



Joint Operation Planning Process

Introduction to JOPP

THE JOINT OPERATION PLANNING PROCESS

**Step 1:
Initiation**

**Step 2:
Mission Analysis**

**Step 3:
Course of Action (COA) Development**

**Step 4:
COA Analysis and Wargaming**

**Step 5:
COA Comparison**

**Step 6:
COA Approval**

**Step 7:
Plan or Order Development**

**Peter R. Scheffer, Jr.
Title X Assistant Professor
Dept. of Joint, Interagency,
& Multinational Operations (DJIMO)**



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Mission Analysis "Results"

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Mission Analysis Results

- **Post the Mission Analysis.**
- **It must be referenced throughout the planning process.**
- **Validate/Update Mission Analysis throughout the plan.**
- **Remember that Mission Analysis is constant.**
- **Any new information will change analysis in some way.**
- **No situation is static.**
- **Every situation is dynamic, changing constantly.**
- **It is a “living” product that keeps the staff focused on the problem even when the problem changes.**



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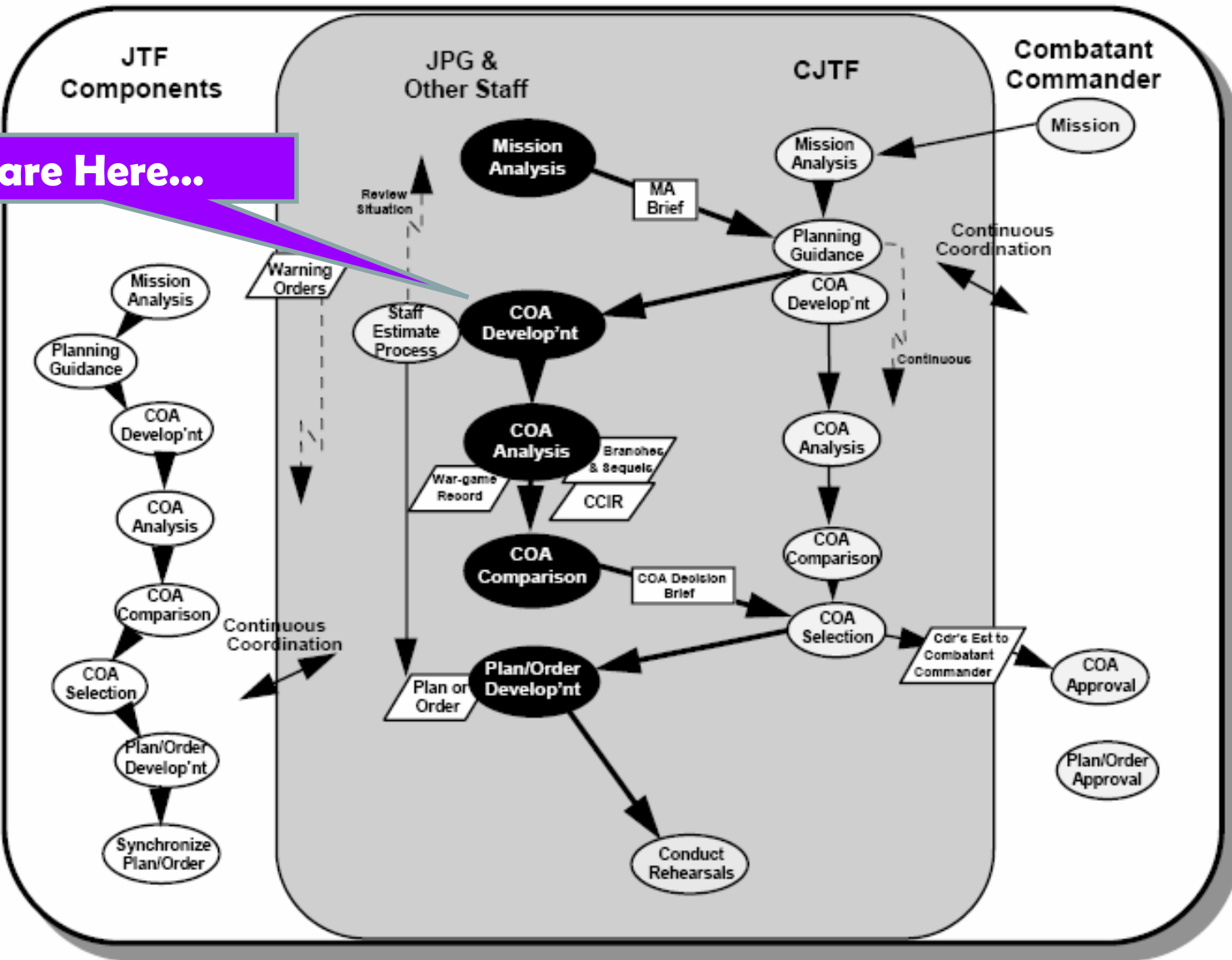
Develop Mission Statement

- ***Mission:*** O/O JTF-50 conducts operations in the vicinity of Sumatra to secure shipping lanes, neutralize Al-Qaeda in AO and restore the Government of Indonesia's (GOI) territorial integrity. O/O conduct NEO in order to secure resident American citizen population.





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We are Here...



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COA Development "Key Steps"



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Joint Operation Planning

Commander's Guidance

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Elements of Commander's Guidance

- **As a minimum, the Planning Guidance should include:**
 - **the Mission Statement; Assumptions; Operational Limitations;**
 - **a discussion of the National Strategic End State; Termination Criteria; Military Objectives; and,**
 - **the JFC's initial thoughts on desired and undesired Effects.**
- **The Planning Guidance should also address the role of agencies and multinational partners in the pending operation and any related special considerations as required.**

Joint Publication 5.0



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Commander's Guidance "Build a Functional Coalition"

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



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Commander's Intent

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Elements of Commander's Intent

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

- Purpose and Military End State.**
- Deals primarily with the military conditions that lead to mission accomplishment.**
- Highlight selected objectives desired and undesired effects.**
- Risk is acceptable.**

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Commander's Intent

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

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

End State: IRS defeated, threat to international shipping removed, terrorist safe-haven denied and region stabilized.



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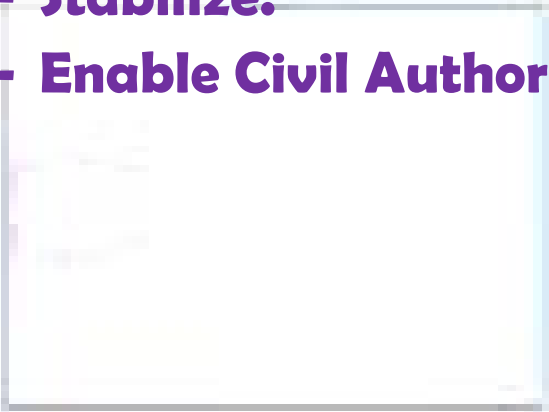


Commander's Guidance

"Develop 2 x COAs"

● Drive South:

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



● Flank:

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



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COA Development "Starting Point"

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COA Development Look for Existing Plans

- **Current Doctrine**
- **Joint Strategic Capabilities Plan - (JSCP)**
- **CONPLANS**
- **OPLANS**
- **Exercises/Operations**

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COA Development "Characteristics"

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Course of Action (COA)

“A COA consists of the following information:

- **What type of Military Action will occur;**
- **Why the action is required (Purpose);**
- **Who will take the action;**
- **When the action will begin;**
- **Where the action will occur; and,**
- **How the action will occur (Method of Employment of Forces).”**



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“Generally, at the Theater Level, each COA will constitute a Theater Strategic or Operational Concept and should outline the following:

- 1. Major Strategic and Operational tasks to be accomplished in the order in which they are to be accomplished.**
- 2. Capabilities required.**
- 3. Task Organization and related Communications Systems Support Concept.**
- 4. Sustainment Concept.**
- 5. Deployment & Maneuver Concept.**
- 6. Intel & Collection Concept.**
- 7. Fires & Effects Concept.**
- 8. Protection Concept.**
- 9. Estimate of time required to reach mission success criteria or termination criteria.**
- 10. Concept for maintaining a Theater Reserve.”**

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COURSE OF ACTION CHARACTERISTICS

A Valid Course of Action Is--

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

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

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

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

Complete — Must incorporate:

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

Figure III-6. Course of Action Characteristics



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COA Development "Key Concepts"

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Review of Key Concepts

- **Military Objectives & End State**
- **Organizing the Operational Areas/Define JOA**
- **Command Relationships**
- **CoG Analysis**
- **Sequencing of Ops/Phasing**
- **Lines of Operations/Effort/DPs**
- **Array of Forces**
- **Supported & Supporting Components**
- **Operational Tasks**
- **Points of Failure/Culmination**



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Military OBJs & End State

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Design Element: “Termination and End State”

National Strategic End State: For specific situations that require the employment of military capabilities (particularly for anticipated large scale combat), the President and SecDef typically will establish a set of National Strategic Objectives. Achievement of these objectives should result in attainment of the national strategic end state — the broadly expressed conditions that should exist after the conclusion of a campaign or operation.

