those forces to conduct their own planning.

## **ST 5.4.1 Issue Theater Strategic Operation Plans, Orders, and Rules of Engagement (ROE)**

**DJS Approval Date:** 01-SEP-05

**Description:** To issue plans, orders, and reports to subordinate or supporting organizations for execution. This task includes issuing or forwarding rules of engagement (ROE) to subordinate units and adjacent organizations for coordination. (JP 3-0, JP 5-0, CJCSI 3121.01, CJCSM 3122.03)

**Notes:** Obtaining necessary approval for plans, orders, ROE is covered by task ST 5.3.4, "Prepare and Coordinate Theater Strategy, Campaign Plans or Operation Plans, and Orders." See ST 8.5, "Coordinate and Integrate Regional Interagency Activities," for coordination with other US



agencies. See ST 8.3.3, "Arrange Sustainment Support for Theater Forces," for obtaining host nation (HN) support.

M1	Minutes	To transmit an operation order (after approval by combatant commander).
M2	Percent	Of courses of action (COAs) developed, deemed executable by the Chairman or Secretary of Defense.
M3	Percent	Of operations in operation plan (OPLAN), conform to US and International Law.
M4	Percent	Of requests for exceptions to ROE, determined according to policy.
M5	Percent	Of ROE conforms to requirements.
M6	Percent	Of ROE requests consistent with current policy.

## ST 5.4.2 Synchronize Joint Operations and Subordinate Campaign Plans

**DJS Approval Date:** 01-SEP-05

**Description:** To combine, sequence, and synchronize the operations of the theater's assigned, attached, or supporting forces or supporting commands. The purpose is to exploit those forces' capabilities in ways that attain the command's objectives by making the best use of their integrated capabilities. The joint force commander (JFC) apportions firepower resources by priority or region and then disseminates them to joint force component commands. This activity includes the vertical and horizontal integration of tasks in time and space, to maximize a unified effort. (JP 3-0, JP 5-00.2, JP 5-0)

M1	Hours	To obtain commitment to support allies (after receipt of request).
M2	Hours	To complete feasible Time-Phased Force and Deployment Data (TPFDD) (after receipt of warning order).
M3	Hours	To conduct special operations forces (SOF) cross-border operations, prior to commencement of hostilities.
M4	Hours	To designate the joint operations area boundaries (after decision to stand up joint force).
M5	Instances	Of operational missions (e.g., unconventional warfare (UW), direct action (DA), psychological

		operations (PSYOP), Deception), executed without coordinating with operating forces in target area.
M6	Instances	Of requests for support sent directly to combatant commander's Service component.
M7	Months	To publish approved operation plan (OPLAN) with TPFDD (after receipt of Joint Strategic Capabilities Plan (JSCP)).
M8	Percent	Of combatant commander assigned and supporting in-place-forces commence operation on time (right people, right place, right time).
M9	Percent	Of execution taskings to coalition partners or agencies, accepted.
M10	Percent	Of joint force accommodated within boundaries.
M11	Percent	Of joint force missions or component missions, completed as planned.
M12	Percent	Of joint force operations accomplished without exceeding the joint operations area boundaries.
M13	Percent	Of OPLANs, operation plans in concept format (CONPLANs), functional plans (FUNCPLANs), reviewed within last 24 months.
M14	Percent	Of special technical operations included in planning.
M15	Percent	Of subordinate missions executed without requested joint force or component support.
M16	Percent	Of TPFDD units arrive in accordance with (IAW) required delivery date (at destination) (RDD).
M17	Percent	Of TPFDD units arrive in operational sequence.

### **ST 5.4.3 Establish or Participate in a Joint, Combined, or Multinational Force**

**DJS Approval Date:** 01-SEP-05

**Description:** To establish, or participate in, a force, which is composed of significant elements, assigned or attached, of two or more Military Departments, and possibly non-DOD agencies, operating under a single commander authorized to exercise operational control over such joint forces. The term joint force commander (JFC) includes combatant commands, subordinate combatant commands, and joint task forces. This task includes organizing the subordinate command and

headquarters, staffing the headquarters, designating the commander, issuing mission guidance, and other activities associated with establishing such a command. This task also applies to establishing a multinational force. A joint force, when a combatant command, would virtually consider all theater strategic-level tasks; if a subordinate joint task force, it would focus on the operational level tasks; or, if a designated subcombatant command, a combination of theater strategic and operational tasks. In all cases, the theater strategic environment and mission of the force will determine the relevant tasks. (JP 3-0, JP 3-08, JP 5-0)

M1	Hours	To appoint joint force commander.
M2	Hours	To define joint operations area.
M3	Hours	To deploy forward and establish in theater a joint force headquarters element.
M4	Hours	To establish initial communication with host nation (HN) and US Department of State (DOS) representatives (after combatant commander establishes joint force headquarters).
M5	Hours	To form the joint force staff.
M6	Hours	To fully augment joint force headquarters staff and commence operations (after receipt of alert order).
M7	Hours	To issue tasking to initial augmentees for newly formed joint task force.
M8	Hours	To provide Chairman of the Joint Chiefs of Staff (CJCS) a copy of activation (after approval by combatant commander).
M9	Instances	Of friendly forces orders/taskings, significantly delayed because of unclear command relationships with headquarters (HQ).
M10	Minutes	To notify joint force core staff (after receipt of alert order).
M11	Percent	Of designated staff positions filled.
M12	Percent	Of DOD components and involved foreign governments, adequately represented on designated joint force staff.
M13	Percent	Of joint force headquarters staff composed of augmentees.
M14	Percent	Of joint force staff augmentees have previously trained as augmentees.
M15	Percent	Of nations (with allocated or apportioned forces)

		represented on combined force staff.
M16	Percent	Of necessary augmentees identified in joint force standing operating procedure (SOP) by rank and duty position.
M17	Percent	Of operational missions coordinated with theater and coalition command structure.
M18	Percent	Of joint force actions or operations, affected by late arrival of augmentees to staff.
M19	Percent	Of theater assigned joint force missions fail, because of improper integration with joint force staff.

### ST 5.4.3.1 Augment the Joint Force Staff

**DJS Approval Date:** 01-SEP-05

**Description:** To augment the supported JFC's staff with trained knowledgeable personnel to add specific capabilities to that staff. This augmentation may be in the form of a joint force augmentation cell or special, ad hoc augmentation on request of the joint force commander (JFC). This task is separate and distinct from the exchange of liaison officers. (CJCSM 3122.03, JP 5-00.2, JP 3-0, JP 4-05, JP 1-0)

M1	Hours	To augment subordinate joint force headquarters staff and commence operations (after receipt of alert order).
M2	Hours	To deploy deployable joint task force augmentation cell (DJTFAC) upon standing up a joint task force.
M3	Hours	To provide specialized equipment (after request from JFC received by combatant commander).
M4	Hours	To provide specialized staff personnel (after request from JFC received by combatant commander).
M5	Percent	Of augmentees required identified in combatant command headquarters (HQ) standing operating procedure (SOP) by at least rank and duty position.
M6	Percent	Of subordinate joint force actions or operations affected by late arrival of augmentees to staff.
M7	Percent	Of joint force staff augmentees previously trained as augmentees.
M8	Percent	Of required subordinate joint force staff positions filled.

M9	Hours	To transmit mission critical information to subordinate and superior units.
M10	Hours	To deploy a Theater Planning Response Cell (TPRC) from notification by the combatant commander.
M11	Percent	Of supported and supporting command, control, communications, computers, and intelligence (C4I) platforms provided with staff liaison.
M12	Percent	Of combatant commanders with C4I connectivity to comander, US Strategic Command (USSTRATCOM).
M13	Hours	To compose a Whiskey Message in concert with supported combatant commander.
M14	Hours	To compose a Romeo Message in concert with supported combatant commander.
M15	Yes/No	Provide 100 % coordination in reconnaissance efforts within the supported combatant commander's area of responsibility (AOR).
M16	Percent	Of conference calls established between commaner, USSTRATCOM, and the supported combatant commanders from each C4I platform.

### **ST 5.4.3.1.1 Provide Contract Management Liaison**

**DJS Approval Date:** 03-AUG-07

**Description:** To provide contract management liaison and information to combatant commanders in order to make course of action decisions on contingency support. (JP 3-34, JP 4-0, JP 4-07, DODD 5105.64)

**Notes:** This task includes engaging internal and external acquisition expertise, serving as the single point for coordinating combatant commander concerns, contingency planning, industrial surge, readiness analysis, and deploying, as required, with combatant command staffs.

M1	Percent	Of coverage provided to combatant commanders through direct or itinerate support.
M2	Percent	Of staffing / coordination of plans and orders conducted.
M3	Percent	Of personnel completing the Combatant Command Orientation Course.
M4	Yes / No	Maintain proficiency in contingency operations

		support requirements.
M5	Yes / No	Maintain a satisfactory customer rating.

### **ST 5.4.3.2 Activate Combatant Command Boards, Centers, Cells and Bureaus**

**DJS Approval Date:** 30-OCT-06

**Description:** To transition the combatant command headquarters from peacetime to a crisis or wartime configuration by the activation of those organizations which allow for a more rapid coordination of headquarters responses. Such entities can include a crisis action team, Joint Transportation Board, joint visitors bureau, joint information bureau, and a joint targeting coordination board. (JP 0-2, JP 3-61, JP 4-0, JP 5-00.2)

M1	Hours	To establish initial communication with opposite numbers on the Joint Staff and in supporting combatant commands (after combatant commander headquarters is organized for crisis or war).
M2	Hours	To form combatant command staff.
M3	Percent	Of sections and boards within combatant command established specifically to deal with crisis or war.
M4	Hours	To establish appropriate boards, cells and bureaus activated.

### **ST 5.4.3.3 Develop Joint Force Liaison Structure**

**DJS Approval Date:** 01-SEP-05

**Description:** To establish a structure to maintain contact or intercommunication between elements of the joint force, combat support agencies (CSAs), joint organizations, functional combatant commands, and multinational forces to ensure mutual understanding and unity of purpose and action. (JP 0-2, JP 3-0, JP 5-00.2)

M1	TBD	TBD
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### **ST 5.4.3.4 Provide a Standing Joint Force Headquarters (Core Element) (SJFHQ (CE))**

**DJS Approval Date:** 03-AUG-07

**Description:** To establish, organize and provide a Standing Joint Force Headquarters (Core Element) (SJFHQ (CE)) which provides a capability to rapidly establish a C2 element capable of planning, coordinating and executing required operations. (JP 2-0, JP 2-1, JP 2-01.3, JP 3-0, JP 3-33, JP 5-0)

**Notes:** A selected SJFHQ(CE) team is capable of forming the nucleus of a Joint Task Force Headquarters (JTF HQ) or becoming part of a larger JTF HQ staff in order to provide continuity between pre-JTF crisis action planning and initial JTF HQ planning by providing situational understanding of the AOR and employing an operational collaborative information environment (CIE) that provides reach back, and enables a dynamic knowledge-development process in response to continuous changes in the strategic and operational environment. Additionally, the SJFHQ (CE) will maintain an ongoing capability to transform into a JTF HQ capable of implementation and standardization of operations to include command and control, problem solving, coordination, communication, planning and execution. This includes developing an interagency community relationship that will facilitate reach back capability with the civilian and military communities of action.

M1	Percent	Of SJFHQ staff conducts/participates in CEP training and/or exercises.
M2	Percent	Of daily time spent focused on the crisis area and warfighting concepts.
M3	Percent	Of personnel that are fully integrated participants in the RCC's staff planning (deliberate and crisis action) and operations.
M4	Months	To develop a pre-crisis knowledge database of the suspected future adversary's political, military, economics, social, information, and infrastructure analysis.
M5	Hours	To increase awareness within the AOR by developing and disseminating comprehensive intelligence estimate of adversary's MESII.
M6	Days	To deploy selected members of the SJFHQ (CE) as a C2 element to form the JTF HQ core or augment Service Component headquarters serving as the JTF HQ.
M7	Hours	To operate within the Collaborative Information Environment with RCC staff, RCC Service components, Combat Support Activities and other

		organizations as required to collaborate near-real time planning.
M8	Hours	Operate within the Collaborative Information Environment as part of a Joint Task Force to conduct near-real time planning and execution.
M9	Hours	To infuse situational understanding into the crisis response force's C2 structure once its personnel are integrated.
M10	Percent	Of authorized Joint Table of Allowance equipment end items filled and operational.
M11	Percent	Of SJFHQ-CE manned to authorized capacity to include grade-position-skill set match.
M12	Percent	Of sufficient dollars to deploy members for contingency response and to participate in Joint Exercise Lifecycle events necessary to support and facilitate joint training regimens in support of JTF HQ training and certification requirements.

### **ST 5.4.3.4.1 Provide Standing Joint Force Headquarters-Core Element (SJFHQ-CE) Support to the Joint Task Force (JTF)**

**DJS Approval Date:** 03-AUG-07

**Description:** To provide selected personnel to the JTF to assist in understanding the focus area, planning, directing, and coordinating the effects approach to joint operations based on desired effects. The JTF commander will exercise authority over and direct assigned and/or attached joint and multinational forces in the accomplishment of the assigned mission. (JP 2-0, JP 2-01, JP 3-0, JP 3-02, JP 3-07.1, JP 3-09, JP 3-33, JP 5-0, JP 6-0)

**Notes:** This will include providing an understanding of the interrelated system of the political, military, economic, social, infrastructure, and information (PMESII) to support effects assessment required in the system of systems approach in developing Joint Intelligence Perspective of the Operational Environment (JIPOE). The JTF commander employs assigned conventional forces, SOF and multinational forces to accomplish assigned missions with interoperable C2 system. These tasks are applicable across the full range of military operations.

M1	Hours	To provide personnel accompaniment to a JTF staff
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		by direction of combatant commander.
M2	Percent	Of joint force personnel received and integrated into the JTF staff IAW established procedures.
M3	Percent	Of JTF effects design of the operational environment affected by late arrivals of staff personnel.
M4	Hours	To approve JTF Staff key position augmentation by Service.
M5	Hours	Lag between the JTF common operational picture and the real world situation.
M6	Hours	For the SJFHQ-CE personnel to brief and update other JTF staff members on situational awareness and understanding of the crisis.
M7	Hours	To augment and facilitate an effects approach to planning and operations in JTF boards, centers, cells, and working groups.

### **ST 5.4.3.4.2 Deploy the Standing Joint Force Headquarters-Core Element (SJFHQ-CE) as a Joint Task Force (JTF)**

**DJS Approval Date:** 03-AUG-07

**Description:** To deploy the SJFHQ-CE as an operational JTF with its Flag or General Officer serving as the JTF Commander. (JP 1-0, JP 2-0, JP 2-01.3, JP 2-01, JP 3-0, JP 3-33, JP 5-0, JP 6-0)

**Notes:** While the SJFHQ-CE can serve as the core of a JTF staff, it is not meant to be a fully operational headquarters without significant augmentation, mission specific plugs, and having appropriate liaison officers assigned.

M1	Hours	To form the nucleus of a Joint Task Force (JTF) Headquarters by the combatant commander's SJFHQ-CE.
M2	Hours	To develop initial situational awareness and situational understanding.
M3	Hours	To distribute the commander's guidance and intent to assigned component forces and other known organizations through the collaboration environment Network.
M4	Hours	To integrate, synchronize and conduct operations

		by monitoring on going actions through the Collaborative Information Environment (CIE).
M5	Hours	To monitor current operational status of friendly forces and direct and conduct current operations planning.
M6	Hours	To review target information as it pertains to effects design approach for targeting guidance, objectives, and priorities.
M7	Hours	To form a joint task force staff upon receipt, of activation order.
M8	Percent	Of joint task force augmentees received and integrated into joint task force staff.
M9	Days	To determine and approve a joint task force structure.
M10	Hours	To establish joint task force HQ's boards, centers, cells, and working groups.
M11	Hours	For the joint task force to be prepared to conduct combat operations upon receipt of activation order.

## **ST 5.4.4 Conduct Theater Security Cooperation (TSC)**

**DJS Approval Date:** 10-JUN-08

**Description:** To provide AOR/theater-wide military assessment, planning, and interaction with U.S. embassies, foreign defense establishments, and other entities to build relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to partner nations. (CJCSI 3113.01A, JP 1, JP 3-07.6, JP 3-08Vol I, JP 3-53, JP 3-57, JP 5-0)

**Notes:** This task pertains to the mandate for combatant commands, military departments, and defense agencies to conduct international engagement activities consistent with the National Security Strategy, National Defense Strategy, National Military Strategy, Joint Strategic Capabilities Plan and Theater Strategy. It requires assessment of the AOR, development of regional campaign plans with supporting plans and orders, programming and application of resources, subjective and objective metrics of measurement, and Defense Readiness Reporting System interaction.

M1	Yes/No	Theater Security Cooperation Plans (TSCPs) are in existence for applicable theater of operations.
M2	Yes/No	Review or update TSCPs within 12 months.
M3	Percent	Of countries in AOR that have been incorporated into TSCPs.
M4	Number	Of TSCP events planned and executed annually.
M5	Yes/No	DOD's Security Cooperation Guidance captured in TSC Strategy and/or Country Campaign Plans.
M6	Yes/No	Theater objectives, activities and country priorities clearly articulated in TSCPs.
M7	Yes/No	Other governmental, as well as non governmental agencies integrated into TSCPs.
M8	Number	Of active programs and initiatives promoting self-sufficiency, self-sustainment, regional security and/or stability.
M9	Yes/No	TSC strategy provides direction to subordinate units, government, and non-governmental supporting agencies.
M10	Yes/No	Functional combatant commanders and Secretaries of the Military Departments will have developed campaign support plans that reflect how their security cooperation activities and combatant command support efforts integrate.
M11	Yes/No	Near-term (within the year) objectives established in TSCPs.
M12	Yes/No	Long-term (within 5 years) objective established in TSCPs.
M13	Yes/No	Nongovernmental agencies are integrated into TSCPs.
M14	Yes/No	Coordinate with the Joint Military Information Support Command for the integration of trans-regional PSYOP into strategic-level OPLANs, CONPLANs, and functional plans, as well as other trans-regional information operations targeting, plans, and initiatives.

## **ST 5.5 Conduct Theater-Wide Information Operations (IO)**

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct information operations for implementing the NMS, policy, objectives, and operations at the theater level. This task includes the integrated employment of electronic warfare, computer network operations, psychological operations, military deception, and operations security in concert with specified supporting and related capabilities to influence, disrupt, corrupt, or usurp adversarial human and automated decision-making while protecting our own organic assets. If in support of homeland security, legal restrictions may apply. (JP 2-01, JP 3-0, JP 3-13, CJCSI 3210.01, CJCSI 6510.01D, DODD 3000.05)

**Notes:** See also ST 3.1.1, “Select Strategic Targets in the Theater for Attack,” ST 3.2.1, “Conduct Attack on Theater Strategic Targets/Target Sets using Lethal Means,” ST 3.2.2, “Conduct Attack on Theater Strategic Targets/Target Sets using Nonlethal Means,” and ST 5.6, “Develop and Provide PA in Theater.” This task includes coordination of all public communication activities with PA.

M1	Yes/No	Do theater level IO coordination policies and procedures exist?
M2	Yes/No	Does a theater level IO cell exist?
M3	Yes/No	Are theater IO planners involved in identifying IO targets, deconflicting with conventional and other targeting efforts, and coordinating with conventional targeting efforts for enhanced effects-based operations within all plans?
M4	Hours	To identify qualified personnel from various elements and activities and augment theater level IO planning cell after onset of planning requirement.
M5	Hours	To identify required theater level IO information necessary for IO planning after onset of planning.
M6	Hours	To task intelligence community and other theater level support organizations and agencies (including those of allies where appropriate) to fill information requirements for IO planning.
M7	Percent	Of identified theater level IO information requirements unfilled at time-critical points in planning process.
M8	Yes/No	Are appropriate allied and coalition IO resources and capabilities factored into theater IO plans?
M9	Hours	To get theater level approval for proposed IO plan.
M10	Hours	To respond to subordinate command requests for IO support or coordination.

M11	Instances	Of uncoordinated IO element or activity actions within theater causing disruption or delay of US or allied plans and objectives.
M12	Hours	To modify theater level IO plans and actions due to operational contingencies.
M13	Instances	Of US or allied plans or objectives in theater being delayed, defeated, or disrupted due to adversary offensive IO actions.
M14	Percent	Of theater level IO cell nominated "targets" struck with lethal or nonlethal means during the timeframe planned for in the IO appendix or other planning document.
M15	Days	To conduct battle damage assessment of IO "targets" struck with lethal and nonlethal means after receipt of information.
M16	Percent	Of theater IO cell nominated "targets" restruck when recommended by battle damage assessment reporting from initial strike.
M17	Percent	Of theater level IO objectives verifiably achieved.
M18	Days	Delay to operations because of the lack of information security.
M19	Hours	To identify IO targets that support the commander's plan.
M20	Days	To achieve information superiority after crisis onset.
M21	Percent	Of adversary information and information operations delayed, disrupted, denied, influenced or destroyed due to the executed portions of the IO plan.
M22	Hours	To conduct an Information Operations Support Staff (IOSS) meeting to review, validate, and recommend course of action (COA).
M23	Percent	Of IO targets included in the joint targeting plan.
M24	Hours	To have an updated list of command and control (C2) targets based on Intelligence Data Base (IDB) and other sources as required.
M25	Percent	Of planners with access to the IO plan within 12 hours of plan initiation message.
M26	Hours	Upon receipt of battle damage assessment (BDA) reporting of executed IO targets, the IOSS convenes

		to reprioritize targets/target sets and coordinates changes with the joint targeting staff.
M27	Percent	Of mission essential US command, control, communications, computers, and intelligence surveillance and reconnaissance (C4ISR) systems remaining after enemy command and control (C2) attack.
M28	Percent	Of information systems capable of instantaneous detection of hostile attack and incorporating fully automated defend/repair/restore capabilities.
M29	Percent	Of enemy operations disrupted, cancelled, or modified, attributable to IO plan.

## ST 5.5.1 Plan and Integrate Theater-Wide Information Operation (IO)

**DJS Approval Date:** 01-SEP-05

**Description:** To plan theater-wide IOs, integrating military operations and non-DOD US government (USG) activities. Theater level IO planning and execution must also be coordinated and integrated with allied and coalition governments within the joint operations area. IO has applicability throughout the spectrum of conflict and supports the full range of military operations. (JP 3-0, JP 3-13, CJCSI 3210.01, CJCSI 6510.01B)

**Notes:** The IO target set include the nodes, links, and human factor. A number of ST tasks apply to this task. Offensive IO activities are covered under ST 3.2.2, "Conduct Attack on Theater Strategic Targets/Target Sets using Nonlethal Means." For defensive IO activities, see ST 6.3.5, "Protect Theater Information Systems," and ST 6.3.2, "Employ Theater Electronic Security." For selecting targets and means of engagement see ST 3.1, "Process Theater Strategic Targets," and for deception see ST 6.4, "Conduct Deception in Support of Theater Strategy and Campaigns." For intelligence support of IW, see ST 2, "Conduct Theater Strategic Intelligence, Surveillance, and Reconnaissance."

M1	Yes/No	Does a theater level IO cell exist?
M2	Yes/No	Are theater IO planners involved in identifying IO targets, deconflicting with conventional and other targeting efforts and coordinating with conventional targeting efforts for enhanced effects-based operations within all plans?

M3	Hours	To identify qualified personnel from various elements and activities and augment theater level IO planning cell after onset of planning requirement.
M4	Hours	To identify required theater level IO information necessary for IO planning after onset of planning.
M5	Hours	To task intelligence community and other theater level support organizations and agencies (including those of allies where appropriate) to fill information requirements for IO planning.
M6	Percent	Of identified theater level IO information requirements unfilled at time-critical points in planning process.
M7	Yes/No	Are appropriate allied and coalition IO resources and capabilities factored into theater IO plans?
M8	Hours	To get theater level approval for proposed IO plan.
M9	Hours	To respond to subordinate command requests for IO support or coordination.

## ST 5.5.2 Control Theater Information Operations (IO)

**DJS Approval Date:** 01-SEP-05

**Description:** To monitor and adjust the theater IO efforts during execution. (JP 3-13, JP 3-13.1, CJCSI 3110.09, CJCSI 3210.01, CJCSI 6510.01B)

M1	Instances	Of uncoordinated IO element or activity actions within theater causing disruption or delay of US or allied plans and objectives.
M2	Hours	To modify theater level IO plans and actions due to operational contingencies.
M3	Hours	Of US or allied plans or objectives in theater being delayed, defeated, or disrupted due to adversary offensive IO actions.
M4	Percent	Of theater level IO cell nominated "targets" struck with lethal or nonlethal means during the timeframe planned for in the IO appendix or other planning document.
M5	Days	To conduct battle damage assessment of IO "targets" struck with lethal and nonlethal means

		after receipt of information.
M6	Percent	Of theater IO cell nominated "targets" restructured when recommended by battle damage assessment reporting from initial strike.
M7	Percent	Of theater level IO objectives verifiably achieved.
M8	Days	To exploit significant enemy human intelligence (HUMINT) sources and use information for friendly IO.
M9	Hours	To change a major deception operation into a show of force.
M10	Percent	Of IO targets identified and included in joint targeting plans.
M11	Percent	Of adversary information and information operations delayed, disrupted, denied, influenced or destroyed due to executed portions of the IO plan.
M12	Days	To achieve information superiority after crisis onset.
M13	Hours	To change IO plan upon receiving status updates to ensure supporting elements of IO plan coordinate actions.
M14	Hours	To mount attack on target after identifying new adversary command and control (C2) target.

### **ST 5.5.3 Establish and Monitor Theater Information Security Policy, Plans, Programs, and Direction**

**DJS Approval Date:** 01-SEP-05

**Description:** To establish and monitor theater information security policy, develop plans, and monitor programs and their direction. This task includes support to daily command, control, communications, computers, and intelligence surveillance and reconnaissance (C4ISR) and the development of theater programs and guidance for information security. (JP 3-13, DODD 5200.1)

**Notes:** Task is related to ST 6.3.5, "Protect Theater Information Systems."

M1	Yes/No	Conduct research and analysis to determine competing and complementary US and other-party
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		goals, and possible strategies and courses of action to achieve goals.
M2	Yes/No	Evaluate the perceptions, knowledge, and factors that influence particular targets.
M3	Yes/No	Identify target information-gathering interests and activities.
M4	Yes/No	Select means to convey or deny information and indicators. Develop plan for general phasing of those means.
M5	Yes/No	Identify tasks required to prepare and execute implementing actions and to supervise overall execution.
M6	Yes/No	Develop themes and actions to be stressed or avoided.
M7	Yes/No	Identify the assets necessary to execute plan.
M8	Yes/No	Identify production requirements for psychological operations (PSYOP) products.
M9	Yes/No	Develop dissemination plan taking into account type of PSYOP product and the means to deliver the product.
M10	Yes/No	Establish a PSYOP reporting system to provide information about enemy PSYOP activity, apparent impact of friendly PSYOP activities, and any anticipated changes to ongoing activities.

## **ST 5.5.4 Plan Trans-regional or Cross-core Information Operations Capabilities**

**DJS Approval Date:** 10-JUN-08

**Description:** To plan (including coordination, integration, and synchronization), initiate, and direct activities and IO crossing geographic areas (trans-regional) of responsibility or across the IO core capabilities. (CJCSI 3210.01B, CJCSI 6510.01E, JP 2-01, JP 3-0, JP 3-03, JP 3-05, JP 3-13, JP 3-13.1, JP 3-13.3, JP 3-13.4, JP 3-53, JP 3-61, JP 6-0)

**Notes:** DOD IO core capabilities include computer network operations (including attack, defense, and exploitation), EW, OPSEC, military deception, and PSYOP. These core capabilities, mutually supported by intelligence, are employed to influence, deny, degrade, or destroy

adversary information and information systems; and to protect friendly information and information systems

M1	Yes/No	Operational IO capabilities to support efforts to create and maintain strategic-level planning documents are integrated.
M2	Yes/No	Operational DOD IO capabilities crossing geographic areas of (trans-regional) responsibility or across the IO core capabilities are planned, integrated, and coordinated.
M3	Yes/No	Coordinated tasking from HQ are provided to other joint components and Service task forces, as necessary, for the synchronization of all IO operational and tactical mission planning and execution needs.
M4	Yes/No	Integration of specific target nominations is coordinated, via the Information Operations Working Group, with IO mission planning partners to the Joint Targeting Coordination Board.
M5	Yes/No	Core, supporting, and related capabilities are coordinated with Joint Information Operations Warfare Command for integration.
M6	Yes/No	Public Affairs is included in IO planning to assure synchronization of strategic communications activities.

## **ST 5.5.9 Conduct Military Deception (MILDEC)**

**DJS Approval Date:** 6-NOV-08

**Description:** To deliberately mislead adversary decision makers as to friendly military capabilities, intentions, and operations to cause the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission. (CJCSI 3121.01B (S), CJCSI 3210.01B (S), CJCSI 3211.01D (S), CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3213.02B, DODD 2311.01E, JP 3-0, JP 3-13, JP 3-13.1, JP 3-13.3, JP 3-13.4)

**Notes:** Strategic military deception (MILDEC) attempts to influence adversary strategic decision makers' capability to successfully oppose US theater interests and goals. The desired result is adversary strategic objectives, policies, and operations that favor friendly interests.

M1	Days	To form the deception planning cell.
M2	Yes/No	Have existing theater plans been reviewed for deception applicability?
M3	Hours	To initiate the deception execution cycle.
M4	Yes/No	Has execution of MILDEC plan been assessed?
M5	Yes/No	Is MILDEC termination criteria being monitored?
M6	Yes/No	Has MILDEC termination criteria been achieved?
M7	Hours	To provide deception support to crisis action planning.
M8	Yes/No	Have deception priority intelligence requirements been developed?
M9	Yes/No	Have feedback requirements in conjunction with intelligence community (IC) been developed?
M10	Yes/No	Is MILDEC plan security being continuously monitored?
M11	Yes/No	Has joint MILDEC planner augmentation been requested?
M12	Percent	Of joint MILDEC planners billets filled.
M13	Percent	Of assigned joint MILDEC planners that have attended joint MILDEC training course.

## ST 5.5.9.1 Coordinate Military Deception (MILDEC)

**DJS Approval Date:** 6-NOV-08

**Description:** To coordinate strategic theater level military deception (MILDEC) with higher, adjacent, subordinate and supporting staffs. (CJCSI 3121.01B (S), CJCSI 3210.01B (S), CJCSI 3211.01D (S), CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3213.02B, DODD 2311.01E, JP 3-0, JP 3-13, JP 3-13.1, JP 3-13.3, JP 3-13.4)

**Notes:** This task will be conducted via authorized MILDEC secure channels.

M1	Yes/No	Has deception plan been integrated with theater plans?
M2	Yes/No	Has deception plan been synchronized with ongoing activities?
M3	Yes/No	Have supporting deception planning efforts been

		integrated?
M4	Yes/No	Are ongoing deception efforts coordinated vertically and horizontally?
M5	Yes/No	Is deception termination coordinated vertically and horizontally?
M6	Yes/No	Are security requirements being coordinated?
M7	Yes/No	Are authorized MILDEC secure channels being used to coordinate the deception plan separately from the supported plan?

## ST 5.5.10 Direct Electronic Warfare (EW)

**DJS Approval Date:** 6-NOV-08

**Description:** To direct any military actions involving the use of electromagnetic or directed energy to control the electromagnetic spectrum or to attack the enemy. (CJCSI 3121.01B (S), CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSM 3122.03C, CJCSM 3320.01B, JP 3-0, JP 3-03, JP 3-09, JP 3-13, JP 3-13.1, JP 3-60)

**Notes:** Electronic warfare (EW) is one of the five core capabilities of information operations. EW is military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. EW consists of three divisions: electronic attack, electronic protection, and electronic warfare support. Electronic intelligence (ELINT) is an intelligence product of EW systems collection.

M1	Yes/No	Does a theater EW policy exist?
M2	Yes/No	Is EW integrated into current theater planning?
M3	Yes/No	Is a theater level joint force commander's (JFC) EW staff (JCEWS) established?
M4	Yes/No	Are EW target sets established?
M5	Percent	Of EW target sets required to be prosecuted to create desired effects.
M6	Yes/No	Have theater level EW rules of engagement (ROE) been established?
M7	Yes/No	Is a process in place to collect and assess EW capability gaps?
M8	Yes/No	Is intelligence support to EW provided?
M9	Percent	Of tasked EW operations conducted that created

	desired effects.
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## ST 5.5.10.1 Coordinate Electronic Warfare (EW)

**DJS Approval Date:** 6-NOV-08

**Description:** To coordinate the use of any military actions involving the use of electromagnetic energy, directed energy, or antiradiation weapon to control the electromagnetic spectrum or to attack the enemy to ensure synchronization with other Information Operations (IO), as well as lethal methods or systems. (CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSM 3122.03C, CJCSM 3320.01B, JP 3-0, JP 3-03, JP 3-09, JP 3-13, JP 3-13.1, JP 3-60)

**Notes:** N/A

M1	Yes/No	Is electronic warfare (EW) synchronized with other core, supporting, and related capabilities of IO?
M2	Yes/No	Has EW been coordinated with the spectrum management plan (to include joint restricted frequency list (JRFL))?
M3	Yes/No	Is theater level EW coordinated with multinational partners?
M4	Yes/No	Is theater level EW coordinated with interagency partners?
M5	Yes/No	Is adversary/neutral EW, to include navigation warfare, considered in planning?
M6	Yes/No	Is an EW policy established with subordinate organizations?
M7	Days	Since last review of theater EW policy.
M8	Percent	Of combatant command exercises include EW.
M9	Percent	Of exercises / war games / experiments that include EW.

## ST 5.5.10.2 Direct Electronic Attack (EA)

**DJS Approval Date:** 6-NOV-08

**Description:** To direct electronic attacks (EAs) involving the use of electromagnetic (EM) energy, directed energy (DE), or antiradiation

weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability. (CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSM 3122.03C, CJCSM 3320.01B, JP 3-0, JP 3-01.4, JP 3-03, JP 3-09, JP 3-13, JP 3-13.1, JP 3-60)

**Notes:** EA is considered a form of fires.

M1	Yes/No	Is a process in place to coordinate offensive & defensive EA resources to meet theater objectives?
M2	Days	To create frequency deconfliction plan.
M3	Yes/No	Is a process is in place to assess EA?
M4	Yes/No	Is EA synchronized with other fires?

### **ST 5.5.10.3 Direct Electronic Warfare Support (ES)**

**DJS Approval Date:** 6-NOV-08

**Description:** To direct electronic warfare support (ES) actions to search for, intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic (EM) energy for the purpose of immediate threat recognition, targeting, planning and conduct of future operations. ES produces the base for Joint Intelligence Preparation of the Operational Environment (JIPOE) and fills electronic intelligence (ELINT) databases in support of Intelligence Collections. (CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSM 3320.01B, JP 3-0, JP 3-03, JP 3-09, JP 3-13, JP 3-13.1, JP 3-60)

**Notes:** N/A

M1	Yes/No	Does concept of intelligence operations address intelligence support to ES operations?
M2	Yes/No	Is a process in place to coordinate ES resources to meet theater objectives?
M3	Yes/No	Is a process in place to assess ES?

### **ST 5.5.10.4 Direct Electronic Protection (EP)**

**DJS Approval Date:** 6-NOV-08

**Description:** To direct electronic protection (EP) actions taken to protect personnel, facilities, and equipment from any effects of friendly or enemy use of the electromagnetic spectrum (EMS) that degrade, neutralize, or

destroy friendly combat capability. (CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSM 3320.01B, JP 3-0, JP 3-03, JP 3-09, JP 3-13, JP 3-13.1, JP 3-60)

**Notes:** N/A

M1	Yes/No	Is there an intelligence threat assessment on adversary electronic attack (EA) capabilities?
M2	Percent	Of platforms, facilities and units vulnerable to adversary electronic warfare (EW).
M3	Yes/No	Are policies and procedures developed to minimize or mitigate the effects of adversary EW capabilities used against friendly systems and personnel?
M4	Yes/No	Is an interference reporting program established?
M5	Yes/No	Is an electromagnetic interference (EMI) mitigation plan established?
M6	Yes/No	Is an electronic masking plan developed?
M7	Yes/No	Is a process in place to assess EP?

## ST 5.6 Provide Public Affairs in Theater

**DJS Approval Date:** 10-JUN-08

**Description:** To advise and assist the commander on potential implications of policy and operational decisions on public perception. (CJCSM 3122.03C, JP 3-61)

**Notes:** This task includes development of integrated communication policies and strategies to support theater objectives. This task also includes Public Affairs (PA) coordination, IO, Defense Support to Public Diplomacy, Civil Affairs, coalition, host nation, and interagency as needed to ensure synchronization of themes and messages. PA capabilities apply across the range of military operations.

M1	Days	To develop Public Affairs Guidance (PAG) for significant military events.
M2	Yes/No	Provide PA advice/counsel on proposed policy and operational planning to leadership.
M3	Days	To coordinate PAG with National Command level and non-DOD agencies and other coalition forces as necessary.
M4	Yes/No	Conduct PA planning for significant military

		activities.
M5	Yes/No	PA strategy is incorporated in all phases of plans.
M6	Hours	To provide PAG/talking points after crisis events.
M7	Days	To submit, as appropriate, proposed PAG to higher authority for approval.
M8	Hours	To disseminate factual information about emerging events of national/international interest.
M9	Yes/No	Advise the commander on the employment of PA assets in theater.
M10	Yes/No	Subordinate units receive approved PAG in time to support planning.
M11	Minutes	To advise commander on public impact of emerging events.
M12	Minutes	In coordination with PSYOP, to identify disinformation and misinformation and recommend counterpropaganda technique.
M13	Minutes	To disseminate accurate information to the media through PA to correct misinformation/disinformation.
M14	Yes/No	Produce public affairs products that meet the geographic combatant commander's needs.
M15	Yes/No	Public information assessment is used to shape future communications activities.
M16	Yes/No	The communications environment is evaluated in time to support policy and planning development.
M17	Minutes	To produce current assessment of the emerging public information environment.
M18	Yes/No	Planning addresses local customs, laws, and policies concerning presence of media in theater.
M19	Yes/No	Press operational access rules and security procedures incorporated in planning.
M20	Yes/No	Procedures are current for obtaining DOS support for early entry of reporters into the joint operations area.
M21	Hours	To release information coordinated with appropriate commands, staffs, and agencies within chain of command.
M22	Yes/No	Assessment is conducted on media coverage.
M23	Yes/No	Identify events/operations to higher HQ for possible



		media coverage.
M24	Yes/No	Inject requirement for subordinate units to facilitate external/internal media coverage of identified events/operations into operational order.
M25	Yes/No	Identify events/operations to higher HQ for possible media coverage.

## ST 5.6.1 Conduct External Media Operations

**DJS Approval Date:** 11-JUN-08

**Description:** To plan and execute a program that facilitates media coverage of military activities to support the commander's objectives. (CJCSM 3122.03C, JP 3-0, JP 3-61)

**Notes:** The program will include the necessary plans and logistics support to include transportation, product transmission, embeds, personal protective equipment, etc.

M1	Hours	To support crisis communication.
M2	Yes / No	Conduct media accreditation program
M3	Hours	To establish media support facilities when required.
M4	Hours	To establish Joint Information Bureau(s) and Command Coalition Press Information Center(s) as required.
M5	Hours	Provide information to the media after an event.
M6	Hours	To disseminate corrective information indentified for response.
M7	Hours	Provide support to the DOD media pool.
M8	Yes/No	Provide transmission capability to commercial media.
M9	Number	Of requests for media assess to key senior officials, denied (rejected)
M10	Yes/No	Provide transmission capability to commercial media.
M11	Yes/No	Media included in air movement plan for inter-theater.
M12	Yes/No	Media included in air movement plan for intra-theater.
M13	Percent	Of media support requests answered.

M14	Percent	Of major military events where the command released information prior to the media reporting.
M15	Hours	To conduct media training to prepare senior leaders or subject matter experts for interviews.
M16	Percent	Of phases of plan, that have incorporated public affairs strategy.

## ST 5.6.2 Coordinate Internal Information Programs

**DJS Approval Date:** 10-JUN-08

**Description:** To coordinate with subordinate and component commands to ensure that internal information requirements are being addressed with respect to all applicable media, to include print, broadcast, and electronic venues. (CJCSM 3122.03C, JP 3-61)

**Notes:** N/A

M1	Days	To deploy an internal broadcast capability.
M2	Days	To deploy and distribute an internal broadcast reception capability.
M3	Yes/No	Internal broadcast capability was deployed.
M4	Yes/No	All internal information products are consistent with host nation sensitivities.
M5	Percent	Of deployed personnel with access to internal information sources.
M6	Yes/No	Messages/information is identified at the theater level and provided to subordinate units for command information products.
M7	Hours	To release urgent information to internal audiences after receipt.

## ST 5.6.3 Conduct Community Relations Program

**DJS Approval Date:** 11-JUN-08

**Description:** To execute actions that foster interaction between military and civilians to increase public understanding and acceptance of military

activities and objectives (CJCSM 3122.03, DODD 5410.18, JP 3-07.2, JP 3-07.3, JP 3-10, JP 3-57, JP 3-61, JP 5-0)

**Notes:** This effort requires close coordination with civil military operations, USG interagencies, the country team, and the host nation as applicable, as well as other public communication activities (IO, defense support to public diplomacy, etc.). The program may include unit participation in civic activities, speaking engagements, use of military equipment and units, ship visits, and inclusion of local leaders and populace in military-hosted events.

M1	Hours	To develop a public opinion baseline.
M2	Days	To develop and distribute guidance for Service members regarding local customs (in advance of deployment).
M3	Hours	To provide staff answers to local media questions.
M4	Yes/No	Local customs, laws, and policies addressed in public affairs planning.
M5	Percent	Of requests for information answered from organizations and private citizens.
M6	Percent	Of requests supported that contribute to commander's intent.
M7	Yes/No	Informal/remote communications venue established with local community (e.g., telephone).

## ST 5.6.4 Provide Multimedia Coverage of Military Activities

**DJS Approval Date:** 10-JUN-08

**Description:** To manage and employ public affairs forces involved in the acquisition, production, transmission and distribution of multimedia products, including distribution via the Internet/World Wide Web in support of the commander's public communication plan. (CJCSI 3205.01B, DODI 5040.04, JP 3-61)

**Notes:** This task includes product acquisition coordination with J3 for combat camera support.

M1	Hours	To acquire audiovisual products.
M2	Hours	To produce finished products.
M3	Hours	To transmit products.

M4	Hours	To review and approve materials and products for release.
M5	Hours	To provide multimedia products to users in theater.
M6	Hours	To provide multimedia products to users outside of theater.
M7	Yes/No	Products were provided to the Department of Defense in time to support events for external audiences.
M8	Yes/No	Products were transmitted in time to support media requirements.
M9	Yes/No	Combat camera support to public affairs was coordinated with J3.

## ST 6 Coordinate Theater Force Protection

**DJS Approval Date:** 01-SEP-05

**Description:** To conserve the fighting potential of a joint force, including actions taken to counter the enemy taking strategic action against that force. Friendly theater protection actions include making Service members, systems, facilities, essential personnel and strategic formations difficult to locate, strike, and destroy. This task includes identifying strategic and operational centers of gravity and protecting them, as well as, joint and multinational theater air, space, land, and sea forces; bases; facilities; and lines of communications (LOCs) from enemy strategic maneuver, concentrated enemy attack, and from the effects of chemical and biological warfare. Theater protection extends to US citizens (e.g., vaccines, antidotes, and individual protection equipment, and self-protective equipment), property, and territory within the combatant commander's theater. (JP 3-0, JP 3-07.3, JP 3-11, JP 3-31, JP 3-35, CJCSM 3122.03, DODD 5025.1M, DODD O-2000.12H)

**Notes:** Some activities associated with the protection, or survivability, of the force are included under other related theater strategic-level joint tasks. Survivability and protection activities regarding individual health and welfare are covered at ST 4.2.2, "Coordinate Health Service Support." Dispersion and mobility actions are covered at ST 1, "Deploy, Concentrate and Maneuver Theater Forces." Offensive counter air activities are included under ST 3.2, "Attack Theater Strategic Targets/Target Sets." Theater strategic protection includes defensive information operations (IO) - that division of IO comprising actions taken to maintain the integrity of friendly information despite adversary

offensive IO. For this task, see ST 5.5, "Conduct Theater-Wide Information Operations (IO)."

M1	Percent	Of attacks by enemy air successful.
M2	Percent	Of attacks by enemy on theater forces, successful.
M3	Percent	Of attacks by enemy on theater support forces, successful.
M4	Percent	Of theater forces casualties from enemy attacks.
M5	Casualties	Of US non-DOD citizens in theater.
M6	Percent	Of forces operate in areas under control of friendly ground forces (during execution).
M7	Percent	Of forces operate under air superiority umbrella (during execution).
M8	Percent	Of forces operate within maritime superiority area (during execution).
M9	Percent	Of terrorist attacks, successful.
M10	Percent	Of forces and US citizens who receive vaccines, antidotes, and protective equipment.
M11	Percent	Of forces and US citizens who receive individual chemical/biological warfare protective training.
M12	Yes/No	In-place theater-wide system for tracking status of US personnel vaccines, antidotes, chemical/biological protective training.

## ST 6.1 Provide Theater Aerospace and Missile Defense

**DJS Approval Date:** 01-SEP-05

**Description:** To protect theater forces from missile attack through both active defense and destruction of the enemy's air attack capacity en route to their targets. Theater aerospace defense includes aircraft (including helicopters), interceptor missiles, air defense artillery, nonair defense weapons in an air defense role, and electronic attack to counter enemy aircraft and missiles. This task concerns protecting critical points and facilities (ports, key bridges, theater of war command and control facilities) in the communications zone (COMMZ) (outside the joint operations area), support forces in such a COMMZ, and forces transiting such a COMMZ, or critical facilities of strategic significance in the combat zone. This activity also includes the protection of theater strategic force formations during movement to or when participating in a

joint operation. Theater missile defense is always joint and can be a multinational activity. (JP 3-01, JP 3-01.5, JP 3-60)

**Notes:** This task pertains to defensive counter air activities. Offensive counter air activities are included under ST 3, "Employ Theater Strategic Firepower."

M1	Percent	Of attacks by enemy air successful.
M2	Percent	Degradation in forces/material movements because of enemy attacks (affects warfighting operating tempo (OPTEMPO)).
M3	Percent	Degradation in warfighting OPTEMPO because of enemy aerospace attacks.
M4	Percent	Of theater forces casualties from enemy air and missile attacks.
M5	Percent	Of defended asset list (DAL), defensible against theater missile threat.
M6	Percent	Of detected ballistic missile elements that provide cueing for counterforce operations.
M7	Percent	Of enemy ballistic missiles launched after depletion of friendly defensive interceptor stocks.
M8	Percent	Of forces operating under air superiority umbrella.
M9	Percent	Of friendly command and control (C2) nodes with a theater missile early warning capability.
M10	Percent	Of launched ballistic missiles, destroyed before impact.
M11	Percent	Of launched cruise missiles (of all types) destroyed before impact.
M12	Percent	Of protected defended asset list (DAL) locations, successfully defended.
M13	Percent	Of selected C2 nodes, receive actual theater missile early warning.
M14	Percent	Of theater assets, defensible against theater missile threat.
M15	Percent	Of ballistic missile elements destroyed before launch.
M16	Percent	Of cruise missile elements (all types) destroyed before launch.
M17	Percent	Of ballistic missile elements destroyed after launch.
M18	Percent	Of cruise missile elements (all types) destroyed after

		launch.
M19	Minutes	From detection/identification of theater missile (TM) elements to ordnance release against validated TM target.

## ST 6.1.1 Process Theater Air and Space Targets

**DJS Approval Date:** 01-SEP-05

**Description:** To select offensive air threats to the strategic environment and match these as targets for friendly systems. This task includes allocation of targets for attack and the integration of joint, multinational, and theater air defense forces. (JP 3-01, JP 3-30, JP 3-35)

**Notes:** Detection of airborne targets is covered under ST 2.2.1, "Collect Information on Theater Strategic Situation." Commitment of defensive systems is provided for at ST 6.1.4, "Organize and Coordinate Theater Air Defense."

M1	Minutes	To pair an interceptor or missile with a target.
M2	Percent	Of attacks paired with defensive forces.
M3	Percent	Of day's attacks, paired with interceptor aircraft or missile sites already committed.
M4	Percent	Of enemy feints ignored.
M5	Percent	Of enemy offensive air threats to strategic environment identified.
M6	Percent	Of identified enemy offensive air threats, targeted prior to disrupting friendly operations.
M7	Percent	Of interceptor forces uncommitted when enemy targets present in system.
M8	Percent	Of main raids, paired with defensive forces.
M9	Percent	Of missile sites not committed because of conflict with interceptor aircraft.
M10	Percent	Of raids penetrate to target and inflict damage which hinders military operations.
M11	Percent	Of targets not destroyed in first pairing, reattacked or re-paired.
M12	Seconds	To identify a new track through electronic or procedural means or to declare an unknown.

## ST 6.1.2 Provide Airspace Control Measures

**DJS Approval Date:** 19-SEP-05

**Description:** Moved to: ST 1.3.9 (None)

M1	None	None
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## ST 6.1.3 Establish Theater Space System Force Enhancement Operations

**DJS Approval Date:** 01-SEP-05

**Description:** To establish and communicate combatant command requirements to initiate and sustain force enhancement operations from space systems. Theater space force enhancement operations are conducted from space with the objective of enabling or supporting terrestrial forces. Requests for on-orbit system support may occur during peace, crisis, war, or military operations other than war (MOOTW), based upon the effective control of space. US Strategic Command (USSTRATCOM) will normally act as liaisons to appropriate agencies to ensure supported command requirements are met. (JP 3-14, CJCSM 3122.03)

M1	Hours	To review space requirements as part of crisis response.
M2	Months	Since space requirements reviewed (in peacetime).
M3	Percent	Of requirements submitted to USSTRATCOM, have on-orbit assets available for them.
M4	Percent	Of requirements submitted to USSTRATCOM, require emergency measures to fill.
M5	Percent	Of requirements submitted to USSTRATCOM, returned for lack of adequate information for processing and decision.
M6	Percent	Of spaceborne force enhancement requirements coordinated with appropriate agencies and scheduled before execution.
M7	Percent	Of time, a crisis results in significant degradation of peacetime coverage by on-orbit assets.



## ST 6.1.4 Organize and Coordinate Theater Air Defense

**DJS Approval Date:** 01-SEP-05

**Description:** To organize and coordinate the combatant commander's forces to destroy or neutralize enemy offensive aircraft to protect friendly forces and vital interests. This task includes organizing and coordinating the use of all available air defense capabilities of friendly theater forces to achieve strategic results in the theater. It includes active measures such as the use of aircraft, air defense weapons, and weapons not normally used in an air defense role, as well as passive air defense measures such as warning, concealment, camouflage, and deception to reduce and minimize the effectiveness and probability of hostile air attack. (JP 3-01, JP 3-01.5)

**Notes:** The provision of rules of engagement is covered in ST 5.4.1, "Issue Theater Strategic Operation Plans, Orders, and Rules of Engagement (ROE)."

M1	Percent	Of air defense assets moved into theater IAW established timelines.
M2	Percent	Of enemy aircraft reach weapons release range before being engaged.
M3	Percent	Of interceptor aircraft integrated into theater air defense system.
M4	Percent	Of interceptor bases respond to tasking with aircraft on alert.
M5	Percent	Of multi-role aircraft integrated into air defense system for alert or airborne divert.
M6	Percent	Of paired targets survive until they deliver ordnance.
M7	Percent	Of surface-to-air missile units can accept tasking because site on alert.
M8	Percent	Of surface-to-air missile units unable to respond to tasking because they have not reloaded missiles.
M9	Percent	Of targets require reattack before being destroyed.
M10	Percent	Of unknown targets, successfully intercepted and identified.

## ST 6.1.5 Organize and Coordinate Theater Missile Defense

**DJS Approval Date:** 01-SEP-05

**Description:** To organize and coordinate joint and multinational forces, supported by national and theater capabilities, to detect and destroy enemy theater missiles in flight or prior to launch. This task includes providing early warning of theater missile attack as well as distribution of this warning to joint, combined, and multinational forces within the theater. This task also includes activities to disrupt the enemy's theater missile operations through an appropriate mix of mutually supportive passive missile defense, active missile defense, attack operations, and supporting C4I measures. (The term "theater missile" applies to ballistic missiles, air-to-surface missiles, and air-, land-, and sea-launched cruise missiles whose targets are within a given theater of operation.) (JP 3-01, JP 3-01.5)

**Notes:** For warning provided to reduce the threat from surprise theater missile attack on joint and multinational forces by the use of sensors and indications of imminent hostile activity before it would be otherwise detected by the theater missile warning environment, see ST 2.4.2.1, "Provide Theater Strategic Indications and Warning."

M1	Days	To destroy all known fixed launch sites.
M2	Percent	Of daily decline in number of ballistic or cruise missiles launched from land based mobile launchers.
M3	Percent	Of Defensible Asset List (DAL) locations, defensible against theater missile threat.
M4	Yes/No	Destroy known fixed launch sites threatening US interests .
M5	Percent	Of launched ballistic missiles, destroyed before impact.
M6	Percent	Of launched cruise missiles, destroyed before impact.
M7	Percent	Of protected DAL locations, successfully defended.
M8	Percent	Of theater missile defense assets, moved into theater IAW established timelines.
M9	Minutes	Of warning provided to targeted assets prior to threat arrival.
M10	Percent	Of ballistic missile elements destroyed before

		launch.
M11	Percent	Of cruise missile elements (all types) destroyed before launch.
M12	Percent	Of ballistic missile elements destroyed after launch.
M13	Percent	Of cruise missile elements (all types) destroyed after launch.
M14	Minutes	From detection/identification of theater missile (TM) elements to ordinance release against validated TM target.

## ST 6.1.6 Support Tactical Warning and Attack Assessment in Theater

**DJS Approval Date:** 01-SEP-05

**Description:** To provide the connectivity and personnel to receive and send tactical warning and attack assessment (TW/AA). This task covers tactical warning and attack assessment of a missile attack originating from or placing at risk targets within the theater. (JP 3-01, JP 3-01.5, JP 6-0)

**Notes:** This task is separate and distinct from ST 2.4.2.1, "Provide Theater Strategic Indications and Warning."

M1	Instances	Of anomalous reports.
M2	Minutes	After launch, geographic combatant commander provided assured warning of theater ballistic missile launch.
M3	Minutes	For a theater to receive event data over data circuits.
M4	Minutes	From initial notification until establishment of a Missile Event Conference.
M5	Percent	Of detected ballistic missile launches provided cueing for counterforce operations.
M6	Percent	Of combatant commander specified areas of interest covered for ballistic missile warning.
M7	Number	Of instances of assets not available to maintain continuous stereo (2 satellites) for theater area of interest (AOI) coverage.

## ST 6.1.7 Conduct Ballistic Missile Defense Operations

**DJS Approval Date:** 30-OCT-06

**Description:** To employ joint missile defense forces, supported by strategic and theater capabilities, to detect and destroy enemy missiles in flight to protect the United States, its territories, possession and bases and other areas as assigned. (JP 3-0, JP 3-01, JP 3-01.1, JP 3-01.5, JP 3-10)

**Notes:** This task centers on the protection of national centers of gravity. This task includes activities to disrupt the enemy's missile operations through an appropriate mix of mutually supportive active missile defense, attack operations and supporting Command, Control, Communications, Computers and Intelligence (C4I) measures. The term "enemy missiles" applies to all classes of ballistic missile threats.

M1	Percent	Of an Engagement Sequence Group [ESG-Sensors, weapons & command and control (C2)] available to meet commanders intent to defend against attacking missiles of defended area
M2	Hours	To issue combatant commander's intent [after receipt of Chairman of the Joint Chiefs of Staff (CJCS) Warning Order]
M3	Yes/No	Achieve appropriate alert or increased readiness of forces capable of conducting ballistic missile defense (BMD) ops (REDCON, OPSCAP, PROCAP)
M4	Yes/No	Coordinate appropriate planning options to put new missile threats at risk during deliberate planning and upon CJCS approval
M5	Percent	Of trained and certified available crews (OPG, COG, CCC, MDE, FDC) to support staff planning and operational employment of missile defense architecture
M6	Percent	Of a combatant command's BMD ops forces, trained to meet joint mission essential task list (JMETL) Requirements
M7	Yes/No	Operate and use the command, control, battle management and communications (C2BMC) or comparable systems
M8	Yes/No	Adequate command and control (C2) nodes and

		comms networks available for execution of mission
M9	Percent	Of BMD units receive orders in time to plan and execute
M10	Yes/No	Timely WRA decision issued after launch of ballistic missile attack on US
M11	Yes/No	Provide timely critical information to decision makers from the C2BMC or comparable system
M12	Percent	Of launched ballistic missile, destroyed before impact
M13	Percent	Of protected prioritized defended asset list (PDAL) locations, successfully defended
M14	Yes/No	In receipt of National strategic policy and guidance for employment of existing missile defense deployed architecture to defend critical assets (population, political, economic, military)

## ST 6.2 Coordinate Protection for Theater Forces and Means

**DJS Approval Date:** 01-SEP-05

**Description:** To coordinate the safeguarding of friendly strategic and operational centers of gravity and force potential by reducing or avoiding the effects of enemy or terrorist actions. In military operations other than war (MOOTW), this activity includes protecting government and civil infrastructure. This task includes protection of noncombatant evacuees prior to departure from theater. (JP 3-0, JP 3-01.5, JP 3-11, CJCSM 3122.03)

M1	Days	Delay in schedule for operation, because of requirement to remove hazards (e.g., mines, unexploded ordnance, obstacles and nuclear, biological, and chemical (NBC) contamination).
M2	Hours	Before execution of mission, fully implemented and coordinated security plan in place and operational.
M3	Percent	Of critical friendly facilities (e.g., command posts), damaged.
M4	Percent	Of friendly aircraft, damaged or destroyed on ground.
M5	Percent	Of friendly communications, disrupted, delayed,

		or jammed by enemy actions.
M6	Percent	Of friendly ships, damaged or destroyed in port or anchorage.
M7	Percent	Of operational forces committed to removal of operational hazards.
M8	Percent	Of port of debarkation/port of embarkation (POD/POE) facilities, destroyed by enemy action.
M9	Percent	Of time, lift activities at POD or POE facilities interrupted.
M10	Percent/week	Of friendly support installations, attacked and damaged (less aircraft and ships).

## ST 6.2.1 Coordinate the Preparation of Strategically Significant Defenses

**DJS Approval Date:** 01-SEP-05

**Description:** To coordinate protective construction and hardening for strategically significant forces and key facilities (e.g., C2 facilities and logistic terminals). (JP 3-01.5, JP 3-11, JP 3-34, CJCSM 3122.03)

**Notes:** The strategically significant forces and key facilities are identified in ST 6 "Coordinate Theater Force Protection."

M1	Incidents	Of critical friendly facilities (e.g., command posts), damaged or destroyed in previous week.
M2	Percent	Of critical assets and facilities, hardened.
M3	Percent	Of planned facility hardening, completed at execution.
M4	Percent	Of unhardened theater assets, damaged or destroyed.

## ST 6.2.2 Coordinate the Removal of Strategically Significant Hazards

**DJS Approval Date:** 01-SEP-05

**Description:** To coordinate the removal of hazards that adversely affects execution of the geographic combatant commander's plan. Significant hazards are identified during the development of courses of action. (JP 3-11, JP 3-15, JP 3-34, JP 5-00.2)

**Notes:** See also ST 1.4, "Enhance Strategic Mobility."

M1	Hours	Delay in execution of scheme of maneuver, because clearing minefield (land or sea).
M2	Hours	Delay in execution of scheme of maneuver, because removing hazards (e.g., mines, unexploded ordnance, obstacles, chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon contamination).
M3	Hours	Delay in execution of scheme of maneuver, because surveying operational area (OA) for strategically significant hazards.
M4	Percent	Of identified strategically significant hazards, successfully removed or neutralized.

## ST 6.2.3 Protect Use of Electromagnetic Spectrum

**DJS Approval Date:** 01-SEP-05

**Description:** To optimize friendly use of the electromagnetic spectrum and minimize systems degradation by spectrum interference and electronic fratricide despite the enemy's use of electronic warfare and competing friendly use of the spectrum. This is a division of electronic warfare and also called electronic protection and includes deconflicting friendly use of the electromagnetic spectrum. (JP 3-0, JP 3-13.1, JP 3-51, JP 6-0, CJCSI 3220.01, CJCSM 3122.03)

**Notes:** The provision of rules of engagement is covered in ST 5.4.1, "Issue Theater Strategic Operation Plans, Orders and Rules of Engagement (ROE)."

M1	Hours	Of queuing for message traffic.
M2	Percent	Of friendly communications, disrupted, delayed, or degraded by enemy actions.
M3	Percent	Of messages, sent by alternate routing.
M4	Percent	Of sorties experience meaconing events.

## ST 6.2.4 Ensure Acoustic Protection

**DJS Approval Date:** 01-SEP-05

**Description:** To ensure friendly, optimal use of the acoustic spectrum for US forces. This task includes acoustic warfare support measures and acoustic warfare counter-countermeasures. (JP 3-51)

M1	Percent	Of time action must be taken to curtail friendly activities to ensure optimal use of acoustic spectrum.
M2	decibels	Loss due to transit of friendly ships.
M3	Hours	To recover an optimal acoustic spectrum after passage of friendly ships.
M4	Hours	Search time lost due to enemy actions to degrade the acoustic spectrum.
M5	Percent	Of time units observe acoustic emission plan.

## **ST 6.2.5 Establish and Coordinate Positive Identification Procedures for Friendly Forces in Theater**

**DJS Approval Date:** 19-SEP-05

**Description:** Moved to ST 5.1.9

## **ST 6.2.6 Establish and Coordinate Security Procedures for Theater Forces and Means**

**DJS Approval Date:** 01-SEP-05

**Description:** To enhance freedom of action by reducing the vulnerability of friendly joint forces to hostile acts, influence, or surprise. This task includes measures to protect forces from surprise, hostile observation, detection, interference, espionage, and sabotage. This activity also includes protecting and securing the flanks in joint operations and protecting and securing critical installations, facilities, systems and air, land, and sea lines of communications (LOCs). It includes antiterrorism to protect the morale of the force and enhance the legitimacy of host-nation forces. (JP 3-0, JP 3-07.3, JP 3-10, JP 3-35, JP 4-0, CJCSM 3122.03)

**Notes:** Protection from hostile air and missile attack is covered by ST 6.1, "Provide Theater Missile Defense;" operations security is at ST 6.3.1, "Employ Theater Operations Security (OPSEC);" and deception is at ST 6.4, "Conduct Deception in Support of Theater Strategy and Campaigns."



M1	Hours	For internal/external reaction force to reach installation or facility under attack.
M2	Incidents	By terrorists against coalition forces in theater.
M3	Incidents	By terrorists against US forces in theater.
M4	Percent	Of aircraft sorties, delayed on ground because of enemy attack.
M5	Percent	Of aircraft, rendered inoperable or destroyed on ground.
M6	Percent	Of aerial port of debarkation (APOD) and aerial port of embarkation (APOE) facilities, destroyed by enemy action.
M7	Percent	Of critical friendly facilities (e.g., port of debarkation (PODs), command posts), destroyed, damaged, or rendered inoperable by sabotage or insurgents or terrorist actions.
M8	Percent	Of critical friendly facilities, hardened or protected against hostile acts.
M9	Percent	Of ships delayed from deploying because of enemy attack.
M10	Percent	Of ships rendered inoperable or destroyed while on berth or at anchor.
M11	Percent	Of seaport of debarkation (SPOD) and seaport of embarkation (SPOE) facilities, destroyed by enemy action.
M12	Percent	Of facilities that are under the reaction force umbrella.
M13	Percent	Of force protection activities that are coordinated. Note - Involves deconfliction among Department of State (DOS), joint/component force protection staffs and coalition security forces within the theater.
M14	Days	To establish and implement command force protection policies.
M15	Days	To evaluate terrorist threat.
M16	Days	To establish the appropriate force protection posture.
M17	Hours	To disseminate changes in terrorist threats through forward intelligence elements.
M18	Percent	Of ability to deny terrorists the capability to strike.
M19	Incidents	Of unauthorized entry to US facilities.

M20	Percent	Of individuals that are educated/trained in antiterrorism (AT) awareness/protection prior to arrival in theater.
M21	Hours	Before assigned forces are available for level II response.
M22	Hours	Before assigned forces are available for level III response.
M23	Days	Before enemy prisoners of war (EPWs) are evacuated to theater EPW camps (rear area).
M24	Incidents	Of noncombatants preventing friendly movement along designated main supply routes (MSRs).
M25	Incidents	Of criminal activity involving US personnel against local populace.

### **ST 6.2.6.1 Establish and Coordinate Counter-Reconnaissance Theater-Wide**

**DJS Approval Date:** 01-SEP-05

**Description:** To establish and coordinate, in support of theater campaign, all measures taken to counter enemy reconnaissance efforts within the theater. This effort is directed against all reconnaissance attempts and activities. (JP 3-10, JP 3-10.1, JP 3-54)

**Notes:** This task is performed in conjunction with ST 5.4.2, "Synchronize Joint Operations and Subordinate Campaign Plans."

M1	Percent	Of movements of critical units or equipment, fully considered overhead reconnaissance system patterns.
M2	Percent	Of theater strategic movements and encampments, obscured during passage of on-orbit systems.
M3	Percent	Of theater strategic movements, conducted at night or in adverse weather to avoid overhead detection.

### **ST 6.2.6.2 Establish and Coordinate Protection of Theater Installations, Facilities, and Systems**

**DJS Approval Date:** 01-SEP-05

**Description:** To establish and coordinate conduct of theater-wide efforts to protect theater installations, facilities and systems. This includes both active and passive measures and efforts to increase redundancy, either through conversion, construction or local procurement. (JP 3-0, JP 3-01, JP 3-07.2, JP 3-10, JP 3-10.1, JP 4-0, CJCSM 3122.03)

M1	Casualties/week	To US noncombatants.
M2	Incidents	Of critical friendly facilities (e.g., command posts, ports), destroyed or damaged.
M3	Incidents	Of damage to aerial port of debarkation (APOD) and aerial port of embarkation (APOE) facilities by enemy action (impacting scheme of maneuver).
M4	Incidents	Of damage to seaport of debarkation (SPOD) and seaport of embarkation (SPOE) facilities by enemy action (impacting scheme of maneuver).
M5	Percent	Of attacking missiles, successfully penetrated friendly theater defenses, culminating in warhead delivery or function on target.
M6	Percent	Of continental United States (CONUS) civil government command and control (C2) assets, defensible against ballistic missile threat.
M7	Percent	Of CONUS military assets, including C2 assets, defensible against theater missile threat.
M8	Percent	Of critical facilities, without available backup or alternate facilities.
M9	Percent	Of detected ballistic missile launches, provided cueing for counterforce operations.

### **ST 6.2.6.3 Establish and Coordinate Protection of Theater Air, Land, and Sea Lines of Communications (LOCs)**

**DJS Approval Date:** 02-SEP-05

**Description:** To establish and coordinate the conduct of theater-wide offensive and defensive operations to ensure freedom of action along theater lines of communication. This effort includes not only the maintenance of existing LOCs, but also securing new LOCs, both for planned and for potential operations. When appropriate in a maritime

theater, provide for convoys, circuitous routing, and zigzag plans. (JP 3-0, JP 3-10, JP 4-01.5, JP 4-01.8, JP 5-00.2, CJCSM 3122.03)

M1	Hours	For rapid reaction forces to reach point of a LOC attack.
M2	Hours	To restore LOC following interruption.
M3	Percent	Of traffic flow on LOCs (air, land, and sea), interrupted by hostile action.
M4	Percent	Reduction in LOC capacity, because of enemy attack in the joint operations area.
M5	Percent	Of security forces involved in maneuver and mobility support compared to enemy prisoner of war (EPW) operations or area security.

## **ST 6.2.6.4 Establish and Coordinate Theater-Wide Counterintelligence Requirements**

**DJS Approval Date:** 02-SEP-05

**Description:** To establish and coordinate activities or actions to provide protection against espionage, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities in the theater. (JP 2-0, JP 2-01, JP 3-07.2, JP 3-13, JP 5-00.2, CJCSM 3122.0)

M1	Hours	After counterintelligence (CI) essential elements of information (EEI) satisfied, collection asset retasked.
M2	Hours	To circulate new threat warnings and reports of evolving threats.
M3	Incidents	Of strategic movements detected or attacked by enemy lethal/nonlethal means.
M4	Incidents	Of espionage, sabotage, or assassination.
M5	Percent	Of allies with joint information security agreements.
M6	Percent	Of attempted adversary penetrations of friendly information systems, successful.
M7	Percent	Of CI personnel have access to theater plans and orders.
M8	Percent	Of counterintelligence requirements, covered by collection plan.

M9	Percent	Of critical movements (conducted after onset of crisis or operation), under observation of nonfriendly overhead assets.
M10	Percent	Of friendly trusted sources (systems and personnel), under suspicion of enemy influence.
M11	Percent	Of joint force operations, delayed, disrupted, canceled or modified because of successful enemy intelligence collection efforts.
M12	Percent	Of planned activities to provide protection against espionage, sabotage, or assassinations, actually conducted.
M13	Percent	Of theater intelligence personnel, assigned to counterintelligence.
M14	Percent	Of adversary penetrations of friendly information (INFO) systems, identified and targeted.

## ST 6.2.7 Conduct Personnel Recovery

**DJS Approval Date:** 03-AUG-07

**Description:** To integrate all military, diplomatic, and civil personnel recovery capabilities into a coherent theater personnel recovery architecture that is able to report, locate, support, recover, and reintegrate isolated US military and DOD civilian and contractor personnel throughout the range of military operations. (JP 3-50, CJCSI 3270.01, DODD 1300.7, DODD 2310.2, DODI 1300.21, DODI 1300.23, DODI 2310.3, DODI 2310.4, DODI 2310.5, DODI 2310.6)

**Notes:** This task includes coordination and promulgation of PR guidance and directives, in accordance with (IAW) DOD policy, doctrine, and tactics, techniques, and procedures (TTP), for forces in theater while planning for full spectrum personnel recovery (PR).

M1	Percent	Of deliberate and crisis action derived plans that have a Personnel Recovery (PR) requirement developed and validated.
M2	Percent	Of deliberate and crisis action derived plans that have a Personnel Recovery (PR) course of action developed that effectively satisfies the validated Personnel Recovery (PR) requirement.
M3	Percent	Of deliberate and crisis action derived plans that have Personnel Recovery (PR) forces

		identified/provided to fulfill the validated Personnel Recovery (PR) requirement.
M4	Yes/No	Personnel are adequate to report, locate, support, recover, and reintegrate isolated personnel.
M5	Yes/No	Equipment are adequate to report, locate, support, recover, and reintegrate isolated personnel.
M6	Yes/No	The Personnel Recovery plan is coherent, integrated, and conforms to the Joint Operation Planning and Execution System (JOPES) guidance.
M7	Yes/No	Personnel Recovery shortfalls/requirements are identified and submitted to the Joint Staff.
M8	Yes/No	Commanders and staffs, recovery forces, and personnel at risk of isolation receive pre-deployment training In Accordance With (IAW) applicable Department of Defense directives (DODDs), Department of Defense instructions (DODIs), and theater directives.
M9	Months	Since review of theater operations plans for Personnel Recovery planning factors.
M10	Yes/No	Personnel Recovery considerations are included in theater-generated Operation Orders (OPORDs).
M11	Months	Since Personnel Recover (PR) related policy, doctrine, instructions, directives, and guidance were reviewed/updated.

**ST 6.2.7.1 Deleted - Operate Theater Joint Search and Rescue Center (JSRC)**

**ST 6.2.7.2 Deleted - Coordinate Civil Search and Rescue**

**ST 6.2.7.3 Deleted - Coordinate Combat Search and Rescue (CSAR)**

**ST 6.2.7.4 Deleted - Support Evasion and Escape in Theater**

## ST 6.2.8 Establish NBC Defense in Theater

**DJS Approval Date:** 19-SEP-05

**Description:** Moved to ST 9.3 and ST 9.4 (None)

M1	None	None
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## ST 6.2.9 Minimize Safety and Health Risks

**DJS Approval Date:** 19-SEP-05

**Description:** Moved to ST 4.2.2 and ST 4.6 (None)

M1	None	None
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## ST 6.3 Secure Theater Systems and Capabilities

**DJS Approval Date:** 02-SEP-05

**Description:** To protect friendly systems and capabilities by identifying threats and reducing or compensating for vulnerabilities. (JP 3-0, JP 3-54, CJCSI 3110.02, CJCSI 3210.01, CJCSI 6510.01B, CJCSM 3122.03)

M1	Days	Since review of physical security plans for command, control, communications, and computers (C4) facilities in the joint operations area.
M2	Days	To conduct threat analysis for the joint operations area.
M3	Days	To conduct vulnerability assessment of C4 systems.
M4	Days	To develop plan for restoring C4 system after attack.
M5	Hours	Since threat analysis updated for the joint operations area.
M6	Hours	To detect attack on C4 system.
M7	Hours	To recover from attack on C4 system and to restore system to operation.
M8	Minutes	To conceal and obscure theater systems with smoke.

## ST 6.3.1 Employ Theater Operations Security (OPSEC)

**DJS Approval Date:** 02-SEP-05

**Description:** To deny the adversary critical information necessary to accurately estimate the military situation. This task includes analyzing friendly force actions to identify critical information, observable and predictable actions exploitable by adversary intelligence, conducting risk management, and selecting measures that mitigate vulnerabilities. This task includes consideration of friendly signatures in terms of the enemy (includes terrorist) commander's perspective. (JP 3-0, JP 3-54, CJCSI 3213.01A, CJCSM 3122.03)

**Notes:** This task supports ST 5.5, "Coordinate Theater-Wide Information Operations (IO)."

M1	Percent	Of force buildup, conducted covertly.
M2	Percent	Of media reports describing close-hold friendly actions.
M3	Percent	Of routine combat actions have timing or location changes at least weekly.
M4	Percent	Of routine actions of commander, staff, or communications (including courier), have timing or location changes at least biweekly.
M5	Percent	Of supply buildup, conducted covertly.
M6	Yes/No	Utilize OPSEC process to identify and protect critical information.
M7	Yes/No	Analyze threat including adversary's goals, strategy, critical friendly information known, and intelligence collection capabilities.
M8	Yes/No	Analyze operation or activity OPSEC vulnerabilities to include indicators of critical information created by friendly activities that can be collected or acted upon to the disadvantage of friendly forces.
M9	Yes/No	Identify possible OPSEC measures and select specific measures for execution.
M10	Instances	Identified reaction to OPSEC measures.
M11	Instances	Adjustments to ongoing activities based on feedback on adversary reactions.



## ST 6.3.2 Employ Theater Electronic Security

**DJS Approval Date:** 02-SEP-05

**Description:** To protect all forms of strategic theater noncommunications electromagnetic radiation's (e.g., radar) from interception and study by unauthorized persons seeking information of value. (JP 3-13.1, JP 3-51, JP 3-54, CJCSM 3122.03)

M1	Percent	Of time, command operates in restrictive emission control (EMCON) condition.
M2	Instances	Of procedures to prevent or disrupt collection of electronics intelligence (ELINT) by foreign intelligence agencies.
M3	Instances	Of procedures to reprogram noncommunications electromagnetic systems software in response to identified threats.
M4	Hours	To generate an operational change request message based on possible threat to noncommunications electromagnetic systems.
M5	Hours	To respond to operational change request on emergency basis.
M6	Days	To respond to operational change request on urgent basis.
M7	Months	To respond to operational change request on routine basis.

## ST 6.3.3 Supervise Communications Security (COMSEC)

**DJS Approval Date:** 02-SEP-05

**Description:** To supervise the protection resulting from all measures designed to deny unauthorized persons information of value that might be derived from the possession and study of telecommunications. communications security (COMSEC) includes cryptosecurity, transmission security, emission security, and physical security of communications security materials and information. (JP 3-13.1, JP 3-54, JP 6-0, CJCSI 6510.01B, CJCSM 3122.03)

M1	Hours	Between changes of unit/activity call signs and frequencies.
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M2	Hours	Since inventory of COMSEC equipment and documents.
M3	Days	To emergency issue new communications-electronics operating system (CEOI) to US and allied units operating together.
M4	Hours	To emergency issue new CEOI to US joint forces.
M5	Percent	Of friendly communications, sent via secure means.
M6	Percent	Of total communications circuits, use secure equipment.
M7	Percent	Of US and allied units, operate from common CEOI.
M8	Percent	Of US joint force units, operate from common CEOI.

### **ST 6.3.4 Coordinate Concealment of Theater Forces/Facilities**

**DJS Approval Date:** 02-SEP-05

**Description:** To coordinate protection of theater strategic forces and facilities from enemy observation and surveillance sensors. (JP 3-01, JP 3-01.5, JP 3-10, JP 3-54)

M1	Days	Of covert buildup, conducted covertly.
M2	Days	Of covert buildup, sustained.
M3	Percent	Of command and control (C2) posts and critical facilities, protected from enemy observation.
M4	Percent	Of critical communications zone (COMMZ) facilities, protected from enemy observation.
M5	Percent	Of force buildup, conducted covertly.
M6	Percent	Of friendly communications, sent via secure means.
M7	Percent	Of units equipped with antisurveillance sensor and sensor jamming devices.

### **ST 6.3.5 Protect Theater Information Systems**

**DJS Approval Date:** 02-SEP-05

**Description:** To coordinate theater-wide activities to protect and defend information and information systems. This task includes integrating and

synchronizing indigenous and joint force capabilities for defensive information operations (IO), ranging from technical security measures (such as information security (INFOSEC)) to procedural measures (such as counterintelligence, physical security, and hardening of communications nodes). Information assurance includes producing the theater policies and procedures designed to ensure availability, integrity, authenticity, confidentiality, and nonrepudiation of information. Information system defense includes defensive measures, detection and reporting of attacks or intrusions, and the initiation of restoral and response processes. (JP 3-0, JP 3-13, JP 3-13.1, JP 3-54, JP 3-58, JP 6-0, JP 6-02)

**Notes:** ST 5.1.6, "Establish Information Assurance (IA) Procedures," covers the restoration of systems.

M1	Yes/No	Do commands responsible for design, operation and maintenance of information systems perform risk assessments of potential IO threats and take appropriate action to respond to those risks that meet the appropriate criteria?
M2	Yes/No	Do commands responsible for design, operation and maintenance of information systems have IA or defensive IO memorandums of understanding with commercial communications providers who support information systems?
M3	Yes/No	Do commands responsible for design, operation and maintenance of information systems use "Red Teams" to identify vulnerabilities in those systems?
M4	Percent	Of theater strategic command, control, communications, computers, and intelligence (C4I) systems not protected by firewalls, virus detection software and other appropriate defensive IO measures.
M5	Percent	Of information system hardware and software components that have backup components to replace them if they fail or are corrupted.
M6	Number	Of redundant communications paths available to connect information systems.
M7	Instances	Of information systems being disabled, corrupted or compromised through identified adversary IO actions or criminal mischief.
M8	Hours	For appropriate Computer Emergency Response Teams (CERTs) to respond, identify and correct

		information system failures attributed to adversary IO action or criminal mischief.
M9	Percent	Of licensed system administrators for critical C4I systems.
M10	Hours	To restore primary local area network (LAN) in command center.
M11	Percent	Of allies with which joint information security agreements exist.
M12	Percent	Of information systems within high security area.
M13	Percent	Of system administrators with full operations security (OPSEC) training.
M14	Percent	Of system administrators with full information system security training.
M15	Percent	Of adversary trusted sources (systems and personnel) under friendly control.
M16	Percent	Of adversary penetrations of friendly information systems are identified and targeted.
M17	Percent	Of personnel familiar with command policies on information security.
M18	Time	For Computer Emergency Response Team (CERT) to respond and report attack to the information operations officer (IOO), from notification of attack.
M19	Time	For CERT to implement Information Conditions (INFOCON) Updates, and disseminate information to the command and task forces (TFs), from IOO determines INFOCON.
M20	Time	For task forces to implement INFOCON change and report completion status.

## **ST 6.4 DELETED - Conduct Deception in Support of Theater Strategy and Campaigns**

**DJS Approval Date:** 6-NOV-08

### **ST 6.4.1 Protect Details of Theater Strategy and Campaign Plans and Operations**

**DJS Approval Date:** 02-SEP-05

**Description:** To deny the enemy access to information on the true intent of the geographic combatant commander's strategy and campaign plans, operation plans, and military deception plans. This task includes limiting, to the last possible moment, the number of people aware of friendly plans; delaying or masking theater strategic movements and preparations; and deceiving friendly leaders and joint force personnel where necessary. (JP 3-13, JP 3-13.1, JP 3-58, CJCSI 3110.09, CJCSM 3122.03)

M1	Instances	Of active measures employed to mislead enemy estimates of friendly intentions.
M2	Percent	Of personnel have approved need to know for plans.
M3	Percent	Reduction in compartments (including intelligence and special action programs (SAPs)) at or immediately after campaign operations commences.
M4	Personnel	Approved need to know for plans.
M5	Instances	Of active security compartmentalization (including intelligence and special action programs (SAPs)) for campaign planning.

### **ST 6.4.2 DELETED - Misinform Adversary Regarding Conduct of Theater Strategy, Campaigns, and Unified Operations**

**DJS Approval Date:** 6-NOV-08

### **ST 6.4.3 DELETED - Assess Effect of Theater Deception Plan**

**DJS Approval Date:** 6-NOV-08

### **ST 6.5 Coordinate Defensive Countermeasure Operations**

**DJS Approval Date:** 02-SEP-05

**Description:** To coordinate defensive countermeasure operations to be included in the Force Protection Plan. These operations are designed to deny or limit an enemy's ability to use intelligence collection sensors to detect defended assets and/or attack them with precision engagement. Task includes using defensive countermeasures against threat

intelligence collection sensors and threat precision engagement weapon systems and employing electro-optical/infrared, radio frequency (RF), millimeter wave (MMW), global positioning system (GPS) and acoustic technologies, resulting in target signature alteration, decoys/deception, target obscuration and sensor/signal processing jamming/disruption. (JP 3-13.1, JP 3-51, JP 3-54)

M1	Yes/No	Do commands responsible for developing force protection plans identify threat intelligence collection sensors and threat precision engagement capabilities as part of the intelligence preparation of the battlespace?
M2	Numbers	Of each type of identified threat.
M3	Percent	Of identified threats that effective countermeasures are available.
M4	Yes/No	Commander's Guidance includes threat collection sensor countermeasure and precision engagement countermeasure information.

## **ST 6.5.1 Coordinate Defensive Countermeasures Against Threat Intelligence Collection Sensor Capabilities**

**DJS Approval Date:** 02-SEP-05

**Description:** To coordinate defensive countermeasures for inclusion in the Force Protection Plan: This task includes: identifying threat intelligence collection sensors as part of the intelligence preparation of the battlespace; identifying countermeasure capability needed to avoid detection of defended assets from threat intelligence collection sensors; developing appropriate defensive countermeasures input relating to threat collection sensors for Commander's Guidance; and insuring intelligence collection sensors, as appropriate, are included on theater targeting list. (JP 3-13, JP 3-51)

M1	Yes/No	Do commands responsible for developing force protection plans identify threat intelligence collection sensors as part of the intelligence preparation of the battlespace?
M2	Numbers	Of each type of identified threat collection sensors.
M3	Percent	Of identified threat collection sensors that effective countermeasures are available.

M4	Yes/No	Commander's Guidance includes threat collection sensor countermeasure information
M5	Percent	Of (identified) intelligence collection sensors placed on the theater targeting list.

## **ST 6.5.2 Coordinate Defensive Countermeasures Against Threat Precision Engagement Capabilities**

**DJS Approval Date:** 02-SEP-05

**Description:** To coordinate defensive countermeasures for inclusion in the Force Protection Plan. This task includes: identifying threat precision guided weapons, associated delivery platforms and target acquisition systems in the intelligence preparation of the battlespace; determining defended assets accessible by threat precision engagement capabilities; identifying countermeasure capability degrade/neutralize threat precision engagement of defended assets; and developing appropriate defensive countermeasure input relating threat and precision engagement of defended assets for Commander's Guidance. (JP 3-13, JP 3-51)

M1	Yes/No	Do commands responsible for developing force protection plans identify threat precision guided weapons, associated delivery platforms, and target acquisition systems as part of the intelligence collection battlespace?
M2	Numbers	Of each type of identified threat precision guided weapons, associated delivery platforms, and target acquisition systems.
M3	Numbers	Of defended assets accessible by threat precision engagement.
M4	Percent	Of identified threat precision guided weapons, associated delivery platforms, and target acquisition systems for which effective countermeasures are available.
M5	Yes/No	Commander's Guidance includes threat precision guided weapons, associated delivery platforms, and target acquisition systems countermeasure information.

## ST 6.6 Perform Mission Assurance

**DJS Approval Date:** 05-OCT-07

**Description:** Maintain plans and programs to ensure assigned tasks or duties can be performed IAW the intended purpose or plan. (DODD 3020.40)

**Notes:** This task focuses on fully integrating a mission-focused process to understand and protect physical and information capabilities critical to performance of assigned missions at the strategic theater level of war. It links risk management program activities and security related functions -- such as force protection; antiterrorism; critical infrastructure protection; information assurance; continuity of operations; chemical, biological, radiological, nuclear and high-explosive defense; readiness and installation preparedness -- to create the synergistic effect required for the Department of Defense to mobilize, deploy, support, and sustain military operations throughout the continuum of operations.

M1	Yes/No	Functions essential to providing strategic direction to theater forces identified.
M2	Yes/No	Nested continuity of operations plans (COOP) developed to address potential disruption to all functions critical to providing strategic direction to theater forces.
M3	Percent	Of COOP exercised within past 24 months.
M4	Yes/No	Vulnerabilities identified for task-critical assets which could impact ability to perform functions essential to providing strategic direction to theater forces are addressed in approved risk management plans.

### ST 6.6.1 Identify Theater Defense Critical Infrastructure (DCI)

**DJS Approval Date:** 05-OCT-07

**Description:** To identify DOD and non-DOD-owned critical assets and infrastructures essential to the execution of combatant command and/or theater missions. (DODD 3020.40)



**Notes:** Compare command-generated list of critical assets with task critical asset (TCA) and supporting infrastructure critical asset lists provided by the 10 defense sectors to ensure all assets are accounted.

M1	Yes/No	Has a DCI program been established and is it adequately funded?
M2	Yes/No	Service Component Commands provide sector specific lists of candidate critical infrastructure assets and nodes.
M3	Yes/No	DCI program defense sector lead agents provide sector-specific lists of DCI assets and nodes.
M4	Percent	TCA characterized to include location/installation, system, mission impact, and latitude/longitude.
M5	Yes/No	All DOD-owned critical infrastructure assets and nodes provided in defense critical asset (DCA) and supporting infrastructure critical asset candidate lists are linked to command joint mission-essential tasks (JMETs).
M6	Yes/No	All non-DOD-owned critical infrastructure and networked assets linked to command JMETs are analyzed against authoritative criticality criteria.
M7	Percent	Of identified DOD-owned critical infrastructure and networked assets linked to command JMETs validated by the individual Services and/or combatant commands.
M8	Percent	Of identified non-DOD-owned critical infrastructure and networked assets linked to command JMETs validated by the individual Services and/or combatant commands.
M9	Percent	Of identified DOD-owned critical infrastructure and networked assets associated with specific installations/locations missions validated by the individual Services and/or combatant commands.
M10	Percent	Of identified non-DOD-owned critical infrastructure and networked assets associated with specific installations/locations missions validated by the individual Services and/or combatant commands.
M11	Percent	Of DOD-owned critical infrastructure and networked assets associated with specific installations/locations.
M12	Percent	Of non-DOD-owned critical infrastructure and networked assets associated with specific

		installations/locations.
M13	Percent	Of command JMET lists (JMETLs) or mission-essential tasks (METs) fully analyzed to identify DOD-owned task critical assets and supporting assets.
M14	Percent	Of command JMETs for which critical non-DOD-owned infrastructure and networked assets have been identified.
M15	Percent	Of identified DOD-owned critical infrastructure and networked assets associated with specific OPLAN/CONPLAN missions validated by the individual Services and/or combatant commands.
M16	Percent	Of identified non-DOD-owned critical infrastructure and networked assets associated with specific OPLAN/CONPLAN missions validated by the individual Services and/or combatant commands.
M17	Percent	Of DOD-owned critical infrastructure and networked assets associated with specific OPLANs/CONPLANs.
M18	Percent	Of non-DOD-owned critical infrastructure and networked assets associated with specific OPLANs/CONPLANs.

## **ST 6.6.2 Manage Combatant Command Defense Critical Infrastructure (DCI) Vulnerability Assessment Program**

**DJS Approval Date:** 05-OCT-07

**Description:** In concert with other DOD organizations, manage combatant command-level staff actions and monitor Service Component-level staff actions performed in support of the DOD DCI vulnerability assessment program. (DODD 3020.40)

**Notes:** This includes serving as the combatant command-level focal point for DCI readiness reporting; integrating known vulnerabilities to combatant command commander mission-critical elements of strategic systems-of-systems which could significantly degrade mission-essential task performance; degrade the ability of command elements to perform mission-essential functions; or cause mission failure.

M1	Yes/No	Has a process been established to identify and rank
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		TCA's and supporting infrastructures?
M2	Yes/No	Assessment requirement forecast sent to Joint Staff in accordance with (IAW) Joint Staff scheduling requirements.
M3	Yes/No	Are sufficient subject matter experts allocated to coordinate programmed critical infrastructure (CI) assessments.
M4	Percent	Of CI assessments completed on time and with actionable vulnerabilities identified using authoritative standards (OSA approved benchmarks and standards).
M5	Percent	Of CI assessments that identify vulnerabilities using authoritative standards (OSD approved benchmarks and standards, Service directives, agency directives, etc.).
M6	Percent	Of TCA's for which a criticality assessment has been accomplished by subject matter experts utilizing approved DOD benchmarks and standards.
M7	Yes/No	Asset owners provide critical asset and infrastructure vulnerability reduction / mitigation information to combatant command commander.

### **ST 6.6.3 Manage Mission Risk Resulting From Defense Critical Infrastructure (DCI) Vulnerabilities**

**DJS Approval Date:** 05-OCT-07

**Description:** To manage actions taken at combatant command level to reduce the risk of mission degradation or failure, induced by known vulnerabilities of defense critical assets, infrastructure, or functional capability. (DODD 3020.40)

**Notes:** Asset owners are responsible for remediation and mitigation decisions which should take into account the asset criticality, vulnerability, and the associated threat, whether natural or man-made. Infrastructure investment decisions will consider the effect of resource allocation on strategic national and strategic theater mission requirements; i.e., determine the consequences of capability degradation or loss on mission accomplishment. This task includes reporting the status of resource allocation decisions against known asset vulnerabilities in the Defense Readiness Reporting System (DRRS).