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

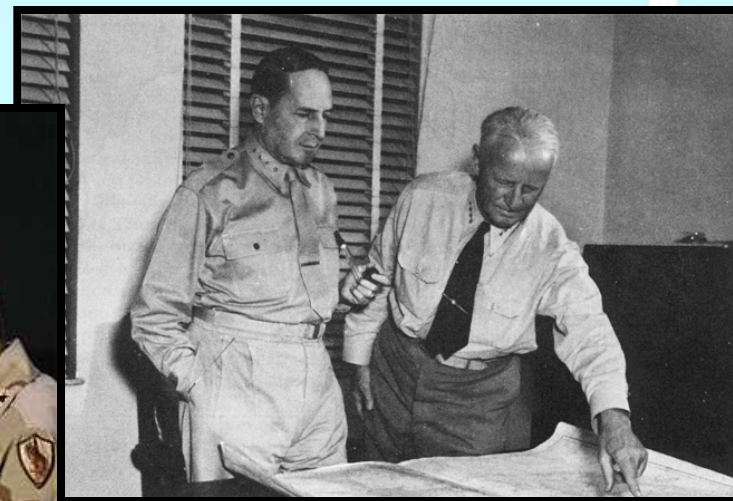
JP 5-0, Joint Planning



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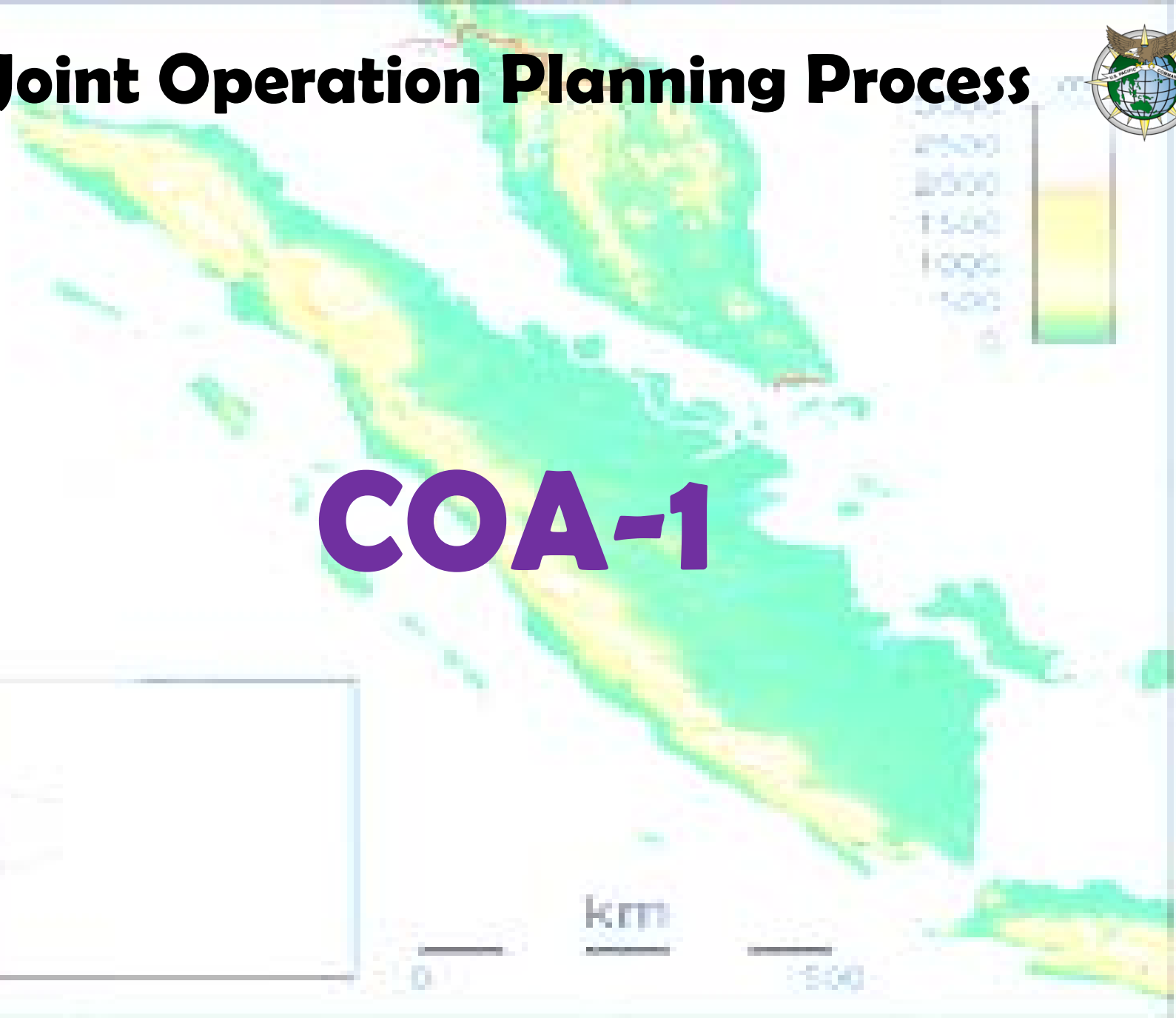
Design Element: “Objectives” (*Strategic Military Objectives*)

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

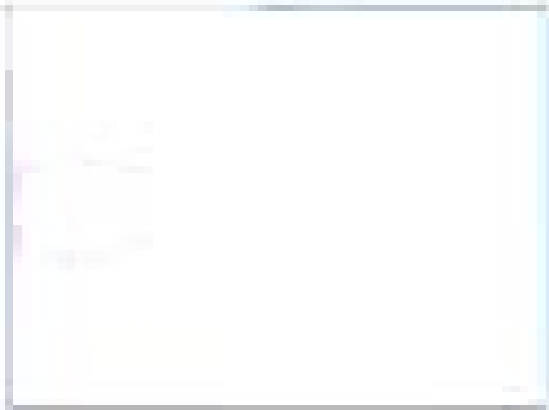




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COA-1



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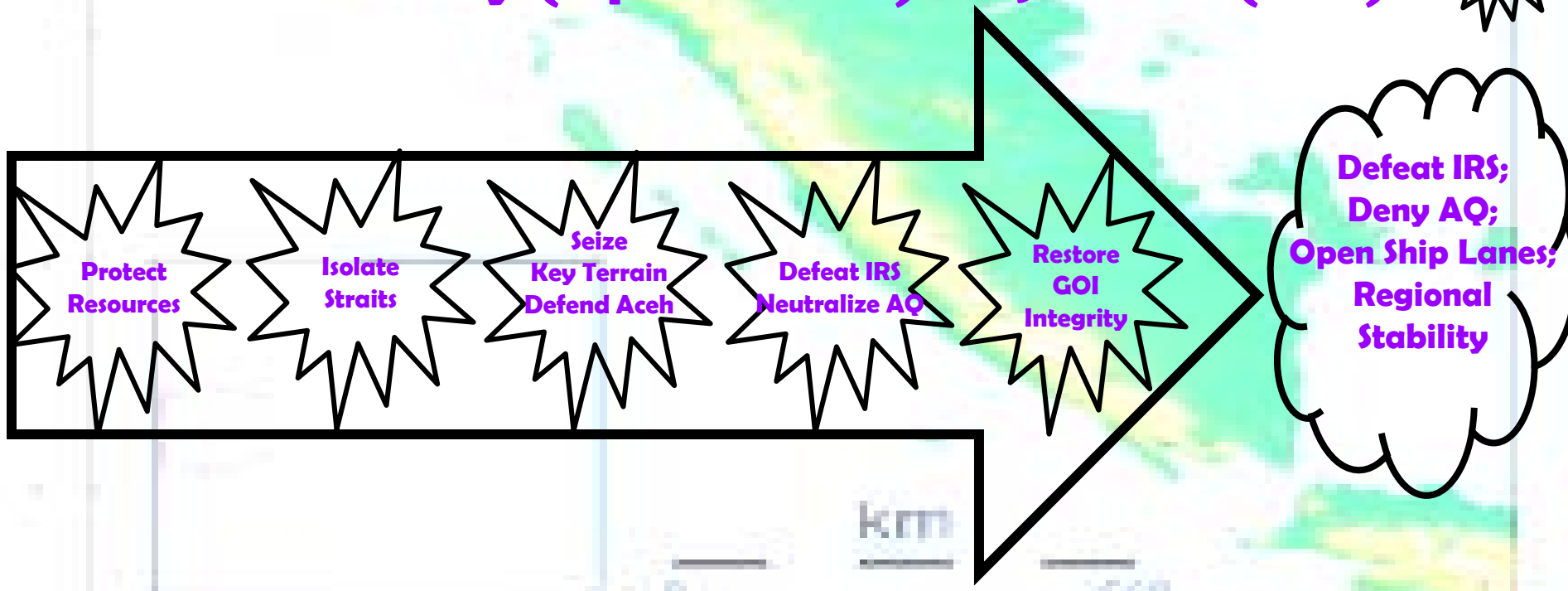


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"Joint Challenge"

**Coalition (JTF) Objective(s):
&**

Coalition Military (Operational) Objectives (DPs):



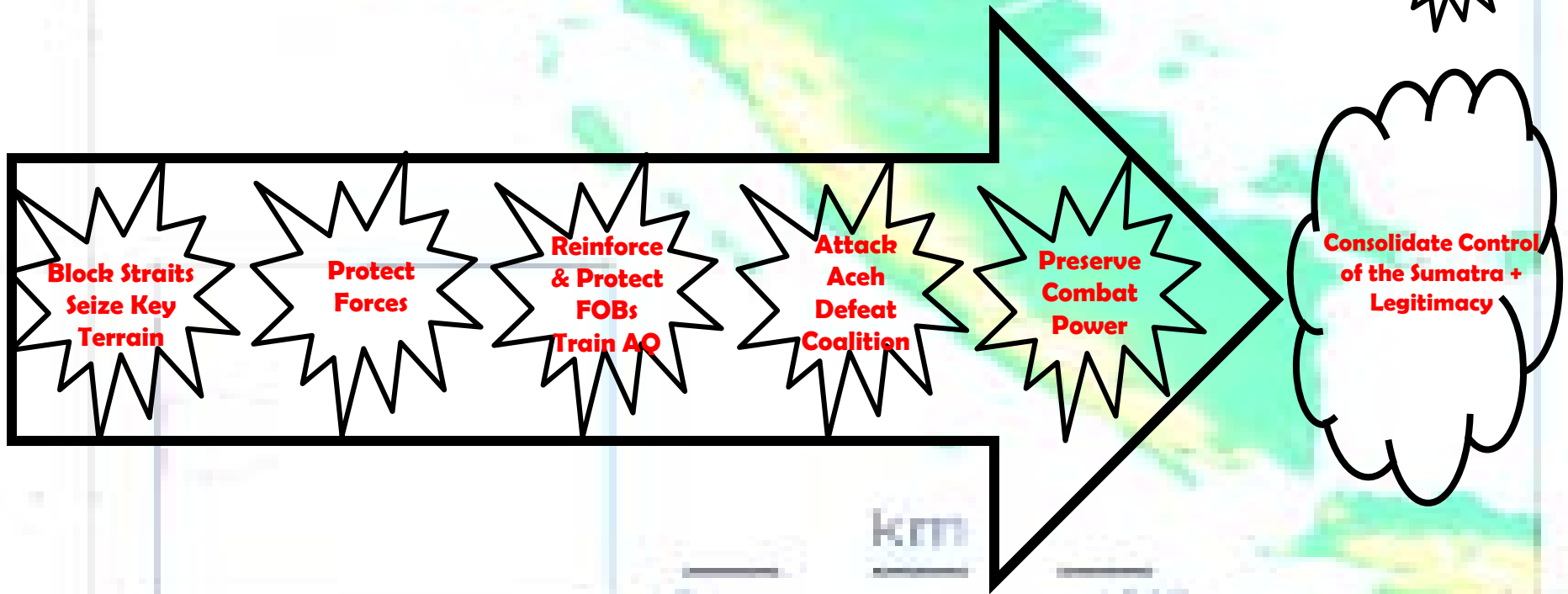


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"Joint Challenge"

IRS (JTF) Objective(s):
&

IRS Military (Operational) Objectives (DPs):





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COA-2



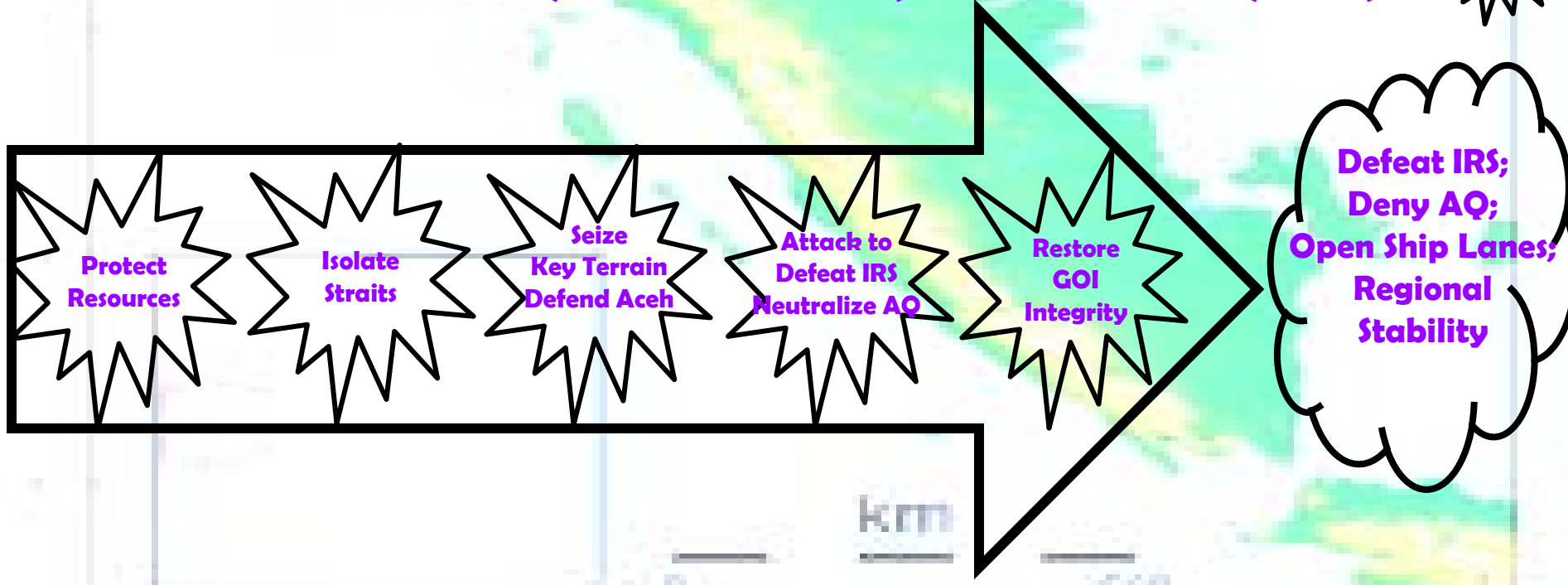
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"Joint Challenge"

Coalition (JTF) Objective(s):

&

Coalition Military (Operational) Objectives (DPs):



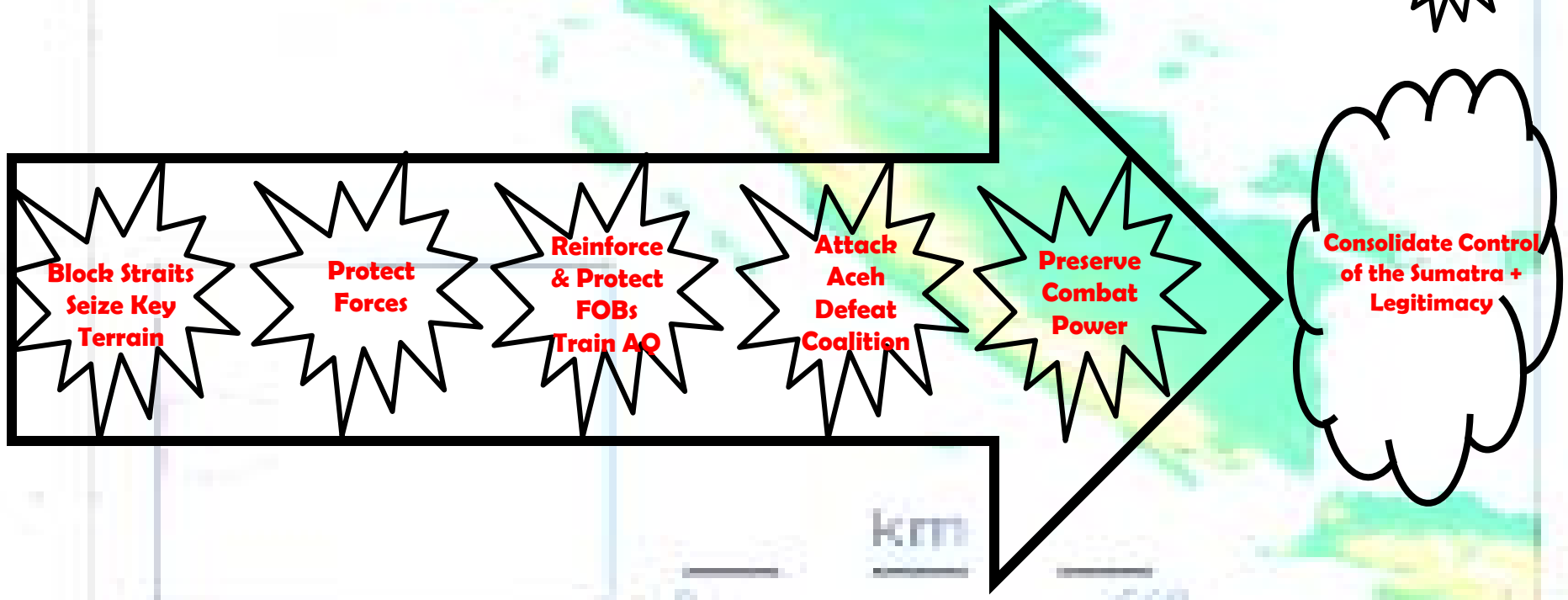


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"Joint Challenge"

IRS (JTF) Objective(s):
&

IRS Military (Operational) Objectives (DPs):





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Organize the JOA

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Operational Areas within a Theater (1)

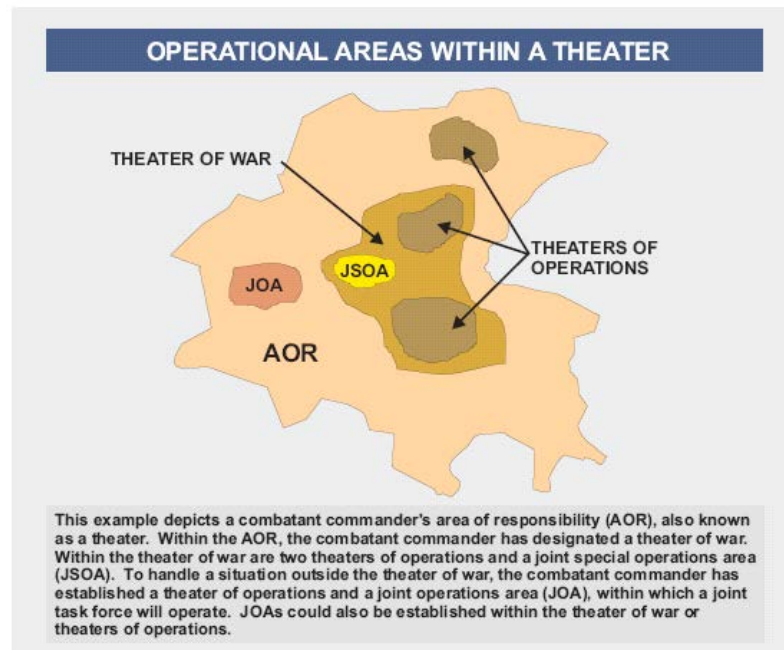


Figure II-3. Operational Areas Within a Theater

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



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COA-1 & COA-2





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Joint Operations Area





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Command Relationships

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Joint Operation Planning Process Command & Control



“Mutual confidence is the one basic thing that will make allied commands work...”