Submit integrated priority lists (IPL) as part of the DOD budgetary process to advocate the combatant command's priorities in addressing known defense critical asset vulnerabilities.

M1	Yes/No	Asset owner coordinates CI vulnerability remediation/mitigation investment decisions with affected combatant command commander/ combat support agency director.
M2	Yes/No	Vulnerabilities impacting strategic national capabilities are highlighted to appropriate defense sector lead agent.
M3	Percent	Of identified vulnerabilities which received an 'accept risk' decision.
M4	Yes/No	Funding for mitigation measures prioritized to the most critical infrastructure/assets.

## **ST 6.6.4 Prevent or Mitigate the Loss or Degradation of Critical Assets**

**DJS Approval Date:** 05-OCT-07

**Description:** To allocate resources to reduce or offset asset vulnerabilities from all hazards, man-made, and natural threats. (DODD 3020.40)

**Notes:** N/A

M1	Yes/No	Asset owner has allocated sufficient resources to adequately remediate known risks identified by an authoritative source using DOD-approved benchmarks or standards.
M2	Percent	Of risk management strategies approved for known vulnerabilities which cannot be resourced to a level that would prevent loss or degradation of the asset.
M3	Yes/No	Risk management strategies are reflected in approved COOP.

## **ST 6.6.5 Execute Continuity of Operations Plan (COOP)**

**DJS Approval Date:** 05-OCT-07

**Description:** To execute all actions required to sustain C2 functions, tasks or duties necessary to accomplish a military action or mission in carrying out the National Military Strategy after a hazard incident has occurred, which disrupts a portion of, or all existing C4 and intelligence capabilities. (JP 3-26, JP 6, DODD 3020.26)

**Notes:** This includes the functions and duties of the commander, as well as the supporting functions and duties performed by the staff and others acting under the authority and direction of the commander.

M1	Yes/No	Command mission-essential functions critical to supporting the National Military Command Systems have been identified in the command COOP.
M2	Yes/No	Command has developed a COOP, which assures survivability, reliability, and availability of C2 systems that support the National Military Command System at relocation sites and across the spectrum of contingency situations.
M3	Yes/No	Command COOP outlines a decision process for determining appropriate actions in implementing continuity plans and procedures with or without warning, during duty and non-duty hours, and addresses the stand-down of continuity operations and transition back to normal operations.
M4	Yes/No	Command has employed or successfully exercised key elements of the COOP within the past 24 months.

## ST 7 Establish Theater Force Requirements and Readiness

**DJS Approval Date:** 02-SEP-05

**Description:** To identify the resources required to execute approved theater strategies for achieving assigned missions and end states. This task pertains to resources for the theater, alliances, coalitions, or other groups and support to other combatant commanders. This task applies across the range of theater activities (JP 0-2, JP 3-07.3, JP 3-08, JP 3-35, JP 4-0, JP 4-01.6, JP 5-0)

M1	Percent	Of joint, combined or multinational doctrine changes that originate in theater.
M2	Percent	Of theater force goals, supported by theater Country

		Teams.
M3	Percent	Of theater force apportionment requests, met in Joint Strategic Capabilities Plan (JSCP).
M4	Weeks	To complete Time-Phased Force and Deployment Data (TPFDD) (for refinement conference).

## **ST 7.1 Recommend Warfighting and Other Requirements and Test Concepts**

**DJS Approval Date:** 02-SEP-05

**Description:** To recommend and prioritize the theater's peacetime and wartime needs in light of guidance, threat estimates, technology, projected capabilities, resource constraints, and resulting strategy or employment concepts. This task includes testing and recommending concepts for mobilizing, deploying, employing, sustaining, and redeploying the force. Requirements include the size and structure of the force needed to achieve national military objectives in the theater through execution of the approved theater strategy and campaign plans. Where necessary, proposed adjustments to theater boundaries and restrictions and constraints should be recommended. The task includes requirements for supporting other combatant commanders. (JP 3-07.3, JP 3-35, JP 4-0, JP 5-0)

M1	Percent	Of mission needs statement, accepted by Joint Requirements Oversight Council (JROC) or Services.
M2	Weeks	To complete Time-Phased Force and Deployment Data (TPFDD) (for refinement conference).
M3	Percent	Of TPFDD files need changes (at refinement conference).
M4	Weeks	To identify theater needs and submit to Office of the Secretary of Defense (OSD) as part of the combatant commander's Integrated Priority List.

### **ST 7.1.1 Provide Operation Plans (OPLANS) for Mobilization and Deployment Planning and Execution**

**DJS Approval Date:** 02-SEP-05

**Description:** To provide developed joint operation plans to higher echelons as the basis for mobilization, deployment, sustainment, and redeployment planning and execution. This provides the basis for national mobilization, deployment, sustainment, and redeployment planning in support of theater operation plans (OPLANs). (JP 3-35, JP 4-0, JP 4-01, JP 5-0, CJCSI 3110.13, CJCSM 3122.03, CJCSM 3500.03)

**Notes:** This task builds upon the OPLAN development accomplished at ST 5.3.4, "Prepare and Coordinate Theater Strategy, Campaign Plans or Operation Plans and Orders." It is distinguished from that task in that it is the provision of external reinforcement requirements to national level planners.

M1	Requests	For additional information received after provision of OPLANs.
M2	Months	From request for OPLAN until transmitted.
M3	Percent	Of units sourced in OPLAN, dual apportioned.
M4	Months	In advance of effective date OPLAN provided.

## **ST 7.1.1.1 Provide for Reserve Component Mobilization and Support**

**DJS Approval Date:** 02-SEP-05

**Description:** To coordinate Reserve Component(s) (RC) support for force integration to support, in theater, the joint force commander (JFC) at the request of a supported combatant commander. This task includes identifying pre-deployment requirements such as training, clothing and equipping and medical processing. The supporting combatant commanders and Service Components will source the fill requirements. (JP 4-05, JP 4-05.1, JP 5-0, CJCSM 1600.01, 3150.13)

M1	Hours	To augment JFC headquarters (HQ) staff and commence operations (after receipt of alert order).
M2	Days	To train and in process reserve component personnel.
M3	Days	To deploy RC personnel into joint operations area (JOA).
M4	Days	To track rotation dates of individuals assigned to JFC staff.
M5	Days	To re-deploy per combatant commander guidance RC personnel to outside the continental United

	States (OCONUS) or continental United States (CONUS) locations.
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## ST 7.1.2 Determine Deployment Requirements

**DJS Approval Date:** 02-SEP-05

**Description:** To determine the need for strategic movement of joint/multinational forces, from their current locations, into a theater of war or the joint operations area. Deployment planning should be consistent with theater strategy, operation plans or theater campaign plan, sequence of joint operations, and the operational commander's subordinate campaign scheme. (JP 3-35, JP 4-0, JP 4-01, JP 4-05, JP 5-0, CJCSI 3202.01)

M1	Days	In advance of deployment when requirements submitted to US Transportation Command (USTRANSCOM).
M2	Percent	Of deployment requests have fatal errors.
M3	Percent	Of deployment requirements, adjusted within thirty days of sea movement.
M4	Percent	Difference between planned deployment requirements and actual requirements.
M5	Days	To develop deployment requirements.
M6	Percent	Of deployment requirements, adjusted within seven days of air movement.

## ST 7.1.3 Tailor Joint Forces for Deployment

**DJS Approval Date:** 02-SEP-05

**Description:** To determine the right mix and sequence of units in deploying joint forces to a theater in force projection operations. It may not be possible to tailor those joint forces that deploy early, but their force packages should include sufficient combat power for the short term. Follow-on forces can then be tailored for the long-term mission. (JP 3-35, JP 5-0, CJCSI 3202.01)

M1	Percent	Of operation plan (OPLAN) forces, rephased (at execution).
M2	Days	Of required wartime logistic support deploy with



		flexible deterrent options (FDOs).
M3	Percent	Of required logistic support for deploying combat units deploy.
M4	Hours	To tailor allocated joint force.
M5	Days	To tailor apportioned joint force.
M6	Percent	Of joint force staff directorates and agencies submit Time-Phased Force and Deployment Data (TPFDD) requirements by time specified by joint planning group (JPG).
M7	Hours	For components to source TPFDD.
M8	Hours	For supported combatant commander to accept supporting combatant commander's TPFDD.
M9	Hours	To identify theater needs and submit requests to Chairman of the Joint Chiefs of Staff (CJCS).
M10	Hours	To modify TPFDD.
M11	Hours	To validate TPFDD.

## **ST 7.1.4 Determine and Validate Forces and Cargo to be Deployed or Redeployed**

**DJS Approval Date:** 02-SEP-05

**Description:** To identify the actual unit's personnel and cargo, personnel replacements, and cargo required to support the combatant commands. This task includes specification of origin and port of debarkation or ocean area. This task includes examining requirements to retrograde personnel and equipment from theater (for example, evacuate medical casualties). This task is accomplished by the supported and supporting combatant commanders and their Service component commands that produces a validated Time-Phased Force and Deployment Data (TPFDD). (JP 3-35, JP 4-01, JP 4-01.2, JP 4-01.3, CJCSM 3500.03)

M1	Percent	Of movement requirements, rejected for missing information.
M2	Percent	Of TPFDD earliest arrival dates (at port of debarkation) (EADs)/latest arrival dates at port of debarkation (LADs) match campaign plan.
M3	Hours	To generate revised TPFDD (during crisis action planning).
M4	Months	To generate revised TPFDD (during deliberate

		planning).
M5	Months	To update theater force structure requirements (on receipt of mission change in peacetime).
M6	Days	To update theater force structure requirements (on receipt of mission change, during crisis or in wartime).
M7	Percent	Of deployment requests with no fatal errors.
M8	Percent	Of deployment requirements, unchanged within seven days of air movement.
M9	Percent	Of deployment requirements, unchanged within thirty days of sea movement.
M10	Days	To identify theater needs and submit requests to supported combatant commander.
M11	Hours	To validate TPFDD to commander, US Transportation Command (USTRANSCOM).
M12	Hours	To modify TPFDD upon change to mission requirements.
M13	Hours	To source TPFDD.
M14	Incidents	Of fatal errors when transportation support forces entered into supported combatant commander's TPFDD (by required date).
M15	Hours	Until USTRANSCOM issues deployment order or deployment pre-order to transportation component commands (TCCs) (from receipt of supported combatant commander's deployment order).
M16	Percent	Of short ton requirements, priorities, and adequate pallet positions for geospatial information and services stocks identified in TPFDD for initial deployment.
M17	Days	To adjust TPFDD to meet geospatial information and services stock movement for initial deployment.
M18	Yes/No	Update theater force structure requirements in time to execute supported combatant commander's TPFDD.
M19	Percent	Of transportation requirements filled with dual operation plan (OPLAN) apportionment.
M20	Requests	Or less for additional information after OPLAN is provided to units.
M21	Percent	Of OPLAN milestones completed in a timely manner.

M22	Percent	Maximum difference between OPLAN TPFDD and forces that flow at execution.
M23	Hours	Required to transmit levy flows after receipt of validated TPFDD.
M24	Hours	Required to notify wing commander after receipt of replacement shortfalls from Air Force Personnel Center (AFPC)/supported combatant commander.

## ST 7.1.5 Determine Theater Warfighting Needs, Solutions, and Concepts

**DJS Approval Date:** 05-OCT-07

**Description:** To analyze the theater to determine requirements for improved capabilities, organization, training, materiel, leadership development and education, personnel, and facilities, and make recommendations for solutions. This task also includes and is based upon development of warfighting and other concepts. Integration of USG agencies into the determination of theater needs, solutions, and concepts should be accomplished. (JP 2-0, JP 3-0, JP 5-0, JP 1)

**Notes:** This task further involves reporting requirements and recommendations to the Joint Requirements Oversight Council (JROC), Chairman of the Joint Chiefs of Staff, and multinational authorities for force development. This task includes exercise and evaluation of proposed solutions and concepts. Concepts developed in ST 5.3, "Determine Strategic Direction," provide the basis for the conduct of this task.

M1	Percent	Of proposed new concepts, accepted by Chairman of the Joint Chiefs of Staff (CJCS) and Services.
M2	Weeks	To develop and provide concepts, requirements, or recommendations to CJCS.
M3	Weeks	To identify theater needs and submit to CJCS for integration with other research & development (R&D) requirements.
M4	Weeks	To develop and submit mission needs statement.
M5	Days	To develop and submit mission needs statement for quick reaction response.
M6	Percent	Of mission needs statements, accepted by JROC substantially as submitted.
M7	Percent	Of personnel constraints/shortfalls that have

		alternatives.
M8	Percent	Of changes to joint, combined or multinational doctrine originate in theater.
M9	Percent	Of changes to organization, developed in theater.
M10	Months	For combatant command to develop and provide Mission Needs Statement to CJCS (after identification of requirement).
M11	Months	For combatant command update to theater list of needs and solutions.
M12	Percent	Of new concepts tested in theater by exercises.
M13	Semi-annually	Participate in JROC process.
M14	Semi-annually	Participate in Joint Warfighting Capabilities Assessment (FCB) to improve warfighting effectiveness with an emphasis on assuring interoperability.
M15	As required	Prepare Integrated Priority List (IPL).
M16	As required	Participate in all phases of the Planning, Programming, and Budgeting System (PPBS) to ensure theater requirements are addressed.
M17	Weeks	To produce functional systems perspective of the operational environment.
M18	Weeks	To identify nodes within each Political, Military, Economic, Social, Infrastructure and Information(PMESII) system.
M19	Weeks	To develop an integrated PMESII analysis with systems perspective of the operational environment node-to-node relationships
M20	Days	To develop potential effects for military operations in the operational environment.
M21	Weeks	To provide PMESII systems executive summaries to the commander.

## **ST 7.1.6 Determine Theater Force Size and Structure Requirements**

**DJS Approval Date:** 02-SEP-05

**Description:** To analyze approved theater objectives and, based upon the theater strategy, determine force size and structure requirements to

execute that strategy. Theater forces include combat formations, special operations forces, and necessary support forces. This information is provided to the Chairman of the Joint Chiefs of Staff and Secretary of Defense for both apportionment of the force and, as required, developing the force and establishing resource priorities. In military operations other than war (MOOTW), this includes support to insurgency and counterinsurgency, combating terrorism, and peace operations. (JP 3-0, JP 5-0)

M1	Options	For force mix examined.
M2	Percent	Of force manpower is combatants (tooth to tail).
M3	Percent	Of apportioned combat forces lack apportioned doctrinal support forces.
M4	Percent	Of requested forces apportioned for planning.
M5	Weeks	To submit force requirement against proposed mission.
M6	Hours	To submit force requirement (after warning order).
M7	Percent	Of apportioned combat forces that lack doctrinal support forces have them requested.

## ST 7.1.7 Establish Joint Mission-Essential Task List (JMETL)

**DJS Approval Date:** 02-SEP-05

**Description:** To analyze applicable tasks derived through mission analysis of joint operation plans and external directives and select for training only those tasks that are essential to accomplish the organization's wartime mission. To establish supporting conditions and standards for each task in the JMETL for collective joint, individual, and leader training. This activity also pertains to missions associated with military operations other than war (MOOTW). For components, this activity may involve establishing Service mission-essential task list (METL). (JP 3-0, CJCSI 3500.02A, CJCSM 3500.03, JP 3-05, JP 3-05.3, JP 3-59)

**Notes:** The coordination of joint training in theater is covered ST 4.2.4, "Establish and Coordinate Training of Joint and Combined Forces."

M1	Percent	Of JMETs, evaluated.
M2	Weeks	To develop operation plan (OPLAN) associated mission essential tasks (METs) (from OPLAN

		approval).
M3	Percent	Of service supporting plans have METs.
M4	Percent	Of theater JMETs common with and included in Joint Force Provider JMETL.
M5	Months	Since OPLAN associated METs reviewed.
M6	Percent	Of OPLANs with associated METs.
M7	Percent	Of missions with associated METs.
M8	Months	Since JMETL updated.

## ST 7.2 Maintain and Report Readiness of Theater Forces

**DJS Approval Date:** 02-SEP-05

**Description:** To maintain force readiness and to report on the ability of theater forces and theater deployable forces, units, weapons systems, or equipment to deliver the outputs for which they were designed in executing theater strategy and campaigns. This task includes the ability of a supporting combatant commander to provide forces to supported combatant commander. This activity includes reporting force status in the areas of personnel, equipment on hand, equipment readiness, and training (with respect to accomplishing the command's joint mission-essential task list (JMETL)). This activity includes sustainment reporting. (JP 0-2, JP 4-05, JP 5-0, CJCSI 3500.01A, CJCSI 3500.02A, CJCSM 3500.05)

M1	Percent	Of military authorizations, filled.
M2	Percent	Of civilian authorizations, filled.
M3	Percent	Of combatant commander's JMETL tasks, covered by annual training.
M4	Percent	Of deficiencies reported in an AAR noted in visit to same or other unit 180 days after submission of after action report (AAR).
M5	Percent	Of JMETL tasks trained to standard under nuclear, biological, and chemical (NBC) conditions.
M6	Percent	Of units will maintain a minimum of C1 in training, equipment, and manpower.
M7	Yes/No	Units below command and control (C2) augmented to raise C-rating prior to deployment.
M8	Percent	Of combatant command's force structure, trained to

		meet JMETL requirements.
M9	Months	Since policy, education, and training vision reviewed.

## ST 7.2.1 Determine and Report Force Readiness

**DJS Approval Date:** 02-SEP-05

**Description:** To determine and report on the status of resources and state of joint training for specified theater assigned missions with developed plans. (JP 4-05, JP 4-05.1, JP 5-0, CJCSI 3500.02A, CJCSM 3500.05)

M1	Hours	To conduct initial assessment of recently constituted joint task force staff.
M2	Hours	To submit first crisis action status reports (after unit notification).
M3	Percent	Of operation plans (OPLANs) that address shortfalls resulting from comparison of requirements and assets estimated to be available during Joint Strategic Capabilities Plan (JSCP) period.
M4	Percent	Of training data, current at execution.
M5	Days	To conduct full assessment of joint task force.
M6	Months	For potential joint task force (JTF) (Service Comp headquarters (HQ)) to brief combatant commander on assessment of JTF mission-essential task list (METL) task capabilities and plan for addressing training deficiencies.
M7	Percent	Of assigned combat units that participate in joint exercises.
M8	Percent	Of assigned support units that participate in OPLAN exercises (annually).
M9	Percent	Of missions on which current readiness data is available.
M10	Percent	Of JMETL on which current (within 180 days) training data exists.
M11	Percent	Of units/organizations on which current readiness data is available.
M12	Days	For deployed commander to establish 100 percent accountability of deployed forces.

M13	Hours	To report change in C-rating.
M14	Minutes	To fill nonscheduled requests for status.
M15	Hours	To produce the first status report on deploying forces.
M16	Hours	For deployed commander to transmit required casualty report to Service headquarters to allow for timely notification of NOK.

## ST 7.2.2 Assess and Report Theater Military Capability

**DJS Approval Date:** 02-SEP-05

**Description:** To assess and report, both formally and informally, the composite military capability and limitations of theater forces. (JP 0-2, JP 3-35, JP 4-05, JP 4-05.1, JP 5-0, CJCSI 3500.01A, CJCSI 3500.02A)

M1	Percent	Of joint exercises have a formal evaluation program.
M2	Percent	Of deficiencies (noted by external inspector), corrected or rebutted.
M3	Days	To conduct a full assessment of the joint task force in peacetime.
M4	Months	Since comparison of combatant commander situation report (SITREP), combatant commander Integrated Priority List (IPL), and combatant commander Critical Items List (CIL).
M5	Percent	Assessments, provided to Joint Staff by reporting date.
M6	Percent	Of assigned combat units participate in joint exercises.
M7	Months	For designated joint task force headquarters(JTF HQ) to exercise as JTF HQ.
M8	Months	For potential JTF (Service comp HQ) to brief combatant commander on assessment of JTF mission essential task list (METL) task capabilities and plan for addressing training deficiencies.
M9	Percent	Of assigned support units participate in joint exercises annually.
M10	Hours	To conduct a full assessment of the JTF while



		generated.
M11	Percent	Of committed forces available within the prescribed generation time in the operation plan (OPLAN).
M12	Percent	Of the alert forces available after comparing alert requirements and assets available in accordance with (IAW) US Strategic Command (USSTRATCOM) Force Commit.

### **ST 7.2.3 Conduct Joint After Action Reporting**

**DJS Approval Date:** 02-SEP-05

**Description:** To provide joint after-action reports on operations by theater forces. This includes both inputs to Joint After-Action Reporting System (JAARS) and the preservation of records of historical interest. (JP 3-05.1, JP 3-35, JP 3-51, CJCSI 3500.02A)

M1	Percent	Of joint exercises have Hot Wash-ups attended by combatant commander, deputy combatant commander or chief of staff (COS).
M2	Percent	Of deficiencies reported in AAR noted in visit to same or other unit 180 days after submission of after action report (AAR).
M3	Hours	To submit immediate after-action report (at end of operation or exercise).
M4	Days	To submit after-action report (at end of operation or exercise).
M5	Percent	Completion of after-action report (at submission date).

### **ST 7.2.4 Assess Training and Education Effectiveness**

**DJS Approval Date:** 02-SEP-05

**Description:** To conduct an evaluation of education and training to measure the demonstrated performance of combatant commanders, components, individuals, leaders, and units against specified education and training standards. This task, conducted by the combatant commanders, includes after-action reviews, feedback, and organizational

assessments and provides feedback for altering policy. (CJCSI 3500.01A, CJCSI 3500.02A, CJCSM 3500.03)

M1	Percent	Of a combatant command's combat force structure, trained to meet joint mission-essential task list (JMETL) requirements.
M2	Percent	Of a combatant command's combat support force structure, trained to meet JMETL requirements.
M3	Percent	Of a combatant command's combat force structure, trained to meet Service mission-essential task list (METL) requirements.
M4	Percent	Of a combatant command's combat support force structure, trained to meet Service METL requirements.
M5	Percent	Of combatant command's personnel educated in professional military education (PME) and joint professional military education (JPME) for their assigned billet.

## ST 8 Develop and Maintain Alliance and Regional Relations

**DJS Approval Date:** 02-SEP-05

**Description:** To perform politico-military activities in a theater within existing alliances or in maintaining, improving, or developing new relations with countries not in an alliance with the United States. These activities are done through the ambassador or Country Team, or in support of Country Team objectives, and frequently involve more than one nation. The activities include tasks designed to enhance US relations with other nations. In military operations other than war (MOOTW), this includes support to counterproliferation, counterinsurgency, combating terrorism, arms control, peace operations, nations assistance, enforcement of sanctions, enforcement of exclusion zones, and counterdrug operations. It also includes domestic US agencies if in support of homeland security. (JP 0-2, JP 1, JP 3-0, JP 3-08, JP 3-16)

M1	Percent	Of in-theater Ambassadors/Deputy Chiefs of Mission (DCMs) have met combatant commander / deputy combatant commander.
M2	Percent	Of military operations have overt/covert US assistance.

M3	Percent	Of theater nations have military agreements with US.
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## **ST 8.1 Coordinate Coalitions or Alliances, Regional Relations and Security Assistance Activities**

**DJS Approval Date:** 02-SEP-05

**Description:** To build cooperative relationships with other nations in the region and international commands and agencies. Actions must be taken with careful consideration of the diversity of extant political systems, alliances, and the unique character of the people and their leadership. This task includes promoting regional stability and requires sensitivity to the perceptions and interests of the different nations in the region. (JP 1, JP 3-0, JP 3-08, JP 3-16, JP 3-35, JP 3-57.1, JP 5-0)

M1	Instances	Of US senior officers and civilian government officials' visits to theater nation.
M2	Instances	Of initiating community action projects.
M3	Percent	Of combatant commander-sponsored joint exercises include allied forces.
M4	Percent	Of in-theater Ambassadors/Deputy Chiefs of Mission (DCMs) have met combatant commander /deputy combatant commander.
M5	Percent	Of major end items have commonality with US systems in allied nations.
M6	Percent	Of US vital interests in-theater threatened by regional nations.
M7	Weeks	Since official general officer/flag officer visit to theater nation.
M8	Percent	Of status-of-forces agreements (and other diplomatic arrangements and legal protocols), in effect.
M9	Percent	Participation in interagency working groups.
M10	Days	To establish interagency working group.
M11	Days	To resolve identified regional military issues with interagency coordination.
M12	Time	To conduct staff review of US national, political, and military security objectives for theater.
M13	Percent	Of time spent developing, coordinating, and

		directing the execution of military contacts and nation assistance programs in countries requiring assistance.
M14	Time	To take positive action to resolve regional military issues including interagency coordination.
M15	Percent	Of Defense Representatives available to work engagement activities for a given country.
M16	Instances	Of exchange programs—US to foreign/foreign to US exchanges.
M17	Instances	Of combined exercises, port visits, or bilateral activities.
M18	Weeks	To provide response to requests for assistance from security assistance organizations (SAOs).
M19	Weeks	To provide response to requests for assistance, with equipment in country, during a security assistance surge.

## ST 8.1.1 Enhance Regional Politico-Military Relations

**DJS Approval Date:** 02-SEP-05

**Description:** To strengthen and promote alliances through support of regional relationships. This task includes understanding and adjusting to national and regional concerns and differences, reviewing and advising the Country Team and the Chairman of the Joint Chiefs of Staff on status-of-forces agreements (SOFA) and similar types of issues. (JP 0-2, JP 1, JP 3-0, JP 3-16)

M1	Days	For combatant command staff to respond to Country Team message.
M2	Hours	For combatant commander to respond to cable from US ambassador.
M3	Incidents pa	Of liberty restricted or modified in response to host nation (HN) religious or national event.
M4	Incidents/month	Involving US Service personnel.
M5	Instances	Of Country Team sponsored bilateral events.
M6	Instances	Of GO/FO visits to theater nation.
M7	Instances	Of initiating community action projects.
M8	Days pa	Of liberty allowed by HN.

M9	Months	Since official general officer/flag officer visit to theater nation.
M10	Percent	Of regional locations have US forces and SOFAs in place.

## ST 8.1.2 Promote Regional Security and Interoperability

**DJS Approval Date:** 02-SEP-05

**Description:** To work with allies within the framework of military alliances to improve or secure US posture in the region. This task includes establishing multinational command relationships and authority, developing agreement on the threat, assessing operational capability deficiencies, establishing multinational interoperability arrangements, determining international logistic arrangements, defining and disseminating multinational rules of engagement, and conducting multinational training-all while developing favorable host nation (HN) relations. (JP 0-2, JP 1, JP 3-0, JP 3-07, JP 3-16, JP 3-35, JP 5-0)

M1	Days	To determine supportability of allied support request.
M2	Days	To determine supportability of non-DOD US agency support request.
M3	Months	Since review of existing plans involving agency or coalition participation.
M4	Percent	Of allied nations update their cooperative logistics agreement within 5 years.
M5	Percent	Of allies have information sharing memorandums of agreement (MOAs) or letter of agreement (LOAs) with combatant commanders.
M6	Percent	Of joint force operations break down over sharing of intelligence.
M7	Percent	Of joint force operations modified by failure to share intelligence.
M8	Percent	Of national forces and agencies operating with US theater forces have intelligence sharing arrangement.
M9	Percent	Of theater plans (OPLANs) and contingency nplans supported by access and support arrangements with designated HNs.

M10	Instances	Of combined exercises or bilateral activities.
M11	Percent	Of military armaments force module subsystem (FMS).
M12	Percent	Of combatant command's theater subregions have an exercise conducted in the subregion during a 2-year training cycle.
M13	Percent	Of combatant command's friendly theater countries have an exercise conducted in the country during a 2-year training cycle.
M14	Annually	Combatant commander's staff conducts a major staff training exercise that involves coalition training.
M15	Percent	Of combatant command's theater subregions have an exercise conducted for the purpose of regional engagement during a two-year training cycle.

## ST 8.1.3 Develop Headquarters or Organizations for Coalitions

**DJS Approval Date:** 02-SEP-05

**Description:** To establish, as appropriate, headquarters or organizations, or both, for supporting operations in war or military operations other than war (MOOTW). (JP 0-2, JP 1, JP 3-0, JP 3-07, JP 3-16, JP 5-00.2)

**Notes:** For tasks pertinent to these coalition headquarters, see ST 5, "Provide Theater Strategic Command and Control, Communications, and Computers (C4)."

M1	Days	To establish fully operational coalition headquarters (HQs).
M2	Hours	To establish coalition HQs.
M3	Percent	Of coalition headquarters division chiefs filled by non-US officers.
M4	Percent	Of general/flag officer positions in coalition HQs held by non-US officers.
M5	Instances	Of small scale contingency (SSC) in which US and allied staff officers work in same compound or area.
M6	Instances	Of SSC in which US and allied staff officers work in integrated staff office environment.

M7	Percent	Of operation plans (OPLANs), campaigns, and operations developed as coalition efforts.
M8	Percent	Of US units (battalion, ship or squadron size or above) have allied liaison officer (LNOs) assigned.

## **ST 8.1.4 Develop Multinational Intelligence/Information Sharing Structure**

**DJS Approval Date:** 02-SEP-05

**Description:** To enhance each member nation's intelligence and information capabilities through development of sharing structure. This task includes determining what information commanders may share with multinational partners and developing databases with multi-level security access to provide member forces a common intelligence picture based upon multinational force and national security requirements. (JP 2-0, JP 3-0, JP 3-07, JP 3-16, JP 3-57, CJCSI 5221.01)

M1	Percent	Of allied nations with whom US has intelligence sharing agreements.
M2	Percent	Of allied nations sharing intelligence with US within the last year on a basis outside alliance intelligence channels.
M3	Percent	Of nonalliance nations with which US shared intelligence within the last year.
M4	Percent	Of nonalliance nations with whom US has intelligence sharing agreements.
M5	Percent	Of nations have counterintelligence sharing agreements with combatant command concerning terrorism activities.
M6	Percent	Of nations have intelligence sharing agreements with combatant command concerning terrorism activities.
M7	Instances	Of nations sharing police information with US agencies or combatant command.
M8	Instances	US agencies have intelligence sharing automated data links with combatant command.
M9	Percent	Of nations share police data with US military law enforcement agencies.
M10	Percent	Of unfiltered intelligence passed to host nation (HN) counterdrug agencies.

M11	Percent	Of nations have counterintelligence sharing agreements with combatant command concerning narcotics activities.
M12	Percent	Of nations have intelligence sharing agreements with combatant command concerning narcotics activities.

## **ST 8.2 Provide Support to Allies, Regional Governments, International Organizations or Groups**

**DJS Approval Date:** 02-SEP-05

**Description:** To provide support to friendly governments and organizations operating in the theater. Typically, that support includes intelligence, logistic, and command and control (C2) support, civil-military operations, security assistance, nation assistance, consequence management, and other forms of support to further national objectives. This task can include support to domestic civil government. (JP 1, JP 2-0, JP 3-07, JP 3-08, JP 3-16, JP 3-35, JP 4-08)

M1	Days	To deploy joint task force (JTF) disaster relief elements.
M2	Days	To respond to Country Team request for assistance.
M3	Hours	For US Country Team and combatant command to coordinate response to natural disaster.
M4	Hours	To establish liaison with Country Team, host nation (HN), and other US government (USG) agencies, nongovernmental organization/information operations (NGO/IO) and coalition forces.
M5	Instances	Of insufficient logistical support provided to nations, groups, or agencies.
M6	Instances	Of insufficient personnel support provided to nations, groups, or agencies.
M7	Instances	Of personnel provided to support other nations, groups, or agencies.
M8	Instances	Of NGOs in operational area (OA) maintaining liaison with commander.
M9	Instances	Of NGOs in OA receiving US military support.
M10	Instances	Of theater nations declining military assistance.



M11	Percent	Of funds provided for humanitarian and civic assistance (HCA), security assistance (SA) and military civic action (MCA) operations accounted for.
M12	Percent	Of allied nations update cooperative logistics agreement with USG within 2 years.
M13	Percent	Of approved projects completed.
M14	Percent	Of cooperative agreements with allied nations updated within 2 years.
M15	Percent	Of Country Teams' requests for military goods/services filled.
M16	Percent	Of designated foreign military students provided training.
M17	Percent	Of designated foreign military students trained.
M18	Percent	Of nations have politico-military agreements with US.
M19	Percent	Of NGOs in OA maintain liaison with commander.
M20	Percent	Of NGOs in OA receive US military support.
M21	Percent	Of regional nations have signed nonproliferation treaty.
M22	Percent	Of supported nation movement requirements translated to meet required delivery date (at destination) (RDD).
M23	Tons per day	Of supplies and materiel provided in assistance.
M24	Percent	Of NGOs in OA maintain liaison with commander.
M25	Percent	Of NGOs in OA receive US military support.
M26	Instances	Of NGOs in OA maintaining liaison with commander.
M27	Instances	Of NGOs in OA receiving US military support.
M28	Percent	Of requests by allies for Civil Military Support, met within required timeframe.
M29	Percent	Of requests by allies for communications support, met within required timeframe.
M30	Percent	Of requests by allies for logistics support, met within required timeframe.
M31	Percent	Of requests by allies for security assistance support, met within required timeframe.

M32	Percent	Of requests to release intelligence to allies, approved.
M33	Percent	Of support requests and plans receiving legal review for compliance with US law and policy.

## ST 8.2.1 Coordinate Security Assistance Activities

**DJS Approval Date:** 05-SEP-05

**Description:** To provide defense articles military training and advisory assistance, and other defense-related services. This type of support may be provided by grant or credit funds appropriated by the US government (USG) or with host nation (HN) national funds. Security assistance is a Department of State program which is administered by the Department of Defense through in-country security assistance organizations (SAO). (JP 0-2, JP 3-07, JP 3-07.1, JP 3-08, CJCSM 3113.01, CJCSM 3122.03)

M1	Weeks	To respond to request for assistance.
M2	Percent	Of coalition and peacekeeping forces with theater military participation have major weapons systems common with US systems.
M3	Percent	Of Country Teams' annual security assistance proposals Fleet Marine Force/international military education and training (FMF/IMET) funded.
M4	Percent	Of Country Teams' requests for military goods/services supported.
M5	Percent	Of designated foreign military personnel trained.
M6	Percent	Of designated foreign military students trained.
M7	Percent	Of military goods/services/training purchased from the United States.
M8	Percent	Of weapons common with US systems.
M9	Weeks	To respond to request for assistance with equipment in country during a security assistance surge.

## ST 8.2.2 Coordinate Civil Affairs in Theater

**DJS Approval Date:** 30-OCT-06

**Description:** To coordinate those activities that foster relationships between theater military forces and civil authorities and people in a

friendly country or area. (JP 0-2, JP 3-05, JP 3-57.1, CJCSI 3110.12, CJCSM 3122.03)

**Notes:** This task includes providing the necessary support for civil affairs activities in a theater(s) of operations/joint operations area (JOA). This task includes coordination and synchronization of all public communication activities (Public Affairs (PA)/Information Operations (IO)/Defense Support to Public Diplomacy (DSPD), Interagency, etc).

M1	Days	Of lead time to obtain Reserve Component(s) (RC) civil affairs (CA).
M2	Days	To assess host nation (HN) government organization, degree of effectiveness, and economic conditions of civilians.
M3	Hours	To provide CA staff augmentation to combatant command.
M4	Instances	Of liaison requirements with other Department of Defense (DOD) elements; US government (USG) agencies; multinational forces; HN government officials; nongovernmental organizations (NGOs).
M5	Instances	Of USG agencies in civil-military operations (CMO).
M6	Percent	Of civil unrest incidents handled by HN forces.
M7	Percent	Of host-nation support (HNS) contractor resources identified.
M8	Percent	Of operation plans (OPLANs) supported by an Annex G, CA area study, CA OPLAN, CA estimate to provide CA activities that facilitate mission accomplishment.
M9	Percent	Of US CA military involved.

## **ST 8.2.3 Coordinate Foreign Humanitarian Assistance**

**DJS Approval Date:** 05-SEP-05

**Description:** To anticipate and respond to national, multinational, and interagency requests for assistance for such events as floods, earthquakes, hurricanes, typhoons, or other natural or man-made disasters, such as terrorist or rogue state use of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons, that occur outside the United States and its territories and possessions. Combatant commanders anticipate these events from their knowledge of current conditions or historical patterns and prepare contingency plans,

forces, and equipment for rapid response to requests. This task includes seeking advance agreements on procedures and restraints on the use of multinational resources. This task also includes providing assistance before, during, or after hostile action, to reduce the probability of loss of life or damage, minimize effects, and initiate recovery. Additional activities include surveying the disaster area, prioritizing needs, conducting medical assessments, and providing medical services, communications, shelter, subsistence, water, engineering support, transportation, fire fighting, mass care, urban search and rescue (SAR), hazardous materials (HAZMAT) response, and energy distribution. (JP 3-0, JP 3-07, JP 3-07.1, JP 3-07.3, JP 3-16, JP 3-57, CJCSI 3110.14)

M1	Days	To deploy civil-military engineering units and begin engineering tasks.
M2	Days	To organize relief effort in country.
M3	Days	To reestablish communications in country.
M4	Hours	To assess situation and define assistance needed.
M5	Hours	To begin delivering disaster relief supplies into host country.
M6	Hours	To deliver critical material/supplies in crisis.
M7	Hours	To distribute supplies and services where needed.
M8	Hours	To insert disaster survey liaison team.
M9	Percent	Of natural disasters in allied theater nations.
M10	Days	To reestablish lines of communication in country.

## ST 8.2.4 Coordinate Humanitarian and Civic Assistance Programs

**DJS Approval Date:** 05-SEP-05

**Description:** To assist nations in the theater with medical, dental, and veterinary care (in rural, coastal, or outlying island areas); the construction of rudimentary surface transportation systems; well-drilling and construction of basic sanitation facilities; rudimentary construction and repair of public facilities. Those activities identified specifically as humanitarian and civic assistance (HCA) are specific programs authorized in legislation and controlled in accordance with 10 USC 401. (JP 3-07, JP 3-07.1, JP 3-07.3, JP 3-07.6, JP 3-08, JP 3-57, JP 3-57.1, CJCSI 3110.14, CJCSM 3113.01)

M1	Instances	Of units trained to perform HCA.
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M2	Percent	Of project effort by host-nation personnel.
M3	Percent	Of forces available, trained and properly equipped to perform mission.
M4	Percent	Of HCA deployments support combatant commander's regional objectives.
M5	Percent	Of HCA project/deployments with some materials supplied by host nation (HN).
M6	Percent	Of procedures and restraints on use of US military resources in place before force deployment.
M7	Percent	Of personnel trained to perform HCA.

## ST 8.2.5 Coordinate Nation Assistance Support

**DJS Approval Date:** 05-SEP-05

**Description:** To support and assist in development of nations, normally in conjunction with the Department of State and/or an ally. The degree of support will depend on operational conditions. (JP 3-0, JP 3-07, JP 3-07.3, JP 3-57)

M1	Days	To process and answer Department of State (DOS) or Country Team requests.
M2	Percent	Of each project allocated to host-nation personnel.
M3	Instances	Of projects deemed long-term investments (e.g., continue to pay off five years after completion).
M4	Percent	Of projects or deployments with materials supplied by host nation (HN).

## ST 8.2.6 Coordinate Military Civic Action Assistance

**DJS Approval Date:** 05-SEP-05

**Description:** To coordinate with or assist host-nation forces on projects useful to the local population. Such projects contribute to the local community's economic and social development and improve the standing of the military forces with the population. These activities could include education, training, public sanitation, and others. (JP 3-07.1, JP 3-07.4, JP 3-57, JP 3-57.1)

M1	Days	To process and answer Department of State (DOS) or Country Team request.
M2	Percent	Of each project allocated to host nation (HN) personnel.
M3	Percent	Of HN and US military civic action assistance mission objectives accomplished.
M4	Percent	Of military civic action projects performed by units without primary training mission.
M5	Percent	Of projects deemed long-term investments (e.g., continue to pay off five years after completion).
M6	Percent	Of projects or deployments with materials supplied by HN.
M7	Percent	Of required forces available, trained and properly equipped to perform civic action missions.
M8	Percent	Of military civic action (MCA) projects wins support for government objectives and for the military (from local population).

## ST 8.2.7 Assist in Restoration of Order

**DJS Approval Date:** 05-SEP-05

**Description:** To halt violence and reinstitute peace and order. These activities are typically undertaken at the request of appropriate national authorities of a foreign state, or to protect US citizens. Therefore, these activities may be undertaken in cooperation with other countries or unilaterally by US forces. (JP 3-0, JP 3-07, JP 3-07.3)

M1	Hours	From first forces on ground until US personnel are secure.
M2	Hours	To begin arriving in the objective area (after receipt of warning order).
M3	Instances	Of foreign civilian casualties.
M4	Instances	Of foreign military casualties.
M5	Instances	Of US civilian casualties.
M6	Percent	Of US military casualties.

## ST 8.2.8 Support Peace Operations in Theater

**DJS Approval Date:** 05-SEP-05

**Description:** To support peace operations in theater by effectively coordinating the interaction of military forces with political and humanitarian agencies involved in traditional peacekeeping operations, support of diplomatic actions, and forceful military actions. This task can include coordination with international organizations and regional groupings. (JP 0-2, JP 3-0, JP 3-07, JP 3-07.3, CJCSI 3110.14)

M1	Percent	Of civil unrest incidents handled by host nation (HN) forces.
M2	Percent	Of contributing states with representation on staff proportional to troop contribution.
M3	Percent	Of nations operating under United Nations (UN) command and control (C2).
M4	Percent	Of nations operating under US C2.
M5	Percent	Of refugees receiving minimum nutrition.
M6	Percent	Of refugees sheltered.

## ST 8.2.8.1 Support Multilateral Peace Operations

**DJS Approval Date:** 05-SEP-05

**Description:** To take action to preserve, maintain, or restore the peace. Such action is normally conducted under the authority of Chapters VI or VII of the UN Charter or by regional arrangements in accordance with Chapter VIII of the UN Charter. (JP 0-2, JP 3-0, JP 3-07.3, JP 3-16, CJCSI 3110.14)

M1	Hours	To begin arriving in the objective area, after receipt of warning order.
M2	Hours	To secure US personnel in country, after initial arrival of forces.
M3	Percent	Of contributing states with representation on staff proportional to troop contribution.
M4	Percent	Of law enforcement contingent provided by host nation (HN).
M5	Percent	Of nations operating under United Nations (UN) command and control (C2).
M6	Percent	Of nations operating under US C2.
M7	Percent	Of operations conducted exclude one or more national force contributions.

M8	Percent	Of refugees receive minimum nutrition.
M9	Percent	Of refugees sheltered.

## **ST 8.2.8.2 Establish and Coordinate a Peacekeeping Infrastructure**

**DJS Approval Date:** 05-SEP-05

**Description:** To establish, preserve, and maintain peace through an infrastructure of military and/or civilian personnel. Such action is conducted with the consent of parties to the dispute and with a truce in place. The United Nations under Chapter VI of the United Nations (UN) Charter normally authorizes such actions. These traditionally are noncombat operations (except for the purpose of self-defense) and are normally undertaken to monitor and facilitate implementation of an existing truce agreement and in support of diplomatic efforts to achieve a lasting political settlement of the dispute. (JP 3-0, JP 3-07, JP 3-07.3, CJCSI 3110.14)

M1	Hours	To begin arriving in the objective area (after receipt of warning order).
M2	Hours	To secure US personnel in country (after initial arrival of forces).
M3	Percent	Of contributing states with representation on staff proportional to their troop contribution.
M4	Percent	Of law enforcement contingent provided by host nation (HN).
M5	Percent	Of nations operating under UN command and control (C2).
M6	Percent	Of nations operating under US C2.
M7	Percent	Of operations conducted that exclude one or more national force contributions.
M8	Percent	Of refugees receive minimum nutrition.
M9	Percent	Of refugees sheltered.

## **ST 8.2.8.3 Coordinate Peace Enforcement**

**DJS Approval Date:** 05-SEP-05

**Description:** To coordinate the use of force or the threat of the use of force, under the authority of the United Nations (UN) Security Council



under Chapter VII of the UN Charter, to preserve, maintain or restore international peace and security or address breaches of the peace or acts of aggression. (JP 3-0, JP 3-07, JP 3-07.3, CJCSI 3110.14)

M1	Hours	To begin arriving in objective area (after receipt of warning order).
M2	Hours	To secure US personnel in country (after initial arrival of forces).
M3	Instances	Of violations of imposed cease fire.
M4	Percent	Of casualties for peace enforcement forces per week.
M5	Percent	Of law enforcement contingent provided by host nation (HN).
M6	Percent	Of military forces submit to peace enforcement.
M7	Percent	Of refugees receive minimum nutrition.
M8	Percent	Of refugees sheltered.

## ST 8.2.9 Coordinate Theater Foreign Internal Defense Activities

**DJS Approval Date:** 05-SEP-05

**Description:** To coordinate the participation of civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency. This task includes coordination of counterinsurgency operations within the joint operations area. (JP 3-0, JP 3-07, JP 3-07.1)

M1	Instances	Of exchange of information on host nation (HN) between US Defense Attaché Offices (USDAOs) and combatant commander's staff.
M2	Instances	Of meetings of combatant commander Foreign Internal Defense (FID) advisory committee in last year.
M3	Months	Since update of FID programs in combatant commander's vision and strategy.
M4	Percent	Accuracy in accounting for funds used in FID.
M5	Percent	Of agreement between special operations area (SOA) annual integrated assessment of security assistance (AIASA) equipment requests and combatant command position on equipment to threatened nation.

M6	Percent	Of FID funding later found to not be authorized in law.
M7	Percent	Of FID security assistance (SA) efforts in theater supported by planned and executed military activities.
M8	Percent	Of ongoing FID efforts in line with current US national security policy and strategy.
M9	Percent	Of outstanding issues resolved at annual combatant command hosted Joint Service Program Management Review.
M10	Percent	Of political advisor (POLAD) chaired combatant commander FID advisory committee meetings.
M11	Percent	Of theater FID effort effectively absorbed by threatened nation.
M12	Percent	Of theater FID effort effectively absorbed by threatened nations in theater.
M13	Percent	Of theater nations in theater included in annual combatant commander's joint and combined exercises.
M14	Weeks	Since combatant commander contact with SOAs.

## **ST 8.2.10 Coordinate Multinational Operations within Theater**

**DJS Approval Date:** 05-SEP-05

**Description:** To coordinate with allies and coalition partners and appropriate international organizations to ensure mutual support and consistent effort in the theater. Effective coordination is achieved when all parties understand and agree to the desired end state, concept of operations, intent, objectives, priorities, and support requirements. (JP 2-0, JP 2-01, JP 3-0, JP 3-08v1, JP 3-09, JP 5-0)

M1	Hours	For combatant command staff to prepare response to coalition proposals during negotiations.
M2	Percent	Of allies and coalition partners actively participate on joint force headquarters (HQ) staff.
M3	As Req'd	Of allies and coalition partners agree on common approach.
M4	As Req'd	Of allies and coalition partners agree on common end state.

M5	Percent	Of allies and coalition partners operate from common intelligence base.
M6	Percent	Of allies and coalition partners operate from common logistics infrastructure.
M7	Percent	Of allies and coalition partners read-on to overall operation plan (OPLAN).
M8	Percent	Of demands of existing coalition partners anticipated by combatant command staff.
M9	Percent	Of demands of potential coalition partners anticipated by combatant command staff.
M10	Percent	Of nations whose forces operate under common and agreed command structure.

## **ST 8.2.11 Cooperate with and Support Nongovernmental Organizations (NGOs) in Theater**

**DJS Approval Date:** 05-SEP-05

**Description:** To work with and arrange for a mutually beneficial relationship between the combatant commander and NGOs operating within the theater. This task includes ensuring that nongovernmental organizations (NGOs) or their interests are represented at every level of the chain of command within the theater. It also includes ensuring that military forces are aware of the capabilities and limitations of NGOs. In cooperating with NGOs it is important to keep in mind that they maintain a consultative status with the Economic and Social Council of the United Nations and thus are of a different character from private organizations. (JP 3-0, CJCSI 3110.14, JP 3-07, JP 3-07.5, JP 3-08v1, JP 3-57, JP 4-02.1)

M1	Hours	Before joint force personnel and NGOs meet (during a crisis).
M2	Hours	To contact in-theater NGOs.
M3	Hours	To respond to NGO requests under existing agreement.
M4	Percent	Difference between promised aid during planning and support of NGOs in execution.
M5	Percent	Of humanitarian effort in which military effort is duplicative of NGO effort.

M6	Percent	Of joint force headquarters have NGO representation.
M7	Percent	Of joint force initiated programs sustainable by NGO organizations upon military departure.
M8	Percent	Of NGOs have relationship with combatant command in peacetime.
M9	Percent	Of NGOs have reciprocal agreements with combatant command in peacetime.

## **ST 8.2.12 Cooperate with and Support Private Voluntary Organizations (PVO) in Theater**

**DJS Approval Date:** 05-SEP-05

**Description:** To work with and arrange for a mutually beneficial relationship between the combatant commander and PVOs operating within the theater. This task includes ensuring that PVOs or their interests are represented at every level of the chain of command within the limitations of military forces and that military forces are aware of the capabilities and limitations of PVOs. (JP 3-07, JP 3-08v1, JP 3-57, JP 3-0, CJCSI 3110.14)

M1	Hours	Before joint force personnel and PVOs meet (during a crisis).
M2	Hours	To contact in-theater PVOs.
M3	Hours	To respond to PVO requests under existing agreement.
M4	Percent	Difference between promised aid during planning and support to PVOs in execution.
M5	Percent	Of humanitarian effort in which military effort duplicative of PVO effort.
M6	Percent	Of joint force headquarters has PVO representation.
M7	Percent	Of joint force initiated programs sustainable by PVOs upon military departure.
M8	Percent	Of nongovernmental organizations (NGOs) have relationship with combatant command in peacetime.
M9	Percent	Of NGOs have reciprocal agreements with combatant command in peacetime.

M10	Percent	Of NGOs with interoperable communications systems both voice and data.
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## ST 8.2.13 Coordinate Countermining Activities

**DJS Approval Date:** 05-SEP-05

**Description:** To coordinate US forces support for countermining activities in the theater with nongovernmental organizations (NGOs), host nations (HNs), and US government (USG) agencies. Activities focus on reducing or eliminating the threat to noncombatants and friendly military forces posed by mines, boobytraps, and other explosive devices by training host-nation forces in the location, recognition, and safe disposal of mines and other destructive devices, as well as program management. (JP 3-05, JP 3-15)

M1	Percent	Of accuracy in accounting for funds used in countermining operations.
M2	Weeks	To coordinate with the Department of State (DOS) to conduct countermining operations.
M3	Days	To contact in-theater NGOs.
M4	Percent	Of humanitarian effort in which military effort is duplicative of NGOs.
M5	Days	To begin delivering countermining operations supplies and equipment.
M6	Days	To establish lines of communications in country.
M7	Weeks	To organize countermining efforts in country.
M8	Hours	To establish liaison with Country Team, HN and other USG agencies, NGO/information operations (IO), and coalition forces.
M9	Percent	Of US civil affairs (CA)/psychological operations (PSYOP) military involved.

## ST 8.3 Obtain Support for US Forces and Interests

**DJS Approval Date:** 05-SEP-05

**Description:** To make agreements with, and seek the assistance of, alliance and other countries in the region for support of US forces. This support includes status-of-forces agreements, sustainment, intelligence,

operations, command and control (C2), overflight and landing rights, lines of communications, facilities, space, labor, skilled manpower. Support may be from governments, nongovernmental organizations (NGOs), or private entities. (JP 1-06, JP 3-0, JP 3-07.3, JP 3-08, JP 3-16, JP 4-0, JP 4-07, JP 4-08, JP 5-0, JP 5-00.2)

M1	Incidents	Of violation of host nation (HN) flight rules, per 10,000 flights.
M2	Percent	Of overflight requests approved in last 12 months.
M3	Percent	Of peacetime support provided by allied HN.
M4	Percent	Of portcall delays of military vessels.
M5	Percent	Of stationing costs borne by allied HN.
M6	Percent	Of US dependents living in substandard housing.

### ST 8.3.1 Arrange Stationing for US Forces

**DJS Approval Date:** 05-SEP-05

**Description:** To obtain approval for and to house and dispose forces to best support peacetime presence and military operations. This task is conducted within the bounds of physical limitations and political constraints. It includes negotiation of status-of-forces agreements. (JP 1-06, JP 3-0, JP 3-07.3, JP 3-08, JP 4-0, JP 4-05)

**Notes:** See also ST 8.1.1, "Enhance Regional Politico-Military Relations."

M1	Incidents	Of US personnel injured/killed by terrorists.
M2	Incidents	Of US property damaged by terrorist incidents.
M3	Kilometers	To travel in country for US Army brigades to reach their gross domestic product (GDP) positions.
M4	Percent	Of host-nation criminal cases involving US forces or dependents.
M5	Percent	Of US air forces deploy outside host nation (HN) for training.
M6	Percent	Of US forces living in substandard barracks in peacetime.
M7	Percent	Of US ground forces deploy outside HN for training.
M8	Percent	Of US land based wartime fighter sorties aerial refuel to range their targets.
M9	Percent	Of US units deploy outside HN for their primary wartime mission.

M10	Weeks	To find permanent quarters in HN for US dependents.
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## ST 8.3.2 Establish Bilateral or Multilateral Arrangements

**DJS Approval Date:** 05-SEP-05

**Description:** To establish, in anticipation of requirements to conduct operations with friends and allies outside an alliance command structure, mutually agreed procedures. This task includes harmonization of the approaches of the respective national forces, including actions to preclude or minimize fratricide. This task also includes taking into account differences in language, customs, organization, military capability, level of training, and political constraints. This activity includes establishing command relationships. (JP 3-0, JP 3-16)

M1	Percent	Of nonalliance nations have provided exercise commanders at some level of chain of command.
M2	Percent	Of nonalliance nations have conducted exercises with US within the last year.
M3	Percent	Of nonalliance nations with which US has communications agreements.
M4	Percent	Of nonalliance nations with whom US has cross-serving agreements.
M5	Months	To formalize memorandum of agreement (MOA) or other agreement.
M6	Percent	Of nonalliance nation's weapons can use US ammunition.
M7	Hours	To obtain authorization to release sensitive/classified information to allied forces.
M8	Percent	Of nations have agreements with US on mutual disaster relief.
M9	Percent	Of nations have extradition treaties with US, covering narcotics offenses.
M10	Percent	Of nations have extradition treaties with US, covering terrorism offenses.

## ST 8.3.3 Arrange Sustainment Support for Theater Forces

**DJS Approval Date:** 05-SEP-05

**Description:** To obtain sustainment support from sources other than the US military. This activity includes host nation (HN) support, logistic civil augmentation, third-country support, and captured materiel. (JP 3-35, JP 4-0, JP 4-01, JP 4-08, JP 5-00.2)

**Notes:** This task usually supports ST 4.4, "Develop and Maintain Sustainment Bases."

M1	Days	Saved in closing Time-Phased Force and Deployment Data (TPFDD) relative to unnamed day on which a deployment operation begins (C-day) (using host-nation support (HNS)).
M2	Days	To act on agreed support.
M3	Days	To initiate agreed upon support.
M4	Days	To obtain basing rights.
M5	Hours	To obtain overflight authorization.
M6	Instances	Of command, control, communications, computers, and intelligence (C4I) capability damaged by enemy forces, repaired by HN damage control elements.
M7	Instances	Of interrogator/translator capability delays operations.
M8	Instances	Of issues resolved by liaison officers.
M9	Instances	Of modifications to existing plans upon execution.
M10	Percent	HN security and means increases availability of combat forces.
M11	Percent	HN security and means increases availability of tactical forces.
M12	Percent	HN infrastructure and damage control increase command, control, communications, and intelligence (C3I) capacity.
M13	Percent	Of combat service support personnel provided by HN.
M14	Percent	Of combat service support personnel requirement reduced by HN support.
M15	Percent	Of combat support personnel requirement reduced by HN support.
M16	Percent	Of equipment and personnel to remove strategically significant hazards provided by HN.



M17	Percent	HN infrastructure increases communications capacity.
M18	Percent	Of Joint Strategic Capabilities Plan (JSCP) assigned operation plans (OPLANs) identifying/projecting HN support resources.
M19	Percent	Of maintenance units trained to convert captured material to friendly use.
M20	Percent	Of OPLANs, operation plans in concept format (CONPLANs), functional plans (FUNCPLANs) without fully negotiated provisions for HN support.
M21	Percent	Of peacetime support provided by HN.
M22	Percent	Of projected HNS responses identified by the joint force.
M23	Percent	Of significant hazards removed by HN.
M24	Percent	Of specialized maintenance units prepared to convert captured material to friendly use.
M25	Percent	Of stationing costs paid by HN.
M26	Percent	Of strategically significant hazard reduction provided by HN.
M27	Percent	Of total combat service support supplied by HN.
M28	Percent	Of total combat support supplied by HN.
M29	Percent	Of total cost of operation paid for by HN and third party nations.
M30	Percent	Of total cost of operation paid for by HN.
M31	Percent	Of total cost of operation paid for by third party nations.
M32	Percent	Of US plans have HN supporting plans.
M33	Tons	Of materiel reduced by use of HNS.
M34	Weeks	To begin receiving agreed upon support.
M35	Percent	Of support personnel requirement reduced by HN support.
M36	Percent	Of support personnel provided by HN.

### **ST 8.3.4 Obtain Multinational Support Against Nonmilitary Threats**

**DJS Approval Date:** 05-SEP-05

**Description:** To identify and obtain cooperation and support of allies and friends for protection against nonmilitary threats to civilian and military personnel and to key facilities in the theater. Threats of this nature may come from illegal drug trafficking and terrorism. (JP 3-0, JP 3-07.2, JP 3-07.3, JP 3-16, JP 3-35)

M1	Incidents	Of US personnel injured or killed by terrorists.
M2	Incidents	Of US property damaged by terrorists.
M3	Percent	Of nations share police data with US military law enforcement agencies.
M4	Days/Weeks	To coordinate emergency response plan with local authorities (continental United States (CONUS) and outside the continental United States (OCONUS)).
M5	Days/Weeks	In-place plan for DOD emergency response operations in conjunction with other US government (USG) agencies and allied host nation (HN) authorities.
M6	Frequency (e.g. Months)	Of recurring theater-wide exercise of DOD support operations to other USG and allied HN agencies.

## **ST 8.4 Provide Theater Support to Other DOD and Government Agencies**

**DJS Approval Date:** 05-SEP-05

**Description:** To provide specified support to other combatant commands, DOD agencies, and other governmental departments or agencies operating within continental United States (CONUS) or an outside the continental United States (OCONUS) theater. Support could be to US government (USG) agencies assisting US or foreign citizens, on US territory, in foreign states, or in international waters in accordance with US law. This support could include intelligence, intercepting and detaining illegal immigrants, logistic, medical, command, control, communications, and computers (C4), and security support, counterdrug operations, combating terrorism, counterproliferation, and noncombatant evacuation operations (NEO). (JP 0-2, JP 1-0, JP 3-0, JP 3-07, JP 3-08, JP 4-08)

**Notes:** See SN 8.2, "Provide DOD/Government-Wide Support." For NEO, see also ST 8.4.3, "Coordinate Evacuation and Repatriation of Noncombatants from Theater."

M1	Hours	To respond to US agency request for all forms of intelligence support.
M2	Hours	To respond to US agency request for logistics support.
M3	Instances	Of US agencies receiving C4 support from combatant command.
M4	Instances	Of US agencies receiving logistics support from combatant command.
M5	Minutes	For staff members working chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) considerations to provide hazard prediction.
M6	Minutes	From notification of CBRNE incident to preparation and output of Environmental Hazard report to NORAD Forward Automated Reporting System (NFARS) and NAFTOC subscribers.
M7	Minutes	To output nuclear detonation (NUDET) information from ROCCs/Sector Operations Control Center (NORAD) (SOCCs) and forward to NORAD Forward Automated Reporting System (NFARS), NUDIS, NAFTOC subscribers.
M8	Minutes	To output NUDET information from sensors to NFARS, NUDIS, NAFTOC subscribers.
M9	Months	Since review of support requirements to other agencies.
M10	Percent	Of CONUS Airborne Reconnaissance for Damage Assessment (CARDA)/residual capabilities assessment (RECA) requests processed.
M11	Percent	Of Federal Aviation Administration (FAA)/tactical (TC) (aircraft in distress) assistance requests filled with an interceptor.
M12	Percent	Of hand-off of potential drug smuggling aircraft effected.
M13	Percent	Of incidents (e.g., terrorist, natural disaster) had coordination procedures with civil agencies to assist or conduct operations in place.
M14	Percent	Of requests by US agencies supported with command and control provided by combatant command.
M15	Percent	Of requests by US agencies supported with logistics support.

M16	Percent	Of steaming hours dedicated to agency support operations.
M17	Percent	Of theater flying hours dedicated to agency support operations.
M18	Percent	Of theater forces conducted agency support operations.
M19	Percent	Of time reliable, uninterrupted air picture provided to other agencies.
M20	Percent	Of US agencies have intelligence sharing agreements with combatant command for narcotics or terrorism offenses.
M21	Percent	Of US agencies have intelligence support provided by combatant command.
M22	Months	To develop epidemiological models and protocols of the top bio-agents, looking at the impact of actions such as quarantine and prophylaxis.
M23	Hours	Of intelligence, to include medical intelligence is assessed, transmitted, and fused with other key sources of intelligence.
M24	Hours	Till medical intelligence is assessed, transmitted, and fused with other key sources of intelligence.

## **ST 8.4.1 Advise and Support Counterdrug Operations in Theater**

**DJS Approval Date:** 05-SEP-05

**Description:** To support counterdrug operations through the establishment of theater joint task forces or elements of multi-jurisdictional forces in support of law enforcement agencies (LEAs) and host nation (HN) forces. This includes close coordination and direct liaison between the theater and LEAs and HNs. This task requires the integration and coordination of all of the different task categories of counterdrug support, including command, control, communications, computers, and intelligence (C4I), planning, logistic, and training. The task combines the combatant commander's unique counterdrug capabilities of detection and monitoring, with specific responsibility, under the FY 89 National Defense Authorization Act, to integrate US assets into a network that is dedicated to the interdiction of illegal drugs. (JP 3-0, JP 3-07, JP 3-07.4, JP 3-08, CJCSI 3110.14, CJCSI 3710.01, CJCSM 3122.03)

M1	Days	To process off-cycle Country Team requests by combatant command headquarters.
M2	Hours	Of warning provided law enforcement agencies (LEAs) of arrival in United States of maritime drug shipments.
M3	Instances	Of host-nation personnel training with the US.
M4	Percent	Of Country Team requests handled outside normal planning cycle.
M5	Percent	Of effort provided under operation plan (OPLAN) vice operations and maintenance (O & M) or other funding.
M6	Percent	Of US detection and monitoring capability transitioned to HN.
M7	Percent	Of US O&M capability transitioned to HN in last 12 months.
M8	Percent	Reduction of drug traffic into United States from combatant command theater each year.

## ST 8.4.2 Conduct Counterterrorism

**DJS Approval Date:** 30-OCT-06

**Description:** To produce effective anticipatory and offensive measures to: defeat transnational terrorist organizations; prevent Weapons of Mass Destruction (WMD) acquisition, development or use by terrorist organizations; dissuade, compel, and if necessary, defeat state and non-state entities sponsoring terrorism; develop partner countries' capacity to detect and defeat terrorist organizations; protect the US and its interests from further attacks. (JP 3-0, JP 3-05, JP 3-05.1, CJCS Handbook 5260)

**Notes:** This task can involve measures taken to prevent, deter and respond to terrorism. Antiterrorism included in ST 6.2, "Coordinate Protection for Theater Forces and Means."

M1	Annually	Terrorist organizations in the area of responsibility (AOR) identified, prioritized, reviewed, and published.
M2	Annually	Country appendices to Annex Y of the counterterrorism (CT) Campaign Plan written/updated.
M3	Yes/No	Planning guidance and standards adhered to.

M4	Percent	Of Campaign Plan, Base Plan, Functional Annexes, and Country Appendices updated within the previous year.
M5	Percent	Of key joint task force (JTF) headquarters (HQ) personnel in position for greater than 6 months and participated in at least one STAFFEX with Combat Terrorism (CbT) scenario or real-world CbT deployment.
M6	Percent	Availability of Intel Collection Assets to fill collection requirements.
M7	Percent	Of Joint Interagency Control Group/Counterterrorism (JIACG/CT) personnel, active military, assigned.
M8	Percent	Of JIACG/CT personnel, civilian and agency, assigned.
M9	Percent	Of CT personnel complete standard CbT course within 60 days of assignment.
M10	Hours	To communicate terrorist threat change within theater.

### **ST 8.4.3 Coordinate Evacuation and Repatriation of Noncombatants from Theater**

**DJS Approval Date:** 05-SEP-05

**Description:** To use all available means, including commercial, theater military, host nation (HN), and third-country resources to evacuate US dependents, US government (USG) civilian employees, and private citizens (US and third-country) from the theater and support the repatriation of appropriate personnel to the US. Such operations are conducted in support of the Department of State. Theater organizations at various echelons provide support (for example, medical, transportation, and security) to noncombatants. (JP 1-0, JP 3-07, JP 3-07.5, CJCSI 3110.14, CJCSM 3122.03)

M1	Days	To organize and deploy fully operational joint task force (JTF).
M2	Hours	To evacuate noncombatants (once combatant commander directed to conduct evacuation).
M3	Hours	To evaluate situation and present recommendations to decision maker(s).

M4	Percent	Of US citizens and designated foreign nationals accounted for by name during evacuation.
M5	Percent	Of US citizens and designated foreign nationals accounted for.
M6	Percent	Of US citizens and designated foreign nationals evacuated.
M7	Percent	Of US citizens desiring, evacuated.
M8	Percent	Of evacuees available and desiring evacuation, moved (in accordance with (IAW) operation plan (OPLAN) timelines).
M9	Yes/No	Noncombatant evacuation operation (NEO) plans include actions in the event of nuclear, biological, and chemical (NBC) attack.

### **ST 8.4.4 Counter-Weapon and Technology Proliferation**

**DJS Approval Date:** 19-SEP-05

**Description:** Moved to ST 9.1 (None)

M1	None	None
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### **ST 8.4.5 Coordinate Civil Support in the United States**

**DJS Approval Date:** 05-SEP-05

**Description:** To plan for and respond to domestic (inside the United States and its territories) requests for assistance from other US government (USG) and State agencies in the event of civil emergencies such as natural and man-made disasters, consequence management (CM), civil disturbances and federal work stoppages. Other governmental agencies include such organizations as the Federal Emergency Management Agency (FEMA), the Environmental Protection Agency (EPA), the US Coast Guard and state and local divisions of emergency services. (JP 3-0, JP 3-07, JP 3-08, JP 3-35, JP 3-57, JP 3-57.1, JP 3-26)

M1	Hours	For DOD to respond request from FEMA for assistance.
M2	Hours	To prepare briefing for Secretary of Defense on

		federalizing the National Guard.
M3	Percent	Restoration of production when federal troops used to restore production after federal work stoppage.
M4	Hours	For DOD to respond to a State request for assistance to National Guard efforts to deal with disasters or disturbances.
M5	Days/Weeks	Before federal troops are present and responding to disaster or disturbance.

## **ST 8.4.6 Provide Logistic Support to Civil Authorities in the United States**

**DJS Approval Date:** 27-AUG-08

**Description:** To plan, coordinate and execute consequence management (CM) logistic support to domestic (inside the United States and its territories) requests for assistance from other United States Government (USG) and State agencies in the event of civil emergencies such as natural and manmade disasters, civil disturbances and federal work stoppages. (DOD 8025.1-M, DODD 3025.1, JP 3-0, JP 3-08 Vol I, JP 3-08 Vol II, JP 3-28, JP 3-33, JP 3-34, JP 4-0, JP 4-01, JP 4-03, JP 4-06)

**Notes:** Logistic support includes establishing and maintaining an effective distribution network for all classes of supplies and services necessary to support civil authorities and civilian populations. Theater logistic support also includes, but is not limited to, coordinating maintenance and salvage, planning and coordinating transportation requirements for military and, if necessary, federal and state agencies, plus civilian personnel, coordinating base support requirements, and the search, recovery, identification, care, and evacuation or disposition of deceased personnel. Other governmental agencies include such organizations as the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), the Environmental Protection Agency, the US Coast Guard, and state and local divisions of emergency services.

M1	Hours	For Department of Defense (DOD) to provide logistic support to Department of Homeland Security/FEMA following a formal request and Secretary of Defense approval.
M2	Number	Of gallons of fuel provided/transported in support of civil support operations.
M3	Number	Of gallons of water provided/transported in support



		of civil support operations.
M4	Hours	Before mortuary affairs personnel respond to requests to assist local medical examiners/ coroners.
M5	Number	Of tons of supplies provided / transported to civil authorities/agencies.
M6	Number	Of mission assignments approved by DOD forces supporting Federal Departments/Agencies and States.
M7	Number	Of mission assignments conducted by DOD forces supporting Federal Departments/Agencies and States.

## ST 8.5 Integrate Military Operations With Regional Interagency Activities

**DJS Approval Date:** 05-SEP-05

**Description:** Integrate operations and capabilities with those of other agencies and organizations to focus and optimize each of their unique contributions to accomplish the desired end state. Identify participating agencies during deliberate or crisis action planning process to accomplish specified agency objectives. (JP 3-0, JP 3-07, JP 3-07.3, JP 3-08, CJCSM 3122.03)

M1	Hours	To respond to Country Team request for assistance.
M2	Months	Since review of existing plans involving agency or coalition participation.
M3	Percent	Of international agencies have memorandums of agreement or letters of agreement with combatant commander.
M4	Percent	Of liaison officers (LNOs) from national agencies, resident on combatant commander's staff.
M5	Percent	Of missions coordinated with theater, coalition headquarters (HQ), nongovernmental organizations (NGOs), and host-nation governments.
M6	Percent	Of non-DOD and US government (USG) operations known by combatant commander.
M7	Percent	Of theater support in concert with published theater strategy and combatant commander's intent.

## ST 8.5.1 Coordinate and Integrate Policy for the Conduct of Theater Operations

**DJS Approval Date:** 05-SEP-05

**Description:** To work within the Country Team and other forums to provide support to the programs of other US government (USG) departments and agencies within the theater. To ensure that the strategy and campaigns of the combatant commander are understood by other USG agencies and organizations and that maximum support is obtained for the strategy and campaigns. (JP 3-07.1, JP 3-07.3, JP 3-08, JP 5-0)

M1	Hours	To complete poll of appropriate ambassadors as part of crisis assessment (after receipt of warning or alert order for combatant command staff).
M2	Hours	To designate interagency and nongovernmental organization (NGO) liaison points and coordinating mechanisms (after receipt of warning or alert order for combatant command staff).
M3	Percent	Of combatant command operation plans (OPLANs) have Country Team agreements for involved host nations (HNs).
M4	Percent	Of NGOs in joint operations area (JOA) establish agreed short-term objectives with combatant commander.
M5	Percent	Of organizational goals held in common across US departments and agencies, during a crisis response.
M6	Percent	Of NGOs in JOA establish agreed short-term objectives with combatant commander.
M7	Percent	Of involved US agencies for which objectives and courses of action (COAs) have been obtained and considered.
M8	Percent	Of US agencies identified during mission analysis and COA development as involved in crisis, contacted.
M9	Percent	Of USG crisis response participants have common long-term goals.
M10	Percent	Of USG crisis response participants have common short-term goals.

## ST 8.5.2 Facilitate US Information Exchange in Region

**DJS Approval Date:** 05-SEP-05

**Description:** To ensure the free flow of information within US government (USG) departments and agencies in the theater. This task also includes development of relations with NGOs in theater to ensure that all available information is available for resolution of the existing crisis, without creating the impression, internally or externally, that any nongovernmental organization (NGO) is being used as an intelligence source. (JP 3-08, CJCSI 3500.01A)

M1	Months	Since combatant command hosted conference for theater ambassadors or their representatives.
M2	Percent	Of theater nations in which combatant commander has military intelligence activities link with the Central Intelligence Agency (CIA), directly or through the Country Team.
M3	Percent	Of Country Teams in theater that have formal and frequent contacts from the combatant command political advisor (POLAD).
M4	Percent	Of joint force commander CCIFs answered by NGOs.
M5	Percent	Of nations and agencies have full access to information when involved in Foreign Internal Defense (FID) program.
M6	Percent	Of NGOs in theater that have established contact point for information exchange with combatant commander.
M7	Percent	Of NGOs in designated joint operations area (JOA) have previously established contact point for information exchange with combatant commander.
M8	Percent	Of NGOs in JOA terminate associate relationship because of appearance of being combatant command intelligence source.
M9	Percent	Of NGOs in theater that have established contact point for information exchange with combatant commander.
M10	Percent	Of NGOs in designated JOA have previously established contact point for information exchange with the combatant commander.

M11	Percent	Of NGOs in JOA terminate associate relationship because of appearance of being combatant command intelligence source.
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## ST 8.5.3 Establish Theater Interagency Cooperation Structure

**DJS Approval Date:** 06-SEP-05

**Description:** To establish formal and informal relationships with other US government (USG) departments and agencies in the theater for the mutual exchange of information and support. (JP 0-2, JP 1, JP 3-0, JP 3-08, CJCSI 3500.01A)

M1	Hours	To define coordinating relationships and lines of authority after humanitarian assistance survey team (HAST) arrives in country.
M2	Hours	To establish initial combatant commander liaison structure, after appointment of Special representative of the President for an area within joint operations area (JOA).
M3	Hours	To establish initial combatant commander liaison structure, after appointment of United Nations Secretary General Special Envoy.
M4	Hours	To initiate liaison after arrival of both HAST and disaster assistance response team (DART).
M5	Percent	Of command levels with nongovernmental organization (NGO) representation.
M6	Percent	Of Country Teams in theater that have participation with combatant commander (or subordinate combatant commander).
M7	Percent	Of host nation (HN) internal defense and development (IDAD) programs in theater that have major SA or CMO levels with a special management program.
M8	Percent	Of NGOs in designated JOA have established liaison and coordinating mechanisms with combatant commander.
M9	Percent	Of NGOs in designated JOA have established liaison and coordinating mechanisms with combatant commander.

M10	Percent	Of US departments and agencies, including DOD agencies in designated JOA have established liaison and coordinating mechanisms with combatant commander.
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### **ST 8.5.3.1 Establish Joint Interagency Control Group (JIACG) to Facilitate Interagency Activities**

**DJS Approval Date:** 06-SEP-05

**Description:** Establish and operate a theater Joint Interagency Control Group (JIACG) to plan, coordinate, and assist the unified commander in execution of joint interagency operations. (CJCSM 3122.03, JP 3-26)

M1	Hours	To respond to Country Team request for assistance.
M2	Months	Since review of existing plans involving agency or coalition participation.
M3	Percent	Of international agencies have memorandums of agreement or letters of agreement with combatant commander.
M4	Percent	Of liaison officers (LNOs) from national agencies, resident on combatant commander's staff.
M5	Percent	Of missions coordinated with theater, coalition headquarters (HQs), nongovernmental organizations (NGOs), and host nation (HN) governments.
M6	Percent	Of non-DOD and US government (USG) operations known by combatant commander.
M7	Percent	Of theater support in concert with published theater strategy and combatant commander's intent.

### **ST 8.5.3.2 Support Regional Interagency Activities**

**DJS Approval Date:** 06-SEP-05

**Description:** Conduct direct liaison with various agencies or departments for coordination, preparation, and implementation of regional interagency activities. (JP 3-08, CJCSM 3122.03)

M1	Hours	To respond to Country Team request for assistance.
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M2	Months	Since review of existing plans involving agency or coalition participation.
M3	Percent	Of international agencies have memorandums of agreement or letters of agreement with combatant commander.
M4	Percent	Of liaison officers (LNOs) from national agencies, resident on combatant commander's staff.
M5	Percent	Of missions coordinated with theater, coalition headquarters (HQs), nongovernmental organizations (NGOs), and host nation (HN) governments.
M6	Percent	Of non-DOD and US government (USG) operations known by combatant commander.
M7	Percent	Of theater support in concert with published theater strategy and combatant commander's intent.

### **ST 8.5.3.3 Assess Military Participation During Interagency Activities**

**DJS Approval Date:** 06-SEP-05

**Description:** Plan, coordinate, and implement assessment methodology to determine effectiveness of military participation during interagency activities and share information with participants. (JP 3-08, CJCSM 3122.03)

**Notes:** This task includes the assessment to determine possible interagency coordination educational and training requirements, identify recommendations for doctrinal changes, and propose changes to theater interagency coordination architecture and/or joint mission-essential task list (JMETL).

M1	Hours	To respond to Country Team request for assistance.
M2	Months	Since review of existing plans involving agency or coalition participation.
M3	Percent	Of international agencies have memorandums of agreement or letters of agreement with combatant commander.
M4	Percent	Of liaison officers (LNOs) from national agencies, resident on combatant commander's staff.
M5	Percent	Of missions coordinated with theater, coalition headquarters (HQs), nongo nongovernmental

		organizations (NGOs), and host nation (HN) governments.
M6	Percent	Of non-DOD and US government (USG) operations known by combatant commander.
M7	Percent	Of theater support in concert with published theater strategy and combatant commander's intent.

### **ST 8.5.3.4 Coordinate Planning for Interagency Activities**

**DJS Approval Date:** 06-SEP-05

**Description:** Integrate military operations with organizations representing other agencies. Integrate military operations and capabilities with other agencies and organizations to focus/optimize each of their unique contributions to accomplishing the desired end state. (JP 3-08, CJCSM 3122.03)

**Notes:** This task includes organizations that are identified as interagencies, intergovernmental, nongovernmental organization (NGO) and multinational agencies.

M1	Hours	To respond to Country Team request for assistance.
M2	Months	Since review of existing plans involving agency or coalition participation.
M3	Percent	Of international agencies have memoranda of agreement or letters of agreement with combatant commander.
M4	Percent	Of liaison officers (LNOs) from national agencies, resident on combatant commander's staff.
M5	Percent	Of missions coordinated with theater, coalition headquarters (HQs), NGOs, and host nation (HN) governments.
M6	Percent	Of non-DOD and US government (USG) operations known by combatant commander.
M7	Percent	Of theater support in concert with published theater strategy and combatant commander's intent.

## ST 8.5.4 Coordinate Theater Consequence Management (CM)

**DJS Approval Date:** 19-SEP-05

**Description:** Moved to ST 9.5 (None)

M1	None	None
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## ST 8.6.1 Identify Stability Operations Support Requirements

**DJS Approval Date:** 10-JUN-08

**Description:** To identify, coordinate, and develop requirements from USG, Department of Defense, intergovernmental agencies, private sector, and partner nations supporting stability operations for execution in uncertain or hostile security environments across the range of military operations. (DODD 3000.05, JP 3-0, JP 5-0, NSPD-44)

**Notes:** N/A

M1	Yes/No	Assess current processes, to include integrated priority list, joint manning document, request for forces, and Reserve Component, as to the ability to deliver adequate stability operations requirements product on time.
M2	Yes/No	Assemble current Stability, Security, Transition, and Reconstruction (SSTR) list from identified processes.
M3	Yes/No	Current plans include SSTR requirements.

## ST 8.6.2 Integrate Stability Operations into Military Training, Exercises, and Planning

**DJS Approval Date:** 10-JUN-08

**Description:** To coordinate and integrate stability operations into military and interagency training, exercises, and planning for operational execution in uncertain or hostile security environments across the range of military operations. Develop a list of planning events, training, and



exercises that integrate command/organization stability operations.  
(DODD 3000.05, JP 3-0, JP 5-0, NSPD-44)

**Notes:** N/A

M1	Yes/No	Review current planning guidance, to include NMS, Joint Strategic Capabilities Plan, Security Cooperation Guidance, combatant command, theater security cooperation plan, and mission performance plan.
M2	Yes/No	Review current plans for integrating stability operations initiatives.
M3	Yes/No	Review current stability operations lines of operations and supporting activities as supporting activities in wider range of plans.
M4	Yes/No	Adapt current lines and activities for future plans and support activities to USG reconstruction and stabilization response.

### **ST 8.6.3 Engage Relevant United States Government (USG) Departments and Agencies, Foreign Governments, Non-Governmental Organizations (NGO), the Private Sector, and Intergovernmental Organizations in Stability Operations**

**DJS Approval Date:** 10-JUN-08

**Description:** To identify, coordinate, and engage during execution and planning of current operations, relevant USG departments and agencies, foreign governments and security forces, intergovernmental organizations, NGOs, and members of the private sector in stability operations activities to support operational execution in uncertain or hostile security environments across the range of military operations.  
(DODD 3000.05, JP 3-0, NSPD-44)

**Notes:** Authorize DIRLAUTH between combatant commands and USG agencies, NGOs, and the private sector. Develop an effective interagency planning, coordination, and execution mechanism that crosses strategic, operational, and tactical levels.

M1	Yes/No	Establish formal coordination/collaboration
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		mechanisms for reconstruction and stabilization information/intelligence sharing, planning, exercise, and execution.
M2	Yes/No	Provide support to creating an effective interagency reconstruction and stabilization coordination capability that crosses strategic, operational, and tactical levels.

## ST 8.6.4 Conduct Intelligence Planning for Stability Operations

**DJS Approval Date:** 10-JUN-08

**Description:** To develop and conduct intelligence planning for stability operations as part of an operation or campaign plan for execution in uncertain or hostile security environments in coordination with other US Government agencies across the full range of military operations. (JP 2-01.2 , JP 2-01.3, JP 2-03, JP 3-0, JP 3-13.3, JP 3-60, JP 5-0, JP 6-0, NSPD-44, DODD 3000.05, JP 2-0, JP 2-01)

**Notes:** Provide information on key ethnic, cultural, religious, tribal, economic and political relationships, non-military security forces, infrastructure, sanitation and health structure, munitions facilities, border controls, and customs processes. Conduct joint intelligence preparation of the operational environment (JIPOE) for the environment in which stability operation will be conducted. Develop intelligence collections requirements to support force protection of U.S. and coalition forces. See ST 2.0 series for JIPOE and collections-related tasks.

M1	Yes/No	Integrate all source intelligence and information from diverse U. S. and coalition force military and civilian government agencies.
M2	Yes / No	Identify local threat capabilities.
M3	Yes/No	To execute the JIPOE process (upon receipt of the mission).
M4	Yes/No	To gain situational understanding (upon receipt of the mission).
M5	Yes/No	To provide intelligence support to plans (upon receipt of the mission).
M6	Yes/No	To provide intelligence support to operations (upon receipt of the mission).

## ST 8.6.5 Integrate Stability Operations into Joint Experimentation

**DJS Approval Date:** 10-JUN-08

**Description:** To coordinate and integrate (with other USG agencies) command/organizational concepts and capabilities for stability Operations into joint experimentation programs. (DODD 3000.05, NSPD-44)

**Notes:** N/A

M1	Yes/No	Evaluate existing stability operations related historical data collection processes.
M2	Percent	Of submitted stability operations ideas and issues to USJFCOM for further exploration as part of the Joint Experimentation Program.
M3	Yes/No	Develop, staff, and direct appropriate command/organization support to stability operations action(s).
M4	Yes/No	Develop command/organization directive(s) to adapt existing procedures.
M5	Yes/No	Identified processes/captured lessons learned.
M6	Yes/No	Aligns to active programs and initiatives that promote self-sufficiency.
M7	Yes/No	Near-term (within the year) and long-term (within 5 years) objective established.
M8	Yes/No	Nongovernmental agencies are integrated.

## ST 9 Conduct Combating Weapons of Mass Destruction (CWMD) Activities in Theater

**DJS Approval Date:** 14-MAY-08

**Description:** To plan, execute, integrate, and coordinate CWMD activities at the theater level to dissuade, deter, and defeat those that seek to harm the United States, its Armed Forces, allies, coalition partners, and interests through WMD use or threat of use. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3500.01D, CJCSI 3520.02A, CJCSI 6731.01B, CJCSM 3122.01A, CJCSM 3122.03C, DODD 2060.02, DODI 2000.18, JP 2-0, JP 2-01, JP 3-0, JP 3-01, JP

3-05, JP 3-07, JP 3-08, JP 3-10, JP 3-11, JP 3-40, JP 3-41, JP 3-68, JP 4-01.5, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** Activities include all actions taken to: defeat and deter WMD use and subsequent use; protect, respond, and recover from WMD use; defend, dissuade, or deny WMD proliferation; and to reduce, destroy, or reverse WMD possession. Theater CWMD activities should be integrated with the activities of other USG departments/agencies and allies and partners across the spectrum of the 8 CWMD mission areas (offensive operations, elimination, interdiction, active defense, passive defense, WMD CM, security cooperation and partner activities, and threat reduction cooperation).

M1	Number	Of nations in the theater, or with influence, that have nuclear attack capabilities.
M2	Number	Of nations in the theater, or with influence, that have chemical attack capabilities.
M3	Number	Of nations in the theater, or with influence, that have biological attack capabilities.
M4	Number	Of nonstate actors with assessed CBRN weapon capabilities in the theater.
M5	Number	Of theater plans without CBRN considerations when, in fact, a valid CBRN threat existed.
M6	Number	Of nations in the theater that have a program for a ballistic missile with a range over 500 nautical miles (NM).
M7	Number	Of nations in the theater that have successfully mated CBRN weapon warheads to ballistic missiles.
M8	Number	Of nations in the theater that have sea-based CBRN weapon forces in development.
M9	Number	Of nations in the theater providing assistance to other nations in the transfer of critical weapons technology.
M10	Time/days	From the time of identification of a terrorist organization in theater to the time to assess if they possess or are attempting to acquire WMD.
M11	Hours	To coordinate with the Joint Staff through OSD with LFA during crisis action procedures.
M12	Yes/No	Theater CBRN operation plans, programs, and measures are active, layered, and reflect a defense-in-depth.
M13	Yes/No	Theater CBRN operation plans, programs, and

		measures provide situational awareness and integrated C2.
M14	Yes/No	Theater CBRN operation plans, programs, and measures utilize the enablers of intelligence, partnership capacity, and theater communications support.
M15	Yes/No	Theater JWARN is fully integrated and 100 percent mission capable.
M16	Yes/No	Coordination with allies and partners to improve mutual state of CBRN defense programs, training exercises, and doctrine within the CWMD mission areas.
M17	Number	Of annual incidents of new bilateral strategic cooperation in R&D of theater counterproliferation programs (i.e., active and passive defenses, offensive operations, elimination, interdiction, and CM).
M18	Number	Of nations in theater educated on counterproliferation.
M19	Percent	Of enemy CBRN weapon attacks reached target in theater.
M20	Percent	Of detected CBRN weapons intercepted in theater.
M21	Instances	Of U.S. agencies receiving C4ISR support from combatant commands.
M22	Percent	Of intelligence on enemy CBRN weapon systems in theater that proves to be accurate.
M23	Yes/No	WMD offensive operations integrated in theater.
M24	Yes/No	WMD elimination operations integrated in theater.
M25	Yes/No	WMD interdiction integrated in theater.
M26	Yes/No	WMD active defense measures integrated in theater.
M27	Yes/No	WMD passive defense measures integrated in theater.
M28	Yes/No	WMD CM integrated in theater.
M29	Yes/No	WMD security cooperation and partner activities integrated in theater.
M30	Yes/No	WMD threat reduction cooperation programs integrated in theater.

## ST 9.1 Develop Combating Weapons of Mass Destruction (CWMD) Programs in Theater

**DJS Approval Date:** 13-MAY-08

**Description:** To develop CWMD programs in theater by developing effective strategies and opportunities to strengthen alliances and establish partnerships that increase theater programs: situational awareness, synchronization and interoperability of C2, and integration of theater CWMD capabilities. (CJCSI 3110.16A, CJCSI 3520.02A, JP 2-0, JP 2-01, JP 3-05, JP 3-07.1, JP 3-08, JP 3-10, JP 3-11, JP 3-40, JP 3-41, JP 5-0, JP 6-0)

**Notes:** This task enables strategic theater tasks (i.e. characterize the theater CBRN threat and proliferation situation). This task requires reachback capability to USG intelligence and science/technology resources and SME. This task relies heavily on the enabling programs of C4ISR, interagency coordination, and strategic communications.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and required storage in theater.
M2	Days	To describe the posture and disposition of theater country's WMD weapons, munitions, delivery systems, and units.
M3	Days	From date of terrorist organization identification in theater to determine if they possess or are attempting to acquire WMD.
M4	Days	To identify government and commercial facilities in theater (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs.
M5	Number	Of theater synchronized PSI exercises in theater coordinated with other joint and combined exercise programs.
M6	Yes/No	Agreement between combatant command and interested country teams on end state and exit criteria.
M7	Number	Of LFA or country team identified conditions that could produce mission failures that are formally addressed before execution.

M8	Yes/No	Theater CBRN operation plans, programs, and measures are active, layered, and reflect a defense-in-depth.
M9	Yes/No	Theater CBRN operation plans, programs, and measures provide situational awareness and integrated C2, as evidenced by successful participation in CWMD exercises by DOD support agencies and non-military governmental agencies.
M10	Yes/No	Theater CBRN operation plans, programs, and measures utilize the enablers of intelligence, partnership capacity, and theater communications support.
M11	Yes/No	Theater JWARN is fully integrated and 100 percent mission capable.
M12	Number	Of annual visits with theater allies and friends to discuss mutual state of CBRN defense programs, training exercises, and doctrine within the counterproliferation functional areas.
M13	Annual Incidents	Of new bilateral strategic cooperation in R&D of theater counterproliferation programs (i.e., active and passive defenses, offensive operations, elimination, interdiction, and CM).
M14	Percent	Of improvement each year in theater allies' and friends' counterproliferation capabilities.
M15	Yes/No	Achieve 24/7 reachback capabilities with CBRN SMEs and request for information (RFI) support products.
M16	Percent	Of RFIs sent were responded with valid data to meet warfighter suspense.
M17	Percent	Of intelligence on enemy CBRN weapon systems in theater that proves to be accurate.
M18	Percent	Of theater nations have military agreements with the United States.
M19	Percent	Of cooperative agreements with allied nations in theater updated within 2 years.
M20	Number	Of regional nations that have signed Nuclear Nonproliferation Treaty.

## **ST 9.2 Conduct Combating Weapons of Mass Destruction (CWMD)/Chemical, Biological, Radiological, and Nuclear (CBRN) Threat Reduction Programs in Theater**

**DJS Approval Date:** 14-MAY-08

**Description:** To conduct CWMD/CBRN threat reduction cooperation activities programs in theater planning, situational awareness, and operations. (CJCSI 3214.01C, CJCSI 3520.02A, JP 2-0, JP 3-08, JP 3-10, JP 3-11, JP 3-13, JP 3-29, JP 3-40, JP 3-60)

**Notes:** This task includes integrating theater support and assistance to HN authorities to enhance their physical security; emplace detection equipment; and reduce, dismantle, redirect, and/or improve protection of a State's existing WMD programs, stockpiles, and capabilities. Although not primarily a combatant commander responsibility, combatant commands must maintain visibility into these efforts to ensure theater security cooperation plans and security measures are consistent with threat reduction initiatives. This task also includes maintaining visibility of all threat reduction activities. Combatant command programs, such as USCENTCOM Cooperative Defense Program (CDP), are considered the actionable focal points for integrating security cooperation and partner activities in theater.

M1	Days	To identify terrorist organizations in theater acting alone or with state sponsorship that possess or are attempting to acquire WMD.
M2	Yes/No	Combatant commands annually assess and recommend improvements for the strategic enablers of intelligence/detection capabilities, partnership capacity, and strategic communication support.
M3	Yes/No	Theater CBRN operation plans, programs, and measures utilize the enablers of intelligence, partnership capacity, and theater communications support.
M4	Number	Of annual visits with allies and friends to discuss mutual state of CBRN defense programs, training exercises, and doctrine within the counterproliferation functional areas.
M5	Percent	Of improvement each year in theater allies' and friends' counterproliferation capabilities.



M6	Yes/No	Combatant command CWMD efforts are integrated with other organizations and nations that possess capabilities, resources, or information that can contribute to the mission.
M7	Percent	Of theater nations that have military agreements with the United States.
M8	Number	Of nations in the theater that have nuclear attack capabilities.
M9	Number	Of nations in the theater that have chemical attack capabilities.
M10	Number	Of nations in the theater that have biological attack capabilities.
M11	Percent	Change in number of CBRN weapon capable theater actors in the past year.
M12	Percent	Of cooperative agreements, updated within the last 2 years (nations with U.S. treaty commitment).
M13	Percent	Of nations en route and in theater that have politico-military agreements with the United States that support overflight, transit, and logistics of forces.
M14	Number	Of nations in the theater that accepted U.S. help in controlling CBRN weapon technology proliferation.
M15	Percent	Treaty limited items destroyed or eliminated.
M16	Hours	From noncompliance discovery to noncompliance report made.
M17	Number	Of border, APOD, SPOD, APOE, and SPOE inspections conducted to track, intercept, search, divert, seize, or stop trafficking to/from state and/or non-state actors (including redirection) of international shipments of unauthorized WMD, related material, or WMD development information sources.

### **ST 9.3 Conduct Combating Weapons of Mass Destruction (CWMD) Security Cooperation and Partner Activities in Theater**

**DJS Approval Date:** 13-MAY-08

**Description:** To plan, execute, and coordinate CWMD Security Cooperation and Partner Activities in Theater to support nonproliferation strategies to assist U.S. and international efforts to prevent, dissuade, or deny state and non-state actors' access to WMD-relevant capabilities. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3520.02A, CJCSM 3122.01A, CJCSM 3122.03C, DODD 2060.02, JP 2-0, JP 2-01, JP 3-0, JP 3-05, JP 3-11, JP 3-13, JP 3-40, JP 3-41, JP 3-68, NMS-CWMD)

**Notes:** These integration activities require a coordinated international military response to support nonproliferation efforts assigned by treaties, agreements, sanctions, and export control regimes and frameworks, and national, international, and HN programs. U.S. Armed Forces should undertake cooperative activities with regional military partners that promote improved partner and allied capacity to CWMD through military-to-military contact, burden sharing arrangements, combined military activities, and support to international activities. The task promotes improved partnership capacity to combat WMD (CWMD) across 7 of the 8 CWMD mission areas (i.e., elimination operations, interdiction operations, active defense, passive defense, WMD CM, security cooperation & partnership activities, and threat reduction cooperation). This task creates self-sufficient coalition partners and expands CWMD capabilities and capacities. Combatant command programs, such as USCENTCOM Cooperative Defense Program (CDP), are considered the actionable focal points for integrating security cooperation and partner activities in theater. These activities should foster common threat awareness, coalition building, and interoperability. Security cooperation and partner activities contribute to achieve objectives that contribute materially to the achievement of the combatant commanders' designated specified end state.

M1	Percent	Change in number of nuclear powers in the theater in the last year.
M2	Number	Of nations in the theater that have actual or suspected biological weapons programs.
M3	Number	Of nations in the theater that have actual or suspected chemical weapons programs.
M4	Number	Of nations in the theater that have actual or suspected nuclear weapons programs.
M5	Number	Of nations in the theater that accepted U.S. help in controlling CBRN weapon technology proliferation.
M6	Number	Of nations in the theater that have a ballistic missile program.

M7	Number	Of nations in the theater that have a program for a ballistic missile with range over 500 kilometers (KM).
M8	Number	Of nations in the theater that have successfully mated CBRN weapon warheads to ballistic missiles.
M9	Number	Of nations in the theater that have sea-based CBRN weapon forces in development.
M10	Number	Of nations in the theater that provided assistance to other nations in the transfer of critical weapons technology.
M11	Days	Of theater synchronized PSI exercises with other joint and combined exercise programs.
M12	Number	Of theater coordinated PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M13	Percent	Of LFA or country team identified conditions that could produce mission failures addressed before execution.
M14	Yes/No	Theater CWMD operation plans, programs, and measures are active, layered, and reflect a defense-in-depth.
M15	Yes/No	Theater CWMD operation plans, programs, and measures provide situational awareness and integrated C2.
M16	Yes/No	Theater CWMD operation plans, programs, and measures utilize the enablers of intelligence, partnership capacity, and theater communications support.
M17	Number	Of annual visits with theater allies and friends to discuss mutual state of CBRN defense programs, training exercises, and doctrine within the counterproliferation functional areas.
M18	Number	Of annual incidents of new bilateral strategic cooperation in R&D of theater counterproliferation programs (i.e., active and passive defenses, elimination, interdiction, and CM), as applicable to SC&PA.
M19	Percent	Of improvement each year in theater allies' and friends' CWMD capabilities.

M20	Yes/No	Combatant command campaign plans include security cooperation activities.
M21	Number	Of theater synchronized PSI exercises with other joint and combined exercise programs.

## ST 9.4 Conduct Combating Weapons of Mass Destruction (CWMD) Interdiction in Theater

**DJS Approval Date:** 13-MAY-08

**Description:** To plan, execute, coordinate, and sustain CWMD interdiction programs to divert, disrupt, delay, or destroy the enemy's WMD capability in theater. (CJCSI 3520.02A, CJCSM 3122.01A, CJCSM 3122.03C, JP 2-0, JP 2-01, JP 3-0, JP 3-03, JP 3-11, JP 3-40, JP 3-60, JP 5-0, JP 6-0)

**Notes:** Task requires conducting the planning, exercising, and execution of interdiction operations in theater to intercept, identify, safely secure, and dispose or render safe any materials suspected as CBRN materials, associated delivery systems, dual-use technologies, and expertise between states of concern and to state or non-state enemies in permissive and non-permissive environments. This task is particularly dependent on timely, credible, and actionable intelligence.

M1	Number	Of detected WMD-related shipments interdicted in theater.
M2	Number	Of false alarms in theater. False alarms refer to the mistaken identification of a transport as carrying WMD-related material or expertise.
M3	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M4	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and required storage in theater.
M5	Percent	Of critical WMD interdiction zones in theater under an air superiority umbrella.
M6	Number	Of synchronized PSI exercises with other joint and combined exercise programs in theater.
M7	Number	Of PSI exercises in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the

		DOTMLPF spectrums.
M8	Yes/No	Theater WMD interdiction plans arrange actions to take advantage of friendly strengths and enemy vulnerabilities and to preserve freedom of action for future operations.
M9	Yes/No	Theater WMD interdiction plans prohibit the transfer of enemy WMD tactical and operational infrastructure.
M10	Yes/No	Theater WMD interdiction plans synchronize the actions of air, land, sea, and special operations forces.
M11	Yes/No	Theater WMD interdiction plans utilize and maximize unity of effort, centralized planning and execution, and decentralized execution.
M12	Yes/No	Theater JWARN is fully integrated and 100 percent mission capable.
M13	Yes/No	Theater WMD interdiction operation plans, programs, and measures utilize the enablers of intelligence, partnership capacity, and theater communications support.
M14	Yes/No	Theater WMD interdiction operation plans, programs, and measures provide situational awareness and integrated C2.
M15	Yes/No	Theater WMD interdiction operation plans, programs, and measures are active, layered, and reflect a defense-in-depth.
M16	Days	To achieve air superiority.
M17	Yes/No	Are appropriate coalition resources and capabilities factored into theater plans and actions?
M18	Yes/No	Are appropriate U.S. resources and capabilities factored into theater operation plans and actions?
M19	Percent	Of strategic ISR assets assigned to monitoring adversary's CBRN weapon capabilities.
M20	Percent	Of enemy forces or materials diverted, captured, disrupted, delayed, degraded, neutralized, or destroyed in theater before effective use against friendly forces.
M21	Percent	Of intelligence on enemy CBRN weapon systems in theater that proves to be accurate.
M22	Number	Of nations where agreements exist that would

		permit U.S. aircraft to over fly/transit in support of WMD interdiction operations in a third regional nation.
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## ST 9.5 Conduct Weapons of Mass Destruction (WMD) Active Defense in Theater

**DJS Approval Date:** 14-MAY-08

**Description:** To plan, execute, integrate, and coordinate layered WMD active defense measures to warn, defend, and/or protect centers of gravity. (CJCSM 3122.01A, CJCSM 3122.03C, JP 2-01, JP 3-0, JP 3-02, JP 3-03, JP 3-10, JP 3-11, JP 3-40, JP 5-0, JP 6-0)

**Notes:** Task postures CBRN active defense measures to include, but not limited to, missile defense (ballistic and cruise), air defense, special operations, and security operations. This joint and multinational task requires the coordination and synchronization of theater assets.

M1	Number	Of CBRN weapon capabilities in theater that are detected and identified.
M2	Percent	Of theater intelligence on enemy CBRN weapon systems that proves to be accurate.
M3	Minutes	To provide unambiguous theater attack warning.
M4	Minutes	To provide accurate theater attack assessment.
M5	Percent	Of theater C2, communications systems, and ISR nodes expected to survive a CBRN attack.
M6	Percent	Of successful CBRN attacks by enemy air compared to the total number of enemy CBRN air attacks.
M7	Minutes	To access and display theater databases in a CBRN weapon situation.
M8	Number	Of instances in theater where STRIKEWARN messages were used to minimize collateral damage, civilian casualties, and fratricide.
M9	Percent	Of the time theater JWARN is down.
M10	Yes/No	Theater JWARN established with all joint/coalition forces.
M11	Yes/No	Theater JWARN established with necessary non-DOD organizations.
M12	Hours	To conduct medical surveillance to identify use of CBRN agents and/or endemic disease outbreaks.

M13	Yes/No	Theater CBRN operation plans, programs, and measures provide situational awareness and integrated C2 as evidenced by successful participation in CWMD exercises.
M14	Yes/No	Theater CBRN operations plan, programs, and measures utilize the enablers of intelligence, partnership capacity, and theater communications support as evidenced by successful participation in CWMD exercises..
M15	Hours	To develop and coordinate the theater Defended Assets List (DAL).
M16	Hours	To allocate assets in support of the theater DAL.
M17	Percent	Of critical U.S. facilities destroyed, damaged, or rendered inoperable by CBRN weapon/TIM use, release, and/or contamination in theater.
M18	Percent	Of operational forces in theater collectively trained to operate in a CBRN environment.
M19	Percent	Of operational forces in theater equipped to operate in a CBRN environment.
M20	Yes/No	JWARN is 100 percent integrated and operational with theater communications and alert and warning systems.
M21	Minutes	To scramble fighters and/or alert appropriate attack systems.
M22	Percent	Of hostile aircraft and missiles engaged and destroyed compared to the total number of hostile aircraft and missiles detected.
M23	Percent	Of friendly forces operating under air superiority umbrella.
M24	Percent	Of friendly C2 nodes with a theater missile early warning capability.
M25	Percent	Of selected C2 nodes receive actual theater missile early warning.
M26	Percent	Of enemy CBRN weapon attacks reached target.
M27	Percent	Of detected CBRN weapons intercepted.
M28	Number	Of U.S. casualties both combatant and noncombatant by CBRN weapons (including TIM incidents).
M29	Minutes	After launch of ballistic missile to issue threat warning.

M30	Number	Of false alarms. False alarms refer to the mistaken identification of delivery systems as being armed with WMD.
M31	Percent	Of successful CBRN attacks (other than air) compared to the total number of enemy CBRN attacks (other than air) against friendly forces.
M32	Yes/No	Is active defense readiness sufficient to meet elimination mission requirements?
M33	Yes/No	Is passive defense readiness sufficient to meet elimination mission requirements?
M34	Yes/No	Is CM readiness sufficient to meet elimination mission requirements?

## **ST 9.6 Conduct Weapons of Mass Destruction (WMD) Elimination in Theater**

**DJS Approval Date:** 13-MAY-08

**Description:** To plan, execute, coordinate, and integrate WMD elimination in theater security cooperation plans to destroy the enemy's entire WMD capability. (CJCSI 3125.01A, CJCSI 3214.01C, CJCSM 3122.01A, CJCSM 3122.03C, DODI 2000.21, JP 2-0, JP 2-01, JP 3-0, JP 3-11, JP 3-40, JP 5-0, JP 6-0, Joint Handbook WMD Elimination Operations)

**Notes:** Task includes planning, exercising, executing, and sustaining WMD elimination activities to systematically locate, characterize, secure, disable, and/or destroy a state or non-state actor's WMD programs and related capabilities. Task also includes transferring elimination operations to other government agencies, intergovernmental organizations, or HNs to continue destruction of WMD programs, and to redirect and monitor dual-use industry and expertise capable of regenerating WMD capability. Combatant commands and/or JTFs must be prepared to conduct active and passive defense concurrently with elimination operations. The 4 principal tasks of elimination operations are described in the Joint Handbook for WMD Elimination Operations. This task is particularly dependent on actionable intelligence.

M1	Hours	To establish a theater chemical, biological, radiological, and nuclear (CBRN) Warning and Reporting System.
M2	Percent	Of strategic forces and means in theater trained and equipped to operate in a CBRN environment.



M3	Percent	Of theater medical treatment facilities with casualty decontamination capability.
M4	Yes/No	Theater active defense measures are operational.
M5	Yes/No	Theater passive defense measures are operational.
M6	Hours	To provide joint technical augmentation cell (JTAC) on site.
M7	Hours	To acquire, positively identify, select, and prioritize CBRN-related targets in theater to be secured for elimination operations.
M8	Yes/No	Availability of systems designed to deny access to CBRN weapon program-related targets.
M9	Yes/No	Combatant command has integrated elimination operations into theater campaign plan and contingency plans.
M10	Yes/No	Combatant command elimination operations planning incorporate the five tasks of WMD-E: isolation, exploitation, destruction, monitoring, and redirection.
M11	Yes/No	Combatant command WMD-E planning includes the use of security forces to secure identified WMD sites where elimination operations are to be conducted.
M12	Yes/No	In coordination with the Intelligence Community, combatant command has developed a theater WMD-E target list.
M13	Yes/No	Combatant command has integrated WMD-E operations into theater exercises and training.
M14	Hours	To provide JFC with CM technical expertise relating to CBRN weapon/TIM matters, after USJFCOM receives warning order for deployment.
M15	Yes/No	JWARN is 100 percent integrated and operational with theater communications and alert and warning systems.
M16	Time/days	To identify government and commercial facilities in theater (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage could release TIMs.
M17	Percent	Of military operations in theater that have overt/covert U.S. assistance.

M18	Percent	Of theater nations that have military agreements with the United States to jointly conduct WMD elimination activities.
M19	Hours	To respond to U.S. agency request for all forms of intelligence support.
M20	Number	Of CBRN weapon capabilities that are detected and identified.
M21	Percent	Of intelligence on enemy CBRN weapon systems that proves to be accurate.
M22	Yes/No	Combatant command has integrated political-military agreements/arrangements with HNs for overflight/transit of CWMD forces into joint operation plan development.
M23	Yes/No	Is active defense readiness sufficient to meet elimination mission requirements?
M24	Yes/No	Is passive defense readiness sufficient to meet elimination mission requirements?
M25	Yes/No	Is CM readiness sufficient to meet elimination mission requirements?

## **ST 9.7 Conduct Weapons of Mass Destruction (WMD) Offensive Operations in Theater**

**DJS Approval Date:** 13-MAY-08

**Description:** To plan, execute, coordinate, and integrate WMD offensive operations in theater joint operation plans through lethal or nonlethal operations to deter, neutralize, or defeat an adversary's WMD threat or subsequent use. (CJCSM 3122.01A, CJCSM 3122.03C, JP 2-0, JP 2-01, JP 3-0, JP 3-10, JP 3-11, JP 3-16, JP 3-29, JP 3-33, JP 3-40, JP 3-41, JP 3-57, JP 5-0)

**Notes:** This task encompasses the integration and coordination of detection, identification, disruption, and/or destruction of an adversary's WMD assets, means of delivery, support facilities, and other high value targets to create desired effects. Task also includes incorporating specialized capabilities and operational concepts, including the capability to locate, seize, secure, render safe, recapture, recover, and/or destroy lost or stolen WMD; the capability to defeat hard and deeply buried targets; the capability to defeat or neutralize the chemical or biological agent and associated weapons and equipment with little to no collateral effect; the capability to deter and defeat a WMD threat or subsequent use

of WMD; and the capacity to find, fix, track, target, engage, and assess attacks against WMD targets. Task may also be geared to disrupt proliferation pathway vulnerabilities. Match the means (lethal or non-lethal), conduct the attack, and assess damages to include any consequences from collateral damage.

M1	Hours	To coordinate through OSD and Joint Staff with LFA during crisis action procedures.
M2	Yes/No	Agreement between combatant command and interested country teams on end state and exit criteria.
M3	Number	Of LFA or country team identified conditions that could produce mission failures addressed before execution.
M4	Number	Of NGOs' concerns regarding end state, exit criteria, and transition plan formally addressed.
M5	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required.
M6	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units.
M7	Days	To identify terrorist organizations acting alone or with state sponsorship that possess or are attempting to acquire WMD.
M8	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage could release TIMs.
M9	Hours	To provide JFC/combatant command with CM technical expertise relating to CBRN weapon/TIM matters, after USJFCOM receives warning order for deployment.
M10	Percent	Of operational forces in theater collectively trained to operate in a CBRN environment.
M11	Percent	Of in-theater operational forces equipped to operate in a CBRN environment.
M12	Yes/No	JWARN is 100 percent integrated and operational with theater communications and alert and warning systems.

M13	Number	Of instances where STRIKEWARN messages were used to minimize collateral damage, civilian casualties, and fratricide.
M14	Yes/No	Availability of weapon systems designed to destroy, disrupt, or deny access to CBRN weapon targets while minimizing negative collateral effects.
M15	Yes/No	Combatant command has integrated political-military agreements/arrangements with HNs for overflight/transit to deploy and employ CWMD forces weapon systems.

## **ST 9.8 Conduct Chemical, Biological, Radiological, and Nuclear (CBRN) Passive Defense in Theater**

**DJS Approval Date:** 13-MAY-08

**Description:** To plan, execute, coordinate, and integrate effective passive defense measures in theater to negate the vulnerability and effects of CBRN weapons use against the military forces, interests, installations, and critical infrastructure of the United States and its coalition partners and allies. (CJCSI 4310.01B, CJCSM 3122.01A, CJCSM 3122.03C, JP 3-0, JP 3-01, JP 3-10, JP 3-11, JP 3-29, JP 3-40, JP 3-41, JP 3-57, JP 3-68, JP 4-02)

**Notes:** Passive defense programs are integrated into virtually every military operation and affect all 8 CWMD mission areas (offensive operations, elimination operations, interdiction operations, active defense, passive defense, WMD CM, security cooperation & partnership activities, and threat reduction cooperation). Task includes integrating medical surveillance, networking detectors, providing positive identification and characterization of weapons, warning and reporting of CBRN incident hazards (including toxic industrial materials and toxic industrial chemicals), individual and collective protection, decontamination, and effective contingency operations to warn and protect personnel. In addition, the task includes conducting training of CBRN threat countermeasures and use and issue of disease and CBRN countermeasures such as vaccines, prophylaxis, and post-exposure countermeasures to theater and deploying personnel. The 4 main tenets of passive defense are sense, shape, shield, and sustain. Services play the key role in preparing the deploying forces to meet the combatant commands' minimum requirements for conducting operations in a WMD-threatened environment.

M1	Yes/No	Is JWARN 100 percent operational in theater?
M2	Percent	Of forces protected against all known and/or suspected threats by vaccines and pre-treatments in theater.
M3	Percent	Of strategic forces and means collectively trained and equipped to operate in a CBRN environment in theater.
M4	Percent	Of units in theater that perform JMETs in a CBRN incident environment.
M5	Number	Of instances where strategic forces and facilities in theater were affected by an off-target attack without warning.
M6	Percent	Of CBRN casualties compared to the total number of casualties of strategic forces and facilities in theater.
M7	Instances	Of false alarms in theater.
M8	Instances	Of theater medical facilities not able to treat contaminated casualties compared to the total number of theater medical facilities.
M9	Number	Of instances when theater decontamination capability was insufficient for the situation.
M10	Percent	Of deployed forces meeting combatant commander's CBRN force protection requirements in terms of training, equipping, and manning.
M11	Percent	Of theater CBRN passive defense requirements achieved for critical assets.
M12	Percent	Of theater CBRN mitigation capability to meet mission requirements.
M13	Yes/No	Established chain of custody and sample evacuation plan to evacuate CBRN samples to CONUS/theater lab within treaty protocols.
M14	Yes/No	Liaison established direct coordination with American Embassy and HN.
M15	Hours	To provide theater JTAC on site.
M16	Yes/No	Established preventive medicine policy and countermeasures for identified medical threats in theater.
M17	Yes/No	Published and enforced theater pre-deployment guidance and health risk assessment for all forces in theater.

M18	Percent	Of in-theater forces that completed deployment medical training and preparation.
M19	Percent	Of in-theater forces that completed pre-deployment screening.
M20	Percent	Of in-theater force completed post-deployment screening.
M21	Minutes	To detect presence of CBRN agents in theater.
M22	Hours	To identify CBRN agents released in theater.
M23	Percent	Of aeromedical evacuation (AE) platforms unavailable due to contamination in theater.
M24	Yes/No	In-place theater-wide system for tracking status of U.S. personnel vaccines, antidotes, chemical-biological (CB) protective equipment, and CB protective training.
M25	Percent	Degrade of the combatant commander or subordinate JFC's theater operational warfighting capability as a result of enemy CBRN weapons attack (e.g., percent sortie degrade, percent degrade in ground maneuver capabilities, and percent degrade in C2 capabilities).
M26	Days	To provide in theater CBRN threat and countermeasures training to deploying personnel.
M27	Days	To issue disease and CBRN countermeasures such as vaccines, prophylaxis, and post-exposure countermeasures in theater.
M28	Yes/No	Predetermined theater aeromedical evacuation plan with appropriate assets and procedures.
M29	Yes/No	Completed food, water, and vector vulnerability assessments in theater.
M30	Hours	To provide medical estimate on the effects resulting from a CBRN incident in theater.
M31	Hours	To establish patient decontamination sites in theater.
M32	Hours	To deploy passive defense assets/materials to theater (i.e., decontamination assets).
M33	Percent	Of intelligence on enemy CBRN weapon systems that proves to be accurate.
M34	Minutes	To provide unambiguous attack warning.
M35	Number	Of instances in theater where STRIKEWARN messages were used to minimize collateral damage,

		civilian casualties, and fratricide.
M36	Yes/No	Issue a threat warning immediately after launch of ballistic missile.
M37	Months	To develop epidemiological models and protocols of the top bioagents, looking at the impact of actions such as quarantine and prophylaxis.
M38	Percent	Of CBRN weapon capabilities in theater that are detected and identified.
M39	Percent	Of selected C2 nodes receive actual theater missile early warning.
M40	Number	Of CWMD exercises synchronized with other joint and combined exercise programs.
M41	Number	Of coordinated CWMD exercises, as appropriate, with USSTRATCOM in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide guidance across the doctrine, organization, training, materiel, leadership, education, personnel, and facilities (DOTMLPF) spectrum.

## **ST 9.9 Conduct Consequence Management (CM) in Theater**

**DJS Approval Date:** 13-MAY-08

**Description:** To plan, execute, coordinate, and integrate CM CONUS and OCONUS theaters to lessen the effects of a WMD attack or event (including TIMs) used against the military forces, interests, installations, and critical infrastructure of the United States and its partners and allies and restore essential operations and services at home and abroad. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, JP 1, JP 3-0, JP 3-10, JP 3-11, JP 3-16, JP 3-29, JP 3-33, JP 3-40, JP 3-41, JP 3-57, JP 3-68, JP 5-0)

**Notes:** Task requires a thorough understanding of national, state, local (CONUS), and HN (OCONUS) response plans to include memorandum of understanding or agreement (MOU/MOA) to determine the extent of DOD involvement that may be required. Task requires planning to coordinate and organize efforts to manage, prepare for, respond to, and recover from the direct and indirect consequences of CBRN attacks. Task includes establishing liaison with necessary government agencies, regional NGOs, intergovernmental organizations, and regional military commands that contribute resources and support to CM operations. Task also includes

determining CM requirements prior to and during military operations to protect civilian populations. Domestic CM support operations fall under the civil support precept, specifically the Defense Support to Civil Authorities (DSCA) mission and will be conducted in concert with the National Response Framework (NRF). Lead for most FCM operations will be DOS unless otherwise directed by the Secretary of Defense.

M1	Hours	To coordinate through OSD and Joint Staff with LFA during crisis action procedures.
M2	Yes/No	Agreement between combatant command and interested country teams on end state and exit criteria.
M3	Number	Of LFA or country team identified conditions that could produce mission failures addressed before execution.
M4	Number	Of NGOs' concerns regarding end state, exit criteria, and transition plan formally addressed.
M5	Number	Of CM COAs developed and presented to combatant commands executing CM mission.
M6	Hours	To deploy theater reaction/response teams.
M7	Hours	To assess consequences.
M8	Hours	To conduct theater-wide medical surveillance to identify covert chemical or biological warfare agent use and/or endemic disease outbreaks.
M9	Hours	To provide theater-level CBRN weapons CM expertise to joint force commander (once C2 has been established).
M10	Hours	To formulate detailed/credible theater common operational picture reflecting critical, urgent needs, and requirements.
M11	Hours	To publish theater operations order after incident.
M12	Hours	Of theater medical planning, integrating, and synchronizing mass field triage are required.
M13	Hours	Of theater planning, integrating, and synchronizing civil support activities are required.
M14	Yes/No	Theater operation and crisis action plans are established for each approved planning scenario.
M15	Yes/No	WMD CM planning requirements are satisfied through existing theater resources.
M16	Yes/No	WMD CM planning capabilities not available within



		existing theater resources are provided through agreements with non-DOD agencies.
M17	Yes/No	Theater planning support from other agencies or organizations meets requirements.
M18	Yes/No	Theater means exist to collaborate and integrate the planning process with other WMD CM participants.
M19	Yes/No	Theater planning procedures are consistent with NRF, National Incident Management System (NIMS), and appropriate state, local, and tribal procedures for domestic incidents and HN procedures for FCM incidents.
M20	Yes/No	Theater planning and response staffs meet NIMS incident command structure requirements to perform core functions (e.g., coordination; planning; communications; resource dispatch and tracking; and information collection, analysis, and dissemination).
M21	Yes/No	Theater procedures exist to update national and international WMD CM plans.
M22	Yes/No	Theater planning staff is capable of planning and coordinating FCM.
M23	Yes/No	Theater hazard information is available for development of required response/mitigation activities.
M24	Yes/No	Theater operational staffs are capable of planning and coordinating CM efforts and anticipating future resource and operational requirements.
M25	Yes/No	Theater planning addresses the availability and provision of protective measures.
M26	Yes/No	Theater incident hazard assessments support identification of required response/mitigation activities.
M27	Yes/No	Theater response planning integrates non-DOD resources and capabilities.
M28	Yes/No	Theater planning addresses areas of non-interoperability between DOD and non-DOD entities.
M29	Yes/No	Theater planning encompasses transition from response to recovery.
M30	Yes/No	Theater plans address decontamination of humans

		and animals in theater.
M31	Yes/No	Theater OPLANs include reconstitution provisions.
M32	Hours	For DOD to respond to request from the Federal Emergency Management Agency (FEMA) or DOS for assistance.
M33	Hours	To prepare briefing for Secretary of Defense on federalizing the National Guard.
M34	Hours	For DOD to respond to a DOS request for assistance to National Guard efforts to deal with disasters or disturbances.
M35	Hours	Before federal troops are present and responding to CBRN event.
M36	Hours	To establish procedures to track and follow-up on CBRN contaminated personnel.
M37	Instances	Of theater medical facilities not able to treat contaminated casualties.
M38	Number	Of instances when decontamination capability was insufficient for the situation.
M39	Percent	Of in-theater forces immunized for biological threats.
M40	Hours	To establish coordination with the American Embassy and HN.
M41	Percent	Of deployed forces meeting combatant command's CBRN force protection requirements in terms of training, equipping, and manning.
M42	Hours	To facilitate recovery (return to civilian control).
M43	Number	Of CM-focused exercises synchronized with other joint and combined exercise programs.

## **OP 1 Conduct Operational Movement and Maneuver**

**DJS Approval Date:** 30-AUG-05

**Description:** To dispose joint and/or multinational forces, conventional forces, and special operations forces (SOF) to impact the conduct of a campaign or major operation by either securing positional advantages before battle is joined or exploiting tactical success to achieve operational or strategic results. This activity includes moving or deploying forces for operational advantage within a joint operations area and conducting

maneuver to operational depths (for offensive or defensive purposes). It also includes enhancing the mobility of friendly forces and controlling battlespace on land, on and under sea, in air, or in space. Operational formations are actually composed of tactical forces moving to achieve operational or strategic objectives. As shorthand, they are referred to as operational formations or operational forces. (JP 1, JP 3-0, JP 3-09, JP 3-31, JP 3-35, CJCSI 3110.14, CJCSI 3202.01, CJCSM 3122.03, CJCSM 3500.05)

M1	Percent	Of transportation provided, compared to planned.
M2	Percent	Of allocated forces in place at campaign or major operation execution.

## OP 1.1 Conduct Operational Movement

**DJS Approval Date:** 30-AUG-05

**Description:** To conduct actions to deploy, shift, regroup, or move joint or multinational operational formations within joint operations area (JOA) from less to more promising locations relative to enemy locations. Such movements can take place by any means (joint, multinational, host nation (HN), or third-country) or mode (air, land, or sea). (JP 3-09, JP 3-31, JP 3-35, JP 4-0, JP 4-01, JP 5-00.2, CJCSM 3500.05)

**Notes:** Note: Transportation augmentation for operational movement from sources not organic to an operational formation is covered under OP 4.5.1, "Provide for Movement Services in the joint operations area (JOA)," and OP 5.4.5, "Coordinate/Integrate Components, Theater, and Other Support."

M1	Hours	Delay in opening aerial port of debarkation (APOD) or seaport of debarkation (SPOD) (due to late arrival of port personnel).
M2	Percent	Of airborne tanker requirements and utilization optimized.
M3	Percent	Of planned cargo delivered.
M4	Percent	Of forces close into positions on operation plan (OPLAN)/operation order (OPORD) time lines.
M5	Percent	Of movement requirements rejected.
M6	Percent	Of deployment requirements adjusted within seven day Time-Phased Force and Deployment Data (TPFDD) projection window.
M7	Percent	Of units closed on or before commander('s), joint

		task force (CJTF's) required delivery date (at destination) (RDD).
M8	Knots	Rate of movement.

## OP 1.1.1 Formulate Request for Strategic Deployment to a Joint Operations Area

**DJS Approval Date:** 30-AUG-05

**Description:** To prepare a request to the theater combatant commander for the strategic movement of joint/multinational operational forces from outside the joint operations area (JOA). The request should be consistent with the joint force commander('s) (JFC's) campaign scheme, sequencing of operations, and Time-Phased Force and Deployment Data (TPFDD). Although the request for forces during the transition from peacetime, to conflict, to war may be the geographic combatant commander's responsibility, there may be times when a subordinate JFC requests additional forces. Such forces may be required to counter a threat to the commander's own center of gravity or to take advantage of a tactical success beyond his current capability. (JP 3-35, JP 4-0, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Of accurate deployment orders and notification requirements disseminated within reporting criteria.
M2	Percent	Of deployment requirements adjusted within seven days of movement by air.
M3	Percent	Of deployment requirements adjusted within thirty days of movement by sea.
M4	Percent	Of time airborne tanker requirements and utilization optimized.
M5	Percent	Of total unit type capabilities required in first request.
M6	Percent	Of unit line number (ULNs) close by required delivery date (at destination) (RDD).
M7	Percent	Of units close by RDD.
M8	Hours	To prepare transportation request.
M9	Hours	To review request, with decision by JFC (prior to dispatch).
M10	Hours	To validate TPFDD to combatant commander.
M11	Hours	To modify TPFDD, from time of change to mission

		requirements.
M12	Hours	For task force(s) (TFs) or Components to source TPFDD.

## **OP 1.1.2 Conduct Intratheater Deployment and Redeployment of Forces within the Joint Operations Area**

**DJS Approval Date:** 30-AUG-05

**Description:** To conduct relocation or movement of operational forces by any means or mode of transportation within a joint operations area (JOA) preparatory to deploying the force into combat formation in support of the joint force commander (JFC's) plan. Accordingly, deployment must support the commander's desired employment dispositions. This task includes generating and dispersing operational forces. Redeployment may be a combat or administrative movement from deployed position in the JOA to home bases or other taskings. Extraction pertains to combat movement of personnel, units, and materiel from positions in the immediate vicinity of enemy forces to designated areas. (JP 3-35, JP 4-0, CJCSM 3500.05)

M1	Percent	Of cargo requested delivered.
M2	Percent	Of casualties en route.
M3	Percent	Of forces closed at planned completion time.
M4	Percent	Of guides indigenous.
M5	Percent	Of movement orders requiring revision.
M6	Percent	Of transport force utilized.
M7	Percent	Of units closed on or before required delivery date (at destination) (RDD).
M8	Hours	To deploy transportation and security forces.
M9	Hours	To estimate lift and security requirements.
M10	Minutes	To pass command authority of in-transit forces.
M11	Hours	To prepare movement orders.
M12	Hours	To select routes, assembly and dispersal points.
M13	Hours	To close joint force into joint force designated assembly area.
M14	Minutes	Delay in passing of command authority of in-transit forces.

M15	Percent	Of Time-Phased Force and Deployment Data (TPFDD) personnel requirements sourced prior to unnamed day on which a deployment operation begins (C-Day).
M16	Percent	Of unit and nonunit personnel who moved as scheduled port of embarkation (POEs).
M17	Percent	Of unit/personnel requirements provided at unnamed day on which operations commence or are scheduled to commence (D-Day).
M18	Percent	Of units arrive at port of debarkation (POD) later than RDD.

## OP 1.1.2.1 Conduct Airlift in the Joint Operations Area

**DJS Approval Date:** 30-AUG-05

**Description:** To move personnel, cargo and equipment by air resources in support of the joint force commander (JFC's) campaign and major operations. This task could include the entire spectrum of operations from small scale contingency (SSC) (noncombatant evacuation operation (NEO), humanitarian missions, etc.), combat support (sustainment), to direct support of combat operations (forcible entry by airborne assault). (JP 3-17)

M1	Hours	To process validated airlift requests from the Joint Movement Center.
M2	Hours	To produce Airlift Movement Schedule and incorporate into air tasking order (ATO).
M3	Hours	To assign aeromedical evacuation (AE) missions to appropriate units.
M4	Instances	Aircrews not informed of ATO/airspace control order (ACO)/special instructions (SPINS) changes.
M5	Percent	Of required personnel airlifted to designated locations.
M6	Percent	Of required cargo airlifted to designated locations.

## OP 1.1.2.2 Conduct Air Refueling in the Joint Operations Area

**DJS Approval Date:** 30-AUG-05

**Description:** Provide air refueling with available joint and multinational tanker assets in support of the joint force commander (JFC's) campaign or major operations. (JP 3-17)

M1	Percent	Of fragged tanker sorties flown.
M2	Percent	Of planned tanker offload delivered.
M3	Percent	Of missions affected by lack of fragged refueling assets.
M4	Instances	Of incompatible tankers/receivers fragged together on air tasking order (ATO).
M5	Minutes	To source tankers for short notice (combat search and rescue (CSAR), time-sensitive target (TST), emergency refueling, etc.) requirements.

## OP 1.1.3 Conduct Joint Reception, Staging, Onward Movement, and Integration (JRSOI) in the Joint Operations Area

**DJS Approval Date:** 30-AUG-05

**Description:** To conduct reception, staging, onward movement, and integration of units, personnel, equipment and materiel into joint operations area (JOA). Task includes offloading of aircraft, railcars, and ships, including discharge at pier side and in the stream, and processing and moving them to the point where they are transferred to the responsible tactical commander, making them part of the operational forces available for battle. This task includes clearing air and sea port of debarkation (POD), moving unit personnel and equipment from PODs to staging areas, joining unit personnel (normally deployed by air) with their equipment (normally shipped by sea or pre-positioned in storage sites or vessels), providing supplies and support necessary to achieve readiness for onward movement, and accomplishing integration of forces. (JP 1-0, JP 3-35, JP 4-01.3, JP 4-01.5, JP 4-01.8, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	For joint logistics over-the-shore (JLOTS) to discharge cargo from ship.
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M2	Hours	Necessary to clear aerial port of debarkation (APOD) of chalk's cargo.
M3	Hours	Necessary to clear APOD of chalk's personnel.
M4	Hours	Necessary to clear seaport of debarkation (SPOD) of personnel landing administratively.
M5	Hours	Necessary to clear SPOD of ship's cargo.
M6	Percent	Of time airfield is in the maximum on ground category.
M7	Percent	Of unit personnel and equipment assembled when transferred to tactical commander.
M8	Total	Personnel per day moved by host nation (HN) support to marshaling areas.
M9	Days	Ship remains in vicinity of port awaiting discharge of cargo.
M10	Hours	To clear frustrated cargo from APOD.
M11	Hours	To clear frustrated cargo from SPOD.
M12	Hours	To match personnel arriving by air with equipment arriving by sea.
M13	Hours	To match personnel arriving by air with equipment pre-positioned.
M14	Days	To begin unloading of ships upon arrival in theater.
M15	Percent	Of APOD/SPODs available for possible evacuation operations.
M16	Percent	Of transportation assets available for onward movement to staging area or destination.
M17	Percent	Of throughput actually achieved.
M18	Days	To accomplish link-up of personnel and equipment.
M19	Days	Forces en route to final destination from staging area or port of debarkation (POD).
M20	Days	To accomplish with the joint force.
M21	Percent	Of units closed not later than (NLT) required delivery date (at destination) (RDD).
M22	Percent	Of unit line number (ULNs) closed NLT RDD.
M23	Yes/No	Joint reception, staging, onward movement, and integration (JRSOI) plans include reacting to NBC attack(s).



## OP 1.1.3.1 Conduct Joint Reception Center (JRC) Operations

**DJS Approval Date:** 30-AUG-05

**Description:** To receive and in-process individual augmentees, military personnel, DOD civilians and contractors in theater in support of (ISO) the joint force commander (JFC). In processing includes administrative and personnel support and theater specific training. (JP 4-01.8, CJCSM 6120.05)

M1	Number	Maximum handling capacity of personnel reception area(s).
M2	Days	To in process and train military personnel, DOD civilians and contractors.
M3	Days	To out-process military, DOD civilians and contracting personnel departing joint operations area (JOA).
M4	Days	To re-deploy military, DOD civilians and contracting personnel to continental United States (CONUS) or outside the continental United States (OCONUS) locations.

## OP 1.2 Conduct Operational Maneuver and Force Positioning

**DJS Approval Date:** 30-AUG-05

**Description:** To maneuver joint and multinational operational forces to and from battle formations and to extend forces to operational depths to achieve a position of advantage over the enemy for accomplishing operational or strategic objectives. (JP 3-0, JP 3-09, JP 3-31, CJCSM 3500.05)

M1	Percent	Of maneuver force attacked prior to transition to battle formation.
M2	Percent	Of maneuver force concentrated at decisive point prior to detection.
M3	Percent	Of supporting force concentrated at desired point prior to detection.
M4	KPH	Rate of movement.

M5	Knots	Rate of movement.
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## **OP 1.2.1 Coordinate the Transition of Joint Forces to and from Tactical Battle Formations**

**DJS Approval Date:** 30-AUG-05

**Description:** To coordinate the extension of (or withdrawal from) joint/multinational operational forces in width and/or depth to increase tactical readiness for battle in conformance with the joint force commander (JFC's) campaign or major operation plan and to facilitate the tactical commander's plan and intent. (JP 3-0, JP 3-02, JP 4-0, JP 5-00.2, CJCSM 3500.05)

M1	Hours	For joint force to transition to or from operational battle formation.
M2	Hours	From planned execution time force transitions to or from operational battle formation.
M3	Hours	To move operational joint forces into locations to facilitate tactical commanders' plans for implementing subordinate campaign plan.
M4	Percent	Of operational force moved into position to facilitate tactical commander's plans.
M5	Percent	Required logistics in place on-schedule.

## **OP 1.2.2 Posture Joint Forces for Operational Formations**

**DJS Approval Date:** 30-AUG-05

**Description:** To coordinate the grouping of joint forces and means into operational formations for the conduct of major operations and campaigns. Operational-level formations must support the commander's concept and provide for the effective use of all elements of the force. These formations retain a capability for maneuvering and increasing the strength of forces and means during the operation. The formations need agility to rapidly transform from one type of operation to another without the loss of momentum or effectiveness, continuity of operations, and protection of the force. Operational formations may consist of several echelons of joint and combined arms organizations, for example, armor,

mechanized, artillery, helicopter and air forces, grouping of air and missile defense forces, naval battle groups (to include amphibious forces), special operating forces, engineers, reserves of various types, and support forces. A commander can use posturing to deceive the enemy of true intentions. (JP 3-0, JP 3-31, JP 3-35, JP 4-01.3, JP 5-00.1, JP 5-00.2, CJCSM 3500.05)

M1	Hours	To assign multinational forces to operational formations (after acceptance into joint force).
M2	Hours	To assign forces to components (after receipt of warning or activation order).
M3	Hours	Until component units are prepared to send and receive data and do parallel planning (after receipt of warning order).
M4	Percent	Of joint force sequenced physically to execute campaign plan's operational maneuver.
M5	Percent	Units close on or before specified date and time.
M6	Yes/No	Joint force prepared to operate in an chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) environment.

### **OP 1.2.3 Assemble Forces in the Joint Operations Area**

**DJS Approval Date:** 30-AUG-05

**Description:** To assemble designated joint forces where they are best disposed in time and place to initiate the operational commander's campaign plan and achieve operational and even strategic advantage. (JP 3-35, JP 4-01.8, CJCSM 3500.05)

M1	Percent	Of required logistics stockpiled/positioned (prior to campaign or major operation unnamed day on which operations commence or are scheduled to commence (D-day)).
M2	Percent	Of designated forces mass in designated assembly area according to planned times.
M3	Hours	To mass joint force forces at decisive points, intact and combat effective (after transition to battle formation).
M4	Hours	To complete joint force movement to assembly area (from which to maneuver).

## OP 1.2.3.1 Coordinate DOD Civilian and Contractor Support

**DJS Approval Date:** 30-AUG-05

**Description:** To provide personnel services support for DOD civilians and contractor employees to include: pay and compensation, personnel accountability, casualty reporting, billeting, postal, morale, welfare, and recreation (MWR), medical, ID cards and awards. (JP 1-0)

M1	Days	To provide DOD civilian(s) and contractor employees' personnel service support to include: legal, postal, MWR, medical, finance and replacement requirements.
M2	Days	To receive DOD civilians and contractor employees in theater and assign to responsible command.
M3	Percent	Percent of DOD civilians and contractor employees in joint operations area (JOA) per joint personnel status and casualty report (JPERSTAT) requirements.
M4	Days	To determine rotation policy and re-deploy requirements for DOD civilians and contractor employees prior to departing JOA.

## OP 1.2.4 Conduct Operations in Depth

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct various types of operations in order to overwhelm the enemy throughout the operational area in multiple domains in order to accomplish operational or strategic objectives. Achieving a position of advantage for the defeat or neutralization of enemy operational forces by creating competing and simultaneous demands on enemy commanders and resources contributes to the enemy's speedy defeat. Depth applies to time as well as to space. Operations extended in depth shape future conditions and can disrupt an opponent's decision cycle. Operations in depth contribute to protection of the force by destroying enemy potential before its capabilities can be realized and/or employed. Interdiction is an application of depth in joint operations. (JP 3-0, JP 3-01, JP 3-03, JP 3-10, JP 6-0, CJCSM 3500.05, DODD 3000.05)

**Notes:** This task includes conventional forces and SOF. This task can accommodate various types of operational maneuver, offensive, or defensive. Shaping activities conducted to stabilize or destabilize the environment in advance of offensive or defensive maneuver should be considered as well when planning to conduct operations in depth. Examples of this task in Operation DESERT STORM, include the airpower phase of the campaign, the Seventh Corps turning movement against the Republican Guard, and the US Marine Corps and multinational penetration in the east toward Kuwait.

M1	Percent	Of enemy forces and materiel destroyed or disrupted by friendly force offensive action.
M2	Percent	Of enemy lines of communications (LOC) capacity degraded by friendly force offensive operations.
M3	Tons	Of enemy logistics flow reduced by friendly offensive operations, compared to prior to attack.
M4	Percent	Of enemy surrender (and desert) per day (after attack in depth).
M5	Instances	Of operations branches formerly closed to friendly forces as options opened (now feasible or acceptable).
M6	Instances	Of operations branches formerly open to enemy as options closed (no longer feasible, suitable or acceptable).
M7	Percent	Of enemy force interdicted sufficiently to allow friendly control of timing and tempo of campaign or major operation.
M8	Percent	Of enemy force operationally isolated.
M9	Percent	Of enemy forces and materiel diverted from offensive to defensive action.
M10	Percent	Of enemy forces isolated by joint force maneuver operation.
M11	Percent	Of enemy ground forces cut off from combat zone by joint force maneuver operation.
M12	Percent	Reduction in volume of enemy signals throughout joint operations area (JOA).
M13	Days	To identify and research adversary sources of information on the operational environment
M14	Weeks	To identify nodes within each PMESII system.
M15	Weeks	To develop an integrated PMESII analysis with systems perspective of the operational environment

		node-to-node relationships.
M16	Days	To develop potential effects for military operations in the operational environment.
M17	Weeks	To produce PMESII systems executive summaries to the commander.

### OP 1.2.4.1 Conduct a Show of Force

**DJS Approval Date:** 30-AUG-05

**Description:** To conduct an exhibition intended to demonstrate military resolve and capability to a potential belligerent to deter war or conflict. This task could be providing for increased forward presence or employing assigned forces. An example of this task is conducting a force training exercise that coincides with a troublesome international political situation. (JP 3-0, JP 3-02, JP 3-07, CJCSM 3500.05)

M1	Hours	Before indications target nation aware, at highest decision making levels, of show of force.
M2	Days	Before target nation begins to modify targeted behavior.
M3	Percent	Of undesirable actions by target nation changed to acceptable after show of force.
M4	Days	Show of force can be sustained without additional forces or dedicated sustainment.

### OP 1.2.4.2 Conduct a Demonstration

**DJS Approval Date:** 30-AUG-05

**Description:** To employ forces to create a diversion to draw the attention and forces of an adversary from the area of a major operation without an engagement. The demonstration may be staged to deceive the enemy. An example of a demonstration is the presence of Naval forces in the Persian Gulf off the Kuwait/Iraq littoral to divert Iraqi attention from planned land operations. This task includes the planning of branches and sequels involved if the action goes beyond a demonstration, either as a result of a changing situation or enemy action. (JP 3-0, JP 3-02, JP 3-13, CJCSM 3500.05)

M1	Days	Demonstration holds attention of targeted enemy forces.
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M2	Hours	Before indications target nation aware, at highest decision making levels, of demonstration.
M3	Percent	Enemy forces drawn away from main thrust by demonstration.
M4	Percent	Of enemy force diverted from targeted behavior or area of intended friendly action.
M5	Percent	Of friendly force committed to demonstration.
M6	Percent	Of friendly forces becoming actively engaged with enemy as result of demonstration.
M7	Percent	Of joint force combat power required for demonstration.
M8	Percent	Of joint force combat power required for show of force.
M9	Percent	Of targeted enemy forces displace toward demonstration after start.
M10	Days	Demonstration can be sustained without additional forces or dedicated sustainment.
M11	Percent	Of undesirable actions by target nation changed to acceptable after demonstration.

### **OP 1.2.4.3 Conduct Forcible Entry: Airborne, Amphibious, and Air Assault**

**DJS Approval Date:** 31-AUG-05

**Description:** To conduct operations to seize and hold a military lodgment in the face of armed opposition, to strike directly at enemy operational or strategic center(s) of gravity, or to gain access into the operational area or for introducing decisive forces into the region. A joint force may be tasked to do this by airborne, amphibious, and/or air assault in conjunction with other maritime, air, and special operations forces comprising the joint force. (JP 1, JP 3-0, JP 3-02, JP 3-03, JP 3-05.1, JP 3-07.3, JP 3-17, JP 3-18, JP 3-35, JP 5-00.2, CJCSM 3500.05)

M1	Days	Until aerial port of debarkation (APOD)/seaport of debarkation (SPOD) infrastructure will support introduction of follow-on forces in accordance with (IAW) operations time lines (after initial insertion).
M2	Days	Until APOD/SPOD secured from direct fire and observed indirect fire for follow-on forces (after

		initial insertion).
M3	Hours	To seizing lodgment area (after initial insertion).
M4	Percent	Friendly casualties.
M5	Percent	Of early entry forces available for follow-on missions.
M6	Percent	Of forcible entry force arrives at objective as planned.
M7	Percent	Of lodgment area controlled on unnamed day on which operations commence or are scheduled to commence (D-day).
M8	Percent	Of enemy forces caught by surprise.
M9	Days	Until early entry forces available for follow-on missions.
M10	Casualties	Suffered by seizing force.
M11	Hours	Additional to planned, to seize lodgment.
M12	Percent	Of initial forcible entry force arrives at lodgment at planned time on target (TOT).
M13	Percent	Of objective secured.

## OP 1.2.4.4 Reinforce and Expand Lodgment

**DJS Approval Date:** 31-AUG-05

**Description:** To reinforce and expand the lodgment in a hostile or threatened territory to ensure the continuous air or sea landing of troops and materiel and provide the maneuver space necessary for projected operations. Normally, it is the area seized in the assault phase of an airborne, amphibious, or air assault operation. (JP 3-07.3, JP 3-18, CJCSM 3500.05)

M1	Days	Until aerial port of debarkation (APOD)/seaport of debarkation (SPOD) has air and missile defense (after initial insertion).
M2	Hours	Until APOD/SPOD infrastructure supports introduction of follow-on forces (after initial insertion).
M3	Hours	Until APOD/SPOD secured from direct fire and observed indirect fire for follow-on forces (after initial insertion).
M4	Hours	Until lodgment secured from direct fire and



		observed indirect fire (after initial insertion).
M5	Hours	For multinational and interagency linkages to be established (after initial entry).
M6	Hours	For remainder of force to close into lodgment area (after initial entry).
M7	Hours	For required expansion of lodgment (after initial entry).
M8	Percent	Of entry force casualties daily.
M9	Percent	Of entry forces available for follow-on missions.
M10	Percent	Of forcible entry force arrives at objective as planned.
M11	Percent	Of SPOD/APOD capacity being used.
M12	Days	Until early entry forces available for follow-on missions.
M13	Percent	Of required follow-on forces accommodated by adequate APODs/SPODs in lodgment area.

## OP 1.2.4.5 Conduct Raids in the Joint Operations Area

**DJS Approval Date:** 31-AUG-05

**Description:** To conduct raids into hostile territory. These activities are often small-scale and designed for swift penetration to secure information, confuse the enemy, or destroy key installations. Coordinating the withdrawal of forces conducting raids is part of this task. (JP 3-02, JP 3-05, JP 3-07, JP 3-18, CJCSM 3500.05)

M1	Hours	Between desired and actual time in position.
M2	Minutes	Between planned and actual time of target attack.
M3	Hours	From completion of task until friendly forces successfully withdraw from enemy area.
M4	Hours	From initiation of action until decisive point or high-value target(s) destroyed.
M5	Hours	From initiation of action until mission completed.
M6	Percent	Of direct action missions achieve aim.
M7	Percent	Of enemy targets successfully attacked by friendly forces.
M8	Percent	Of enemy units confused by friendly action.

M9	Percent	Of missions with fully prepared alternate target.
M10	Instances	Of operations compromised during exfiltration.
M11	Instances	Of operations compromised during infiltration and execution.
M12	Instances	Of operations compromised prior to infiltration.
M13	Percent	Of raid requires forces external to executing unit.
M14	Percent	Of raids striking correct target.
M15	Percent	Of recovery missions result in recovery of target and mission personnel to friendly control, alive.
M16	Percent	Of recovery missions where planned withdrawal from the immediate objective area successful.
M17	Days	To arrange joint service support for raid party operation.
M18	Hours	To select and prepare a force for a raid.
M19	Days	To select raid targets in joint operations area (JOA).
M20	Days	To select, form, and train raiding party.
M21	Hours	From completion of task until friendly forces successfully withdraw from target area.

## OP 1.2.4.6 Conduct Penetration, Direct Assault, and Turning Movements

**DJS Approval Date:** 31-AUG-05

**Description:** To conduct offensive operation that seeks to break through the enemy's defense and/or disrupt the enemy defensive systems. The turning movement is a variation of envelopment in which the attacking force passes around or over the enemy's principle defensive positions to secure objectives deep into the enemy's rear to force the enemy to abandon his position or divert major forces to meet the threat. (JP 3-0, JP 3-06, CJCSM 3500.05, CJCSI 3110.14)

M1	Hours	Between planned and actual entry.
M2	Days	Between planned and actual exit.
M3	Hours	For multinational and interagency linkages to be established (after initial entry).
M4	Days	For remainder of force to close into lodgment area (after initial entry).
M5	Days	For required expansion of lodgment (after initial

		entry).
M6	Percent	Of forces operating in depth remain within range of friendly supporting firepower.
M7	Percent	Of operations for which appropriate force employed.
M8	Percent	Of operations for which full coordination and deconfliction accomplished.
M9	Percent	Of operations with logistic preparations complete prior to infiltration.
M10	Percent	Of proposed missions rejected due to insufficient preparation time.
M11	Hours	Required to adjust original plan for decisive operations after recognizing planning assumptions invalid.
M12	Days	To identify location of enemy flank.
M13	Hours	To reach critical check points and blocking positions.

## OP 1.2.4.7 Conduct Direct Action in the Joint Operations Area

**DJS Approval Date:** 31-AUG-05

**Description:** To conduct short-duration strikes and other small-scale actions by special operations forces in order to seize, destroy, capture, recover, or inflict damage on designated personnel or material. The purpose is to support the campaign plan. This task includes ambushes or direct assaults; the emplacement of mines and other munitions; standoff attacks; support for employment of precision guided weapons, independent sabotage, and antiship operations. (JP 3-05, CJCSM 3500.05)

**Notes:** Note: See also OP 3.2, "Attack Operational Targets."

M1	Hours	Between desired and actual time in position.
M2	Meters	Between planned and actual drop off point.
M3	Minutes	Between planned and actual exfiltration.
M4	Hours	Between planned and actual infiltration.
M5	Minutes	Between planned and actual time of target attack.
M6	Hours	From completion of task until wounded personnel provided needed medical treatment.

M7	Hours	From initiation of action until decisive point or high-value target(s) destroyed.
M8	Hours	From initiation of action until target personnel seized/captured.
M9	Percent	Of direct action (DA) recovery mission planned withdrawals from immediate objective area successful.
M10	Percent	Of DA recovery missions with recovery of target and mission personnel to friendly control, alive.
M11	Percent	Of direct action missions achieve aim.
M12	Percent	Of forces operating in depth remain within range of friendly supporting firepower.
M13	Percent	Of friendly personnel recovered uninjured.
M14	Percent	Of friendly personnel successfully recovered.
M15	Percent	Of missions with fully prepared alternate target.
M16	Instances	Of operations compromised during exfiltration.
M17	Instances	Of operations compromised during infiltration and execution.
M18	Instances	Of operations compromised prior to infiltration.
M19	Percent	Of operations for which appropriate force employed.
M20	Percent	Of operations for which complete rehearsal conducted prior to infiltration.
M21	Percent	Of operations for which full coordination and deconfliction accomplished.
M22	Percent	Of operations striking correct target.
M23	Percent	Of proposed DA missions rejected due to insufficient preparation time.
M24	Days	To identify potential target(s) for direct action in joint operations area (JOA).

## **OP 1.2.4.8 Conduct Unconventional Warfare in the Joint Operations Area**

**DJS Approval Date:** 31-AUG-05

**Description:** To conduct military and paramilitary operations, normally of long duration, within the joint operations area (JOA). Included are guerrilla warfare and other direct offensive, low visibility, covert or clandestine operations, as well as indirect activities of subversion and

sabotage. This task also includes, when appropriate, integration and synchronization of indigenous and surrogate forces that are organized, trained, equipped, supported, and directed by an external source. (JP 3-05, JP 3-07.1, JP 3-09, CJCSM 3500.05)

M1	Percent	Of special operations forces (SOF) personnel tasked to JOA trained in theater peculiar requirements.
M2	Percent	Of theater deep zone has active unconventional warfare (UW), trained and conducting operations.
M3	Percent	Of US personnel committed to JOA fluent in local languages and familiar with local culture.
M4	Percent	Of UW cadre fully trained in UW, to include language in area.
M5	Percent	Of UW forces remaining clandestine or covert.
M6	Percent	Of UW operations include a fully executed psychological operations (PSYOP) preparation.
M7	Days	To conduct assessment of indigenous forces in JOA.
M8	Days	To identify requirements for US support.
M9	Percent	Of SOF personnel fully trained to conduct personnel recovery operations.

## OP 1.2.5 Conduct Offensive Operations in the Joint Operations Area

**DJS Approval Date:** 31-AUG-05

**Description:** To take the battle to the enemy. This task involves taking the initiative from the enemy, gaining freedom of action, and massing effects to achieve operational objectives. This task may be conducted with part of the joint force, while another part is conducting defensive or retrograde operations. (JP 3-0, JP 3-07.1, JP 3-09.3, JP 3-15, CJCSM 3500.05)

M1	Percent	Friendly casualties.
M2	Percent	Of decisive targets damaged or destroyed by offensive action.
M3	Percent	Of enemy centers of gravity destroyed or neutralized by offensive action.
M4	Percent	Of enemy force surprised at initiation of offensive action.

M5	Percent	Of enemy forces destroyed.
M6	Percent	Of friendly forces achieve checkpoints on time.
M7	Percent	Of friendly combat units effective after operation.
M8	Percent	Of joint force prepared to conduct offensive at seaborne assault landing hour; specific time an operation or exercise begins (H-hour).
M9	Percent	Of major combat systems effective after attack.
M10	Percent	Of operational objectives achieved by friendly offensive action.
M11	Percent	Of supplies and munitions remaining (at end of operation).
M12	Percent	Of supporting fires provided as planned.
M13	Percent	Of preparation time allowed for rehearsals.
M14	Days	To prepare to continue offensive operations (after pause).
M15	Hours	To prepare hasty defenses.
M16	Days	To seize objectives.
M17	Minutes	To transfer command to new command post.
M18	Hours	Until joint force prepared to conduct offensive operations, (after warning order).

## OP 1.2.6 Conduct Defensive Operations in the Joint Operations Area

**DJS Approval Date:** 31-AUG-05

**Description:** To counter the enemy's initiative, to defeat an enemy attack and prevent the achievement of enemy objectives. This task includes taking actions to gain time, to control key terrain or lines of communication in the operational area, or to protect forces, facilities, or locations. This task includes creating the conditions to allow the seizing of the initiative, to include eroding enemy resources at a rapid rate. This task may be conducted with part of the joint force, while another part is conducting offensive or retrograde operations. (CJCSI 6510.01B, CJCSM 3500.05, JP 1, JP 3-0, JP 3-09.3, JP 3-15)

M1	Percent	Of decisive targets damaged or destroyed by defensive action.
M2	Percent	Of force in reserve.

M3	Percent	Of friendly force surprised at initiation of enemy offensive action.
M4	Percent	Of joint force prepared to conduct defensive operations at time of enemy attack.
M5	Percent	Of operational friendly decisive points destroyed or damaged as result of enemy offensive action.
M6	Hours	For enemy to breach deliberate fortifications.
M7	Hours	To commit reserve to battle.
M8	Minutes	To deliver fires on preplanned targets.
M9	Hours	To initiate spoiling attack/counter attack.
M10	Hours	To prepare defensive positions.
M11	Hours	To reposition to counter enemy's main effort/attack in joint operations area (JOA).
M12	Hours	To resume offensive operations from defensive operations.
M13	Minutes	To transfer command to new command post.
M14	Hours	Until joint force prepared to conduct defensive operations, after warning order.

## OP 1.2.7 Conduct Retrograde Operations in the Joint Operations Area

**DJS Approval Date:** 31-AUG-05

**Description:** To improve an operational situation or to prevent a worse one from occurring by maneuvering forces to the rear or away from the enemy. This task is executed to gain time, to preserve forces or to avoid combat under undesirable conditions or to draw the enemy into a more favorable condition for combat. This task may be conducted with part of the joint force, while another part is conducting defensive or offensive operations. This task includes such movements as withdrawal, retirement, or delaying actions. (JP 3-0, JP 3-02, JP 3-07.3, JP 3-35, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	Between planning and withdrawal execution.
M2	Hours	Difference between planned and actual completion of withdrawal.
M3	Percent	Of decisive targets/points preserved by retrograde action.
M4	Percent	Of friendly centers of gravity preserved by friendly

		retrograde action.
M5	Percent	Of friendly force lost during withdrawal (missing, casualty).
M6	Percent	Of friendly force surprised at initiation of enemy offensive action.
M7	Percent	Of joint force already conducted or prepared to conduct retrograde at time of enemy attack.
M8	Percent	Of logistics support activities relocated prior to commencing retrograde operations.
M9	Percent	Of new positions with quartering party in place prior to unit arrival.
M10	Percent	Of operational friendly decisive points destroyed or damaged by enemy offensive action.
M11	Percent	Of units with marked and secure withdrawal routes.
M12	Percent	Of withdrawals planned as not under pressure and conducted as such.
M13	Percent	Of withdrawing force for which full rehearsal conducted.
M14	Percent	Of withdrawing force that moves to prepared positions.
M15	Percent	Of withdrawing units for which guides in place at time of withdrawal.
M16	Percent	That actual enemy threat differs at time of execution from projected.
M17	Hours	To designate covering force.
M18	Days	To develop deception plans to support retrograde operations.
M19	Minutes	To transfer command to new location.
M20	Hours	Until joint force prepared to conduct retrograde operations, from warning order.

## **OP 1.2.8 Conduct Joint Urban Operations (JUO)**

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct and plan joint operations across full-spectrum of military operations in an urban operational environment at all levels of



war, but particularly at the operational level of warfighting and SSTR missions. The JFC, upon receipt of appropriate execution orders, must establish and ensure the timely operation of a JUO that includes the tasks that are unique to, and or significantly challenged by, the urban environment at all levels of war, but particularly at the operational level of warfighting. (JP 2-01, JP 2-01.3, JP 3-0, JP 3-05, JP 3-07.3, JP 3-07.6, JP 3-16, JP 3-31, JP 3-33, JP 3-50, JP 3-53, JP 3-57, JP 3-68, JP 5-0, JP 6-0, DODD 3000.05)

**Notes:** All urban areas share three main interrelated characteristics -- a complex manmade physical terrain, a population of significant size and density, and an infrastructure that supports the population and perhaps the region or nation. Responding to these three interrelated characteristics should include understanding of the application of other elements of USG national power to support the JUO.

M1	Yes / No	Was an AATF stood up and placed under command of a single headquarters?
M2	Yes / No	Were essential C2, communication, and computer systems accessible by all units of the AATF?
M3	undefined	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	Yes / No	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	Yes / No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M6	Yes / No	Were processes available to protect electronic systems from exploitation and attack?
M7	Yes / No	Was the ground assault force airlifted to designated areas of operation as scheduled?
M8	Yes / No	Did AATF leaders include provisions for medical evacuating of casualties?
M9	Yes / No	Did the AATF include a special operations C2 element to accompany the assault force?

## OP 1.3 Provide Operational Mobility

**DJS Approval Date:** 31-AUG-05

**Description:** To facilitate the movement of joint and multinational operational formations in a campaign or major operation without delays

due to operationally significant terrain or obstacles. (JP 3-34, JP 4-04, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	That joint force operational airlift/sealift delayed due to obstacles.
M2	Hours	To breach barrier to allow operational forces to penetrate to rear of enemy operational forces.
M3	Days	To clear minefield to allow amphibious landing.
M4	Days	To clear port and restore to full capacity.
M5	Days	To clear port to allow discharge of cargo.
M6	Hours	To restore ground lines of communications (LOC) after closure due to heavy rain and flooding.
M7	Hours	To restore ground LOC after closure, due to rockslide or avalanche.
M8	Percent	Of mine countermeasure operations provide needed freedom of movement.

## **OP 1.3.1 Overcome Operationally Significant Barriers, Obstacles, and Mines**

**DJS Approval Date:** 31-AUG-05

**Description:** To preserve freedom of operational movement by counteracting the effects of natural (existing) and other (reinforcing) operationally significant barriers, e.g., chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon killing fields, obstacles, and mines. The creation of gaps in Saddam's barriers in southern Kuwait and Iraq opposite coalition forces in Operation DESERT STORM is an example of this task. Clearing the minefields on the sea approaches in the same operation is another example. Operationally significant barriers and obstacles include any obstruction designed or employed to disrupt, fix, turn, or block the movement of an operationally significant force. Obstacles can exist naturally or can be synthetic, or can be a combination of both. Examples of such barriers and obstacles include ports, transportation systems, major land formations (for example, mountain ranges), forests, urban areas, and systems of minefields and CBRNE contaminated areas. (JP 3-11, JP 3-15, JP 3-34, CJCSM 3500.05)

M1	Hours	Enemy-emplaced obstacles delay movement of friendly forces.
M2	Hours	For joint force staff to disseminate obstacle data to

		joint force subordinate units, after discovery.
M3	Hours	Joint force operations delayed for insufficient engineer support.
M4	Percent	Net growth in mined channels and seas.
M5	Percent	Of day required channels kept swept.
M6	Percent	Of lanes kept open by mine sweeping or clearing contamination.
M7	Percent	Of operationally significant obstacles for which branch had been previously identified.
M8	Hours	To sweep a channel.

## OP 1.3.2 Enhance Movement of Operational Forces

**DJS Approval Date:** 31-AUG-05

**Description:** To prepare or improve facilities (for example, airfields, landing zones) and routes (for example, roads, railroads, canals, rivers, ports, port facilities, airfields) for moving operational forces in support of campaigns and major operations. (JP 3-34, JP 4-04, CJCSM 3500.05)

**Notes:** This activity pertains only to that movement directly related to operational movement (see activity OP 1.1, "Conduct Operational Movement"). Maintenance of transportation modes and lines of communications (LOCs) is addressed under OP 4, "Provide Operational Logistics and Personnel Support."

M1	NM	Between two most distant airfields or landing zone (LZs) in combat zone.
M2	NM	Between two most distant airfields, LZs, or extraction zone (EZs) in combat zone.
M3	MOG	For LZ for C-130 aircraft.
M4	Percent	Increase in aerial port of debarkation (APOD)/seaport of debarkation (SPOD) capacity for operational movement.
M5	Hours	Land LOCs (road, rail) delayed for repair.
M6	Percent	Of airfields in joint operations area (JOA) with approved approaches compatible with intratheater airlift and Organization of American States (OAS) aircraft.

M7	Percent	Of airfields in JOA with approved nonprecision approaches.
M8	Percent	Of airfields in JOA with approved precision approaches.
M9	Percent	Of airfields in JOA with at least a 2 x C-130 maximum (aircraft) on ground (MOG).
M10	Percent	Of airfields in JOA with at least a 2 x C-5 MOG.
M11	Percent	Of LZs in JOA with approved approaches compatible with intratheater airlift and OAS aircraft.
M12	Percent	Of LZs in JOA with approved nonprecision approaches.
M13	Percent	Of LZs in JOA with approved precision approaches.
M14	Percent	Of required follow-on forces accommodated by adequate APODs/SPODs in lodgment area.
M15	Hours	Strategic airlift/sealift diverted or canceled because airfields/seaports not prepared sufficiently.
M16	Days	To achieve port of debarkation (POD) throughput to allow meeting of required delivery date (at destination) (RDDs).
M17	Instances	Of operation plan(s) (OPLANs) not including smoke and obscurants.

### OP 1.3.3 Coordinate Waterspace Management

**DJS Approval Date:** 30-OCT-06

**Description:** To coordinate the prevention of mutual interference between subsurface, surface, and other force elements. (JP 3-16, CJCSM 3500.04D, CJCSM 3500.05)

**Notes:** Force elements include manned and unmanned submersibles, towed array systems, mines and mine countermeasures equipment, surface vessels torpedoes, and ordnance or fuel tanks released in designated drop areas.

M1	Yes/No	Was an AATF stood up and placed under command of a single headquarters?
M2	Yes/No	Were essential command and control (C2), communication, and computer systems accessible by all units of the AATF?

M3	Yes/No	Did AATF leaders assure that the use of nuclear, biological, and chemical (NBC) weapons within ground tactical units' areas of operations could be detected?
M4	Yes/No	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	Yes/No	'Were airlift assets in direct support of the ground combat unit?
M6	Yes/No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	Yes/No	Were processes available to protect electronic systems from exploitation and attack?
M8	Yes/No	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	Yes/No	Did AATF leaders include provisions for medical evacuating of casualties?
M10	Yes/No	Did the AATF include a special operations C2 element to accompany the assault force?

## OP 1.4 Provide Operational Counter-Mobility

**DJS Approval Date:** 01-SEP-05

**Description:** To delay, channel, or stop offensive air, land, and sea movement by enemy operational formations in order to help create positional advantage for friendly joint and multinational operational forces. Operational countermobility exposes enemy decisive points and centers of gravity or high-payoff targets to destruction in conformance with the joint force commander('s) (JFC's) plans and intent. This task includes execution of sanctions, embargoes, blockades, and no-fly zones. (JP 3-15, JP 3-34, CJCSM 3500.05)

M1	Percent	Enemy avenues of approach closed as maneuver possibilities by friendly barriers, obstacles, or mines.
M2	Percent	Monthly reduction in civil populace opinion of target nation central government.
M3	Percent	Reduction in estimated potential enemy course of action (COAs) after taking countermobility action in joint operations area (JOA).
M4	Percent	Reduction in target nation external trade.

M5	Percent	Reduction in target nation gross domestic product (GDP).
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## OP 1.4.1 Employ Operational System of Obstacles

**DJS Approval Date:** 01-SEP-05

**Description:** To identify air, land, and sea sites for reinforcing or constructing obstacles to take maximum advantage of existing obstacles to form a system of obstacles (normally on a large-scale) for operational effect. The system of obstacles is intended to provide friendly force flexibility for movement and increase the variety of obstacles the enemy must encounter. This task includes developing existing obstacles and reinforcing terrain with countermobility means (includes air, land, and sea). Systems of obstacles include, but are not limited to, minefields, atomic demolition munition (ADM), and conventional demolitions for achieving operational results in campaigns and major operations. (JP 3-11, JP 3-15, CJCSM 3500.05)

M1	Percent	Increase in friendly force lines of communication after obstacle emplacement.
M2	Percent	Of available enemy lines of communications (LOCs) and port of debarkation (PODs) interdicted by friendly obstacles.
M3	Percent	Of hostile external surface communication absorbed by other LOCs after barrier emplacement.
M4	Percent	Of hostile internal surface communication absorbed by other LOCs after barrier emplacement.
M5	Percent	Reduction in hostile military surface communications after barrier emplacement.
M6	Percent	Reduction in hostile overall surface communications after barrier emplacement.
M7	Percent	Reduction in potential enemy course(s) of action (COAs) after obstacle emplacement.
M8	Days	Until hostile forces unable to sustain offensive operations.
M9	Percent	Increase in incidence of disease in target nation during quarantine or embargo.

## OP 1.4.2 Conduct Sanctions and Embargoes

**DJS Approval Date:** 01-SEP-05

**Description:** To carry out acts designed to exclude specific items such as offensive military weapons and associated material from movement into or out of a state. This task includes the planning and execution of operational tasks and synchronization of tactical tasks which compose the sanctions. (JP 3-0, JP 3-07, CJCSI 3110.14, CJCSI 6510.01B, CJCSM 3500.05)

**Notes:** Planning of sanctions and embargoes is conducted under OP 5.3, "Prepare Plans and Orders."

M1	Percent	Increase in malnutrition in target nation during quarantine or embargo.
M2	Percent	Of joint force maritime assets, including air force and assigned special operations forces (SOF), affected by quarantine or embargo operations.
M3	Percent	Of known scheduled and unscheduled transport carrying targeted materials not allowed to enter or leave quarantine area.
M4	Percent	Reduction in target nation armaments production.
M5	Percent	Reduction in targeted economic area in target nation.
M6	Percent	Increase in incidence of disease in target nation during quarantine or embargo.

## OP 1.4.3 Conduct Blockades

**DJS Approval Date:** 01-SEP-05

**Description:** To take action to cut off enemy communications and commerce in order to isolate a place or region. This task includes complete blockades and lesser degrees of blockades. This task also includes the planning and execution of operational tasks and synchronization of tactical tasks which compose the blockade. (JP 3-0, JP 3-07, CJCSM 3500.05)

**Notes:** Planning of blockades is conducted under OP 5.3, "Prepare Plans and Orders."

M1	Percent	Monthly decline in target nation central government
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		popularity in the civil populace.
M2	Percent	Monthly reduction in target nation gross domestic product (GDP).
M3	Percent	Of enemy military force movement still maintained through alternative routes.
M4	Percent	Of enemy military force prevented from entering or leaving blockade area.
M5	Percent	Of known scheduled and unscheduled transport prevented from entering or leaving blockade area.
M6	Percent	Of pre-action trade being maintained (through alternative routes).
M7	Percent	Reduction in flow of all supplies to (or from) target nation.
M8	Percent	Reduction in target nation armaments production.
M9	Percent	Reduction in target nation GDP.
M10	Percent	Reduction in target nation sophisticated armaments production.
M11	Percent	Reduction in target nation sophisticated armaments readiness.
M12	Percent	Reduction in target nation chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon production.

## OP 1.4.4 Conduct Maritime Interception

**DJS Approval Date:** 01-SEP-05

**Description:** To conduct military measures to interdict the movement of certain types of designated items into or out of a nation or specified area. This task includes the synchronization of tactical tasks which impose the maritime interception, including the detection, classification, intercept, stopping, boarding, searching, diverting or redirecting of maritime vessels suspected of smuggling contraband. (JP 3-0, JP 3-07.3, JP 3-07.4, CJCSM 3500.05)

**Notes:** Note: Planning of maritime interception is conducted under OP 5.3, "Prepare Plans and Orders."

M1	Percent	Of pre-action smuggling maintained.
M2	Percent	Of vessels boarded.
M3	Percent	Of vessels diverted had contraband.



M4	Percent	Reduction in flow of contraband to (or from) target nation.
M5	Percent	Reduction in flow of refugees to (or from) target nation.
M6	Refugees	Diverted daily to receiving station.
M7	Refugees	Found on vessels.
M8	Hours	To process and divert refugees to receiving station.
M9	Vessels	Boarded.
M10	Vessels	Diverted due to (suspected) contraband.
M11	Percent	Of pre-action smuggling maintained through alternative routes.

## OP 1.5 Control Operationally Significant Areas

**DJS Approval Date:** 01-SEP-05

**Description:** To control areas of the joint operations area (JOA) whose possession or command provides either side an operational advantage, or denying it to the enemy. Denial of the operational area can be accomplished either by occupying the operationally key area itself or by limiting use or access to the area. For an area or environment to be operationally key, its dominance or control must achieve operational or strategic results or deny same to the enemy. In military operations other than war (MOOTW), control of an operationally significant area also pertains to assisting a friendly country in populace and resource control. (JP 1, JP 3-0, JP 3-03, JP 3-06, JP 3-15, CJCSM 3500.05)

M1	Percent	Of host nation (HN) population under control of civil government.
M2	Percent	Of identified decisive points within operational area (OA) under friendly control.
M3	Percent	Of joint force forces operating within areas under control of friendly ground forces.
M4	Percent	Of naval operations delayed within maritime superiority area (due to enemy action).
M5	Percent	Of operationally significant areas controlled by friendly forces.
M6	Percent	Of operations delayed or canceled (due to lack of an air superiority umbrella).

M7	Percent	Operationally significant areas currently contested by opposing forces.
M8	Days	With complete control over operationally significant area.

## OP 1.5.1 Control of Operationally Significant Land Area in the Joint Operations Area

**DJS Approval Date:** 01-SEP-05

**Description:** To control an area or geographic point or position that is important to the success of a campaign or major operation to prevent enemy occupation of the position through fire, fire potential, or occupation of the land area. (JP 3-0, JP 3-03, JP 3-06, JP 3-15, CJCSM 3500.05)

M1	Days	Between enemy attacks on areas controlled by friendly forces.
M2	Percent	Critical terrain features under control of friendly forces.
M3	Percent	Of air operations in joint operations area (JOA) delayed or canceled (due to enemy ground actions during execution).
M4	Percent	Of force engaged in rear area security.
M5	Percent	Of forces operating within areas under control of friendly ground forces.
M6	Percent	Of identified decisive points and enemy geographic centers of gravity under friendly control.
M7	Percent	Of naval operations delayed or canceled (due to enemy ground attack).
M8	Percent	Of population under civilian government control.
M9	Percent	Of identified decisive points under friendly control.
M10	Casualties	Suffered during control of area.
M11	Percent	Of critical terrain features, under control of friendly forces.
M12	Percent	Of designated land area, controlled within time specified.
M13	Operations	By naval forces delayed.
M14	Percent	Of naval operations delayed or canceled.

M15	Percent	Of personnel and equipment coming through sea lines of communications (SLOCs) experiencing no delay, disruption or cancellation (due to enemy naval action).
M16	Percent	Of joint force operating within maritime superiority area.
M17	Percent	Of time friendly forces operating within, or onshore from, a maritime superiority area.
M18	Percent	Supplies and materiel lost en route on SLOC to enemy surface, subsurface, or air action.
M19	Percent	Friendly attrition rate per sortie.
M20	Percent	Friendly ground force losses due to enemy air activity.
M21	Percent	Friendly surface force losses due to enemy air activity.
M22	Percent	Of enemy units detected, engaged.
M23	Percent	Of enemy units engaged, downed.
M24	Percent	Of friendly forces operating under air superiority umbrella.
M25	Percent	Of time with air superiority over operational area.
M26	Percent	Of critical routes controlled or blocked.
M27	Percent	Of force required to isolate key sector.
M28	Percent	Reduction in movement of supplies into the JOA.
M29	Days	To isolate key sector of the JOA.

## **OP 1.5.2 Gain and Maintain Maritime Superiority in the Joint Operations Area**

**DJS Approval Date:** 02-SEP-05

**Description:** To achieve that degree of dominance in the sea campaign and major battles over opposing forces which permits the conduct of operations by friendly maritime forces and their related land, sea, air, and special operations forces at a given time and place without prohibitive interference by the opposing force in the operational area. (CJCSM 3500.05, JP 3-0, JP 3-03, JP 3-16)

M1	Operations	By naval forces delayed.
M2	Percent	Of naval operations delayed or canceled.

M3	Percent	Of personnel and equipment coming through sea lines of communications (SLOCs) experiencing no delay, disruption or cancellation (due to enemy naval action).
M4	Percent	Of joint force operating within maritime superiority area.
M5	Percent	Of time friendly forces operating within, or onshore from, a maritime superiority area.
M6	Percent	Supplies and materiel lost en route on SLOC to enemy surface, subsurface, or air action.

### **OP 1.5.3 Gain and Maintain Air Superiority in the Joint Operations Area**

**DJS Approval Date:** 02-SEP-05

**Description:** To gain control of the air to the degree which permits the conduct of operations by land, sea, and air forces at a given time and place without prohibitive interference by the opposing force in the operational area. (JP 3-0, JP 3-01, JP 3-10.1, JP 3-16, CJCSM 3500.05)

M1	Percent	Friendly attrition rate per sortie.
M2	Percent	Friendly ground force losses due to enemy air activity.
M3	Percent	Friendly surface force losses due to enemy air activity.
M4	Percent	Of enemy units detected, engaged.
M5	Percent	Of enemy units engaged, downed.
M6	Percent	Of friendly forces operating under air superiority umbrella.
M7	Percent	Of time with air superiority over operational area.

### **OP 1.5.4 Isolate the Joint Operations Area**

**DJS Approval Date:** 02-SEP-05

**Description:** To deny to a regional adversary or the adversary's supporters access to key sectors of the operational area and impede the adversary's movement of supplies by sea, land, and air from areas outside the operational area. (JP 3-0, JP 3-03, JP 3-09, JP 3-15, CJCSM 3500.05)

M1	Percent	Of critical routes controlled or blocked.
M2	Percent	Of force required to isolate key sector.
M3	Percent	Reduction in movement of supplies into theater of operations/joint operations area (JOA).
M4	Days	To isolate key sector of theater of operations/JOA.

## **OP 1.5.5 Assist Host Nation in Populace and Resource Control**

**DJS Approval Date:** 02-SEP-05

**Description:** To assist host-nation governments to retain control over their major population centers thus precluding complicating problems which may hinder accomplishment of the joint force commander (JFC's) mission. This task includes external support for control of civil unrest and restoration of basic public services (police functions, water, electricity, garbage, basic medical care) the lack of which would precipitate civil unrest. This task relates to providing civil affairs, military police, and logistic support for the movement, collections, housing, feeding, and protection of displaced citizens. (JP 3-0, JP 3-07.1, JP 3-57, CJCSI 3110.14, CJCSM 3500.05)

**Notes:** See also OP 4.7.6, "Coordinate Civil Affairs in the Joint Operations Area."

M1	Days	Between occurrences of civil unrest.
M2	Percent	Of normal public services maintained during operation.
M3	Percent	Of joint force personnel assigned to perform basic public services in joint force commander (HN).
M4	Percent	Of joint force personnel assigned to perform police functions in HN.
M5	Percent	Of friendly force, engaged in refugee care and handling.

## **OP 1.5.6 Control Operationally Significant Riverine Area(s) in the Joint Operations Area**

**DJS Approval Date:** 02-SEP-05

**Description:** To achieve and/or maintain control of a waterway system and its adjoining land area, or to deny their use to the enemy. Operations are conducted on, across, along and emanating from a waterway systems and combine the characteristics of ground, naval and air operations. (JP 3-0, JP 3-02, JP 5-00.2)

M1	Days	Between enemy attacks on areas controlled by friendly forces.
M2	Percent	Of critical inland waterways under control of friendly forces.
M3	Casualties/Day	Suffered during control of riverine area.
M4	Percent	Of designated riverine area, controlled within time specified.
M5	Number	Of ground forces delayed.
M6	Number	Of naval forces delayed.
M7	Percent	Of personnel and equipment coming through sea lines of communications (SLOCs) experiencing no delay, disruption or cancellation (due to enemy naval riverine action).
M8	Percent	Of enemy units detected, engaged.
M9	Percent	Of enemy units engaged, downed.
M10	Percent	Of force required to isolate and control riverine sector.
M11	Percent	Reduction in movement of supplies into the joint operations area (JOA).
M12	Days	To isolate key riverine sector of the JOA.

## OP 1.6 Conduct Patient Evacuation

**DJS Approval Date:** 02-SEP-05

**Description:** To conduct patient evacuation and provide transportation of patients by any means to greater capability of medical care. To provide forces, resources, and evacuation channels for patient evacuation. (JP 3-17, JP 4-01.3, JP 4-02, JP 4-02.1, JP 4-02.2, CJCSM 3122.03, CJCSM 3141.01, CJCSM 3500.05)

**Notes:** Planning for patient evacuation is conducted under OP 5.3 Prepare Plans and Orders. Planning evacuation includes identifying and considering all the issues associated with the optimum utilization of

patient evacuation resources and producing the necessary products to ensure that effectiveness of patient evacuation operations are maximized.

M1	Percent	Of requested forces provided for aeromedical evacuation (AE) for the operation.
M2	Full/Partial/No	Degree to which forces are capable of AE operations.
M3	Number	Of patients that can be evacuated from inter and intratheater by AE forces.
M4	Number	Of patients evacuated by fixed wing aircraft.
M5	Percent	Of stable and stabilized patients evacuated through the air.

## OP 2 Conduct Joint Intelligence Operations

**DJS Approval Date:** 10-JUN-08

**Description:** To provide intelligence products to the joint force commander (JFC), staff, and subordinate units. Establish a joint intelligence enterprise employing a collaborative and federated methodology for directing, coordinating, and managing intelligence operations. Provide intelligence support to the joint operation planning process and conduct joint intelligence preparation of the operational environment (JIPOE) to assist the commander and staff to visualize and better understand the total operational environment. Conduct intelligence staff and joint intelligence support element (JISE) operations and execute the joint intelligence process to plan and direct, collect, process and exploit, analyze and produce, and disseminate and integrate intelligence in accordance with the joint force battle rhythm. Gain and maintain a current estimate of adversary and other relevant aspects of the operational environment to achieve information superiority and aid in the commander's decision making. Provide, integrate, and synchronize intelligence support to plans, operations, and fires based on the commander's intelligence requirements, desired effects, and decision points. (CJCSM 3500.05A, JP 2-0, JP 2-01, JP 2-01.2 (classified), JP 2-01.3, JP 2-03, JP 3-33)

**Notes:** The term "enterprise" relates to the practice of business optimization and addresses organizational structure, performance management, and process architecture. It is the practice of applying a comprehensive and rigorous method for describing a current and/or future structure and behavior for an organization's processes, information systems, personnel, and organizational subunits. "Federated" intelligence support refers to intelligence support provided to

an engaged commander, or an intelligence center supporting an engaged command, involving specific intelligence functions that are performed outside normal Defense Intelligence Analysis Program production assignments. At the joint task force (JTF) level, a JISE is normally established; however, a joint intelligence operations center may be established at the direction of the JFC based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Days	To establish the joint force intelligence enterprise (from activation order).
M2	Hours	To conduct J-2 staff operations (from activation order).
M3	Days	To conduct JISE operations (upon arrival in the joint operations area).
M4	Hours	To execute the JIPOE process (upon receipt of the mission).
M5	Hours	To gain situational understanding (upon receipt of the mission).
M6	Hours	To provide intelligence support to plans (upon receipt of the mission).
M7	Hours	To provide intelligence support to operations (upon receipt of the mission).
M8	Hours	To provide intelligence support to fires (upon receipt of the mission).

## **OP 2.1 Establish the Joint Force Intelligence Enterprise**

**DJS Approval Date:** 10-JUN-08

**Description:** To establish the joint force intelligence enterprise and provide a collaborative and federated architecture to enable timely and accurate intelligence to support joint force operations. Design the joint force intelligence enterprise to represent all operational intelligence functionality and interactions tailored to the mission’s needs. Establish the joint force intelligence enterprise and integrate horizontally and vertically with the theater joint intelligence operations center (JIOC); subordinate joint force joint intelligence support element (JISE); and interagency, multinational, and subordinate Service and functional component intelligence activities; and synchronize with the concept of



operations and joint force battle rhythm. Identify and orchestrate the analytic centers and production responsibilities internal and external to the joint force intelligence enterprise. (CJCSM 3500.05A, JP 2-0, JP 2-01, JP 3-33, JP 6-0)

**Notes:** The term “enterprise” relates to the practice of business optimization and addresses organizational structure, performance management, and process architecture. It is the practice of applying a comprehensive and rigorous method for describing a current and/or future structure and behavior for an organization’s processes, information systems, personnel, and organizational subunits. “Federated” intelligence support refers to intelligence support provided to an engaged commander, or an intelligence center supporting an engaged command, involving specific intelligence functions that are performed outside normal Defense Intelligence Analysis Program (DIAP) production assignments. At the joint task force (JTF) level, a JISE is normally established; however, a JIOC may be established at the direction of the joint force commander based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Percent	Of joint force intelligence enterprise established (from time of activation order to time of deployment).
M2	Percent	Of joint force intelligence enterprise interoperability established (from time of activation order to time of deployment).
M3	Percent	Of joint force J-2 staff established (from time of activation order to time of deployment).
M4	Percent	Of JISE established (from time of activation order to time of deployment).
M5	Number	Of applicable intelligence boards, bureaus, centers, cells, and working groups established (from time of activation order to time of deployment).

## **OP 2.1.1 Establish Joint Force Intelligence Enterprise Interoperability**

**DJS Approval Date:** 10-JUN-08

**Description:** To develop the organizational, technical, and procedural interoperability of the joint force intelligence enterprise with supporting intelligence commands and agencies. Identify and establish the

organizational relationships and responsibilities internal and external to the joint force headquarters for intelligence planning and direction, collection, processing and exploitation, analysis and production, and dissemination and integration for each collection discipline required. Distribute joint force commander tasking and guidance and ensure that it is understood and integrated into regional and theater interoperability planning. (JP 2-0, JP 2-01, JP 3-33, JP 6-0)

**Notes:** N/A

M1	Hours	To determine scope and nature of operations (upon receipt of the mission).
M2	Days	To identify supporting organizations and agencies comprising the joint force intelligence enterprise (upon receipt of the mission).
M3	Percent	Of organizational responsibilities for intelligence planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and information sharing identified (between receipt of the mission and time of deployment).
M4	Percent	Of technical interoperability established for joint force J-2 organization and supporting intelligence commands and agencies (between activation order and time of employment).
M5	Percent	Of procedural interoperability established for joint force J-2 organization and supporting intelligence commands and agencies (between activation order and time of employment).
M6	Days	To identify intelligence functions and disciplines required to support the scope of projected operations (upon receipt of the mission).
M7	Days	To identify liaisons and interagency requirements (upon receipt of the mission).
M8	Days	To identify requirements for equipment and facilities to support projected operations.
M9	Days	To coordinate federated support arrangements for collection, processing and exploitation, analysis and production, and dissemination and integration for each collection discipline required (prior to deployment).
M10	Percent	Of organizational and functional requirements communicated to all identified commands,

		agencies, and organizations contributing to joint force intelligence operations.
M11	Yes/No	J-2 time-phased force and deployment data (TPFDD) requirements identified, documented, and coordinated with joint force J-1, J-3, J-4, and J-5 (prior to deployment).
M12	Percent	Of identified high-priority personnel and equipment arrived in joint operations area (JOA) on time in accordance with (IAW) TPFDD requirements.
M13	Percent	Of personnel and equipment flowed into theater IAW stated TPFDD requirements.
M14	Percent	Of intelligence personnel and equipment arrived in JOA in time to support joint force operations.
M15	Percent	Of intelligence collection assets arrived in JOA in time to support joint force operations.