General Dwight D. Eisenhower



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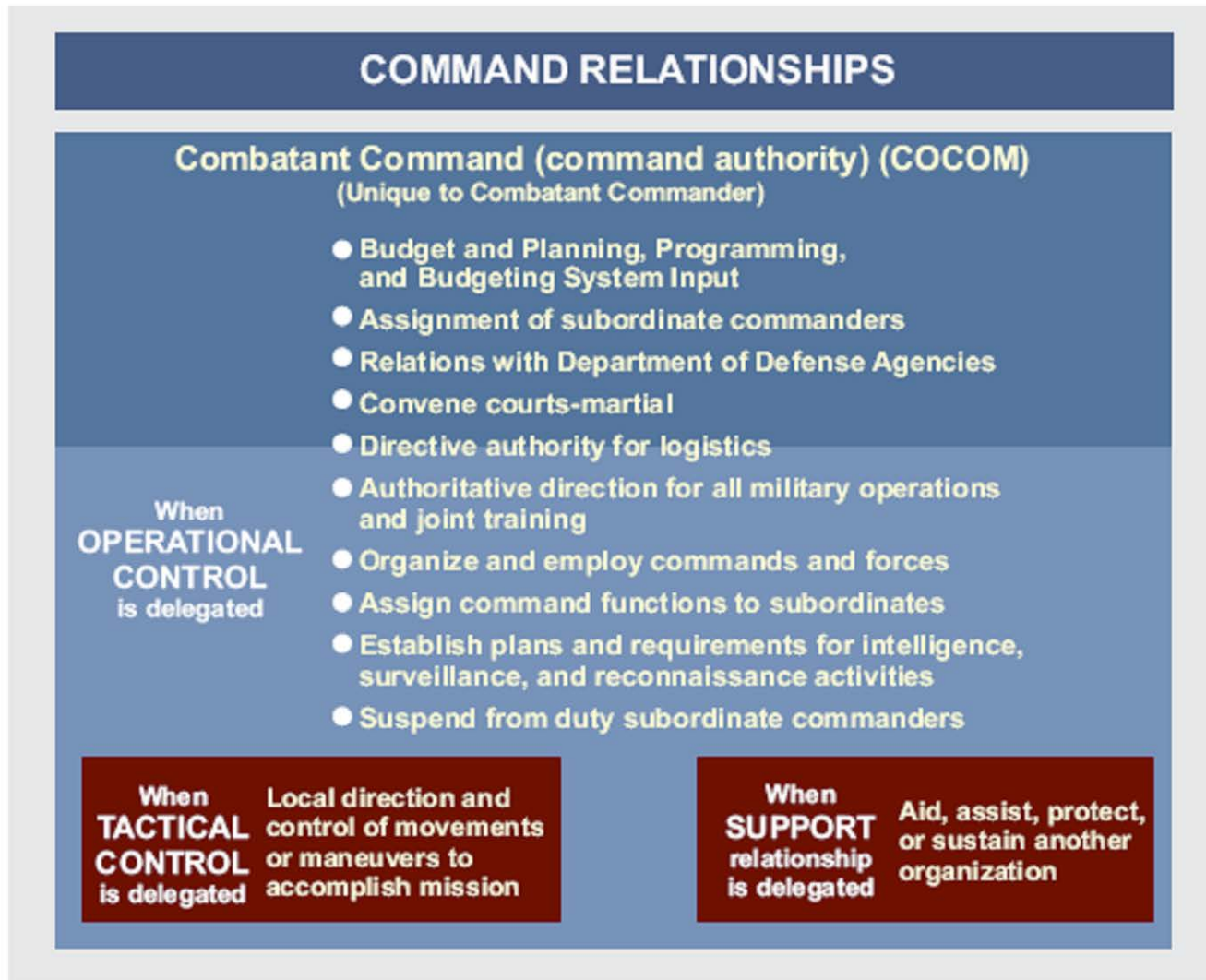


Figure III-2. Command Relationships



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Commander's Guidance "Build a Functional Coalition"

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



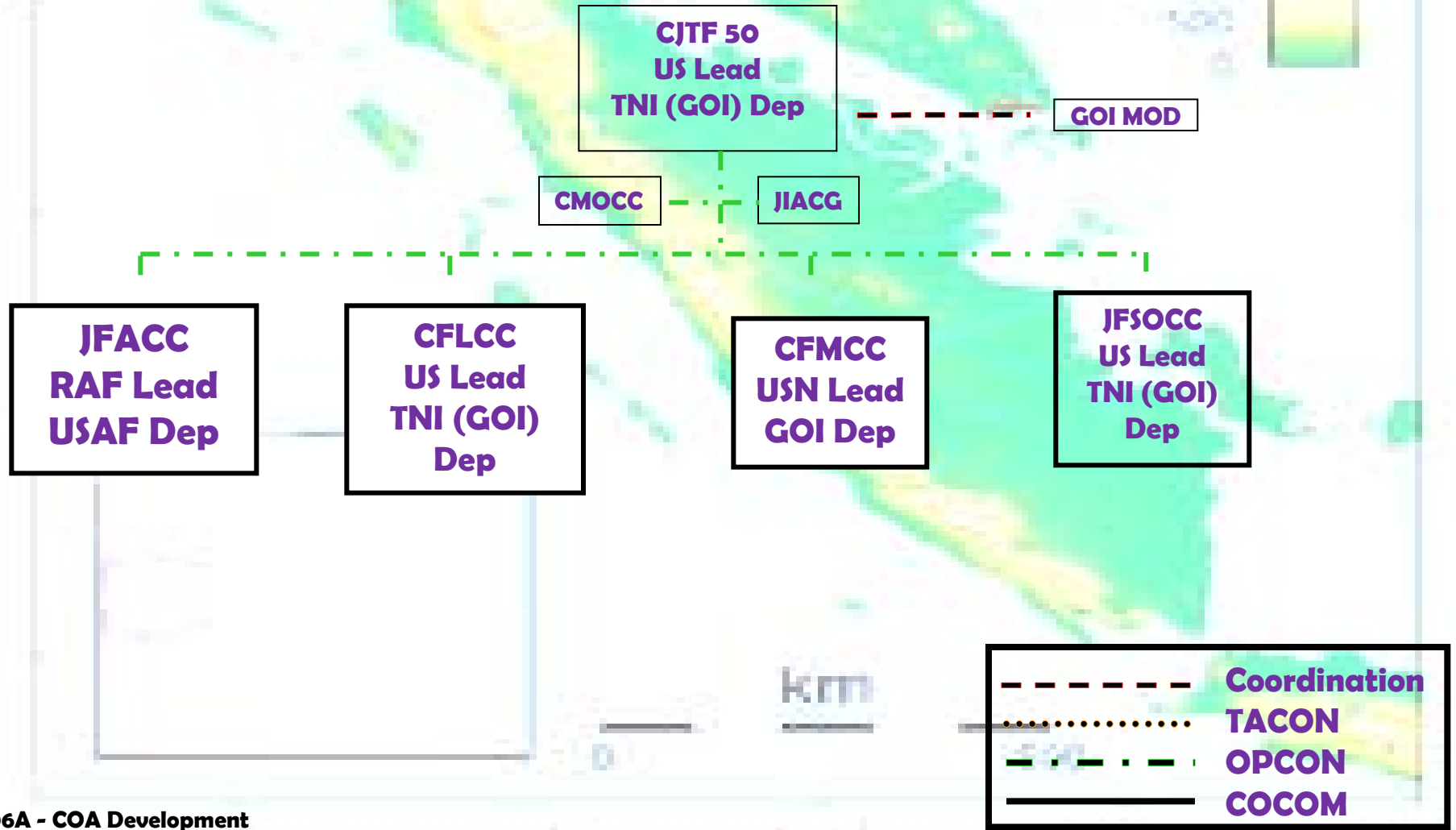
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Command Relationships (COA-1)





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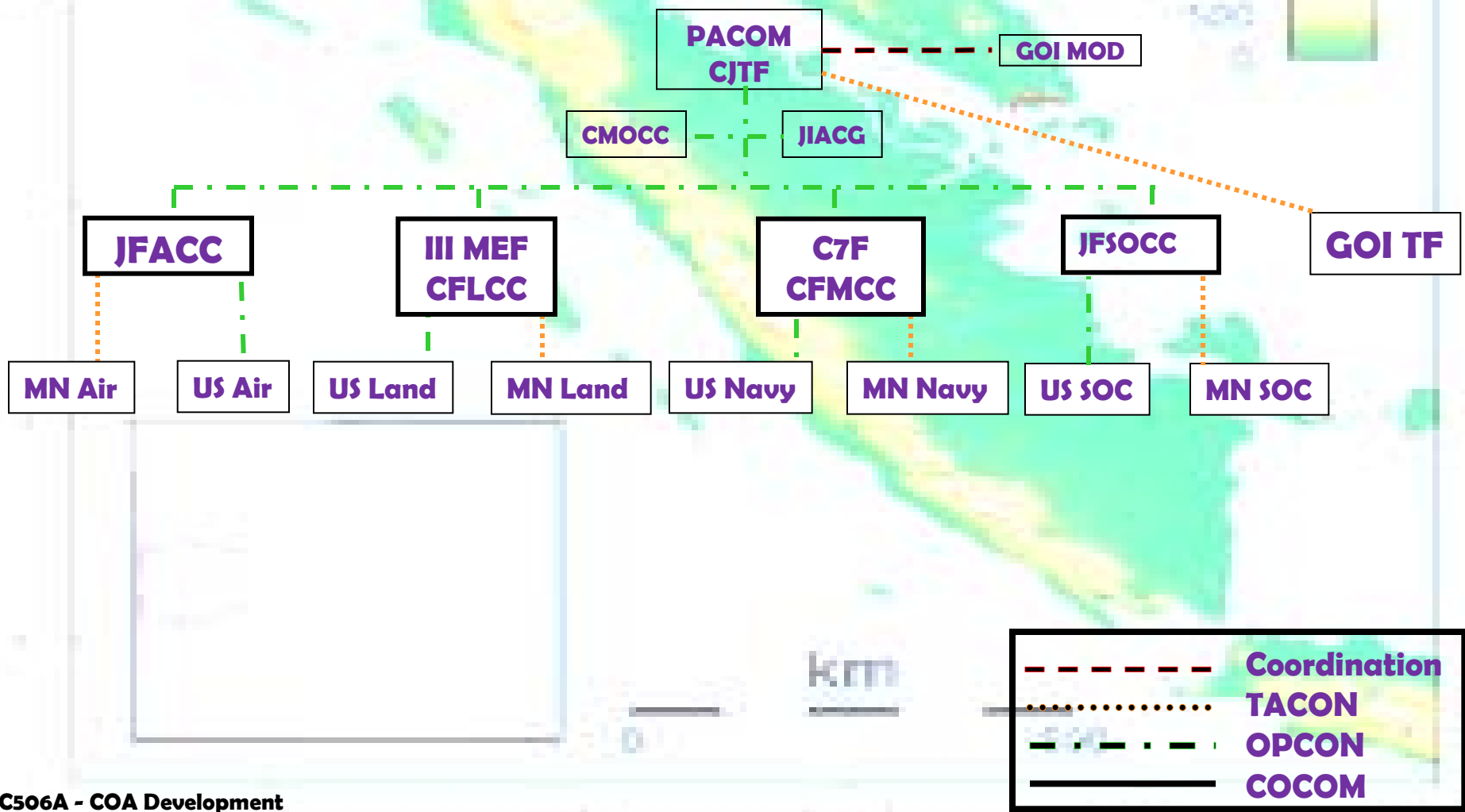


COA-2



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Command Relationships - (COA-2)





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Joint Operation Planning

CoG Analysis

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Joint Operation Planning Process Design Element: “Center Of Gravity”

A CoG is **ALWAYS** linked to the objective.