## **OP 2.1.2 Establish the Joint Force Intelligence Information Technology (IT) Architecture**

**DJS Approval Date:** 10-JUN-08

**Description:** To identify, coordinate, and establish federated and collaborative information sharing and intelligence system architecture to effectively collect, process, store, display, and disseminate information. Identify joint force intelligence enterprise intelligence-related components of the Global Information Grid (GIG) and communications and connectivity requirements, and coordinate intelligence communications systems infrastructure and services support with communications division to ensure interoperability across theater and multinational partners. Coordinate automated intelligence databases, information systems, and support tools with federated partners. Develop intelligence portion of the information management plan (IMP) and integrate architectural and information exchange requirements. (CJCSM 3500.05A, JP 2-0, JP 2-01, JP 3-33, JP 6-0)

**Notes:** OP 5.7.3 Develop Multinational Intelligence/Information Sharing Structure is directly related to OP 2.1.2.

M1	Yes/No	Information exchange requirements for collecting, processing, storing, displaying, and disseminating information identified.
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M2	Percent	Of joint force intelligence enterprise information exchange requirements documented in joint force IMP.
M3	Days	To identify joint force intelligence enterprise intelligence-related components of the GIG (prior to deployment).
M4	Days	To coordinate federated support arrangements for collection, processing and exploitation, analysis and production, and dissemination and integration for each collection discipline required (prior to deployment).
M5	Hours	To establish intelligence communications systems and communications connectivity (upon arrival in joint operations area (JOA)).
M6	Days	To establish collaborative forums to coordinate intelligence operations and share information (upon arrival in JOA).
M7	Percent	Of intelligence communications systems infrastructure established in JOA in accordance with (IAW) requirements identified (prior to deployment).
M8	Percent	Of communications connectivity requirements established in JOA IAW requirements identified (prior to deployment).
M9	Percent	Of information exchange requirements established in JOA IAW requirements identified (prior to deployment).
M10	Days	To coordinate intelligence communications systems infrastructure and services support with joint force J-6 to ensure interoperability across joint force, theater, and multinational partners.
M11	Yes/No	Information shared vertically (to higher and lower command intelligence directors) and horizontally (across functional and Service component commands).
M12	Days	To establish technical interoperability between joint force J-2 organization and supporting intelligence commands and agencies (upon arrival in JOA).
M13	Days	To establish procedural interoperability between joint force J-2 organization and supporting intelligence commands and agencies (upon arrival in JOA).

M14	Days	To establish 24-hour systems maintenance support (upon arrival in JOA).
M15	Days	To identify the intelligence database access requirements for J-2 and joint intelligence support element personnel.
M16	Days	To develop the joint force intelligence enterprise IMP after identifying information exchange requirements.
M17	Percent	Of intelligence information exchange requirements coordinated with joint force information management officer (IMO) (prior to deployment).
M18	Yes/No	Joint force intelligence enterprise IMP integrated into the joint force IMP.
M19	Yes/No	J-2 IMO designated.

## OP 2.1.3 Establish the Joint Force Intelligence Staff

**DJS Approval Date:** 10-JUN-08

**Description:** To develop the organizational, technical, and procedural interoperability of the joint force intelligence staff with the joint force headquarters (HQ) staff. Identify and establish the organizational relationships and responsibilities internal to the joint force HQ for intelligence planning and direction, collection, analysis and production, dissemination and integration, and information sharing. Identify intelligence staff personnel and intelligence staff functional requirements necessary to form a staff capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of joint intelligence operations. (CJCSM 3500.05A, JP 2-0, JP 2-01, JP 2-01.2 (classified), JP 3-33)

**Notes:** The organizational structure of the joint force intelligence staff is mission-dependent. The intelligence staff, at a minimum, should include an analytic element, a collection management function, and an administrative element. Organizational considerations include: 1) the operational environment; 2) physical location; 3) security and force protection needs; 4) unique requirements for linguists/translators, interrogators, and interagency coordination; 5) battle rhythm; 6) boards, bureaus, centers, cells, and working groups as required; 7) Service expertise; and 8) multinational organizations.

M1	Days	To identify joint force J-2 staff structure required to
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		support the mission (prior to deployment).
M2	Percent	Of J-2 staff manning and augmentation identified on joint manning document (JMD) received (prior to deployment).
M3	Percent	Of JMD J-2 staff intelligence billets appropriately filled with required skill sets/grades/Services.
M4	Percent	Of JMD J-2 staff key leadership billets filled with desired skill sets/grades/Service/experience.
M5	Percent	Of JMD J-2 staff high-demand, low-density skill sets filled.
M6	Days	To fully form the J-2 staff (from activation order) in accordance with JMD requirements.
M7	Days	To establish technical and procedural interoperability with the joint force HQ (prior to employment).
M8	Days	To form the J-2 section to exercise executive, administrative, and supervisory direction of joint force intelligence operations, intelligence staff functions, and support activities.
M9	Days	To form the intelligence plans division structure to effectively provide intelligence planning support to joint force planning.
M10	Days	To form the intelligence operations division structure to effectively provide intelligence operations support to joint force current operations.
M11	Days	To form the intelligence operations division structure to effectively provide intelligence operations support to joint force targeting and joint fires.
M12	Days	To form the counterintelligence (CI) and human intelligence (HUMINT) staff structure to effectively provide CI and HUMINT support to joint force operations.
M13	Days	To appoint an experienced CI professional to coordinate CI force protection source operations, maintain the tactical source registry, maintain liaison coordination, and conduct CI collection management support functions.
M14	Days	To appoint an experienced HUMINT professional to coordinate operations, source administration and requirements with the country team, and establish

		liaison with the joint/combined exploitation centers and the joint intelligence support element.
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## OP 2.1.4 Establish the Joint Intelligence Support Element (JISE)

**DJS Approval Date:** 10-JUN-08

**Description:** To design and operate a joint force analytic center as the focal point for providing intelligence support to joint force operational forces and performing common intelligence functions. The JISE is composed of subject matter experts and functional teams to provide intelligence services and products required by the joint force commander (JFC), staff, and components. By design, the JISE is scaleable to meet the needs of the joint task force and is tailored to fit the operating environment based on identified commander's mission requirements. The JISE is designed with the appropriate intelligence personnel, functions, processes, and architecture to execute and integrate the intelligence process with the commander's decision-making and execution cycles. (CJCSM 3500.05A, JP 2-0, JP 2-01, JP 3-33, JP 6-0)

**Notes:** According to current joint doctrine, the JISE is the primary intelligence analytic center of a subordinate joint force. Mission-dependent, a joint intelligence operations center may be established in a joint force at the discretion of the JFC.

M1	Yes/No	JISE director identified and approved in time to effectively guide JISE support to pre-deployment mission planning.
M2	Hours	For JISE analysts and functional experts to provide support to mission analysis and the operational planning process (from activation order).
M3	Days	To identify JISE manning requirements to effectively support operational requirements (upon receipt of mission).
M4	Days	To identify JISE production requirements (prior to employment).
M5	Percent	Of JISE manning and augmentation requirements on joint manning document filled (upon deployment).
M6	Days	To identify JISE intelligence communications requirements and coordinate with J-2 information management officer (prior to deployment).

M7	Percent	Of JISE intelligence communications systems and connectivity established, tested, and operational (prior to employment).
M8	Days	To coordinate supporting analytic, production, and information-sharing roles and responsibilities with theater J-2 (prior to deployment).
M9	Days	To coordinate time-phased force and deployment data requirements for JISE personnel and equipment with J-2 operations (prior to deployment).
M10	Days	To establish JISE tactics, techniques, and procedures (prior to JISE employment).
M11	Days	To fully form and organize JISE (upon arrival in joint operations area (JOA)).
M12	Days	To make JISE facility operational (upon arrival in JOA).
M13	Days	To determine analytic elements, activities, and agencies necessary to support the joint intelligence preparation of the operational environment process.
M14	Days	To incorporate national intelligence support teams, combat support agencies, and multinational partners physically, technically, and procedurally into the JISE.

## **OP 2.1.5 Establish Intelligence Boards, Bureaus, Centers, Cells, and Working Groups**

**DJS Approval Date:** 10-JUN-08

**Description:** To designate and form the intelligence-related boards, bureaus, centers, cells, working groups, elements, offices, and planning teams other than the primary analytic center required to synchronize and execute the joint force's joint intelligence operations and meet the mission's intelligence requirements. (CJCSM 3500.05A, JP 2-01, JP 3-33)

**Notes:** Determining which intelligence boards, bureaus, centers, cells, working groups, elements, offices, and planning teams are formed is mission dependent and, therefore, tailored to meet the joint force's intelligence needs. Typical intelligence boards, bureaus, centers, cells, working groups, elements, offices, and planning teams include, but are not limited to, joint captured materiel exploitation center, joint document



exploitation center, joint interrogation and debriefing center, joint collection management board (JCMB), joint targeting coordination board (JTCB), and the intelligence synchronization board. Intelligence produced by boards, bureaus, centers, cells, working groups, elements, offices, and planning teams must be incorporated into joint intelligence support element operations.

M1	Yes/No	Intelligence boards, bureaus, centers, cells, and working groups identified to support joint force mission requirements.
M2	Yes/No	Approval granted to establish identified intelligence boards, bureaus, centers, cells, working groups, elements, offices, and planning teams.
M3	Yes/No	Intelligence boards, bureaus, centers, cells, working groups, elements, offices, and planning teams roles and responsibilities established
M4	Percent	Of intelligence boards, bureaus, centers, cells, working groups, elements, offices, and planning teams information exchange requirements tested in accordance with the information management plan and joint force battle rhythm (prior to employment).
M5	Days	To establish intelligence boards, bureaus, centers, cells, working groups, elements, offices, and planning teams interoperability with participants (prior to employment).
M6	Days	To establish physical, technical, and security requirements for boards, bureaus, centers, cells, working groups, elements, offices, and planning teams (prior to employment).
M7	Yes/No	Participation in JTCB.
M8	Yes/No	Participation in JCMB.

## OP 2.2 Conduct Intelligence Staff Operations

**DJS Approval Date:** 10-JUN-08

**Description:** To direct, orchestrate, perform, and evaluate intelligence operations, staff functions, and support activities throughout the intelligence staff. Conduct intelligence planning, intelligence operations, counterintelligence, and human intelligence operational and staff functions. Provide administrative, special security office (SSO), foreign disclosure, and technical and procedural intelligence training functions for the joint force intelligence enterprise. Develop, coordinate, and issue

policies, programs, and guidance for the planning and execution of joint intelligence operations. (JP 2-0, JP 2-01, JP 2-01.2 (classified))

**Notes:** The term “enterprise” relates to the practice of business optimization and addresses organizational structure, performance management, and process architecture. It is the practice of applying a comprehensive and rigorous method for describing a current and/or future structure and behavior for an organization’s processes, information systems, personnel, and organizational subunits.

M1	Yes/No	J-2 policies, programs, and guidance for planning, executing, and managing joint intelligence operations developed and promulgated throughout joint force intelligence enterprise.
M2	Yes/No	J-2 staff operations conducted in accordance with (IAW) established policies, programs, and guidance.
M3	Days	To commence J-2 executive division operations (upon activation order).
M4	Days	To commence J-2 plans division operations (upon activation order).
M5	Days	To commence J-2 operations division operations (upon activation order).
M6	Days	To commence J-2X division operations (upon activation order).
M7	Days	To commence SSO branch operations (upon activation order).
M8	Days	To commence foreign disclosure office operations (upon activation order).
M9	Days	To commence intelligence training branch operations (upon activation order).
M10	Yes/No	J-2 staff operating IAW established joint force intelligence enterprise battle rhythm.
M11	Yes/No	Intelligence operations synchronized with joint force battle rhythm.

## **OP 2.2.1 Manage the Joint Force Intelligence Enterprise**

**DJS Approval Date:** 10-JUN-08

**Description:** To direct, supervise, and guide direction of joint force intelligence operations, intelligence staff functions, and support activities throughout the joint force intelligence enterprise. Guide and resource the overall intelligence effort to ensure consistency and continuity of intelligence operations. Develop, coordinate, and issue intelligence policies, programs, and guidance for the planning and execution of joint intelligence operations. Guide the intelligence planning effort to provide effective and efficient support to the joint force operation planning process. Focus the intelligence enterprise to anticipate and dynamically respond to the commander's requirements and the requirements of subordinate units. Ensure that joint intelligence operations are integrated into joint force processes and synchronized with the joint force battle rhythm. Provide, through close coordination with theater intelligence staff and the Defense Intelligence Operations Coordination Center (DIOCC), the intelligence resources necessary for the joint force intelligence enterprise to support and sustain joint intelligence operations in the joint operations area. (JP 2-0, JP 2-01, JP 3-33)

**Notes:** The term "enterprise" relates to the practice of business optimization and addresses organizational structure, performance management, and process architecture. It is the practice of applying a comprehensive and rigorous method for describing a current and/or future structure and behavior for an organization's processes, information systems, personnel, and organizational subunits.

M1	Yes/No	J-2 policies, programs, and guidance established.
M2	Yes/No	J-2 key leader management venue established and convened routinely.
M3	Yes/No	Joint force intelligence enterprise battle rhythm established.
M4	Days	J-2 issues guidance to focus intelligence collection, analysis, and production.
M5	Instances	Of insufficient resources to enable consistent and continuous joint intelligence process.
M6	Percent	Of intelligence provided to joint force commander (JFC), meeting decision-making requirements.
M7	Instances	Of J-2 policies, programs, and guidance not implemented correctly.
M8	Instances	Of negative feedback from JFC, staff, and subordinate units concerning intelligence products provided.
M9	Instances	Of intelligence operations not synchronized with operations.

M10	Instances	Of adjustments made to J-2 staff operations to mitigate shortcomings.
M11	Days	To assess joint force intelligence enterprise capability to support and sustain intelligence operations with established resources.
M12	Yes/No	Requests for additional resources coordinated with theater J-2 and DIOCC.
M13	Hours/Days	To develop, synchronize, and integrate intelligence plans into operation plans, branches, and sequels.
M14	Yes/No	Priority intelligence requirement represented in operational plans.
M15	Percent	Of intelligence resources assessed as sufficient to meet mission requirements.
M16	Instances	Of change in mission requirements fulfilled.
M17	Days	To process requests for additional intelligence support and resources with the theater J-2.
M18	Yes/No	Joint force intelligence enterprise battle rhythm developed.
M19	Yes/No	Joint force intelligence enterprise battle rhythm synchronized with joint force battle rhythm requirements.

## OP 2.2.2 Provide Intelligence Services and Support

**DJS Approval Date:** 10-JUN-08

**Description:** To perform intelligence staff functions, services, and support activities for the joint force. Conduct counterintelligence (CI) and human intelligence (HUMINT) support to joint force operations. Provide administrative, security/special security office (SSO), and foreign disclosure support. Provide technical and procedural intelligence training functions for the joint force intelligence enterprise. Develop, coordinate, and issue policies, programs, and guidance for the planning, execution, and sustainment of joint intelligence operations. (JP 2-0, JP 2-01, JP 2-01.2 (classified))

**Notes:** N/A

M1	Days	To commence CI and HUMINT support to joint force operations (upon activation order).
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M2	Days	To commence foreign disclosure services to joint force operations (upon activation order).
M3	Days	To commence SSO services to joint force operations (upon receipt of the activation order).
M4	Days	To commence intelligence training services to joint force operations (upon receipt of the activation order).
M5	Days	To commence administrative support to the joint force intelligence enterprise (upon receipt of the activation order).
M6	Days	To develop intelligence policies, programs, and guidance (upon activation order).

## **OP 2.2.2.1 Provide Counterintelligence (CI) and Human Intelligence (HUMINT) Support to Operations**

**DJS Approval Date:** 10-JUN-08

**Description:** To provide CI and HUMINT support in the joint operations area (JOA). Identify, prioritize, and validate all CI and HUMINT related requests for information (RFIs) and production requirements and manage, coordinate, and deconflict HUMINT and CI collection activities and requirements within the JOA. Monitor and support the activities of the joint exploitation centers, maintain the command source registry, deconflict source matters, and perform liaison functions with external organizations. (JP 2-0, JP 2-01, JP 2-01.2 (classified), JP 3-13, JP 3-50)

**Notes:** Integrate HUMINT and CI by combining the HUMINT operations cell and the task force counterintelligence coordinating authority (TFCICA) under one staff element. Doctrinally, the HUMINT and CI staff functions are placed under the J-2X. Include a support element, as needed, to provide report and source administration, linguistic services, and polygraph support. At the joint task force (JTF) level, a joint intelligence support element (JISE) is normally established; however, a joint intelligence operations center may be established at the direction of the joint force commander based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, "JISE" will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Yes/No	Approved CI Collection Concept Proposal in the
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		JOA published.
M2	Yes/No	CI/HUMINT operations conducted in accordance with legal/oversight regulations, policies, and respective multinational national guidelines.
M3	Yes/No	Approval received from theater J-2 for Category I and II military source operations. Forward Category I packages to USD(I) for final approval.
M4	Yes/No	Coordination made with U.S. Special Operations Command and Defense Intelligence Agency for Category I HUMINT activities in JOA that require Director of Central Intelligence Directive 5/1 coordination.
M5	Yes/No	Process in place for coordinating polygraph, technical support countermeasures, biometric, linguists, and technical operations support.
M6	Yes/No	CI support coordinated and integrated into force protection and operations security plans.
M7	Percent	Of CI/HUMINT collection requirements integrated into joint force collection plan.
M8	Yes/No	Contact established and maintained with all CI/HUMINT collection requirements managers in the JOA.
M9	Percent	Of source reporting focused on approved collection requirements, priority intelligence requirements (PIRs), and essential elements of information.
M10	Hours	To respond to PIR changes and adjust collection requirements.
M11	Hours/Days	To identify, prioritize, and validate CI-related RFIs and production requirements (prior to employment).
M12	Hours/Days	To identify, prioritize, validate HUMINT RFIs and production requirements (prior to employment).
M13	Frequency	Of liaison visits with external commands, organizations, and agencies.
M14	Percent	Of advisory tasking coordinated with special operations forces collectors.
M15	Percent	Of source database information registered in the designated source registry.
M16	Percent	Of source database entries that are outdated or inaccurate.

M17	Instances	Of source issues requiring deconfliction.
M18	Minutes	To coordinate time-sensitive targeting, time-sensitive collection requirements, high-value individual, time-sensitive threat/force protection information with the JISE and joint operations center.
M19	Hours	To review and publish intelligence information reports (IIRs).
M20	Minutes	To disseminate IIRs to the joint force.
M21	Percent	Of CI reports generated from within JOA approved by TFCICA.
M22	Yes/No	Assistance provided to component elements in the issuance, expenditure, replenishment, oversight, and approval of operational funds.
M23	Days	Of staff assistance provided to subordinate J-2X elements.
M24	Percent	Of CI and HUMINT reports analyzed for trends, patterns, source reliability, and source credibility.
M25	Yes/No	Procedures established with Joint Personnel Recovery Agency to coordinate and deconflict debriefings with returned personnel.
M26	Yes/No	CI/HUMINT participation and/or support to boards, bureaus, centers, cells, and working groups established.
M27	Frequency	Of coordination and support with the activities of the joint exploitation centers.
M28	Yes/No	J-2X planning, collection, analysis, production, and dissemination synchronized with JISE, J-2 plans, and J-2 operations.

## **OP 2.2.2.2 Provide Foreign Disclosure Services**

**DJS Approval Date:** 10-JUN-08

**Description:** To provide policy guidance, procedures, and assistance to the joint force on the proper handling, processing, and disclosing of Category 8 Classified Military Information (CMI) in accordance with (IAW) National Disclosure Policy-1 (NDP-1) and all applicable policies. Maintain applicable governing policies, procedures, and regulations on the release of military intelligence to foreign governments, allies, and coalition

partners. Make timely disclosure decisions based upon requests from joint force organizations/elements and provide decisions to customers. Ensure that procedures are established and reviewed to expedite sharing of U.S.-generated intelligence products with allies and coalition partners. (CJCSI 5221.01B, DODD 5230.11, DODD 5230.18, JP 2-0, JP 6-0, MCM-176-92, NDP-1)

**Notes:** OP 5.7.3 Develop Multinational Intelligence/Information Sharing Structure is directly related to OP 2.2.2.2. NDP-1 identifies specific disclosure criteria and limitations for the eight categories of CMI: CAT-1: Organization, Training & Employment of U.S. Military Forces; CAT-2: U.S. Military Materiel & Munitions; CAT-3: Applied R&D Information & Materiel; CAT-4: U.S. Production Information; CAT-5: Combined Military Operations, Planning & Readiness; CAT-6: U.S. Order of Battle; CAT-7: North American Defense; and CAT-8: Military Intelligence. CAT-8 disclosures also need to be concerned with whether recipient can receive intelligence on both the designated and non-designated countries and whether recipient is limited to intelligence on only the designated countries. Mandate that all military intelligence be streamlined for expeditious disclosure or release starting at the point of production by implementing the proactive “Writing for Release” process as part of foreign disclosure/release process.

M1	Yes/No	Joint force headquarters (HQ) staff aware of foreign disclosure office and services available.
M2	Instances	Of insufficient resources to enable consistent and continuous 24-hour foreign disclosure services.
M3	Minutes	To process requests to review and disclose CAT-8 CMI.
M4	Percent	Of foreign disclosure requests meeting customers time requirements.
M5	Yes/No	Joint force foreign disclosure officer(s) (FDO(s)) determined disclosure authorities within 1 hour of crisis standup.
M6	Yes/No	Joint force FDO(s) identified and submitted any exception(s) to National Disclosure Policy required for the mission to HQ combatant command FDO for coordination and approval.
M7	Yes/No	Joint force FDO(s) made timely disclosure decisions IAW NDP-1, delegation of disclosure authority letters, and other applicable guidance/directives.
M8	Yes/No	Joint force FDO(s) coordinated all disclosure requests for national products/information with HQ



		combatant command FDO.
M9	Yes/No	Joint force FDO(s) ensured that disclosure decisions were archived IAW HQ combatant command designated disclosure authority guidance or DODI 5230.18 and made them available upon request.

### **OP 2.2.2.3 Provide Security/Special Security Office (SSO) Services**

**DJS Approval Date:** 10-JUN-08

**Description:** To provide policy guidance, procedures, and assistance on personnel, information, physical, and industrial security services to the joint force and its subordinate units. Maintain applicable governing policies, directives, instructions, and regulations on the sensitive compartmented information (SCI) program and SSO functions. Serve as the intelligence staff point of contact for information on accreditation authorities and sensitive compartmented information facility (SCIF) physical security guidelines. (DCID 6/9, JP 2-01, JP 3-13.3)

**Notes:** SSO services may include periodic reinvestigations, background investigations, SCI indoctrinations, nondisclosure agreements, security clearance verification, visit requests, courier cards, courier letters, security access badges, security awareness training, and investigations of possible security compromises.

M1	Yes/No	SSO tactics, techniques, and procedures established
M2	Percent	Of joint force personnel cleared for SCI in accordance with joint manning document billet requirements.
M3	Yes/No	SSO processing requirements established for arriving and departing personnel.
M4	Yes/No	Provided oversight to SCIF accreditation process.
M5	Yes/No	Security procedures established at each SCIF.
M6	Percent	Of authorized/assigned personnel pending periodic reinvestigations/background investigations.
M7	Days/Hours	To in-process arriving personnel.
M8	Days/Hours	To out-process departing personnel.
M9	Instances	Of insufficient resources to enable consistent and continuous 24- hour SSO services.

M10	Number	Of investigations pending for security compromises.
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## OP 2.2.2.4 Provide Joint Intelligence Training Services

**DJS Approval Date:** 10-JUN-08

**Description:** To assess training levels of intelligence enterprise personnel to ensure efficient, accurate, and timely intelligence to the joint force. Employ the Joint Training System to prepare an intelligence training plan to provide technical and procedural joint intelligence training services to sustain intelligence readiness and coordinate plan with theater intelligence staff and joint force personnel, operations, and planning directorates. Arrange pre-deployment as well as in-theater training capabilities for assigned and attached analytical intelligence personnel to support all aspects of the joint intelligence process. Provide intelligence systems, software applications, and functional area tactics, techniques, and procedures training to newly arriving personnel. Identify and provide refresher training to currently assigned/attached personnel as required. (JP 2-0, JP 2-01, JP 3-33)

**Notes:** N/A

M1	Yes/No	Intelligence training plan developed.
M2	Yes/No	Intelligence training plan coordinated with theater J-2, joint force J-1, and joint force J-3.
M3	Percent	Of J-2 personnel trained to accomplish duties in accordance with assigned billet requirements.
M4	Percent	Of personnel trained during pre-deployment.
M5	Percent	Of in-theater personnel identified as needing refresher training.
M6	Percent	Of personnel arriving in theater requiring training.
M7	Instances	Of insufficient training resources (trainers, facilities, equipment, funding) to fully implement training plan.
M8	Hours/Days	To provide in-theater refresher training.
M9	Frequency	Training assessment conducted.

## OP 2.2.2.5 Provide Intelligence System Support

**DJS Approval Date:** 10-JUN-08

**Description:** To provide trained, capable personnel to ensure the proper operation, maintenance, and functionality of intelligence systems. Maintain a technical system support capability to prevent intelligence systems failure, degraded performance, or gaps in the availability and accessibility of intelligence and the timely, complete, and accurate flow of intelligence. (JP 2-01)

**Notes:** N/A

M1	Yes/No	Intelligence systems and information requirements determined and validated.
M2	Days/Hours	To install all required intelligence systems and establish an operational system.
M3	Percent	Of intelligence systems users that have received classroom, computer-based, and on-the-job training.
M4	Instances	Of information stoppages and loss of data due to systems-related issues.
M5	Yes/No	Performed required maintenance to keep and maintain all required intelligence systems operating.

## OP 2.2.3 Evaluate Intelligence Operations in the Joint Operations Area (JOA)

**DJS Approval Date:** 10-JUN-08

**Description:** To analyze operations in the JOA from both the friendly and adversary perspectives and determine joint force intelligence enterprise level of performance. Support Red Team efforts to analyze operations and recommend adjustments to intelligence plans, operations, and tactics, techniques, and procedures (TTP) to mitigate failures. (JP 2-0, JP 2-01)

**Notes:** Evaluate each operation of the joint intelligence process to include overall joint intelligence support element (JISE) performance. All intelligence operations are interrelated and the success or failure of one operation will impact the rest of the intelligence process. Solicit feedback to determine if joint force intelligence enterprise activities, products, and services appropriately meet stated requirements. At the joint task force

(JTF) level, a JISE is normally established; however, a joint intelligence operations center may be established at the direction of the joint force commander (JFC) based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Yes/No	Joint force intelligence enterprise feedback survey promulgated to joint force customers.
M2	Instances	Of feedback received from JFC, staff, and subordinate units.
M3	Percent	Of JFC’s priority intelligence requirements answered in accordance with (IAW) operational time requirements.
M4	Percent	Of JFC’s decision-making requirements met.
M5	Percent	Of subordinate units intelligence requirements met.
M6	Instances	Of joint force operational success due to actionable intelligence.
M7	Percent	Of intelligence resources assessed as sufficient to meet mission requirements.
M8	Percent	Of joint manning document intelligence billets appropriately filled with required skill sets/grades/Services.
M9	Percent	Of assigned intelligence tasks not accomplished due to insufficient manpower.
M10	Percent	Of assigned intelligence tasks not accomplished due to insufficient assets.
M11	Percent	Of assigned intelligence tasks not accomplished due to insufficient training.
M12	Instances	Of joint force intelligence enterprise battle rhythm not synchronized with joint force battle rhythm.
M13	Percent	Of intelligence productivity lost due to intelligence communications systems downtime.
M14	Percent	Of intelligence products disseminated on time IAW user requirements.
M15	Instances	Of Red Team recommended adjustments.
M16	Frequency	Of adjustments required to joint intelligence process and TTP.
M17	Frequency	Of intelligence estimate revalidated based on newly acquired intelligence information.
M18	Frequency	Joint intelligence preparation of the operational

		environment products revalidated based on newly acquired intelligence information.
M19	Percent	Of comments critical of J-2 performance that represent repeat comments.
M20	Percent	Of customer complaints that result in change within J-2 or explanation to customer as to why no change.
M21	Hours/Days	To implement recommendations for improvement.
M22	Yes/No	Red Team analysis leveraged to fully explore alternatives in plans, operations, concepts, organizations, and capabilities in the context of the operational environment, our partners, adversaries, and other perspectives.
M23	Yes/No	Red Team used during operational planning.
M24	Instances	Of Red Team used during operational execution.
M25	Yes/No	JISE operations evaluated to determine if improvements can be made to increase their efficiency and effectiveness.
M26	Instances	Of JISE battle rhythm not synchronized with joint force battle rhythm.
M27	Frequency	That a JISE branch or section cannot perform its mission due to the failure of another JISE branch or section.
M28	Yes/No	JISE TTP disseminated to J-2 staff and JISE sections.
M29	Yes/No	JISE daily operations cycle incorporated into intelligence battle rhythm.

## **OP 2.2.4 DELETED - Determine Logistical Capability of the Joint Operations Area**

## **OP 2.2.5 DELETED - Collect Target Information**

## **OP 2.3 Conduct Joint Intelligence Support Element (JISE) Operations**

**DJS Approval Date:** 10-JUN-08

**Description:** To direct and orchestrate intelligence operations, functions, and activities at the joint force’s primary analytic center. The JISE is the focal point for intelligence planning, production, and dissemination. Provide oversight of and execute JISE analytic functions relative to the joint intelligence process to assist the commander, determine intelligence requirements, and plan and execute the operational collection effort. Intelligence requirements are the principal driving force that dictates timing and sequencing of intelligence operations. Execute the joint intelligence process with sufficient lead time to integrate intelligence products into operational decision making and plan execution. (JP 2-0, JP 2-01, JP 2-01.2 (classified), JP 2-01.3, JP 3-33)

**Notes:** At the joint task force (JTF) level, a JISE is normally established; however, a joint intelligence operations center may be established at the direction of the joint force commander based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Yes/No	JISE supported planning and directing of intelligence operations.
M2	Yes/No	JISE collected and shared operational information.
M3	Yes/No	JISE processed and exploited operational information.
M4	Yes/No	JISE produced operational intelligence.
M5	Yes/No	JISE disseminated and integrated operational intelligence.
M6	Yes/No	Intelligence operations in the JISE evaluated.

## OP 2.3.1 Plan and Direct Intelligence Operations

**DJS Approval Date:** 10-JUN-08

**Description:** To direct and orchestrate intelligence activities supporting joint force mission planning and develop and promulgate the resulting concept of intelligence operations, intelligence mission requirements, and mission guidelines for the conduct of joint force intelligence enterprise operations. Provide direction and supervision of all joint intelligence support element (JISE) functions executing the joint intelligence process. Provide threat assessment and warning criteria and focus JISE operations on supporting the joint force commander’s (JFC’s) decision-making cycle and joint force planning, operations, and targeting cycles.

Ensure effective and efficient collaboration between functional elements (collection management, analysis, production, targeting, request for information management, dissemination, watch, etc.) to enable them to interact and synchronize their efforts and optimally support the flow of analytic information. (JP 2-0, JP 2-01, JP 2-01.2 (classified), JP 2-01.3, JP 3-33)

**Notes:** This task includes providing intelligence support to the joint operation planning process and supporting the preparation of plans and orders related to the conduct of joint force intelligence operations. At the joint task force (JTF) level, a JISE is normally established; however, a joint intelligence operations center may be established at the direction of the JFC based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Yes/No	JISE support provided to joint force operational planning process.
M2	Yes/No	J-2 plans officers involved in joint force mission planning.
M3	Yes/No	JISE support provided to J-2 plans.
M4	Yes/No	Concept of intelligence operations developed and promulgated.
M5	Yes/No	JISE support provided in preparing plans to conduct intelligence operations.
M6	Yes/No	JISE support provided to J-2 operations.
M7	Yes/No	Intelligence mission requirements developed and promulgated.
M8	Yes/No	Concept of intelligence operations synchronized with operational concept of operations.
M9	Yes/No	Joint intelligence process synchronized with planning, operations, and targeting cycles.
M10	Yes/No	JISE support provided to J-2 targets.

## OP 2.3.2 Collect Operational Information

**DJS Approval Date:** 10-JUN-08

**Description:** To gather and share information on threats, adversarial forces, decisive points, and the nature and characteristics of the operational environment. Execute collection management responsibilities for collection assets assigned to the joint force commander (JFC), develop

and update the collection plan, and synchronize collection with the joint force operation plan. Participate in the joint collection management board (JCMB) to coordinate allocation of collection assets to meet prioritized collection requirements. Coordinate and manage collection requirements submitted to theater joint intelligence operations center for collection requirements to be met via theater and/or national collection assets. Collect meteorological and oceanographic data and intelligence to support operations, combat assessment, joint personnel recovery operations, and the needs of combatant command and designated national agencies. (JP 2-0, JP 2-01, JP 3-33)

**Notes:** This task also includes providing output of joint operations area assets, or asset production, to meet the needs of combatant command and designated national agencies and gathering information on the adversary and other relevant aspects of the operational environment including military intelligence and non-military aspects such as economic, informational, social, political, diplomatic, biographic, human factors, and other types of intelligence.

M1	Percent	Of operational environment information gaps identified.
M2	Percent	Of operational environment information gaps tasked for collection.
M3	Percent	Of operational environment information gaps collected.
M4	Percent	Of requirements resulting from liaison with allied nations or multinational partners.
M5	Percent	Of critical pieces or types of information required by JFC to make decisions identified during execution but not identified during planning process.
M6	Yes/No	Approved priority intelligence requirements (PIRs) published in applicable plans to satisfy identified information gaps.
M7	Days	Since PIRs reviewed and updated.
M8	Days	To develop and publish joint force collection strategy post-mission analysis.
M9	Hours	To develop joint force collection plan after collection requirements are identified, validated, and prioritized.
M10	Percent	Of collection requirements focused on joint force commander's critical information requirements (CCIRs) and PIRs.



M11	Yes/No	Collection plan synchronized with JFC's guidance and joint operation plan.
M12	Hours	To publish/disseminate joint force collection plan.
M13	Percent	Of positive contact and connectivity established with (all) theater, national, joint force staff, Service, and functional components; subordinate units; asset managers; and exploitation centers/sites.
M14	Yes/No	Collection operations management processes established.
M15	Yes/No	Collection requirements management processes established.
M16	Percent	Of joint force collection requirements identified, validated, and prioritized.
M17	Frequency	Of collection requirements coordinated in the JCMB.
M18	Yes/No	Request for information processes established.
M19	Yes/No	Intelligence communications systems, applications, and tools established to collect and share intelligence information with theater, national, joint staff, and functional components; subordinate units; asset managers; and exploitation centers/sites.
M20	Yes/No	Collection plan tasking integrated into air tasking order and reconnaissance, surveillance, and target acquisition annex.
M21	Percent	Of collected information published/disseminated to customers.
M22	Percent	Of collected information published/disseminated to customers that satisfied their requirements.
M23	Hours	To provide collected information/intelligence information reports to joint forces.
M24	Percent	Of collection plan focused on JFC's CCIRs and PIRs and subordinate unit's intelligence requirements.
M25	Yes/No	Nodal analysis conducted.

### **OP 2.3.2.1 Perform Collection Management**

**DJS Approval Date:** 10-JUN-08

**Description:** To execute the collection management process by orchestrating the collection effort to efficiently satisfy the joint force's intelligence collection requirements with the collection assets available to the joint forces. Conduct collection operations management and collection requirements management (CRM) to identify available and required collection assets, determine collection requirements, develop the collection plan, develop collection emphasis message (CEM), and coordinate collection operations with sources to ensure cross-validation. Integrate collection operations with intelligence, surveillance, and reconnaissance (ISR) operations; coordinate the direction and tasking of technical sensors and other intelligence sensors; and plan redundancy in collection operations. Identify potential critical intelligence targets for exploitation (nominate exploitation targets for "no-strike" status, coordinate with operations staff to deconflict information operations and intelligence collection targets) and integrate counterintelligence activities with other collection operations. Implement intelligence collection requirement control authority for preparing, maintaining, validating, and levying intelligence collection requirements on joint force's organic collection assets. (JP 2-0, JP 2-01, JP 6-0)

**Notes:** The collection plan is a format used to link collection requirements to collection assets and synchronize with operations. Organize collection plan in accordance with mission and commander's intent and the intelligence synchronization matrix and update daily. Daily collection plan should address tasking 12-48 hours out, physical placement of ISR assets, collection tasking/targets and areas of interest, time and duration of collection, threats to ISR, and weather constraints. The CEM is generally used as a collections planning tool to emphasize collection focus by intelligence discipline for a particular phase of the operation. The CEM can be promulgated by a variety of means, including, but not limited to, official message traffic, Web posting, e-mail, verbal communication, etc.

M1	Percent	Of operational environment information gaps tasked for collection.
M2	Percent	Of operational environment information gaps collected.
M3	Days	To develop and publish joint force collection strategy.
M4	Yes/No	Joint force collection requirements identified, validated, and prioritized.
M5	Hours	To develop joint force collection plan.
M6	Yes/No	Collection plan focused on joint force commander's (JFC's) critical information requirements and

		priority intelligence requirements (PIRs) and subordinate unit's intelligence requirements.
M7	Yes/No	Collection assets and capabilities allocation sufficient to meet collection requirements.
M8	Yes/No	Collection capabilities shortfalls coordinated through theater J-2.
M9	Yes/No	Joint force collection requirements coordinated in the joint collection management board (JCMB).
M10	Frequency	Joint collections working group convened.
M11	Hours	To develop CEM.
M12	Yes/No	Collection plan tasking integrated into air tasking order and reconnaissance, surveillance, and target acquisition annex.
M13	Yes/No	Collected information satisfies customer's requirements.
M14	Percent	Of joint force collection requirements integrated into collection plan.
M15	Yes/No	Adequate essential elements of information provided to develop collection requirements to support the JFC's PIRs.
M16	Yes/No	JCMB process responsive to adjustments in collection priorities and tasking based on emerging situation and JFC's guidance.
M17	Yes/No	Collection management authority established for assigned collection assets.
M18	Yes/No	Collection management processes established.
M19	Yes/No	CRM processes established.
M20	Days	To coordinate collection capabilities shortfalls through theater J-2.
M21	Yes/No	Process for tracking operational status of collection systems maintained and updated.
M22	Yes/No	Ability to monitor component collection and production responsibilities.
M23	Yes/No	Collection plan synchronized with JFC's guidance and joint force operation plan.
M24	Hours	To publish/disseminate joint force collection plan.
M25	Yes/No	Contact and connectivity established with all theater, national, joint staff, and functional components; subordinate unit collection managers;

		asset managers; and exploitation centers/sites.
M26	Yes/No	Collection plan tasking allows sufficient time to collect on target to meet time requirements of the operation plan.
M27	Percent	Of collection assets/capabilities sufficiently matched against requirements to maximize collection yield.
M28	Hours	To prepare taskings for submission to asset managers.
M29	Percent	Of joint force requirements addressing multinational partner's collection requirements.
M30	Yes/No	Visibility on the range and scope of joint operations area (JOA)-wide operations and their corresponding imagery intelligence requirements.
M31	Yes/No	Visibility on the range and scope of JOA-wide operations and their corresponding signals intelligence (SIGINT) requirements.
M32	Yes/No	Visibility on the range and scope of JOA-wide operations and their corresponding human intelligence requirements.
M33	Yes/No	Request for information (RFI) processes established.
M34	Percent	Of RFIs satisfied.
M35	Hours	To retask collection assets.
M36	Percent	Of information passed to national agencies or organizations for processing and exploitation due to work overload.
M37	Frequency	Of processing, exploitation, or production assets idle in one operational area while another operational area is over-tasked.
M38	Yes/No	Intelligence communications systems, applications, and tools sufficient to manage joint force requirements and assets and ensure collection synchronization.
M39	Yes/No	Emergency dissemination authority for imagery and imagery products obtained.
M40	Yes/No	SIGINT operational tasking authority obtained for specified assets.
M41	Days	To determine which assets should be maintained at the component level.

## OP 2.3.2.1.1 Conduct Collection Operations Management (COM)

**DJS Approval Date:** 10-JUN-08

**Description:** To process, organize, direct, assess, and monitor the equipment and personnel that actually collect the data to satisfy requirements. Develop strategies and collection plan for collection against requirements in cooperation with collection requirements management (CRM); predict how well a system can satisfy requirements; evaluate the performance of the collection systems; allocate and task collection assets and/or resources and processing and/or exploitation systems; and monitor and report the operational status of collection systems. Establish component collection and production responsibilities. COM process is directly linked to collection plan execution through intelligence, surveillance, and reconnaissance visualization. (JP 2-0, JP 2-01, JP 3-13)

**Notes:** N/A

M1	Yes/No	Collection assets and capabilities allocation sufficient to meet collection requirements.
M2	Percent	Of priority intelligence requests collected in time to meet current operational needs.
M3	Yes/No	Thorough and detailed knowledge of joint force intelligence units and collection, exploitation, and processing capabilities and limitations.
M4	Instances	Of intelligence information flow degraded due to intelligence communications systems downtime.
M5	Yes/No	Collection management authority established for collection assets assigned.
M6	Yes/No	COM processes established.
M7	Frequency	Of collaboration between COM and CRM in developing collection strategy.
M8	Percent	Of joint force collection requirements satisfied.
M9	Yes/No	Operational status of collection systems maintained and updated.
M10	Yes/No	Ability to monitor component collection and production responsibilities.
M11	Yes/No	Contact and connectivity established with (all) theater, national, joint force staff, Service, and

		functional components; subordinate unit collection managers; asset managers; and exploitation centers/sites.
M12	Yes/No	Collection plan tasking allows sufficient time to collect on target to meet time requirements of the operation plan.
M13	Percent	Of collection assets/capabilities sufficiently matched against requirements to maximize collection yield.
M14	Hours	To prepare taskings for submission to asset managers.
M15	Yes/No	Visibility on the range and scope of joint operations area (JOA)-wide operations and their corresponding imagery intelligence requirements.
M16	Yes/No	Visibility on the range and scope of JOA-wide operations and their corresponding signals intelligence requirements.
M17	Yes/No	Visibility on the range and scope of JOA-wide operations and their corresponding human intelligence requirements.
M18	Hours	To retask collection assets.
M19	Percent	Of information passed to national agencies or organizations for processing an exploitation due to work overload.
M20	Frequency	Of processing, exploitation, or production assets idle in one operational area while another operational area is over-tasked.
M21	Hours	To request support and reallocation of additional assets from national, theater, and multinational partners when joint force assets not available.
M22	Yes/No	Intelligence communications systems, applications, and tools sufficient to manage joint force requirements and assets and ensure collection synchronization.

## **OP 2.3.2.1.2 Conduct Collection Requirements Management (CRM)**

**DJS Approval Date:** 10-JUN-08

**Description:** To determine, organize, and prioritize intelligence requirements. Determine which assets will collect on which requirements and prepare taskings for submission to asset managers. Coordinate tasking of technical sensors and other intelligence sensors. Coordinate integration of counterintelligence activities into intelligence operations and production. (JP 2-0, JP 2-01, JP 2-01.2 (classified), JP 3-13, JP 3-60, JP 6-0)

**Notes:** N/A

M1	Yes/No	Collection requirements management (CRM) processes established.
M2	Yes/No	Developed process for organizing collection requirements by type, commander's critical information request, latest time intelligence of value, or intelligence discipline.
M3	Yes/No	Joint force collection requirements identified, validated, and prioritized.
M4	Percent	Of collection focused on national or theater requirements.
M5	Yes/No	Joint force collection requirements coordinated in the joint collection management board.
M6	Percent	Of joint force collection requirements coordinated in joint collections working group.
M7	Yes/No	Essential elements of information provided to develop collection requirements to support the joint task force commander's priority intelligence requirements.
M8	Hours	To prepare taskings for submission to asset managers.
M9	Frequency	Of collaboration between collection operations and CRM in developing collection strategy.
M10	Percent	Of joint force collection requirements satisfied.
M11	Yes/No	Contact and connectivity established with (all) theater, national, joint force staff, Service, and functional components; subordinate unit collection managers; asset managers; and exploitation centers/sites.
M12	Percent	Of joint force human intelligence (HUMINT) collection requirements coordinated through joint force J-2X.
M13	Percent	Of collection assets/capabilities sufficiently

		matched against requirements to maximize collection yield.
M14	Percent	Of joint force requirements addressing multinational partners' collection requirements.
M15	Yes/No	Visibility on the range and scope of joint operations area (JOA)-wide operations and their corresponding imagery intelligence requirements.
M16	Yes/No	Visibility on the range and scope of JOA-wide operations and their corresponding signals intelligence requirements.
M17	Yes/No	Visibility on the range and scope of JOA-wide operations and their corresponding HUMINT requirements.
M18	Yes/No	Collection requirements prioritized in accordance with commander's guidance.
M19	Yes/No	Intelligence communications systems, applications, and tools sufficient to manage joint force requirements and assets and ensure collection synchronization.
M20	Hours	To identify requirements requiring long lead times and/or close coordination with other joint force staff elements identified (e.g., information operations requirements).

## **OP 2.3.2.2 Manage Requests for Information (RFIs)**

**DJS Approval Date:** 10-JUN-08

**Description:** To direct, supervise, and guide administrative control of RFIs, intelligence requirements, and production requirements submitted to and from the joint intelligence support element (JISE). Identify, prioritize, and validate RFIs and process in accordance with (IAW) established JISE tactics, techniques, and procedures (TTP). Coordinate receipt and responses to RFIs with requestors. Maintain current, accurate status of open and closed RFIs. (JP 2-0, JP 2-01, JP 3-33)

**Notes:** It should be noted that there is a separate RFI management system for intelligence RFI (focused on adversary) vice operations RFI (focused on friendly). Intelligence RFIs are typically processed using the community online system for end users and managers.



M1	Yes/No	RFI processes established.
M2	Yes/No	RFI management process captured in JISE TTP.
M3	Yes/No	RFI request format and process promulgated across joint force.
M4	Yes/No	RFI information exchange requirements captured in J-2 information management plan.
M5	Percent	Of submitted RFIs validated.
M6	Percent	Of RFI satisfied IAW requestor requirements.
M7	Yes/No	Accurate RFI status maintained.
M8	Yes/No	Intelligence communications systems, applications, and tools sufficient to process and manage RFI and disseminate RFI responses.
M9	Yes/No	Requestors have visibility of RFI status.
M10	Percent	Of RFI not validated and returned to requestor for insufficient data.
M11	Percent	Of RFI not validated and returned to requestor due to improper request.

## OP 2.3.3 Process and Exploit Operational Information

**DJS Approval Date:** 10-JUN-08

**Description:** To convert information collected from human or technical means into formats readily used by intelligence personnel in analysis and production of intelligence and by the consumer. Integrate the activities and collected information from sensitive site exploitation teams and the joint exploitation centers (joint captured materiel exploitation center, joint document exploitation center, joint interrogation and debriefing center, target exploitation center, combined explosive exploitation cell). Ensure unanalyzed combat information is simultaneously available to the commander for time-critical decision making and to intelligence analysts for production of current intelligence. (JP 2-0, JP 2-01, JP 6-0)

**Notes:** This task may include initial imagery interpretation, electronic (signals) data conversion and correlation, technical analysis of captured enemy material, document translation, decryption of encoded material, and reporting of the results to joint intelligence support element (JISE) analysis and production elements. Unanalyzed combat information may include, but is not limited to, time-sensitive targeting, personnel recovery operations, and threat warning alerts. At the joint task force (JTF) level, a

JISE is normally established; however, a joint intelligence operations center may be established at the direction of the joint force commander (JFC) based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Yes/No	Intelligence report formats determined and incorporated into JISE tactics, techniques, and procedures.
M2	Yes/No	Federated processing, exploitation, production, and dissemination responsibilities coordinated and established.
M3	Yes/No	Contact and connectivity established between JISE and all joint force joint exploitation centers/sites.
M4	Yes/No	Contact and connectivity established between JISE and theater and national exploitation centers/sites supporting joint force operations.
M5	Yes/No	Intelligence report formats coordinated with joint exploitation centers/sites.
M6	Yes/No	Joint exploitation centers/sites focused on commander’s critical information requirements, priority intelligence requirements, and intelligence requirements.
M7	Yes/No	Intelligence communications systems, applications, and tools sufficient to support imagery intelligence, signals intelligence, and human intelligence processing, exploitation, and dissemination.
M8	Minutes/Hours	To process and exploit collected information from receipt.
M9	Minutes/Hours	To provide JISE analysts formal report of information obtained in processing.
M10	Minutes/Hours	To provide JISE analysts’ voice or electronic mail report of information.
M11	Minutes	To read wet film (after recovery of aircraft or other photo system).
M12	Percent	Of intelligence collection data correctly processed for further exploitation.
M13	Hours	To receive processed and exploited information from theater and national exploitation centers.

M14	Days	To receive initial assessment reports of captured enemy material.
M15	Hours	To translate and disseminate captured foreign material into English.
M16	Days	To produce interrogation reports of high-value enemy prisoner of war and detainees.
M17	Hours	To produce initial sensitive site exploitation reports.
M18	Percent	Of information passed to national agencies or organizations for processing and exploitation due to work overload.
M19	Frequency	Of processing, exploitation, or production assets idle in one operational area while another operational area is over-tasked.
M20	Percent	Of information exchange requirements for processing, exploiting, and disseminating sensor data identified and incorporated into J-2 information management plan.
M21	Yes/No	Ability to monitor joint exploitation centers/sites production.
M22	Instances	Of unanalyzed combat information made available to JISE analysts for production of current intelligence.
M23	Instances	Of unanalyzed combat information made available to JFC for timecritical decision making.
M24	Instances	Of unanalyzed combat information made available to support timesensitive targeting.
M25	Yes/No	Indications and warning (I&W) criteria disseminated to JISE single-source and all-source analysts.
M26	Minutes	To disseminate information triggering I&W criteria.
M27	Percent	Of raw information correctly prepared for production phase.

### **OP 2.3.3.1 Collate Information**

**DJS Approval Date:** 10-JUN-08

**Description:** To identify and group together related items of information for critical comparison. (JP 2-0, JP 2-01)

**Notes:** N/A

M1	Percent	Of mission area related items accurately identified and grouped for comparison.
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## OP 2.3.3.2 Correlate Information

**DJS Approval Date:** 10-JUN-08

**Description:** To associate and combine data on a single subject to improve the reliability or credibility of the information. (JP 2-0, JP 2-01, JP 2-01.2 (classified))

**Notes:** Task includes providing single-source reporting (signals intelligence, imagery intelligence, human intelligence, counterintelligence, measurements and signatures intelligence, technical intelligence, and open source intelligence) that has been interpreted and converted into useable formats to joint intelligence support element(JISE) all-source analysts for the purpose of intelligence fusion. This single-source reporting may also include unanalyzed combat information for time-sensitive targeting, personnel recovery operations, and threat warning alerts. At the joint task force (JTF) level, a JISE is normally established; however, a joint intelligence operations center may be established at the direction of the joint force commander based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Percent	Of joint force reported information graded as credible.
M2	Percent	Of joint force reported information graded as highly reliable.
M3	Percent	Of available separate sources used by JISE analysts to increase credibility of information.
M4	Percent	Of mission area related items accurately associated and combined.
M5	Hours	To correlate new intelligence data.
M6	Percent	Of single-source reporting “pushed” to JISE analysts from joint exploitation centers/sites.
M7	Percent	Of single-source reporting “pulled” by JISE analysts

	from joint exploitation centers/sites.
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## OP 2.3.4 Analyze and Produce Intelligence

**DJS Approval Date:** 10-JUN-08

**Description:** To create intelligence products that support the joint force commander's (JFC's) staff, component, and multinational partner's intelligence requirements. Integrate, evaluate, analyze, and interpret information from single or multiple sources and fuse into finished intelligence for known or anticipated intelligence production requirements. Focus intelligence products and services on the fusion of all-source intelligence from components; joint force intelligence, surveillance, and reconnaissance (ISR) assets; combatant command joint intelligence operations centers (JIOCs); and national sources to answer the commander's priority intelligence requirements and support the commander's decision-making cycle and joint force planning, operations, and targeting cycles. (JP 2-0, JP 2-01, JP 3-0, JP 3-33)

**Notes:** Fused joint intelligence assessments, such as military capabilities assessments, military-related subjects' assessments, or adversary course of action assessments, are also frequently used to present the commander with the most thorough and accurate description and analysis of adversary capabilities, vulnerabilities, center of gravity, and probable intentions. Intelligence products are generally placed in one of seven production categories: indications and warning (I&W), current, general military, target, scientific and technical, counterintelligence (CI), and estimative intelligence. The categories are distinguished from each other primarily by the purpose for which the intelligence was produced. The categories can and do overlap, and the same intelligence and information can be used in each of the categories.

M1	Yes/No	Capability exists to produce all seven categories of intelligence products: I&W, current intelligence, general military intelligence, target intelligence, scientific and technical intelligence, CI, and estimative intelligence.
M2	Percent	Of daily intelligence products produced in accordance with established production schedule publication times or deliverables matrix.
M3	Hours	To analyze and fuse information from multiple sources into single product.
M4	Hours	To produce finished intelligence that satisfies the JFC staff and subordinate command's intelligence

		requirements.
M5	Percent	Of intelligence products that satisfy user requirements (time and content).
M6	Percent	Of intelligence products that are of operational value.
M7	Yes/No	Intelligence products meet the JFC's decision-making cycle.
M8	Yes/No	Intelligence received from components, joint force ISR assets, combatant command JIOC, and national sources incorporated into all-source products.
M9	Yes/No	Joint intelligence support element (JISE) production synchronized with J-2 plans, J-2X, and J-2 operations.
M10	Percent	Of JISE daily production cycle incorporated into intelligence battle rhythm.
M11	Yes/No	Target intelligence production synchronized with joint task force (JTF) targeting cycle.
M12	Minutes	To submit intelligence portion of commander's situation report.
M13	Hours	To produce daily intelligence summary (DISUM) and/or graphic intelligence summary.
M14	Hours	To present newly identified threat capability to JTF commander.
M15	Yes/No	Enemy orders of battle updated as new information is available.
M16	Days	To assist the joint force in determining countermeasures for any potentially new warfare capabilities or technologies.
M17	Hours/Days	To produce special intelligence assessments on potentially new warfare capabilities or technologies discovered in the joint operations area.
M18	Hours	To coordinate CI analysis with force protection cell.
M19	Hours/Days	To produce CI products to defeat adversary collection and targeting efforts.
M20	Hours/Days	To forecast when, where, and in what strength the adversary might stage and conduct campaigns and major operations.
M21	Hours/Days	To predict the adversary's future course of action and scheme of maneuver and provide this

		information to the JFC and staff.
M22	Percent	Of daily intelligence production requirements identified and incorporated into a production schedule (DISUM, intelligence summaries, current situation, update to JFC's battle update assessment, etc.).

## OP 2.3.5 Disseminate and Integrate Operational Intelligence

**DJS Approval Date:** 10-JUN-08

**Description:** To convey and integrate intelligence throughout the joint force to the right users, at the right time, and in the right format, including verbal reports, documents, textual reports, graphic products, softcopy products, and automated databases. Identify dissemination means, including personal contact, physical transfer, message traffic, Web pages, e-mail, collaborative software applications, secure voice/fax, video teleconferencing, newsgroups, broadcasts, and tactical radio circuits. Implement “smart push” and “pull” concept for dissemination. Disseminate intelligence to be automatically rendered or visualized in the common operational picture (COP) and facilitate a shared operations/intelligence view of the operational environment. Timely dissemination of critical information and finished intelligence to appropriate consumers is paramount to attaining and maintaining information superiority. (DODI 5230.18, JP 2-0, JP 2-01, JP 3-33, JP 6-0)

**Notes:** “Smart push” is based on dynamic operator requirements, particularly for intelligence that requires immediate dissemination. This includes warning data initially received only at the national or theater level; other critical, previously unanticipated material affecting joint operations; intelligence that satisfies standing information requirements by a subordinate unit; or specially prepared studies requested in advance by the subordinate joint force intelligence directorate. Data of broad interest will be pushed to lower echelons using a variety of applicable dissemination means. The “pull” concept enables operators and other intelligence analysts to pull additional data to meet specific informational needs.

M1	Yes/No	Joint force intelligence enterprise information exchange requirements accurately documented in joint force information management plan.
M2	Yes/No	Intelligence communication systems, applications,

		and tools established to collect and share intelligence information with theater, national, joint force staff, and functional components and subordinate units.
M3	Percent	Of intelligence information flow degraded due to intelligence communications systems downtime.
M4	Yes/No	Dissemination matrix developed identifying what, when, where, and how intelligence information and products are to be disseminated.
M5	Yes/No	Distribution lists established and maintained.
M6	Percent	Of daily intelligence products (intelligence summaries, collection plan, intelligence update to joint force commander's battle update assessment, etc.) disseminated in accordance with (IAW) established production schedule publication times or deliverables matrix.
M7	Yes/No	Intelligence information/products to be "pushed" are identified.
M8	Yes/No	Intelligence information/products to be "pulled" are identified.
M9	Yes/No	Current intelligence picture incorporated into COP.
M10	Percent	Of intelligence products made available on Web portal to joint force.
M11	Percent	Of intelligence databases available for analysts and operators to access.
M12	Minutes	To provide indications and warnings IAW established criteria.
M13	Percent	Of requests for information (RFIs) sent to higher, lower, adjacent, and supporting intelligence organizations and agencies.
M14	Percent	Of RFIs received from higher, lower, adjacent, and supporting intelligence organizations and agencies.
M15	Hours	To disseminate component-related current intelligence.
M16	Hours	For intelligence producers to follow up or contact customers during planning or execution.
M17	Yes/No	Collaboration established and maintained with higher, lower, adjacent, and supporting intelligence organizations and agencies.
M18	Percent	Of products accurately disseminated to customers



		on time IAW dissemination matrix.
M19	Yes/No	Dissemination manager designated.
M20	Yes/No	Military intelligence information disseminated IAW foreign disclosure office procedures.
M21	Percent	Of dissemination processes and procedures captured in joint intelligence support element tactics, techniques, and procedures.
M22	Minutes	To disseminate collection plan to units with operational control of assets (including control of exploitation and dissemination of intelligence collected).

## OP 2.3.5.1 Manage Intelligence Dissemination Services

**DJS Approval Date:** 10-JUN-08

**Description:** To direct, supervise, and guide intelligence dissemination services for intelligence information and products being delivered from joint intelligence support element (JISE) operations. Develop and manage a dissemination process, intelligence products deliverables matrix, time-sensitivity criteria for intelligence products, and distribution lists to ensure that intelligence is delivered on time in accordance with (IAW) consumer requirements. Designate a dissemination manager to coordinate with the joint force information management officer (IMO) and joint information management board as necessary to ensure that dissemination requirements, paths, means, and bandwidth are sufficient and consistent with the information management plan (IMP). Confirm receipt of intelligence products delivered to requestors and ensure timely integration into joint force decision-making, planning, execution, and assessment processes. (JP 2-01, JP 3-33, JP 6-0)

**Notes:** At the joint task force (JTF) level, a JISE is normally established; however, a joint intelligence operations center may be established at the direction of the joint force commander based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Yes/No	Dissemination manager designated.
M2	Percent	Of dissemination processes and procedures captured in JISE tactics, techniques, and procedures.

M3	Yes/No	Joint force intelligence enterprise information exchange requirements accurately documented in joint force IMP.
M4	Yes/No	Dissemination requirements, paths, means, and bandwidth are sufficient and consistent with the IMP.
M5	Yes/No	Dissemination matrix developed identifying what, when, where, and how intelligence information and products are to be disseminated.
M6	Yes/No	Intelligence dissemination synchronized with joint force battle rhythm.
M7	Yes/No	Distribution lists established and maintained.
M8	Percent	Of daily intelligence products (intelligence summaries, collection plan, intelligence update to JTF commander's battle update assessment, etc.) disseminated IAW established production schedule publication times or deliverables matrix.
M9	Yes/No	Current intelligence picture incorporated into common operational picture.
M10	Percent	Of currency and accuracy of information posted/shared on portals.
M11	Percent	Of intelligence databases available for analysts and operators to access.
M12	Yes/No	Collaboration established and maintained with joint force IMO and higher, lower, and adjacent dissemination managers.
M13	Percent	Of products accurately disseminated to customers on time IAW dissemination matrix.
M14	Yes/No	Provided access to joint force intelligence databases to enable operators and other intelligence analysts to retrieve additional data to meet user-specific needs.

## **OP 2.3.5.2 Integrate Intelligence Into Joint Force Operations**

**DJS Approval Date:** 10-JUN-08

**Description:** To ensure intelligence products and services provided to the joint force satisfy the operational needs of the decision makers. Provide timely, complete, and accurate understanding of the operational

environment. Interact with the joint force staff; interagency; components; higher, adjacent, and supporting commands; and multinational partners. Integrate intelligence, surveillance, and reconnaissance (ISR) visualization information, current intelligence situation, and joint intelligence preparation of the operational environment products into the common operational picture (COP). (JP 2-0, JP 2-01)

**Notes:** The joint intelligence support element (JISE), intelligence operations, and intelligence plans triad are the key elements responsible for coordinating staff interaction and integrating intelligence products and services into joint force planning, execution, targeting, and decision-making cycles. At the joint task force (JTF) level, a JISE is normally established; however, a joint intelligence operations center may be established at the direction of the joint force commander (JFC) based on the scope, duration, and mission of the unit or JTF. For the remainder of this document, “JISE” will be used as the standard term to describe the intelligence organization at the JTF level.

M1	Yes/No	Intelligence products meet the JFC’s decision-making cycle.
M2	Minutes	To provide continuous real-time monitoring of the status, location, and reporting of ISR platforms and sensors (ISR visualization) in the joint operations center (JOC).
M3	Minutes	To develop current threat situation and graphically display in JOC.
M4	Yes/No	Current intelligence picture incorporated into COP.
M5	Yes/No	Current intelligence integrated into JFC’s battle update assessment.
M6	Percent	Of intelligence products provided in accordance with joint force battle rhythm requirements.
M7	Yes/No	Priority intelligence requirements updated in JOC.
M8	Yes/No	Daily intelligence operations synchronized with current operations and future plans.
M9	Yes/No	JISE personnel attend designated boards, bureaus, centers, cells, working groups, and planning teams supporting plans, operations, and fires.
M10	Percent	Of joint force intelligence enterprise daily briefings, meetings, updates, and production and reporting requirements integrated into battle rhythm.
M11	Frequency	Intelligence synchronization board convened.
M12	Yes/No	Intelligence synchronization board integrated into

		joint force battle rhythm.
M13	Yes/No	Intelligence request for information process established and procedures promulgated across joint force command.
M14	Yes/No	Collection requirements integrated into the reconnaissance, surveillance, and target acquisition annex to the daily air tasking order.
M15	Percent	Of intelligence reports written for release to multinational partners.
M16	Percent	Of intelligence products available on Web portal to joint force.
M17	Yes/No	Intelligence assessment incorporated into assessment process.

### **OP 2.3.5.3 Disseminate Relevant Time-Sensitive Information**

**DJS Approval Date:** 10-JUN-08

**Description:** To provide unanalyzed combat information to the commander for time-critical decision making and to the intelligence analyst for the production of current intelligence assessments. Unanalyzed combat information may include, but is not limited to, time-sensitive targeting, personnel recovery operations, and threat warning alerts. (JP 2-0, JP 2-01)

**Notes:** N/A

M1	Minutes	To transmit indication or warning within joint operations area after identification or receipt.
M2	Instances	Of unanalyzed combat information made available to joint intelligence support element analysts for production of current intelligence.
M3	Instances	Of unanalyzed combat information made available to joint task force commander for time-critical decision making.
M4	Instances	Of unanalyzed combat information made available to support timesensitive targeting.
M5	Instances	Of unanalyzed combat information made available to support personnel recovery.

## **OP 2.4 Conduct Joint Intelligence Preparation of the Operational Environment (JIPOE)**

**DJS Approval Date:** 10-JUN-08

**Description:** To produce intelligence assessments, estimates, and other intelligence products in support of the joint operation planning process and the joint force commander's (JFC's) decision-making cycle. Assist the JFC and staff to visualize and understand the operational environment. Assess the adversary/threat capabilities and will, identify adversary/threat center of gravity (COG), and discern the adversary's probable intent. Define the operational environment in terms that include the military, political, economic, social (to include the human terrain), information, and infrastructure of an adversary and the impact of each of these factors on both the adversary and blue forces' courses of action (COAs). (CJCSM 3500.05A, JP 2-0, JP 2-01, JP 2-01.3)

**Notes:** JIPOE is a continuous process that enables JFCs and their staffs to visualize the full range of adversary capabilities (e.g., military, economic, political, social, information and infrastructure systems) and potential COAs across all dimensions of the operational environment. JIPOE is a process that assists analysts in identifying facts and assumptions about the operational environment and the adversary. This facilitates joint operation planning and the development of friendly COAs by the joint force staff. JIPOE provides the basis for intelligence direction and synchronization that supports the COA selected by the JFC. JIPOE is conducted prior to and during a joint force's operations as well as during planning for follow-on missions. The most current information available regarding the adversary situation and the operational environment is continuously integrated into the JIPOE process. Failure to identify all relevant characteristics and critical vulnerabilities may lead to the command being surprised and unprepared when some overlooked feature of the battlespace environment may impact on the accomplishment of the command's mission. It could also result in the unnecessary expenditure of limited resources against adversary force capabilities that do not exist. The primary purpose of JIPOE is to support the JFC's and component commander's joint operation planning and decision-making needs by identifying, assessing, and estimating the adversary's COG, critical vulnerabilities, capabilities, limitations, intentions, most likely COA, and COA most dangerous to friendly forces and mission accomplishment.

M1	Yes/No	JIPOE process executed.
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M2	Yes/No	JIPOE analysis provides JFC full spectrum of adversary capability.
M3	Hours/Days	To analyze relevant aspects of the operational environment.
M4	Hours/Days	To identify adversary COAs and COGs.
M5	Percent	Of COAs incorporated into wargaming process.
M6	Percent	Of JIPOE process/products completed in time to incorporate into planning process.
M7	Yes/No	JIPOE process adequately depicted the operational environment for the JFC and staff.
M8	Percent	Of JIPOE process completed (prior to deployment).

**OP 2.4.1 DELETED - Evaluate, Integrate, Analyze, and Interpret Operational Information**

**OP 2.4.1.1 DELETED - Identify Operational Issues and Threats**

**OP 2.4.1.2 DELETED - Determine Enemy's Operational Capabilities, Course of Action, and Intentions**

**OP 2.4.1.3 DELETED - Identify Friendly/Enemy/Neutral Centers of Gravity**

**OP 2.4.2 DELETED - Prepare Intelligence for the Joint Operations Area**

**OP 2.4.2.1 DELETED - Provide Indications and Warning for the Joint Operations Area**

**OP 2.4.2.2 DELETED - Provide Current Intelligence for the Joint Operations Area**

### **OP 2.4.2.3 DELETED - Provide General Military Intelligence for the Joint Operations Area**

### **OP 2.4.2.4 DELETED - Provide Target Intelligence for the Joint Operations Area**

### **OP 2.5 Gain and Maintain Situational Understanding (SU)**

**DJS Approval Date:** 10-JUN-08

**Description:** To gain and maintain a current estimate of adversary and threat activity and an accurate visualization of the operational environment to achieve information superiority and aid in the commander's decision making. Apply analysis and judgment to situational awareness (SA) to determine the relationships of the factors present and form logical conclusions concerning threats to mission accomplishment, opportunities for mission accomplishment, and gaps in information, allowing leaders to avoid surprise, make rapid decisions, and choose when and where to conduct engagements and achieve decisive outcomes. Develop SA (the threat situation and indicators), transition to SU (discerning adversary courses of action (COAs) and probable intent), and apply it to the commander's decision making (plans/operations/targeting cycles). (JP 2-0, JP 2-01, JP 2-01.3)

**Notes:** SU is achieved through physical and virtual collaboration. Convene and/or participate in boards, bureaus, centers, cells, working groups, and planning teams in order to receive, review, discuss, and disseminate information related to the threat activity, operational environment, collection requirements and tasking, and assessment of joint force intelligence operations, products, and processes. Share and review information and intelligence resulting from physical and virtual collaboration with theater, joint force, multinational, interagency, Service, and functional component intelligence personnel and provide an operational context for intelligence assessments to ensure that intelligence is understood. It is important to continually reassess intelligence requirements to determine if they are still valid and recommend changes to the collection plan based on emerging collection requirements from adversary COA(s) and the potential impacts to friendly operations. SA is a prerequisite to SU. SA is a shared visualization of the current threat picture, a systems perspective of the operational

environment, and application within the operational context. It includes identifying current threats and adversary activities through intelligence, surveillance, and reconnaissance visualization; indications and warnings (I&W); the joint intelligence preparation of the operational environment process; and current intelligence products. SA is having the latest knowledge of where the adversary is and what they are currently doing. It is also important to determine whether the adversarial information satisfies the commander's priority intelligence requirements (PIRs) and subordinate unit's intelligence requirements.

M1	Yes/No	J-2 organization has SA of the operational environment.
M2	Yes/No	Virtual and physical collaboration conducted.
M3	Frequency	Intelligence estimate revalidated.
M4	Frequency	Intelligence requirements revalidated.
M5	Frequency	Collection requirements/collection plan tasking reviewed.
M6	Percent	Of commander's PIRs satisfied.
M7	Frequency	Intelligence information shared and reviewed with joint force intelligence personnel.
M8	Percent	Of current intelligence products reviewed.
M9	Days/Hours	Since last review of current intelligence products.
M10	Percent	Of joint task force commander and subordinate intelligence requirements satisfied.
M11	Yes/No	I&W identified.
M12	Frequency	Intelligence estimate reviewed for changes.
M13	Minutes/Hours	To notify plans and operations of changes to the intelligence estimate.

### **OP 2.5.1 DELETED - Provide Intelligence for the Joint Operations Area**

### **OP 2.5.2 DELETED - Provide Follow-On Intelligence Support to the Joint Operations Area Planners and Decision Makers**



## **OP 2.5.3 DELETED - Provide Near Real-Time Intelligence for the Joint Operations Area Planners and Decision Makers**

## **OP 2.6 Provide Intelligence Support to Plans**

**DJS Approval Date:** 10-JUN-08

**Description:** To support the commander by conducting the intelligence planning process and providing intelligence information products and services for the command's use in achieving situational understanding, making decisions, disseminating directives, as well as following the commander's planning directives. Focus on developing effective plans and orders to include branches and sequels. Review theater-level intelligence products (dynamic threat assessment), National Intelligence Support Plan, joint intelligence preparation of the operational environment (JIPOE), and wargaming adversarial perspective to refine and integrate adversary courses of action (COAs) and identify center of gravity (COG), along with identifying collection requirements including identification of high-value targets/high-payoff targets. Provide recommendations to support the commander's selection of a COA and determine priority intelligence requirements by operational phase. Ensure that pertinent intelligence information is shared horizontally and vertically to include boards, bureaus, centers, cells, and working groups applicable to planning operations. (CJCSM 3500.05A, JP 2-0, JP 2-01, JP 2-01.3, JP 5-0)

**Notes:** Intelligence that changes those results from validated assumptions or revelation of additional information must be immediately disseminated by joint intelligence plans or operations staff to the other functional planners (i.e., the joint planning group (JPG)).

M1	Hours/Days	To review joint intelligence support element provided JIPOE planning products (COG, COA, etc.).
M2	Hours/Days	To integrate refined JIPOE planning products with the JPG/joint operation planning process.
M3	Yes/No	Integrated threat COAs/COGs into wargaming process.
M4	Yes/No	Wargaming results incorporated into the intelligence plans.
M5	Yes/No	Participation in planning-related boards, bureaus,

		centers, cells, working groups, and planning teams.
M6	Hours/Days	To synchronize intelligence plans with joint force commander's concept of operations.
M7	Yes/No	Assisted in development of commander's critical information requirements.
M8	Yes/No	Support provided to development of other annexes.
M9	Yes/No	Red Team participation in wargaming.
M10	Yes/No	Threat capabilities adequately represented in wargaming process.
M11	Hours/Days	To provide threat activity triggers that would indicate a change in estimated threat COAs that necessitates departure from current friendly COA.
M12	Hours/Days	To provide threat activity triggers that would necessitate employment of a branch or sequel to the operation plan.
M13	Yes/No	Criteria include specific indications of imminent adversary activity requiring an immediate response or an acceleration of friendly decision cycles.

## **OP 2.6.1 Integrate Joint Intelligence Preparation of the Operational Environment (JIPOE) Products Into Planning**

**DJS Approval Date:** 10-JUN-08

**Description:** To conduct further analysis of the operational environment and refinement of center of gravity (COG), courses of action (COAs), and high-value targets (HVTs)/high-payoff targets (HPTs). To interact with Intelligence Community analytical centers and intelligence planners to integrate JIPOE products into operation plans. (JP 2-01, JP 2-01.3, JP 2.0, JP 3-0, JP 5-0)

**Notes:** This task cannot be properly accomplished without partnering with interagency analysts, partner nations, and coalition support. The JIPOE is an essential part of the intelligence planning products.

M1	Yes/No	JIPOE products reviewed.
M2	Percent	Of COGs that were integrated into the joint operation planning process (JOPP).
M3	Percent	Of COAs that were integrated into the JOPP.

M4	Percent	Of HVTs/HPTs that were integrated into the JOPP.
M5	Percent	Of intelligence planning products provided to joint planning group in accordance with planning requirements.

## **OP 2.6.2 Assist in Development of Priority Intelligence Requirements (PIRs) and Intelligence Requirements (IRs)**

**DJS Approval Date:** 10-JUN-08

**Description:** To assist in identification of IRs that the commander and staff need to understand the adversary and other relevant aspects of the operational environment. Consider critical friendly force information when developing PIRs. (JP 2-0, JP 2-01, JP 2-01.3, JP 3-0, JP 5-0)

**Notes:** All staff sections may recommend IRs for designation as PIRs -- a priority for intelligence support that the commander and staff need. However, the Director of Intelligence has overall staff responsibility for consolidating PIR nominations and for making an overall staff recommendation to the commander regarding their approval. Ultimately, the joint force commander (JFC) designates PIRs, which together with friendly force information requirements constitute the commander's critical information requirements. The JFC's total number of PIRs for any phase of an operation should reflect a reasonable balance between mission-critical requirements and a finite intelligence support capability. Excessive PIRs may result in unfocused intelligence collection and production. The JFC will develop PIRs that support critical decisions over the course of an operation. By using the PIR as a tool to gather intelligence that is key to critical decisions, the JFC focuses the intelligence system and avoids being overwhelmed with information of peripheral interest. For complex phased operations, separate PIRs should be identified for each phase. In addition to focusing on the joint force's IRs, the intelligence staff must be aware of the IRs of higher, adjacent, subordinate, supporting, interagency, and multinational elements. The JFC's PIRs should encompass and prioritize the most urgent IRs of subordinate, adjacent, and supporting elements.

M1	Hours	To provide recommendations for development of PIRs and IRs upon conclusion of the wargame.
M2	Hours	To refine PIRs and IRs based on JFC and staff intelligence needs.
M3	Yes/No	Critical friendly force information considered during

		IR/PIR development.
M4	Yes/No	All relevant aspects of the operational environment considered in PIR/IR development.
M5	Percent	Of PIRs that coincide with the JFC's decision-making requirements.
M6	Frequency	Current situation reviewed to determine if PIR change is necessary.
M7	Minutes	To pass PIR change recommendations to joint intelligence support element, J-2 targets, and J-2 plans.

## OP 2.6.3 Produce Intelligence Annex

**DJS Approval Date:** 10-JUN-08

**Description:** To produce the intelligence annex to joint force commander's (JFC's) operation plans, operation order, or campaign plans. Produce and incorporate into the intelligence annex appendices to describe how the individual intelligence disciplines will be conducted based on mission requirements and in accordance with (IAW) the concept of intelligence operations. (CJCSM 3122.01A, CJCSM 3122.03C, JP 2-0, JP 2-01, JP 3-0, JP 5-0)

**Notes:** The intelligence annex (Annex B) will include a threat assessment, the concept of intelligence operations, and intelligence tasks to subordinate commands and forces and will specify tasking authorities and reporting responsibilities. Ensure that joint force intelligence, surveillance, and reconnaissance (ISR) concept of operations (CONOPS) is in concert with the theater collection strategy. Address how all available ISR assets and associated tasking, processing, exploitation, and dissemination infrastructure, including multinational and commercial assets, will be used to answer the joint force intelligence requirements. Identify and discuss any ISR asset shortfalls relative to joint force validated priority intelligence requirements. Ensure incorporation of relevant intelligence analysis, targeting responsibilities, and relationships to support operational assessment into the concept of intelligence operations.

M1	Days	To develop Annex B and related appendices upon completion of JFC's CONOPS.
M2	Yes/No	Annex B includes appendices for the individual intelligence disciplines.
M3	Yes/No	Annex B developed IAW the concept of intelligence

		operations and based on mission requirements.
M4	Yes/No	Annex B provided to joint planning group (JPG) IAW planning requirements.
M5	Yes/No	Collaboration established and maintained with higher, lower, and adjacent commands.
M6	Yes/No	Synchronized and integrated joint force intelligence plan with higher, lower, adjacent, and supporting intelligence organizations.
M7	Days	To develop the concept of intelligence operations upon completion of mission planning.
M8	Yes/No	The concept of intelligence operations supports the JFC's CONOPS.
M9	Days	To incorporate relevant intelligence analysis, targeting responsibilities, and relationships to support operational assessment into the concept of intelligence operations.
M10	Yes/No	Provided intelligence information to assist in development of annexes and appendices IAW JPG planning requirements.
M11	Days	To develop ISR CONOPS upon completion of mission planning.
M12	Yes/No	ISR CONOPS in concert with the theater collection strategy.
M13	Yes/No	ISR CONOPS supports the JFC's CONOPS.

## OP 2.7 Provide Intelligence Support to Operations

**DJS Approval Date:** 10-JUN-08

**Description:** To enable operations by directing intelligence collection and providing intelligence information to be used in operational decision-making and planning processes. Provide current intelligence information to joint and multinational forces to enhance situational awareness and understanding of the joint operations area through monitoring indications and warnings as well as changes in adversary course of action. Manage deployment, employment, and redeployment of intelligence resources. Recommend changes for updating priority intelligence requirements (PIRs) and collection plan and provide support to personnel recovery operations and time-sensitive target operations based on changing requirements. Ensure that pertinent intelligence

information is shared horizontally and vertically to include boards, bureaus, centers, cells, working groups, and planning teams applicable to joint operations center (JOC) operations. (CJCSM 3500.05A, JP 2-0, JP 2-01)

**Notes:** N/A

M1	Yes/No	Provided timely intelligence to JOC for mission execution.
M2	Frequency	Current threat picture updated in the JOC.
M3	Frequency	Coordinated intelligence requirements based on emerging situation with joint intelligence support element (JISE), JOC, and J-2 plans.
M4	Yes/No	Provided intelligence system support to JOC operations.
M5	Yes/No	Coordinated intelligence, surveillance, and reconnaissance (ISR) operations in the JOC.
M6	Yes/No	Recommended PIR changes based on current situation.
M7	Yes/No	Participation in operations-related boards, bureaus, centers, cells, working groups, and planning teams.
M8	Yes/No	Monitored ISR operations to ensure collection supports the current operation.
M9	Yes/No	Current military situation incorporated into the common operational picture (COP).
M10	Yes/No	Current ISR situation incorporated into the COP.
M11	Yes/No	Current joint intelligence preparation of the operational environment products incorporated into the COP.
M12	Minutes	To notify the JOC, JISE, and J-2 plans that intelligence operations are not synchronized with current operations.
M13	Minutes	To provide updated intelligence data on targets, target material, and geospatial intelligence to support evolving combat situation.

## **OP 2.7.1 Manage Intelligence, Surveillance, and Reconnaissance (ISR) Operations**

**DJS Approval Date:** 10-JUN-08

**Description:** To direct, supervise, and guide operational control of ISR operations supporting the joint force. Implement the ISR concept of operations based on the collection strategy and ISR execution planning. Coordinate ISR operations with the joint force operations directorate, intelligence plans section, joint force collection manager, and asset controlling authority to ensure that ISR operations are executed in accordance with the intelligence collection strategy. (JP 2-0, JP 2-01, JP 2-03, JP 3-0, JP 5-0)

**Notes:** N/A

M1	Hours	To identify shortfalls in reconnaissance platforms (after development of collection plan).
M2	Percent	Of ISR coverage sufficient to meet joint operations area requirements.
M3	Minutes	To coordinate redirection of ISR assets to meet new collection requirement.
M4	Minutes	To coordinate redirection of ISR assets to meet combatant commander or national collection requirement.

## **OP 2.7.2 Provide Intelligence Support to Time-Sensitive Target (TST) Operations**

**DJS Approval Date:** 10-JUN-08

**Description:** To support TST operations, maintain situational awareness, monitor ongoing operations, monitor attack results, identify emerging targets or TSTs in accordance with joint force commander's targeting guidance/priorities and reattack requirements. (JP 2-01, JP 3-09, JP 3-33, JP 3-60)

**Notes:** N/A

M1	Frequency	Current intelligence information resulted in location of TST.
M2	Yes/No	Provided initial assessment of attack results.
M3	Minutes	To provide reattack recommendation.

## OP 2.7.3 Provide Intelligence Support to Dynamic Retasking

**DJS Approval Date:** 10-JUN-08

**Description:** To assist in rapid reassignment of intelligence collection assets to provide support for an evolving operational situation, including time-sensitive and immediate targets. Deconflict collection assets within the target area. (JP 2-01, JP 3-09, JP 3-33, JP 3-60)

**Notes:** N/A

M1	Minutes	To retask active intelligence, surveillance, and reconnaissance (ISR) platforms for time-sensitive targets (TSTs).
M2	Minutes	Until arrival on station after retasking.
M3	Minutes	To retask ISR platform after TST event is complete.
M4	Yes/No	Target area deconfliction accomplished.
M5	Minutes/Hours	To provide target validation.
M6	Minutes/Hours	To provide weaponeering solution.
M7	Minutes/Hours	To provide collateral damage assessment.
M8	Minutes/Hours	To provide mensurated coordinates.

## OP 2.8 Provide Intelligence Support to Fires

**DJS Approval Date:** 10-JUN-08

**Description:** To identify and nominate targets and effects to be achieved while assisting with assignment of forces to the joint targeting coordination board to support the joint force commander's (JFC's) objectives. Provide input for the development and maintenance of target lists: restricted target list (RTL), no-strike list (NSL), and joint target list (JTL). Identify target collection requirements and ensure that the collection plan is synchronized with operations to maximize target collection efforts. Assist with theatre-strategic and operational-level assessments by aiding in identifying desired effects and supporting their assessment through measures of effectiveness (MOEs) and associated MOE indicators, and tactical assessments (combat assessment). Ensure that target intelligence information is shared vertically and horizontally in accordance with (IAW) JFC guidance. (CJCSM 3500.05A, JP 2-0, JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-13, JP 3-60, JP 5-0)



**Notes:** N/A

M1	Hours/Days	To produce target nominations IAW joint force targeting guidelines.
M2	Hours	To assist the joint fires element with force assignment recommendations.
M3	Yes/No	Provided target analysis to the RTL, NSL, and JTL.
M4	Minutes/Hours	To coordinate joint integrated prioritized target list.
M5	Minutes/Hours	To determine if collection efforts obtained required MOE indicators for operational assessments.
M6	Percent	Of indicators collected that satisfy command objectives within operational timelines.
M7	Frequency	Of participation in assessment and target-related teams, boards, and working groups.
M8	Hours/Days	To provide target validation.
M9	Hours/Days	To provide weaponeering solution.
M10	Hours/Days	To provide collateral damage assessment.
M11	Hours/Days	To provide mensurated coordinates.
M12	Percent	Of MOE indicators reported that satisfy their respective MOE collection requirements.

## OP 2.8.1 Identify Collection Requirements for Targeting

**DJS Approval Date:** 10-JUN-08

**Description:** To identify target collection requirements and ensure that the collection plan is synchronized with operations to maximize collection efforts to support targeting. Assist and participate in joint collection management board (JCMB) to ensure proper management and coordination of collection requirements. (JP 2-01, JP 3-60)

**Notes:** N/A

M1	Frequency	Of participation in JCMB.
M2	Percent	Of joint integrated prioritized target list targets that are on the joint integrated prioritized collection list.

## OP 2.8.2 Provide Input for Development and Maintenance of Target Lists

**DJS Approval Date:** 10-JUN-08

**Description:** To provide intelligence input for the development and maintenance of target lists, to include the restricted target list, no-strike list, and joint target list. Assist in prioritizing high-value targets (HVTs)/high-payoff targets (HPTs) into HVT list and HPT list. (JP 2-01, JP 3-09, JP 3-33, JP 3-60)

**Notes:** N/A

M1	Yes/No	Intelligence information provided met target list development time requirements.
M2	Days/Hours	Since target lists were reviewed for validity.
M3	Minutes/Hours	To disseminate approved target lists.

## OP 2.8.3 Provide Intelligence Support to Force Assignment

**DJS Approval Date:** 10-JUN-08

**Description:** To assist in fusing capabilities analysis with available forces and weapons systems against joint integrated prioritized target list approved targets. Assist in consolidating results from target development, battle damage assessment (BDA), and capabilities analysis to assemble all necessary data from previous research to identify the best weapons system to achieve the desired lethal or nonlethal effect. Assist in presenting joint targeting recommendations to assist the operations staff to build and deliver a comprehensive briefing explaining the rationale behind target selection and operational decisions. (JP 2-0, JP 3-09, JP 3-60, JP 5-0)

**Notes:** This task is performed in concert with operations and is a vital link between theoretical planning and actual operations. There are five general steps in the force assignment process: 1) consolidate the results of target development, BDA, and capabilities analysis; 2) assemble data on friendly force status, factoring in operational constraints and current apportionment guidance; 3) assign forces to specific targets and supporting missions; 4) present the joint targeting recommendations to the joint force commander for approval; and 5) issue tasking orders to the forces.

M1	Yes/No	Coordination process established between collection elements and targeting elements.
M2	Hours	From receipt of collected information -- imagery intelligence, signals intelligence, mission reports, etc. -- until receipt of BDA reports.
M3	Minutes/Hours	To submit recommendations for reattack (from original time on target).
M4	Percent	Of available operational sources (e.g., heads-up display video) integrated with intelligence sources for combat assessment.
M5	Percent	Of targets correctly assessed as destroyed, neutralized, or suppressed.
M6	Percent	Of targets restructed unnecessarily.
M7	Hours/Days	To prepare an assessment of collateral damage/effects resulting from attacks.

## OP 2.8.4 Provide Intelligence Support to Combat Assessment (CA)

**DJS Approval Date:** 10-JUN-08

**Description:** To determine the overall effectiveness of force employment during military operations. Assessment should consider battle damage assessment (BDA), physical damage assessment, munitions effectiveness assessment (MEA), and reattack recommendations (RR). (JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** Final products include assessment of success in meeting joint force commander objectives and recommendations to modify objectives or guidance, if needed. Planning for CA should begin prior to force employment. To determine the effectiveness of an operation, three questions need to be answered: 1) Were the desired outcomes achieved with the target and with respect to the larger target system (BDA)? 2) Did the assigned forces perform as expected (MEA)? 3) What should be done if the desired outcomes were not achieved (RR)?

M1	Yes/No	Target intelligence information gathered and consolidated for each joint integrated prioritized target list (JIPTL) target.
M2	Percent	Of JIPTL targets that have associated target folders.
M3	Frequency	Of coordination with J-2 operations during the force assignment process.

M4	Percent	Of targets that have been tasked to a specific weapons system.
M5	Hours	To produce a comprehensive briefing to explain force assignment rationale.

## OP 2.8.4.1 Conduct Battle Damage Assessment (BDA)

**DJS Approval Date:** 10-JUN-08

**Description:** To provide a timely and accurate estimate of damage or degradation resulting from the application of military force, lethal or nonlethal, against a target. Conduct the three phases of BDA: physical damage assessment, functional damage assessment, and target system assessment. Determine if forces employed against selected targets meet desired objectives. (JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** This task directly relates to OP 3.1.6.1 Assess Battle Damage on Operational Targets. BDA is a timely and accurate estimate of damage or degradation resulting from the application of military force, lethal or nonlethal, against a target. BDA is primarily an intelligence responsibility with required inputs and coordination from operations and can be federated throughout the Intelligence Community. BDA is composed of physical damage assessment phase, functional damage assessment phase, and target system assessment phase. BDA answers this question: Were the strategic, operational, and tactical objectives met as a result of the forces employed against the selected targets?

M1	Percent	Of key decision points supported by BDA reporting.
M2	Percent	Of targets with BDA information collected.
M3	Percent	Of targets with BDA information collected by more than one intelligence discipline.
M4	Percent	Of BDA requests filled.
M5	Percent	Of BDA Phase 1 (physical damage assessment) reports providing actionable information on targets.
M6	Percent	Of BDA Phase 2 (functional damage assessment) reports providing actionable information on targets.
M7	Percent	Of BDA Phase 3 (target system assessment) reports providing actionable information on targets.
M8	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

## OP 2.8.4.2 Monitor Munitions Effectiveness Assessment (MEA)

**DJS Approval Date:** 10-JUN-08

**Description:** To provide assessment of the military force in terms of weapons system and munitions effectiveness to determine and recommend any changes to the methodology, tactics, weapons system, munitions, fusing, and/or delivery parameters to increase force effectiveness. (JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** This task directly relates to OP 3.1.6.2 Assess Munitions Effects on Operational Targets.

M1	Hours	To commence follow-on operations or execute reattack (following receipt of MEA).
M2	Minutes/Hours/Days/Weeks	To complete MEA after attack.
M3	Hours	To provide full assessment of attacks to joint force commander (JFC).
M4	Minutes/Hours/Days/Weeks	To provide initial MEA of attacks to JFC.
M5	Percent	Of key decision points supported by MEA reporting.
M6	Percent	Of high-payoff targets (HPTs) that require reattack.
M7	Percent	Of HPTs successfully attacked.
M8	Percent	Of targets with MEA information available.

## OP 2.8.4.3 Monitor Reattack Recommendations

**DJS Approval Date:** 10-JUN-08

**Description:** To provide reattack and future targeting recommendations based on battle damage assessment (BDA) and munitions effectiveness assessment (MEA) taking the commander's objectives into special

consideration. (JP 2-01, JP 2-01.3, JP 3-0, JP 3-09, JP 3-33, JP 3-60, JP 5-0)

**Notes:** N/A

M1	Hours	To commence follow-on operations or execute other options.
M2	Hours	To provide initial assessment of attacks to joint force commander.
M3	Minutes/Hours/Days/Weeks	To assess reattack requirements after evaluating BDA/MEA and evaluating target mission objective(s).
M4	Percent	Of decision points supported by reattack recommendations.
M5	Percent	Of high-payoff targets (HPTs) assessed as meeting desired kill criteria later assessed as being mission capable.
M6	Percent	Of HPTs requiring reattack.
M7	Percent	Of HPTs successfully attacked.
M8	Percent	Of targets unnecessarily reattacked due to inaccurate reattack assessment.
M9	Percent	Of targets unnecessarily reattacked due to untimely combat assessment reporting.

## OP 3 Employ Operational Firepower

**DJS Approval Date:** 03-SEP-05

**Description:** To employ lethal and nonlethal means to defeat enemy forces or to maintain freedom of movement. Operational firepower is by its nature, primarily a joint/multinational task. Firepower refers to the delivery of all types of ordnance to include bombs, rockets, missiles, and artillery as well as other nonlethal means against enemy targets at operational depths. (JP 3-0, JP 3-03, JP 3-09, CJCSM 3500.05)

**Notes:** The two broad categories of targets are planned and immediate. Planned targets are targets that are known to exist in an operational area and against which attacks have been scheduled in advance or are on-call. Immediate targets, either unplanned or unanticipated, are targets

that have been identified too late to be included in the normal targeting process, and therefore, have not been scheduled. Operational firepower uses the six phases of the joint targeting cycle: commander's guidance, target development, weaponeering, force application, execution planning/force execution, and combat assessment. This cycle is used to attack planned targets. Immediate targets require modified procedures often involving rapid cross-component coordination.

M1	Minutes	To attack immediate targets after most recent information on target provided.
M2	Percent	Of high-payoff target (HPTs) successfully attacked.
M3	Percent	Of missiles, rockets, and other long-range attack systems successfully engaged targets.
M4	Percent	Of immediate targets successfully coordinated and attacked.

## OP 3.1 Conduct Joint Force Targeting

**DJS Approval Date:** 03-SEP-05

**Description:** To positively identify and select targets that decisively impact campaigns and major operations and match the targets to appropriate joint or multinational systems. Targeting is accomplished primarily by the individual components to attain objectives and achieve effects as directed by the joint force commander (JFC). The term target is used in its broadest sense to include targets in military operations other than war (MOOTW), such as a target audience of psychological operations in a counterinsurgency situation. (JP 2-01, JP 2-01.1, JP 3-0, JP 3-03, JP 3-60, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	To develop attack plan after identification of high-payoff target (HPT).
M2	Hours	To issue commander, joint task force (CJTF's) HPT categories (after combatant commander's warning order).
M3	Hours	To issue CJTF's prohibited target and collateral damage/effects guidance (after combatant commander's warning order).
M4	Hours	To issue fire support coordinator (FSC) measures guidance (after combatant commander's warning order).
M5	Hours	To pass Joint Targeting Coordination Board (JTCB)

		guidance to targeting agencies (e.g., joint force air component commander (JFACC)) (before air tasking order (ATO) cycle begins).
M6	Hours	To produce joint force commander apportionment guidance (after combatant commander's warning order).
M7	Percent	Of desired results achieved (by expected conclusion of given phase or time line).
M8	Percent	Of desired results achieved by theater operational firepower (within specified time/phase).
M9	Percent	Of JTCB target priorities differ from CJTF, combatant commander and Secretary of Defense (SecDef) guidance.
M10	Percent	Of selected targets for which accurate coordinates available.
M11	Percent	Of JTCB selected targets reviewed for political ramifications.
M12	Percent	Of targets susceptible to nonlethal kill allocated to attack using nonlethal means.
M13	Percent	Of enemy chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon delivery systems targeted by friendly forces.
M14	Minutes	To coordinate attack plan after detection of immediate target.
M15	Percent	Of immediate targets successfully coordinated and attacked.

## OP 3.1.1 Establish Joint Force Targeting Guidance

**DJS Approval Date:** 03-SEP-05

**Description:** To provide joint force commander (JFC's) guidance and priorities for targeting and identification of requirements by components; the prioritization of these requirements; the acquisition of targets or target systems; and the attack of targets by components. The guidance and prioritization matches objectives and guidance with inputs from intelligence and operations personnel to select specific targets. For immediate targets, the JFC should also articulate his risk tolerance sufficiently to let on-scene commanders understand his intent when immediate targets require accelerated coordination. To be successful,



pre-coordinated procedures should be in place to quickly process immediate targets for attack. (JP 3-0, JP 3-09, JP 3-30, JP 3-60, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Days	In advance of attack, targeting strategy established.
M2	Percent	Of desired results achieved (by expected conclusion of given phase or time line).
M3	Percent	Of high-payoff target (HPTs) assigned to more than one type attack system.
M4	Percent	Of enemy decisive points translated into HPTs.
M5	Percent	Of immediate targets detected that were anticipated in commander's guidance.
M6	Percent	Of immediate targets for which commander's guidance establishes level of acceptable risk.

## OP 3.1.2 Apportion Joint/Multinational Operational Firepower Resources

**DJS Approval Date:** 03-SEP-05

**Description:** To apportion operational firepower means to operational targets consistent with the joint force commander (JFC's) plan and intent. To determine and designate the total expected effort by percentage and/or priority that should be devoted to the various land, sea, air, and space operations and/or geographic areas for a given period of time by each component. Apportionment of firepower resources allows the JFC to ensure the weight of the joint firepower effort is consistent with campaign phases and objectives. (JP 3-0, JP 3-01, JP 3-03, JP 3-09, JP 3-60, CJCSM 3500.05)

M1	Hours	To assign firepower resources, once targets identified during planning phase.
M2	Hours	To complete targeting cycle planning.
M3	Instances	Of theater strategic firepower assignments appealed to JFC.
M4	Percent	Of high-payoff target (HPTs) attacked by joint forces as immediate targets.
M5	Percent	Of HPTs covered by at least one attack system.
M6	Percent	Of joint force operations delayed, disrupted, canceled or modified awaiting firepower support.
M7	Percent	Of land, air, and sea delivery systems' targets of

		opportunity coordinated by Joint Targeting Coordination Board (JTCB).
M8	Percent	Of attacking systems that must penetrate to target to deliver ordnance.
M9	Minutes	To assign firepower resources to immediate targets once targets identified.

### OP 3.1.3 Develop Operational Targets

**DJS Approval Date:** 03-SEP-05

**Description:** To evaluate and choose operational targets for attack to achieve optimum effect in support of the operational level joint force commander (JFC's) intent. (JP 2-0, JP 3-03, JP 3-09, JP 3-30, JP 3-60, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

**Notes:** Related activities are found under intelligence and command and control (C2), respectively. Air targets for this task include offensive counterair targets but do not include air defense or defensive counterair targets; these are covered in OP 6.1, "Provide Operational Air, Space, and Missile Defense." Operational targets include the destruction and degradation of enemy command and control warfare (C2W) means, which include EW. See OP 5.6, "Coordinate Operational Information Operations (IO)."

M1	Hours	To select targets for attack (once intelligence data available) (during planning phase).
M2	Percent	Of decisive points discovered within execution cycle evaluated.
M3	Percent	Of effort diverted by joint force air component commander (JFACC) or joint force commander to higher priority immediate targets.
M4	Percent	Proposed targets not reviewed by competent legal authority for compliance with law of armed conflict (LOAC), rules of engagement (ROE), etc.

#### OP 3.1.3.1 Provide Support to Defeat Threats in Hardened and Deeply Buried Targets (HDBTs)

**DJS Approval Date:** 27-AUG-08

**Description:** To provide support to specialized strike and targeting requirements through subject matter expertise, operational and systems applications for the analysis, targeting, and weaponeering of threat capabilities housed in hard and deeply buried sites. (CJCSI 3121.01B, JP 3-0, JP 3-09, JP 3-41, JP 3-60, JP 5-0)

**Notes:** N/A

M1	Number	Of combatant command identified potential targets with recommendations for Hardened Target Defeat weaponeering solutions.
M2	Hours	To provide hardened target defeat detailed reports to combatant commands.
M3	Hours	To nominate targets for attack.
M4	Percent	Of evaluated decision points determined within the execution cycle.
M5	Percent	Of proposed targets not analyzed for potential downrange hazard effects.
M6	Number	Of weaponeering solutions provided to combatant commands.

### OP 3.1.4 Develop High-Payoff and High-Value Targets

**DJS Approval Date:** 03-SEP-05

**Description:** To identify high-value target (HVTs). HVTs are those assets the enemy requires for the successful completion of a mission. HVTs which, if successfully attacked, would contribute substantially to friendly operations, are called high-payoff targets (HPTs). This task includes prioritizing the HPTs into a high-payoff target list (HPTL) and developing guidance on what and when they should be attacked and the assets used for the attack. (JP 2-01.3, JP 3-03, JP 3-09, JP 3-60, JP 5-00.1, CJCSM 3122.03, CJCSM 3500.05)

M1	Minutes	To complete prioritization (once intelligence data considered).
M2	Percent	Of effort diverted by joint force air component commander (JFACC) or joint force commander to higher priority immediate targets discovered after allocation, but inside execution cycle.
M3	Percent	Of operational HPTs discovered within execution

		cycle resulting in reprioritized target list.
M4	Percent	Of potential targets not reviewed for collateral damage/effects potential, political ramifications/sensitivity, law of armed conflict (LOAC) consequences, etc. by appropriate personnel

### **OP 3.1.5 Publish Air Tasking Order(s) (ATO)**

**DJS Approval Date:** 03-SEP-05

**Description:** To publish an air tasking order (ATO) that assigns missions and specific taskings for each joint force subordinate command employing air assets in the airspace control area of the area of responsibility (AOR) or joint operations area. Normally published daily, the ATO is disseminated to appropriate units and command and control (C2) agencies. It provides specific instructions to each projected mission as well as general instructions and notification to all joint forces. The ATO can also be used to notify supported land and sea forces of expected missions. (JP 3-09.3, JP 3-30, CJCSM 3500.05)

M1	Hours	To assign firepower resources (once targets identified).
M2	Instances	Of special access program (SAPs) not integrated with non-SAP systems.
M3	Percent	Of ATO addressees receive ATO on time.
M4	Percent	Of ATO missions contain errors.
M5	Percent	Of attacks deconflicted with friendly forces.
M6	Percent	Of high-payoff target (HPTs) attacked with inappropriate munitions.
M7	Percent	Of mismatch between target sets and assigned strike assets.
M8	Percent	Of weapons changes receiving legal review.
M9	Percent	Of special instructions (SPINS) not receiving legal review prior to publication.

#### **OP 3.1.5.1 Publish Space Tasking Order(s) (STO)**

**DJS Approval Date:** 03-SEP-05

**Description:** To publish an special technical operations (STO) that assigns missions and specific taskings for each subordinate command employing space assets. Published daily, the STO is disseminated to appropriate units and command and control (C2) agencies. It provides specific instructions to each weapon system as well as general instructions and notifications to all assigned or attached space forces. (JP 3-14)

M1	Hours	To assign independent surveillance and reconnaissance (ISR)/Navigation/Communication/Warning/Surveillance/Network resources.
M2	Percent	Of STO addressees receive STO on time.
M3	Percent	Of STO missions contain errors.

### **OP 3.1.6 Conduct Operational Combat/Military Operations Other Than War Assessment**

**DJS Approval Date:** 03-SEP-05

**Description:** To determine the overall effectiveness of joint and multinational forces employed in the operational area, including force engagements, as it relates to strategic and operational objectives in subordinate campaigns and major operations. (JP 2-0, JP 2-01, JP 2-01.1, JP 3-0, JP 3-03, JP 3-09, JP 3-30, CJCSM 3122.03, CJCSM 3500.05, Joint Staff/J-2 Federation CONOPS)

M1	Hours	To commence follow-on operations or execute restrike, awaiting combat/small scale contingency (SSC) assessment.
M2	m/h/d/w	To provide complete combat assessment to include battle damage assessment (BDA), munitions effectiveness assessment (MEA) and re-attack recommendation (RR) based on joint force commander (JFC's) objectives/guidance.
M3	m/h/d/w	To provide complete combat assessment of attacks to joint force commander.
M4	m/h/d/w	To provide initial combat/SSC assessment of attacks to joint force commander.
M5	Percent	Of target objectives assessed as "met" later assessed as "unmet."

M6	Deleted	Deleted
M7	Percent	Of targets that have combat assessment data available in time to affect operations.
M8	Percent	Of targets unnecessarily reattacked due to inaccurate combat assessment reporting.
M9	Deleted	Deleted
M10	Percent	Of key decision points supported by combat assessment reporting.
M11	Percent	Of targets unnecessarily reattacked due to untimely combat assessment reporting.

### **OP 3.1.6.1 Assess Battle Damage on Operational Targets**

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct timely and accurate estimate of damage resulting from the application of military force either lethal or nonlethal against predetermined operational objectives. Although primarily an intelligence responsibility in the targeting process, inputs from operators are required to complete the process. Battle damage assessment (BDA) can be applied to all types of systems throughout the range of military operations. (JP 2-0, JP 2-01, JP 2-01.1, JP 3-0, JP 3-03, CJCSM 3500.05, Joint Staff J2 Federation CONOPS)

**Notes:** See also OP 2.2.1, "Collect Information on Operational Situation."

M1	Hours	To commence follow-on operations or execute reattack (following receipt of assessment).
M2	m/h/d/w	To complete full battle damage assessment of attacks after engagement, incorporating physical, functional and target system assessments of attacks after engagement.
M3	m/h/d/w	To make initial physical damage assessment of attacks after engagement.
M4	m/h/d/w	To provide functional damage of attacks to joint force commander.
M5	m/h/d/w	To provide initial target system assessment of system engaged.
M6	Percent	Of target mission objectives initially assessed as "met" later assessed as "unmet."

M7	Percent	Of key decision points supported by BDA reporting.
M8	Percent	Of BDA reports that provide actionable information on the status of targets and target systems.
M9	Deleted	Deleted
M10	m/h/d/w	To make functional damage assessment of attacks after engagement.
M11	m/h/d/w	To provide initial target system damage assessment of attacks to joint force commander.
M12	Percent	Of targets with BDA information collected.
M13	Percent	Of targets with BDA information collected by more than one intelligence discipline.
M14	Percent	Of BDA requests filled.
M15	Percent	Of BDA Phase 1 (physical damage assessment) reports providing actionable information on targets.
M16	Percent	Of BDA Phase 2 (functional damage assessment) reports providing actionable information on targets.
M17	Percent	Of BDA Phase 3 (target system assessment) reports providing actionable information on targets.
M18	Percent	Of attacks assessed to have greater collateral damage /effects than planned/expected

### **OP 3.1.6.2 Assess Munitions Effects on Operational Targets**

**DJS Approval Date:** 03-SEP-05

**Description:** To evaluate damage from munitions employed to determine more effective munitions or attack methodologies for continuing attacks on targets. Although primarily an operational responsibility in the targeting cycle, inputs from the intelligence community are required to complete this process. (JP 2-01.1, JP 3-09, JP 3-30, JP 3-60, CJCSM 3500.05)

M1	Hours	To commence follow-on operations or execute reattack (following receipt of munitions effects (ME) assessment).
M2	m/h/d/w	To complete munitions effects assessment after attack.
M3	Hours	To provide full assessment of attacks to joint force commander.

M4	m/h/d/w	To provide initial munitions effects assessment of attacks to joint force commander.
M5	Percent	Of key decision points supported by munitions effectiveness assessment (MEA) reporting.
M6	Percent	Of high-payoff target (HPTs) require reattack.
M7	Percent	Of HPTs successfully attacked.
M8	Percent	Difference between national and/or service level and joint force assessment of munitions effectiveness.
M9	Percent	Of targets with MEA information available.

### OP 3.1.6.3 Assess Re-Attack Requirement

**DJS Approval Date:** 03-SEP-05

**Description:** To evaluate the overall impact/effectiveness of operations against the enemy and any changes/efforts needed to take place to meet the operational commander's targeting objectives. This task includes special attention given to targeting operations and objectives. (JP 2-0, JP 2-01.1, JP 3-03, JP 3-09, JP 3-60, CJCSM 3500.05, Joint Staff/J-2 Federation CONOPS)

M1	Hours	To commence follow-on operations or execute other options.
M2	Hours	To provide initial assessment of attacks to joint force commander.
M3	m/h/d/w	To assess reattack requirements after evaluating battle damage assessment (BDA)/munitions effectiveness assessment (MEA) and evaluating target mission objective(s).
M4	m/h/d/w	To provide initial reattack assessment of attacks to joint force commander.
M5	Percent	Of key decision points supported by reattack recommendations.
M6	Percent	Of high-payoff target (HPTs) assessed as killed later assessed as being mission capable.
M7	Percent	Of HPTs require reattack.
M8	Percent	Of HPTs successfully attacked.
M9	Deleted	Deleted
M10	Percent	Of targets unnecessarily reattacked due to inaccurate reattack assessment.



M11	Percent	Of targets unnecessarily reattacked due to untimely combat assessment reporting.
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### **OP 3.1.7 Employ Fire Support Coordination Measures**

**DJS Approval Date:** 03-SEP-05

**Description:** To employ fire support coordination measures and the procedures associated with those measures to assist in the command and control (C2) of joint forces. Within their areas of operation, land and amphibious commanders employ permissive and restrictive fire support coordinating measures (e.g., restricted fire line) to enhance the attack of targets; protect forces, populations, critical infrastructure, and sites of religious or cultural significance; and set the stage for future operations. (JP 3-0, JP 3-09, JP 5-00.2, CJCSM 3500.05)

M1	Instances	Of collateral damage/effects.
M2	Instances	Of fratricide.
M3	Percent	Of high-payoff targets destroyed subsequently attacked by another component.
M4	Percent	Of special operations forces (SOF) missions executed with required notification of non-SOF operating forces in area.
M5	Percent	Of target attacks violate coordination measures or procedures.

### **OP 3.1.8 Coordinate Immediate Targets for Two or More Components**

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate attacks on immediate targets that requires participation from two or more components. (Examples include immediate targets that require one component to attack inside another component's area of operations (AO), or when one component's assets must move or fire through another component's AO, or when another component's forces are close enough to the target to require deconfliction.) Successful joint coordination includes the tasks needed to rapidly identify and locate targets upon detection, develop a thoroughly weaponized force application option and execute it with sound deconfliction measures. Immediate targets meeting commander's

guidance for attack require compressed procedures modified from those for planned targets. The JFC should articulate his tolerance for risk so on-scene commanders know his intent when immediate targets require accelerated coordination. To be successful, pre-coordinated procedures should be in place to quickly process immediate targets for attack. These procedures must take into account the same considerations used in the preplanned targeting process; e.g. consistency with the Law of Armed Conflict. (JP 2-01.1, JP 3-03, JP 3-05.2, JP 3-09, JP 3-60, FM 90-36, MCRP 3-16.1F, NWP 2-01.11, AFJPAM 10-225)

**Notes:** Immediate targets are almost always time-sensitive. Time-sensitive targets (TSTs) are those targets requiring immediate response because they pose (or will pose) a clear and present danger to friendly forces or are highly lucrative, fleeting targets of opportunity.

M1	Percent	Of immediate targets detected, requiring cross-component coordination, that were anticipated in commander's guidance.
M2	Percent	Of immediate targets, requiring cross-component coordination, for which commander's guidance establishes level of acceptable risk.
M3	Minutes	To completely coordinate attacks on immediate targets requiring cross-component coordination. (Time from detection to execution orders.)
M4	Percent	Of immediate targets, requiring cross-component coordination, successfully attacked.

## OP 3.1.9 Conduct Dynamic Targeting

**DJS Approval Date:** 03-SEP-05

**Description:** To achieve timely and accurate detection and prosecution of time-sensitive targets through integration of dynamic independent surveillance and reconnaissance (ISR) support and operations in support of the operational level joint force commander (JFC's) intent. Time-sensitive target (TST) are those targets requiring immediate response because they pose (or will soon pose) a danger to friendly forces or are highly lucrative, fleeting targets of opportunity. This task consists of the six time-sensitive targeting phases, Find, Fix, Track, Target, Engage, Assess (F2T2EA). (JP 2-01.1, JP 3-60, CJCSM 3122.03)

**Notes:** Related activities are found under intelligence and command and control (C2), respectively.

M1	Percent	Time-sensitive targets (TST) targets detected.
M2	Percent	Detected targets with initial correct identification (ID).
M3	Percent	Effectiveness of the TST process to manage false/mis-ID/dual/decoy target reports.
M4	Time	Target detection report to commit.
M5	Percent	Committed targets with correct ID.
M6	Feet	Target location error (TLE) of commit message coordinates.
M7	Percent	Detected targets engaged.
M8	Time	Initial target detection to engagement.
M9	Percent	TST engaged in accordance with (IAW) commanders guidance and rules of engagement (ROE).

## OP 3.2 Attack Operational Targets

**DJS Approval Date:** 03-SEP-05

**Description:** To engage operational level targets and to shape and control the tempo of campaigns using all available joint and multinational operational firepower (includes ground, naval, air, space, and special operations forces (SOF) conventional and special munitions) against land, air, and maritime (surface and subsurface) targets having operational significance. Operational targets can be conventional or chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapon related. (JP 1, JP 3-0, JP 3-09, JP 3-60, CJCSM 3500.05)

M1	Minutes	To get ordnance on target after initiation of task.
M2	Percent	Execution of missions requested by components.
M3	Percent	Of high priority missions executed within specified time.
M4	Percent	Of maneuver forces secure assigned objectives.
M5	Percent	Of missions flown/fired achieve desired target damage.
M6	Percent	Of operational fires on time in support of maneuver forces.
M7	Percent	Of planned targets successfully attacked during operation.
M8	Percent	On time of missions with given times on target.

M9	Percent	Of enemy nuclear, biological, and chemical (NBC) delivery systems engaged/destroyed by friendly forces.
M10	Percent	Of immediate targets successfully attacked during operation
M11	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

## **OP 3.2.1 Provide Close Air Support Integration for Surface Forces**

**DJS Approval Date:** 03-SEP-05

**Description:** To attack operational land and sea targets with available joint and multinational operational firepower delivery systems. To delay, disrupt, destroy, or degrade enemy operational forces or critical tasks and facilities (including command, control, and intelligence (C2I) targets) and to affect the enemy's will to fight. This task includes integrating the tasking and targeting options, as well as the liaison requirements for aircraft to provide direct close air support to surface forces. (JP 3-0, JP 3-09, JP 3-09.3, CJCSM 3500.05)

M1	Minutes	To complete attack after target identification.
M2	Percent	Of attacking systems deliver ordnance.
M3	Percent	Of enemy desert per day.
M4	Percent	Of enemy forces destroyed, delayed, disrupted, or degraded.
M5	Percent	Of enemy troops surrender.
M6	Percent	Of friendly course of action (COAs) altered or discarded.
M7	Percent	Of targets correctly identified.
M8	Percent	Of joint tactical air requests filled.
M9	Minutes	To provide surge close air support (CAS) assets to friendly forces in support of (ISO) urgent tactical situations.
M10	Minutes	Of friendly ground maneuver events covered by CAS on station.
M11	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

## OP 3.2.2 Conduct Non-Lethal Attack

**DJS Approval Date:** 10-JUN-08

**Description:** To engage target(s) with non-lethal means to create non-lethal effects. Apply a systems perspective of the operational environment and determine the means required to achieve the commander's desired effects. (CJCSI 3210.01B, JP 1-04, JP 3-0, JP 3-03, JP 3-05, JP 3-06, JP 3-07.3, JP 3-09, JP 3-13, JP 3-13.1, JP 3-13.3, JP 3-13.4, JP 3-33, JP 3-53, JP 3-60)

**Notes:** The means include the five IO core capabilities: PSYOP, military deception, OPSEC, EW, and computer network operations. This task may support OP 1.5.1, "Control of Operationally Significant Land Area in the Joint Operations Area"; OP 1.5.5, "Assist Host Nation in Populace and Resource Control"; OP 1.6, "Conduct Patient Evacuation"; and OP 5.6, "Coordinate Operational Information Operations (IO)." This would be the type of task that would be considered overseas or in the United States during humanitarian assistance or civil support operations.

M1	Hours	To initiate PSYOP activities (after warning order).
M2	Minutes	To complete attack on target (after initiation) using non-lethal means.
M3	Percent	Of enemy actions consistent with information operations plan objectives.
M4	Percent	Of joint force targets attacked with lethal means and attacked with PSYOP.
M5	Hours	Of deliberate targets successfully attacked.
M6	Percent	Of PSYOP objectives accomplished.
M7	Percent	Of reduction in enemy signals volume after implementation of EW plan.
M8	Percent	Of reduction in enemy signals volume at completion of EW plan.
M9	Total	Of enemy troops per day that surrendered, defected, or deserted attributable to PSYOP.
M10	Days	To initiate PSYOP operations (after warning order).
M11	Hours	For psychological operations units to arrive in theater (after joint force activation).
M12	Hours	For PSYOP operations to begin (after joint force activation).
M13	Percent	Of PSYOP effort focused on stabilizing and

		reinforcing multinational forces and host nation (HN).
M14	Percent	Of selected deliberate targets for which other attack systems were integrated with PSYOP (e.g., PSYOP and offensive air operations).
M15	Percent	Of target audience exhibits behavior in accordance with joint force commander's desires.
M16	Percent	Of target audience reached by more than one media from PSYOP operations.
M17	Hours	To initiate electronic attack (after ordered).
M18	Percent	Of electronic attacks that achieved desired effects on enemy.
M19	Percent	Reduction in enemy communications emissions (after EW or computer network operations performed singly or together).
M20	Percent	Of enemy air defense capabilities neutralized by nonmetal means.
M21	Percent	Of OPLANs, OPORDs, and component plans having an integrated plan for attack of adversary information system.
M22	Number	Of operational phases including PSYOP, electronic attack, and computer network attack.
M23	Percent	Of all information system targets evaluated as candidates for attack.
M24	Percent	Of attacks on adversary information system targets that achieved desired effects.
M25	Percent	Of attacks on adversary information systems without fratricide on friendly systems.
M26	Percent	Of attacks on adversary information systems integrated into daily air tasking order (ATO).
M27	Percent	Of adversary information systems included in target lists.
M28	Percent	Of adversary backup and alternate information systems attacked concurrently with attacks on primary systems.
M29	Percent	Of additional time allocated in plans, needed to achieve desired effect levels on adversary information systems.
M30	Percent	Degradation in enemy information processing capacity after attack.

M31	Hours	For impact of information system attack to be reflected in enemy operation.
M32	Hours	Results of information system attack can be sustained by friendly forces.
M33	Percent	Of all targets evaluated that are candidates for attack using nonmetal means.
M34	Percent	Of attacks using nonmetal means on selected targets that achieve desired effects criteria.
M35	Percent	Of attacks using nonmetal means on selected targets that achieve desired nonmetal effect.
M36	Percent	Of attacks using non-lethal means integrated into daily ATO.
M37	Percent	Of attacks using nonmetal means without lethal results.
M38	Hours	Until attack options, using nonmetal means, are developed (from warning order).
M39	Percent	Of decrease in support for adversary activity in area of operation resulting from nonmetal efforts.
M40	Percent	Of attacks, using nonmetal means, requiring lethal support.
M41	Percent	Of attacks, using nonmetal means, resulting in death or injury to friendly employing forces.
M42	Percent	Of attacks using nonmetal means evaluated for legal sufficiency before execution.
M43	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

### **OP 3.2.2.1 Employ Psychological Operations (PSYOP) in the Joint Operations Area**

**DJS Approval Date:** 30-OCT-06

**Description:** To plan and execute operations to convey selected information and indicators to foreign audiences in the operational area to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. Psychological operations (PSYOP) actions are aimed at making the adversary leadership, military personnel, or population modify their behavior in ways that are favorable to US or allied/coalition efforts in the operation area. PSYOP consolidation activities are planned activities

across the range of military operations directed at the civilian population located in areas under friendly control in order to achieve a desired behavior which supports the military objectives and the operational freedom of the supported commander. PSYOP activities are integrated and/or coordinated with other information operations (IO) activities within the operational area and with other US/multinational government [outside Department of Defense (DOD)] informational activities within the operational area. (JP 3-0, JP 3-07.1, JP 3-13, JP 3-53, JP 3-54, JP 3-61, JP 5-00.2, CJCSI 3110.09, CJCSI 3210.01, CJCSM 3122.03, CJCSM 3500.05)

**Notes:** This task supports OP 5.6, "Coordinate Operational Information Operations (IO)." This task also includes coordination of all public communication activities with public affairs (PA).

M1	Days	To initiate PSYOP campaign (after warning order).
M2	Hours	For psychological operations units to arrive in theater (after joint force activation).
M3	Hours	For PSYOP campaign to begin (after joint force activation).
M4	Percent	Of joint operations area (JOA) covered by friendly force mass media.
M5	Percent	Of PSYOP effort focused on stabilizing and reinforcing allied forces and host-nation.
M6	Percent	Of selected targets for which other attack systems were integrated with PSYOP (e.g., PSYOP and offensive air operations).
M7	Percent	Of target audience exhibits behavior in accordance with joint force commander's desires.
M8	Percent	Of target audience reached by more than one media in PSYOP campaign.

### **OP 3.2.2.2 DELETED - Employ Electronic Attack (EA) in the Joint Operations Area**

**DJS Approval Date:** 6-NOV-08

### **OP 3.2.2.3 Employ Information Attack in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05



**Description:** To employ offensive information operations capabilities to achieve operational objectives. (JP 3-0, JP 3-13, JP 3-54, CJCSI 3210.01, CJCSM 3500.05)

M1	Percent	Of operation plan(s) (OPLANs), operation order(s) (OPORDs), and component plans, have integrated plan for attack of adversary information system.
M2	Percent	Of operational phases, include information system attack plan.
M3	Percent	Of all information system targets evaluated as candidates for attack.
M4	Percent	Of attacks on adversary information system targets, achieve desired damage criteria.
M5	Percent	Of attacks on adversary information systems without fratricide on friendly systems.
M6	Percent	Of attacks on adversary information systems integrated into daily air tasking order (ATO).
M7	Percent	Of adversary information systems included in target lists.
M8	Percent	Of adversary backup and alternate information systems attacked concurrent with attacks on primary systems.
M9	Percent	More time than allocated in campaign plan, needed to achieve desired damage levels on adversary information systems.
M10	Percent	Degradation in enemy information processing capacity after attack.
M11	Hours	For impact of information system attack to be reflected in enemy operation.
M12	Hours	Before friendly forces can sustain results of information system attack.

### **OP 3.2.2.4 Conduct Nonlethal Attack on Personnel, Equipment, and Installations Using Nonlethal Means**

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct nonlethal attack against personnel, equipment, and installations to neutralize or degrade their combat capability or

contribution. This task includes all forms of nonlethal attack not involving psychological operations (PSYOP), electronic attack (EA), and information-based attacks. (JP 3-0, JP 3-03, JP 3-06, JP 3-07.3, JP 3-09, CJCSI 3210.01, CJCSM 3500.05)

M1	Percent	Of operation plan(s) (OPLANs), operation order(s) (OPORDs), and component plans, have integrated nonlethal plan.
M2	Percent	Of all targets evaluated as candidates for nonlethal attack.
M3	Percent	Of attacks, using nonlethal means on selected targets, achieve desired damage criteria.
M4	Percent	Of attacks, using nonlethal means on selected targets, achieve desired nonlethal effect.
M5	Percent	Of attacks, using nonlethal means integrated into daily air tasking order (ATO).
M6	Percent	Of attacks, using nonlethal means without lethal results.
M7	Hours	Until attack, using nonlethal means options developed (from warning order).
M8	Percent	Of decrease in support for adversary activity in country of operation resulting from nonlethal efforts.
M9	Percent	Of attacks, using nonlethal means require lethal support.
M10	Percent	Of attacks, using nonlethal means result in death or injury to friendly employing forces.

### **OP 3.2.3 Attack Aircraft and Missiles [Offensive Counterair (OCA)]**

**DJS Approval Date:** 03-SEP-05

**Description:** To attack the enemy's assets before they can be employed against friendly assets. OCA is an operation mounted to destroy, disrupt, or limit enemy air power as close to its source as possible. It seized the air initiative through taking the air war to the enemy by targeting air bases, support infrastructure, warning and control systems, theater missile (TM) support and launch facilities, surface-based air and missile defenses, and aircraft. (JP 3-0, JP 3-01, JP 3-01.5, CJCSM 3500.05)

**Notes:** Defensive counterair is addressed under OP 6.1.4, "Counter Enemy Air Attack (Defensive Counterair (DCA)) in the Joint Operations Area."

M1	Percent	Of attacking systems deliver ordnance.
M2	Percent	Of enemy air actions require discard of friendly course(s) of action (COAs).
M3	Percent	Of enemy forces destroyed, delayed, disrupted, or degraded.
M4	Percent	Of high-payoff target (HPT) attacks lack integration of fires assets.
M5	Percent	Of preplanned targets successfully attacked.
M6	Missiles	Launched per day from enemy land based mobile launchers.
M7	Percent	Of enemy theater missile forces destroyed.
M8	Percent	Of enemy TM launch systems and support facilities and forces destroyed.
M9	Percent	Of hostile theater missiles engaged and destroyed.
M10	Percent	Of attack systems directed against declared hostile theater missile elements.
M11	Minutes	To get ordnance on time-sensitive targets after initiation/acceptance of target.
M12	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

### OP 3.2.4 Suppress Enemy Air Defenses

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate, integrate, and synchronize attacks that neutralize, destroy, or temporarily degrade surface-based enemy air defenses by destructive and/or disruptive means. (JP 3-01, JP 3-01.4, JP 3-09.1, CJCSM 3500.05)

M1	Percent	Of enemy air defenses destroyed.
M2	Percent	Of friendly air losses to enemy air defenses.
M3	Percent	Of friendly air sorties attacked by enemy air defense.
M4	Percent	Of air operations (strike packages) adequately supported by suppression of enemy air defenses (SEAD) assets.

M5	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.
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## OP 3.2.5 Interdict Operational Forces/Targets

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate, integrate, and synchronize actions that divert, disrupt, delay, or destroy the enemy's military potential (forces, nodes, lines of communications (LOCs), networks, and infrastructures) before it can be used effectively against friendly forces conducting campaigns and major operations in the joint operations area (JOA). (JP 3-0, JP 3-03, CJCSM 3500.05)

M1	Percent	Destruction of enemy logistics required by operational forces.
M2	Percent	Disruption of enemy logistics required by operational forces.
M3	Percent	Increase in friendly branches/sequels (following interdiction).
M4	Percent	Of attacks having collateral damage within limits defined by Secretary of Defense or geographic combatant commander.
M5	Percent	Of enemy forces or materials disrupted, delayed, degraded, neutralized or destroyed (before effective use against friendly forces).
M6	Percent	Of enemy operational targets engaged.
M7	Percent	Of potential enemy course of action (COAs) denied.
M8	Percent	Of target attacks achieve desired effects.
M9	Percent	Reduction of that enemy lines of communications (LOC) capacity required for offensive operations.
M10	Percent	Of enemy operational forces disrupted, delayed, degraded, neutralized or destroyed by joint force interdiction outside JOA/theater of operations.
M11	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

## OP 3.2.5.1 Conduct Air Interdiction of Operational Forces/Targets

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct air operations as part of the joint force commander('s) (JFC's) campaign or major operation to destroy, neutralize, or delay the enemy's military potential. Actions are conducted at such distance from friendly forces that detailed integration of each air mission with the fire and movement of friendly forces is not required. (JP 3-0, JP 3-03, CJCSM 3500.05)

M1	Percent	Disruption of enemy logistics required by operational forces.
M2	Percent	Increase in friendly branches/sequels (following interdiction).
M3	Percent	Of attacks have collateral damage within limits defined by Secretary of Defense or geographic combatant commander.
M4	Percent	Of enemy forces disrupted, delayed, degraded, neutralized or destroyed before effective uses against friendly forces.
M5	Percent	Of enemy material disrupted, delayed, degraded, neutralized or destroyed before effective uses against friendly forces.
M6	Percent	Of enemy operational targets engaged.
M7	Percent	Of potential enemy course(s) of action (COAs) denied.
M8	Percent	Of target attacks achieve desired effects.
M9	Percent	Reduction of that enemy lines of communications (LOC) capacity required for offensive operations.
M10	Percent	Destruction of enemy logistics required by operational forces.
M11	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

## **OP 3.2.5.2 Conduct Surface/Subsurface Firepower Interdiction of Operational Forces/Targets**

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct land or sea operations as part of the JFC's campaign or major operation to destroy, neutralize, or delay the enemy's military potential. Actions are conducted at such distance from friendly forces that detailed integration of each mission with the firepower and movement of friendly forces is not required. (JP 3-0, JP 3-03, CJCSM 3500.05)

M1	Percent	Increase in friendly branches/sequels (following interdiction).
M2	Percent	Of attacks having collateral damage within limits defined by Secretary of Defense or geographic combatant commander.
M3	Percent	Of enemy forces or materials disrupted, delayed, degraded, neutralized or destroyed before effective use against friendly forces.
M4	Percent	Of enemy operational forces disrupted, delayed, degraded, neutralized or destroyed by joint force interdiction outside joint operations area (JOAs).
M5	Percent	Of enemy operational targets engaged.
M6	Percent	Of potential enemy course(s) of action (COAs) denied.
M7	Percent	Of targets attacked achieve desired effects.
M8	Percent	Reduction of enemy lines of communications (LOC) capacity required for offensive operations.
M9	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

## **OP 3.2.5.3 Conduct Special Operations Interdiction of Operational Forces/Targets**

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct special operations throughout the joint operations area (JOA) as part of the joint force commander (JFC's) campaign or major operation to destroy, neutralize, or delay the enemy's military potential. Actions are conducted at such distance from friendly

forces that detailed integration of each mission with the firepower and movement of friendly forces is not required. (JP 3-0, JP 3-03, JP 3-05, JP 3-09, CJCSM 3122.03, CJCSM 3500.05)

M1	Percent	Destruction of enemy logistics required by operational forces.
M2	Percent	Increase in friendly branches/sequels (following interdiction).
M3	Percent	Of attacks have collateral damage within limits defined by Secretary of Defense or geographic combatant commander.
M4	Percent	Of enemy forces or materials captured, disrupted, delayed, degraded, neutralized or destroyed before effective use against friendly forces.
M5	Percent	Of enemy operational forces captured, disrupted, delayed, degraded, neutralized or destroyed outside JOA/theater of operations.
M6	Percent	Of enemy operational targets engaged.
M7	Percent	Of potential enemy course(s) of action (COAs) denied.
M8	Percent	Of target attacks achieve desired effects.
M9	Percent	Reduction of enemy lines of communications (LOC) capacity required for offensive operations.
M10	Percent	Of attacks assessed to have greater collateral damage/effects than planned/expected.

## **OP 3.2.6 Provide Firepower in Support of Operational Maneuver**

**DJS Approval Date:** 03-SEP-05

**Description:** To support land and sea joint operational maneuver as part of the joint force commander('s) (JFC's) campaign or major operation plan by engaging operational targets (except air defense, anti-air, or defensive counter-air targets) with available joint and multinational operational firepower delivery systems. (JP 3-0, JP 3-09, CJCSM 3500.05)

M1	Percent	Increase in friendly branches/sequels (following interdiction).
M2	Percent	Of operational maneuvers with faulty operational fire support.

M3	Percent	Of target attacks achieve desired effects.
M4	Percent	Of target attacks in support of operational maneuver cause fratricide.

## OP 3.2.7 Synchronize Operational Firepower

**DJS Approval Date:** 03-SEP-05

**Description:** To synchronize, and integrate as necessary, operational attacks on single or multiple operational targets at the decisive time and place. This integration includes lethal and/or nonlethal means and minimizing their effect on friendly forces, neutrals, and noncombatants. (JP 3-0, JP 3-09, CJCSM 3500.05)

M1	Hours	To reattack operational target.
M2	Percent	Of assets used for short notice retargeting (flexibility) in support of maneuver.
M3	Percent	Of attacks deconflicted with friendly forces.
M4	Percent	Of attacks on enemy targets achieve desired effects.
M5	Percent	Of attacks on high-payoff target(s) (HPTs) lack integration of fires assets.
M6	Percent	Of destroyed HPTs subsequently engaged by fires from another component.
M7	Percent	Of friendly casualties by fratricide.
M8	Percent	Of HPTs attacked by joint force as immediate targets.
M9	Percent	Of operational targets attacked by lethal and nonlethal together.
M10	Percent	Of special operations forces (SOF) missions executed with appropriate notification of non-SOF operating forces in area.
M11	Percent	Of strategic national missions require theater/joint operations area (JOA) support.
M12	Percent	Satisfaction of theater/JOA support for strategic national missions.

## OP 3.3 Conduct Peace Operations in the Joint Operations Area

**DJS Approval Date:** 03-SEP-05



**Description:** To conduct peace operations (PO) in an operational area. This involves actions to preserve, maintain, or restore the peace and coordinate the interaction on military forces with political and humanitarian agencies involved. PO are often associated with foreign humanitarian assistance operations. Such action is normally conducted under the authority of Chapter VI or VII of the UN Charter or by regional arrangements in accordance with Chapter VIII of the UN Charter. PO encompasses peacekeeping operations (PKO) and peace enforcement operations (PEO) in support of diplomatic efforts to establish and maintain peace. Optimally, PKO forces should not transition to PEO or vice versa unless there is the requisite mandate or political decision and appropriate adjustments to force structure, ROE, and other important aspects of the mission. In PO there should be plans for transition from PKO to PEO (rapid and unpredictable events may occur) or from PEO to PKO (more deliberate and predictable as the operation unfolds successfully). Types of transition may include: US unilateral operation or multinational coalition to a UN-led coalition; combat to noncombat operations; and military to civilian control. PO "mission creep" occurs when a mission changes in response to new events or circumstances. It may develop from inadequate or false assumptions, misinterpreted intent, or unrealistic development of implied tasks in planning. (JP 0-2, JP 3-0, JP 3-07, JP 3-07.3, JWFC Handbook, CJCSI 3110.14, CJCSM 3500.05)

M1	TBD	TBD
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### **OP 3.3.1 Conduct Peacekeeping Operations in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct peacekeeping operations (PKO) in the joint operations area (JOA). PKO are military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. PKO are conducted by impartial peacekeeping (PK) forces. Peacekeepers conduct operations in an open and highly conspicuous manner to establish a presence, which inhibits hostile action by disputing parties and bolsters confidence in the peace process. Such action is normally conducted under the authority of Chapter VI of the UN Charter. (JP 0-2, JP 3-0, JP 3-07, JP 3-07.3, JWFC Handbook, CJCSI 3110.14, CJCSM 3500.05)

M1	TBD	TBD
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### **OP 3.3.2 Conduct Peace Enforcement Operations in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct peace enforcement operations (PEO) in the joint operations area (JOA). PEO are the application of military forces, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolution of sanctions designed to maintain or restore peace and order. Peace enforcers generally have full combat capabilities, although there may be some restrictions on weapons and targeting, depending on the mandate, rules of engagement (ROE), and tactical situation. Peace enforcement forces strive to help create the conditions for conflict resolution. Such action is normally conducted under the authority of Chapter VII of the UN Charter. (JP 0-2, JP 3-0, JP 3-07, JP 3-07.3, CJCSI 3110.14, CJCSM 3500.05, JWFC Handbook)

M1	TBD	TBD
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### **OP 3.3.3 Conduct Multilateral Peace Operations**

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct peace operations with multinational partners as part of a UN force, regional arrangements, or other multinational coalitions. Such action is normally conducted under the authority of Chapter VI or VII of the UN Charter or by regional arrangements in accordance with Chapter VIII of the UN Charter. (JP 0-2, JP 3-0, JP 3-07, JP 3-07.3, JP 5-00.2, CJCSI 3110.14, CJCSM 3500.05, JWFC Handbook)

M1	TBD	TBD
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### **OP 3.4 Conduct Precision Engagement Counter Countermeasure Operations**

**DJS Approval Date:** 03-SEP-05

**Description:** To conduct counter countermeasure operations designed to neutralize the effects of threat defensive countermeasures aimed at degrading/neutralizing our ability to compile a high-value asset target list as well as our ability to attack these high value targets with precision engagement. (JP 2-01, JP 2-01.1, JP 3-51, CJCSM 3500.05, CJCSM 3141.01A)

M1	Yes/No	Do operations plans identify threat countermeasures to intelligence collection and precision engagement capabilities?
M2	Number	Of types of countermeasures protecting high-value target (HVT).
M3	Yes/No	Of effective counter countermeasures identified
M4	Yes/No	Do operations plans identify counter countermeasures for intelligence collection and precision engagement?

### **OP 3.4.1 Provide Intelligence Collection Sensor Counter Countermeasures**

**DJS Approval Date:** 03-SEP-05

**Description:** To provide counter countermeasure information for Intelligence Collection Planning. This task includes: assessing threat countermeasures to intelligence collection sensors; selecting appropriate counter countermeasure operations to improve intelligence collection sensor performance in the identified threat countermeasure environment; developing counter countermeasure input to intelligence collection and related OPLANs; assessing counter countermeasure effectiveness and adjusting plan input as needed. (JP 2-01, JP 3-51, CJCSM 3500.05)

M1	Number	Of high-value target (HVT) protected by countermeasures against intelligence collection sensors.
M2	Percent	Of identified countermeasure types for which intelligence collection sensor counter countermeasures have been identified
M3	Yes/No	Does intelligence collection plan identify counter countermeasures for intelligence collection?

## **OP 3.4.2 Provide Precision Engagement Counter Countermeasures**

**DJS Approval Date:** 03-SEP-05

**Description:** To provide counter countermeasures for inclusion in Precision Engagement Planning. This task includes: reviewing the high valued asset target list and associated threat countermeasure environment.; reviewing precision engagement mission assignments; assessing and select appropriate counter countermeasures operations to improve precision guided weapons and associated target acquisition performance in the identified threat countermeasure environment and developing mission tailored counter countermeasure operational input to Precision Engagement operation plan(s) (OPLANS). Assessing counter countermeasure effectiveness and adjust plan input as needed. (JP 2-01, JP 2-01.1, JP 3-51, CJCSM 3500.05)

M1	Number	Of high-value target (HVT) protected by countermeasures against precision engagement weapons and sensors
M2	Percent	Of identified countermeasure types for which precision engagement sensor and weapon countermeasures have been identified.
M3	Yes/No	Does operations plan identify counter countermeasures for precision engagement?

## **OP 4 Provide Operational Logistics and Personnel Support**

**DJS Approval Date:** 30-OCT-06

**Description:** To provide logistics and personnel support activities required to sustain the force in campaigns and major operations within the joint operations area. The logistic concept should support theater activity by properly organizing support from the continental United States (CONUS) base to the combat zone. At the theater operational level, specific considerations include identification of operational requirements and establishment of priorities for the employment of the resources provided. This theater of operations/joint operations area sustaining base, which includes the communications zone (COMMZ), links strategic sustainment to tactical combat service support (CSS). In military operations other than war (MOOTW), the activities under operational support also pertain to support of US forces, other US government (USG)

agencies, and forces of friendly countries or groups being supported by US forces. (JP 0-2, JP 1-0, JP 3-07.1, JP 4-0, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05, JP 4-01.2, JP 4-01.4, JP 4-02.1, CJCSM 3122.03, CJCSM 3500.05)

**Notes:** Sustainment activities related to setting priorities, and obtaining support from civilian economy (i.e., host-nation support (HNS)) are covered by OP 5, "Provide Operational Command and Control (C2)." This task includes sustaining the tempo and the continuity of operations throughout a campaign or major operation. This task includes obtaining sustainment support from sources other than Military Services and includes the following: host-nation support, logistic civil augmentation, Department of Defense (DOD) civilian support, and captured materiel. See task OP 5.1.4 for obtaining operational information, which includes logistics data.

M1	Hours	To perform an assessment of all joint logistics functional areas.
M2	Hours	Since last assessment of joint logistics functional areas.
M3	Days	From request until requested item received in theater.
M4	Tons	Of backlogged support requirements.
M5	Percent	Of required logistics in place to support campaign.
M6	Days	Of supply in theater.

## **OP 4.1 Coordinate Supply of Arms, Munitions, and Equipment in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To replenish arms, munitions, and equipment required for joint force components and multinational operational forces in conformance with the commander's campaign or major operation plans. It also includes routine replenishment of arms in the joint operations area (JOA). Transportation and distribution of arms, ammunition, munitions, and equipment are part of this task. It includes distribution not necessarily connected with formations in a campaign or major operation and provision of arms for support organizations and facilities in the COMMZ of the JOA. This task includes collecting, providing, processing in-transit visibility (ITV) data, and actions of the Joint

Material Priorities and Allocation Board. (JP 4-0, JP 4-01.4, JP 4-09, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	After Chairman of the Joint Chiefs of Staff (CJCS) Warning Order to determine availability of suitable munitions within theater.
M2	Days	After required date that replenishment stocks are delivered.
M3	Hours	To develop replenishment concept (after receipt of warning order).
M4	Percent	Of fire missions with munitions available on-schedule.
M5	Percent	Of high priority targets with preferred munitions available.
M6	Percent	Of major equipment shortfalls cause unit mission delays.
M7	Percent	Of minimum safety level of build up stocks maintained at staging areas.
M8	Percent	Of required reception and onward movement support available.
M9	Hours	To identify a source of supply and request transportation after notification of logistic shortfalls.

## OP 4.2 Synchronize Supply of Fuel in the Joint Operations Area

**DJS Approval Date:** 30-OCT-06

**Description:** To synchronize, prioritize, and direct the integrated bulk petroleum supply chain to point of use in order to sustain theater operations. Joint Theater Petroleum Management is inclusive of military and commercially based petroleum distribution to support the joint force commander's joint operational strategy. (JP 4-0, JP 4-01.4, JP 4-03, JP 4-09, DODD 2000.8, DODD 4140.25-M)

**Notes:** Successful Joint Theater Petroleum Management (JTPM) requires the accomplishment of both ST and OP level tasks. See ST 4.3.6 for required strategic theater-level petroleum management tasks. This task includes joint petroleum support planning, assessing joint operational area petroleum status, and obtaining, maintaining and providing joint petroleum situational awareness. For the delivery of Class III see OP 4.5.1, "Provide for Movement Services in the Joint Operations Area."

M1	Hours	To develop replenishment concept (after receipt of warning order).
M2	Gallons per day	Of fuel delivered to theater.
M3	Percent	Of available HN petroleum, oils, and lubricants (POL) replenishment and distribution assets integrated into operational planning.
M4	Percent	Of forecasted fuel actually consumed.
M5	Percent	Of planning reflect POL concepts of operations.
M6	Percent	Of refueling capability available at time and place needed.
M7	Percent	Of total refueling assets available to support operational forces.
M8	Days	Operational delay (due to fuel shortages).
M9	Days	Supply of required fuel in place to support campaign.
M10	Percent	Of fuel delivery and storage capacity available.

## **OP 4.3 Provide for Maintenance of Equipment in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To establish facilities in rear areas for the repair and replacement of materiel and to establish policies on repair and evacuation of equipment in support of operational forces in campaigns and major operations. This activity includes concentrating on and providing maintenance services (including recovery, battle damage assessment, and repair). It also includes providing class IX supplies for retaining operational forces in or restoring them to a high state of materiel readiness. This task includes establishing repair, replacement, and evacuation policies. (JP 4-0, JP 4-07, JP 4-09, JP 5-00.2, CJCSM 3500.05)

**Notes:** See also OP 4.5, "Manage Logistic Support in the Joint Operations Area.," to provide maintenance services and class IX supplies in support of operational forces in campaigns, major operations, and routine communications zone (COMMZ) maintenance activities by employing transportation and supply services -- applies to this task.

M1	Days	To develop maintenance concept and policies (after
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		receipt of warning order).
M2	Hours	For maintenance facilities to be available in joint operations area (JOA) rear area (after receipt of warning order).
M3	Percent	Of enemy material collected, classified and properly disposed.
M4	Percent	Of damaged equipment salvaged.
M5	Percent	Of equipment failures successfully repaired.
M6	Percent	Of equipment repaired at appropriate level with evacuation to higher level.
M7	Percent	Of operations plans address collection, classification, and disposition of salvage.
M8	Percent	Of operations plans address collection, classification, and disposition of enemy material.
M9	Percent	Of support policies and procedures were completed prior to execution.
M10	Hours	To obtain needed parts for repairs.
M11	Hours	To obtain replacement parts.
M12	Hours	To repair equipment.
M13	Hours	To obtain replacement equipment
M14	Yes/No	Equipment repaired within timelines written in applicable instruction.
M15	Percent	Of major components supplied from maintenance channels.

## OP 4.4 Coordinate Support for Forces in the Joint Operations Area

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate the providing of trained personnel, units, and replacements to joint forces in the joint operations area (JOA). This task also includes providing personnel and health services support for campaigns, major operations, joint task force organizations, and routine communications zone (COMMZ) support. (JP 1-0, JP 4-0, JP 4-02.1, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Of personnel replacement requirements not met.
M2	Percent	Of personnel support can be contracted.



M3	Percent	Of replacements adequately trained to perform assigned duties.
M4	Percent	Of units whose actual manning meets or exceeds authorized levels.
M5	Days	To identify personnel replacement requirements.
M6	Days	To obtain replacement personnel and assign to unit.
M7	Yes/No	Time-Phased Force and Deployment Data (TPFDD) authorization requirements sourced prior to movement.

## OP 4.4.1 Coordinate Field Services Requirements

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate field services and supplies requirements in support of personnel (including food, water, personal welfare and comfort items; clothing and individual equipment; laundry, bath, and renovation; and mortuary affairs) in the joint operations area. (JP 3-35, JP 4-0, JP 4-07, JP 4-09, JP 5-00.2, CJCSM 3500.05)

M1	Days	To access to laundry and bath facilities.
M2	Days	To obtain delivery of mail to unit level.
M3	Days	Delay in search, recovery, identification, care, and evacuation or disposition of deceased personnel (due to lack of graves registration system, units).
M4	Percent	Of operations include establishment of mortuary collection points, field processing centers, personal effects depots, and US cemeteries in theater.
M5	Percent	Of personal daily water requirement being provided.
M6	Percent	Of personnel provided with required individual clothing and equipment.
M7	Percent	Of personnel receiving at least one hot meal per day.
M8	Months	To establish morale, welfare, and recreation (MWR)/United Service Organizations (USO) facilities in protracted operation.
M9	Weeks	To establish joint mortuary affairs office (JMAO).
M10	Days	To establish the joint operations areas MWR/USO policy (from recognition of need).

## OP 4.4.1.1 Coordinate Support for Personnel in the Joint Operations Area

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate nonmaterial support activities of military personnel, DOD civilian, qualifying contractor personnel, and other personnel (e.g., accredited news media representatives). Activities include food, water, personal welfare and comfort items, clothing and individual equipment, laundry and bath. This task includes coordinating rigging support for aerial delivery in support of operational objectives. (JP 1-0, JP 4-0, JP 4-07, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Of required field services for personnel provided by components in joint operations area (JOA).
M2	Percent	Of planned field services requirements provided in JOA.
M3	Percent	Of planned capacity of field services (bath and laundry) achieved in JOA.
M4	Percent	Of required production rate of potable water achieved in JOA.
M5	Percent	Personnel hospitalized for dehydration in JOA.
M6	Days	To coordinate bath and laundry operations with medical authorities.
M7	Days	To estimate nonmaterial support requirements for military, DOD civilian, qualifying contractor, and other personnel in JOA.
M8	Hours	To rig equipment or supplies for airdrop in JOA.
M9	Days	To update field service requirements based on changes in theater population.
M10	Number	Of personnel that can be rigged for a single airdrop.
M11	Tons	Of equipment can be rigged for a single airdrop.

## OP 4.4.1.2 Coordinate Mortuary Affairs in the Joint Operations Area

**DJS Approval Date:** 03-SEP-05

**Description:** Coordinate procedures for the search, recovery, evacuation, identification processing, and temporary burial of remains in the joint

operations area (JOA). This task addresses decontamination procedures for processing contaminated remains; processing personal effects of deceased, captured, missing, and medically evacuated personnel; and managing technical services and supplies incident to temporary burial of the remains. This task is normally accomplished through theater mortuary collection points to the Joint Mortuary Affairs Office or Officer (JMAO). (JP 1-0, JP 4-0, JP 4-06, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05, MOP 16)

M1	Percent	Accuracy in maintaining records of deceased/missing personnel in JOA.
M2	Percent	Accuracy in maintaining records of personal effects in JOA.
M3	Percent	Accuracy in processing personal effects of deceased/missing in JOA.
M4	Days	Delay in disposition of remains while awaiting decision on mortuary affairs policy.
M5	Percent	Of instances of release of identification of deceased/missing held up until next of kin (NOK) notified.
M6	Percent	Of operations include establishment of mortuary collection points, field processing centers, personal effects depots, and US cemeteries in theater.
M7	Instances	Of release of identification of deceased/missing before NOK notified.
M8	Percent	Of remains correctly identified.
M9	Percent	Of remains re-identified after disposition.
M10	Days	To coordinate transportation support to return remains to continental United States (CONUS).
M11	Days	To establish temporary interment facilities.
M12	Days	To identify remains at unit level.
M13	Days	To identify remains of recently deceased, unidentified personnel at theater mortuary evacuation point (TMEP).
M14	Days	To inter remains in temporary sites in JOA (after recovery and identification).
M15	Percent	Of JMAO tasks included in planning.
M16	Days	To process remains from recovery through evacuation to CONUS.
M17	Days	To recover remains at end of firefight/battle.

M18	Months	To recover remains commencing at end of hostilities.
M19	Months	To recover remains from temporary interment sites in JOA and evacuate to CONUS (after end of operations in theater).
M20	Days	To search for, recover, identify, care for, and evacuate or inter deceased personnel (without graves registration units).

## OP 4.4.2 Provide for Personnel Services

**DJS Approval Date:** 03-SEP-05

**Description:** To provide personnel service support (including administration, finance, chaplain, and individual support) to prepare operational forces for campaigns, major operations, routine communications zone (COMMZ) support, accountability of deployed forces, and the sustainment of the tempo of operations. This task includes providing for rest and relaxation (R&R) facilities. (JP 1-0, JP 1-05, JP 4-01.2, JP 5-00.2, CJCSI 3141.01, CJCSM 3500.05, CJCSM 3122.03)

M1	Days	To establish procedures with International Committee of the Red Cross (ICRC) for handling, treatment and transfer of enemy prisoner(s) of war (EPWs) (after warning order).
M2	Days	For joint force chaplain to research and interpret cultural and religious factors pertinent to joint operations area (JOA).
M3	Percent	Of military personnel receiving pay on-schedule.
M4	Percent	Of military personnel with access to morale, welfare, and recreation (MWR)/United Service Organizations (USO) facilities.
M5	Percent	Of required aerial mail terminals and military post offices established within planned timelines.
M6	Percent	Of required component personnel services capabilities in place and operational.
M7	Days	To identify replacement requirements (contingency planning).
M8	Days	To obtain replacement personnel and assign to unit (contingency planning).

M9	Days	To identify replacement requirements (deliberate planning).
M10	Days	To obtain replacement personnel and assign to unit (deliberate planning).
M11	Days	To deploy financial personnel to area of responsibility (AOR).
M12	Percent	Of finance support provided to the deployed commander.
M13	Percent	Of financial customer service provided to deployed personnel.
M14	Percent	Of dependents receiving family support group network service.

### **OP 4.4.2.1 Coordinate Rotation Planning**

**DJS Approval Date:** 03-SEP-05

**Description:** To establish procedures for the deployment, re-deployment or movement of individual augmentees, DOD civilians, and contractors, and to insure continued and uninterrupted personnel support for those individuals. (JP 1-0, JP 5-00.2, CJCSI 1301.01A, CJCSM 1600.01, CJCSM 3150.13)

M1	Hours	Rotation policy for deployment and redeployment of individual augmentees, DOD civilians and contractors established.
M2	Days	To establish a rotational replacement, deployment or redeployment policy in joint operations area (JOA).
M3	Hours	To identify military personnel, DOD civilians and contractor employees replacement requirements
M4	Daily	To obtain individual replacements, military personnel, DOD civilians and contractor employees in JOA per joint force commander (JFC) request.
M5	Daily	Track rotation dates of individual augmentees assigned within JOA.

### **OP 4.4.2.2 Manage Personnel Accountability and Strength Reporting**

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate procedures for Joint Personnel Status Reporting (JPERSTAT) of military personnel, DOD civilians, and contractor employees assigned in a theater of operation or joint operations area (JOA) to meet daily situation report (SITREP) requirements. (JP 1-0, JP 5-00.2, CJCSM 3150.13)

M1	Hours	To determine status of arriving individual staff augmentees, military personnel, civilians and units in JOA.
M2	Days	Determine personnel status (i.e. gain, loss, return to duty and casualty reporting).
M3	Hours	Request strength reports for JPERSTAT requirements.
M4	Daily	Submit JPERSTAT.

### **OP 4.4.3 Provide for Health Services in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To provide health service support in the operational area to include, but is not limited to: health services resources; preventive and curative health measures; patient movement; return to duty determination; blood management, medical logistics; combat stress control, medical, dental, veterinary, ancillary services, optometry, medical food supply, and medical intelligence services. This task includes actions of the Theater Patient Movement Requirements Center (TPMRC) and the Joint Blood Program Office (JBPO). In addition, this task could include quarantine actions in coordination with civil authorities. (JP 4-0, JP 4-02, JP 4-02.1, JP 4-02.2, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Accountability of personnel entering the Joint Health Service Support system.
M2	Percent	Of patients returned to duty (RTD) versus transported to definitive care facilities outside of the theater.
M3	Percent	Of patients who die of wounds (DOW).
M4	Per/day	Provided medical treatment.
M5	Minutes	From wounding or injury to receipt of stabilizing care.
M6	Hours	Turnaround time for medical lab serology and other technical lab testing results.

M7	Hours	To assess all medical protective actions and make recommendations upon notification of specific bioagent.
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### **OP 4.4.3.1 Manage the Joint Blood Program in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To provide blood product collection, storage, testing (if applicable), and distribution systems to support peacetime and contingency blood requirements. This task is normally executed through the supported joint force commander (JFC) surgeon charged with managing a network of component and area joint blood programs. This task includes, but is not limited to systems: to track and record final disposition of all blood products, to support look-back protocols, and to communicate between Area Joint Blood Program Office(s) (AJBPO), Joint Blood Program Office (JBPO), and Armed Services Blood Program Office (ASBPO). (JP 4-0, JP 4-02, JP 4-02.1, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Percent	Of accuracy in submitting Blood Reports to ASBPO (based on daily estimates of theater requirements).
M2	Units	Of required blood products per initial admission maintained in joint operations area (JOA).
M3	Percent	Of daily Blood Reports submitted from AJBPO to JBPO by prescribed times.
M4	Percent	Of daily Blood Reports submitted from JBPO to ASBPO by prescribed times.
M5	Percent	Of required blood product on hand.
M6	Days	To coordinate initial activities between Area Joint Blood Program Office(s) and Armed Services Blood Program Office.
M7	Days	To establish Area Joint Blood Program Offices as required in the JOA.
M8	Hours	To establish blood transshipment center(s) in the JOA (after organizational unnamed day on which a deployment operation begins (C-Day)).
M9	Days	To establish system for collection, storage, and distribution of blood products in the JOA.
M10	Days	To initially coordinate blood requirements and

		distribution of blood and blood products to support all blood supply unit(s) (BSUs) and medical treatment facility(s) (MTFs) within AJPPO area (regardless of service component).
M11	Percent	Of blood products in system which must be disposed.

### **OP 4.4.3.2 Manage Flow of Casualties in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To organize and control the flow of casualties within the joint operations area (JOA), and to coordinate the flow of patients to medical facilities within the combatant command area of responsibility (AOR) or for intertheater patient movement. This task includes coordination activities between the Theater Patient Movement Requirements Center (TPMRC) and the Global Patient Movement Requirement Center. (JP 4-0, JP 4-02.1, JP 4-02.2, CJCSM 3500.05)

M1	Percent	Of GPMRC generated plans and schedules modified to meet requirements of the JOA.
M2	Days	To establish Joint Patient Movement Requirement Center (JPMRC) in the JOA.
M3	Hours	To formulate and recommend patient movement policy, to include contaminated casualties.
M4	Days	To initially coordinate patient movement activities among components.
M5	Days	To initially coordinate patient movement activities between TPMRC and Global Patient Movement Requirement Center (GPMRC).
M6	Percent	Of patient movement missions delayed due to non-availability of airframes or medical transport teams.

### **OP 4.4.3.3 Manage Health Services Resources in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To manage the joint operations area (JOA) medical resources to provide effective and consistent treatment of wounded,



injured, or sick personnel so as to return to full duty or evacuate from the JOA (JP 4-0, JP 4-02, JP 4-02.1, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Of required medical supplies on hand at deployed medical treatment facility(s) (MTFs).
M2	Percent	Of civilian internees assisted by joint force medical units.
M3	Percent	Of displaced person(s) (DPs) assisted by joint force medical units.
M4	Percent	Of enemy prisoner(s) of war (EPWs) assisted by joint force medical units.
M5	Percent	Of injured or incapacitated personnel returned to duty.
M6	Percent	Of personnel admitted to an MTF on a given day remain at MTF until returned to duty (RTD).
M7	Percent	Of personnel incapacitated by noncombat injuries and illness.
M8	Percent	Of required patient bed spaces actually available.
M9	Percent	Of US national private citizens needing emergency medical assistance receive it.
M10	Hours	To establish liaison between joint force surgeon and joint force component surgeons.
M11	Days	To expand MTFs to full capacity.
M12	Days	To publish estimates of medical sustainment and anticipated resupply requirements (after arrival of joint force headquarters (HQ) medical staff).

## OP 4.4.4 Reconstitute Forces

**DJS Approval Date:** 03-SEP-05

**Description:** To reconstitute combat/operationally-attributed units to a desired level of combat effectiveness commensurate with mission requirements and availability of resources. Reconstitution includes two types of activities, reorganization and regeneration. (JP 3-10, JP 3-35, JP 4-01.4, CJCSM 3500.05)

M1	Days	Necessary to reconstitute combat attributed unit.
M2	Percent	Of reorganized/regenerated organizational personnel fully trained and qualified.
M3	Percent	Of salvage and battle damage repair conducted with

	in-theater forces.
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## OP 4.4.5 Train Joint Forces and Personnel

**DJS Approval Date:** 03-SEP-05

**Description:** To train replacements and units, especially newly rebuilt units, in the theater of operations. In military operations other than war (MOOTW), this activity includes training assistance for friendly nations and groups. (JP 1, JP 1-05, JP 3-07.1, JP 3-16, JP 3-35, JP 4-01, JP 5-00.2, CJCSM 3500.05)

M1	Days	For unit to begin training (upon arrival in theater).
M2	Hours	To establish required training program (from mission change).
M3	Percent	Of mission-essential task list (METL), on which unit is proficient.
M4	Months	Since commander's joint mission-essential task list (JMETL) last updated.
M5	Hours	To submit first crisis action status reports after unit notification.
M6	Days	For replacements and units to achieve minimum required proficiency.
M7	Percent	Of JMETL tasks trained to standard under chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) conditions.

## OP 4.4.6 Conduct Religious Ministry Support in the Joint Force Theater of Operations

**DJS Approval Date:** 03-AUG-07

**Description:** Provide religious support to the JTF and all of its components. This task includes identifying professional assistance, program funding, and logistics requirements to support personnel within the JTF. (JP 1-05, JP 3-33, CJCSM 3122.03, CJCSM 3500.05)

**Notes:** Additionally, this task includes establishing and coordinating a Joint Force Religious Ministry Support Plan that will provide chaplain coverage to all elements. Additional activities include providing required religious support assets to support planned or ongoing operations, assisting nongovernmental organization(s) (NGOs) with humanitarian

assistance (HA) programs, and enemy prisoners of war to receive appropriate religious ministry support. Finally, the task includes providing advice to the commander on moral/ethical issues and indigenous/cultural customs that may impact planning and execution of an operation or campaign.

M1	Percent	Of deviation from Service criteria for assignment of chapel assistants.
M2	Percent	Of major military locations providing a full range of religious services.
M3	Percent	Of authorized chaplains assigned and present for duty.
M4	Percent	Of chaplains' time spent with military personnel in work areas.
M5	Percent	Of civilian internees receive ministry and care.
M6	Percent	Of deceased receiving final ministry in a mass casualty event.
M7	Percent	Of deployed personnel with access to counseling by clergy.
M8	Percent	Of deployed personnel with access to religious services.
M9	Percent	Of enemy prisoner(s) of war (EPWs) receiving religious ministrations.
M10	Percent	Of hospital casualties seen weekly or more by chaplains.
M11	Instances	Of hospital death without chaplain presence.
M12	Percent	Of injured in a mass casualty event receive ministry.
M13	Percent	Of joint force personnel unable to celebrate major religious holidays.
M14	Percent	Of joint force religious activities being adequately supplied.
M15	Percent	Of memorial services conducted within joint operations area (JOA) vice home station.
M16	Percent	Of NGOs which joint force chaplain has established liaison.
M17	Percent	Of religious faith groups in joint force receiving balanced coverage throughout JOA.
M18	Months	Since last command chaplain survey of morale within joint force in JOA.

M19	Hours	To receive counseling
M20	Percent	Of personnel provided religious support.

## OP 4.4.7 Provide for Legal Services

**DJS Approval Date:** 03-SEP-05

**Description:** To advise joint task force (JTF) commanders, component commanders, and staffs on civil, acquisition, fiscal, military, international, and operational law issues. Provide personal legal assistance to authorized clients, including foreign criminal jurisdiction support; investigate and process claims; provide advice concerning rules of engagement, support of allies, status-of-forces agreements, applicable international agreements, and the law of armed conflict; review rules of engagement and operation plans; and ensure the effective use of legal personnel and resources. This task includes overseeing administration of military justice, international law, operations law, environmental law, intelligence law, battlefield acquisition, claims by and against the United States, and advice on detention and handling of enemy prisoner of war (EPWs). (JP 1-0, JP 3-0, JP 3-07.1, JP 3-08, JP 5-00.2, CJCSI 5810.01, CJCSM 3141.01, CJCSM 3122.03, CJCSM 3500.05)

M1	Percent	Of deployable units with appropriate legal personnel.
M2	Percent	Of actions delayed by lack of available legal personnel expertise.
M3	Yes/No	Nonjudicial punishment actions complete within standards set by instruction.
M4	Yes/No	Courts-martial actions complete within standards set by instruction.
M5	Yes/No	Administrative discharge actions complete within standards set by instruction.
M6	Yes/No	Claims actions complete within standards set by instruction.
M7	Hours	To provide legal review of contingency acquisition action.
M8	Hours	To provide legal review on fiscal law issue pertaining to funding for contingency operations.
M9	Days	To obtain legal services upon request.
M10	Hours	To provide legal review of proposed host-nation support (HNS) agreement or modification.

M11	Days	For review of civil affairs (CA) plan by competent legal authority.
M12	Hours	To provide legal advice/solution(s) to legal issue(s).
M13	Yes/No	Are procedures established and disseminated by the joint staff to report suspected law of armed conflict (LOAC) violations in accordance with (IAW) DOD/Service Regulations.
M14	Days	To conduct rules of engagement (ROE) training for all staff personnel
M15	Hours	To establish legal representation on a ROE cell during crisis action planning.
M16	Hours	To staff ROE change submissions before presentation to commander.
M17	Percent	Of proposed targets reviewed by competent legal authority for compliance with LOAC, restricted target lists, and ROE before incorporation in the ATO or execution as a TST
M18	Yes/No	Are plans, branches, and sequels reviewed for legal sufficiency before a proposed course of action (COA) is adopted.
M19	Instances	Of information operations (IO) planning conducted without legal guidance available.
M20	Percent	Of legal advice citing authoritative reference (statute, regulation, policy, etc)

## OP 4.5 Manage Logistic Support in the Joint Operations Area

**DJS Approval Date:** 03-SEP-05

**Description:** To maintain the timely flow of stocks (all classes of supply in large quantities) and services (maintenance and personnel) to forces, using joint or multinational transportation means (over ground, air, and sea lines of communications) in support of subordinate campaigns and major operations and normal support operations. (JP 3-08, JP 4-0, JP 4-01, JP 4-01.4, JP 4-09, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Of ammo availability compared to requirements.
M2	Percent	Of required support material distributed at time and place required.
M3	Percent	Of supplies available compared to requirements.

M4	Percent	Of total fuel available compared to requirements.
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## OP 4.5.1 Provide for Movement Services in the Joint Operations Area

**DJS Approval Date:** 03-SEP-05

**Description:** To move personnel, equipment, and supplies to sustain campaigns and major operations and to provide transportation resources for moving the forces that execute those operations. This task includes transportation mode operations, movement management and control, terminal operations, and joint logistics over-the-shore (JLOTS) and in-transit visibility (ITV). This task includes actions of the joint movement center (JMC). (JP 4-0, JP 4-01, JP 4-01.3, JP 5-00.2, CJCSM 3500.05)

**Notes:** Transportation mode operations include moving cargo, equipment, and personnel by various modes of transport and providing transport resources in support of campaigns and major operations. However, analysis of the movement of forces is done under OP 1.1, "Conduct Operational Movement," and OP 1.3, "Provide Operational Mobility." Also, movement management and control, although inherent to movement services, is a command and control (C2) activity analyzed under OP 5, "Provide Operational Command and Control (C2)."

M1	Percent	Allowable cabin load (ACL) filled for in-theater airlift sorties (not including staging and backhaul).
M2	Hours	For joint movement center (JMC) to begin operation (upon arrival in-theater).
M3	Percent	Of airfields with required material handling equipment (MHE).
M4	Percent	Of in-theater airlift sorties (not including staging and backhaul) flying at 90 percent ACL or better.
M5	Percent	Of landing zone(s) (LZs) with required MHE.
M6	Percent	Of scheduled transport movements accomplished on-schedule.
M7	Ton miles	Of supplies and equipment transported per day.
M8	PAX/day	Transported in support of operations.
M9	Hours	To provide the JMC initial requirements after arrival in-theater.
M10	Days	To published an accurate Time-Phased Force and Deployment List (TPFDL) not later than (NLT)

		validation suspense date.
M11	Percent	Of supply and equipment moved per day that have in-transit visibility (ITV).
M12	Percent	Of supplies and equipment moved arrived by required delivery date (at destination) (RDD).
M13	Percent	Of passengers (PAX) moved arrive by RDD.

## OP 4.5.2 Supply Operational Forces

**DJS Approval Date:** 03-SEP-05

**Description:** To provide all classes of supply, geospatial information and services (formerly mapping, charting, and geodesy), water, and related services for sustaining operational forces throughout a campaign or major operation in the quantities and at the time and place needed. This task includes requesting, receiving, producing, procuring, storing, protecting, relocating, and issuing the necessary supplies and services. It also includes building up the necessary stockage levels in staging areas for conducting the campaign and collecting, providing, and processing in-transit visibility (ITV) data. (JP 4-0, JP 4-01.4, JP 4-09, JP 5-00.2, CJCSM 3500.05)

**Notes:** Note: Establishment of supply priorities is covered under OP 5.3.9, "Prepare Campaign or Major Operations and Related Plans and Orders."

M1	Days	To develop concept of replenishment requirements (after receipt of warning order).
M2	Days	In advance of shortfalls, constrain identified.
M3	Percent	Of replenishment stocks delivered to customer in theater by required delivery date (at destination) (RDD).
M4	Percent	Of shortfalls in supply have acceptable alternatives.
M5	Percent	Of required supplies delivered.
M6	Percent	Of required reception and onward movement support available at time and place required.
M7	Percent	Of required supplies assured to be available when and where needed.
M8	Days	Of supplies stockpiled to support campaign.
M9	Days	Of sustainment supply supported by available facilities.

M10	Tons/Day	Supplies delivered to operational forces.
M11	Days	To achieve time-phased operating and safety levels (of supply).
M12	Percent	Of priority one geospatial information and services stored in right quantities and right location(s).
M13	Percent	Of priority two geospatial information and services stored in right quantities and right location(s).
M14	Percent	Of priority three geospatial information and services stored in right quantities and right location(s).
M15	Days	Between request for supplies and equipment and receipt.
M16	Days	To process receipts (receipt processing time).
M17	Percent	Of requested supplies and equipment received by RDD.
M18	Percent	Of supplies and equipment at staging areas that have ITV.
M19	Days	Between submission of request for procurement of supplies and equipment and receipt by the customer.
M20	Hours	To process procurement receipts (procurement processing time).
M21	Percent	Of requested procurement for supplies and equipment are received by RDD.
M22	Percent	Of supplies and equipment procured have ITV.
M23	Square feet	Of storage space available.
M24	Percent	Of required storage capacity is available.
M25	Percent	Of inventory accuracy and accountability for materiel stored in staging areas.

### **OP 4.5.3 Recommend Evacuation Policy and Procedures for the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To recommend policy and procedures for the evacuation of personnel, equipment, and noncombatants from the operational area. For patient evacuation, this task requires the joint force commander (JFC) surgeon to advise the combatant commander on a recommended



patient movement policy. (JP 1-0, JP 4-0, JP 4-02.2, JP 4-09, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Percent	Of US joint force personnel evacuated in 24-hour period.
M2	Weeks	Since evacuation plans were updated for joint operations area (JOA).
M3	Yes/No	Theater evacuation policy established by the geographic combatant commander.
M4	Percent	Of noncombatants successfully evacuated.
M5	Yes/No	Evacuation policy specifies decontamination requirements.

## OP 4.5.4 Coordinate Recovery and Salvage

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate recovery and salvage of damaged, discarded, condemned, or abandoned allied or enemy material both ashore and at sea. Includes monitoring and management of recovered material from initial identification to disposal, disposition, or repair within joint operations area (JOA). These activities also include disposal and movement of hazardous waste and material. (JP 4-0, JP 4-01.4, JP 4-01.6, JP 4-07, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Of total losses, items recovered.
M2	Percent	Of items of hazardous material that cannot be processed in accordance with (IAW) appropriate regulations.
M3	Weeks	To appropriately dispose of hazardous material.
M4	Percent	Of items recovered salvaged for further use.
M5	Percent	Of items returned to rear areas for additional salvage work.
M6	Percent	Of increase in combat capability.
M7	Weeks	To conduct salvage.
M8	Percent	Of total material disposed of contains hazardous material, i.e., requires hazardous processing.
M9	Percent	Of items requiring decontamination

## OP 4.6 Build and Maintain Sustainment Bases in the Joint Operations Area

**DJS Approval Date:** 03-SEP-05

**Description:** To build and maintain principal and supplementary bases of support for the Joint operations area (JOA) sustainment activities in conformance with geographic combatant commander's guidance. This task also includes coordinating common administrative and interservice support for the minimum essential facilities to house, sustain, and support normal or contingency operations from a garrison, base, or bare base site. It may include, if required, a stabilized runway, taxiways, and aircraft parking areas. Lead or dominant service component assigned by the combatant commander provides common servicing or cross servicing (reimbursable or otherwise) as required. (JP 3-35, JP 4-0, JP 4-01.4, JP 4-09, CJCSM 3500.05)

M1	Days	Between arrival of building supplies and equipment and construction of sustainment facilities.
M2	Percent	Of facilities adequately maintained.
M3	Percent	Of overall cargo and equipment deliveries accommodated by sustainment base.
M4	Square feet/day	Of permanent facilities emplaced or constructed.
M5	Percent	Of required installation throughput capacity available at execution.
M6	Percent	Of supplies under weatherproof cover at sustainment bases.
M7	Square feet/day	Of temporary facilities emplaced or constructed.
M8	Days	To complete construction of sustainment facilities.
M9	Days	To initiate construction of facilities (from final project approval and authorization).
M10	Percent	Of facilities hardened against chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) attack.
M11	Hours	To validate asset requests.
M12	Days	To have assets at requesting location.
M13	Days	To have bases identified in operation plan (OPLAN) operational.

## OP 4.6.1 Determine Number and Location of Sustaining Bases in the Joint Operations Area

**DJS Approval Date:** 03-SEP-05

**Description:** To identify lines of support and location of sustaining bases to best support the campaign plans. This task includes actions of the Joint Facilities Utilization Board. (JP 3-35, JP 4-0, JP 4-01.4, JP 4-04, JP 4-07, JP 4-09, CJCSM 3500.05)

**Notes:** A related activity is to allocate space and facilities in the theater of operations rear (as well as the combat zone) for sustainment operations in conformance with the combatant commander's guidance. See also OP 4.6.5, "Provide for Real Estate Management."

M1	Percent	Of required sustainment personnel and equipment in place to maintain logistics support.
M2	Percent	Of required sustainment facilities available at execution.
M3	Percent	Of required supplies actually delivered at execution.
M4	Percent	Of theater level sustainment equipment and supplies protected from elements.
M5	Hours	Required to provide information on sustainment bases to combatant commander, upon request.

## OP 4.6.2 Provide Civil-Military Engineering

**DJS Approval Date:** 03-SEP-05

**Description:** To dismantle fortifications and to construct and maintain facilities and communications networks that give physical structure to the lines of communication. This activity includes the following: building/maintaining forward staging bases; restoring rear to include sustainment infrastructure, such as repair of water supply and sewage treatment structures; area, sustaining lines of communications (LOC); supporting construction; and acquiring or producing construction material. Environmental protection and restoration will be accomplished in accordance with DOD environmental policy, status-of-forces-agreement (SOFAs), international treaties, and other binding guidance to which the USG is a party. (JP 4-0, JP 4-04, JP 4-07, CJCSM 3500.05)

M1	Percent	Of supplies under weatherproof cover.
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M2	Percent	Of tasks correctly assigned (correct engineers/location/time).
M3	Percent	Of theater level maintenance facilities protected from elements.
M4	Days	To construct in-theater field hospital after forces identified and marshaled.
M5	Days	To reestablish damaged LOCs.
M6	Days	To restore essential utilities in rear areas.
M7	Days	To restore aerial port of debarkation (APOD) to handle required shipping.
M8	Days	To restore seaport of debarkation (SPOD) to handle required shipping.

### **OP 4.6.3 Expand Capacity of Ports of Debarkation and Allocate Space in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To increase the capacity of ports of debarkation in operational areas to accommodate the throughput necessary to support the joint forces and multinational forces campaign, major operations, and routine support requirements. To acquire, maintain, and parcel out to subordinate organizations the real estate to conduct operations and provide services. (JP 3-35, JP 4-0, JP 4-01.6, JP 4-09, CJCSM 3500.05)

M1	Tons/Day	Increase in port of debarkation (POD) throughput capacity (to support current operation).
M2	Days	To achieve required POD clearance capacity.
M3	Days	To expand POD throughput capacity to meet required levels.

### **OP 4.6.4 Provide Law Enforcement and Prisoner Control**

**DJS Approval Date:** 03-SEP-05

**Description:** To collect, process, evacuate, and intern enemy prisoner of war (EPW) and to enforce military law and order in the communications zone (COMMZ) and in support of operational-level commander's

campaigns and major operations. This task includes providing specialized technical, forensic, and polygraph support to resolve criminal issues or to investigate acts of sabotage and subversion which impact on the ability of the forces to perform their mission. (JP 1-0, JP 3-0, JP 3-10, JP 3-57, JP 4-02.2, JP 4-07, JP 5-00.2, CJCSM 3500.05)

M1	Casualties/day	Among EPWs detained by friendly forces.
M2	EPWs	Detained by friendly forces awaiting final disposition.
M3	Instances/Week	Involving off-duty US military personnel that involve alcohol or drugs.
M4	Instances/Week	Of accidents involving military vehicles.
M5	Instances/Week	Of crimes reported.
M6	Percent	Of crimes/incidents resolved within 30 days.
M7	Percent	Of EPW compounds guarded by security forces versus combat troops.
M8	Percent	Of EPW movements to collection points conducted by security versus combat unit personnel.
M9	Percent	Of felony cases cleared within first month.
M10	Percent	Of requests for rail and road movement escorts met.
M11	Percent	Of security units performing in secondary role as infantry.
M12	Percent	Of security force requirement available to meet operational needs.
M13	Months	Since EPW policy last reviewed by legal personnel.
M14	Hours	EPWs detained for final disposition.
M15	Instances	Of law and order incidents not covered by existing/established policy/standing operating procedure (SOP).
M16	Percent	Of security forces committed to EPW operations versus combat support.
M17	Percent	Article 5 Tribunals held within 30 days of initial detention.

## OP 4.6.4.1 Manage Enemy Prisoner of War Accountability and Reporting

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate procedures for enemy prisoner of war (EPW) and civilian internee status reporting within the joint operations area (JOA) to meet daily reporting requirements. (CJCSM 3150.13, JP 1-0)

**Notes:** This task includes collecting data from subordinate commands, organizations, and units for reporting EPWs and detainee numbers through the chain of command to the National Military Command Center (NMCC).

M1	Hours	To inform the chain of command of the numbers and status of EPWs and civilian internees.
M2	Days	To determine status of arriving EPWs and civilian internees in the Theater of Operations or JOA.
M3	Percent	Develop reporting procedures.
M4	Daily	Submit accountability reports.

## OP 4.6.5 Provide for Real Estate Management

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate the use and purchase of real assets in support of the operational campaign. (JP 1-06, JP 3-10.1, JP 3-35, JP 4-0, JP 4-04, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Change in quality of local environmental conditions from joint force solid and liquid waste management.
M2	Percent	Of commercial price paid for real estate transaction.
M3	Percent	Of difference between market value of real estate and cost paid by US forces.
M4	Percent	Of real estate/real property acquired by lease or host-nation donation versus short term rental.
M5	Percent	Of real estate/real property assets acquired to support operational campaign later found to be unsuitable or inappropriate to original purpose.
M6	Percent	Of records and titles for real estate acquired by joint force cleared by end of joint force operation.

M7	Percent	Of Service components with authority to conduct real estate transactions.
M8	Days	To coordinate (within joint force headquarters) component requests for use of real estate in support of operational campaign.
M9	Days	To correlate component requests for real estate purchases to eliminate component duplication of effort.
M10	Days	To prioritize component requests for real estate purchases in support of operational campaign.
M11	Days	To prioritize component requests for use of real property assets in support of operational campaign.

## OP 4.6.6 Manage Contracts and Contract Personnel

**DJS Approval Date:** 03-SEP-05

**Description:** To ensure performance of contract support supports the joint operations area (JOA). This task requires inclusion of support contractors in the JOA sustainment planning. It also includes monitoring contract performance. This task includes properly adjusting required deliverables in light of requirements and allowable scope of effort. It also includes providing required DOD support, to include support to individual contractor personnel. (JP 4-01.7, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05, JP 1-06, JP 3-08, JP 4-0)

M1	Weeks	Delay in providing support services to theater forces (awaiting finalization of contracts).
M2	Weeks	Delay in providing support services to theater forces (awaiting required changes to contracts or award of new contracts).
M3	Percent	Increase in contract costs in crisis or conflict.
M4	Percent	Addition to military/DOD civilian personnel monitoring contractor performance in active JOA (crisis or conflict).
M5	Percent	Of contracting officers deploy with appropriate warrants.
M6	Percent	Of contracts terminated for cause (after issuance of more than one cure notice).
M7	Percent	Of contracts with more than one current cure

		notice against them.
M8	Percent	Of theater support resources required to support individual contractor personnel in the JOA.
M9	Days	To include contractor representatives in the JOA sustainment planning.
M10	Days	To modify existing contract deliverables and scope(s) of effort to support crisis or conflict requirements.
M11	Weeks	To receive and review contractor comments on theater sustainment plans and adequacy of existing contracts to meet theater sustainment requirements in peacetime.
M12	Hours	To receive and review contractor comments on theater sustainment plans and adequacy of existing contracts to meet theater sustainment requirements in crisis or war.
M13	Hours	To review existing contracts for adequacy in supporting requirement in the JOA in a crisis.
M14	Days	To process and deploy strategic base contractors.
M15	Percent	Of contractors not deployable.
M16	Percent	Of contingency clause contractors not providing support by the required time.
M17	Percent	Of logistic support provided by contracts and contract personnel.

## **OP 4.7 Provide Politico-Military Support to Other Nations, Groups, and Government Agencies**

**DJS Approval Date:** 03-SEP-05

**Description:** To provide assistance to other nations, groups, or government agencies that supports strategic and operational goals within the joint operations area (JOA). This task includes security assistance, civil-military operations support (such as humanitarian assistance, environmental cleanup, disaster relief), and other assistance from military forces to civilian authorities and population. The assistance can be personnel, materiel, or services. (JP 1-06, JP 3-0, JP 3-07.3, JP 3-08, JP 3-57, JP 3-57.1, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)



M1	Percent	Of funds provided for humanitarian and civic assistance (HCA), security assistance (SA) and military civic action (MCA) operations accounted for.
M2	Hours	After declaration of disaster (Federal Emergency Management Agency (FEMA) or Department of State (DOS)/Office of Foreign Disaster Assistance (OFDA)) to initiate deployments.
M3	Percent	Of approved assistance projects completed.
M4	Hours	For joint force to establish liaison with Country Team, host-nation, other US government (USG) agencies, nongovernmental organization (NGO)/information operations (IO), and coalition forces.
M5	Instances	Of insufficient support provided to other nations, groups, or agencies.
M6	Percent	Of NGOs receiving US military support.
M7	Percent	Of NGOs with liaison with joint force.
M8	Instances	Of shortfall in supplies and materiel provided in response to requests by nations, agencies, or groups.
M9	Tons/day	Of supplies and materiel provided in assistance.
M10	Personnel	Provided to support other nations, groups, or agencies.
M11	Hours	To respond to Country Team request for assistance.

## **OP 4.7.1 Provide Security Assistance in the Joint Operations Area**

**DJS Approval Date:** 03-SEP-05

**Description:** To provide friendly nations or groups with defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives within the joint operations area (JOA). (JP 3-07.1, JP 3-07.3, JP 3-08, JP 3-57.1, JP 4-0, CJCSM 3122.03, CJCSM 3500.05)

M1	Personnel	From allied nations enrolled in US provided military training.
M2	Percent	Of valid requests for security assistance met.