- **Center of Gravity (CoG) – “the source of power that provides moral or physical strength, freedom of action, or will to act. (JP 1-02 & JP 5-0)**
 - **At the strategic level, a CoG could be a military force, an alliance, political or military leaders, a set of critical capabilities or functions, or national will.**
 - **At the operational level a CoG often is associated with the adversary’s military capabilities — such as a powerful element of the armed forces — but could include other capabilities in the operational environment.**

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



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Defeating Centers of Gravity

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

- Critical Capability (CC) — a means that is considered a crucial enabler for a center of gravity to function as such, and is essential to the accomplishment of the specified or assumed objective(s).
- Critical Requirement (CR) — an essential condition, resource, and means for a critical capability to be fully operational.
- Critical Vulnerability (CV) — an aspect of a critical requirement, which is deficient or vulnerable to direct or indirect attack that will create decisive or significant effects.

JP 5-0, Joint Planning

Campaign Planning: Tools of the Trade, Chapter 6 (June 2006)



Joint Operation Planning Process

End State

CoG

CC

VERB

CR

NOUN

CV

Line of Attack/Effects

Attack a CV to affect the CR, which in turn affects the CC, which in turn affects the CoG (i.e, to produce desired 1st, 2d and 3rd order effects to achieve the end state.



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COA-1 & COA-2

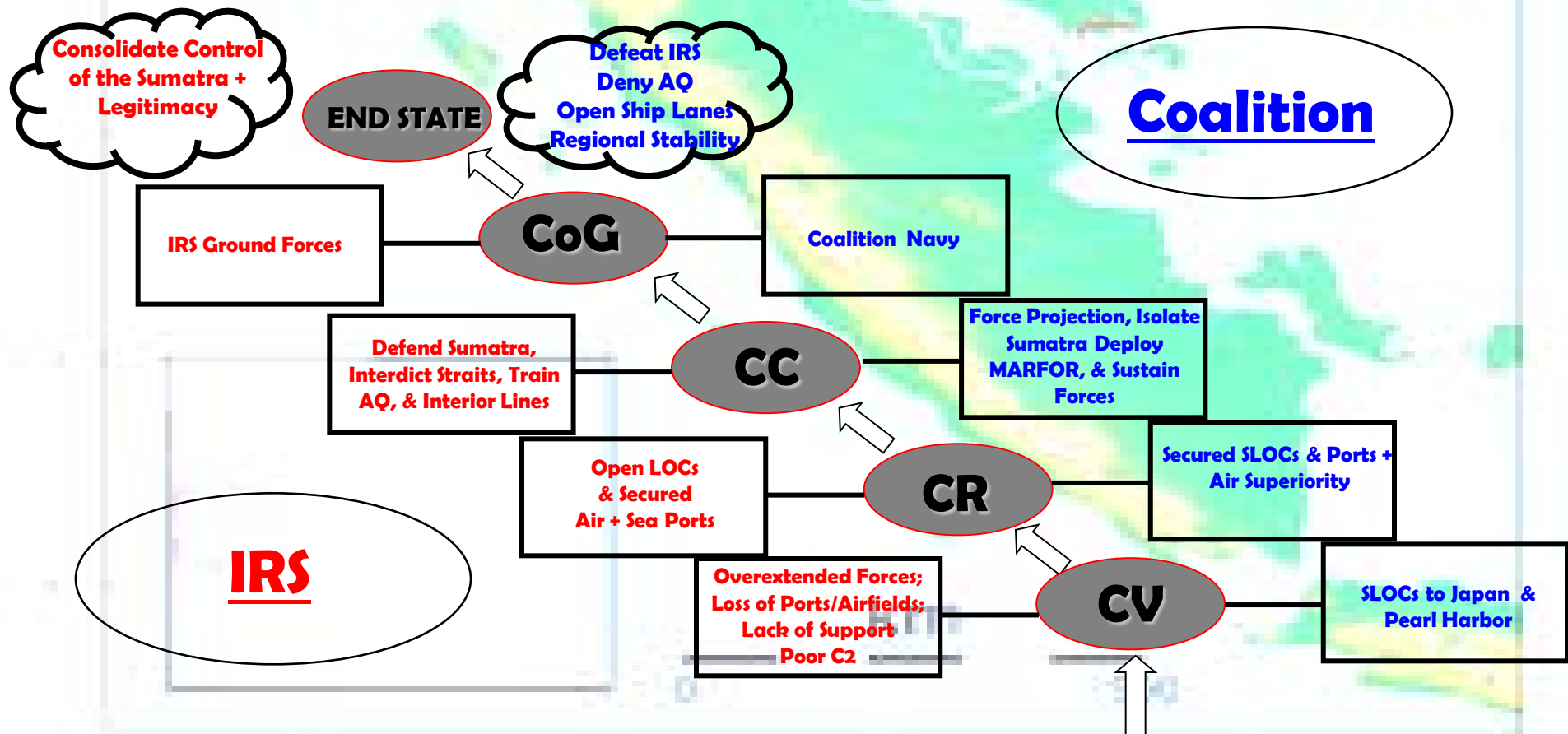




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Joint Challenge

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





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Sequencing of Ops & Phasing

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KEY TERM

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

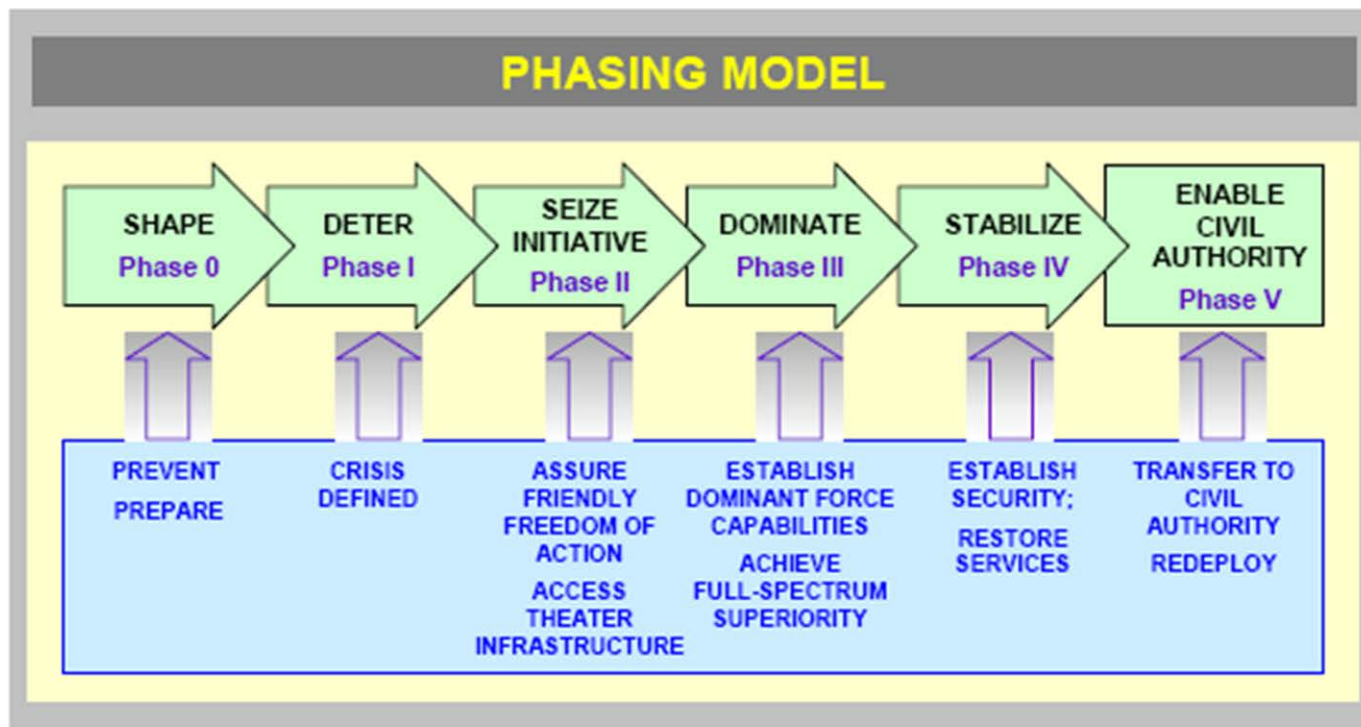


Figure IV-9. Phasing Model



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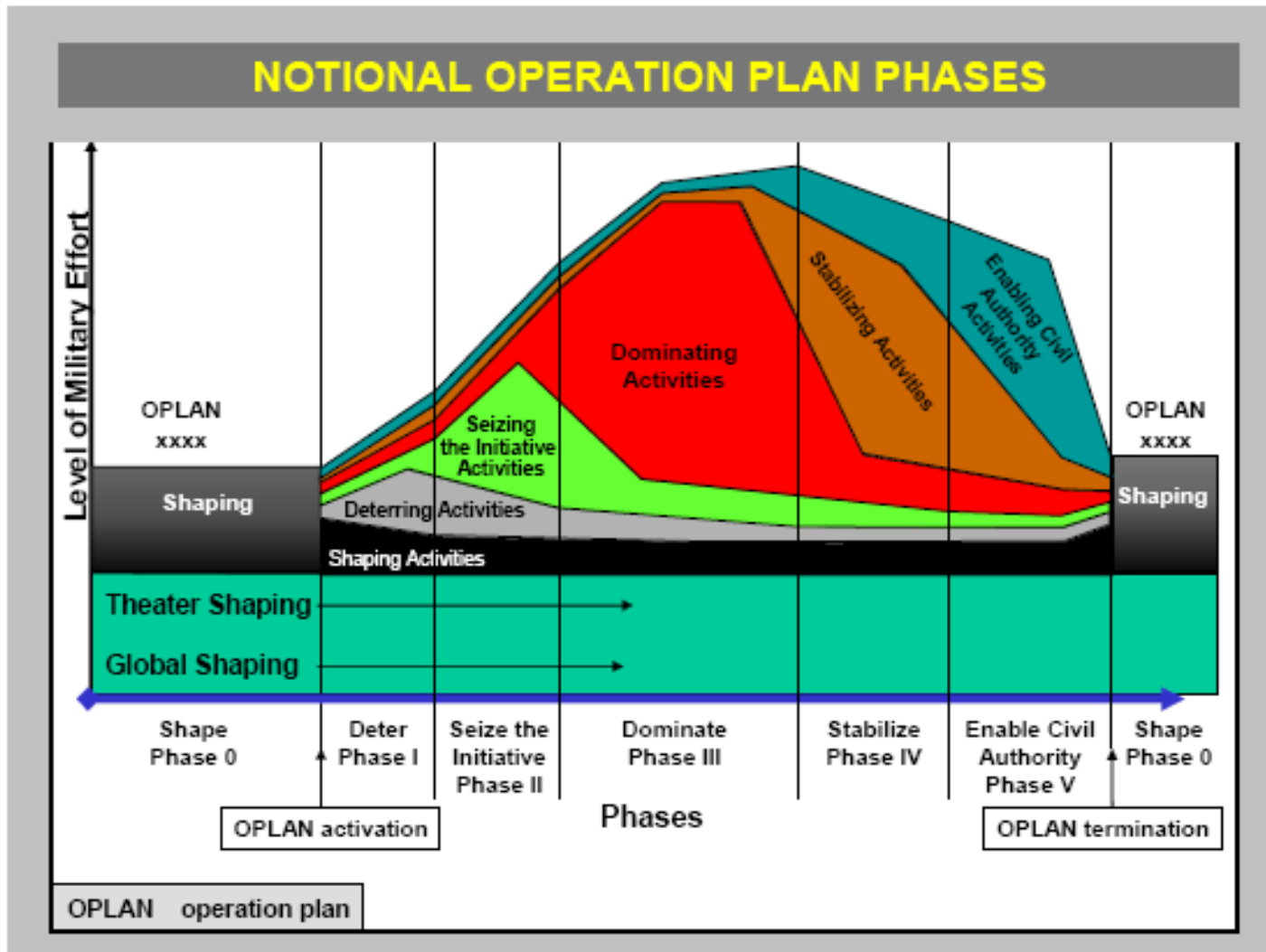


Figure IV-8. Notional Operation Plan Phases



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Lines of Operation & Decisive Points

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Design Element: “Lines of Operation”

Physical Line of Operation:

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

Logical Line of Operation:

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



Joint Operation Planning Process Design Element: “Decisive Points”

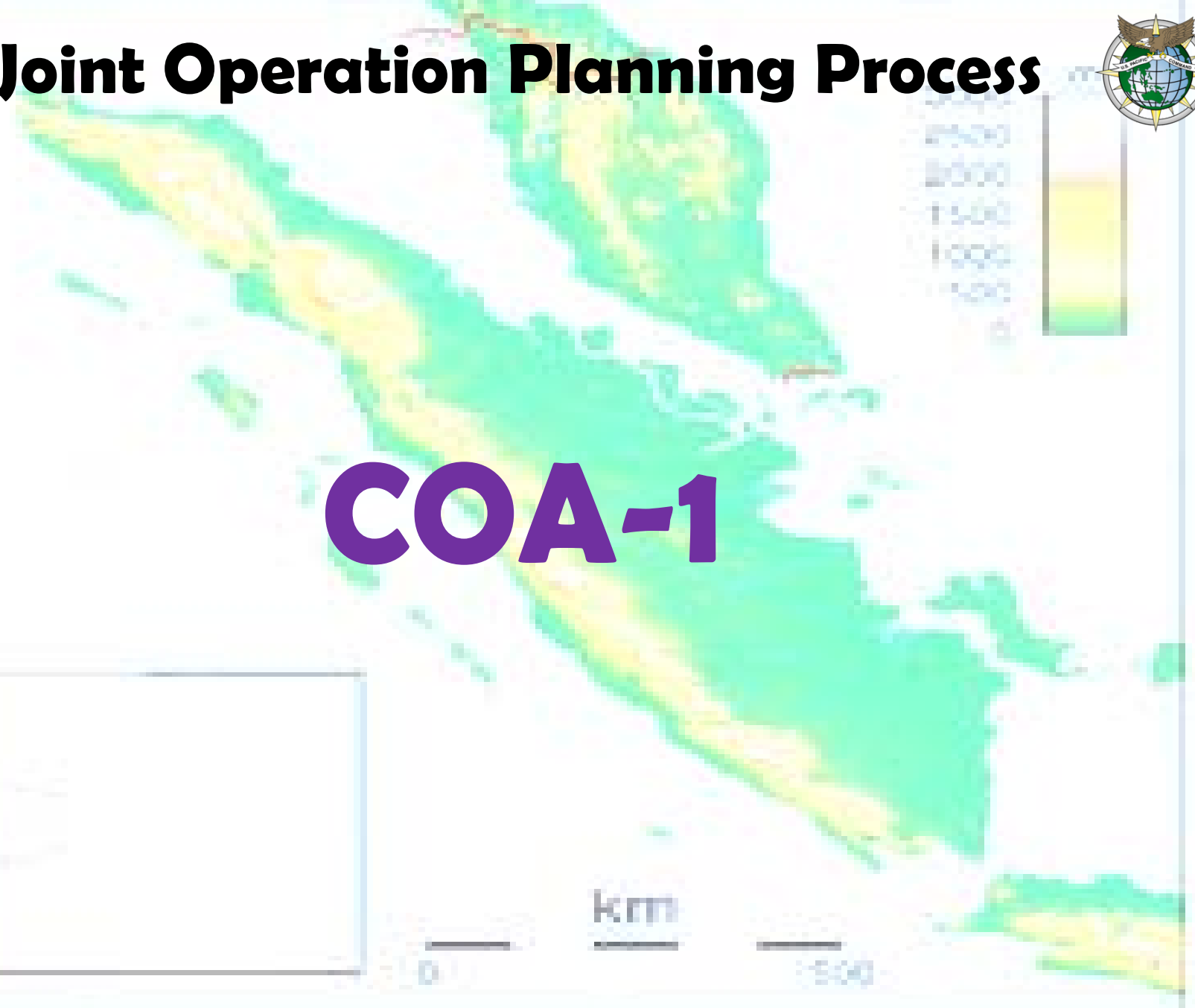


Decisive Point - “a geographic place, specific key event, critical factor, or function that, when acted upon, allows a commander to gain a marked advantage over an adversary or contributes materially to achieving success (e.g., creating a desired effect, achieving an objective).”

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



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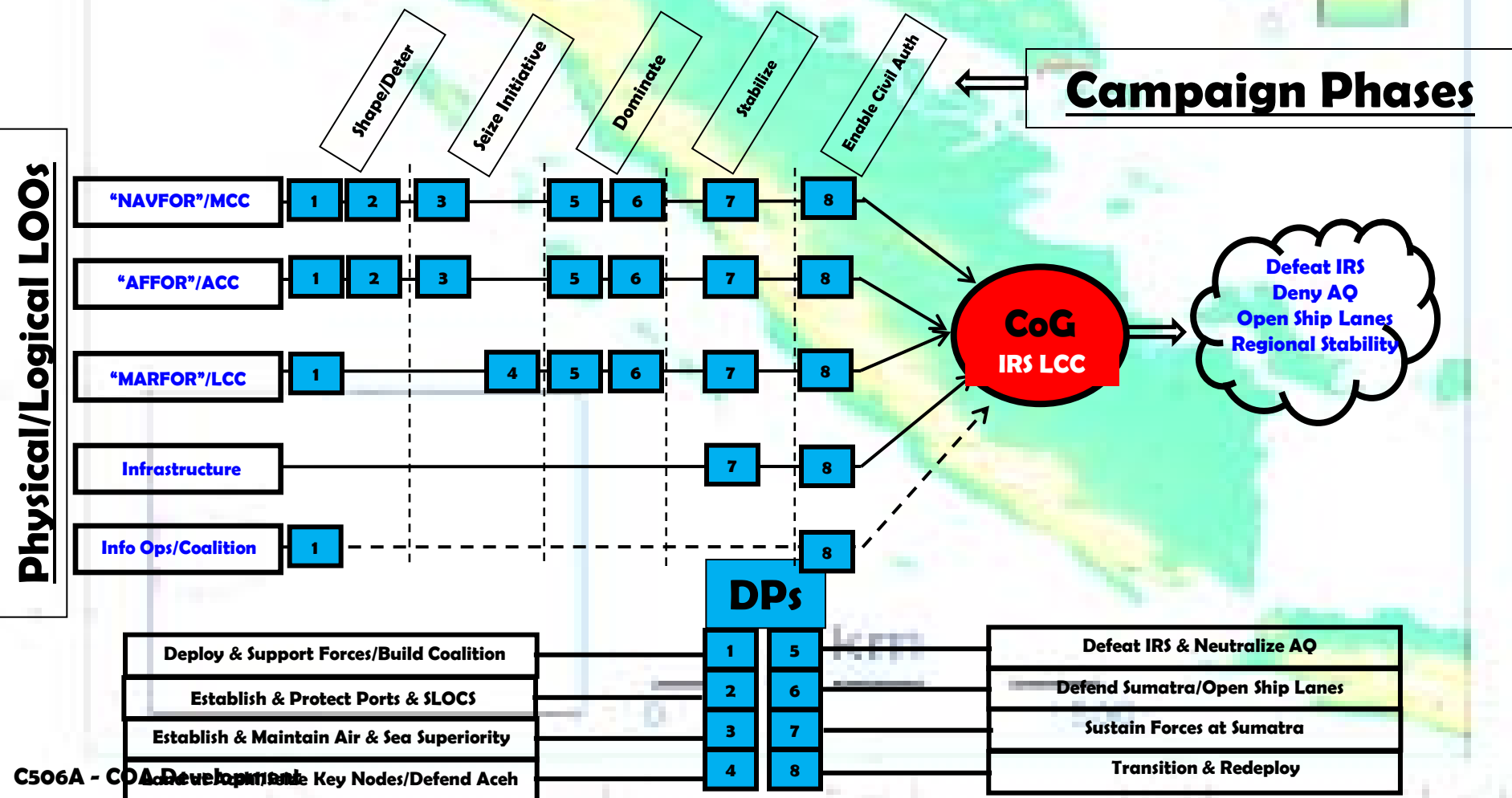