M3	Days	To respond to request for security assistance.
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## **OP 4.7.2 Conduct Civil Military Operations (CMO) in the Joint Operations Area**

**DJS Approval Date:** 30-OCT-06

**Description:** To conduct activities in support of military operations in a joint operations area (JOA) that foster the relationship between the military forces and civilian authorities and population, and that develop favorable emotions, attitudes, or behavior in neutral, friendly, or hostile groups. This task includes establishing a joint civil military operations center (CMOC). Types of civil-military operations (CMO) include foreign humanitarian assistance (FHA), populace and resource control (PRC), nation assistance operations, military civic action (MCA), civil preparedness/emergency operations, civil administration (friendly and hostile/occupied territory), and civil support operations. (JP 3-07.1, JP 3-57, JP 3-61, CJCSM 3500.05)

**Notes:** This task includes coordination and synchronization of all public communication activities (Public Affairs (PA)/Information Operations (IO)/Defense Support to Public Diplomacy (DSPD), Interagency, etc).

M1	Hours	To establish CMOC or joint civil military operations task force (JCMOTF) (after arrival).
M2	Hours	To establish liaison with appropriate foreign nation civilian government officials (after mission assignment).
M3	Hours	To establish liaison with Country Team, host-nation and other United States Government (USG) agencies, nongovernmental organization (NGO)/OI and coalition forces (after standing up joint force).
M4	Hours	To provide completed Annex G (after warning order).
M5	Days	To deploy civil military engineering units.
M6	Hours	To distribute supplies and services.
M7	Days	To organize relief effort in country.
M8	Hours	To assess situation and define assistance needed.
M9	Yes/No	Activities are coordinated with all other public communication activities (Public Affairs (PA)/Information Operations (IO)/Defense Support to Public Diplomacy (DSPD), Interagency, etc.).

## OP 4.7.3 Provide Support to DOD and Other Government Agencies

**DJS Approval Date:** 03-SEP-05

**Description:** To provide support to DOD, Joint Staff, other Services, Defense Information Systems Agency (DISA), Defense Logistics Agency (DLA), Defense Threat Reduction Agency (DTRA), Department of State (DOS), US Agency for International Development (USAID), US Information Agency (USIA), civil governments, and other related agencies. This task includes controlling civil disturbances, countering illegal drugs, CbT, and conducting joint exercises and operations. (JP 1-0, JP 1-06, JP 3-07, JP 3-08, JP 3-57, CJCSM 3500.05)

M1	Percent	Of governmental requests for support met by joint force.
M2	Percent	Of DOD and other US government (USG) requests for support not tied to joint force assigned mission met by joint force.
M3	Percent	Of DOD and other USG requests for support resolved without involving joint force commander.
M4	Hours	To respond to a combat support agency's formal request for assistance.
M5	Hours	To respond to US civil agency request for support.
M6	Hours	To respond to in-theater request for support from ambassador or Country Team.
M7	Days	To respond to request for support.
M8	Percent	Of potential drug smuggling aircraft coordinate with appropriate law enforcement agencies.
M9	Percent	Of reports on aircraft scramble and intercept-monitor or ID of potential drug smuggling aircraft forwarded in accordance with (IAW) directives.
M10	Percent	Of special tracks forward told IAW directives.
M11	Percent	Of airspace management issues/requirements coordinated with Federal Aviation Administration (FAA).
M12	Percent	Of potential/imminent terrorist actions/situations coordinated with local law enforcement agencies.
M13	Percent	Of hijacking and defecting aircraft events coordinated and reported with appropriate civil, military and government agencies IAW directives

		and procedures.
M14	Percent	Of region/sector checklists, guides, operating Instructions and plans provide proper guidance on coordination and reporting (with other DOD and government agencies).
M15	Hours	To respond to request for support.

## OP 4.7.4 Transition to Civil Administration

**DJS Approval Date:** 03-SEP-05

**Description:** To implement the transition from military administration in a region to UN and/ or civil administration in the region. This task pertains to situations when the Secretary of Defense directs the military to become directly involved in the executive, judiciary, or legislative functions of a host nation (HN) government. (JP 3-0, JP 3-07.1, JP 3-07.3, JP 3-08, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Percent	Of civil affairs (CA) planning (e.g. Annex G, CA area study, CA estimate) completed by execution of CA mission.
M2	Percent	Of essential services/facilities damaged/destroyed during hostilities returned to operation prior to transition from US military administration.
M3	Percent	Of US forces CA personnel required to remain in country to coordinate post transition activities with local government/United Nations (UN) administration.
M4	Percent	Of US forces redeployed prior to transition to local government/UN administration.
M5	Percent	Of US forces, other than CA assets, retained in theater to support civil administration after transition from military administration.
M6	Days	To coordinate transition between US forces and local government/UN administration.
M7	Days	To determine US post conflict policy objectives.
M8	Days	To properly account for funds and equipment expended during military administration and to close outstanding claims against military administration.
M9	Hours	To receive direction or approval from Secretary of Defense to become directly involved in executive,

		judiciary, or legislative functions of HN government.
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## OP 4.7.5 Coordinate Politico-Military Support

**DJS Approval Date:** 03-SEP-05

**Description:** To coordinate and support politico-military activities among military commands, DOD, and other US government (USG) agencies, and friendly governments and groups within the joint operations area (JOA). This activity is analyzed under OP 5.4.5. (JP 3-08, JP 3-57, JP 4-0, CJCSM 3500.05)

M1	Days	From submission of plan for coordination until final concurrence.
M2	Percent	Of combat support (CS) and combat service support (CSS) assets dedicated to civil-military operations (CMO) employment in the JOA.
M3	Percent	Of support requirements filled at execution.
M4	Percent	Of USG organizations, foreign governments and nongovernmental organization(s) (NGOs) that support operation through to completion.
M5	Days	To transition facilities and operations from US forces to host nation (HN) authorities.
M6	Days	To establish civil-military operations center (CMOC) to establish liaison and coordination with other USG agencies and friendly government/groups in the JOA.
M7	Days	To identify civil affairs (CA) requirements and resources to support USG agency operations in the JOA.
M8	Days	To plan for redeployment of US forces not required to support transition activities in the JOA.

## OP 4.7.6 Coordinate Civil Affairs (CA) in the Joint Operations Area

**DJS Approval Date:** 30-OCT-06

**Description:** To coordinate those activities that foster relationships between operational forces and local civil authorities and people in a

friendly country or area. (JP 3-05, JP 3-07.1, JP 3-57.1, JP 3-61, CJCSM 3122.03, CJCSM 3500.05)

**Notes:** This task includes coordinating activities necessary to maintain the civilian population in an occupied country or area when US or allied military forces are present. This task includes coordination and synchronization of all public communication activities (Public Affairs (PA)/Information Operations (IO)/Defense Support to Public Diplomacy (DSPD), Civil Affairs (CA), Interagency, etc).

M1	Days	For review of civil affairs (CA) plan by competent legal authority.
M2	Days	Lead time to mobilize Reserve Component(s) (RC) personnel to support CA mission.
M3	Percent	Of local populace able to maintain normal activities.
M4	Percent	Of local populace able to remain in their homes.
M5	Percent	Of personnel conducting civil affairs tasks drawn from Reserve Components.
M6	Percent	Of total US military forces involved in any form of civil affairs activities in the joint operations area (JOA).
M7	Percent	Of US military supplies and resources used in civil affairs activities in the JOA.
M8	Days	To achieve agreement with local authorities on maintaining local populace.
M9	Days	To determine requirements for CA assets.
M10	Days	To establish civil-military operations center (CMOC) to conduct liaison with and to coordinate activities with nongovernmental organization(s) (NGOs) in the JOA.
M11	Days	To establish liaison with allied military forces.
M12	Days	To identify and integrate CA support and appropriate CA priority information requirements into command intelligence programs.
M13	Days	To include comments of Country Team review in revised civil affairs plan.
M14	Days	To prepare estimates of impact of military operations on civilian environment in the JOA.
M15	Days	To submit plan for civil affairs operations to Country Team for review and comment.

M16	Days	To determine specific CA assets required to support subordinate joint and Service component headquarters and forces.
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## **OP 4.7.7 Conduct Foreign Internal Defense (FID)**

**DJS Approval Date:** 03-SEP-05

**Description:** To provide assistance in the operational area to friendly nations facing threats to their internal security. Foreign Internal Defense (FID) focus is to support the host nation('s) (HN's) program of internal defense and development (IDAD). FID is the participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency. Programs may include multinational exercises, exchange programs, civil-military operations, intelligence and communications sharing, logistic support of security assistance, and combat operations. (JP 3-05, JP 3-07, JP 3-07.1, JP 3-52, JP 4-02, CJCSM 3500.05)

M1	Days	To begin arriving in the objective area (after receipt of warning order).
M2	Hours	To secure US personnel in country.
M3	Percent	Accuracy in accounting for funds used in FID.
M4	Percent	Of FID funding later found to not be authorized by law.
M5	Percent	Of FID effort effectively absorbed by threatened nation.
M6	Percent	Of FID effort effectively absorbed by threatened nationals area of responsibility (AOR).
M7	Hours	To initiate FID activities (after warning order).
M8	Days	For unit to begin training (upon arrival in theater).
M9	Hours	To establish liaison with appropriate foreign nation military officials (after mission assignment).
M10	Percent	Of risks identified and implemented in the force protection plan.

## OP 4.7.8 Establish Disaster Control Measurers

**DJS Approval Date:** 03-SEP-05

**Description:** To take measures before, during, or after hostile action or natural disasters to reduce probability of damage, minimize its effects, and initiate recovery. (JP 3-0, JP 3-07.1, JP 3-10, JP 3-34, JP 3-57.1, JP 4-04, JP 5-00.2, CJCSM 3500.05)

M1	Days	To restore normal ground lines of communication following hostile action or disaster.
M2	Days	To restore public utilities to pre-event levels, following hostile action or disaster.
M3	Gallons	Of water available to each individual per day for human consumption.
M4	Gallons	Of water available per day for livestock consumption.
M5	Gallons	Of water available to each individual per day to support sanitation measures.
M6	Minutes	Fire fighting response at fixed bases in joint operations area (JOA).
M7	Percent	Difference in disease incidence in affected civil populace compared to before hostile action or disaster.
M8	Percent	Difference in mortality rates in affected civil populace, compared to before hostile action or disaster.
M9	Percent	Difference in water availability to individuals in affected civil populace compared to before hostile action or disaster.
M10	Percent	Of affected civil populace displaced, as consequence of hostile action or disaster.
M11	Percent	Of affected civil populace without access to normal markets, to buy or sell, compared to before hostile action or disaster.
M12	Percent	Of affected civil populace without public utilities, compared to before hostile action or disaster.
M13	Percent	Of casualties to civil populace joint force prepared to treat (without impacting operational tempo).



M14	Percent	Of casualties to civil populace joint force prepared to treat.
M15	Percent	Of fires being covered by initial firefighting response at fixed base in JOA.
M16	Percent	Of fixed installations in JOA with firefighting equipment.
M17	Percent	Of JOA fixed bases with backup energy sources which survive hostile action or natural disaster.
M18	Percent	Of JOA fixed bases with backup energy sources.
M19	Hours	To provide commander with technical expertise on impact of disaster.
M20	Hours	To coordinate for additional assets for theater.

## OP 4.8 Acquire, Manage, and Distribute Funds

**DJS Approval Date:** 03-SEP-05

**Description:** Provide advice to commanders on financial management implications and costs of preparing for and conducting operations. Track and report costs of battlefield operations to support efforts of reimbursement of costs initially paid from available training and readiness funds. Obtain guidance on fund citations and funding levels and provide to tactical resource managers and supporting finance elements. Provide fund control, monitor fund execution, track and report costs and obligations. Operational finance functions include providing policy guidance and centralized currency funding support. Finance and accounting functions include capturing of the costs of operations via standard accounting systems and other means, and operating systems that pay personnel and providers (contractors, host nation (HN) suppliers, etc.). (JP 1-06, CJCSI 5261.01, CJCSI 6211.03, CJCSI 7401.01, CJCSM 3500.05)

M1	Days	To refine the financial management support plan after receipt of the warning order.
M2	Percent	To determine personnel with access to adequate financial support services.
M3	Days	To procure local contracted.
M4	Number	Of personnel services contracted with HN elements.
M5	Cost	Per week in dollars spent on completing the operation.

M6	Cost	Per month in dollars for foreign labor in the joint operations area (JOA).
M7	Percent	Of personnel experiencing pay problems in the JOA.
M8	Days	To establish and maintain nonappropriated fund accounting after establishment of the JOA .
M9	Days	To establish and maintain central currency fund support after establishment if the JOA.
M10	Days	To establish electronic funds transfer accounts.
M11	Dollars	Per month transacted in foreign currency exchange.
M12	Dollars	Per month disbursed in US Treasury checks.
M13	Number	Of local depository accounts established and maintained per month.
M14	Days	To provide guidance to commands on funding procedure operations after established of the JOA.

## OP 5 Provide Operational Command and Control (C2)

**DJS Approval Date:** 04-SEP-05

**Description:** To exercise authority and direction by a JFC over assigned and attached joint and multinational forces in the accomplishment of the mission. Provides operational guidance, direction, and vision to assigned forces. Follows the theater strategy and links operational and tactical end states. JFCs employ assigned single service, joint and multinational forces to accomplish assigned missions. When directed, a JFC will standup a joint task force to plan, direct, and coordinate operations. JFCs may develop and execute policies, plans, and programs. They provide interoperable command, control, communications, and computers (C4) systems support for joint operations. This task is applicable across the range of military operations, including military operations other than war (MOOTW). (JP 0-2, JP 1, JP 3-0, JP 5-00.2, JP 6-0, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	Prior to execution, plan published and delivered.
M2	Percent	Of communications nodes in place.
M3	Percent	Of units receive orders in time to plan and execute.
M4	Hours	Delay to direct, establish, and control the means by which the various staffs and forces send and receive operationally significant data/information, in order

		to minimize operations delayed/affected because of lack of information.
M5	Minutes	Lag between the joint force common operational picture and the real world situation, in order to maintain operational information, force status, and the capability to respond to an emerging crisis and/or project branches/sequels.
M6	Percent	To communicate all approved orders and plans to subordinate and adjacent units.

## **OP 5.1 Acquire and Communicate Operational Level Information and Maintain Status**

**DJS Approval Date:** 04-SEP-05

**Description:** To obtain information on the joint operations area (JOA) military objectives, enemy operational forces and centers of gravity, friendly operational forces, terrain, and weather for JFCs, staffs, and subordinates. To translate this information into usable form and to retain and disseminate it to subordinate joint task force(s) (JTFs) and functional and Service components. This activity includes informing and advising the operational level commander and securing an understanding of strategic guidance or an understanding of national and multinational policy, objectives, strategic aims, other elements of national and multinational power (for example, political, economic, informational), and theater strategic objectives. This task includes interfacing with friendly and enemy (in occupied territory) civilian government authorities in the JOA. This activity includes disseminating any type of information via necessary command, control, communications, and computers (C4) systems. (JP 0-2, JP 2-0, JP 3-0, JP 5-00.2, JP 6-0, CJCSM 3122.03, CJCSM 3141.01, CJCSM 3500.05)

M1	Hours	Since latest information collected.
M2	Hours	To establish connectivity with component intelligence agencies, combatant command and national intelligence agencies (after arrival).
M3	Minutes	To process and disseminate status information (to subordinate units).
M4	Percent	Of available information examined and considered in latest status reporting.
M5	Percent	Of critical information acquired and disseminated

		to subordinate commanders.
M6	Percent	Of organizations or units receiving latest information.
M7	Percent	Of subordinate commanders with uninterrupted communication with joint force headquarters.
M8	Percent	Of subordinate commanders in communication with joint force headquarters.
M9	Percent	Of C4 support systems, operational.
M10	Percent	Of C4 support systems meet command reliability standards.
M11	Percent	Of combatant command plans, reports, and other information, passed error free.
M12	Percent	Of C4 support systems equipment, down for unscheduled maintenance.
M13	Percent	Of information, not passed to or received by allies (lack of equipment interoperability).
M14	Percent	Of traffic, sent on nondedicated or non-DOD lines or circuits.
M15	Percent	Saturation of DOD communications circuits.
M16	Percent	Of time required expansion into other sectors accomplished.
M17	Percent	Of needed information not passed to bilateral or multinational nations due to classification restraints.
M18	Hours	To account for 100 percent of personnel after last arrival at final destination.
M19	Yes/No	Develop concept of operations (CONOPS) for global connectivity in time to execute supported combatant commander's course of action (COA).
M20	Yes/No	Organizations or units are provided the latest information.

## **OP 5.1.1 Communicate Operational Information**

**DJS Approval Date:** 04-SEP-05

**Description:** To send and receive operationally significant data from one echelon of command to another by any means. (JP 0-2, JP 3-30, JP 5-00.2, JP 6-0, CJCSM 3500.05)

M1	Hours	After approval, all orders and plans received by components and adjacent units.
M2	Minutes	Queuing time for high precedence messages.
M3	Percent	Accuracy of data transmitted/disseminated.
M4	Percent	Accuracy of deployment orders and notification requirements transmitted/ disseminated within reporting criteria.
M5	Percent	Of addressees received message.
M6	Percent	Of time information passed within established time criteria.
M7	Percent	Of time information on commander's critical information requirements (CCIRs) passed within established time criteria.
M8	Percent	Of time mission-essential intelligence and threat assessments passed within established time criteria.
M9	Percent	Of Service and functional component addressees received critical planning messages (e.g. warning order).
M10	Hours	For liaison officer (LNOs) to communicate new orders or information to allies and friendly elements of force.
M11	Percent	Of messages sent outside doctrine/Service channels for message classification.
M12	Percent	Of messages go outside normal communications channels.
M13	Hours	To establish one or more secure communication means to send both voice and data traffic to joint special operations task force (JSOTF) components and higher joint task force (JTF) headquarters after activation/alert.
M14	Hours	To establish and maintain an internal JSOTF local area network (LAN) setting up the JSOTF.
M15	Hours	To establish communications with deployed advance forces once operational.
M16	Hours	To transfer information from Global Decision

		Support System (GDSS) to Joint Operation Planning and Execution System (JOPES).
M17	Percent	Accuracy of deployment orders and notification requirements transmitted/disseminated within reporting criteria.

## OP 5.1.2 Manage Means of Communicating Operational Information

**DJS Approval Date:** 04-SEP-05

**Description:** To manage (determine, establish, direct, or control) the means used in sending or receiving operational information of any kind and to use DOD standard communication networks and modes, where possible, for obtaining or sending operational information. Produce Annex K for all deliberate plans and operations orders and monitor execution. Monitor and integrate joint task force (JTF) transmission, message, and switching systems to achieve information superiority. Command, control, communications, and computers (C4) systems support other agencies of the US government (USG) and friendly nations and groups in military operations other than war (MOOTW). This task includes ensuring interoperability (through theater policies for transmission, message, and switching systems), anticipating information requirements, and utilizing existing systems to best support information requirements. (JP 2-0, JP 5-00.2, JP 6-0, JP 6-02, CJCSM 3500.05)

M1	Days	To integrate new headquarters (HQ) into existing SECRET Internet Protocol Router Network (SIPRNET) network.
M2	Hours	For ad hoc joint force HQ to be connected to Global Command and Control System (GCCS) (after arrival at HQ facility).
M3	Hours	To establish integrated communications system.
M4	Percent	Of communications equipment, circuits, and connectivity with status accurately displayed.
M5	Percent	Of command and control (C2) nodes possess required communications capabilities.
M6	Percent	Of required command, control, communications, and computers (C4) systems resources identified.
M7	Percent	Of communications outages had adequate backup communications paths.

M8	Percent	Of essential joint task force (JTF) C4 systems accessible from all component locations.
M9	Percent	Of time, essential JTF C4 systems accessible from all locations.
M10	Percent	Of joint force classified systems networked together.
M11	Percent	Of joint force headquarters LANs capable of interoperating (e.g., Theater Battle Management Core System (TBMCS), GCCS, Joint Deployable Intelligence Support System (JDISS), deployable joint task force augmentation cell (DJTFAC)).
M12	Percent	Of operation plan(s) (OPLANs) address existing terminals and lines of communications and known or estimated throughput capability.
M13	Percent	Of time, accurate common operational picture maintained within sector/region.
M14	Percent	Of time communication and radar equipment maintained within established systems reliability and maintenance criteria.
M15	Percent	Of time communications connectivity maintained with all units.
M16	Percent	Of time communications networks fully operational.
M17	Percent	Of time voice and data communications (unsecure and secure) maintained.
M18	Percent	Of equipment interoperability problems result in late or lost data.
M19	Hours	To establish both data and voice communication with combatant command and its components.
M20	Percent	Of time joint force subordinate commanders in communication with joint force headquarters.
M21	Percent	Of resources requested to fill all shortfalls.

### **OP 5.1.3 Determine Commander's Critical Information Requirements**

**DJS Approval Date:** 04-SEP-05

**Description:** To determine the critical information that a commander requires to understand the flow of operations and to make timely and informed decisions. The commander specifies the critical information needed to support a decision making process to retain the initiative. This

information may be derived from one or more of three broad information categories of friendly, enemy, and environmental. The joint force staff, functional and Service components may identify, analyze, and submit nominations to the commander for approval. This list of information requirements is both situationally dependent and time-sensitive. This task includes identification, management, and promulgation of critical information requirements to the joint force staff and components. These information requirements are the most important in the joint force and serve to prioritize information flow. Meteorological and oceanographic (METOC) information (includes ocean, surface, upper atmosphere, and space observations as well as human-or computer-generated forecasts) is relevant to understanding residual civil and military capabilities and the consequences of execution decisions. (JP 3-0, JP 5-00.2, JP 6-02, CJCSM 3500.05)

M1	CCIRs	Active.
M2	Percent	Of commander's critical information requirements (CCIRs) are answered.
M3	Hours	Since CCIR last update.
M4	Percent	Of CCIRs initiated by joint force commander (JFC).
M5	Percent	Of CCIRs initiated by Joint Staff.
M6	Percent	Of CCIRs initiated by components.
M7	Hours	To promulgate CCIR for collection during.
M8	Weeks	Into the future CCIRs look.

## **OP 5.1.4 Maintain Operational Information and Force Status**

**DJS Approval Date:** 05-OCT-07

**Description:** To screen, process, circulate, store, and display operational data in a form suitable for the decision making and planning processes of the JFC and staff. The purpose is to enable execution functions of subordinate task forces and components and for supporting other USG agencies, friendly nations, and groups in the region; and to conduct intelligence planning and provide information in an environment that can be open to various users conducting operations in support of USG operations. (JP 1-0, JP 2-0, JP 2-01, JP 3-0, JP 3-13.3, JP 3-33, JP 3-35, JP 3-61, JP 6-0, CJCSM 3500.05, CJCSM 3150.14B, DODD 3000.05)



**Notes:** This task includes tracking the movement of friendly forces into and within the joint operations area. This task also includes maintaining logistics situational awareness information, data, and status.

M1	Hours	Lag between joint force common operational picture and real world situation.
M2	Instances	Of incoming information (which could affect outcome of operation) not getting to person responsible for action.
M3	Instances	Of critical information not reaching person responsible for action.
M4	Minutes	To post unit reports to appropriate databases or pass to work centers (from receipt).
M5	Minutes	To access and display shared remote databases.
M6	Minutes	To enter most current information on force status.
M7	Percent	Accuracy of information on essential logistics, maintenance, aircraft, missile and personnel requirements and reports.
M8	Percent	Accuracy of information on deployment bases and deployment options.
M9	Percent	Accuracy of information regarding subordinate unit deployments.
M10	Percent	Accuracy of intelligence situation displays maintained with mission-essential information.
M11	Percent	Accuracy of mission-essential information maintained on situation displays.
M12	Percent	Accuracy of data used by operations staff.
M13	Percent	Accuracy of subordinate unit aircraft and missile status.
M14	Percent	Of decisions delayed awaiting appropriate data.
M15	Percent	Of friendly units/organizations and personnel with current status known.
M16	Percent	Of information gets to appropriate people.
M17	Percent	Of time, data presented to decision maker in suitable format.
M18	Percent	Of operational data displays are current.
M19	Percent	Of reinforcing or supporting forces, JFC has accurate information.
M20	Percent	Of reports processed and disseminated to all

		agencies within time limits.
M21	Percent	Of reports with no significant errors.
M22	Percent	Accuracy of information in essential logistics, maintenance, aircraft, missile and personnel reports.
M23	Seconds	To access and display shared local databases.
M24	Yes/No	Demonstrate the ability to manage and process reports to keep Strategic Force Accounting Module (SFAM) current.
M25	Minutes	To transmit SFAM reports after an event or when changes occur.
M26	Time	For reconnaissance aircraft to submit Nuclear Execution and Reporting Plan (NEREP) reconnaissance assessment reports after observations, when in range of National Security Agency/Central Security Service (NSA/CSS) ground facilities.
M27	Time	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M28	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M29	Hours	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>
M30	Minutes	Classified measures are located at <a href="http://www.jwfc.jfcom.smil.mil/ujtl/">www.jwfc.jfcom.smil.mil/ujtl/</a>

## OP 5.1.5 Monitor Strategic Situation

**DJS Approval Date:** 04-SEP-05

**Description:** To be aware of and to understand national and multinational objectives, policies, goals, other elements of national and multinational power (diplomatic, economic, informational), political aim, and the geographic combatant commander's strategic concept and intent. (JP 1, JP 5-00.1, JP 5-00.2, JP 6-02, CJCSM 3500.05)

M1	Hours	Lag in currency of information on adjacent military forces or non-DOD agencies.
M2	Incidents	Where commander surprised by critical/emerging political, economic, or military event (not briefed).
M3	Instances	Of commander learning of emerging theater political,

		economic, or military event from source outside his staff.
M4	Minutes	To obtain information on changes to operational or strategic situation.
M5	Percent	Of time, commander learns of emerging theater political, economic, or military event from staff.

## OP 5.1.6 Preserve Historical Documentation of Joint/Combined Operations or Campaigns

**DJS Approval Date:** 04-SEP-05

**Description:** To collect paper and safeguard, photographic images, electronic documentation, and artifacts of key events, decisions, and observations of joint/combined operation(s) or campaigns to support lessons learned analysis; public affairs efforts, doctrine development, and historical retention and writing. This task includes attending key briefings and meetings, interviewing key personnel to gather first hand observations, facts, and impressions. This task further includes keeping a daily journal of personal observations and key events and packaging and forwarding collected information to appropriate agencies. Prepare and submit contingency historical reports that include required data. (JP 1-0, JP 5-00.2, CJCSI 5320.01, CJCSM 3122.03, CJCSM 3500.05)

M1	Percent	Of decision documents with pre-decisional material available.
M2	Percent	Of key leaders interviewed after the event.
M3	Percent	Of key staff members interviewed after the event.
M4	Percent	Of official documentation (maps, orders, photos) preserved in historical accounts.
M5	Percent	Of operations have enemy versions or accounts available.
M6	Percent	Of records retired or retained (rather than destroyed).
M7	Percent	Of Standard Form (SF) 135s properly completed.
M8	Weeks	From termination of major event until all key personnel interviewed.
M9	Percent	Of battles and engagements with photographic images and electronic documentation available.
M10	Months	Before documents available for lessons learned analysis.

M11	Hours	Before initial status reports are submitted to higher echelons.
M12	Days	Before contingency historical reports and supporting documents are sent to central collection point.
M13	Days	Before after-action reports are submitted to higher echelons.

## OP 5.1.7 Coordinate Combat Camera Activities

**DJS Approval Date:** 04-SEP-05

**Description:** To coordinate combat camera teams and personnel in the joint operations area (JOA) to acquire imagery in support of ongoing operations. Supported activities include intelligence, battlefield damage assessment, information operations (IO), public affairs (PA), deception, training, civil affairs, legal, and history functions. (JP 3-61, JP 5-00.2, DODD 5040.4, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	To dual hat combat camera detachment commander as member of Joint Information Bureau (JIB) when determined necessary.
M2	Hours	To process media and produce imagery for short notice tasking (within JOA).
M3	Hours	To provide finished imagery products to customers in theater.
M4	Hours	To provide finished imagery products to customers in US.
M5	Hours	To respond to and be on scene for short notice tasking (within JOA).
M6	Hours	To review selected combat camera materials (for release, until release, including products to be released by public affairs representatives, prior to delivery to the releasing agency).
M7	Percent	Of presented coverage deemed suitable by customer (i.e., audience attention and share).
M8	Percent	Of subject coverage requests filled.

## **OP 5.1.8 Execute Command, Control, Communications, and Computers (C4) Policies and Procedures for the Joint Operations Area**

**DJS Approval Date:** 04-SEP-05

**Description:** To implement tactics, techniques, and procedures to ensure integrated command, control, communications, and computers (C4) systems for contingency operations. Implement theater information security policies to support daily C4 systems activities. Develop joint task force (JTF) programs and guidance for information security. (JP 3-05, JP 5-00.2, JP 6-0, JP 6-02, CJCSI 6212.01A, CJCSI 8100.01, CJCSM 3122.03, CJCSM 3500.05)

M1	Yes/No	Do commands responsible for C4 systems have policies and procedures for operation and maintenance of these systems?
M2	Instances	Of delay, disruption, or corruption of operational C4 systems due to failure to follow established policies and procedures.
M3	Percent	Of total “down” time for operational C4 systems attributed to failure to follow established policies and procedures.
M4	Yes/No	Commands have restoration plans for critical circuits.

## **OP 5.1.9 Coordinate Information Assurance (IA) Procedures**

**DJS Approval Date:** 04-SEP-05

**Description:** To coordinate information assurance (IA) procedures established by the joint force commander (JFC) for forward deployed operations. (JP 3-13, JP 3-16, JP 5-00.2, CJCSI 3141.01, DODD 3600.1, CJCSI 6510.01B, CJCSM 3141.01, CJCSM 3500.05)

M1	Yes/No	Commands responsible for operation and maintenance of information systems perform risk assessment of potential threats and take appropriate action to respond to those risks which meet the
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		appropriate criteria.
M2	Yes/No	Commands responsible for operation and maintenance of information systems have IA or defensive information operations (IO) memorandums of understanding with commercial communications providers who support information systems.
M3	Yes/No	Commands responsible for design, operation and maintenance of information systems use “red teams” to identify vulnerabilities in those systems.
M4	Percent	Of operational information systems not protected by firewalls, virus detection software and other appropriate defensive IO measures.
M5	Percent	Of operational information system hardware and software components that have backup components to replace them if they fail or are corrupted.
M6	Number	Of redundant communications paths available to connect operational information systems.
M7	Instances	Of operational information systems being disabled, corrupted or compromised through identified adversary IO actions or criminal mischief.
M8	Hours	For appropriate computer emergency response teams (CERTs) to respond, identify and correct operational information system failures attributed to adversary IO action or criminal mischief.

## **OP 5.1.10 Implement Electromagnetic Spectrum Management, Policy, Plans, Programs, and Direction**

**DJS Approval Date:** 04-SEP-05

**Description:** To provide joint task force (JTF) electromagnetic spectrum management. Submit coordinate, and deconflict frequency and host nation (HN) support requests. Anticipate JTF frequency requirements. Disseminate theater/JTF techniques and procedures for frequency management during contingency operations. This task includes developing JTF communications electronic operation instructions (JCEOI), coordinating with subordinate units to ensure effective frequency management, and developing the joint restricted frequency list. (JP 3-0, JP 3-13.1, JP 3-51, JP 6-0, JP 6-02, CJCSI 3220.01, CJCSM 3141.01, CJCSM 3500.05)

M1	Hours	To submit theater frequency requests.
M2	Hours	To submit host-nation supportability requests.
M3	Days	To obtain theater frequency approval.
M4	Days	To obtain host-nation supportability approval.
M5	Days	To develop the JTF communications electronic operating instructions (JCEOI).
M6	Days	To develop the joint restricted frequency list (JFRL).
M7	Hours	To submit satellite access requests (SARs).
M8	Days	To obtain satellite access approval.
M9	Days	To deconflict theater spectrum assignments.

## **OP 5.1.11 Provide Positive Identification of Friendly Forces Within the Joint Operations Area**

**DJS Approval Date:** 04-SEP-05

**Description:** To determine discretely and positively, by any means the individual identity of forces, objects (military formations), or phenomena (such as communications electronic patterns). The objective of this task is to protect friendly and neutral forces, objects, or phenomena from attack by operational level forces or systems. This task facilitates the concentration of effort against the adversary. Under certain circumstances, this task may apply within the United States with limitations for homeland security missions. (JP 3-01, JP 3-01.1, JP 3-09, JP 3-30, JP 3-51, JP 3-52, JP 5-00.2, CJCSM 3500.05)

M1	Hours	Before enemy begins to mimic identification or recognition procedure.
M2	Minutes	To confirm identity of unidentified friendly target.
M3	Percent	Of coalition nations accurately reporting force locations.
M4	Percent	Of force with passive identification interrogation capability employing capability.
M5	Percent	Of friendly aircraft destroyed by friendly air defense.
M6	Percent	Of friendly aircraft destroyed by friendly fire.
M7	Percent	Of friendly casualties from friendly fire.
M8	Percent	Of friendly fire incidents cross-national.

M9	Percent	Of friendly fire incidents cross-service.
M10	Percent	Of friendly forces with procedures or equipment to allow positive identification, employ such procedures or equipment.
M11	Percent	Of positive identification false negatives (friendly identified as enemy).
M12	Percent	Of positive identification false positives (enemy identified as friendly).
M13	Percent	Of friendly casualties, caused by friendly weapon systems.
M14	Percent	Of friendly missiles destroyed by friendly air defense.

## OP 5.1.14 Establish a Collaborative Environment

**DJS Approval Date:** 27-AUG-08

**Description:** Establish a collaborative environment in which joint, multinational, interagency, and non-Department of Defense (DOD) stakeholders share data, information, knowledge, perceptions, ideas, and concepts. (JP 3-0, JP 3-33, JP 5-0)

**Notes:** This task allows a joint force headquarters to optimize the use of time and resources by leveraging the capabilities of a collaborative environment that includes decision-support tools. Collaborative planning can dramatically reduce planning timelines and coordination requirements associated with concurrent staff planning. A collaborative environment facilitates and strengthens communications and shared situational awareness among all stakeholders allowing them to adapt quickly to changing situations. A virtual collaborative environment also can promote force protection by reducing the need for physical meetings and associated travel. Adaptive planning and execution (APEX) procedures are key in collaborative planning among agencies.

M1	Yes/No	Are trained information management officers assigned to the joint force headquarters?
M2	Yes/No	Is there an information management sharing and dissemination plan (i.e. information and knowledge management, digital rules of engagement) for the joint force headquarters and stakeholders?
M3	Yes/No	Are collaborative rules and related processes



		trained and enforced among all agencies and stakeholders?
M4	Number	Of meetings conducted in a virtual collaborative environment.
M5	Number	Of centers, groups, bureaus, cells, offices, elements, boards, and working groups using the virtual collaborative environment for synchronous sharing and asynchronous document posting.
M6	Days	To identify operational and resource requirements for collaboration with partners outside of common operating networks.
M7	Hours	To provide collaboration process training for senior leadership and other key personnel.
M8	Number	Of staff and leadership personnel assessed to determine the effectiveness of the collaboration training.
M9	Yes/No	Has the command established a network or communications system for all force providers to share force location information?
M10	Yes/No	Are the APEX measures synchronized and coordinated (through plans) between agencies so that gaps are addressed and joint force headquarters' missions and objectives met?

## OP 5.2 Assess Operational Situation

**DJS Approval Date:** 05-OCT-07

**Description:** To evaluate and screen information received through reports or the personal observations of the commander against the commander's critical information requirements on the general situation in the theater of operation and conduct of the campaign or major operation. Specifically, this activity includes effects assessment to determine whether task actions are producing intended effects or if task refinement is required. This includes evaluating operational requirements of subordinate task forces and components, and support to other government agencies. (JP 1-0, JP 2-0, JP 2-01, JP 3-0, JP 3-01, JP 3-01.1, JP 3-08V1, JP 3-08VII, JP 3-09, JP 3-10, JP 3-33, JP 3-50, JP 4-0, JP 5-0, JP 6-0, CJCSM 3500.05, DODD 3000.05)

**Notes:** N/A

M1	Hours	For joint force to review or develop flexible deterrent
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		options (after request or occurrence).
M2	Hours	Since update of joint force situation.
M3	Minutes	For commander to forward and disseminate crisis assessment.
M4	Minutes	To access current situation and formulate plan of action.
M5	Percent	Of enemy actions or operations forecast.
M6	Instances	Of time commander/senior staff made aware of emerging political, economic, or military event (which could impact theater) from outside source.
M7	Percent	Of time theater political event of interest occurs without options available.
M8	Hours	For commander to formulate crisis assessment.
M9	Weeks	Before operation plan (OPLAN) submitted, joint force commander (JFC) develops flexible deterrent option(s) (FDOs).

## OP 5.2.1 Review Current Situation (Project Branches)

**DJS Approval Date:** 04-SEP-05

**Description:** To examine operational information developed by senior headquarters, the joint force commander('s) (JFC's) staff, and subordinate components and/or task forces. This includes analyzing the assigned mission (includes assigned strategic military and politico-military objectives) and related tasks in the context of the next higher echelon's campaign plan or operation order, the strategic aim. It also involves combining on hand with incoming information while separating critical from noncritical information. (JP 3-0, JP 5-00.2, CJCSM 3500.05)

M1	Days	Into future, planning branches have been developed.
M2	Percent	Of decision points have branches.
M3	Percent	Of enemy actions or operations affected course of battle, but not forecast.
M4	Percent	Of forecast branches appeared at execution.
M5	Yes/No	Forecast branches reviewed for legal sufficiency.

## OP 5.2.2 Formulate Crisis Assessment

**DJS Approval Date:** 04-SEP-05

**Description:** To analyze the situation through available intelligence and determine whether a military option should be prepared. (JP 5-0, JP 5-00.1, JP 5-00.2)

M1	Hours	Following voice report, hard copy operation report (OPREP) 3 (PINNACLE) report submitted.
M2	Hours	From receipt of intelligence to complete analysis of situation.
M3	Hours	To identify forces available.
M4	Hours	To send voice report to combatant commander (after occurrence of crisis).
M5	Hours	To send voice report to commander (upon request).
M6	Minutes	To forward and disseminate crisis assessment.
M7	Percent	Of available forces identified.
M8	Time	To formulate crisis assessment.

## OP 5.2.3 Project Future Campaigns and Major Operations (Sequels)

**DJS Approval Date:** 04-SEP-05

**Description:** To see beyond immediate battles and estimate enemy's future actions and to anticipate friendly actions for employment of operational forces after each phase of a current campaign or major operation (sequels). This includes consideration of possible local reversals or tactical failures. (JP 2-0, JP 3-0, JP 5-00.2, CJCSM 3500.05)

M1	Days	Of future planning is completed and available.
M2	Percent	Of decision points have sequels.
M3	Percent	Of enemy actions or operations forecast.
M4	Percent	Of identified sequels with course(s) of action (COAs) developed.
M5	Percent	Of possible follow-on operations have preplanned sequels.
M6	Yes/No	Identified sequels with COAs developed are reviewed for legal sufficiency.

## OP 5.3 Prepare Plans and Orders

**DJS Approval Date:** 04-SEP-05

**Description:** To make detailed plans, staff estimates, and decisions for implementing the geographic combatant commander's theater strategy, associated sequels, and anticipated campaigns or major operations. Plans and orders address, among other things, centers of gravity, branches, sequels, culminating points, and phasing. Planning includes organizing an effective staff, structuring and organizing the force, considering multinational capabilities/ limitations, and cross-leveling or balancing Service component, joint, and national command, control, communications, and computers (C4) means. Plans should address specific missions and tasks for subordinate joint or multinational task forces, Service and functional components and supporting commands and agencies. Plans should specify main effort(s) and supporting and supported relationships by phase. Planning also should address rules of engagement for force employment. This activity includes determining solutions to operational level needs. All plans and orders must maximize the operational capability while simultaneously minimizing the risk to the force. (JP 3-0, JP 5-0, JP 5-00.2, CJCSI 3100.01, CJCSM 3500.05)

M1	Hours	After constitution of Joint Planning Group (JPG) (or equivalent) to publish joint force headquarters (HQ) daily battle rhythm.
M2	Hours	To adjust original plan for decisive operations (after recognizing planning assumptions invalid).
M3	Hours	To compile appropriate reports.
M4	Hours	To issue joint force commander's intent and end state (after Chairman of the Joint Chiefs of Staff (CJCS) or combatant commander's warning order).
M5	Minutes	To generate and forward commander's situation reports (SITREP).
M6	Percent	Of enemy actions or operations forecast.
M7	Seconds	To respond to emergency aircraft.
M8	Percent	Of time from activation to unnamed day on which a deployment operation begins (C-Day) used to provide commander's intent.
M9	Minutes	To dispatch emergency action message (EAM).
M10	Minutes	To receive and respond to EAM.
M11	Percent	Accuracy of information in region/sector and gained unit supplemental plans.

M12	Percent	Currency of information in region/sector and gained unit supplemental plans.
M13	Percent	Of time from activation to C-Day used to provide concept of operations.
M14	Yes/No	COAs evaluated to find which were suitable, feasible, acceptable variable, and complete.
M15	Yes/No	Milestone criteria for plan development met.
M16	Yes/No	Concept of operations (CONOPS) developed in time to execute supported combatant commander's course of action (COA).
M17	Hours	To complete executable operational plans and orders (after receipt of commander's estimate).

## OP 5.3.1 Conduct Operational Mission Analysis

**DJS Approval Date:** 04-SEP-05

**Description:** To analyze the assigned mission (includes assigned strategic military and politico-military objectives) and related tasks in the context of the next higher echelon's campaign plan or operation order, and the strategic aim. (JP 3-0, JP 5-0, JP 5-00.1, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Of critical intelligence reports and joint operations area (JOA)-related combatant commander intelligence estimates reviewed prior to mission analysis/end state assessment.
M2	Percent	Of major topics within the joint intelligence preparation of the battlespace (JIPB) for which assessments are conducted.
M3	Percent	Of apportioned forces reviewed for their readiness status.
M4	Yes/No	Time/distance analysis conducted.
M5	Percent	Of available planning time allowed for subordinate planning (after course of action (COA) selected).
M6	Yes/No	Assumptions developed to replace missing or unknown facts that are necessary for continued planning.
M7	Percent	Of assumptions proved to be either invalid or unrealistic and significantly affect the operation

		(i.e., are valid assumptions).
M8	Percent	Of principal joint task force (JTF) staff members who review the combatant commander's planning directive.
M9	Percent	Of limitations (constraints and restraints) identified that significantly affect the operation.
M10	Yes/No	Enemy centers of gravity identified at the tactical, operational, and strategic levels.
M11	Yes/No	Friendly centers of gravity identified at the tactical, operational, and strategic levels.
M12	Percent	Of combatant commander stated tasks derived in operational mission analysis and carried into planning.
M13	Percent	Of implied tasks derived in operational mission analysis and carried into planning.
M14	Percent	Of essential tasks derived in operational mission analysis and carried into planning. Of stated and implied tasks that are identified as essential tasks and included in either the mission statement, commander's intent or concept of operations paragraphs.
M15	Percent	Of forces identified as required to accomplish the essential tasks.
M16	Percent	Of identified risks have a written risk assessment. Of identified significant risks to mission accomplishment and force protection.
M17	Percent	Of identified risks that are determined to be acceptable by the commander.
M18	Yes/No	Mission statement includes who, what, when, where, and why of the mission.

### **OP 5.3.1.1 Identify Desired and Undesired Effects in Developing Operational Objectives**

**DJS Approval Date:** 03-AUG-07

**Description:** To identify and develop desired and undesired effects based on strategic theater and operational objectives. (JP 1-0, JP 2-0, JP 2-01, JP 3-0, JP 3-33, JP 5-0)

**Notes:** An "effect" is a physical or behavioral state of a system that results from an action, a set of actions, or another effect. Desired effects describe specific conditions of system behaviors or capabilities of an adversary that, if attained and maintained, could be expected to reflect the accomplishment of intended objectives. Undesired effects describe system behaviors or capabilities of an adversary that, if attained, would be adverse to the accomplishment of the intended objectives. An unintended effect is a situation when an action results in an effect that is not (or not only) what is intended and Commanders should consider this in their risk assessment. Effects provide the construct for the assessment of progress toward or away from achieving campaign objectives and provide focus for the planning of DOD and complementary non-DOD or coalition activities. Effects should be limited to the number required to achieve the objective, be observable, and describe measurable target system behaviors or capabilities. A desired effect represents a condition for achieving an associated strategic or operational objective. Desire and undesired effects can be created directly or indirectly. Thinking in terms of desired and undesired effects helps commanders and their staffs focus strategic and operational objectives, understand the conditions necessary for success, determine the sequence of actions to create these conditions, and develop more precise assessment measures. (JP 3-0 and JP 5-0 definition)

M1	Days	To review strategic objectives.
M2	Days	To review operational area / focus area considerations, supporting intelligence, and systems analysis products.
M3	Hours	To identify/develop desired effects.
M4	Hours	To identify / develop undesired effects.
M5	Days	To develop strategic and operational desired effects to change adversary's behavior and systems capabilities.
M6	Days	To develop desired effects on the adversary's systems capabilities that creates the conditions necessary to achieve JFC military objective.
M7	Days	To provide an understanding of the systems and their behavior in the operational environment to the subordinate commander to focus the development of desires and undesired effects.
M8	Days	To develop direct desired effects.
M9	Days	To develop indirect desired effects.
M10	Days	To develop operational effects to support the JFC

		operational level objectives.
M11	Days	To develop measurable operational effects to relate to higher level objectives to component missions, tasks, and actions.

### **OP 5.3.1.2 Develop Measures of Effectiveness (MOE)**

**DJS Approval Date:** 03-AUG-07

**Description:** Measures of Effectiveness (MOE) codify those trends of change in system behaviors or capabilities that will be used to assess progress toward or away from achieving effects in support of strategic theater objectives. (JP2-0, JP 2-01, JP 3-0, JP 3-33, JP 5-0)

**Notes:** The intent in developing MOE is to identify the indicators of whether joint force or coalition activities are producing the desired effects. MOE indicators are the observable, measurable system behaviors or capabilities that will provide the data required to conduct MOE trend analysis. MOE indicators and effects assessment criteria are the data thresholds, metrics, and relative weights associated with each effect/effect element that provide the baseline for identifying acceptable progress in achieving planned objectives. These indicators may be tied to specific nodes in order to focus intelligence, surveillance, and reconnaissance planning. When developed, MOE indicators are provided the appropriate guide lines for developing intelligence collection activity and form the basis for an effects assessment collection plan.

M1	Hours	To review desired effects.
M2	Hours	To identify measures of effectiveness (MOE) for desired effects.
M3	Hours	To identify measures of effectiveness (MOE) for undesired effects.
M4	Hours	To develop assessment criteria for measures of effectiveness (MOE) indicators.
M5	Hours	To assign relative weights to desired effects.
M6	Hours	To assign relative weights to desired measures of effectiveness (MOE) and MOE indicators.
M7	Hours	To review measures of effectiveness (MOE) indicators for desired/undesired effects.



### OP 5.3.1.3 Conduct Campaign Assessment

**DJS Approval Date:** 03-AUG-07

**Description:** To provide the commander an assessment of progress toward achieving campaign objectives based on the current and projected assessment of desired and undesired effects attainment, task accomplishment status, and required time lines, with recommendations for corrective action where appropriate. (JP 2-0, JP 3-0, JP 3-33, JP 5-0)

**Notes:** Campaign assessment helps to identify any “delta” between current campaign status and required progress based on campaign design. The results of the campaign assessment process provides the basis for alternative course of action development, resource re-allocation, development of branch and/or sequel plans, and/or adjustments to campaign plan and its decision points.

M1	Hours	To analyze effects assessment results.
M2	Hours	To analyze deficiency analysis results.
M3	Hours	To assess task/mission accomplishment.
M4	Hours	To review strategic objectives/timelines. Identify any “delta” between current and required progress.
M5	Hours	To produce recommendations for adjustments to campaign plans.
M6	Hours	To recommend additional allocation of resources.
M7	Hours	To produce branch/sequel plans.
M8	Hours	To recommend adjustments to campaign decision points.

### OP 5.3.1.4 Conduct Effects Assessment

**DJS Approval Date:** 03-AUG-07

**Description:** To provide the commander with the current status of progress toward or away from attaining desired and/or undesired effects developed in support of strategic theater/campaign objectives. (JP 2-0, JP 3-0, JP 3-33, JP 5-0)

**Notes:** Effects assessment is the process of analyzing trends of changes in system behaviors or capabilities that are exhibited as a result of military or non-military activities conducted by the joint force commander, coalition forces, and non-DOD elements of national power.

Trend analysis for effects assessment is based upon measures of effectiveness (MOE), indicators and criteria developed during planning.

M1	Hours	To correlate and analyze measures of effectiveness indicator data.
M2	Hours	To conduct trend analysis and produce effects assessment summary.
M3	Hours	To conduct deficiency analysis.
M4	Percent	Of indicator data received in a timely manner.
M5	Percent	Of indicator data deemed reliable/credible.
M6	Hours	To review focus area considerations, supporting intelligence, and systems analysis products.
M7	Hours	To identify MOE for desired effects.
M8	Hours	To identify MOE for undesired effects.
M9	Hours	To develop indicators and identify associated nodes for MOE.

### **OP 5.3.1.5 Develop Effects Assessment Criteria**

**DJS Approval Date:** 03-AUG-07

**Description:** To develop criteria for assessing measures of effectiveness (MOE), MOE indicators, and effects. Assessment criteria are the data thresholds, metrics, and relative weights associated with each effected element that provide the baseline for identifying acceptable progress in achieving planned objectives. When approved by the commander, assessment criteria form the basis of the effects assessment process. (JP 2-0, JP 2-01, JP 3-0, JP 3-33, JP 5-0)

M1	Hours	To review desired/undesired effects.
M2	Hours	To review focus area considerations, supporting intelligence, and systems of analysis products.
M3	Hours	To review measures of effect (MOE) and measures of effect (MOE) indicators for desired/undesired effects.
M4	Hours	To develop assessment criteria for measures of effect (MOE) indicators.
M5	Hours	To assign relative weights to measures of effect (MOE) indicators.
M6	Hours	To assign relative weights to desired effects.

## OP 5.3.2 Issue Planning Guidance

**DJS Approval Date:** 04-SEP-05

**Description:** To establish guidance for planning tasks to be accomplished by subordinate commanders and their staffs. This includes initial and subsequent planning guidance. Among other things planning guidance might include constraints and restraints such as rules of engagement for force employment and risk acceptance guidance. (JP 3-0, JP 3-02, JP 3-07.1, JP 5-00.1, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Days	In advance of execution, planning guidance issued to subordinate commands.
M2	Hours	After being notified of mission, joint force commander (JFC) issued or approved initial planning guidance.
M3	Hours	From request for change to rules of engagement (ROE) until approval/denial.
M4	Instances	Of amendments issued to planning guidance (due to requests for clarification).
M5	Incidents	Of misunderstood ROE.
M6	Instances	Of requests for clarification of planning guidance/commander's guidance received from subordinate headquarters.
M7	Percent	Completeness of commander's guidance (i.e., coverage of functional areas).
M8	Percent	Of planning time used by higher headquarters (HQ) to issue guidance.
M9	Percent	Of ROE clearly understood.
M10	Days	For ROE cell to be established by subordinate commands during crisis action planning (CAP).

## OP 5.3.3 Determine Operational End State

**DJS Approval Date:** 04-SEP-05

**Description:** To determine the military end state and set of required conditions that achieve the strategic objectives. There may be a preliminary end state, described by a set of military conditions, when military force is no longer the principal means to the strategic objective. There may be a broader end state that typically involves returning to a

state of peace and stability and may include a variety of diplomatic, economic, informational, and military conditions. (JP 2-0, JP 3-0, JP 5-00.1, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Days	To pass control of operations area to local government or appointed transitional administrative authority (after achieving end state).
M2	Days	Delay in turnover of control of operations area to legitimate or transitional administrative authorities.
M3	Days	To transition control of operations area to civil authority.
M4	Instances	Of revisions to end state conditions.
M5	Percent	Of commanders accepting end state conditions without requests for clarification.

### **OP 5.3.4 Develop Courses of Action/Prepare Staff Estimates**

**DJS Approval Date:** 04-SEP-05

**Description:** To anticipate and define multiple, feasible employment options within the framework of the next senior commander's concept. (JP 0-2, JP 1-0, JP 3-0, JP 5-00.1, JP 5-00.2, CJCSM 3500.05)

M1	Instances	Of course(s) of action (COAs) developed.
M2	Percent	Of nonselected COAs considered for deception.
M3	Percent	Of available planning time allotted for subordinate planning.
M4	Percent	Of COAs acceptable.
M5	Percent	Of COAs distinguishable.
M6	Percent	Of COAs feasible.
M7	Percent	Of COAs presented to commander were suitable, feasible, acceptable and distinct from one another.
M8	Percent	Of COAs suitable.
M9	Hours	To complete a staff estimate after receipt of the warning order.
M10	Hours	To provide the commander with a minimum of three COAs which are suitable, feasible, and acceptable after receipt of the warning order.
M11	Hours	To provide the joint task force (JTF) or combatant

		commander with a commander's estimate after receipt of the warning order.
M12	Instances	Of COAs not reviewed by legal authorities during development.

### OP 5.3.5 Analyze Courses of Action

**DJS Approval Date:** 04-SEP-05

**Description:** To examine or wargame each course of action (COA) to determine its advantages and disadvantages. Each friendly COA is examined or wargamed against each enemy COA. (JP 0-2, JP 2-0, JP 3-0, JP 4-01, JP 5-00.1, JP 5-00.2, CJCSM 3500.05)

M1	Instances	Of limitations (ultimately identified during execution) identified during analysis.
M2	Percent	Of branches and sequels experienced identified in COAs.
M3	Percent	Of capabilities ultimately required identified in planning.
M4	Percent	Of COAs analyzed against potential enemy COAs.
M5	Yes/No	Advantages/disadvantages of COAs identified during analysis.

### OP 5.3.6 Compare Courses of Action

**DJS Approval Date:** 04-SEP-05

**Description:** To analyze the various course(s) of action (COAs) against each other. This can be done by comparing the advantages and disadvantages of each COA previously analyzed or by isolating and comparing decisive factors that are selected based on each situation. (JP 0-2, JP 1-0, JP 3-0, JP 5-00.1, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Of comparison criteria eliminated before comparison.
M2	Percent	Of comparison criteria eventually used, defined and weighted before comparison began.
M3	Yes/No	Comparison criteria selected allowed for definitive comparison of COAs.

## OP 5.3.7 Select or Modify Course of Action

**DJS Approval Date:** 04-SEP-05

**Description:** To decide on the course of action (COA) that offers the best prospect for success. This also includes modifying a COA previously selected. This is a cyclical process. The COAs not selected potentially become sequels and contingencies to phases of the operation as the situation evolves. This enables the commander to respond rapidly to changing situations. (JP 0-2, JP 3-0, JP 5-00.1, JP 5-00.2)

M1	Days	In advance of execution, COAs selected.
M2	Days	Since COAs reviewed.

## OP 5.3.8 Issue Commander's Estimate

**DJS Approval Date:** 04-SEP-05

**Description:** To restate the mission (includes assigned strategic military objectives), develop the concept of operations (CONOPS) (operational movement and firepower), give clear statement of commander's initial intent (aim of entire campaign or major operation), and identify subordinates' tasks and objectives. This task pertains to air, space, land, sea, and special operations forces (SOFs) and those of a supported US government (USG) agency or nation in military operations other than war (MOOTW) (that is, the supported organization's concept and intent). The concept of operations could include: allocation of forces, phasing, means of reinforcing maneuver, firepower, air operation requirements, priorities by phase, naval support, use of combat area (and space systems), SOF employment, special weapons employment, and deception. Special types of operations, for example, amphibious, may include other elements. This task could include a restatement of rules of engagement, risk acceptance authority levels, and other restrictions and constraints. (JP 2-0, JP 3-0, JP 5-00.2, CJCSM 3500.05)

M1	Hours	Before execution, commander's concept and intent issued.
M2	Hours	Before execution, commander's estimate issued.
M3	Hours	To issue commander's estimate (after receipt of warning order).
M4	Percent	Of planning time available, used to issue commander's concept and intent.
M5	Yes/No	Commander's estimate adequately addresses

	commander's intent, subordinate tasks and objectives, and concept of operations for all mission areas.
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## OP 5.3.9 Prepare Campaign or Major Operations and Related Plans and Orders

**DJS Approval Date:** 04-SEP-05

**Description:** To make a plan or order that reflects the concept and intent of the geographic combatant commander's campaign plan or that of a supported commander. Plans include intelligence collection, logistic plans, and rules of engagement (ROE). (JP 3-0, JP 5-0, JP 5-00.1, JP 5-00.2, CJCSM 3500.05)

M1	Days	Prior to hostilities, special operations forces (SOF) allowed to conduct cross-border operations.
M2	Hours	For complete set of executable operational plans and orders (following receipt of commander's estimate).
M3	Hours	To establish Joint Information Bureau (following execute order).
M4	Hours	To prepare plans and orders (after deciding on mission concept and intent).
M5	Percent	Of critical command, control, communications, computers, and intelligence (C4I) architecture nodes identified in operation plan (OPLAN).
M6	Percent	Of functional areas covered in OPLAN.
M7	Percent	Of operations in plan conform to US and international law.

## OP 5.4 Command Subordinate Operational Forces

**DJS Approval Date:** 04-SEP-05

**Description:** To promulgate the interrelated responsibilities between commanders, as well as the authority of commanders in the chain of command. Clear delineation of responsibility among commanders up, down, and laterally ensures unity of command which is a foundation for trust, coordination, and the teamwork necessary for unified military action. All lower echelon commanders must understand their mission

(and communicate to their subordinates), their contribution to achievement of the commander's concept and intent, and their relationship to attainment of a higher or supported commander's operational objectives. This facilitates maximum decentralized conduct of campaigns and major operations utilizing either detailed or mission-type plans and orders as the situation and time permit. (JP 0-2, JP 1, JP 3-0, JP 5-0, JP 5-00.2, CJCSM 3500.05)

M1	Percent	Accuracy of information in plans and orders issued and disseminated to subordinate units.
M2	Percent	Of completed planning documents (e.g., mission analysis, course of action (COA) decision, synchronization matrix) passed to components to allow parallel planning.
M3	Percent	Of planning time joint force allows components.
M4	Percent	Of subordinate commands clear about their immediate objectives.
M5	Percent	Of time joint force commander (JFC) positioned to best affect accomplishment of operational end state for each operational phase.
M6	Percent	Of time joint force staff issued "battle rhythm" standing operating procedure (SOP) for planning use of available time.
M7	Percent	Of time mission-essential intelligence and threat assessments passed within established criteria.
M8	Percent	Of time during crisis action procedures, execution orders initiated or warning relayed.
M9	Percent	Of units visited personally by commander to convey concept and intent.
M10	Minutes	To issue and disseminate threat conditions (THREATCONs) and attack warnings.
M11	Percent	Of time, required expansion into other sectors accomplished.
M12	Minutes	To dispatch deployed weapons teams (DWTs).

## OP 5.4.1 Approve Plans and Orders

**DJS Approval Date:** 04-SEP-05

**Description:** To obtain the commander's approval and the next higher commander's approval of fully rationalized joint/multinational plans and



orders prior to issuance. (JP 3-0, JP 5-0, JP 5-00.1, JP 5-00.2, CJCSM 3500.05)

M1	Hours	To complete plan or campaign plan review and approval.
M2	Hours	To obtain approval of plans and orders.
M3	Instances	Of operation plan (OPLAN) conflicting with standards under conduct of war and international convention.
M4	Percent	Accuracy of information in commander's operations plan to meet established objectives.
M5	Percent	Of accurate deployment orders and notification requirements disseminated within reporting criteria.

## OP 5.4.2 Issue Plans and Orders

**DJS Approval Date:** 04-SEP-05

**Description:** To submit orders, plans, and reports for transmission to subordinate, supporting, or attached units for execution and to adjacent and higher units for coordination. (JP 5-00.2, CJCSM 3500.05, JP 3-0, JP 5-0)

M1	Hours	To issue plan or order (after approved).
M2	Minutes	For commander to forward and disseminate plan of action.
M3	Minutes	To initiate or relay warning or execution order.
M4	Percent	Of commander's threat conditions (THREATCONs) and attack warnings issued and disseminated.

## OP 5.4.3 Provide Rules of Engagement

**DJS Approval Date:** 04-SEP-05

**Description:** To provide operational commander's directive which delineates the circumstances and limitations under which US forces will initiate and/or continue combat engagement. (JP 3-0, JP 3-07.3, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Days	Prior to hostilities, special operations forces (SOF) allowed to conduct cross-border operations.
M2	Hours	From receipt of warning order to submission of rules of engagement (ROE) request.

M3	Hours	To develop general order regarding prohibited and permitted actions for deploying joint force.
M4	Percent	Accuracy of information in ROE changes.
M5	Percent	Of ROE exception determinations followed all procedures.
M6	Percent	Of target attacks violate rules of engagement.

## OP 5.4.4 Synchronize and Integrate Operations

**DJS Approval Date:** 04-SEP-05

**Description:** To arrange land, air, sea, space, and special operations forces in time, space, and purpose to produce maximum relative combat power at the decisive point. This activity includes the vertical and the horizontal integration of tasks in time and space to maximize combat output. Synchronization ensures all elements of the operational force, including supported agencies' and nations' forces are efficiently and safely employed to maximize their combined effects beyond the sum of their individual capabilities. This includes synchronizing support to a supported command. Synchronization permits the friendly commander to get inside the enemy commander's decision cycle. (JP 1, JP 3-0, JP 3-08, JP 5-0, JP 5-00.2, CJCSM 3500.05)

M1	Hours	Delay in initiating phase of operation.
M2	Hours	Prior to execution, joint force has execution matrix with sequence and timing of each component task throughout operation.
M3	Incidents	Of operational missions (e.g., special operations forces (SOF), psychological operations (PSYOP), military deception) executed without coordinating with operating forces in target area.
M4	Incidents	Of potential cross component boundary fratricide identified and eliminated by joint force headquarters.
M5	Percent	Of friendly forces actively contributing to conduct of operation.
M6	Percent	Of joint force or component missions carried out as planned.
M7	Percent	Of subordinate missions executed with requested joint force or component support.
M8	Percent	Of subordinate orders reviewed by joint force staff for

		compliance with joint force commander('s) (JFC's) intent.
M9	Percent	Of assigned and supporting forces commence operation on time (right people, right place, right time).

## OP 5.4.5 Coordinate/Integrate Component, Theater, and Other Support

**DJS Approval Date:** 30-OCT-06

**Description:** To coordinate with allies/coalition partners; US component commands; the geographic combatant commander; and adjacent, subordinate, higher, and supporting organizations to ensure cooperation and mutual support, a consistent effort, and a mutual understanding of the joint force commander's (JFC's) priorities, support requirements, concept and intent, and objectives. (JP 1, JP 3-0, JP 3-08, JP 5-0, JP 5-00.2, CJCSM 3500.05)

**Notes:** This task includes coordinating with ambassadors and Country Teams (as appropriate), other US agencies, and leaders of supported nations. This activity includes but is not limited to coordinating concept development, sustainment support, and supporting component operation plans. Coordination of air, land, sea, space, and special operations support begins early in the process.

M1	Percent Yes/No	Of Local customs, laws, and policies concerning presence of media in AOR nations addressed in OPLAN or other document.
M2	Percent	Of policies and procedures for establishment and coordination of logistics, maintenance, and transportation support completed using JOPES.
M3	Percent	Of requests for support sent directly to combatant commander's Service component.
M4	Percent	Of allies/coalition partners, component commands, combatant commanders, government agencies and supporting organizations adequately represented on the supported headquarters staff.
M5	Yes/No	Coalition support adequately addressed in the JAOP. JOA.

## OP 5.4.6 Conduct Operational Rehearsals

**DJS Approval Date:** 04-SEP-05

**Description:** To coordinate rehearsals for operational level operations or to actually conduct commander and/or staff rehearsals within the headquarters. Rehearsals provide a venue for learning, understanding, and practicing a plan/order in the time available before actual execution. Rehearsing key combat and logistical actions allows participants to become familiar with the operation and visualize the plan. (JP 3-0, JP 3-08, JP 5-00.2, CJCSM 3500.03, CJCSM 3500.05)

M1	Yes/No	Type of rehearsal (e.g., Staff Only, Commander (CDR) & Staff, Partial Force, or Full Force) is specified.
M2	Yes/No	Technique of rehearsal (e.g., Map/Chart, Area/Terrain Board, Models/Simulations Supported, Similar Area, or Actual Area) is specified.
M3	Yes/No	Roles and responsibilities of participants are specified.
M4	Yes/No	Events to be rehearsed are identified and prioritized.
M5	Percent	Of the operation's phases/objectives are rehearsed.
M6	Yes/No	Components reviewed their mission, commander's intent, and concept of operations in relationship to time (i.e., by timelines or phases).
M7	Percent	Of commander's critical information requirements are reviewed by phase of the operation.
M8	Yes/No	Operational movement and maneuver issues are discussed & resolved.
M9	Yes/No	Operational intelligence issues are reviewed & resolved. Enemy actions are realistically portrayed (most likely or most dangerous enemy courses of action).
M10	Yes/No	Operational firepower issues are reviewed & resolved.
M11	Yes/No	Operational support issues are reviewed & resolved.
M12	Yes/No	Operational command and control (C2) issues are reviewed & resolved.
M13	Yes/No	Operational protection issues are reviewed &

		resolved.
M14	Percent	Of developed branch (or contingency) plans are reviewed.
M15	Yes/No	Operations security is maintained throughout the rehearsal.
M16	Yes/No	Major changes are made to the existing plan.
M17	Hours	To document and distribute changes to the original plan as a result of the rehearsal.

## OP 5.4.7 Integrate Computer Investigations and Operations in Computer Network Defense

**DJS Approval Date:** 10-JUN-08

**Description:** To coordinate, facilitate and deconflict computer investigations and operations between investigative and member agencies. (DDOD 8530.1, DODI 8530.2, JP 2-01.2 (Classified), JP 3-33)

**Notes:** This task also integrates the investigative results into the operations and missions of the command and its components for the protection of DOD computer networks and infrastructures. Coordination efforts include interagency law enforcement (LE) and counterintelligence (CI) investigative matters among DOD, federal, and international investigative organizations involving information systems. Additionally, this task involves the release of LE and CI information, when feasible, with appropriate consent from originating agencies to support information sharing across the DOD components in coordination with the geographic combatant commander's Counterintelligence Staff Officer. This task facilitates computer network defense (CND) operations, indications and warnings, and criminal and counterintelligence investigations conducted by the DOD criminal and counterintelligence investigative organizations.

M1	Yes/No	To provide status reports to member Services and outside agencies regarding Joint Task Force-Global Network Operations (JTF-GNO) intrusion sets and planned CND operations.
M2	Hours	To conduct routine dissemination of information derived from investigative operations.
M3	Hours	To provide investigative information to the commander, JTF-GNO, regarding high-interest (named) intrusions/intrusion sets.

M4	Hours	To provide status reports to member Services and outside agencies regarding JTF-GNO (named) intrusion sets and planned CND operations.
M5	Yes/No	Maximize investigative efforts and minimize conflict with CND operational responses.
M6	Percentage	Of known vulnerabilities assessed likely to adversely impact DOD.
M7	Percentage	Monitor and report any threats that physically impact or directly target DOD computer networks and infrastructures.

## OP 5.5 Establish, Organize, and Operate a Joint Force Headquarters

**DJS Approval Date:** 04-SEP-05

**Description:** To establish, organize, and operate a headquarters for the command and control of designated and organized joint and multinational forces under the duly authorized, single, joint force command (JFC). This task includes establishing a joint task force and applies to all levels of war. (JP 0-2, JP 1-0, JP 3-0, JP 3-08, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	For joint force commander to request Department of Transportation (DOT) transfer operational control (OPCON) or tactical control (TACON) of US Coast Guard (USCG) forces identified in operation plan (OPLAN) or request for feedback (RFF) (after receipt of warning order).
M2	Hours	To form joint force staff (from activation order).
M3	Percent	Of joint force actions or operations affected by late arrival of staff augmentees.
M4	Percent	Of joint force augmentees received and integrated into joint force staff in accordance with (IAW) established procedure.
M5	Days	From activation order until headquarters (HQ) fully staffed.
M6	Yes/No	Joint force key billets, distributed on proportionate basis with major forces assigned?
M7	Days	To approve augmentation to newly formed Joint Staff.

M8	Days	To determine and approve joint task force (JTF) structure.
M9	Days	To establish and approve command and control (C2) architecture for JTF.
M10	Percent	Of time from activation to unnamed day on which a deployment operation begins (C-Day) used to determine and approve joint force command arrangements.
M11	Time	To approve Joint Staff augmentation in key positions of responsibility from each Service having significant forces assigned.

## OP 5.5.1 Develop a Joint Force Command and Control Structure

**DJS Approval Date:** 04-SEP-05

**Description:** To establish a structure for command and control of subordinate forces. This task includes assigning or establishing the range of responsibilities for the various boards, centers, cells, and bureaus that aid the commander in exercising command and control (C2) of a joint force. (JP 3-0, JP 3-08, JP 5-00.2, JP 6-02, CJCSM 3500.05, CJCSM 3122.03)

M1	Days	Until joint force headquarters (HQ) staff augmented and in full operation (from alert order).
M2	Days	To issue joint force operation order (OPORD) or plan (from alert order).
M3	Hours	For joint force to identify elements and boards to establish within HQ.
M4	Hours	For joint force staff to select specialized equipment required from joint force establishing commander.
M5	Hours	For joint force staff to select specialized personnel required from joint force establishing commander.
M6	Hours	To complete notification of joint force core staff (after alert order).
M7	Hours	To establish joint force HQs boards, centers, cells, and bureaus.
M8	Hours	To form joint planning group (after alert order).
M9	Hours	To form joint force staff.

M10	Hours	To issue tasking to initial augmentees for newly formed joint task force.
M11	Hours	To obtain approval of joint force command and control (C2) operation plan (OPLAN)/operation order (OPORD) annex.
M12	Hours	To obtain approval of joint force C2 structure.
M13	Hours	Until joint force HQ staff, to include boards, cells, centers, and committees, augmented and in full operation (after alert order).
M14	Incidents	Of friendly forces orders/taskings significantly delayed because of unclear relationships within HQ.
M15	Incidents	Of friendly forces orders/taskings significantly delayed.
M16	Incidents	Of modifications to command structure taking place during execution (combat attrition excepted).
M17	Instances	Of new sections and boards established within joint force (after initial organization).
M18	Minutes	For new joint force staff sections and boards to establish initial communication with opposite numbers on combatant commander staff and in supporting commands.
M19	Percent	Of required augmentees identified in joint force standing operating procedure (SOP) by rank and duty position.
M20	Percent	Of combined force HQ staff composed of non-US personnel.
M21	Percent	Of components with allocated or apportioned forces, suitably represented on combined force staff.
M22	Percent	Of components, involved foreign governments, and nongovernmental organization (NGOs) (suitably) represented on designated joint force staff.
M23	Percent	Of joint force actions or operations affected by late arrival of augmentees.
M24	Percent	Of joint force HQs staff composed of augmentees.
M25	Percent	Of joint force primary subordinate commander's and functional commander's responsibilities identified prior to Phase V of crisis action planning.
M26	Percent	Of joint force staff elements, represent force



		makeup as to numbers, experience, influence of position, and rank among concerned Services making up joint force.
M27	Percent	Of non-DOD agencies and forces participating in operation, identified in command and control annex of joint force OPORD.
M28	Percent	Of required staff positions filled.
M29	Percent	Of required subordinate joint force staff positions filled.
M30	Percent	Of joint force staff augmentees previously trained as augmentees.
M31	Yes/No	Employment of E-3 and North American Aerospace Defense Command (NORAD) Airborne Battle Staff (NABS) operations conforms to established directives.
M32	Percent	Of joint force staff augmentees previously trained as augmentees in same position.
M33	Hours	To establish a joint special operations task force (JSOTF) command and control structure after arrival at a forward staging base (FSB).

## OP 5.5.2 Develop Joint Force Liaison Structure

**DJS Approval Date:** 04-SEP-05

**Description:** To establish a structure to maintain contact or intercommunication between elements of the joint force to ensure mutual understanding and unity of purpose and action. (JP 3-0, JP 3-08, JP 5-00.2, JP 6-0, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	Until joint force liaison structure established (from alert order).
M2	Hours	Since liaison officer(s) (LNOs) attached to joint force headquarters (HQ) last received situation update from own unit.
M3	Incidents	Of friendly forces orders/taskings significantly delayed.
M4	Minutes	For joint force HQ LNOs to contact joint force HQ on behalf of unit to which sent.
M5	Minutes	For joint force staff sections to contact LNO attached

		to joint force HQ.
M6	Minutes	For parent unit to contact their LNO.
M7	Percent	Of adjacent units or agencies with liaison to joint force.
M8	Percent	Of joint force liaison personnel have required security clearances and identification credentials.
M9	Percent	Of unit or agency information missing or late.

### **OP 5.5.3 Integrate Joint Force Staff Augmentees**

**DJS Approval Date:** 04-SEP-05

**Description:** To integrate augmentees into existing staff structure to form a Joint Staff to support a joint force commander (JFC). (JP 1-0, JP 5-00.2, CJCSM 3122.01, CJCSM 3500.05)

M1	Days	Before joint task force headquarters (HQ) prepared to release deployable joint task force augmentation cell (DJTFAC).
M2	Percent	Of augmentee requests issued during execution for immediate augmentation to fill unforeseen needs.
M3	Percent	Of required augmentees identified in joint force standing operating procedure (SOP) by rank and duty position.
M4	Percent	Of required staff positions filled.
M5	Hours	To provide specialized staff personnel.
M6	Percent	Of joint force staff augmentees previously trained as augmentees.
M7	Time	From augmentee arrival until on the watch bill.
M8	Time	To identify expected augmentees based on current callup directed.

### **OP 5.5.4 Deploy Joint Force Headquarters Advance Element**

**DJS Approval Date:** 04-SEP-05

**Description:** To deploy elements of the headquarters (HQ) into the operational area in advance of the remainder of the joint force. This

activity includes collecting and updating information relevant to the predeployment site survey. (JP 1-06, JP 3-08, JP 5-00.2, CJCSM 3500.05)

M1	Hours	For joint force HQ advanced echelon (ADVON) to establish in-country communications with host-nation (HN) and US Department of State (DOS) representatives (after arrival at deployed site).
M2	Hours	For joint force HQ advance element to establish communication links up, down, across (after arrival in operational area).
M3	Hours	For joint force HQ to issue joint force operation order (OPORD) (from receipt of alert order).
M4	Hours	To deploy forward and establish in theater joint force HQ element.

## OP 5.5.5 Establish Command Transition Criteria and Procedures

**DJS Approval Date:** 04-SEP-05

**Description:** To establish continuous, uninterrupted, and unambiguous guidance and direction for command transition. To ensure possession of adequate command, control, communications, computers, and intelligence (C4I) capabilities, specific procedures, adequate communications, connectivity, manning, intelligence support, and command and control (C2) capability for command transitions. (JP 1, JP 3-0, JP 3-07.1, JP 3-08, JP 5-00.2, CJCSM 3500.05)

M1	Hours	Before beginning of transition and redeployment to publish redeployment plan.
M2	Hours	Before execution, command transition plans provided to units.
M3	Percent	Of transitioning units have no gaps in command.

## OP 5.5.6 Establish or Participate in Task Forces

**DJS Approval Date:** 04-SEP-05

**Description:** To establish, or participate in, a functional or single service task force established to achieve a specific limited objective. This task

force may be single service, joint, or multinational. (JP 3-0, JP 5-00.2, CJCSM 3500.05)

M1	Days	For joint force to be dissolved (following achievement of end state).
M2	Days	To recommend organizations to fund various aspects of joint force.
M3	Hours	For functional (multinational) task force to be prepared to conduct operations (from decision to stand up).
M4	Hours	For functional or joint task force to be prepared to conduct operations (from decision to stand up).
M5	Hours	To appoint joint force commander (JFC).
M6	Hours	To define joint operations area (JOA).
M7	Hours	To name commander (after decision taken to stand up subordinate functional or single Service task force).
M8	Hours	To provide directive or mission (after decision taken to stand up subordinate functional or single Service or task force).
M9	Hours	To provide directive with purpose, in terms of desired effect and scope of action required.
M10	Percent	Change in initial headquarters (HQ) manning allocation for functional or single Service task force, without change in mission.

## OP 5.5.7 Conduct Joint Force Staff Operations

**DJS Approval Date:** 04-SEP-05

**Description:** To organize, direct, and coordinate the activities of the joint force staff to efficiently support the joint force commander (JFC) and execute the theater military strategy. This task includes developing staff operating procedures, delimiting watchbill responsibilities, and determining facility support requirements. (JP 0-2, JP 5-00.2, CJCSM 3500.05)

M1	TBD	TBD
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## OP 5.5.8 Provide Joint Force Staff Facilities and Equipment

**DJS Approval Date:** 04-SEP-05

**Description:** To provide the facilities and equipment to conduct joint force staff operations. This task includes providing the communications equipment, computer systems, working spaces, and life support facilities necessary for the joint force staff to perform command, control, asset visibility, and planning tasks during all operations. (JP 5-00.2, CJCSM 3500.05)

M1	Days	To provide sustainable, survivable and securable facility(s) for Joint Air Operation Centers (JAOCs).
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## OP 5.5.9 Establish a Joint Mission-Essential Task List (JMETL) for a Joint Force

**DJS Approval Date:** 10-JUN-08

**Description:** To analyze applicable tasks derived through mission analysis of joint operation plans and external directives, to develop a joint force commander's list of priority tasks. These priority tasks represent a commander's joint warfighting requirements based on assigned missions. (CJCSI 3500.01D, CJCSM 3500.03B, CJCSM 3500.05A, JP 1, JP 3-0, JP 5-0)

**Notes:** Establish supporting conditions and standards for each task in the JMETL for joint collective, individual, and staff training. Select only those tasks that are essential to accomplish the organization's mission(s).

M1	Yes/No	The Joint Force Commander's priority warfighting requirements were used to develop JMETS.
M2	Yes/No	The organization's mission and assigned OPLANs, CONPLANs, OPORDs, and Theater Security Cooperation Plans were reviewed to identify JMETS.

## OP 5.6 Coordinate Operational Information Operations (IO)

**DJS Approval Date:** 04-SEP-05

**Description:** To coordinate the use of operations security, military deception, psychological operations, electronic warfare, and physical destruction, mutually supported by intelligence, in order to deny information, influence, degrade, or destroy adversary information, information-based processes, and information systems, and to protect one's own against such actions. Under certain circumstances, this task may apply within the United States with limitations for homeland security missions. (JP 3-0, JP 3-13, JP 5-00.2, CJCSI 3110.09, CJCSI 3210.01, CJCSI 6510.01B, CJCSM 3500.05)

M1	Yes/No	Do operational information operations (IO) coordination policies and procedures exist?
M2	Yes/No	Does an operational IO planning/coordination cell exist?
M3	Yes/No	Are organizational IO planners from all appropriate elements, activities, joint directorates, supporting agencies and organizations involved in development and coordination of operational IO plans and actions?
M4	Hours	To identify qualified personnel from various elements, activities, joint directorates, supporting agencies and organizations and augment operational IO cell after onset of planning requirements.
M5	Hours	To identify required operational IO information necessary for IO planning after onset of planning.
M6	Hours	To task intelligence community and other operational support organizations and agencies to fill information requirements for IO planning.
M7	Percent	Of identified operational IO information requirements unfilled at time-critical points in the planning process.
M8	Yes/No	Are appropriate allied and coalition IO resources and capabilities factored into operational IO plans and actions?
M9	Hours	To get joint force commander (JFC) approval for proposed operational IO plans and actions.
M10	Instances	Of uncoordinated IO actions causing disruption or delay of operational plans and objectives.
M11	Hours	To modify operational IO plans and actions due to operational contingencies.
M12	Instances	Of operational IO plans or objectives being delayed,

		defeated, or disrupted due to adversary offensive IO actions.
M13	Percent	Of operational IO cell nominated “targets” struck with lethal or nonlethal means during the timeframe planned for in the IO appendix or other planning document.
M14	Days	To conduct battle damage assessment of operational IO “targets” struck with lethal and nonlethal means after receipt of information.
M15	Percent	Of operational IO cell nominated “targets” restruck when recommended by battle damage assessment reporting from initial strike.
M16	Percent	Of operational IO objectives verifiably achieved.

## OP 5.6.1 Integrate Operational Information Operations

**DJS Approval Date:** 04-SEP-05

**Description:** To integrate the offensive and defensive actions involving information, information-based processes, information systems, and psychological operations (PSYOP) activities. This includes information operations (IO) actions to prevent effective operational command and control of adversary forces by influencing, degrading, or destroying their operational command and control (C2) system and protecting friendly C2 through a planned protection effort. This task includes the integration of such activities with the other elements of the campaign plan and major operations and their execution. (JP 3-13, JP 5-00.2, JP 6-02, CJCSI 3210.01, CJCSI 6510.01, CJCSM 3500.05)

M1	Instances	Of uncoordinated operational IO element or activity actions causing disruption or delay of US or allied plans and objectives.
M2	Hours	To modify operational level IO plans and actions due to operational contingencies.
M3	Instances	Of US or allied plans or operational objectives being delayed, defeated, or disrupted due to adversary offensive IO actions.
M4	Percent	Of operational IO cell nominated “targets” struck with lethal or nonlethal means during the timeframe planned for in the IO appendix or other planning document.

M5	Days	To conduct battle damage assessment of IO “targets” struck with lethal and nonlethal means after receipt of information.
M6	Percent	Of operational IO cell nominated “targets” restructured when recommended by battle damage assessment reporting from initial strike.
M7	Percent	Of operational IO objectives verifiably achieved.

## **OP 5.6.2 DELETED - Plan and Integrate Operational command and control warfare (C2W)**

## **OP 5.6.3 Conduct Military Deception (MILDEC) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To conduct military deception (MILDEC) to cause the operational level adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission by deliberately misleading adversary decision makers as to friendly military capabilities, intentions, and operations. (CJCSI 3121.01B (S), CJCSI 3210.01B (S), CJCSI 3211.01D (S), CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3213.02B, DODD 2311.01E, JP 3-0, JP 3-13, JP 3-13.1, JP 3-13.3, JP 3-13.4)

**Notes:** Operational MILDEC influences the decisions of adversary commanders before, during, and after battle so the tactical outcome can be exploited at the operational level.

M1	Days	To form the deception planning cell.
M2	Yes/No	Have existing higher headquarters (HHQ) plans been reviewed for deception applicability?
M3	Annually	Since last review of existing HHQ deception plans.
M4	Annually	Since last review of existing operational level plans for deception applicability.
M5	Days	To validate existing deception plan.
M6	Hours	To initiate the deception execution cycle.
M7	Yes/No	Has execution of MILDEC plan been evaluated?
M8	Yes/No	Has MILDEC termination criteria been achieved?



M9	Yes/No	Is MILDEC termination criteria being monitored?
M10	Hours	To provide deception support to crisis action planning.
M11	Yes/No	Have deception priority intelligence requirements been developed?
M12	Yes/No	Have feedback requirements in conjunction with intelligence community (IC) been developed?
M13	Yes/No	Is MILDEC plan security being continuously monitored?
M14	Percent	Of joint MILDEC planners billets filled.
M15	Percent	Of assigned joint MILDEC planners that have attended joint MILDEC training course.
M16	Yes/No	Has joint MILDEC planner augmentation been requested?

### **OP 5.6.3.1 Coordinate Military Deception (MILDEC) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To coordinate, integrate, deconflict, and synchronize operational level military deception (MILDEC) with higher, adjacent, subordinate and supporting staffs. (CJCSI 3121.01B (S), CJCSI 3210.01B (S), CJCSI 3211.01D (S), CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3213.02B, DODD 2311.01E, JP 3-0, JP 3-13, JP 3-13.1, JP 3-13.3, JP 6-0, JP-3-13.4)

**Notes:** This task will be conducted via authorized MILDEC secure channels.

M1	Yes/No	Has deception plan been integrated with higher headquarters (HHQ) plans?
M2	Yes/No	Has deception plan been synchronized with ongoing activities?
M3	Yes/No	Have supporting deception planning efforts been integrated?
M4	Yes/No	Have deception planning efforts been deconflicted?
M5	Yes/No	Are ongoing deception efforts coordinated vertically and horizontally?
M6	Yes/No	Is deception termination coordinated vertically and

		horizontally?
M7	Yes/No	Are security requirements being coordinated?
M8	Yes/No	Are authorized MILDEC secure channels being used to coordinate the deception plan separately from the supported plan?

## OP 5.6.4 Conduct Electronic Warfare (EW) in the Joint Operations Area (JOA)

**DJS Approval Date:** 6-NOV-08

**Description:** To conduct military electronic warfare (EW) actions involving the use of electromagnetic energy, directed energy, or antiradiation weapons to control the electromagnetic spectrum or to attack the enemy in the Joint Operations Area (JOA). (CJCSI 3121.01B (S), CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSI 3320.03A, CJCSM 3122.03C, CJCSM 3320.01B, JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 3-33)

**Notes:** N/A

M1	Yes/No	Does operational EW guidance exist?
M2	Yes/No	Is EW integrated into current operational planning?
M3	Yes/No	Joint force commander (JFC) EW staff (JCEWS) established?
M4	Percent	Of EW target sets paired to weapons platforms.
M5	Yes/No	Have operational level EW target sets been prioritized with theater level planners?
M6	Yes/No	Are sufficient EW assets available to prosecute identified EW target sets to create desired effects?
M7	Percent	Of EW target sets required to be prosecuted to create desired effects.
M8	Yes/No	Are operational level aspects of EW incorporated in rules of engagement (ROE)?
M9	Yes/No	Have operational level EW capability gaps been identified?
M10	Yes/No	Have identified EW capability gaps been reported to theater level?
M11	Percent	Of EW targets not attacked due to capability gaps.
M12	Yes/No	Is there intelligence support to EW?

M13	Yes/No	Is adequate operational EW knowledge/technical expertise available?
M14	Semi-Annually	Since last joint manning document review for EW augmentee/manning requirements.
M15	Yes/No	Have EW training gaps been identified?
M16	Yes/No	Is a plan in place to mitigate identified EW training gaps?
M17	Yes/No	Has an EW threat analysis been conducted?
M18	Yes/No	Have Jamming Control Authority (JCA) procedures been established?
M19	Yes/No	Is EW integrated into the intelligence collection plan?
M20	Yes/No	Has the theater EW plan been reviewed and supplemented as required?
M21	Yes/No	Are EW assessment processes in place?
M22	Yes/No	Are required technical support/tools available to support EW operations (software, modeling and simulation, terminals, secure communications, secure facilities, reachback, etc.)?
M23	Percent	Of targeted adversary information conduits jammed, penetrated, corrupted, or monitored.
M24	Percent	Of tasked EW operations conducted that created desired effects.

### **OP 5.6.4.1 Coordinate Electronic Warfare (EW) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To coordinate military electronic warfare (EW) actions involving the use of electromagnetic energy, directed energy, or antiradiation weapons to control the electromagnetic spectrum or to attack the enemy in the Joint Operations Area (JOA). (CJCSI 3121.01B (S), CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSI 3320.03A, CJCSM 3122.03C, CJCSM 3320.01B, JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 3-18, JP 3-33, JP 3-60)

**Notes:** N/A

M1	Yes/No	Is EW synchronized with other core, supporting, and related capabilities of information operations
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		(IO)?
M2	Yes/No	Has EW been coordinated with the spectrum management plan (to include joint restricted frequency list (JRFL))?
M3	Yes/No	Is operational level EW coordinated with multinational partners?
M4	Yes/No	Is operational level EW coordinated with interagency partners?
M5	Yes/No	Is adversary EW to include navigation warfare included in planning?
M6	Yes/No	Is EW guidance established with component organizations?
M7	Months	Since last review of operational EW guidance.
M8	Percent	Of joint task force (JTF) exercises/war games/experiments that include EW.
M9	Yes/No	Has EW reprogramming information been disseminated?
M10	Yes/No	Has legal review of EW operations been accomplished?

## **OP 5.6.4.2 Conduct Electronic Attack (EA) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To conduct electronic attacks (EAs) involving the use of electromagnetic (EM) energy, directed energy (DE), or antiradiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability in the Joint Operations Area (JOA). (CJCSI 3121.01B (S), CJCSI 3210.01B (S), CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSI 3320.03A, CJCSM 3122.03C, CJCSM 3320.01B, JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 3-18, JP 3-33, JP 3-60)

**Notes:** EA includes: 1) actions taken to prevent or reduce an enemy's effective use of the electromagnetic spectrum, such as jamming and electromagnetic deception, and 2) employment of weapons that use either electromagnetic or directed energy as their primary destructive mechanism (lasers, radio frequency weapons, particle beams) and 3) includes both offensive and defensive activities to include countermeasures.

M1	Yes/No	Is a process in place to coordinate offensive and defensive EA resources to meet operational objectives?
M2	Yes/No	Has electronic warfare (EW) reprogramming information been disseminated?
M3	Percent	Of operation plans (OPLANs), operations orders (OPORDs), and component plans that have integrated plan for EA.
M4	Percent	Of operational phases that include EA plans.
M5	Percent	Of EA on adversary targets that created desired effects.
M6	Percent	Of EA on adversary without adverse effects on friendly systems.
M7	Yes/No	Has intelligence provided EA assessment to operational forces?
M8	Percent	Of EA missions coordinated with electronic warfare support (ES).
M9	Hours	To initiate EA after order.
M10	Percent	Of tasked EA conducted.
M11	Percent	Reduction in enemy use of electromagnetic spectrum (EMS)
M12	Percent	Movement/consolidation (herding) in enemy use of EMS during/after EA.
M13	Yes/No	Is frequency deconfliction plan developed?
M14	Yes/No	Is EA included in the joint targeting process?
M15	Yes/No	Is EA synchronized with other fires?

### **OP 5.6.4.3 Conduct Electronic Warfare Support (ES) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To conduct electronic warfare support (ES) actions tasked by, or under direct control of, an operational commander to search for, intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic (EM) energy for the purpose of immediate threat recognition, targeting, planning and conduct of future operations in the Joint Operations Area (JOA). (CJCSI 3210.03B (S),

CJCSI 3320.01B, CJCSM 3320.01B, JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 3-60)

**Notes:** ES data can be used to produce signals intelligence, provide targeting for electronic or destructive attack, and produce measurement and signature intelligence (MASINT).

M1	Yes/No	Has a plan been developed for intelligence support to ES operations?
M2	Yes/No	Has electronic warfare (EW) reprogramming information been disseminated?
M3	Yes/No	Has an operational level ES plan been established?
M4	Yes/No	Has the operational level plan for ES been coordinated with theater level planning?
M5	Yes/No	Are assets available to satisfy ES requirements?
M6	Yes/No	Is there a procedure in place to request ES from theater/national sources?
M7	Yes/No	Have intelligence support requirements been identified for ES?
M8	Yes/No	Is there a procedure in place to request intelligence support to satisfy ES requirements?
M9	Yes/No	Is there a procedure in place for rapid EW reprogramming?
M10	Percent	Of ES missions coordinated with electronic attack (EA).

## **OP 5.6.4.4 Conduct Electronic Protection (EP) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To conduct electronic protection (EP) actions (passive and active) taken to protect personnel, facilities, and equipment from any effects of friendly or enemy use of the electromagnetic spectrum (EMS) that degrade, neutralize, or destroy friendly combat capability in the Joint Operations Area (JOA). (CJCSI 3210.03B (S), CJCSI 3210.04 (S), CJCSI 3320.01B, CJCSI 3320.02C, CJCSM 3320.01B, CJCSM 3320.02A, JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 3-60)

**Notes:** Examples include spectrum management, electromagnetic (EM) hardening, emission control (EMCON), and use of wartime reserve modes (WARM). (1) EP includes actions taken to ensure friendly use of the EMS,

such as frequency agility in a radio, or variable pulse repetition frequency in a radar. (2) EP should not be confused with self-protection.

M1	Yes/No	Is there intelligence threat assessment on adversary electronic warfare (EW) capabilities?
M2	Percent	Of platforms, facilities and units vulnerable to adversary electronic warfare (EW).
M3	Yes/No	Are processes developed to minimize adversary EW to include navigation warfare and directed energy capabilities?
M4	Yes/No	Is electromagnetic interference reporting program implemented?
M5	Yes/No	Is electromagnetic interference mitigation plan implemented?
M6	Yes/No	Has EW reprogramming information been disseminated?
M7	Yes/No	Is electronic masking plan implemented?
M8	Minutes	To disseminate updates to EW mitigation plans (WARM implementation, communication plan adjustments, cryptographic changes, and EW masking).

## OP 5.6.6 Synchronize Computer Network Warfare (NW) Capabilities

**DJS Approval Date:** 03-AUG-07

**Description:** Synchronize operational and tactical computer network warfare (NW). (JP 3-13, JP 3-13.1)

**Notes:** NW is the employment of computer network operations capabilities that support the employment of computer network operations with the intent of denying adversaries the effective use of their computers, information systems, and networks; while ensuring the effective use of our own computers, information systems, and networks.

M1	Yes/No	Develop, coordinate and maintain an integrated NW Concept of Operations (CONOPS).
M2	Yes/No	In coordination with JFCC NW, develop NW campaign plans to support Combatant Command mission objectives, to include integration with supporting operational and tactical level plans, such

		as OPLANs, CONPLANs, FUNCPLANs, and SUPPLANs as directed by headquarters.
M3	Yes/No	Develop Courses of Action (COAs) recommendations to identify and / or mitigate risks and gaps in support of functional and geographic combatant commander requirements.

## **OP 5.6.9 DELETED - Provide Electronic Warfare (EW) Capability**

**DJS Approval Date:** 6-NOV-08

## **OP 5.7 Coordinate and Integrate Joint/Multinational and Interagency Support**

**DJS Approval Date:** 04-SEP-05

**Description:** To coordinate with elements of the joint force, allies/coalition partners, and other government agencies to ensure cooperation and mutual support, a consistent effort, and a mutual understanding of the joint force commander('s) (JFC's) priorities, support requirements, concept and intent, and objectives. (JP 3-0, JP 3-08, JP 5-0, JP 5-00.2)

M1	Days	For joint force to successfully integrate coalition force doctrinal differences.
M2	Days	To obtain commitment of support from allies (after submitting request).
M3	Hours	To establish coordination process with American Embassy (AMEMBASSY) and allied coalition partners (after establishment of joint force).
M4	Percent	Of agencies found in operations area at execution, known to joint force during planning.
M5	Percent	Of allied support requirements filled at time of execution.
M6	Percent	Of allies/coalition partners or other government agencies, participate in operation.

### **OP 5.7.1 Ascertain National or Agency Agenda**



**DJS Approval Date:** 04-SEP-05

**Description:** To bring out the unstated agendas of each participant in a joint or multinational effort; to understand each nation or agency's individual goals within the framework of a joint or multinational effort; to adjust to the perceptions and needs of each participant in a joint or multinational effort. This task includes understanding how a member's individual goals can affect conflict termination and the desired end state. (JP 3-0, JP 3-08, JP 5-00.2, CJCSM 3500.05)

M1	Instances	Of coalition nation or non-DOD agency goals, of which joint force commander was unaware.
M2	Incidents	Of refusal by coalition or agency partner to support operation.
M3	Percent	Of allied and coalition support requirements identified at (or after) execution.
M4	Percent	Of allies or coalition partners provide their proposed end state.
M5	Percent	Of US government (USG) agencies provide their proposed end state.

## **OP 5.7.2 Determine National/Agency Capabilities and Limitations**

**DJS Approval Date:** 04-SEP-05

**Description:** To take action to determine multinational force or agency capabilities, strengths, and weaknesses in order to match missions with capabilities and exploit special or unique capabilities of member forces or agencies. (JP 3-0, JP 3-08, JP 5-00.2, CJCSM 3500.05)

M1	Days	To obtain commitment of support from allies (after submitting request).
M2	Percent	Of allies/coalition partners or other government agencies actively contributing to conduct of operation.
M3	Percent	Of execution taskings to coalition partners or agencies accepted.
M4	Percent	Of allies or coalition partners or other US government (USG) agencies, share their concept of operations (CONOPS) and plans with joint force.

## OP 5.7.3 Develop Multinational Intelligence/Information Sharing Structure

**DJS Approval Date:** 04-SEP-05

**Description:** To optimize each member nation's intelligence and information capabilities, incorporate and exploit those capabilities, determine what information may be shared with multinational partners, and to provide member forces a common intelligence picture tailored to their requirements and consistent with disclosure policies of member nations. (JP 2-0, JP 2-01, JP 3-0, JP 3-07.1, JP 3-08, JP 3-13, JP 5-00.2, CJCSM 3500.05)

M1	Days	From receipt of request for support from allies to determination of releasability.
M2	Days	From receipt of request for support from non-DOD US agencies to determination of releasability.
M3	Days	To obtain commitment of support from allies (after submitting request).
M4	Days	To obtain commitment of support from non-DOD US agency (after submitting request).
M5	Percent	Of intelligence information shared among all multinational partners.
M6	Percent	Of intelligence information shared with one multinational partner shared with all partners.
M7	Percent	Of national forces and agencies operating with joint task force (JTF) have intelligence sharing arrangement.
M8	Percent	Of needed information, not passed to allies (because of classification).
M9	Percent	Of needed information passed to allies.
M10	Yes/No	Nuclear, Biological, and Chemical Warning and Reporting System (NBCWRS) established with all coalition members.

## OP 5.7.4 Coordinate Plans with Non-DOD Organizations

**DJS Approval Date:** 04-SEP-05

**Description:** To facilitate exchange of operational information, ensure coordination of operations among coalition or agency forces, and provide a forum where routine issues can be resolved informally among staff officers. This task is facilitated by robust liaison (see OP 5.5.2). It specifically involves the exchange of plans prior to publication to obtain feedback from other members of the coalition or agencies for incorporation into the final plans. Procedures such as control of attacking aircraft, maneuver control, and fire support coordinating measures, and requests for supporting fires should be standardized as part of the plan to prevent fratricide. (JP 3-0, JP 3-08, JP 3-13, JP 3-57, JP 5-00.2, CJCSM 3500.05)

M1	Days	Before execution, plans released to coalition members.
M2	Days	From determination of releasability to actual receipt of information by allies.
M3	Days	From receipt of request for support from allies to determination of releasability.
M4	Days	From receipt of request for support from non-DOD US agencies to determination of releasability.
M5	Days	To respond to request for support from allies.
M6	Percent	Of agencies in operations area at execution known to joint force during planning.
M7	Percent	Of coalition partners reviewed plans prior to publication.
M8	Percent	Of validated allied support requirements filled at execution.
M9	Yes/No	Nuclear, Biological, and Chemical Warning and Reporting System (NBCWRS) established with non-DOD organizations.

## OP 5.7.5 Coordinate Host-Nation Support

**DJS Approval Date:** 04-SEP-05

**Description:** To coordinate host-nation (HN) support in the joint operations area (JOA) to ensure the most effective fit with military and contracted support capabilities. As part of this task the joint force commander (JFC) supports the HN with training and equipment as necessary. (JP 1-06, JP 3-0, JP 3-08, JP 3-10.1, JP 4-0, JP 5-00.2, CJCSM 3500.05)

M1	Hours	For host-nation support (HNS) response to request for support under existing agreement.
M2	Percent	Of DOD time standard, taken by HNS to accomplish job.
M3	Percent	Of joint force support personnel administer HNS (e.g., trainers, supervisors, security).
M4	Percent	Of joint force support requirements met by HNS.
M5	Percent	Of requests for HNS rejected.
M6	Percent	Of available HN maintenance supply replenishment and distribution assets integrated into meeting operational requirement.
M7	Percent	Of replenishment requirements met by HN support.
M8	Personnel	Supplied by HN to support facilities construction.
M9	Percent	Of lease/rental costs of real estate/real property assets paid by HN.
M10	Percent	Of real estate acquired by HNS, lease or rent.
M11	Days	To coordinate for HN support in providing facilities and real estate in support of operational campaign.

## OP 5.7.6 Coordinate Coalition Support

**DJS Approval Date:** 04-SEP-05

**Description:** To coordinate coalition support activities to provide the combined force commander the means to acquire coalition force status and capabilities. Accomplished through command, control, communications, and computers (C4) systems or liaison teams between elements of a coalition, these activities are often focused on efficient command and control and prevention of fratricide. (JP 2-0, JP 3-0, JP 3-08, JP 3-16, JP 4-0, JP 5-00.2, JP 6-0, CJCSM 3122.03, CJCSM 3500.05)

M1	Hours	Since coalition nation last reported force status.
M2	Percent	Of coalition nations accurately reporting force locations.
M3	Percent	Of coalition nations allowing audit of force status or capability reporting.
M4	Percent	Of coalition nations fully reporting force capability.
M5	Percent	Of coalition nations fully reporting force status.
M6	Percent	Of coalition forces have required interoperable

		command, control, communications, computers, and intelligence (C4I) systems in place.
M7	Percent	Of coalition nations represented on combined force staff.

## OP 5.7.7 Conduct Civil Administration Operations

**DJS Approval Date:** 04-SEP-05

**Description:** To conduct, when approved by the Secretary of Defense, certain functions of civil government. In friendly territory, with the agreement of the government of the area concerned, the task is to exercise certain authority normally the function of local government. In occupied hostile territory, to exercise executive, legislative, and judicial authority until an indigenous civil government can be established. (JP 3-57.1, CJCSM 3500.05)

M1	Days	To establishment of military government (after occupation of area).
M2	Hours	To develop request for Secretary of Defense (SecDef) guidance.
M3	Hours	Before required, SecDef guidance or direction requested.
M4	Months	To prepare plan for local self-government.
M5	Months	To prepare populace for local self-government.
M6	Percent	Nutrition improvement in civil populace in hostile territory, after establishment of military government.
M7	Percent	Of children attending school.
M8	Percent	Of day under curfew.
M9	Percent	Of indigenous forces trained to conduct civil administration within contested areas.
M10	Percent	Of joint force dedicated to civil administration activities.
M11	Percent	Of population under curfew.

## OP 5.7.8 Coordinate Consequence Management in the Joint Operations Area

**DJS Approval Date:** 19-SEP-05

**Description:** Moved to OP 7.4 (None)

## OP 5.7.9 Coordinate Interagency and Multinational Support

**DJS Approval Date:** 05-OCT-07

**Description:** Military (including stability) operations planning, training, and exercising must be conducted within the authorities as established by the USC, Secretary of Defense and combatant commander for subordinate sub-unified commands, joint task forces and joint functional component commands. Synchronization and de-confliction of activities must occur among joint, interagency, intergovernmental, nongovernmental, and multinational organizations. The roles and relationships among all participating agencies must be clearly understood. Success will depend largely on the ability to collaborate all elements of national power. (JP 1-0, JP 2-01, JP 3-0, JP 3-07.1, JP 3-08, JP 3-13, JP 3-13.1, JP 3-16, JP 3-34, JP 3-57, JP 4-0, JP 5-0, JP 6-0, DODD 3000.05)

**Notes:** N/A

M1	Yes / No	Was an AATF stood up and placed under command of a single headquarters?
M2	Yes / No	Were essential C2, communication, and computer systems accessible by all units of the AATF?
M3	Yes / No	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	Yes / No	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	Yes / No	Were airlift assets in direct support of the ground combat unit?
M6	Yes No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	Yes / No	Were processes available to protect electronic

		systems from exploitation and attack?
M8	Yes / No	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	Yes / No	Did AATF leaders include provisions for medical evacuating of casualties?
M10	Yes / No	Did the AATF include a special operations C2 element to accompany the assault force?

## OP 5.7.10 Determine Operational End State

**DJS Approval Date:** 10-JUN-08

**Description:** To provide the linkage between the combatant commanders (CCDRs) and the Joint Interagency Coordination Group, non-DOD organizations, the Joint Staff, and Office of Secretary of Defense, for facilitating definitions and clarification of strategic guidance, intent, aims, and end state. To provide links to multinational considerations and contributions ensuring that strategic policy planning guidance and intent at the national level are included in all CCDR's, JTF CDR's and coalition level implementing plans. To request other government agency/NGO and intergovernmental organization inputs to the CCDR Political/Military Planner, for coordination of strategic and operational goals and activities, assets, personnel, and mission intent with that of the CCDR's planned end state. (JP 3-0, JP 3-08Vol I, JP 3-08Vol II, JP 3-16, JP 3-57, JP 5-0, NSPD-44)

**Notes:** The HQ, commands, and agencies involved in joint operation planning or committed to conduct military operations are collectively termed the Joint Planning and Execution Community (JPEC). The JPEC consists of the CJCS and other members of the JCS, the Joint Staff, the Services and their major commands, the combatant commands and their subordinate commands, and the combat support agencies.

M1	Days	To develop coordination linking procedures between the CCDR staff, JTF staff, the interagency community, non-government agencies, intergovernmental organizations and NGOs for formulating strategic and operational activities during contingency and crisis action planning.
M2	Days	To establish planning procedures between the CCDR's staff and the Office of the Coordinator for Reconstruction and Stabilization for coordination and integration of forces conducting present and

		future joint operations in the CCDR's AOR.
M3	Hours	To establish procedures with American embassy and applicable DOS bureaus, as appropriate, to plan and coordinate present and future operations in focus area.
M4	Hours	To establish procedures for the coordination and integration of civil-military operations (CMOs) in support of the JTF CDR's objectives and end state.
M5	Hours	To provide CJCS staff with proposed interagency coordinated participation in support of the JTF CDR's assigned mission.
M6	Hours	To establish procedures for the coordination and integration of CMOs in support of the JTF CDR's objectives and end state.
M7	Yes/No	To provide the CCDR and CJCS with a planned and coordinated concept of operation to support the JTF CDR's mission.
M8	Hours	To coordinate with key civilian intergovernmental organizations and NGOs via appropriate channels, which can provide and/or assist in the provision of aid to the host population. To coordinate with key civilian intergovernmental organizations international and regional agencies, via appropriate channels, that can provide and/or assist in the provision of aid to the host population."
M9	Hours	To provide guidance on the developing situation to facilitate the planning effort of the CCDR.
M10	Days	To establish the Joint Planning and Execution Community integrating interagency and multinational partners into planning efforts as appropriate in the conduct and planning of military operations.
M11	Days	To ensure that operational planning guidance and intent of the CCDR are included in all JTF, politico-military, and coalition planning.
M12	Hours	To request agency/ NGO inputs to the JTF Planner, for coordination of activities, assets, personnel, and missions with the planned end state.



## **OP 5.7.11 Execute Theater Security Cooperation Plans (TSCP)**

**DJS Approval Date:** 11-JUN-08

**Description:** To execute combatant command Theater Security Cooperation Plans (TSCPs) at the geographic combatant command (GCCs), subunified command, Service component command, and joint task force (JTF) levels, in order to build relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to host nations. (DODD 7730.65, Defense Security Cooperation Guidance, JP 3-08Vol I, JP 3-57, JP 5-0, Joint Security Cooperation Plan)

**Notes:** This task requires the development, execution, and assessment of operational plans, orders, directives, and activities, and the programming and application of resources in support of GCC Theater Strategy, Theater Security Cooperation Strategy, and TSCPs. Coordination and integration of assessment, planning, and execution with activities of interagency partners, U.S. embassies, allied and coalition partners, nongovernmental organizations, intergovernmental organizations, and other entities is essential.

M1	Yes/No	TSCPs are in existence for applicable theater of operations.
M2	Yes/No	To review or update TSCPs within 12 months.
M3	Number	Of TSCP events for our most critical partnerships planned and executed annually.
M4	Number	Of units/organizations that conducted TSCP events.
M5	Yes/No	Other governmental agencies and nongovernmental organizations integrated into TSCPs.
M6	Yes/No	Near-term and long-term objectives established in TSCPs.

## **OP 5.8 Provide Public Affairs (PA) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 10-JUN-08

**Description:** To develop and execute for the joint force commander (JFC) a program that communicates timely and factual information about

military activities to all applicable audiences. (CJCSM 3122.03C, CJCSM 3500.05A, JP 3-0, JP 3-08Vol I, JP 3-13, JP 3-33, JP 3-61)

**Notes:** This task further includes developing PA advice for the JFC; recommending PA guidance to next higher HQ, and promulgating approved DOD guidance to subordinate forces for execution. This task includes coordination and synchronization of all public communication activities (PA/IO/Defense Support to Public Diplomacy, civil affairs) as appropriate.

M1	Yes/No	Provide PA advice/counsel on proposed policy and operational planning to leadership.
M2	Yes/No	Conduct PA planning for significant military activities.
M3	Yes/No	Communication is included in all phases of operations (plans and orders).
M4	Yes/No	Public affairs guidance (PAG) coordinated with operations, plans and policy, and other interagency partners as needed.
M5	Days	Afforded higher HQ to staff/approve PAG prior to needing it.
M6	Minutes	To advise commander on public impact of emerging events.
M7	Hours	To provide PAG/talking points after event(s).
M8	Minutes	To develop joint task force (JTF) position on breaking news stories.
M9	Yes/No	Assessment is conducted on media coverage.
M10	Minutes	To prepare for and release information on crisis or major event(s).
M11	Days	In advance to provide PAG for scheduled events.
M12	Yes/No	Subordinate units receive approved PAG in time to support planning.
M13	Yes/No	Evaluate the public affairs aspects of the operational environment in time to support policy and planning development.
M14	Yes/No	PA plans developed that includes media relations and communication assessment, internal information and community relations.
M15	Yes/No	Press operational access rules and security procedures incorporated in operation plans.
M16	Minutes	To identify disinformation and misinformation that

		requires response.
M17	Minutes	To disseminate accurate information to the media through PA to correct misinformation/disinformation.
M18	Minutes	To produce current assessment of emerging public information environment.
M19	Yes/No	Public information assessment is used to shape future communications activities.
M20	Yes/No	Identify points of contact at subordinate units for PA liaison.
M21	Yes/No	Identify operational briefers and subject matter experts.
M22	Yes/No	PA has capability for timely transmission of products.
M23	Yes/No	Has commander's policy been established for participating in the hometown news program?
M24	Yes/No	Local customs, laws, and policies concerning presence of media researched and included in plans.
M25	Yes/No	Identify events/operations to be executed by subordinate units that warrant external media coverage.
M26	Yes/No	Inject requirement for subordinate units to facilitate external/internal media coverage of identified events/operations into operational orders.
M27	Yes/No	Identify events/operations to higher headquarters for possible media coverage.

## **OP 5.8.1 Conduct External Media Operations in the Joint Operations Area (JOA)**

**DJS Approval Date:** 10-JUN-08

**Description:** To provide support to the commander in ensuring the timely and correct telling of the command's story. To plan and execute actions that facilitate media coverage of military activities to support the commander's objectives, which will include the necessary plans and logistics support to include release of information, transportation, product transmission, embeds, personal protective equipment, etc. (CJCSM 3500.05A, JP 3-07.1, JP 3-08Vol 1, JP 3-13.3, JP 3-33, JP 3-61, JP 3-68, JP 4-06)

**Notes:** N/A

M1	Days	Establish media support facilities as required.
M2	Yes/No	Facilitate movement of media, associated equipment, and product as required by the operation plan.
M3	Yes/No	Establish a media accreditation program.
M4	Yes/No	Policy developed for dealing with no accredited media.
M5	Yes/No	Media ground rules developed and promulgated as necessary.
M6	Percent	Of requests from media for unplanned logistic support accommodated.
M7	Yes/No	Provided support to media pools as required.
M8	Yes/No	Implement embed program, as required.
M9	Yes/No	Issue/Implement media guidance, as needed.
M10	Days	To establish a joint information bureau (JIB) or coalition press information center (CPIC) as appropriate.
M11	Minutes	To research and respond to media requests.
M12	Yes/No	Conduct operational briefs.
M13	Percent	Of accredited media having appropriate field gear, quarters, and rations.
M14	Yes/No	Subject matter experts provided as required.
M15	Yes/No	Conduct continuous media analysis.
M16	Yes/No	Provide transmission capability to commercial media.
M17	Percent	Of people prepared by PA prior to conducting media engagement.
M18	Percent	Of accredited media in the joint operations area (JOA), the JIB has current contact/location data.
M19	Percent	Of accredited media in JOA, the JIB or CPIC has current contact/location data.
M20	Percent	Of media requests for access to key senior officials accepted.
M21	Yes/No	Media was given access to units in accordance with strategic communication objectives.
M22	Hours	To provide initial information to media on "breaking news."

M23	Yes/No	Establish media training program.
M24	Yes/No	Provide content oversight of a public Web site with information about operations.
M25	Yes/No	Media releases generated to support communication strategy.

## OP 5.8.2 Conduct Command/Internal Information Programs

**DJS Approval Date:** 10-JUN-08

**Description:** To conduct activities to ensure that internal information requirements are being addressed through all applicable means including print, broadcast, and electronic venues. (CJCSM 3122.03, CJCSM 3500.05A, JP 3-61)

**Notes:** N/A

M1	Days	To support employment of DOD internal broadcast capability to joint operations area.
M2	Hours	To produce content for internal information products.
M3	Yes/No	Means are available to disseminate internal information.
M4	Yes/No	All command/internal information products are consistent with partner nation sensitivities.
M5	Percent	Of deployed personnel with access to command/internal information products.
M6	Hours	To release urgent information to internal audiences after receipt.
M7	Yes/No	Disseminate information to no deployed personnel and family members.

## OP 5.8.3 Conduct Community Relations Programs

**DJS Approval Date:** 10-JUN-08

**Description:** To plan and execute actions that foster interaction between military and civilians to increase public understanding and acceptance of

military activities and objectives. (CJCSM 3122.03C, CJCSM 3500.05A, JP 3-61)

**Notes:** This effort requires close coordination with CMO, interagency partners, the country team, and the host nation as applicable as well as with other public information activities (IO/Defense Support to Public Diplomacy/civil affairs activities). The program may include unit participation in civic activities, speaking engagements, use of military equipment and units, and inclusion of local leaders and populace in military-hosted events.

M1	Percent	Of requests for information answered from organizations and private citizens.
M2	Percent	Of requests determined to contribute to commander's intent supported.
M3	Yes/No	Monitor public opinion and modify activities accordingly.
M4	Percent	Media activities planned in conjunction with CMO/community relations activities as appropriate.
M5	Percent	Of appropriate CMO/community relations events promoted to the media and local community.
M6	Yes/No	Develop and distribute pre-event, culturally relevant guidance for Service members.

## OP 5.8.4 Coordinate Multimedia Coverage in the Joint Operations Area (JOA)

**DJS Approval Date:** 05-OCT-07

**Description:** To coordinate multimedia assets and personnel in the JOA to acquire, process, transmit, and distribute products in support of ongoing operations. (JP 3-13.1, JP 3-0, JP 3-10, JP 3-61, CJCSM 3122.03, CJCSM 3500.05)

**Notes:** This task may include formal coordination for combat camera support.

M1	Hours	To produce finished products
M2	Hours	To transmit products
M3	Hours	To review and approve materials and products for release.
M4	Hours	To provide multimedia products for users in theater.

M5	Hours	To provide multimedia products to external audiences in theater.
M6	Yes / No	Products were provided to the Department of Defense in time to support events for external audiences.
M7	Yes / No	Products were transmitted in time to support the media.
M8	Yes / No	COMCAM support to PA was coordinated with J3.

## OP 6 Provide Operational Force Protection

**DJS Approval Date:** 04-SEP-05

**Description:** To conserve the force's fighting potential so that it can be applied at the decisive time and place. This activity includes actions taken to counter the enemy's forces by making friendly forces (including operational formations, personnel, etc.), systems, and operational facilities difficult to locate, strike, and destroy. This task includes protecting joint and multinational air, space, land, sea, and special operations forces; bases; aerial port(s) of debarkation/seaport(s) of debarkation (A/SPODs) and essential personnel; and LOCs from enemy operational maneuver and concentrated enemy air, space, ground, and sea attack; chemical and biological warfare; and terrorist attack. This task also pertains to protection of operational level forces, systems, and civil infrastructure of friendly nations and groups in military operations other than war (MOOTW). This capability applies domestically in Homeland Security as well as to outside the continental United States (OCONUS) operations. (JP 1, JP 3-0, JP 3-07.1, JP 3-07.2, JP 3-09, JP 3-11, JP 3-35, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

**Notes:** Some tasks associated with the protection of the force are included under other related operational level activities. Survivability and protection activities regarding individuals health and welfare are covered in OP 4.4.1, "Coordinate Field Services Requirements," and OP 4.4.3, "Provide for Health Service in the Joint Operations Area." Dispersion and mobility actions are covered in OP 1.3, "Provide Operational Mobility," and OP 1.4, "Provide Operational Countermobility." Offensive counterair activities are included under OP 3.2.3, "Attack Aircraft and Missiles (Offensive Counterair (OCA))." Operational protection includes defensive information operations (IO) measures that division of IO comprising actions taken to maintain the integrity of friendly information, despite adversary offensive IO actions. Also, see OP 5.6, "Coordinate Operational Information Operations (IO)."

M1	Percent	Of friendly communications hardened or redundant.
M2	Percent	Reduction in friendly lines of communications (LOC) capacity.

## OP 6.1 Provide Operational Air, Space, and Missile Defense

**DJS Approval Date:** 04-SEP-05

**Description:** To protect operational forces from missile and air attack (including attack from or through space) by direct defense and by destroying the enemy's missile and air attack capacity. This task includes use of aircraft (including helicopters), interceptor missiles, air defense artillery, and weapons not used primarily in an air defense role. (JP 3-0, JP 3-01, JP 3-01.5, JP 3-14, CJCSM 3500.05)

**Notes:** This task pertains to defensive counterair, antiair, and theater missile defense (TMD) activities. Offensive counterair and antiair activities are included under operational firepower and include TMD attack operations. At the operational level of war, air defense concerns protecting critical points, facilities (for example, ports, key bridges, operational command and control (C2) facilities) in the communications zone (COMMZ) (joint force commander('s) (JFC's) operational area), support forces in the COMMZ, forces transiting the COMMZ, or critical facilities in the combat zone with operational significance. This activity also includes the protection of operational forces moving to a major operation or campaign to the point of concentration for deployment to battle (tactical) formation and during operational maneuver. Operational air and missile defense is nearly always joint and may be a multinational activity. Missile defense operations include all forces and activities that support active defense, passive defense, and attack operations. See OP 3.2.3, "Attack Aircraft and Missiles (Offensive Counterair (OCA))," and OP 3.2.4, "Suppress Enemy Air Defenses."

M1	Errors	In performance of air surveillance, identification and track monitor procedures.
M2	Hours	Since last enemy attack.
M3	Minutes	To scramble fighters and/or alert appropriate attack systems.
M4	Minutes	To tell air tracks to appropriate echelons.
M5	Percent	Disruption of friendly centers of gravity.
M6	Percent	Of attacking aircraft penetrate air defense network.



M7	Percent	Of attacking enemy aircraft destroyed.
M8	Percent	Of fighters directed against declared hostile aircraft.
M9	Percent	Of hostile aircraft and missiles engaged and destroyed.
M10	Percent	Of incoming surface-to-surface missile (SSMs) penetrate defenses.
M11	Percent	Of joint operations delayed, disrupted, canceled or modified.
M12	Percent	Of threat warning estimates concerning attack timing and numbers considered accurate.
M13	Percent	Of tracks told to appropriate echelons.
M14	Percent	Of units arrive at point of employment later than planned.
M15	Percent	Reduction in lines of communications (LOC) capacity.
M16	Percent	Of enemy nuclear, biological, and chemical (NBC) delivery systems identified, targeted, and engaged/destroyed by friendly forces.
M17	Percent	Of enemy theater missile (TM) ground forces engaged/destroyed by friendly forces.
M18	Percent	Of losses caused by hostile air activities.
M19	Hours	To dispatch deployed weapons teams (DWTs).
M20	Percent	Of battle staff and operations control center personnel completing annual re-certification training.
M21	Percent	Of E-3 and North American Aerospace Defense Command (NORAD) Airborne Battle Staff (NABS) operations directed in optimum fashion.
M22	Percent	Of time required expansion into other sectors accomplished.
M23	Percent	Of battle staff and operations control center decisions accurately discussed in checklists, guides, operating instructions and plans.
M24	Hours	To develop and coordinate the Defended Assets List (DAL).
M25	Hours	To allocate assets in support of the DAL.

## OP 6.1.1 Process/Allocate Operational Aerospace Targets

**DJS Approval Date:** 04-SEP-05

**Description:** To select offensive air and space threats to the operational environment and match these as targets for friendly systems. This action is taken to ensure freedom of action for campaigns and major operations and protection of key assets. To allocate specific targets to operational air defense forces for interception or engagement. (JP 3-01, JP 3-01.5, JP 3-60, CJCSM 3500.05)

M1	Minutes	Of early warning provided joint force of imminent aerospace attack.
M2	Percent	Of enemy offensive air threats to which friendly forces assigned.
M3	Percent	Of enemy air attacks for which early warning provided.
M4	Percent	Of joint force aerospace defense system successfully negates incoming enemy aerospace targets.
M5	Percent	Of joint force has early warning of incoming missiles or aircraft to allow initiation of passive air defense.
M6	Percent	Of time joint force early warning system and nodes operational.

## OP 6.1.2 Integrate Joint/Multinational Operational Aerospace Defense

**DJS Approval Date:** 04-SEP-05

**Description:** To implement an integrated air defense system from all available joint and multinational operational defense forces (aircraft, missiles, air defense artillery (ADA)). (JP 3-0, JP 3-01, JP 3-01.5, CJCSM 3500.05)

M1	Hours	To designate area air defense commander (AADC) and airspace control authority (ACA) (upon recognition of a significant air threat and prior to employment of forces).
M2	Minutes	For AADC to pass targeting allocation decisions to designated systems and units.

M3	Minutes	To provide early warning indication of enemy air attack.
M4	Minutes	To task friendly attack systems to new aerospace target.
M5	Percent	Of theater missile (TM) attack operations missions flown/fired that achieved desired target damage.
M6	Percent	Of executed attack operations missions requested by components.
M7	Percent	Of air defense kills attributed to air component.
M8	Percent	Of air defense kills attributed to land component
M9	Percent	Of air defense kills attributed to sea component.
M10	Percent	Of allocated aerospace defense assets assigned to enemy targets.
M11	Percent	Of target information received by air defense systems and units in the joint operations area.
M12	Percent	Of time AADC and ACA designated upon recognition of a significant air threat and prior to employment of forces.
M13	Percent	Of allocated aerospace defense assets capable of being assigned to enemy targets.
M14	Percent	Of allocated aerospace targets to which friendly assets have been assigned.

### OP 6.1.3 Provide Airspace Control

**DJS Approval Date:** 04-SEP-05

**Description:** To provide for safe transit of air mobility aircraft and the prevention of mutual interference between the air mobility aircraft and other aircraft operating in the joint operations area. This task includes providing for the coordination, integration, and regulation of airspace of defined dimensions. (JP 3-0, JP 3-01, JP 3-01.5, JP 3-52, CJCSM 3500.05)

M1	Attacks/Day	By enemy air forces.
M2	Incidents	Of air-to-air mishaps in the joint operations area (JOA).
M3	Kills/Day	By friendly weapons systems.
M4	Percent	Of fixed wing sorties receive clearances needed to complete mission.

M5	Percent	Of friendly air sorties interfered with by friendly ground fires.
M6	Percent	Of operational area for which a complete air picture available.
M7	Percent	Of rotary wing sorties receive clearances needed to complete mission.
M8	Percent	Of tracks cross told.
M9	Percent	Of friendly sorties receive clearances needed to complete mission.
M10	Yes/No	Are refueling tracks adequate for conducting JOA operations (i.e. located efficiently, of adequate size/altitudes for receivers, adequate quantity. etc.).

### **OP 6.1.3.1 Employ Positive Control Measures**

**DJS Approval Date:** 04-SEP-05

**Description:** To establish direct controls that minimize mutual interference between operational air defense and other operations. (JP 3-0, JP 3-01, JP 3-09, JP 3-30, JP 3-52, CJCSM 3500.05)

M1	Hours	Since last publication of air control orders.
M2	Hours	To establish airspace control authority (upon entry in theater).
M3	Percent	Of air defense operations did not interfere with other operations.

### **OP 6.1.3.2 Employ Procedural Control Measures**

**DJS Approval Date:** 04-SEP-05

**Description:** To establish procedures which will allow aircraft (to include helicopters) to be readily identified based on their routing, altitude, blind radio calls, or other actions, in the event positive control measures fail. (JP 3-01, JP 3-09, JP 3-52, CJCSM 3500.05)

**Notes:** Task OP 6.2.5, "Provide Positive Identification of Friendly Forces within the Joint Operations Area," applies to this task.

M1	Percent	Of friendly aircraft not positively identified as friendly.
M2	Percent	Of friendly aircraft respond to friendly identification, friend or foe (IFF) interrogation.
M3	Percent	Of time Airborne Warning and Control System (AWACS) monitors airspace to positively identify friendly aircraft.
M4	Percent	Of air defense operations did not interfere with other operations.

## **OP 6.1.4 Counter Enemy Air Attack (Defensive Counter Air (DCA)) in the Joint Operations Area**

**DJS Approval Date:** 04-SEP-05

**Description:** To conduct operations to defeat the enemy's offensive plan and inflict unacceptable losses on attacking enemy forces. DCA consists of active and passive operations to defend friendly airspace and protect friendly forces, material, and infrastructure from enemy air and missile attack. It includes detection, identification, and destruction of attacking enemy air and missiles. It is normally conducted near or over friendly territory and generally is a reaction to the initiative of the enemy air forces. (JP 3-01, JP 3-01.5, JP 3-30, CJCSM 3500.05)

**Notes:** The provision of standing rules of engagement for establishing standard control procedures applicable to combat engagements with other forces is covered in OP 5.3, "Prepare Plans and Orders," OP 5.3.9, "Prepare Campaign or Major Operations and Related Plans and Orders," and OP 5.4.3, "Provide Rules of Engagement."

M1	Minutes	To notify friendly counterair forces (to gain intercept position).
M2	Percent	Of communications zone (COMMZ) in which friendly freedom of movement allowed.
M3	Percent	Of enemy air attacks detected early enough to allow engagement.
M4	Percent	Of enemy air defense targets successfully engaged.
M5	Percent	Of enemy aircraft penetrate air defenses.
M6	Percent	Of first-shot kills by friendly fighters in air-to-air combat.

## OP 6.1.5 Conduct Joint Operations Area Missile Defense

**DJS Approval Date:** 04-SEP-05

**Description:** To identify and integrate joint and coalition forces supported by integrated capabilities to detect and destroy enemy theater missiles directed toward the JOA in flight or prior to launch. This task includes disrupting the enemy's theater missile operations through an appropriate mix of mutually supportive passive missile defense, active missile defense, attack operations, and supporting command, control, communications, computers, and intelligence (C4I) measures. This task includes providing early warning of theater missile attack to the joint operations area (JOA) as well as distribution of this warning to joint and multinational forces within the operational area. The term "theater missile" applies to ballistic missiles, air-to-surface missiles, and air-, land-, and sea-launched cruise missiles whose targets are within the joint force commander(s) (JFC's) operational area. (JP 3-0, JP 3-01, JP 3-01.5, CJCSM 3500.05)

M1	Minutes	Warning provided to friendly assets prior to threat arrival.
M2	Percent	Of attacking missiles successfully penetrated friendly defenses.
M3	Percent	Of launched air-to-surface missiles destroyed before impact.
M4	Percent	Of launched ballistic missiles destroyed before impact.
M5	Percent	Of launched cruise missiles destroyed before impact.
M6	Percent	Of theater assets defensible against theater missile threat.
M7	Percent	Of theater missile defense (TMD) capability damaged by incoming missile attacks.
M8	Percent	Of defended asset list (DAL) locations defensible against theater missile threat.
M9	Percent	Of DAL locations, successfully defended.
M10	Instances	Of failure to apply passive missile defense procedures.

## **OP 6.1.6 Conduct Tactical Warning and Attack Assessment in the Joint Operations Area**

**DJS Approval Date:** 05-SEP-05

**Description:** To integrate joint operations area (JOA)-based warning systems that provides data and information necessary for tactical warning and attack assessment (TW/AA) of an atmospheric, space, or ballistic attack on the operating area or assigned region. This task also includes the integration of TW/AA data into the JOA aerospace and missile defense system. Further, it includes participation in an event conference by JOA commands. (JP 3-01, JP 3-01.5, JP 3-14, CJCSM 3500.05)

M1	Minutes	To forward and disseminate tactical warning and attack assessment (TW&AA) reports.
M2	Minutes	To forward threat warning estimates after attack determination.
M3	Percent	Deviation from actual of threat warning estimates concerning attack timing and numbers.
M4	Percent	Of estimated probability of arrival time (EPAT) calculations provided on air tracks are correct.
M5	Minutes	To plot or brief EPATs after information received.
M6	Minutes	Of early warning provided joint force of imminent aerospace attack.
M7	Percent	Of enemy air attacks for which early warning provided.
M8	Percent	Of joint force has early warning of incoming missiles or aircraft to allow initiation of passive air defense.
M9	Percent	Of time joint force early warning systems and nodes operational.

## **OP 6.2 Provide Protection for Operational Forces, Means, and Noncombatants**

**DJS Approval Date:** 05-SEP-05

**Description:** To safeguard friendly centers of gravity and operational force potential by reducing or avoiding the effects of enemy operational level (tactical risks) actions. In military operations other than war

(MOOTW), this activity includes protection of governmental and civil infrastructure and populace of the country being supported; this includes antiterrorism. This task includes supporting Department of State evacuation of noncombatants from areas of responsibility. (JP 3-0, JP 3-07, JP 3-07.3, JP 3-08, JP 3-35, CJCSM 3122.03, CJCSM 3500.05)

M1	Casualties	To military personnel.
M2	Casualties	To US noncombatants.
M3	Incidents	Of damage to aerial port of debarkation (APOD) and aerial port of embarkation (APOE) facilities by enemy action (that impact scheme of maneuver).
M4	Incidents	Of friendly aircraft damaged or destroyed on the ground.
M5	Incidents	Of friendly ships damaged or sunk in port (not in action).
M6	Minutes	To construct simplified fallout prediction and calculate zone I/II distance.
M7	Minutes	To construct simplified fallout prediction and plot ground zero. Also construct and post simplified hazard warning.
M8	Minutes	To determine nuclear detonation (NUDET) yield in kilotons.
M9	Deleted	Deleted
M10	Minutes	To provide Nuclear, Biological, Chemical-1 (NBC-1) Report/series of reports or North American Aerospace Defense Command (NORAD) Form 46.
M11	Minutes	To relay to units warning of expected NUDET contamination or to warn units of hazard (NBC-3).
M12	Percent	Actual nuclear damage exceeds assessment.
M13	Percent	Actual radiation dose exceeds calculated current/expected total dose.
M14	Percent	Actual radiation levels exceed limited radiological survey.
M15	Percent	Nuclear vulnerability exceeds analysis.
M16	Percent	NUDET decay rates exceed estimates.
M17	Percent	Of attacking missiles successfully penetrated friendly theater defenses, culminating in warhead delivery or function on target.
M18	Percent	Of friendly casualties, caused by friendly weapon systems.



## OP 6.2.1 Prepare Operationally Significant Defenses

**DJS Approval Date:** 05-SEP-05

**Description:** To provide construction hardening for operational forces and key facilities to include command and control (C2), logistic rear area, assembly areas, and fighting positions. (JP 3-01.5, JP 3-10.1, JP 3-34, CJCSM 3122.03, JP 3-0)

M1	Percent	Of critical fixed facilities hardened.
M2	Percent	Of fixed facilities in joint operations area (JOA) with prepared defensive fighting positions with cleared fields of fire.
M3	Percent	Of JOA fixed base external communications hardened.
M4	Percent	Of JOA fixed base external communications have redundant backup.
M5	Percent	Of JOA fixed base internal communications hardened.
M6	Percent	Of JOA fixed bases with an integrated sensor and obstacle physical perimeter defense.
M7	Percent	Of JOA fixed bases with hardened storage of ammunition, food, water and medical supplies.
M8	Percent	Of planned facility hardening completed (at execution).
M9	Weeks	Since last review of fixed base physical security in JOA.
M10	Days	To prepare fortified positions, battlements, shelters.
M11	Percent	Of rear area facilities secure from attack.
M12	Percent	Of rear area facilities with assigned security forces (versus using internal operational assets).

## OP 6.2.2 Remove Operationally Significant Hazards

**DJS Approval Date:** 05-SEP-05

**Description:** To eliminate or reduce hazards that adversely affects execution of the operational level joint force commander('s) (JFC's) plan. (JP 3-0, JP 3-15, JP 5-00.2, CJCSM 3500.05)

M1	Casualties	Caused by operationally significant hazards (per week).
M2	Hours	Delay in executing scheme of maneuver.
M3	Percent	Of casualties attributed to operationally significant hazards.
M4	Percent	Of identified strategically significant hazards successfully removed or neutralized.
M5	Percent	Of joint force exposed to or affected by operationally significant hazard.
M6	Percent	Of operationally significant hazards identified by joint force staff.

## **OP 6.2.2.1 Conduct Counter Improvised Explosive Device (IED) Operations**

**DJS Approval Date:** 30-OCT-06

**Description:** Conduct full spectrum counter improvised explosive device (IED) operations in order to defeat asymmetric attacks against US/coalition forces, host nation (HN) forces, military and government leadership, and high value infrastructure within the joint operations area (JOA). (JP 3-07.2, JP 3-07.6, JP 3-15, JP 3-26, JP 3-51)

M1	Yes / No	Was flexibility to support a rapid change of focus ensured?
M2	Yes / No	Were provisions for contractor management made?
M3	Yes / No	Was command and control determined for multinational operations?
M4	Yes / No	Was command and control relationship for Special Operations Forces determined?
M5	Yes / No	Were interagency and non-military organization command relationships ensured?
M6	Yes / No	Were HN forces command and control determined?
M7	Yes / No	Was interagency coordination ensured?
M8	Yes / No	Were support relationship with nongovernmental organizations determined?

M9	Yes / No	Was relationship with international organizations and multinational established?
M10	Yes / No	Were all issues addressed with HN civil authorities?

## OP 6.2.3 Protect Use of Electromagnetic Spectrum in the Joint Operations Area

**DJS Approval Date:** 05-SEP-05

**Description:** To ensure friendly force use of the electromagnetic spectrum despite the enemy's use of electronic warfare. This is a division of electronic warfare called electronic protection and includes deconflicting friendly use of the electromagnetic spectrum. (JP 3-13, JP 3-13.1, JP 3-51, JP 6-0, JP 6-02, CJCSI 3220.01, CJCSM 3122.03, CJCSM 3500.05)

M1	Incidents	Of electronic fratricide.
M2	Instances	Of meaconing, intrusion, and jamming events detected and reported by components.
M3	Minutes	Queuing time for message traffic.
M4	Percent	Of communications systems and assets supporting joint force in joint operations area (JOA) destroyed by enemy action.

## OP 6.2.4 Protect Use of the Acoustic Spectrum in the Joint Operations Area

**DJS Approval Date:** 05-SEP-05

**Description:** To ensure friendly effective use of the acoustic spectrum by establishing procedures that prevent mutual interference between friendly units and counter the enemy's use of acoustic warfare. (JP 3-51, CJCSM 3500.05)

M1	Percent	Of time action must be taken to curtail friendly activities to ensure optimal use of acoustic spectrum.
M2	db	Loss due to transit of friendly ships.
M3	Hours	To recover an optimal acoustic spectrum after passage of friendly ships.
M4	Hours	Search time lost due to enemy actions to degrade the

		acoustic spectrum.
M5	Percent	Of time units observe acoustic emission plan.

## **OP 6.2.5 Provide Positive Identification of Friendly Forces within the Joint Operations Area**

**DJS Approval Date:** 05-SEP-05

**Description:** Moved to OP 5.1.11 (None)

M1	None	None
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## **OP 6.2.6 Conduct Evacuation of Noncombatants from the Joint Operations Area**

**DJS Approval Date:** 05-SEP-05

**Description:** To use joint operations area (JOA) military and host nation (HN) resources for the evacuation of US military dependents, US government (USG) civilian employees, and private citizens (US and third-country nationals). Organizations at various echelons provide support (medical, transportation, religious, and security) to the noncombatants; the support provided is analyzed under the appropriate activity. This task includes protection of noncombatant evacuees prior to departure from the joint operations area. (JP 1-0, JP 3-0, JP 3-07, JP 3-07.5, JP 3-08, JP 3-10, JP 5-00.2, CJCSM 3122.03, CJCSM 3500.05)

M1	Days	To return noncombatant evacuation operation (NEO) joint task force (JTF) to normal duties and readiness following evacuation of evacuees.
M2	Days	To transfer evacuees from US Navy ship to land based safe haven.
M3	Hours	After JTF formed or notified of NEO before forward command element (FCE) in place.
M4	Hours	Before all evacuees afforded medical attention (after evacuation).
M5	Hours	Before designated commander, joint task force (CJTF) in direct contact with concerned

		ambassador.
M6	Hours	Between evacuation departure and arrival at temporary safe haven.
M7	Hours	For force to initially respond to NEO tasking (ready to depart home station).
M8	Percent	Of American citizen(s) (AMCITs) and designated foreign nationals accounted for by name during evacuation.
M9	Percent	Of baggage approved for movement with evacuees delivered to temporary safe haven.
M10	Percent	Missing
M11	Percent	Of known AMCITs not reporting for evacuation located by search squad operations.
M12	Plans	Developed as NEO alternatives.
M13	Hours	Difference between actual execution time and execute order (EXORD) scheduled start time.
M14	Percent	Of volunteering American citizens and designated third-country nationals, evacuated safely.
M15	Percent	Of evacuees (requiring medical or other care), receive adequate care.
M16	Casualties	Suffered by seizing force (opposed).
M17	Casualties	Suffered by seizing force (unopposed).
M18	Percent	Of objectives seized within planned times.
M19	Percent	Degradation of mission effectiveness (lack of equipment interoperability).
M20	Percent	Of needed information not passed to multinational nations due to classification restraints.
M21	Yes/No	NEO plans include evacuation in a chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) attack/incident.

## OP 6.2.7 Establish Disaster Control Measures

**DJS Approval Date:** 05-SEP-05

**Description:** See: OP 4.7.8, "Establish Disaster Control Measures"  
(None)

M1	None	None
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## OP 6.2.8 Establish Nuclear, Biological, and Chemical (NBC) Protection in the Joint Operations Area

**DJS Approval Date:** 05-SEP-05

**Description:** See: OP 7.2, "Coordinate Active NBC Defense in Joint Operations Area (JOA)" See: OP 7.3, "Coordinate Passive NBC Defense in JOA" (None)

M1	None	None
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## OP 6.2.9 Coordinate Personnel Recovery

**DJS Approval Date:** 30-OCT-06

**Description:** Establish personnel recovery (PR) coordination nodes to prepare the joint force, commanders and staffs, forces and potential isolated personnel to accomplish the five PR execution tasks: report, locate, support, recover, and reintegrate. (JP 1-0, JP 3-05, JP 3-05.1, JP 3-50.2, JP 3-50.21, JP 3-50.3, CJCSI 3270.01, DODD 1300.7, DODD 2310.2, DODI 1300.21, DODI 1300.23, DODI 2310.3, DODI 2310.4, DODI 2310.5, DODI 2310.6)

**Notes:** Task includes establishing a theater joint search and rescue center (JSRC) to plan, coordinate, and assist the joint force commander (JFC) in executing joint PR operations. Component commanders should establish a rescue coordination center (RCC) or functional equivalent to coordinate all component PR activities. This includes establishment of an unconventional assisted recovery coordination center (UARCC) to assist the JFC in nonconventional assisted recovery (NAR). Includes setting PR standards in theater entry requirements.

M1	Yes / No	PR mission analysis is accomplished and short falls identified and passed to higher headquarters as requirements
M2	Yes / No	Plans and orders provide clear and sufficient PR guidance to commanders and staffs, forces and potential isolated personnel.
M3	Yes / No	Plans and orders integrate opportune, unassisted, component, joint, nonmilitary and multinational personnel recovery capabilities.
M4	Yes / No	PR intelligence requirements are identified and

		forwarded to applicable intelligence organizations.
M5	Yes / No	Appropriate PR capabilities are in place before personnel are placed at risk.
M6	Yes / No	Theater PR architecture, to include NAR, facilitates PR mission accomplishment.
M7	Yes / No	Intelligence support to PR is properly integrated into staff and operational procedures.
M8	Yes / No	Plans and procedures include the collection and disposition of PR observations, after action reports (AARs), and lessons learned.

**OP 6.2.9.1 Deleted - Operate Theater Joint Search and Rescue Center (JSRC)/Component Rescue Coordination Centers (RCCs)**

**OP 6.2.9.2 Deleted - Operate Theater Unconventional Assisted Recovery Coordination Center (UARCC)**

**OP 6.2.9.3 Deleted - Support Survival, Evasion, Resistance and Escape (SERE) in Theater**

**OP 6.2.10 Develop and Execute Actions to Control Pollution and Hazardous Materials**

**DJS Approval Date:** 05-SEP-05

**Description:** To develop and implement actions to prevent pollution generation and hazardous substance spills to avoid exposing friendly personnel to human health hazards, disrupting operations, adversely affecting indigenous or refugee populations and national economies; and to avoid damaging the natural environment. Plan and conduct environmental compliance program with appropriate consideration of the effect on the environment in accordance with applicable US and host nation (HN) agreements, environmental laws, policies, and regulations. For hazardous substance spills, ensure prompt reporting and cleanup

while avoiding operational interference and ensuring adequate protection of the environment. Ensure all hazardous materials are removed and managed correctly, prior to final transportation to a permitted treatment, storage, or disposal facility. (JP 3-0, JP 3-34, JP 3-35, JP 4-0, JP 4-09, CJCSM 3500.05)

M1	Cubic Yards	Of earth cleaned/replaced.
M2	Days	Delay in operation.
M3	Days	River closed as source of drinking water.
M4	Days	River closed to traffic.
M5	Dollars	For hazardous material removal or disposal.
M6	Dollars	To complete spill recovery.
M7	Gallons	Of hazardous material spilled.
M8	Instances	Of species endangered as result of pollution or spill.
M9	People	With newly polluted drinking water.
M10	Percent	Of operations canceled or delayed.
M11	Percent	Of population with newly polluted drinking water.
M12	Percent	Of wildlife killed as a result of pollution/spill.
M13	Pounds	Of hazardous material spilled.
M14	Spills	Reported per week.
M15	Wildlife	Killed as result of pollution/spill.
M16	Hours	To provide commander with technical expertise relating to hazardous materials (HAZMAT) incidents.
M17	Days	To provide training guidance to the field as needed.

### **OP 6.2.11 DELETED - Provide Counter Deception Operations**

**DJS Approval Date:** 6-NOV-08

### **OP 6.2.12 Provide Counter-Psychological Operations**

**DJS Approval Date:** 30-OCT-06



**Description:** Conduct activities to identify adversary psychological operations contributing to situational awareness and serve to expose adversary attempts to influence friendly populations and military forces. Use organizations and activities (intelligence, surveillance, reconnaissance, etc.) to identify adversary psychological operations. Counter these operations using public affairs, civil affairs, or internal information dissemination means to convey accurate information to friendly forces. (JP 3-13, JP 3-53, CJCSM 3500.05, CJCSI 6510.01D)

M1	Time	To identify adversary psychological warfare operations.
M2	Percent	Of adversarial psychological operation attempts detected and countered.
M3	Time	To expose adversary attempts to influence friendly population and military forces.
M4	Percent	Of potential multi-crisis situations where counter-psychological operations were wargamed.
M5	Time	To disseminate accurate information to friendly forces as to counter adversarial psychological attempts.

## OP 6.2.13 Conduct Countermining Activities

**DJS Approval Date:** 05-SEP-05

**Description:** To conduct countermining activities to reduce or eliminate the threat to noncombatants and friendly military forces posed by mines, boobytraps, and other explosive devices by training host nation(s) (HNs) forces in the location, recognition, and safe disposal of mines and other destructive devices, as well as countermining program management. (JP 3-15, JP 3-34, JP 3-57.1, CJCSM 3500.05)

M1	Days	To begin arriving in the objective area (after receipt of warning order).
M2	Days	To establish national demining office (after arrival in country).
M3	Percent	Accuracy in accounting for funds used in countermining operations.
M4	Percent	Of accuracy in accounting for funds used in countermining operations.
M5	Days	To establish lines of communications in country.
M6	Percent	Of risks identified and implemented in the force

		protection plan.
M7	Hours	To initiate countermining activities (after warning order).
M8	Days	For unit begin training (upon arrival in theater).
M9	Hours	To establish liaison with appropriate foreign nation military officials (after mission assignment).

## **OP 6.2.14 Employ Operations Security (OPSEC) in the Joint Operations Area**

**DJS Approval Date:** 05-SEP-05

**Description:** To employ OPSEC measures to deny critical information necessary by an adversary commander to accurately estimate the military situation. To employ the five actions of OPSEC during planning and conducting campaigns and major operations to protect friendly forces and system capabilities from exploitation by an adversary. This task includes determining essential elements of friendly information (EEFI), identifying critical information from the EEFIs, conducting vulnerability analysis, selecting and implementing appropriate OPSEC measures, and finally monitoring OPSEC actions and comparing the results with desired results. (JP 2-0, JP 3-0, JP 3-13, JP 3-13.1, JP 3-54, JP 6-0, CJCSI 3213.01A, CJCSM 3122.03, CJCSM 3500.05)

M1	Days	Since senior officers and official changed daily movement patterns.
M2	Days	To complete OPSEC assessment.
M3	Hours	Before joint force knows of possible compromise of essential elements of friendly information (EEFI).
M4	Hours	To conduct preliminary assessment of OPSEC efforts.
M5	Hours	To develop critical info list from EEFI.
M6	Hours	To identify EEFIs for an operation.
M7	Instances	A friendly attack pattern repeated (consecutively).
M8	Items	Of information (pieces or types) commander needs to make decision listed as friendly force information requirement (FFIR).
M9	Items	Of information (pieces or types) commander needs to make decision listed as priority intelligence requirements (PIR).

M10	Items	Of information (pieces or types) joint force needed to protect itself listed as EEFI.
M11	Percent	Of critical information items covered by two or more measures.
M12	Percent	Of enemy attacks on preciously identified (EEFI) joint force vulnerability.
M13	Percent	Of enemy capabilities not covered by operations security (OPSEC) measures covered by other elements (i.e., psychological operations (PSYOP), deception, electronic warfare (EW)).
M14	Percent	Of friendly plan determined from self monitoring of EEFI.
M15	Percent	Of identified friendly vulnerabilities exploited by enemy action.
M16	Percent	Of joint operations disrupted as result of enemy detection and response.
M17	Percent	Of operational movements conducted outside enemy overhead surveillance.
M18	Percent	Of operational support facilities protected from enemy observation.
M19	Percent	Of OPSEC and Deception coordinated at measure level of detail.
M20	Percent	Of OPSEC measures previously assessed unsatisfactory improved based on assessment.
M21	Percent	Of OPSEC Measures selected tied to Vulnerability Analysis.
M22	Percent	Of OPSEC planners accommodate measures required to protect trusted agent planning (e.g., given access).
M23	Percent	Of OPSEC planners have access to compartmented planning efforts.
M24	Percent	Of OPSEC planners input to and receive guidance and results from higher headquarters (HQ) OPSEC plans and surveys.
M25	Percent	Of OPSEC Surveys reflected in OPSEC Plans.
M26	Percent	Of routine actions with timing or location changed at least weekly.
M27	Percent	Of units equipped with antisurveillance sensor and sensor jamming devices.

M28	Percent	Of vulnerabilities tied to specific enemy capabilities by planners.
M29	Percent	Of vulnerability items covered by two or more OPSEC measures.

## OP 6.3 Protect Systems and Capabilities in the Joint Operations Area

**DJS Approval Date:** 05-SEP-05

**Description:** To identify critical information and subsequently analyze friendly actions attendant to planning and conducting campaigns and major operations to identify those actions that can be observed by adversary intelligence systems. To determine indicators adversary intelligence systems might obtain that could be interpreted to derive critical information. To select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (JP 3-13, JP 3-13.1, JP 3-54, JP 6-0, CJCSI 3210.01, CJCSM 3500.05)

**Notes:** See also OP 5.6, "Coordinate Operational Information Operations (IO)."

M1	Percent	Increase in security violations on command nets over time.
M2	Percent	Of adversary's trusted sources (systems and personnel) under friendly control.
M3	Percent	Of allies with which joint information security agreements exist.
M4	Percent	Of attempted adversary penetrations of friendly information systems successful.
M5	Percent	Of enemy's sensor coverage known.
M6	Percent	Of information systems within high security area.
M7	Percent	Of protection and deception operations with user cooperation.
M8	Percent	Of system administrators with full operations security (OPSEC) training.
M9	Percent	That source of adversary penetrations of friendly information systems identified and targeted.
M10	Percent	Of systems with provisions for smoke and obscurity concealment.

M11	Percent	Of command net secured.
M12	Percent	Of licensed system administrators.

## **OP 6.3.1 Employ Operations Security (OPSEC) in Joint Operations Area**

**DJS Approval Date:** 05-SEP-05

**Description:** See: OP 6.2.14 Employ Operations Security (OPSEC) in the Joint Operations Area (JOA) (None)

M1	None	None
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## **OP 6.3.2 Supervise Communications Security (COMSEC)**

**DJS Approval Date:** 05-SEP-05

**Description:** To supervise the protection resulting from all measures designed to deny unauthorized persons information of value that might be derived from the possession and study of telecommunications, or to mislead unauthorized persons in their interpretation of the results of such possession and study. COMSEC includes: cryptosecurity, transmission security, emission security, and physical security of communications security materials and information. This task includes COMSEC monitoring (collection, analysis, and reporting) of DOD telecommunications and automated information systems and monitoring of related noncommunication signals. Vulnerabilities that are exploitable by potential adversaries will be identified and recommendations concerning countermeasures and corrective action will be submitted to the commander. (JP 3-13, JP 3-13.1, JP 3-54, JP 6-0, CJCSI 3210.10, CJCSI 6510.01B, CJCSM 3500.05)

M1	Percent	Of communications encrypted.
M2	Percent	Of communications sent by secure means.
M3	Percent	Of joint force required to maintain more than one encryption system.
M4	Percent	Of time in restrictive emission control (EMCON) condition.
M5	Percent	Of friendly emitters known to have been exploited by enemy.

M6	Teams	Fielded to monitor friendly emitters.
M7	Instances	Of frequency allocation or frequency management failing to prevent signal fratricide.
M8	Instances	Of interceptions of friendly communications during planning and execution.
M9	Percent	Of multinational units operating from a common joint task force (JTF) communications electronic operation instruction (JCEOI).
M10	Percent	Of US joint force units operating from common JCEOI.

### **OP 6.3.3 Employ Electronics Security in the Joint Operations Area for Operational Forces**

**DJS Approval Date:** 05-SEP-05

**Description:** To protect all forms of noncommunications electromagnetic radiation's (e.g., radar) from interception and study by unauthorized persons seeking information of value. (JP 3-13, JP 3-13.1, JP 3-51, CJCSI 3210.01, CJCSM 3122.03, CJCSM 3500.05)

M1	Percent	Of time in restrictive emission control (EMCON) condition.
M2	Percent	Of friendly emitters known to have been exploited by enemy.
M3	Teams	Fielded to monitor friendly emitters.
M4	Instances	Of procedures to prevent or disrupt the collection of electronics intelligence (ELINT) by foreign intelligence agencies.
M5	Instances	Of procedures to reprogram noncommunications electromagnetic systems software in response to identified threats.
M6	Hours	To generate an operational change request message based on possible threat to noncommunications electromagnetic systems.
M7	Hours	To respond to operational change request on emergency basis.
M8	Days	To respond to operational change request on urgent basis.
M9	Months	To respond to operational change request on routine

	basis.
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## OP 6.3.4 Protect Information Systems in the Joint Operations Area

**DJS Approval Date:** 05-SEP-05

**Description:** To take actions to protect information and defend information systems. This task includes integrating and synchronizing indigenous and national information operations (IO) defensive capabilities with joint force capabilities, ranging from technical security measures (such as information security (INFOSEC)) to procedural measures (such as operations security (OPSEC), counterintelligence, physical security, and hardening of communications nodes). Information protection includes producing joint operations area (JOA) policies and procedures designed to ensure integrity, authenticity, availability, and confidentiality of information. Information system defense includes measures to detect and report attacks or intrusions, and a process to locate, identify, isolate, and recover all affected systems. (JP 3-13, JP 3-13.1, JP 3-54, JP 6-0, JP 6-02, CJCSI 3210.01, CJCSM 3500.05)

M1	Yes/No	Do commands responsible for operation and maintenance of information systems perform risk assessments of potential threats and take appropriate action to respond to those risks which meet the appropriate criteria?
M2	Yes/No	Do commands responsible for operation and maintenance of information systems have information assurance (IA) or defensive information operations (IO) memorandum of understanding (MOU) with commercial communications providers who support information systems?
M3	Yes/No	Do commands responsible for operation and maintenance of information systems use "Red Teams" to identify vulnerabilities in those systems?
M4	Percent	Of operational information systems not protected by firewalls, virus detection software and other appropriate defensive IO measures.
M5	Percent	Of operational information system hardware and software components that have backup components to replace them if they fail or are corrupted.

M6	Number	Of redundant communications paths available to connect operational information systems.
M7	Instances	Of operational information systems being disabled, corrupted or compromised through identified adversary IO actions or criminal mischief.
M8	Hours	For appropriate computer emergency response teams (CERTs) to respond, identify and correct operational information system failures attributed to adversary IO action or criminal mischief.
M9	Hours	To restore primary local area network (LAN) in command center.
M10	Percent	Of allies with which joint information security agreements exist.
M11	Percent	Of information systems within high-security area.
M12	Percent	Of system administrators with full OPSEC training.
M13	Percent	Of system administrators with full information system security training.
M14	Percent	Of adversary trusted sources (systems and personnel) under friendly control.
M15	Percent	Of adversary penetrations of friendly information systems are identified and targeted.
M16	Percent	Of personnel familiar with command policies on information security.
M17	Time	For CERT to respond and report attack to the Information Operations Officer (IOO), from notification of attack.
M18	Time	For CERT to implement information condition (INFOCON) updates, and disseminate information to the command and task forces (TFs), from IOO determines INFOCON.
M19	Time	For TFs to implement INFOCON change and report completion status.

## **OP 6.3.5 Coordinate Concealment of Forces/Facilities**

**DJS Approval Date:** 05-SEP-05



**Description:** To coordinate camouflage and concealment to deny enemy observation and surveillance of forces and facilities. (JP 3-01, JP 3-10, JP 3-34, JP 3-54, CJCSM 3122.03, CJCSM 3500.05)

M1	TBD	TBD
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## **OP 6.4 DELETED - Conduct Military Deception in Support of Subordinate Campaigns and Major Operations**

**DJS Approval Date:** 6-NOV-08

### **OP 6.4.1 DELETED - Develop Operational Deception Plan**

**DJS Approval Date:** 6-NOV-08

### **OP 6.4.2 DELETED - Conduct Operational Deception**

**DJS Approval Date:** 6-NOV-08

### **OP 6.4.3 DELETED - Assess Effect of Operational Deception Plan**

**DJS Approval Date:** 6-NOV-08

## **OP 6.5 Provide Security for Operational Forces and Means**

**DJS Approval Date:** 05-SEP-05

**Description:** To enhance freedom of action by identifying and reducing friendly vulnerability to hostile acts, influence, or surprise. This includes measures to protect from surprise, observation, detection, interference, espionage, terrorism, and sabotage. This task includes actions for protecting and securing the flanks and rear area of operational formations, and protecting and securing critical installations, facilities, systems and air, land, and sea lines of communications (LOCs). (JP 3-0, JP 3-13, JP 3-15, JP 3-58, CJCSM 3500.05)

M1	Incidents	By enemy troops, or partisans, affecting security of force and means in joint operations area.
M2	Percent	Of LOCs secure.
M3	Percent	Of total troops used to secure critical facilities and LOCs in communications zone (COMMZ).
M4	Hours	To coordinate for additional assets for theater.
M5	Instances	Of security plans not including smoke and obscuration.

## **OP 6.5.1 Provide Counterreconnaissance in the Joint Operations Area**

**DJS Approval Date:** 05-SEP-05

**Description:** To provide counterreconnaissance that will prevent hostile observation of operational forces and operational area. (JP 3-0, JP 3-10, JP 3-10.1, JP 3-54, JP 5-00.2, CJCSM 3500.05)

M1	Instances	Of compromise of friendly intentions (causing joint operations to be delayed, disrupted, canceled or modified).
M2	Percent	Of components that receive a counterreconnaissance plan prior to execution.
M3	Percent	Of joint operations delayed, disrupted, canceled or modified.
M4	Percent	Of impending joint operations in which enemy takes no counter-action.
M5	Percent	Of joint operations judged not compromised (based upon enemy prisoner of war (EPW) interrogations or captured documents).
M6	Percent	Of requirements for priority intelligence assigned to counter-reconnaissance elements.
M7	Percent	Of time operational actions taken to disrupt enemy reconnaissance.

## **OP 6.5.2 Secure Flanks, Joint Security Areas, and Communications Zone (COMMZ) in the Theater of Operations**

**DJS Approval Date:** 10-JUN-08

**Description:** To protect operational forces and means from attack throughout the theater of operations. ( JP 3-11, CJCSM 3500.05A, JP 3-0, JP 3-01, JP 3-09, JP 3-10, JP 3-17, JP 3-27, JP 3-68, JP 4-0)

**Notes:** N/A

M1	Number	Of casualties attributed to enemy actions (including terrorist attacks) in joint security area.
M2	Instances	Of joint security area attacks graded as level III (which delay, disrupt, cancel or modify an operation in theater of operations).
M3	Instances	Of threats to joint force flanks, joint security area, or COMMZ by enemy forces.
M4	Percent	Of tactical units diverted to deal with joint security area threat.
M5	Percent	Of total troops used to protect critical facilities and lines of communications in operational area.
M6	Yes/No	Joint security coordinator appointed by joint force commander for the joint security area.

### **OP 6.5.3 Secure Operationally Critical Installations, Facilities, and Systems**

**DJS Approval Date:** 11-JUN-08

**Description:** To protect operationally critical installations, facilities, and systems from attack in the operational area (OA). (CJCSM 3122.03C, CJCSM 3500.05A, JP 3-0, JP 3-07.2, JP 3-10, JP 4-0)

**Notes:** Task includes performing a force protection site survey of facilities and personnel prior to arrival of forces. Survey will provide a threat assessment and, based on that assessment, recommend sites for housing, supplies, ammunition and ordnance, aircraft parking, operations, maintenance, etc.

M1	Hours	For internal/external reaction force to reach installation or facility under attack.
M2	Instances	Of operations delayed, disrupted, canceled, or modified.
M3	Instances	Of terrorists acts against multinational forces in

		OA.
M4	Instances	Of terrorists acts against US forces in OA.
M5	Percent	Of hardened communications systems in OA supporting the operation.
M6	Percent	Of communications in OAA supporting operation with alternate paths.
M7	Percent	Of critical friendly facilities (e.g., ports of debarkation, command posts) destroyed, damaged, or rendered inoperable by sabotage or insurgents or terrorist actions.
M8	Percent	Of critical friendly facilities hardened or protected against hostile acts.
M9	Percent	Of terrorist attacks penetrating security in OA.
M10	Percent	Reduction in lines of communications (LOCs) capacity resulting from enemy attacks.
M11	Hours	To coordinate for additional assets for theater LOCs.
M12	Percent	Of threat assessments passed within established criteria.
M13	Yes/No	Command has established executable antiterrorism program.
M14	Yes/No	Command has established procedures to change force protection conditions.
M15	Yes/No	Command has procedures to respond to terrorist use of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons.
M16	Yes/No	Antiterrorism/security plan is coordinated, approved, and executable.
M17	Yes/No	Compliance with DOD antiterrorism standards.

## **OP 6.5.4 Secure Air, Land, and Sea Lines of Communications (LOCs) in Joint Operations Area**

**DJS Approval Date:** 11-JUN-08

**Description:** To protect the lines of communications (LOCs) which connect an operating military force with a base of operations and along which supplies and military forces move. (CJCSM 3500.05A, JP 3-0, JP

3-02, JP 3-08Vol I, JP 3-08Vol II, JP 3-09, JP 3-10, JP 3-17, JP 3-35, JP 4-0)

**Notes:** N/A

M1	Hours	To restore LOC following interruption.
M2	Minutes	For rapid reaction forces to reach point of LOC attack.
M3	Percent	Of traffic flow on LOCs (air, land, sea) interrupted by hostile action.
M4	Percent	Reduction in LOC capacity (resulting from enemy attack in operational area).
M5	Percent	Of LOC reduction that will affect combat operations/campaign.

## **OP 6.5.5 Integrate Host-Nation Security Forces and Means**

**DJS Approval Date:** 05-SEP-05

**Description:** To integrate and synchronize host-nation police, fire departments, military internal security forces, communications infrastructure, constabulary, rescue agencies, and penal institutions into the security plan for the operational area. This task includes the planning and execution of operational tasks that involve operations of two or more nations' forces including the forces of the host nation (HN). (JP 3-0, JP 3-07.1, JP 3-07.2, JP 3-08, JP 3-10, JP 3-35, JP 5-0, JP 5-00.2, CJCSM 3500.05)

M1	Hours	Delay between requisitioning agreed support and receiving it.
M2	Hours	Delay in HN response awaiting translator or liaison officer.
M3	Incidents	Involving US forces and HN security personnel (per week).
M4	Instances	Of communications systems capability, damaged by enemy forces, being repaired by HN damage control elements.
M5	Incidents	Require liaison officer to resolve (per week).
M6	Minutes	Delay in HN response awaiting translator or liaison officer (LNO).

M7	Minutes	Difference in response time between HN and US fire and rescue forces.
M8	Minutes	Difference in response time between US and HN forces.
M9	Percent	Of civil unrest incidents handled by HN forces without US backup.
M10	Percent	Increase in availability of combat forces through use of HN security in joint force plans.
M11	Percent	Increase in availability of tactical forces through use of HN security in joint force plans.
M12	Percent	Increase in availability of Air Force forces through use of HN security in joint force plans.
M13	Percent	Increase in tactical force strength by using HN to fulfill security in joint plans.
M14	Percent	Of civil unrest incidents handled jointly by HN forces and US forces.
M15	Percent	Of communications capacity from HN infrastructure.
M16	Percent	Of HN incident responses require liaison officer or noncommissioned officer (NCO).
M17	Percent	Of requirements delayed or disrupted.
M18	Percent	Of significant hazards removed by HN.
M19	Percent	Of total combat service support supplied by HN.
M20	Percent	Of total combat support supplied by HN.
M21	Percent	Of US plans have HN supporting plans.
M22	Percent	Reduction in loss of communications systems capability after addition of HN damage control elements.
M23	Personnel	Of total number of combat service support personnel reduced by HN support.
M24	Percent	Reduction in combat service support personnel through HN support.
M25	Percent	Of communications systems capacity provided by HN damage control and restoral.
M26	Percent	Of communications redundancy from HN common infrastructure.
M27	Percent	Of command, control, communications, and intelligence (C3I) capacity provided by HN infrastructure.

## OP 6.6 Conduct Defensive Countermeasure Operations

**DJS Approval Date:** 05-SEP-05

**Description:** To conduct defensive countermeasure operations as part of the force protection program (FPP). These operations are designed to deny or limit an enemy's ability to use intelligence collection sensors to detect defended assets and/or attack them with precision engagement. (JP 3-13.1, JP 3-51, JP 3-54, CJCSM 3500.05)

M1	Yes/No	Do commands responsible for developing FPPs identify threat intelligence collection sensors and threat precision engagement capabilities as part of the intelligence preparation of the battlespace?
M2	Numbers	Of types of identified threat intelligence collection sensors and precision engagement capabilities
M3	Percent	Of identified threat intelligence collection sensors and precision engagement capabilities for which effective countermeasures are available
M4	Yes/No	Does the FPP include appropriate countermeasures information?

### OP 6.6.1 Conduct Defensive Countermeasures Against Threat Intelligence Sensors

**DJS Approval Date:** 05-SEP-05

**Description:** To conduct defensive countermeasures, which includes: reviewing defended asset list and identify those assets that could be effectively protected with countermeasures from detection by threat intelligence sensors; selecting appropriate countermeasures to degrade/neutralize threat sensor capabilities to detect defended assets; developing defended asset countermeasure input to force protection program (FPP); and assessing countermeasure effectiveness and adjust input to FPP as necessary. (JP 3-13, JP 3-51, CJCSM 3500.05)

M1	Number	Of defended assets that could be effectively protected from detection by countermeasures.
M2	Percent	Of countermeasure defendable assets for which countermeasure protection is planned.

M3	Percent	Of countermeasure defended assets detected.
M4	Yes/No	Does FPP identify consequence management (CM) to be used to protect defended assets against threat intel sensors?
M5	Yes/No	Is countermeasure effectiveness used to adjust the force protection plan?

## **OP 6.6.2 Conduct Defensive Countermeasures Against Threat Precision Engagement**

**DJS Approval Date:** 05-SEP-05

**Description:** To conduct defensive countermeasures, which includes: reviewing defended asset list and identify those assets that could be effectively protected from precision engagement by countermeasures; selecting appropriate countermeasures to degrade/neutralize threat precision guided weapon and associated target acquisition systems from successfully attacking defended assets; developing defended asset countermeasure input to force protection program (FPP) and assessing countermeasure effectiveness; and adjusting input to FPP as necessary. (JP 3-13, JP 3-51, CJCSM 3141.01A)

M1	Number	Of defended assets that could be effectively protected from precision engagement by countermeasures.
M2	Percent	Of countermeasure defendable assets for which countermeasure protection is planned.
M3	Percent	Of countermeasure defended assets engaged.
M4	Yes/No	Does FPP identify countermeasures to be used to protect defended assets against threat precision engagement?
M5	Yes/No	Is countermeasure effectiveness used to adjust the FPP?

## **OP 6.7 Conduct Defense Critical Infrastructure Protection Program**

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct coordination between individuals charged with day-to-day operation and maintenance of DCI/As and the individuals



charged with infrastructure investment strategies. (DODD 3020.40, DODD 7730.65)

**Notes:** This task includes reporting the status of resource allocation decisions against known asset vulnerabilities in DRRS.

M1	Yes/No	Asset owner coordinates and documents critical infrastructure (CI) vulnerability remediation/mitigation investment decisions with affected combatant command commander/ combat support agency director.
M2	Yes/No	A command/agency office of primary responsibility (OPR) is identified to implement the Defense Critical Infrastructure Program IAW DODD 3020.40.
M3	Yes/No	The command/agency DCIP OPR is adequately manned and funded to determine critical assets, coordinate a TCAs assessment schedule, and to track risk management of identified vulnerabilities.
M4	Yes/No	The DCIP OPR is managing critical asset readiness reporting in DRRS.

## OP 6.7.1 Identify Task Critical Assets

**DJS Approval Date:** 05-OCT-07

**Description:** To identify mission-critical assets and associate them with a particular facility. (DODD 3020.40)

**Notes:** N/A

M1	Percent	Of TCAs linked to METs.
M2	Yes/No	Prioritized task critical asset list provided to combatant command/ combat support agency critical infrastructure program manager.

## OP 6.7.2 Coordinate Task Critical Asset Vulnerability Assessment

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct a systematic examination of mission-essential systems, assets, and applications, to identify vulnerabilities, which could cause a degradation or loss (incapacity to perform designed function) as

a result of being subjected to a certain level of threat or hazard. (DODD 3020.40)

**Notes:** N/A

M1	Yes/No	Assessments identify vulnerabilities using authoritative standards (OSD approved benchmarks and standards, Service directives, agency directives, etc).
M2	Percent	Of identified task critical assets that are assessed within a 3-year period.
M3	Percent	Of planned self-assessments executed in past 12 months.
M4	Percent	Of requests approved for outside support for detailed technical vulnerability assessments during last Joint Staff assessment planning cycle.

## **OP 7 Execute Combating Weapons of Mass Destruction (CWMD) Operations in Joint Operation Area (JOA)**

**DJS Approval Date:** 13-MAY-08

**Description:** To execute actions within JOA to ensure the United States, its Armed Forces, allies, coalition partners, and interests are neither coerced nor attacked by enemies using CBRN weapons as WMD. (CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3520.02A, DODI 2000.18, JP 2-0, JP 2-01, JP 3-0, JP 3-05, JP 3-08, JP 3-10, JP 3-11, JP 3-40, JP 3-41, JP 4-02, JP 5-0, JP 6-0, NMS CWMD)

**Notes:** This task includes assessing planning considerations and strategies and affirming objectives, standards, and requirements to COAs. It ensures readiness of enabling systems, such as intelligence, science/technologies, and subject matter expertise reachback capabilities. It executes CWMD mission(s) to protect the force. CBRN recognizes the potential hazards of TIMs as defined in JP 3-41. This task is also linked to OP 2.2 Collect and Share Operational Information.

M1	Number	Of nations in JOA, or with influence, that have nuclear attack capabilities.
M2	Number	Of nations in JOA, or with influence, that have chemical attack capabilities.

M3	Number	Of nations in JOA, or with influence, that have biological attack capabilities.
M4	Percent	Change in number of CBRN weapon capable JOA actors in the past year.
M5	Number	Of nonstate actors with assessed CBRN weapon capabilities in JOA.
M6	Number	Of JOA plans without CBRN considerations when, in fact, a valid CBRN threat existed.
M7	Number	Of nations in JOA that have a program for a ballistic missile with range more than 500 nautical miles (NM).
M8	Number	Of nations in JOA that have successfully mated CBRN weapon warheads to ballistic missiles.
M9	Number	Of nations in JOA that have sea-based CBRN weapon forces in development.
M10	Number	Of nations in JOA that provided assistance to other nations in the transfer of critical weapons technology.
M11	Number	Of nations possessing TIMs manufacturing, storage, and transportation activities in the theater; specific locations of each in JOA; and specific combatant command database containing all TIMs and their derivative components/compounds and suppliers.
M12	Number	Of deterrence successes where an identified CBRN capability in JOA was not used.
M13	Days	To locate, identify, and classify threats, and precise location of suspected weapon fabrication, assembly, and required storage in JOA.
M14	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units in JOA.
M15	Number	Of JOA synchronized exercises with other joint and combined exercise programs.
M16	Number	Of JOA coordinated exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M17	Yes/No	JWARN is 100 percent integrated and operational with JOA communications, alert, and warning

		systems.
M18	Number	Of U.S. CWMD and supporting forces in JOA reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M19	Days	To identify terrorist organizations in JOA acting alone or with state sponsorship that possess or are attempting to acquire WMD.
M20	Days	To identify government and commercial facilities in JOA (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs.
M21	Hours	To establish protection for all U.S., allied, and coalition partner personnel in JOA, and coordinate passive defense medical support.
M22	Percent	Of passive defense assets/capabilities deployed into critical JOA APOD/SPODs within time constraints.
M23	Percent	Of medical assets/capabilities deployed into critical JOA APODs/SPODs within time constraints.
M24	Percent	Of passive defense assets/capabilities staged in the JOA prior to conducting offensive operations within time constraints.
M25	Yes/No	Ongoing military operations are taking precedence over military support of FCM.
M26	Yes/No	JOA CBRN operation plans, programs, and measures are active, layered, and reflect a defense-in-depth as evidenced by successful participation in CWMD exercises.
M27	Yes/No	JOA CBRN operation plans, programs, and measures provide situational awareness and integrated C2 as evidenced by successful participation in CWMD exercises.
M28	Yes/No	JOA CBRN operation plans, programs, and measures utilize the enablers of intelligence, partnership capacity, and theater communications support as evidenced by successful participation in CWMD exercises.

M29	Percent	Of intelligence on enemy CBRN weapon systems that proves to be accurate.
M30	Days	To supply CBRN teams with SMEs in response to combatant commander or civil authority requests.
M31	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.

## **OP 7.1 Enable Combating Weapons of Mass Destruction (CWMD) Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 14-MAY-08

**Description:** To enable and implement CWMD operation plans and enabling strategies in JOA. To deploy and employ specialized teams; provide intelligence (reachback); provide science/technology expertise (reachback); and conduct interagency coordination in direct support of ongoing JOA CWMD missions. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3520.02A, DODI 2000.18, DODI 2000.21, FM 3-11.14, FM 3-11.21, FM 3-11.34, JP 2-0, JP 2-01, JP 3-0, JP 3-08, JP 3-11, JP 3-40, JP 3-41, JP 5-0, JP 6-0)

**Notes:** This task relies heavily on the enabling programs of C2, communications systems, ISR, interagency coordination, and strategic communications. This task involves the support of ACTDs, JCTDs, and ATDs to facilitate improvements across all 8 CWMD mission areas (offensive operations, elimination operations, interdiction operations, active defense, passive defense, WMD CM, security cooperation & partnership activities, threat reduction cooperation). This task also requires reachback capability to USG intelligence and science/technology resources and SMEs.

M1	Number	Of countries in JOA predicted to transfer WMD/CBRN technologies.
M2	Number	Of state and non-state actors in JOA predicted to purchase WMD/CBRN technologies as a regional counterbalance.
M3	Yes/No	Are appropriate U.S. resources and capabilities factored into JOA operation plans and actions?
M4	Percent	Of countries in JOA serving as CBRN intelligence sources.
M5	Number	Of new CWMD materials emerging from

		ACTD/JCTD/ATD efforts are “fast tracked” by JPEO-CB.
M6	Number	Of CWMD mission areas support packages pre-staged in JOA.
M7	Hours	To describe the posture and disposition of the country’s WMD weapons, munitions, delivery systems, and units in JOA.
M8	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and required storage in JOA.
M9	Percent	Of U.S. CWMD and support forces in JOA reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M10	Percent	Of JOA synchronized PSI exercises with other joint and combined exercise programs.
M11	Number	Of JOA coordinated PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M12	Yes/No	JOA CBRN operation plans, programs, and measures are active, layered, and reflect a defense-in-depth as evidenced by successful participation in CWMD exercises.
M13	Yes/No	JOA CBRN operation plans, programs, and measures provide situational awareness and integrated C2 as evidenced by successful participation in CWMD exercises.
M14		JOA CBRN operation plans, programs, and measures utilize the enablers of intelligence, partnership capacity, and theater communications support as evidenced by successful participation in CWMD exercises.
M15	Yes/No	Are appropriate coalition resources and capabilities factored into JOA CBRN plans and actions?
M16	Percent	Of strategic ISR assets assigned to monitoring adversary’s CBRN weapon capabilities in JOA.

M17	Days	To supply CBRN teams with SMEs in response to combatant commander or civil authority requests.
M18	Hours	To provide reachback capabilities with SMEs for CBRN requests for information.

## **OP 7.2 Conduct Combating Weapons of Mass Destruction (CWMD) Threat Reduction Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 14-MAY-08

**Description:** To implement and conduct planned CWMD/CBRN threat reduction operations in JOA by assisting HN authorities to enhance their physical security; emplace detection equipment; and reduce, dismantle, redirect, and/or improve protection of a state's existing WMD programs, stockpiles, and capabilities. (CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3520.02A, DODI 2000.18, FM 3-11.14, FM 3-11.34, JP 2-0, JP 2-01, JP 3-0, JP 3-05, JP 3-11, JP 3-40, JP 3-41, JP 5-0, JP 6-0)

**Notes:** This task requires special focus on CDIs and/or PSI programs in the JOA. Combatant commands' CDIs and/or PSI programs are considered the actionable focal points for integrating threat reduction activities in JOA.

M1	Percent	Change in number of nuclear powers in JOA in the last year.
M2	Number	Of nations in JOA that have actual or suspected biological weapons programs.
M3	Number	Of nations in JOA that have actual or suspected chemical weapons programs.
M4	Number	Of nations in JOA that have actual or suspected nuclear weapons programs.
M5	Number	Of nations in JOA that accepted U.S. help in controlling CBRN weapon technology proliferation.
M6	Number	Of nations in JOA that have a ballistic missile program.
M7	Number	Of nations in JOA that have a program for a ballistic missile with range more than 500KM.
M8	Number	Of nations in JOA that have successfully mated CBRN weapon warheads to ballistic missiles.

M9	Number	Of nations in JOA that have sea-based CBRN weapon forces in development.
M10	Number	Of nations in JOA that provided assistance to other nations in the transfer of critical weapons technology.
M11	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and required storage in JOA.
M12	Days	To describe the posture and disposition of the country's WMD munitions, delivery systems, and units in JOA.
M13	Number	Of JOA synchronized PSI exercises with other joint and combined exercise programs.
M14	Number	Of JOA coordinated PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M15	Number	Of U.S. CWMD and support forces in JOA reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M16	Yes/No	Are appropriate U.S. resources and capabilities factored into JOA threat reduction operational plans and actions?
M17	Yes/No	Are appropriate coalition resources and capabilities factored into JOA threat reduction plans and actions?

## **OP 7.3 Conduct Security Cooperation and Partner Activities Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 13-MAY-08

**Description:** To implement and conduct planned security cooperation and partner activities operations in JOA. (CJCSI 3125.01A, CJCSI



3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3520.02A, JP 2-0, JP 2-01, JP 3-0, JP 3-05, JP 3-11, JP 3-40, JP 3-41, JP 5-0)

**Notes:** Conduct combined/coalition exercises to improve partner and allied capacity to CWMD across 7 of the 8 CWMD mission areas (i.e., elimination operations, interdiction operations, active defense, passive defense, WMD CM, security cooperation & partnership activities, and threat reduction cooperation). Combatant commands CDIs and/or PSI programs are considered the actionable focal points for integrating security cooperation and partner activities in JOA. Conduct coordination with allies and coalition partners to prevent, dissuade, or deny state and non-state actor access to WMD-relevant capabilities; respond to support nonproliferation efforts assigned by treaties, agreements, sanctions, export control regimes and frameworks, national, international, and host-nation programs. JOA security cooperation and partner activities contribute to achieve objectives that contribute materially to the achievement of the combatant commands designated end states for a campaign plan.

M1	Percent	Change in number of nuclear powers in JOA in the last year.
M2	Number	Of nations in JOA that have actual or suspected biological weapons programs.
M3	Number	Of nations in JOA that have actual or suspected chemical weapons programs.
M4	Number	Of nations in JOA that have actual or suspected nuclear weapons programs.
M5	Number	Of nations in JOA that accepted U.S. help in controlling CBRN weapon technology proliferation.
M6	Number	Of nations in JOA that have a ballistic missile program.
M7	Number	Of nations in JOA that have a program for a ballistic missile with range more than 500 nautical miles (NM).
M8	Number	Of nations in the theater or JOA that have successfully mated CBRN weapon warheads to ballistic missiles.
M9	Number	Of nations in JOA that have sea-based CBRN weapon forces in development.
M10	Number	Of nations in JOA that provided assistance to other nations in the transfer of critical weapons technology.

M11	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and required storage in JOA.
M12	Days	To describe the posture and disposition of the country's WMD munitions, delivery systems, and units in JOA.
M13	Number	Of U.S. CWMD and support forces in JOA reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M14	Number	Of JOA synchronized PSI exercises with other joint and combined exercise programs.
M15	Number	Of JOA coordinated PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.
M16	Yes/No	Are appropriate coalition resources and capabilities factored into JOA plans and actions?
M17	Yes/No	Are appropriate U.S. resources and capabilities factored into JOA operation plans and actions?
M18	Percent	Of strategic ISR assets assigned to monitoring adversary's CBRN weapon capabilities in JOA.
M19	Days	To obtain commitment of support from allies (after submitting request).
M20	Yes/No	JOA security cooperation and partner activities support the combatant command campaign plans security cooperation activities.

## **OP 7.4 Conduct Combating Weapons of Mass Destruction (CWMD)/Chemical, Biological, Radiological, and Nuclear (CBRN) Interdiction Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 13-MAY-08

**Description:** To implement, prepare, and conduct CWMD/ CBRN interdiction operations in JOA to stop the transit of WMD, delivery systems, associated and dual-use technologies, materials, and expertise between states of concern and to state or non-state enemies in JOA. (CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3520.02A, JP 1, JP 2-0, JP 2-01, JP 3-0, JP 3-03, JP 3-08, JP 3-11, JP 3-40, JP 5-0, JP 6-0)

**Notes:** This task involves conducting air, land, or sea operations as part of the JFC's campaign or major operation to destroy, neutralize, or delay the enemy's CBRN potential.

M1	Percent	Of detected CBRN weapons intercepted in JOA.
M2	Number	Of U.S. casualties both combatant and non-combatant in JOA.
M3	Number	Of false alarms in JOA. False alarms refer to the mistaken identification of delivery systems as being armed with WMD.
M4	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and required storage in JOA.
M5	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units in JOA.
M6	Yes/No	JOA JWARN is fully integrated and 100 percent mission capable.
M7	Number	Of U.S. CWMD and support forces in JOA reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M8	Number	Of JOA synchronized PSI exercises with other joint and combined exercise programs.
M9	Yes/No	JFC seeks combinations of forces and actions to achieve concentration of various dimensions of the JOA interdiction plan.
M10	Number	Of JOA coordinated PSI exercises, as appropriate, with USSTRATCOM, in furtherance of the USSTRATCOM responsibility to integrate and synchronize applicable DOD-wide efforts across the DOTMLPF spectrums.