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Joint Challenge

Coalition LOO w/DPs + Phases/Sequencing of Ops

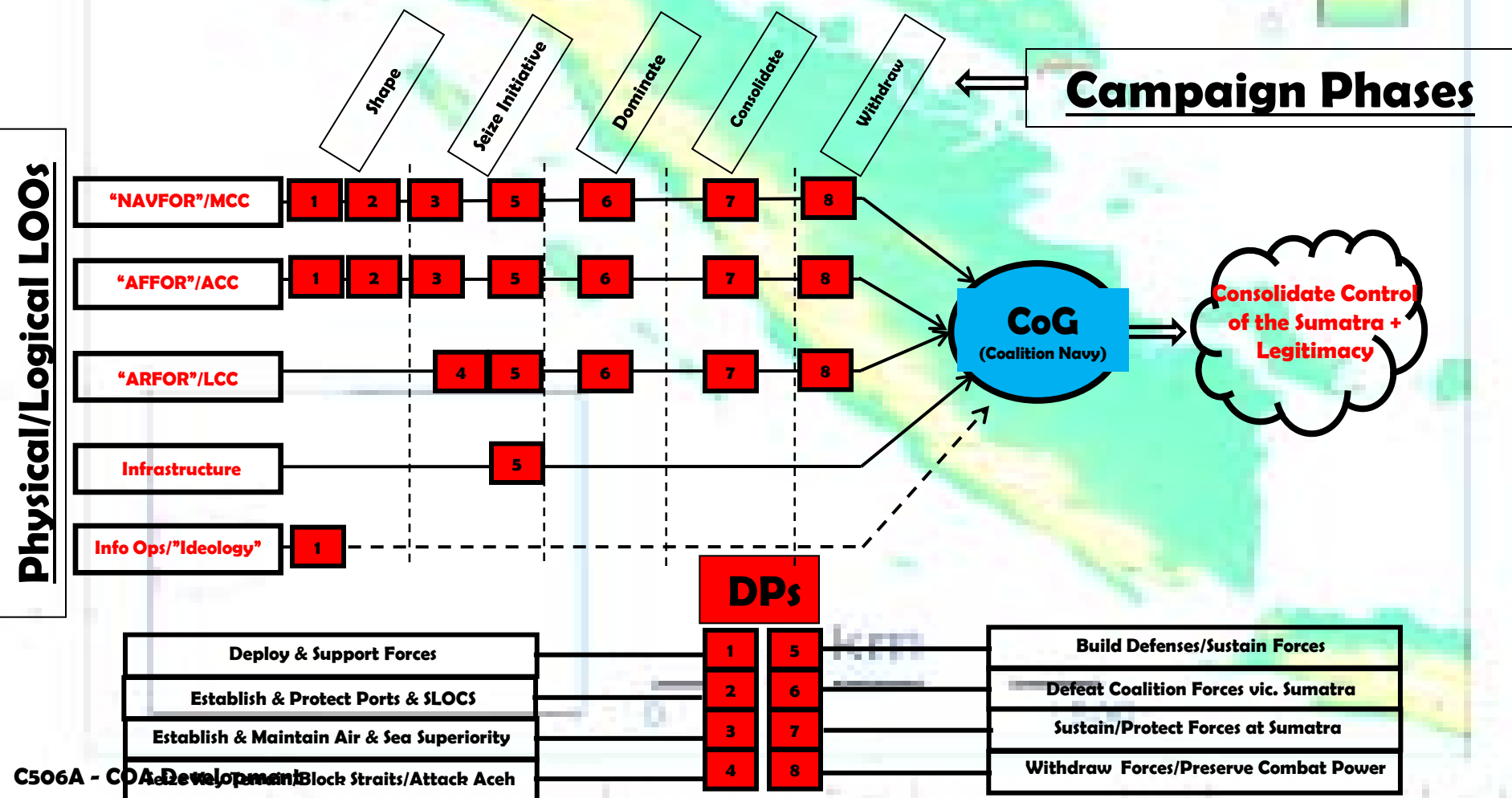




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Joint Challenge

IRS LOO w/DPs + Phases/Sequencing of Ops





Joint Operation Planning Process

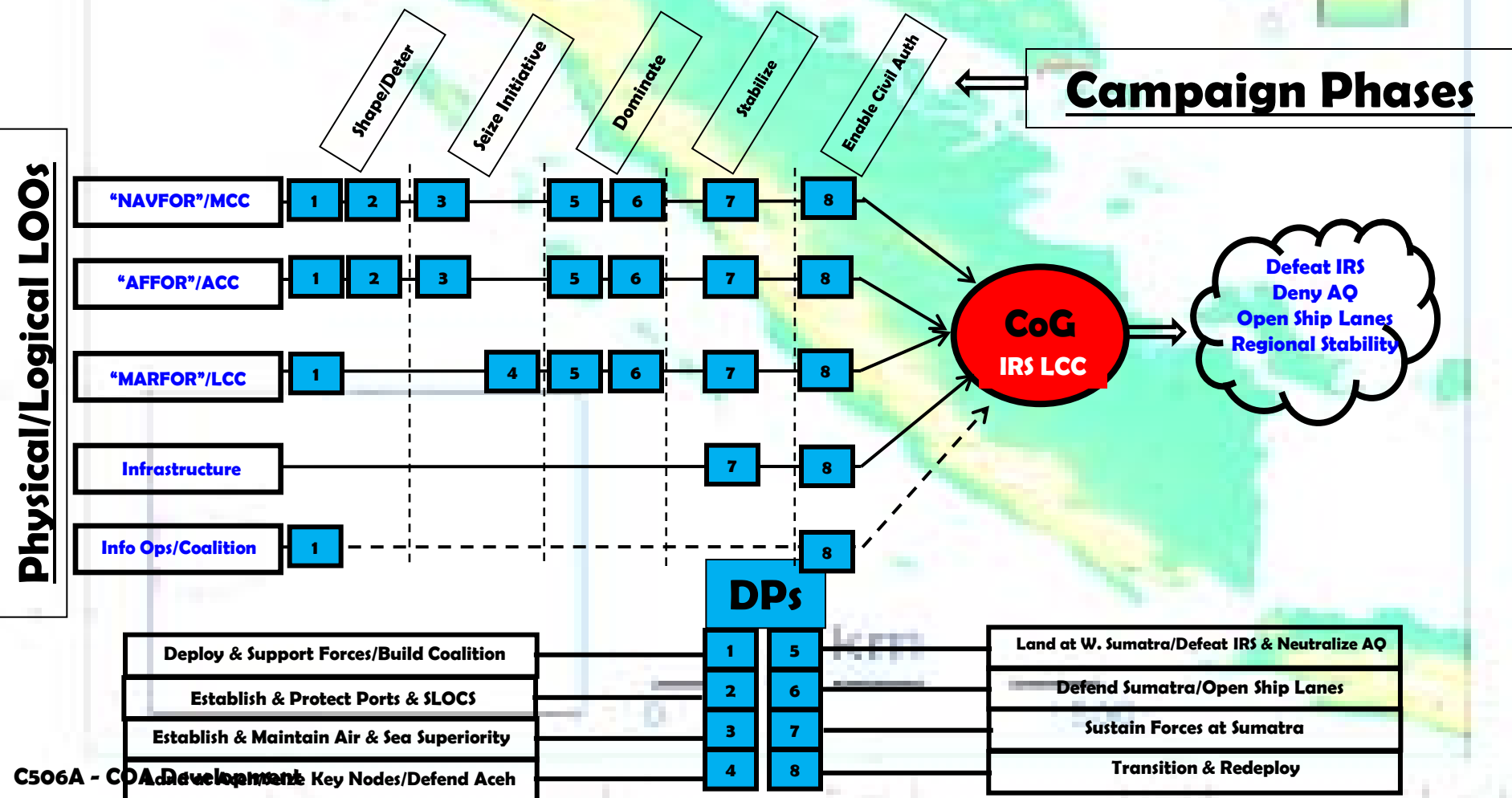




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Joint Challenge

Coalition LOO w/DPs + Phases/Sequencing of Ops

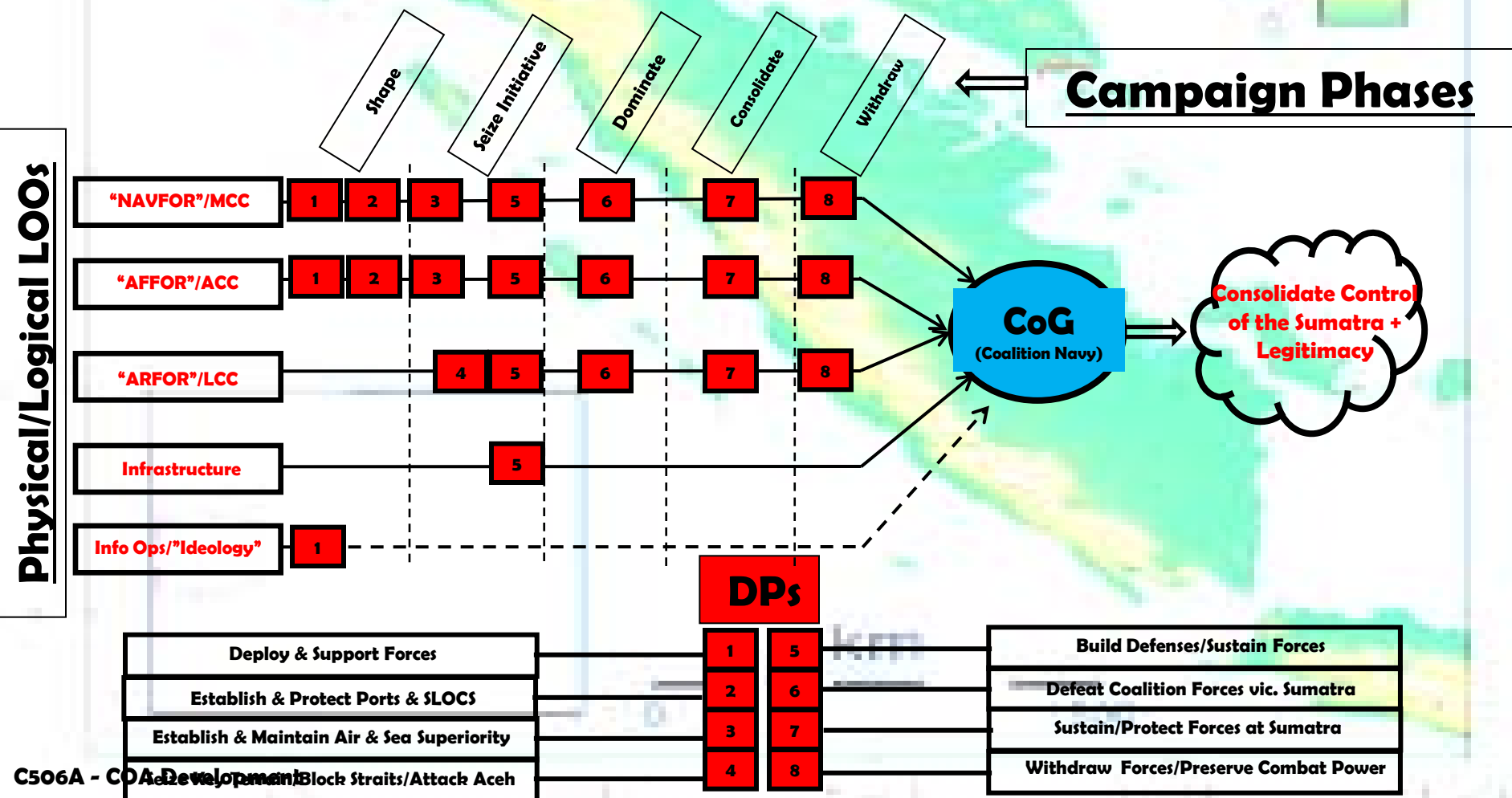




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Joint Challenge

IRS LOO w/DPs + Phases/Sequencing of Ops





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Array of Forces
Component Tasks
Operational Tasks

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Supported Component and Supporting Efforts

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

JP 5-0, Joint Planning



Joint Operation Planning Process





Phase I-Deter

COA-1

ME

- CFMCC.
 - OBJ
 - Effect

SE

- CFACC.
 - OBJ
 - Effect
- CFLCC.
 - OBJ
 - Effect
- CFSOCC.
 - OBJ
 - Effect

● IO: IRS brings you war and supports terrorists.

OP1 - OP6 Tasks

Phase END STATE

● IRS Navy isolated.



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

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

C506A - COA Development



Phase II—Seize Initiative

COA-1

ME

- CFACC.
 - OBJ
 - Effect

SE

- CFMCC.
 - OBJ
 - Effect
- CFLCC.
 - OBJ
 - Effect
- CF\$OCC.
 - OBJ
 - Effect

● IO: IRS brings you war and supports terrorists.



Phase END STATE

- Straits open to maritime traffic.
- APODs/\$PODs in Aceh established.



- START DATE/EVENT: C 11) IADS destruction.
 - END DATE/EVENTS: C+25 2) Air superiority/naval superiority.
- C506A - COA Development



Phase III-Dominate

COA-1

ME

●CFLCC.

- OBJ
- Effect

SE

●CFMCC.

- OBJ
- Effect

●CFACC.

- OBJ
- Effect

●CFSOCC.

- OBJ
- Effect

●IO: IRS brings you war and supports terrorists.

OP1 - OP6 Tasks

Phase END STATE

- IRS military defeated.
- Critical Sumatran infrastructure under CTF control.



●START DATE/EVENT: C 26 1) Established APODs/SPODs in Aceh.

● END DATE/EVENTS: UTC 1) Defeat of IRS land forces.

C506A - COA Development



Phase IV-Stabilize

COA-1

ME

- CFLCC.
 - OBJ
 - Effect

SE

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