M11	Yes/No	JFC arranges interdiction actions to take advantage of friendly strengths and enemy vulnerabilities and to preserve freedom of action for future operations.
M12	Yes/No	JOA interdiction plan prohibits the transfer of enemy WMD tactical and operational infrastructure.
M13	Yes/No	JOA interdiction plan synchronizes the actions of air, land, sea, and special operations forces.
M14	Yes/No	JOA WMD interdiction operations utilize and maximize unity of effort, centralized planning, and decentralized execution.
M15	Yes/No	Are appropriate coalition resources and capabilities factored into JOA plans and actions?
M16	Yes/No	Are appropriate U.S. resources and capabilities factored into JOA operational plans and actions?
M17	Percent	Of strategic ISR assets assigned to monitoring adversary's CBRN weapon capabilities in JOA.
M18	Percent	Of enemy forces or materials captured, disrupted, delayed, degraded, neutralized, or destroyed in JOA before effective use against friendly forces.
M19	Percent	Of enemy operational forces captured, disrupted, delayed, degraded, neutralized, or destroyed outside JOA.
M20	Percent	Change in number of nuclear powers in JOA in the last year.
M21	Number	Of nations in JOA that have actual or suspected biological weapons programs.
M22	Number	Of nations in JOA that have actual or suspected chemical weapons programs.
M23	Number	Of nations in JOA that have actual or suspected nuclear weapons programs.

## **OP 7.4.2 Conduct Foreign Consequence Management**

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct foreign consequence management providing military support as requested by the Department of State and directed by the Secretary of Defense to protect the health, safety, restoration of

essential services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of either a CBRNE outside the continental United States. (JP 3-07.6, JP 3-08VI, JP 3-08VII, JP 3-11, JP 3-16, JP 3-34, JP 3-40, JP 3-57, JP 3-68, JP 4-02, JP 4-04, JP 4-09, DODD 2000.12, DODD 3025.14, DODD 3000.05, DODD 3025.15, JP 3-0, JP 3-05, JP 3-07.1, JP 3-07.2, JP 3-07.3, DODD 5100.46, DODD 3150.5, CJCSI 3110.16, CJCSI 3214.01B)

**Notes:** In foreign CM, the Department of Defense will need to maintain operational control over the affected area of a WMD incident until a transition to either DOS or HN can occur. Transition from the Department of Defense to Department of State. For CM operations conducted in sovereign nations where the Department of Defense is already present, conducting military operations, the Department of Defense will transition CM responsibility to the Department of State or HN once US and allied forces are capable of continuing their mission in the environment. While the Department of Defense remains a force provider for extended CM operations, the Department of States or the HN assumes responsibility once there is no longer an impact on combat forces.

M1	Yes / No	Was an AATF stood up and placed under command of a single headquarters?
M2	Yes / No	Were essential C2, communication, and computer systems accessible by all units of the AATF?
M3	Yes / No	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	Yes / No	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	Yes / No	Were airlift assets in direct support of the ground combat unit?
M6	Yes / No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	undefined	Were processes available to protect electronic systems from exploitation and attack?
M8	Yes / No	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	Yes / No	Did AATF leaders include provisions for medical evacuating of casualties?
M10	Yes / No	Did the AATF include a special operations C2 element to accompany the assault force?

## **OP 7.5 Conduct Combating Weapons of Mass Destruction (CWMD) Active Defense Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 13-MAY-08

**Description:** To implement plans, prepare and conduct layered active defense operations to warn, defend, and protect personnel, critical nodes and facilities, and means in the JOA by preventing, deterring, or defeating the delivery of CBRN weapons. (FM 3-11.34, JP 2-0, JP 2-01, JP 2-01.3, JP 3-0, JP 3-01.5, JP 3-02, JP 3-03, JP 3-10, JP 3-11, JP 3-13, JP 3-18, JP 3-40, JP 3-41, JP 5-0, JP 6-0)

**Notes:** This is a joint and multinational task involving the coordination and synchronization of available assets in the JOA. Task includes deployment and employment of a variety of integrated weapons systems and sensors to counter threats, both before and after launch, to detect, divert, or destroy enemy CBRN weapons and delivery means while en route to its targets. Task also includes those actions taken to counter and defeat covert and clandestine delivery of CBRN weapons. Task requires the integration of passive defense procedures to optimize force protection measures. This task interfaces with all OP 7.0 tasks to provide a layered capability against the CBRN weapon threat.

M1	Number	Of detected CBRN weapons intercepted in JOA.
M2	Number	Of U.S. casualties both combatant and non-combatant in JOA.
M3	Minutes	After launch of ballistic missile to issue threat warning in JOA.
M4	Hours	To establish disease, warning, and analysis reporting system in JOA.
M5	Percent	Of passive defense mission capabilities staged in designated operational areas in JOA prior to initiation of active defense operations.
M6	Number	Of active defense forces assigned to the JOA/JFC 90 percent mission CWMD capable. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).

M7	Days	To identify terrorist organizations in JOA acting alone or with state sponsorship that possess or are attempting to acquire WMD.
M8	Days	To identify government and commercial facilities in JOA (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs.
M9	Percent	Of passive defense assets/capabilities deployed into critical JOA APODs/SPODs within time constraints.
M10	Percent	Of medical assets deployed into critical JOA APODs/SPODs within time constraints.
M11	Yes/No	Are appropriate coalition resources and capabilities factored into JOA plans and actions?
M12	Yes/No	Are appropriate U.S. resources and capabilities factored into JOA operation plans and actions?
M13	Percent	Of strategic ISR assets assigned to monitoring adversary's CBRN weapon capabilities in JOA.
M14	Percent	Of enemy forces or materials captured, disrupted, delayed, degraded, neutralized, or destroyed in JOA before effective use against friendly forces.
M15	Hours	To develop and coordinate the JOA Defended Assets List (DAL).
M16	Hours	To allocate assets in support of the JOA DAL.
M17	Hours	To provide JFC with CM technical expertise relating to CBRN weapon/TIM matters (after USJFCOM receives execute/deployment order).
M18	Percent	Of operational forces in JOA trained to operate in a CBRN environment.
M19	Yes/No	JWARN is 100 percent integrated and operational with JOA communications and alert and warning systems.
M20	Minutes	To scramble fighters and/or alert appropriate attack systems.
M21	Percent	Of hostile aircraft and missiles engaged and destroyed.
M22	Percent	Of attacking aircraft that penetrate air defense network.
M23	Percent	Of attacking enemy aircraft destroyed.

M24	Yes/No	Combatant command has integrated political-military agreements/arrangements with HNs for overflight/transit to deploy and employ aircraft and other military assets.
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## **OP 7.6 Conduct Combating Weapons of Mass Destruction (CWMD) Elimination Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 13-MAY-08

**Description:** To implement plans to prepare and conduct elimination operations to systematically locate, characterize, secure, disable, and/or destroy a state or non-state actor's WMD programs and related capabilities in hostile or uncertain environments in the JOA. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3500.01D, DODD 2060.02, DODI 2000.18, JP 2-0, JP 2-01, JP 3-0, JP 3-05, Joint Handbook WMD Elimination Operations, JP 3-07.1, JP 3-08, JP 3-10, JP 3-11, JP 3-40, JP 3-41, JP 4-01.5, JP 5-0, JP 6-0)

**Notes:** Task includes planning, exercising, executing, and sustaining WMD elimination activities. Task includes employment of a Joint Task Force Elimination (JTF-E) established to eliminate WMD programs. Task may include conducting elimination operations at multiple sites of varying sizes with different kinds of WMD. This task therefore involves vertical and horizontal integration of joint and combined tasks and supporting in time and space. Preparatory activities are coordinated with affected joint forces, coalition partners, and appropriate NGOs and indigenous organizations. JTF/JOA force staffs collaboratively manage the preparation of joint and coalition forces for elimination operations within the operational environment to particularly include deconfliction between elimination and other operations. This task may require facilitating the reception of site exploitation teams and integrating them with tactical units. The 5 primary tasks of elimination operations are described in the Joint Handbook WMD Elimination Operations.

M1	Days	To locate, identify, and classify threats, precise location of suspected weapon fabrication, assembly, and storage required in the JOA.
M2	Days	To describe the posture and disposition of the country's WMD weapons, munitions, delivery systems, and units in the JOA.



M3	Number	Of U.S. CWMD and supporting forces reporting C-1 or C-2 in unit GSORTS database in the JOA. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M4	Days	To identify government and commercial facilities (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs in the JOA.
M5	Percent	Of U.S. "Render Safe" forces deployable to conduct elimination operations.
M6	Number	Of nations in JOA, or with influence, that have nuclear attack capabilities.
M7	Number	Of nations in JOA, or with influence, that have chemical attack capabilities.
M8	Number	Of nations in JOA, or with influence, that have biological attack capabilities.
M9	Yes/No	Combatant command has established a JTF-E to conduct WMD-E operations within a JOA.
M10	Yes/No	C2 of the JTF-E has been transferred to a JFC.
M11	Yes/No	Joint Elimination Coordination Element has been assigned to the established JTF-E for the conduct of the WMD-E missions in the JOA.
M12	Hours	For JFC to plan and commence execution of security operations in support of the JTF-E to prevent the looting, use, or capture of WMD and related materials.
M13	Hours/Days	For JTF-E to isolate the suspected WMD sites and materials to prevent possible proliferation, pilfering, or destruction of potential forensic evidence; details personnel; prevents dispersion, contamination, or collateral effects of the release of WMD agents.
M14	Days	For JTF-E to exploit adversary's WMD programs and capabilities to attribute and connect the adversary's network, which may determine future targets; collect evidence of a WMD program; and provide force protection from immediate WMD threats.

M15	Hours	For JTF-E to possess the passive defense and CM assets and capabilities in the event WMD release/explosion occurs from improvised WMD device or booby-trapped WMD site.
M16	Days	For JTF-E to render chemical, biological, or radiological WMD harmless by destroying weapons, materials, agents, and delivery systems that pose an immediate threat to U.S. Armed Forces and the civilian population.
M17	Days	For JTF-E to conduct intelligence exploitation of WMD program experts, documents, and other media, as well as previously secured weapons and material.
M18	Weeks	For JTF-E to plan and execute the transition phase of WMD-E, in which the elimination operation may be transferred to the lead agency or some other entity.
M19	Yes/No	JTF-E has established monitoring measures designed to continuously observe and examine former WMD programs and sites to ensure that eliminated programs are not reconstituted.
M20	Yes/No	JTF-E monitoring measures include a transition phase to other USG agencies and/or international organizations.
M21	Yes/No	JTF-E plans for redirection of adversary's WMD program as a component of the transition phase being performed by other USG agencies and/or coalition partners.
M22	Yes/No	JOA/JFC active defense measures are operational?
M23	Yes/No	JOA/JFC passive defense measures are operational?
M24	Yes/No	Are appropriate coalition resources and capabilities factored into JOA WMD-E plans and actions?
M25	Yes/No	Are appropriate U.S. resources and capabilities factored into JOA WMD-E operational plans and actions?
M26	Percent	Of strategic ISR assets assigned to monitoring adversary's CBRN weapon capabilities in JOA.
M27	Percent	Of enemy forces or materials captured, disrupted, delayed, degraded, neutralized, or destroyed in JOA before effective use against friendly forces.

M28	Percent	Of enemy operational forces captured, disrupted, delayed, degraded, neutralized, or destroyed outside JOA.
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## **OP 7.7 Conduct Combating Weapons of Mass Destruction (CWMD) Offensive Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 13-MAY-08

**Description:** To implement plans and conduct CWMD offensive operations to defeat, neutralize, or deter a WMD threat or subsequent use of WMD in JOA. ( CJCSI 3214.01C , JP 1, JP 2-0, JP 2-01, JP 3-0, JP 3-10, JP 3-11, JP 3-13, JP 3-16, JP 3-29, JP 3-33, JP 3-40, JP 3-41, JP 3-57, JP 3-60, JP 5-0)

**Notes:** Task includes positively identifying and selecting CBRN weapon targets, matching the means (lethal or nonlethal), and employing specialized capabilities and operational concepts to meet course of action objectives. Task also assesses damage to include unforeseen consequences from collateral damage and transport and disposal of any captured CBRN weapons and facilities. OP 7.7 is not intended to conflict with OP 1.2.5 “Offensive Operations in the JOA.” Information operations and psychological operations (PSYOP) may be conducted in support of offensive operation efforts.

M1	Hours	To acquire, positively identify, select, and prioritize CBRN weapon targets in JOA.
M2	Hours	To apportion resources in JOA to attack CBRN weapon target(s) in either a contingency or crisis action planning mode.
M3	Percent	Of targets in JOA reviewed for collateral damage/effects, damage expectancy, and political ramifications/sensitivities.
M4	Percent	Of targets in JOA exceeding guidance.
M5	Percent	Of planned targets in JOA hit on time.
M6	Percent	Reduction in target nation or groups with CBRN weapon capabilities in JOA.
M7	Percent	Of friendly or neutral forces or noncombatants in JOA influenced by collateral effects from friendly attacks on CBRN weapon targets.

M8	Yes/No	JOA PSYOP annex includes requests for assistance in locating CBRN weapons and warning combatants and non-combatants to evacuate CBRN weapons storage/manufacturing areas.
M9	Percent	Of known/suspected enemy CBRN targets in JOA that have been planned in accordance with the Joint Targeting Cycle process.
M10	Yes/No	Availability of a weapon system in JOA designed to destroy, disrupt, or deny access to CBRN weapon targets while minimizing negative collateral effects.
M11	Percent	Accuracy of modeling and prediction of collateral effects prior to a strike on CBRN weapons in JOA.
M12	Yes/No	Passive defense capabilities are staged in the JOA prior to conducting offensive operations.
M13	Yes/No	Ongoing military operations are taking precedence over military support of FCM.
M14	Hours	Until joint force prepared to conduct offensive operations in JOA after receipt of warning order.
M15	Days	To seize JOA assigned objectives.
M16	Hours	To establish protection for all U.S., allied, and partner personnel in JOA, and coordinate passive defense medical support.
M17	Percent	Of passive defense assets/capabilities deployed into critical JOA APODs/SPODs within time constraints.
M18	Percent	Of medical assets/capabilities deployed into critical JOA APODs/SPODs within time constraints.
M19	Yes/No	JOA CBRN operation plans, programs, and measures are active, layered, and reflect a defense-in-depth as evidenced by successful participation in CWMD exercises.
M20	Yes/No	JOA CBRN operation plans, programs, and measures provide situational awareness and integrated C2 as evidenced by successful participation in CWMD exercises.
M21	Percent	Of targets defeated by offensive action.
M22	Percent	Of enemy forces disrupted, delayed, degraded, neutralized, or destroyed before effective uses against friendly forces.
M23	Percent	Of attacks assessed to have greater collateral

		damage/effects than planned/expected.
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## OP 7.8 Integrate Passive Defense Operations in Joint Operations Area (JOA)

**DJS Approval Date:** 13-MAY-08

**Description:** To implement and conduct planned passive defense operations to minimize or negate the vulnerability and effects of CBRN weapons employed against U.S. and partner/allied armed forces, as well as U.S. military interests, installations, and critical infrastructure in the JOA. (CJCSI 3110.16A, CJCSI 3125.10A, CJCSI 3214.01C, CJCSI 3401.01D, CJCSI 3401.02A, CJCSI 3500.01D, DODD 2060.02, DODI 2000.18, FM 3-11.34, JP 2-0, JP 2-01, JP 3-0, JP 3-02, JP 3-10, JP 3-11, JP 3-28, JP 4-06, JP 6-0)

**Notes:** Task includes conducting medical surveillance; placement and use of networked detectors to warn; deployment, issue, and use of prophylaxis to military and civilians; preparation and employment of CONOPS to survive and operate in a CBRN environment. Task triggers intelligence activities to support vulnerability assessments to prepare CM estimates for CBRN contamination in JOA. Passive defense operational capability upon initiation of U.S. force flow into JOA is most critical to commence and sustain APOD/SPOD operations. Passive defense programs are integrated into virtually every military operation, and affect all 8 CWMD mission areas (offensive operations, elimination operations, interdiction operations, active defense, passive defense, WMD CM, security cooperation & partnership activities, and threat reduction cooperation). The 4 main tenets of passive defense are sense, shape, shield, and sustain. Services play the key role in preparing the deploying forces to meet the combatant command and JFC's minimum requirements for conducting operations in a WMD threatened environment.

M1	Hours	To establish a CBRN warning and reporting system for the JOA.
M2	Hours	To position operational detectors for optimum protection of forces.
M3	Percent	Of operational forces and means trained and equipped to operate in a CBRN environment.
M4	Percent	Of enemy attacks detected.
M5	Number	Of instances when operational forces and facilities were affected by an attack without warning.

M6	Percent	Of operational forces and facilities with CBRN casualties.
M7	Percent	Of friendly or neutral forces or noncombatants influenced by collateral effects from friendly attacks on CBRN weapon targets.
M8	Hours	To coordinate for additional assets for JOA.
M9	Number	Of false positive alarms.
M10	Instances	Of undetected use of CBRN.
M11	Instances	Of decontamination capability being insufficient for the situation.
M12	Hours	To operationally decontaminate or weather a base area attacked with chemical weapons.
M13	Days	To inoculate personnel under a biological threat.
M14	Percent	Of base areas with dedicated chemical, biological, radiological, and nuclear monitoring teams.
M15	Instances	Of medical facilities not able to treat contaminated casualties.
M16	Hours	To establish C2 at incident location.
M17	Hours	To provide joint technical augmentation cell (JTAC) on site.
M18	Hours	To provide initial assessment after arrival of C2 at incident location.
M19	Hours	To complete food, water, and vector vulnerability assessments and TIM vulnerability assessments.
M20	Hours	To provide CBRN health risk assessment estimate.
M21	Hours	To recognize, identify, and diagnose CBRN agents and casualties.
M22	Hours	To perform medical sector detection, marking, and reporting.
M23	Hours	To set up tracking and follow-up procedures of contaminated personnel.
M24	Hours	To coordinate with mortuary affairs on handling, decontaminating, and transporting human remains.
M25	Percent	Of operational forces trained to operate in a CBRN environment.
M26	Percent	Of operational forces equipped to operate in a CBRN environment.

M27	Percent	Of operational forces with CBRN casualties.
M28	Days	To identify JOA medical threats and develop countermeasures.
M29	Days	To conduct pre- and post-deployment screening procedures.
M30	Days	To deploy assets to conduct medical surveillance in JOA.
M31	Percent	Of immunizations and medical countermeasures on hand.
M32	Percent	Of medical personnel trained in management of CBRN casualties.
M33	Number	Of medical treatment facilities' beds available.
M34	Percent	Of non-effectiveness rate (NER).
M35	Hours	To establish protection for all U.S., allied, and partner personnel in JOA and coordinate passive defense medical support.
M36	Hours	Of JWARN 100 percent integration and interoperability with JOA communication systems and alert/warning systems.
M37	Days	To identify terrorist organizations in JOA acting alone or with state sponsorship that possess or are attempting to acquire WMD.
M38	Days	To identify government and commercial facilities in JOA (chemical, biopharmaceutical, nuclear, or using radioisotopes) that either through accident, wartime collateral damage, or terror/sabotage, could release TIMs.
M39	Number	Of U.S. CWMD and supporting forces in JOA reporting C-1 or C-2 in unit GSORTS database. Specialized CWMD and CWMD supporting forces are those capabilities that are either unique to CWMD operations (e.g., agent defeat weapon, joint elimination coordination element), or are assigned to support a CWMD operation (e.g., radiation assessment teams, special operations forces).
M40	Percent	Of passive defense assets/capabilities deployed into critical JOA APODs/SPODs within time constraints.
M41	Number	Of joint CBRN CM exercises/rehearsals conducted per FY.

M42	Number	Of joint senior leader CBRN training classes conducted per FY.
M43	Number	Of CBRN Joint Force Training (JFT) events: a. Command Post Exercises conducted per FY; b. Table Top Exercises conducted per FY; c. Field Training Exercises conducted per FY.

## **OP 7.9 Conduct Consequence Management (CM) Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 14-MAY-08

**Description:** To implement JOA CM plan and conduct CM operations in JOA. (DODI 2000.21, FM 3-11.21, JP 3-0, JP 3-05.1, JP 3-08, JP 3-11, JP 3-28, JP 3-29, JP 3-34, JP 3-35, JP 3-40, JP 3-41, JP 3-57, JP 4-06, JP 5-0, JP 6-0, CJCSI 3125.01A, CJCSI 3214.01C)

**Notes:** CM tasks are conducted to directly support the incident commander, tribal, local, state, federal, or HN emergency managers implementing their CM plans to mitigate the effects resulting from the employment of CBRN weapons or release of TIMs and restore essential operations and services. CM tasks support the broad sections of operations, planning, logistics, and finance/admin responsibilities under the national incident management system (NIMS). Tasks support protection of the populace by sheltering-in-place or evacuation, fire fighting and hazardous materials actions, emergency medical services and health support for mass care, contamination avoidance, decontamination, transportation of injured, urban search and rescue, mortuary affairs, communications, public works and engineering, information management, and restoration of services operations. CM operations maybe required during military operations in support of allies and partners. Domestic CM operations are a part of Defense Support to Civil Authorities (DSCA).

M1	Yes/No	Are appropriate U.S. resources and capabilities factored into JOA operational plans and actions?
M2	Percent	Of friendly or neutral forces or noncombatants in JOA influenced by collateral effects from friendly attacks on CBRN weapon targets.
M3	Yes/No	Are appropriate coalition resources and capabilities factored into JOA plans and actions?



M4	Percent	Of critical U.S. facilities in JOA destroyed, damaged, or rendered inoperable by CBRN weapon/TIMs use, release, and/or contamination.
M5	Percent	Of critical HN facilities in JOA destroyed, damaged, or rendered inoperable by CBRN weapon/TIMs use, release, and/or contamination.
M6	Number	Of casualties to U.S. military personnel in JOA attributed to the CBRN weapon/TIMs incident.
M7	Number	Of casualties to U.S. non-combatants in JOA attributed to the CBRN weapon/TIMs incident.
M8	Number	Of casualties to foreign national and HN personnel in JOA attributed to the CBRN weapon/TIMs incident.
M9	Hours	For joint forces in JOA to be prepared to commence CM operations.
M10	Hours	To coordinate for additional U.S. assets for the JOA.
M11	Days	To provide emergency restoration of essential government services and infrastructure following a CBRN weapon incident.
M12	Days	To dispose of captured CBRN weapons and/or facilities in approved site in JOA or following relocation.
M13	Percent	Of medical CBRN treatment unit type codes (UTCs) available.
M14	Days	To develop JFC-specific deployment and redeployment plans in concert with HN.
M15	Days	To coordinate JOA CM plan with local authorities (CONUS and OCONUS).
M16	Yes/No	In-place plan for DOD FCM operations in conjunction with other USG agencies and allied HN authorities.
M17	Hours	To determine JOA population at risk (PAR) and provide CBRN casualty estimate for the commander's intelligence estimate.
M18	Hours	To set up JOA CBRN casualty management.
M19	Hours	To triage CBRN casualties.
M20	Hours	To treat CBRN casualties.
M21	Hours	To decontaminate CBRN casualties.

M22	Hours	To set up procedures for movement/quarantine of JOA CBRN casualties.
M23	Percent	Of strategic ISR assets assigned to monitoring adversary's CBRN weapon capabilities in JOA.
M24	Hours	To establish plan to distribute medicines and medical supplies.
M25	Hours	To implement plan to distribute medical supplies following CBRN event.
M26	Percent	Of items of hazardous material that cannot be processed in accordance with appropriate regulations.
M27	Weeks	To appropriately dispose of hazardous material.
M28	Percent	Of items recovered were salvaged for further use.
M29	Weeks	To conduct salvage.
M30	Percent	Of hazardous material disposed of properly in accordance with hazardous material processing procedures.
M31	Percent	Of items requiring decontamination.
M32	Percent	Of remains correctly identified.
M33	Days	To coordinate transportation support to return remains to CONUS.
M34	Days	To process remains from recovery through evacuation to CONUS.
M35	Percent	Of noncombatants successfully evacuated.
M36	Yes/No	Evacuation policy specifies decontamination requirements.
M37	Hours	Between evacuation departure and arrival at temporary safe haven.
M38	Percent	Of evacuees (requiring medical or other care) receive adequate care.
M39	Days	To restore normal ground lines of communication following hostile action or disaster.
M40	Yes/No	Are appropriate U.S. entry procedures factored in for returning U.S. and for international forces and assets entering the United States?
M41	Number	Of joint CBRN CM exercises/rehearsals conducted per FY.
M42	Number	Of joint senior leader CBRN training classes conducted per FY.

M43	Number	Of CBRN Joint Force Training (JFT) events: a. Command Post Exercises conducted per FY; b. Table Top Exercises conducted per FY; c. Field Training Exercises conducted per FY.
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## **OP 7.9.1 Support Domestic Weapons of Mass Destruction (WMD)/Chemical, Biological, Radiological, and Nuclear (CBRN) Consequence Management (CM) Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 13-MAY-08

**Description:** Domestic WMD/CBRN CM support proceeds from both deliberate and inadvertent situations including terrorism, acts of aggression, industrial accidents, and acts of nature. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, FM 3-11.21, JP 3-0, JP 3-05.1, JP 3-08, JP 3-11, JP 3-28, JP 3-29, JP 3-34, JP 3-35, JP 3-40, JP 3-41, JP 3-57, JP 3-68, JP 4-06, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** This task describes Defense Support to Civil Authorities (DSCA). In addition, military support to establishment of alert and notification mechanisms, public affairs plans, and coordination of a public awareness and education effort are included. WMD CM includes those actions taken to reduce the effects of a WMD attack or event, including TIMs, and assist in the restoration of essential operations and services at home and abroad. U.S. Armed Forces must be prepared to support the response to a WMD event in the homeland and, when directed, support allies and partners. At home, U.S. Armed Forces may be required to support CM efforts of the federal government. When directed or authorized by the President, the Secretary of Defense may authorize DSCA.

M1	Percent	Of friendly or neutral forces or non-combatants influenced by collateral effects from friendly attacks on CBRN weapon targets.
M2	Yes/No	Are appropriate regional, state, and local resources and capabilities factored into JFC CM plans and actions?
M3	Percent	Of critical U.S. facilities destroyed, damaged, or rendered inoperable by CBRN weapon/TIMs use, release, and/or contamination.

M4	Number	Casualties to U.S. military personnel attributed to the CBRN weapon/TIMs incident.
M5	Number	Casualties to U.S. military personnel attributed to the CBRN weapon/TIMs incident.
M6	Number	Casualties to foreign national personnel in the United States attributed to the CBRN weapon/TIMs incident.
M7	Hours	For joint force to be prepared to commence CM operations.
M8	Days	To provide emergency restoration of essential government services and infrastructure following a CBRN weapon incident.
M9	Days	To dispose of captured CBRN weapons and/or facilities in situation or following relocation.
M10	Percent	Of medical CBRN treatment unit type codes (UTCs) available.
M11	Days	To develop specific deployment and redeployment plans.
M12	Days	To coordinate CM plan with local authorities (CONUS).
M13	Hours	To determine population at risk (PAR) and provide CBRN casualty estimate for the commander's intelligence estimate.
M14	Hours	To set up CBRN casualty management.
M15	Hours	To triage CBRN casualties.
M16	Hours	To treat CBRN casualties.
M17	Hours	To decontaminate CBRN casualties.
M18	Hours	To set up procedures for movement/quarantine of CBRN casualties.
M19	Hours	To implement public affairs plan.
M20	Yes/No	Does the plan implement National Response Framework (NRF) coordinating structure and use National Incident Management System (NIMS) for incident management?
M21	Minutes	To provide unambiguous attack warning.
M22	Minutes	To provide accurate attack assessment.
M23	Percent	Of civilian population successfully evacuated.
M24	Yes/No	Evacuation policy specifies decontamination requirements..

M25	Hours	Between evacuation departure and arrival at temporary safe haven.
M26	Number	Of joint CBRN CM exercises/rehearsals conducted per FY.
M27	Number	Of joint senior leader CBRN training classes conducted per FY.
M28	Number	Of CBRN Joint Force Training (JFT) events: a. Command Post Exercises conducted per FY; b. Table Top Exercises conducted per FY; c. Field Training Exercises conducted per FY.

## **OP 7.9.2 Conduct Weapons of Mass Destruction (WMD)/Chemical, Biological, Radiological, and Nuclear (CBRN) Foreign Consequence Management (FCM) Operations in Joint Operations Area (JOA)**

**DJS Approval Date:** 14-MAY-08

**Description:** To conduct WMD/CBRN FCM operations as requested by DOS to protect health, safety, and restoration of essential services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of a CBRN or manmade disaster outside the United States. (CJCSI 3110.16A, CJCSI 3125.01A, CJCSI 3214.01C, DODD 3025.15, DODD 5100.46, DODI 2000.18, DODI 2000.21, FM 3-11.14, FM 3-11.21, FM 3-11.34, JP 2-0, JP 2-01, JP 3-0, JP 3-05.1, JP 3-08, JP 3-11, JP 3-28, JP 3-29, JP 3-35, JP 3-40, JP 3-41, JP 3-57, JP 3-68, JP 4-02, JP 4-06, JP 4-07, JP 5-0, JP 6-0, NMS-CWMD)

**Notes:** WMD CM includes those actions taken to reduce the effects of a WMD attack or event, including TIMs, and assist in the restoration of essential operations. U.S. Armed Forces must be prepared to support the response to a WMD event when directed, and support allies and partners. When requested by a HN, the President may authorize and the Secretary of Defense may direct DOD support to USG FCM operations. For all CM activities, the military must be prepared either to support or lead CM operations, as directed.

M1	Percent	Of non-adversaries in JOA influenced by collateral effects from friendly attacks on CBRN weapon targets.
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M2	Percent	Of critical U.S. facilities in JOA destroyed, damaged, or rendered inoperable by CBRN weapon/TIMs use, release, and/or contamination.
M3	Percent	Of critical HN facilities in JOA destroyed, damaged, or rendered inoperable by CBRN weapon/TIMs use, release, and/or contamination.
M4	Number	Of casualties to U.S. military personnel in JOA attributed to the CBRN weapon/TIMs incident.
M5	Number	Of casualties to U.S. civilian population in JOA attributed to the CBRN weapon/TIMs incident.
M6	Number	Of casualties to HN personnel in JOA attributed to the CBRN weapon/TIMs incident.
M7	Days	To provide emergency restoration of essential government services and infrastructure following a CBRN weapon incident.
M8	Days	To dispose of captured CBRN weapons and/or facilities in situation or following relocation.
M9	Percent	Of medical CBRN treatment unit type codes (UTCs) available.
M10	Weeks	To coordinate JFC CM plan with local authorities OCONUS.
M11	Hours	To determine population at risk (PAR) and provide CBRN casualty estimate for the commander's intelligence estimate.
M12	Hours	To set up CBRN casualty management.
M13	Hours	To triage CBRN casualties.
M14	Hours	To treat CBRN casualties.
M15	Hours	To decontaminate CBRN casualties.
M16	Hours	To set up procedures for movement/quarantine of CBRN casualties.
M17	Yes/No	To establish plan to distribute medicines and medical supplies.
M18	Hours	To implement plan to distribute medical supplies following CBRN event.
M19	Days	To develop specific deployment and redeployment plans in concert with HN.
M20	Days/Weeks	To coordinate CM plan.
M21	Hours	For DOD CM team to arrive on-scene.
M22	Hours	To decontaminate CBRN casualties.

M23	Hours	To set up procedures for movement/quarantine/isolation of CBRN casualties.
M24	Yes/No	Combatant command has integrated agreements/arrangements into political/military agreements with HNs that permit deployment of additional U.S./coalition assets and CM forces into JOA, disposal of captured CBRN weapons, and movement of CBRN casualties.
M25	Number	Of joint CBRN CM exercises/rehearsals conducted per FY.
M26	Number	Of joint senior leader CBRN training classes conducted per FY.
M27	Number	Of CBRN Joint Force Training (JFT) events: a. Command Post Exercises conducted per FY; b. Table Top Exercises conducted per FY; c. Field Training Exercises conducted per FY.

## TA 1 Deploy/Conduct Maneuver

**DJS Approval Date:** 26-AUG-05

**Description:** To move forces to achieve a position of advantage with respect to enemy forces. This task includes the employment of forces on the battlefield in combination with fire or fire potential. Maneuver is the dynamic element of combat, the means of concentrating forces at the decisive point to achieve the surprise, psychological shock, physical momentum, and moral dominance which enables smaller forces to defeat larger ones. This task includes the movement of combat and support units. (JP 3-0, JP 3-03, JP 3-09, JP 3-35, CJCSI 3202.01, CJCSM 3122.03A)

M1	TBD	TBD
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### TA 1.1.1 Conduct Tactical Airlift

**DJS Approval Date:** 26-AUG-05

**Description:** To provide or receive short-range air transportation of personnel, equipment, and sustainment supplies directly in support of the troops that need them, near or in the battle area. Airlift is moving cargo and personnel by air in support of commander's tactical objectives. (JP 3-17, FM 55-1, DOD 4500.9-R, FM 55-9)

M1	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
M2	Percent	Of personnel, supplies, and equipment in area of operations (AO) that arrive at their destination on schedule.

## TA 1.1.2 Conduct Shipboard Deck Helicopter Landing Qualifications

**DJS Approval Date:** 26-AUG-05

**Description:** Conduct training and qualify rotary wing aircrew/aircraft detachments to prepare for shipboard embarkation. (JP 3-04.1, NAVAIR 00-80T-105, FM 1-564, COMDTINST M3710.2D)

**Notes:** This task must be performed in accordance with (IAW) appropriate Service requirements.

M1	Day/single-spot landings	For initial qualification - ___ field deck landings prior to ___ single-spot shipboard landings, all within ___ consecutive days.
M2	Day/multi-spot landings	For initial qualification - ___ day field deck landings prior to ___ day multi-spot shipboard landings, all within ___ consecutive days.
M3	Night landings	For initial qualification - be day qualified and current, and perform ___ night field deck landings prior to ___ night shipboard landings, all within ___ consecutive days.
M4	Day landings	Day landing currency requirement within ___ days for single-spot shipboard landings; day landing currency requirement within preceding ___ months for multi-spot shipboard landings.
M5	Night landings	Night landing currency requirement within preceding ___ days.

## TA 1.1.4 Conduct Sea and Air Deployment Operations

**DJS Approval Date:** 26-AUG-05



**Description:** Relocate or maneuver multi-service tactical unit forces by sea and air means or modes of transportation in support of the joint force commander (JFC). (JP 3-0, JP 3-17)

M1	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
M2	Percent	Of personnel, supplies, and equipment in area of operations (AO) that arrive at their destination on schedule.

## TA 1.2 Conduct Passage of Lines

**DJS Approval Date:** 26-AUG-05

**Description:** Passage of lines is an operation in which a force moves forward or rearward through another force's combat positions with the intention of moving into or out of contact with the enemy. A passage may be designated as a forward or rearward passage of lines. (JP 3-18, JP 3-57, FM 100-5, FM 100-40)

M1	Percent	Passage in accordance with (IAW) operation order (OPORD) and with __% losses.
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### TA 1.2.1 Conduct Air Assault Operations and Air Assault

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct tactical Helicopter-borne air assault operations with another Service. (JP 3-17, JP 3-18)

M1	Minutes	Until aerial port of debarkation/ seaport of debarkation (APOD/SPOD) secured from direct fire and observed indirect fire for follow-on forces.
M2	Hours	To seize lodgment area (after initial insertion).

### TA 1.2.2 Conduct Airborne Operations

**DJS Approval Date:** 26-AUG-05

**Description:** Perform tactical unit level airborne operations with another service. (JP 3-0, JP 3-17, JP 3-18)

M1	Hours	To marshal forces at staging area.
M2	Percent	Of troops, supplies, and equipment moved in Joint Airborne Operations in accordance with (IAW) operation plan/operation order (OPLAN/OPORD).
M3	Percent	Of airborne force arrives at objective as planned.
M4	Hours	Until objective is secured.
M5	Percent	Of airborne force is available for follow-on missions.

## TA 1.2.3 Conduct Amphibious Assault Operations

**DJS Approval Date:** 30-OCT-06

**Description:** To conduct and support an amphibious attack(s) launched from the sea by naval and other landing forces (embarked on ships or craft). (JP 3-02, JP 3-18)

**Notes:** This task involves placing a landing force on a hostile or potentially hostile shore.

M1	Percent	Of assault forces arrive at objective in accordance with (IAW) operation order (OPORD), having accomplished __percent of assigned immediate tasks.
M2	Percent	Of assault forces achieved objective as planned.
M3	Hours	Until objective is secured.
M4	Percent	Of assault force is available for follow-on missions.

### TA 1.2.3.1 Conduct Raids

**DJS Approval Date:** 30-OCT-06

**Description:** To conduct and support raids launched from an assembly area, beach, or landing zone by operational forces embarked on ships or aircraft involving a swift insertion or penetration into enemy territory to temporarily occupy an objective area to secure information, confuse the enemy, or destroy installations followed by a planned withdrawal upon mission completion. (JP 3-02)

M1	Yes/No	Was an AATF stood up and placed under command of a single headquarters?
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M2	Yes/No	Were essential command and control (C2), communication, and computer systems accessible by all units of the AATF?
M3	Yes/No	Did AATF leaders assure that the use of nuclear, biological, and chemical (NBC) weapons within ground tactical units' areas of operations could be detected?
M4	Yes/No	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	Yes/No	Were airlift assets in direct support of the ground combat unit?
M6	Yes/No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	Yes/No	Were processes available to protect electronic systems from exploitation and attack?
M8	Yes/No	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	Yes/No	Did AATF leaders include provisions for medical evacuating of casualties?
M10	Yes/No	Did the AATF include a special operations C2 element to accompany the assault force?

## TA 1.2.4 Conduct Counterdrug Operations

**DJS Approval Date:** 26-AUG-05

**Description:** Counterdrug operations are those active measures taken to support federal, state, and local LESs in their effort to detect, monitor, and disrupt the production, transportation, and distribution of illegal drugs into the United States. DOD land, sea and air forces can be effectively employed to conduct detection and follow-on monitoring of illicit drug cargoes, source areas and associated personnel until a law enforcement agency (LEA) can effect interdiction. This task may include host nation (HN) support, command, control, communications, computers, and intelligence (C4I), land, air and maritime intelligence and reconnaissance and interoperability links with LEAs at international, federal, state and local levels. (JP 3-07, JP 3-07.4)

M1	Hours	Within __ hours provided LEAs of illicit drug cargoes bound for US arriving at destination or in position to effect interdiction.
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M2	Percent	Of detected and monitored illicit drug cargoes successfully interdicted or source areas eradicated.
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## TA 1.2.5 Conduct Sensitive Site Exploitation

**DJS Approval Date:** 30-OCT-06

**Description:** To exploit personnel documents, electronic data, and material captured at the site, while neutralizing any threat posed by the site or its contents. (JP 2-0, JP 2-01, JP 3-0, JP 5-00.2)

**Notes:** Sensitive site exploitation (SSE) is a related series of activities inside a captured sensitive site.

M1	Yes / No	Was the enemy aware that the site was exploited by US forces?
M2	Yes / No	Was Explosive Ordnance Detachment team integration planned for well in advance of Sensitive Site Exploitation?
M3	Yes / No	Did the unit commander ensure that the preliminary site survey preserved the evidence value for the subject matter experts to follow?
M4	Yes / No	Did the unit intelligence officers address classification as early in the planning as possible?

## TA 1.3 Conduct Countermining Operations

**DJS Approval Date:** 26-AUG-05

**Description:** Operations to find, mark, detonate, neutralize or remove sea and/or land mines in order to facilitate friendly force operations. Countermining is: 1. Land mine warfare - Tactics and techniques used to detect, avoid, breach, and/or neutralize enemy mines and the use of available resources to deny the enemy the opportunity to employ mines. 2. Naval mine warfare - The detonation of mines by nearby explosions, either accidental or deliberate, when imminence of the enemy attack is discovered. (JP 3-15, AUTL, ART1.3, FM 100-40, FM 90-13-1)

M1	Percent	Of known mines found, marked, destroyed, neutralized or removed from a known area in accordance with (IAW) the operation plan (OPLAN) so as to facilitate needed throughput.
M2	Percent	Of friendly operations are degraded, disrupted, or

		delayed due to enemy mine warfare.
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## TA 1.4 Conduct Mine Operations

**DJS Approval Date:** 26-AUG-05

**Description:** Tactical level mining, to include both sea and land mines. May be emplaced by land, sea or air component forces/means. Mining is:  
1. In land mine warfare - an explosive or material, normally encased, designed to destroy or damage ground vehicles, boats, or aircraft, or designed to wound, kill, or otherwise incapacitate personnel. It may be detonated by the action of its victim, by the passage of time, or by controlled means. 2. In naval mine warfare, an explosive device laid in the water with the intention of damaging or sinking ships or of deterring shipping from entering an area. The term does not include devices attached to the bottoms of ships or to harbor installations by personnel operating underwater, nor does it include devices that explode immediately on expiration of a predetermined time after laying. (JP 3-15, AUTL, ART1.3, FM 100-40, FM 90-13-1)

M1	Percent	Of planned mines emplaced in accordance with (IAW) operation plan (OPLAN).
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### TA 1.4.1 Conduct Offensive Mine Operations

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct the offensive employment of mines at the tactical level to delay, disrupt, and attrit enemy forces and protect friendly forces. Offensive employment of mines can deny or restrict enemy strategic mobility and sustainability efforts. This employment is not an end in itself, but is an adjunct to other military capabilities. To conduct the offensive employment of mines at the tactical level to delay, disrupt, and attrit enemy forces and protect friendly forces. Offensive employment of mines can deny or restrict enemy strategic mobility and sustainability efforts. This employment is not an end in itself, but is an adjunct to other military capabilities. (JP 1-04, JP 2-01, JP 3-03, JP 3-09, JP 3-09.3, JP 3-15, JP 3-34, CJCSI 3121.01B)

**Notes:** Location of mines employed need to be maintained in a data base that can facilitate information sharing with HN, allies, coalition, USG agencies, IO, and NGOs for SSTR operations.

M1	undefined	Was an AATF stood up and placed under command
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		of a single headquarters?
M2	undefined	Were essential C2, communication, and computer systems accessible by all units of the AATF?
M3	undefined	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	undefined	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	undefined	Were airlift assets in direct support of the ground combat unit?
M6	undefined	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	undefined	Were processes available to protect electronic systems from exploitation and attack?
M8	undefined	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	undefined	Did AATF leaders include provisions for medical evacuating of casualties?
M10	undefined	Did the AATF include a special operations C2 element to accompany the assault force?

## TA 1.4.2 Conduct Defensive Mine Operations

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct defensive mine operations to degrade the enemy's ability to maneuver, to destroy, or attrit the enemy force., to support economy of force measures, and to retain key terrain or areas of significant tactical value. In other words, adding depth and time to the operational environment. Minefields can immobilize and canalize enemy forces by taking advantage of terrain by adding strength and depth to the operational environment. (JP 1-04, JP 2-01, JP 3-03, JP 3-09, JP 3-09.3, JP 3-15, JP 3-34, CJCSI 3121.01B)

**Notes:** N/A

M1	undefined	Was an AATF stood up and placed under command of a single headquarters?
M2	undefined	Were essential C2, communication, and computer systems accessible by all units of the AATF?

M3	undefined	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	undefined	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	undefined	Were airlift assets in direct support of the ground combat unit?
M6	undefined	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	undefined	Were processes available to protect electronic systems from exploitation and attack?
M8	undefined	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	undefined	Did AATF leaders include provisions for medical evacuating of casualties?
M10	undefined	Did the AATF include a special operations C2 element to accompany the assault force?

## TA 1.6 Operate from Afloat Forward Staging Base (AFSB)

**DJS Approval Date:** 03-NOV-06

**Description:** Embark, operate from, debark, and/or redeploy joint special operations forces and/or Army units from an independent platform as an Afloat Forward Staging Base (AFSB) in a joint operations area as part of a joint sea base, expeditionary strike group, or task force. (JP 4-0, JSHIP JT&E, 'DLQ MOU)

**Notes:** The AFSB is to exploit the flexibility and maneuverability of naval and support platforms for joint expeditionary force projection purposes.

M1	Yes/No	Was an AATF stood up and placed under command of a single headquarters?
M2	Yes/No	Were essential C2, communication, and computer systems accessible by all units of the AATF?
M3	Yes/No	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	Yes/No	Did the AATF include infantry, attack helicopter,

		fire support, electronic warfare and logistic assets?
M5	Yes/No	Were airlift assets in direct support of the ground combat unit?
M6	Yes/No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	Yes/No	Were processes available to protect electronic systems from exploitation and attack?
M8	undefined	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	Yes/No	Did AATF leaders include provisions for medical evacuating of casualties?
M10	Yes/No	Did the AATF include a special operations C2 element to accompany the assault force?

## TA 2 Share Intelligence

**DJS Approval Date:** 30-OCT-06

**Description:** Gain and maintain an accurate depiction of the enemy portion of situational awareness (SA) within the joint operations area (JOA) by the joint force headquarters. Develop baseline intelligence products and the exchanges necessary to create and maintain SA both horizontally to support general service operational awareness and vertically for fusion into the joint common operational picture. (JP 2-0, JP 2-01, JP 5-00.2)

M1	Hours	Warning time for significant enemy actions
M2	Hours	Turnaround time to process new intelligence data

### TA 2.4 Disseminate Tactical Warning Information and Attack Assessment

**DJS Approval Date:** 26-AUG-05

**Description:** Send and receive near real time tactical intelligence including indications and warnings (defined as within 5 seconds to 5 minutes of occurrence) to and from tactical forces of air, ground, and naval threats. A tactical warning is a warning after initiation of a threatening or hostile act based on an evaluation of information from all available sources. Attack assessment is an evaluation of information to



determine the potential or actual nature and objectives of an attack for the purpose of providing information for timely decisions. (JP 2-0, JP 2-01, JP 3-01.5, JP 5-0)

M1	Minutes	To disseminate information.
M2	Percent	Of relevant information disseminated.

## TA 3 Employ Firepower

**DJS Approval Date:** 26-AUG-05

**Description:** To apply firepower against air, ground, and sea targets. The collective and coordinated use of target acquisition data, direct and indirect fire weapons, armed aircraft of all types, and other lethal and nonlethal means against air, ground, and sea targets. This task includes artillery, mortar, and other nonline-of-sight fires, naval gunfire, close air support, and electronic attack. It includes strike, air/surface/undersea warfare, naval surface fire support, counter air, and interdiction. (JP 3-0, JP 3-09, JP 3-09.3)

M1	TBD	TBD
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### TA 3.2.1 Conduct Joint Fires

**DJS Approval Date:** 30-OCT-06

**Description:** To employ fires that support land, maritime, amphibious, and special operation forces to engage enemy forces, combat formations, and facilities in pursuit of tactical and operational objectives. (JP 3-0, JP 3-09, AFT 4.3.1.1, ART 1.2.2, ART 3.3.1.1, ART 3.3.1.2, NTA 3.2.1.1, NTA 3.2.1.2)

M1	Percent	Of targets attacked in accordance with (IAW) requests for fires.
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#### TA 3.2.1.1 Engage Time Sensitive Targets

**DJS Approval Date:** 30-OCT-06

**Description:** To engage in battle tracking by detecting and identifying sensor elements, mission approval from command nodes, availability of attack assets at the right time and place with appropriate munitions,

transfer of target from tracking element to attack asset, attack, and battle damage assessment. (JP 2-01.1, JP 3-09, JP 3-60)

M1	Yes / No	Did the joint force commander disseminate rules of engagement to all relevant nodes?
M2	Yes / No	Did components establish planned and reactive procedures for attacking prioritized time sensitive targets?
M3	Yes / No	Did the components receive authority for direct liaison and coordination authority?
M4	Yes / No	Did the joint force commander enable near real time sharing of information between components in a common language?
M5	Yes / no	Were specific areas of the battlespace defined to enable commanders to efficiently coordinate, deconflict, integrate, and synchronize attacks?

### TA 3.2.2 Conduct Close Air Support

**DJS Approval Date:** 26-AUG-05

**Description:** To provide support for amphibious and/or land operations by air assets through attacking hostile targets in close proximity to friendly forces. (JP 3-0, JP 3-09, JP 3-09.3)

M1	Minutes	Preplanned close air support (CAS) missions execute weapons delivery/release within ____ minutes of air tasking order (ATO)-tasked time-on-target (TOT).
M2	Minutes	Airborne Alert or preplanned on-call CAS missions arrive at Control Point (CP) within ____ minutes of ATO-tasked time-on-station (TOS).

### TA 3.2.3 Conduct Interdiction Operations

**DJS Approval Date:** 26-AUG-05

**Description:** Air, ground or sea operations conducted to destroy, neutralize, or delay the enemy's military potential before it can be brought to bear effectively against friendly forces at such distances from friendly forces that detailed integration of each air mission with the fire and movement of friendly forces is not required. (JP 3-0, JP 3-03)

M1	Minutes	Interdiction-tasked assets (not co-located)/package arrive at Timing Reference Point within ____minutes of the tasked/scheduled time.
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### **TA 3.2.4 Conduct Joint Suppression of Enemy Air Defenses (JSEAD)**

**DJS Approval Date:** 26-AUG-05

**Description:** Activities conducted by joint service components that neutralize, destroy, or temporarily degrade enemy surface based air defenses by destructive and/or disruptive means. This task requires detailed integration/execution in support of the Joint Air Operations Plan through execution of the daily tasking as presented in the Air Task Order(s). (JP 3-01, JP 3-01.4)

M1	Percent	Of air operations (strike packages) adequately tasked and supported by joint suppression of enemy air defenses (J-SEAD) assets.
M2	Minutes	J-SEAD assets arrive at Timing Reference Point in support of strike package within ____minutes of the tasked/scheduled time.
M3	Percent	Of friendly operations delayed, disrupted, or degraded due to impenetrable enemy air defenses.

### **TA 3.2.6 Conduct Attacks Using Nonlethal Means**

**DJS Approval Date:** 26-AUG-05

**Description:** To employ weapons explicitly designed to discourage, or at most, incapacitate personnel or material while minimizing fatalities and undesired damage to property and the environment. Nonlethal weapons are weapons that are explicitly designed and primarily employed so as to incapacitate personnel or material, while minimizing fatalities, permanent injury to personnel, and undesired damage to property and the environment. a. Unlike conventional lethal weapons that destroy their targets through blast, penetration, and fragmentation, Nonlethal weapons employ means other than gross physical destruction to prevent the target from functioning. b. Nonlethal weapons are intended to have one, or both, of the following characteristics: (1) they have relatively reversible effects on personnel or materiel. (2) They affect objects

differently within their area of influence. (JP 3-0, JP 3-13, JP 3-13.1, JP 3-60)

M1	Percent	Population of a potentially hostile crowd or rioting mob who's behavior and activities the joint force is able to influence without crowd or mob fatalities or serious casualties.
M2	Percent	The time the joint force is able to incapacitate individual personnel without permanent injury, leaving the individuals in a recoverable condition.
M3	Percent	Of an area the joint force is able to deny personnel, vehicular, naval or aerospace access to using nonlethal means.
M4	Percent	Of the time the joint force is able to seize personnel using nonlethal technologies.
M5	Percent	Of the time the joint force is able to clear facilities and structures of personnel without fatalities or serious casualties.
M6	Percent	Of equipment or facilities joint force is able to disable or neutralize without complete destruction.

### **TA 3.2.7 Conduct Air and Missile Defense Operations**

**DJS Approval Date:** 26-AUG-05

**Description:** To defend defined friendly airspace and protect friendly forces, material, and infrastructure from significant enemy air and/or missile attack. Air defenses are defensive measures designed to destroy attacking enemy aircraft or missiles in the Earth's envelope of atmosphere, or to nullify or reduce the effectiveness of such attack. (JP 3-0, JP 3-01)

M1	Percent	Degree which ongoing or planned operations are adversely effected by threat air defenses.
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### **TA 3.2.8 Conduct Air to Air Operations**

**DJS Approval Date:** 26-AUG-05

**Description:** Conduct Joint Counter-air (offensive and defensive) operations to achieve air superiority. The offensive counterair (OCA)

component of Counter-air Operations is tasking to destroy, disrupt, or neutralize enemy aircraft, missiles, launch platforms, and their supporting structures and systems as close to their source as possible. The defensive counterair (DCA) component of Counter-air Operations is tasking to include all defensive measures to detect, identify, intercept, and destroy or negate enemy forces attempting to attack or penetrate the friendly air environment. (JP 3-0, JP 3-01)

M1	Percent	Of degradation of enemy air operations after daily OCA campaign combat assessment.
M2	Percent	Of enemy aircraft penetrating friendly airspace that “leak” through the fighter DCA asset coverage.
M3	Percent	Of OCA/DCA operations which lead to fratricide/attack upon friendly air force assets.

### **TA 3.2.8.1 Conduct Offensive Counterair Operations**

**DJS Approval Date:** 30-OCT-06

**Description:** To destroy, disrupt, or neutralize enemy aircraft, missiles, launch platforms, and their supporting structures and systems as close to their source as possible. (JP 3-01, JP 3-01.1, JP 3-01.2, JP 3-30, JP 3-52, CJCSI 3121.01A )

M1	Yes / No	Was a clear command and control structure established?
M2	Yes / No	Were timely and accurate intelligence requirements established?
M3	Yes / No	Were communications links clear and unambiguous?
M4	Yes / No	Were targets sought and attacked wherever found?
M5	Yes / no	Was the risk of enemy air and missile attack reduced?

### **TA 3.2.8.2 Conduct Defensive Counterair Operations**

**DJS Approval Date:** 30-OCT-06

**Description:** To detect, identify, intercept, and destroy or negate enemy forces attempting to attack or penetrate the friendly air environment. (JP 3-01, JP 3-01.1, JP 3-01.3 , JP 3-01.5, JP 3-30, CJCSI 3121.01A)

**Notes:** Defensive Counterair Operations (DCA) represents tasking to include all defensive measures.

M1	Yes / No	Were appropriate equipment/observers in place to detect target?
M2	Yes / No	Were communications links in place and operational?
M3	Yes / No	Was positive identification used where possible?
M4	Yes / No	Was intercept and engagement by friendly counterair forces timely?
M5	Yes / No	Were all defensive weapons properly armed and activated?

### TA 3.3 Coordinate Battlespace Maneuver and Integrate with Firepower

**DJS Approval Date:** 26-AUG-05

**Description:** Tactical coordination and integration of land/air/sea units to conduct battlespace maneuver and firepower employment. Battlespace is the environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces; facilities; weather; terrain; the electromagnetic spectrum; and the information environment within the operational areas and areas of interest. Firepower is the amount of fire that may be delivered by a position, unit, or weapon system. Maneuver is: 1. A movement to place ships or aircraft in a position of advantage over the enemy. 2. A tactical exercise carried out at sea, in the air, on the ground, or on a map in imitation of war. 3. The operation of a ship, aircraft, or vehicle, to cause it to perform desired movements. 4. Employment of forces on the battlefield through movement in combination with fire, or fire potential, to achieve a position of advantage in respect to the enemy in order to accomplish the mission. (JP 3-0, JP 3-09)

M1	Percent	Degree to which firepower is used to make successful Battlespace maneuver feasible and flexible.
M2	Percent	Of friendly objectives accomplished.

M3	Hours	To coordinate follow-on objectives and integrate appropriate land/air/sea units.
M4	Hours	To communicate all approved orders and plans to appropriate land/air/sea units.

### TA 3.3.1 Coordinate Air Tasking Order

**DJS Approval Date:** 30-OCT-06

**Description:** To translate the joint force commander's (JFC's) objectives, priorities, and intent into a coherent, integrated, executable plan for air and space forces. (JP 3-30, JP 3-52)

**Notes:** The air tasking order (ATO) cycle is the process used by the commander, Air Force forces or the joint force air component commander (JFACC).

M1	Yes / No	Were rules of engagement coordinated with services/components?
M2	Yes / No	Did positive control measures fail because of enemy actions?
M3	Yes / No	Were re-attacks conducted in a timely fashion?
M4	Yes / No	Did re-attacks result from battle damages assessment operations? ?
M5	Yes / No	Was a battle damage assessment completed for every engagement

### TA 3.5 Conduct Precision Engagement Counter-Countermeasure Operations

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct counter-countermeasure operations against threat countermeasures used to degrade/neutralize the ability to compile a high-value asset target list as well as the ability to attack these high-value targets with precision engagement. (JP 3-0, JP 3-03, JP 3-05, JP 3-05.3, JP 3-05.5, JP 3-09, JP 3-09.1, JP 3-09.3, JP 3-18, JP 3-51)

**Notes:** Counter-countermeasures are necessary to enhance intelligence collection sensor performance and to enable successful precision weapon engagements.

M1	Percent	Of countermeasures used to protect threat assets against detection/attack by our sensors and precision-guided weapons that are correctly identified.
M2	Percent	Of threat assets protected by countermeasures successfully detected.
M3	Percent	Of targeted threat assets, protected by countermeasures, successfully engaged.

## TA 3.6 Conduct Detainee Operations

**DJS Approval Date:** 30-OCT-06

**Description:** To conduct operations which take or keep selected individuals in custody as a result of military operations to control their movement and activity and/or gain intelligence. (JP 1-0, JP 2-01, JP 3-0, JP 3-10, JP 5-00.2, CJCSI 3290.01A, CJCSI 5810.01A series, CJCSM 3122.01, CJCSM 3122.02C, CJCSM 3122.03A, DODI 2310.1, DODI 5100.77)

**Notes:** Detainee is a term used to refer to any person captured or otherwise detained by an armed force. Detainee operations include the overseeing, planning and execution of the capture, transfer, transport, holding, or release of detainees.

M1	Yes / No	Was a detainee policy developed?
M2	Yes / No	Were policies in place to ensure humane treatment of detainees at all times and circumstances?
M3	Yes / No	Were all personnel properly trained on the rules for use of force, law of land warfare, and all other applicable laws and policies?
M4	Yes / No	Were policies in place to execute interrogation and debriefing operations?
M5	Yes / No	Was logistical support planned and procured?

## TA 4 Perform Logistics and Combat Service Support

**DJS Approval Date:** 26-AUG-05

**Description:** To sustain forces in the combat zone by arming, fueling, fixing equipment, moving, supplying, manning, maintaining visibility



over, and by providing personnel and health services. Includes logistic support, as necessary, to US agencies and friendly nations or groups. (JP 3-07.1, JP 4-01.4, JP 4-07, JP 4-09, JP 5-00.2)

M1	TBD	TBD
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## TA 4.2 Provide Sustainment

**DJS Approval Date:** 30-OCT-06

**Description:** Provide force sustainment through the distribution of supplies, equipment, and materiel in a way that enables continuity of tactical operations by arming, fueling, fixing equipment, moving, and maintaining in-transit visibility (ITV)/total asset visibility (TAV). (JP 3-17, JP 4-0, JP 4-01.3, JP 4-01.4, JP 4-07, FM 10-1, FM 10-27, AFDD 1, AFDD 2, AFDD 2-4, JP 4-01.4, JP 4-03, JP 4-09, DODD 2000.8, DODD 4140.25-M)

M1	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment. {ART 6.1, measure M14 - Provide Supplies. Provide all classes of supply necessary to equip, maintain, and operate military units.
M2	Percent	Of required operations properly sustained. {AFT 6.6.1, measure M3 - Sustain the Force. To enable continuity of operations throughout mission duration. (Air Force doctrine document 1 (AFDD 1), AFDD 2, AFDD 2-4)}

### TA 4.2.3 Conduct Air Refueling

**DJS Approval Date:** 26-AUG-05

**Description:** To support air operations with proper tanker configuration, required fuel offload at the required time and in the assigned airspace. Air refueling is the capability to refuel aircraft in flight, which extends presence, increases range, and serves as a force multiplier. (JP 3-09.3, JP 3-17, JP 3-59)

M1	Instances	Of receivers joining a tanker that is improperly configured for providing offload (e.g. Navy fighters join on KC-135 tanker with a boom vice the required/necessary drogue).
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M2	Minutes	Receivers arrive at the air refueling control point (ARCP) within ____ minutes of the air refueling control time (ARCT).
M3	Percent	Tankers provide ____ percent of required offload at air tasking order (ATO)-tasked time and in tasked airspace.

## TA 4.4 Conduct Joint Logistics Over-The-Shore Operations (JLOTS)

**DJS Approval Date:** 26-AUG-05

**Description:** JLOTS operations are logistics over-the-shore (LOTS) operations conducted jointly by two or more Service component forces under a JFC. The scope of JLOTS operations extends from acceptance of ships for offload through the arrival of equipment and cargo at inland staging and marshaling areas. LOTS is the loading and unloading of ships without the benefit of fixed port facilities in either friendly or undefended territory and, in time of war, during phases of theater development. LOTS operations are conducted over unimproved shorelines, through fixed ports not accessible to deep draft shipping, and through fixed ports that are inadequate without the use of LOTS capabilities. (JP 4-01.6)

M1	Days	To select JLOTS landing site.
M2	Hours	To establish beach party operations, including control and salvage of lighterage and control of beach transit of disembarked vehicles and cargo.
M3	Percent	Of operationally required lighterage, discharge equipment, and trained operators available within 7 days of initiation of JLOTS operation.
M4	Days	To establish cargo discharge facilities including floating causeway piers and elevated causeway system.
M5	Hours	To establish transport (to include airfields and helicopter pickup zones) to remove and distribute cargo from JLOTS site to inland staging areas.
M6	Hours	To establish water support operations to include barge to shore pipeline, potable water storage and distribution system, and purification capability.
M7	Days	To prepare unimproved beach surfaces and backwater surfaces to enhance trafficability of

		material and equipment to major rail and road networks.
M8	Hours	To prepare marshalling areas for the storage of containers, breakbulk cargo, and rolling stock.
M9	Hours	To provide for offshore petroleum discharge, and to emplace inland petroleum distribution systems to support bulk fuel discharge operations.

## TA 5 Exercise Command and Control

**DJS Approval Date:** 26-AUG-05

**Description:** To exercise authority and direction over assigned or attached forces in the accomplishment of a mission. Command and control (C2) involves maintaining visibility over and arranging personnel, equipment, and facilities during the planning and conducting of military operations. (JP 0-2, JP 3-0, JP 5-00.2, JP 6-0, CJCSM 6120.05, JP 6-02)

M1	TBD	TBD
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### TA 5.2.1 Establish, Operate and Maintain Baseline Information Exchange

**DJS Approval Date:** 26-AUG-05

**Description:** Establishment and implement at a tactical communications system that provides voice, data, facsimile, seamlessly and securely in an operator friendly environment. (JP 3-13, JP 6-02)

M1	Percent	Of the Equipment strings and system configurations are standardized as top allow communication throughout the units.
M2	Percent	System redundancy incorporated among commanders, headquarters, and units.
M3	Percent	Of operations delayed, disrupted, or degraded due to improper establishment and implementation of tactical communications system.

### TA 5.5.1 Conduct Force Link-Up

**DJS Approval Date:** 26-AUG-05

**Description:** Conduct actions to establish contact with a friendly force, or forces of another in a planned and coordinated manner. Can happen when maneuver forces converge, one force relieves another, or when rejoining friendly forces. (JP 3-0, JP 3-09, JP 5-00.2, AUTL ART 1.2.1.7, FM 100-40)

M1	Percent	Forces linked in accordance with (IAW) operation plan (OPLAN) with less than ___ casualties.
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## TA 5.6 Employ Tactical Information Operations

**DJS Approval Date:** 05-OCT-07

**Description:** To employ tactical IO to integrate the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision making while protecting organic assets. (JP 3-13, JP 3-13.1, JP 3-13.4, JP 3-53, JP 3-57, JP 3-57.1, JP 6-0, JP 3-61)

M1	Yes/No	Was an AATF stood up and placed under command of a single headquarters?
M2	Yes/No	Were essential C2, communication, and computer systems accessible by all units of the AATF?
M3	Yes/No	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	Yes/No	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	Yes/No	Were airlift assets in direct support of the ground combat unit?
M6	Yes/No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	Yes/No	Were processes available to protect electronic systems from exploitation and attack?
M8	Yes/No	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	Yes/No	Did AATF leaders include provisions for medical evacuating of casualties?

M10	Yes/No	Did the AATF include a special operations C2 element to accompany the assault force?
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## **TA 5.6.1 Provide Operations Security (OPSEC)**

**DJS Approval Date:** 05-OCT-07

**Description:** To provide OPSEC measures to deny critical information necessary for an adversary to accurately estimate the military situation. (JP 3-0, JP 3-13, JP 3-13.1, JP 3-13.3, JP 3-13.4, JP 6-0)

**Notes:** N/A

M1	Yes / No	Was an AATF stood up and placed under command of a single headquarters?
M2	Yes / No	Were essential C2, communication, and computer systems accessible by all units of the AATF?
M3	Yes / No	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	Yes / No	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?
M5	Yes / No	Were airlift assets in direct support of the ground combat unit?
M6	Yes / No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	Yes / No	Were processes available to protect electronic systems from exploitation and attack?
M8	Yes / No	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	Yes / No	Did AATF leaders include provisions for medical evacuating of casualties?
M10	Yes / No	Did the AATF include a special operations C2 element to accompany the assault force?

## **TA 5.6.3 Execute Military Deception (MILDEC) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To execute military deception (MILDEC) to cause the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission by deliberately misleading adversary decision makers as to friendly military capabilities, intentions, and operations. (CJCSI 3121.01B (S), CJCSI 3210.1B (S), CJCSI 3211.01D (S), CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3213.02B, DODD 2311.01E, JP 1-0, JP 3-0, JP 3-13, JP 3-13.1, JP 3-13.4, JP 3-53, JP 3-60)

**Notes:** Joint tactical MILDEC supports the joint force commander (JFC) by focusing on the adversary tactical commanders' ability to make accurate and timely decisions concerning the conduct of battles and engagements. Tactical MILDEC serves to exploit immediate tactical situation confronting the commander and should both take advantage of and support operational MILDEC efforts.

M1	Yes/No	Have deception measures in support of operations security options been developed?
M2	Yes/No	Has joint MILDEC planner augmentation been requested?
M3	Yes/No	Are there trained MILDEC planners on the manning document?

### **TA 5.6.3.1 Coordinate Employment of Military Deception (MILDEC) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To coordinate, integrate, deconflict, and synchronize tactical level military deception (MILDEC) with higher, adjacent, and supporting staffs. (CJCSI 3121.01B (S), CJCSI 3210.01B (S), CJCSI 3211.01D (S), CJCSM 3122.01A, CJCSM 3122.03C, CJCSM 3213.02B, DODD 2311.01E, JP 3-0, JP 3-13, JP 3-13.1, JP 3-13.3, JP 3-13.4, JP 6-0)

**Notes:** This task will be conducted via authorized MILDEC secure channels.

M1	Yes/No	Has deception plan been integrated with higher headquarters (HHQ) plans?
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M2	Yes/No	Has deception plan been synchronized with ongoing activities?
M3	Minutes	To report MILDEC actions to HHQ.
M4	Yes/No	Have joint MILDEC security requirements been implemented?
M5	Hours	To report MILDEC capability shortfalls.
M6	Yes/No	Have discrete MILDEC channels been established for reporting and coordinating MILDEC with higher headquarters?

## TA 5.6.4 Employ Electronic Warfare (EW) in the Joint Operations Area (JOA)

**DJS Approval Date:** 6-NOV-08

**Description:** To employ tactical military electronic warfare (EW) actions involving the use of electromagnetic energy, directed energy, or antiradiation weapons to control the electromagnetic spectrum or to attack the enemy in the Joint Operations Area (JOA). (CJCSI 3320.01B (S), CJCSI 3320.03A, CJCSM 3122.03C, CJCSM 3320.01B, CJCSM 3320.03C, JP 3-0, JP 3-13, JP 3-13.1, JP 3-18, JP 3-33, CJCSI 3121.01B (S), CJCSI 3210.03B (S))

**Notes:** N/A

M1	Yes/No	Does tactical EW guidance exist?
M2	Yes/No	Is EW integrated into current tactical planning?
M3	Percent	Of EW target sets paired to weapons platforms.
M4	Yes/No	Are sufficient EW assets available to prosecute identified EW target sets to create desired effects?
M5	Percent	Of operational EW tasking satisfied.
M6	Number	Of violations of operational EW aspects of rules of engagement (ROE).
M7	Yes/No	Have tactical level EW capability gaps been identified and reported?
M8	Yes/No	Is intelligence support available/provided to EW?
M9	Yes/No	Is adequate tactical EW knowledge/technical expertise available?
M10	Yes/No	Have EW training gaps been identified?
M11	Yes/No	Is a plan in place to mitigate identified EW training

		gaps?
M12	Yes/No	Has an EW threat analysis been conducted?
M13	Number	Of violations of the Jamming Control Authority (JCA) procedures.
M14	Yes/No	Is EW integrated into the intelligence collection plan?
M15	Yes/No	Has the theater/operational EW plan been reviewed and supplemented as required?
M16	Yes/No	Is there an EW assessment process in place?
M17	Yes/No	Are required technical support/tools (software, modeling and simulation, terminals, secure communications, secure facilities, reachback, etc.) available to support EW operations?
M18	Percent	Of tasked EW operations conducted that created desired effects.
M19	Yes/No	Is there a method in place for the capture and dissemination of revised tactics, techniques and procedures (TTPs)?
M20	Yes/No	Is EW planning incorporated into all mission phases?
M21	Percent	Of organic EW assets fully operational.
M22	Yes/No	Are procedures established to report when EW tasking cannot be completed?

### **TA 5.6.4.1 Coordinate Employment of Electronic Warfare (EW) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To coordinate employing tactical military electronic warfare (EW) actions involving the use of electromagnetic energy, directed energy, or antiradiation weapons to control the electromagnetic spectrum or to attack the enemy in the Joint Operations Area (JOA). (CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSM 3122.03C, CJCSM 3320.01B, JP 3-0, JP 3-09, JP 3-13, JP 3-13.1)

**Notes:** N/A

M1	Yes/No	Is EW synchronized with other core, supporting,
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		and related capabilities of information operations (IO)?
M2	Yes/No	Has EW been coordinated with the spectrum management plan (to include joint restricted frequency list (JRFL))?
M3	Yes/No	Is tactical level EW coordinated with multinational partners?
M4	Yes/No	Is tactical level EW coordinated with interagency partners?
M5	Yes/No	Is adversary EW, to include navigation warfare, included in mission planning process?
M6	Days	Since last review of tactical EW guidance.
M7	Yes/No	Has EW reprogramming information been implemented and reported?
M8	Hours	To implement reprogramming guidance.
M9	Yes/No	Is legal advice available for EW operations?
M10	Yes/No	Is tactical EW employment being coordinated across the theater?

## **TA 5.6.4.2 Employ Electronic Attack (EA) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To employ tactical attacks involving the use of electromagnetic (EM) energy, directed energy (DE), or antiradiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability in the Joint Operations Area (JOA). (CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSM 3320.01B, JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 3-18, JP 3-33)

**Notes:** Electronic attack (EA) includes: 1.) actions taken to prevent or reduce an enemy's effective use of the electromagnetic spectrum, such as jamming and electromagnetic deception, and 2.) employment of weapons that use either electromagnetic or directed energy as their primary destructive mechanism (lasers, radio frequency weapons, particle beams) and 3.) EA includes both offensive and defensive activities to include countermeasures. Offensive EA activities are generally conducted at the initiative of friendly forces and defensive EA activities use the electromagnetic spectrum (EMS) to protect personnel, facilities, capabilities and equipment.

M1	Yes/No	Is EA planning considered during all mission phases?
M2	Percent	Of EA on adversary targets created desired effects.
M3	Percent	Of EA on adversary without adverse effects on friendly systems.
M4	Minutes	For impact of EA to be reflected in enemy operations.
M5	Yes/No	Are EA intelligence assessments being provided to tactical forces?
M6	Percent	Of EA missions coordinated with electronic warfare support (ES).
M7	Minutes/Seconds	To initiate EA after order.
M8	Minutes/Hours	To effectively employ EA capabilities, from target identification to 100% of desired effects created.
M9	Percent	Of tasked EA conducted.
M10	Percent	Reduction in enemy use of EMS during/after EA.
M11	Percent	Of movement/consolidation in enemy use of EMS during/after EA.
M12	Percent	Of assigned EA targets for which effective techniques do not exist.
M13	Yes/No	Is a process in place to request new EA techniques?
M14	Percent	Of EA missions coordinated with other EA assets.
M15	Yes/No	Is EA synchronized with other fires?

### **TA 5.6.4.3 Employ Electronic Warfare Support (ES) in the Joint Operations Area (JOA)**

**DJS Approval Date:** 6-NOV-08

**Description:** To employ electronic warfare support (ES) actions tasked by, or under direct control of, a tactical commander to search for, intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic (EM) energy for the purpose of

immediate threat recognition, targeting, planning and conduct of future operations in the Joint Operations Area (JOA). (CJCSI 3210.03B (S), CJCSI 3320.01B, CJCSM 3320.01B, JP 3-0, JP 3-09, JP 3-13, JP 3-13.1, JP 3-18, JP 3-33)

**Notes:** ES provides information required for decisions involving electronic warfare operations and other tactical actions such as threat avoidance, targeting, and homing. ES data can be used to produce signals intelligence, provide targeting for electronic or destructive attack, and produce measurement and signature intelligence (MASINT).

M1	Yes/No	Is ES planning considered during all mission phases?
M2	Yes/No	Has a plan been developed for intelligence support to ES operations?
M3	Yes/No	Has a tactical level ES plan been established?
M4	Yes/No	Has the tactical level plan for ES been coordinated with operational level planning?
M5	Yes/No	Are assets available to satisfy ES requirements?
M6	Yes/No	Is there a procedure in place to request ES from operational level?
M7	Yes/No	Have intelligence support requirements been identified for ES?
M8	Yes/No	Is there a procedure in place to request intelligence support to satisfy ES requirements?
M9	Percent	Of ES missions coordinated with electronic attack (EA).
M10	Percent	Of ES missions coordinated with other ES assets.
M11	Yes/No	Is ES provided to targeting?
M12	Yes/No	Is appropriate ES information being disseminated?
M13	Seconds	From detection to identification of signals of interest.
M14	Seconds	From identification to dissemination of indications and warnings of threats to operational/tactical units.
M15	Number	Of signals detected.
M16	Percent	Of signals correctly identified.
M17	Yes/No	Is a process in place to request updates to signal exploitation techniques?
M18	Number	Of unidentified signals reported to intelligence

	community.
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## TA 5.6.4.4 Employ Electronic Protection (EP) in the Joint Operations Area (JOA)

**DJS Approval Date:** 6-NOV-08

**Description:** To employ tactical electronic protection (EP) actions (passive and active) taken to protect personnel, facilities, and equipment from any effects of friendly or enemy use of the electromagnetic spectrum (EMS) that degrade, neutralize, or destroy friendly combat capability in the Joint Operations Area (JOA). (CJCSI 3121.01B (S), CJCSI 3210.03B (S), CJCSI 3210.04 (S), CJCSI 3320.01B, CJCSI 3320.02C, CJCSM 3320.01B, CJCSM 3320.02A, JP 3-0, JP 3-13, JP 3-13.1, JP 3-18, JP 3-33)

**Notes:** Examples include spectrum management, electromagnetic (EM) hardening, emission control (EMCON), and use of wartime reserve modes (WARM). EP includes actions taken to ensure friendly use of the EMS, such as frequency agility in a radio, or variable pulse repetition frequency in a radar. EP should not be confused with self-protection. While defensive electronic attack (EA) actions and EP both protect personnel, facilities, capabilities, and equipment, EP protects from the effects of EA (friendly and/or adversary), while defensive EA is primarily used to protect against lethal attacks by denying adversary use of the EMS to guide and/or trigger weapons.

M1	Yes/No	Is there an intelligence threat assessment on adversary EA capabilities?
M2	Percent	Of platforms, facilities and units vulnerable to adversary electronic warfare (EW) and electromagnetic interference (EMI).
M3	Yes/No	Are processes developed to minimize adversary EW to include navigation warfare and directed energy capabilities?
M4	Yes/No	Is electromagnetic interference reporting program implemented?
M5	Yes/No	Is electromagnetic interference mitigation plan implemented?
M6	Minutes/Hours	To implement mitigation procedures in response to adversary EA and EMI.
M7	Yes/No	Has EW reprogramming information been

		disseminated?
M8	Yes/No	Is electronic masking plan implemented?
M9	Minutes	To disseminate updates to EW mitigation plans (WARM implementation, communication plan adjustments, crypto changes, EW masking).

## TA 5.6.5 Conduct Computer Network Operations (CNO)

**DJS Approval Date:** 05-OCT-07

**Description:** To conduct computer network attack, computer network defense, computer exploitation, and related computer network exploitation enabling operations. (JP 2-0, JP 3-13, JP 3-13.1, JP 3-51, JP 6-0)

**Notes:** This task includes procedures and equipment for collecting, organizing, displaying, disseminating information, attacking the information, information sources and information systems of the enemy while precluding the enemy from attacking friendly information, information sources, and information systems. This task also consists of actions taken through the use of computer networks to disrupt, deny, degrade, or destroy information resident in computers and computer networks, or the computers and networks themselves; involves actions taken through the use of computer networks to protect, monitor, analyze, detect, and respond to unauthorized activity within DOD information systems and computer networks; and involves enabling operations including computer network attack operational preparation of the environment, and intelligence collection capabilities conducted through the use of computer networks to gather data from target or adversary automated information systems or networks. This task includes computer network attack, computer network defense, and computer network exploitation.

M1	Yes / No	Was an AATF stood up and placed under command of a single headquarters?
M2	Yes / No	Were essential C2, communication, and computer systems accessible by all units of the AATF?
M3	Yes / No	Did AATF leaders assure that the use of NBC weapons within ground tactical units' areas of operations could be detected?
M4	Yes / No	Did the AATF include infantry, attack helicopter, fire support, electronic warfare and logistic assets?

M5	Yes / No	Were airlift assets in direct support of the ground combat unit?
M6	Yes / No	Were communications systems consistently dependable or were they degraded due to interoperability issues?
M7	Yes / No	Were processes available to protect electronic systems from exploitation and attack?
M8	Yes / No	Was the ground assault force airlifted to designated areas of operation as scheduled?
M9	Yes / No	Did AATF leaders include provisions for medical evacuating of casualties?
M10	Yes / No	Did the AATF include a special operations C2 element to accompany the assault force?

## TA 5.7 Conduct Civil Administration

**DJS Approval Date:** 8-JAN-09

**Description:** To conduct Civil administration. Civil Administration is a unique action undertaken by US commanders only when directed or approved by the Secretary of Defense or President. Civil administration support consists of planning, coordinating, advising, or assisting those activities that reinforce or restore a civil administration that supports US and multinational objectives. (DODD 3000.05, DODI 5530.3, JP 3-57, JP 3.0, JP 4-02, JP 4-03)

## TA 5.8 Conduct Official Ceremonial, Musical, Public and Special Events

**DJS Approval Date:** 10-JUN-08

**Description:** To conduct world-class ceremonial, musical, and memorial affairs and public events, locally and worldwide, on behalf of the nation's civilian and military leaders. Provide military honors for private memorial services and ceremonial support. (FM 1-0, FM 1-05, FM 27-100, FM 3-21.5, JP 1-05, JP 3-35, JP 3-61, JP 4-06)

**Notes:** This task includes wreath-laying ceremonies, State funerals and the honor guard at the Tomb of the Unknowns. This task could also include Public Affairs planning for potential media and other public information interests and opportunities.

M1	Yes/No	Event support contributes to mission accomplishment either by enhancing unit cohesion and morale or by entertaining civilian public.
M2	Time	To rehearse the event required for the mission.
M3	Time	To rehearse drill and ceremony required for the mission.
M4	Time	To coordinate the performance of an assigned mission.
M5	Time	To arrange logistical and administrative support for the band.
M6	Time	To obtain recommendations and legal advice from the Staff Judge Advocate.
M7	Percent	Of authorized personnel required to perform the specific mission.
M8	Percent	Of authorized musical equipment on hand and serviceable.
M9	Yes/No	Opportunities used to publicly provide information concerning joint force activities.

## TA 6 Protect the Force

**DJS Approval Date:** 26-AUG-05

**Description:** To protect the tactical forces fighting potential so that it can be applied at the appropriate time and place. This task includes those measures the force takes to remain viable and functional by protecting itself from the effects of or recovery from enemy activities. (JP 3-0, JP 3-07.1, JP 3-07.2, JP 3-07.3, JP 3-11, JP 3-35, JP 5-00.2)

M1	TBD	TBD
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### TA 6.1 Provide Explosives Ordnance Disposal (EOD) Support

**DJS Approval Date:** 10-JUN-08

**Description:** To provide EOD support to the U.S. Secret Service, the Department of State, and the Department of Defense for the protection of the President and other designated high-risk personnel. (AFTTP(I)3-2.32, AR 75-14, FM 1-0, FM 1-05, FM 12-6, FM 3-19.12, FM 3-19.17, FM

3-21.5, FM 4-30.16, JP 3-26, JP 3-27, JP 3-28, MCRP 3-17.2C, NTPP 3-02.5)

**Notes:** N/A

M1	Yes/No	EOD support met the aim of the requesting authority.
M2	Yes/No	Collateral damage incurred during the conduct of the EOD operation is in acceptable limits.
M3	Yes/No	Safeguard classified materials and publications during EOD operations.
M4	Yes/No	Forward items and components of technical intelligence value to appropriate HQ or agency.
M5	Time	To identify safety requirements and considerations that concern the ordnance found during environmental restoration projects.
M6	Time	To move from current location to worksite.
M7	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions and IEDs.
M8	Time	To identify safety requirements and considerations.
M9	Time	To identify personnel, equipment, procedures, and additional support requirements.
M10	Time	To coordinate with reporting and other agencies for additional site support assistance, such as engineer, medical, security, and transportation.
M11	Time	To clear munitions and improvised explosive devices.
M12	Time	To document render safe procedures, as conducted, for unknown ordnance, if technical intelligence data does not exist.
M13	Time	Spent to train personnel providing executive protection services on reorganizing and conducting immediate action drills when confronted by conventional or IEDs.
M14	Percent	Of safety precautions enforced during EOD operations.
M15	Percent	Of reported munitions and IEDs cleared in accordance with the requesting agencies' priorities.
M16	Percent	Of available EOD support expended on training executive protection services personnel.



M17	Percent	Of available EOD support expended on assisting the U.S. Secret Service and other governmental agencies that provide executive protection services.
M18	Number	Of casualties during the conduct of the EOD operation.
M19	Number	And types of ordnance located and destroyed by EOD personnel.
M20	Number	Of request(s) for assistance from civil authorities responded to within a given period.

## TA 6.2 Execute Personnel Recovery Operations

**DJS Approval Date:** 30-OCT-06

**Description:** Accomplish the personnel recovery execution tasks (report, locate, support, recover and reintegrate) to recover US military, Department of Defense (DOD) civilians and contractors, and other designated personnel using unassisted, opportune, component, joint, multinational, and nonmilitary organizations capabilities. (JP 1-0, JP 3-50.2, JP 3-50.21, CJCSI 3270.01, DODD 1300.7, DODD 2310.2, DODI 1300.21, DODI 1300.23, DODI 2310.3, DODI 2310.4, DODI 2310.5, DODI 2310.6)

M1	Percent	Of isolated personnel able to report their situation/location.
M2	Minutes	To notify higher echelon and parallel commands following initial report of an isolating incident.
M3	Yes / No	Able to locate isolated personnel within appropriate amount of time.
M4	Yes / No	Personnel Recovery (PR) mission procedures include analyzing and corroborating location information before passing with source and time stamp to other PR coordination nodes and forces.
M5	Percent	Of personnel who have received survival, evasion, resistance, escape (SERE) training commensurate with their risk of isolation and exploitation.
M6	Yes/No	Processes and products are developed and prepared, and forces are capable to accomplish the support task to facilitate the isolated personnel's ability to survive, evade, resist and escape.

M7	Yes / No	Plans and processes are developed and in place to effectively and efficiently reintegrate recovered isolated personnel.
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## TA 6.3 Conduct Rear Area Security

**DJS Approval Date:** 26-AUG-05

**Description:** Security operations of designated rear area units that contribute to the security of the entire joint force. For example, bases may contain aircraft or missiles capable of performing defensive counterair missions, radars, and other equipment critical to air defense or units conducting counterintelligence (CI), executing electronic protection, or guarding enemy prisoners of war (EPWs). The Joint Rear Area (JRA) is a specific land/sea area within a JFC's operational area designated to facilitate protection and operation of installations and forces supporting the joint force. (JP 3-10, JP 3-10.1, ATM 6.1.4, NTA 6.3.1.1, NTA 6.3.1.3, FM 100-5)

M1	Percent	Key lines of communications (LOCs)/Points in which threat forces are incapable of inflicting Level II Damage with less than 12 hour indicators being picked up by Rear Area Intel Forces within joint operations area (JOA) rear area.
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## TA 6.4 Conduct Noncombatant Evacuation

**DJS Approval Date:** 26-AUG-05

**Description:** Tactical operations involving land, sea and air forces to evacuate U.S. dependents, U.S. Government employees, and private citizens (U.S. and Third-country) from locations in a foreign country or host nation (HN) to a designated area within the theater. Includes preparing evacuated personnel for follow-on repatriation to the United States or home nation-state. (JP 3-07.5)

M1	Percent	Of personnel evacuated that were meant to be evacuated in accordance with the plan within 72 Hrs or other acceptable timeframe as determined by noncombatant evacuation operation (NEO) commander.
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## TA 6.5 Provide for Combat Identification

**DJS Approval Date:** 26-AUG-05

**Description:** Combat identification (CID) is the process of attaining an accurate characterization of unknown detected objects to the extent that high confidence, and timely application of military options and weapon resources can occur. Depending on the situation and the operational decisions that must be made, this characterization may be limited to, "friend," "enemy," or "neutral." In other situations, other characterizations may be required including, but not limited to class, type, nationality and mission configuration. CID characterizations, when applied with combatant commander's rules of engagement (ROE), enable engagement decisions and the subsequent use, or prohibition of use, of lethal and nonlethal weaponry to accomplish military objectives. CID is used for force posturing, command and control, situational awareness as well as shoot, no-shoot employment decisions. (JP 3-56.1, JP 3-52)

**Notes:** CID of enemy and neutral objects is heavily dependent on successful detection, which is often very difficult, near real-time fusion/correlation of data from multiple sensors, and a number of other critical independent surveillance and reconnaissance (ISR) capabilities. The end goal (i.e., correct identification of objects) depends considerably on the success of the detection function. Further, the ability to identify and characterize enemy and neutral objects, even if detected, depends extensively on successful collection and analysis of target signatures, etc. Warfighters must be at least 95 percent certain that an object or entity has been correctly characterized since any greater than 5 percent uncertainty creates an unacceptable level of risk of fratricide or enemy penetration." (Capstone Requirements Document for CID, 19 March 2001).

M1	Percent	Of friendly air forces following established procedures to identify themselves.
M2	Percent	Of friendly ground forces, following established procedures to identify themselves.
M3	Percent	Of friendly naval (surface, subsurface) forces following established procedures to identify themselves.
M4	Percent	*Of friendly air forces, ground forces, and/or naval forces detected friendly objects/entities.
M5	Percent	*Of friendly air forces, ground forces, and/or naval forces detected enemy objects/entities.
M6	Percent	*Of friendly air forces, ground forces, and/or naval forces detected neutral objects/entities.

## TA 6.8 Conduct Defensive Countermeasure Operations

**DJS Approval Date:** 26-AUG-05

**Description:** To conduct defensive countermeasure operations to deny or limit an enemy's ability to use intelligence collection sensors to detect defended assets and/or attack them with precision engagement. Protection of key assets contributes to the security of the entire Joint force. (JP 2-0, JP 3-01, JP 3-10.1, JP 3-51, JP 3-58)

**Notes:** This task includes the use of passive and active countermeasures to degrade/neutralize threat intelligence collection sensors, and threat precision weapon's target acquisition systems from acquiring defended assets. Defensive countermeasures can also be used to degrade/neutralize a threat precision weapon's ability to successfully attack a defended asset.

M1	Percent	Of assets protected by countermeasures against detection/attack by threat sensors and precision guided weapons.
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## TA 6.9 Conduct Counter Improvised Explosive Device (IED) Operations

**DJS Approval Date:** 30-OCT-06

**Description:** To conduct operations to predict, detect, prevent, avoid, neutralize, and protect US and multinational forces and to respond to attacks from improvised explosive devices (IEDs) . (JP 3-07.2, JP 3-07.6, JP 3-15, JP 3-26, JP 3-51)

**Notes:** This task includes individual and collective tasks to ensure protection of individual members of US and multinational forces, as well as protection of bases and critical facilities.

M1	Yes/No	Were patrols used during counter-IED operations?
M2	Yes/No	Was aggressive reconnaissance conducted?
M3	Yes/No	Were security patrols used to mitigate risk?
M4	Yes/No	Were ambushes used?
M5	Yes/No	Were raids conducted?
M6	Yes/No	Were proven tactics, techniques, and procedures

		used to discover IEDs?
M7	Yes/No	Was the enemy deprived of resources?
M8	Yes/No	Were potential targets protected?
M9	Yes/No	Was intelligence gained?
M10	Yes/No	Was all forensic evidence collected?

## **TA 7 Operate in a Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Environment**

**DJS Approval Date:** 26-AUG-05

**Description:** To apply the fundamental principles of contamination avoidance, protection, and decontamination to a joint force. The focus is on mission execution with minimal disruption while in a CBRNE environment (actual or threatened). Performance hierarchies start with individual survival skills, leaders obtaining and using nuclear, biological, and chemical (NBC) information, the employment of specialized teams and individuals to support operations and, ultimately, mission accomplishment. (JP 3-11)

M1	Percent	Of units trained and equipped to perform mission in CRENE environment.
M2	Percent	Of authorized specialized teams and individuals on hand.

### **TA 7.1 Conduct Mission Operations in a Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Environment**

**DJS Approval Date:** 26-AUG-05

**Description:** To apply principles of avoid, protect, and decontaminate to joint forces operating in proximity to the threat or actual use of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE). Includes the coordination of detection, reconnaissance/surveillance, the standardization of warning and reporting between joint and multinational forces; decontamination support; and the exchange of standing operating procedures (SOPs) to facilitate operations. (JP 3-11)

M1	Hours	To employ detectors in a mutually supportive networked system.
M2	Hours	To establish joint warning and reporting requirements.
M3	Instances	Of conflicts between SOPs not rectified.
M4	Percent	Of units trained and equipped to operate under CBRNE conditions, in accordance with (IAW) higher-level guidance.
M5	Percent	Of authorized special nuclear, biological, and chemical (NBC) teams and individuals on-hand and trained.
M6	Percent	Of units able to execute their joint mission-essential task list (JMETL) under CBRNE conditions.
M7	Percent	Of units trained and equipped to perform decontamination operations in support of other service requirements.
M8	Hours	To establish disease detection, warning, and analysis reporting system.