● IO: GOI provides for its people.



Phase END STATE

- GOI security forces capable.
- Critical infrastructure viable.

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

C506A - COA Development





Phase V—Enable Civil Authority

COA-1

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

● IO: GOI provides for its people.

OP1 - OP6 Tasks

Phase END STATE

- GOI security forces maintain Sumatran security.

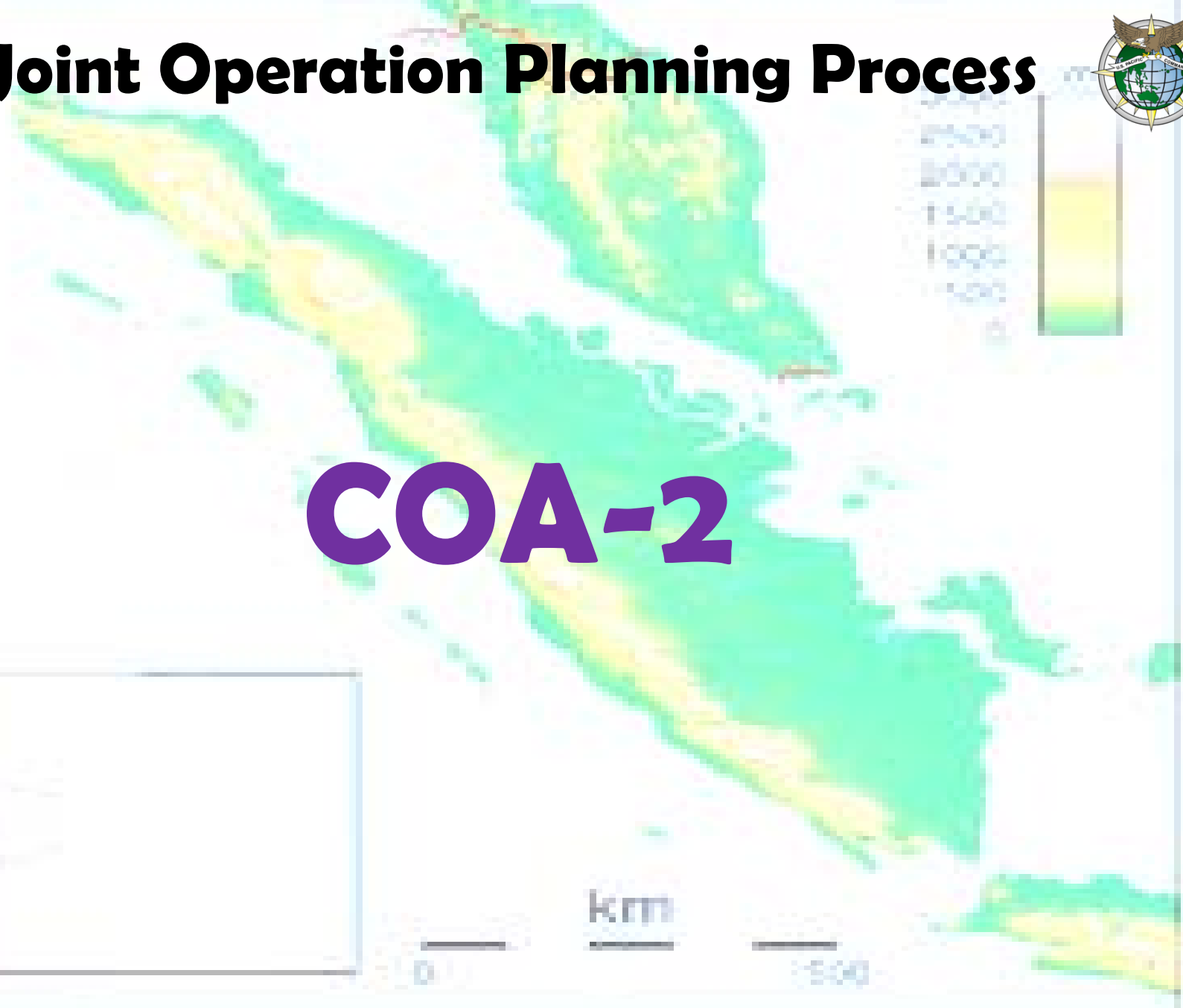
- START DATE/EVENT: end of Phase IV 1) Sumatran security.
- END DATE/EVENTS: TBD + 30 1) CTF redeployed.

C506A - COA Development





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Phase I-Deter

COA-2

ME

- CFMCC.
- OBJ
- Effect

SE

- CFACC.
- OBJ
- Effect
- CFLCC.
- OBJ
- Effect
- CFSOCC.
- OBJ
- Effect

●IO: IRS brings you war and supports terrorists.

OP1 - OP6 Tasks

Phase END STATE

●IRS Navy isolated.



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

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

C506A - COA Development



Phase II—Seize Initiative

COA-2

ME

- CFMCC.
- OBJ
- Effect

SE

- CFACC.
- OBJ
- Effect
- CFLCC.
- OBJ
- Effect
- CFSOCC.
- OBJ
- Effect

● IO: IRS brings you war and supports terrorists.

OP1 - OP6 Tasks

Phase END STATE

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

- START DATE/EVENT: C 11) Amphibious Landing.
 - END DATE/EVENTS: C+25 2) Lodgment ashore for subsequent ops and naval superiority.
- C506A - COA Development





Phase III-Dominate

COA-2

ME

- CFLCC.
 - OBJ
 - Effect

SE

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

● IO: IRS brings you war and supports terrorists.

OP1 - OP6 Tasks

Phase END STATE

- IRS military defeated.
- Critical Sumatran infrastructure under CTF control.

- START DATE/EVENT: C 26 1) Established APODs/SPODs in Aceh and at amphib landing site.
- END DATE/EVENTS: UTC 1) Defeat of IRS land forces.





Phase IV-Stabilize

COA-2

ME

- CFLCC.
- OBJ
- Effect

SE

- CFMCC.
- OBJ
- Effect
- CFACC.
- OBJ
- Effect
- CF\$OCC.
- OBJ
- Effect

●IO: GOI provides for its people.

OP1 - OP6 Tasks

Phase END STATE

- GOI security forces capable.
- Critical infrastructure viable.

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





Phase V-Enable Civil Authority

COA-2

ME

- CFLCC.
 - OBJ
 - Effect

SE

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

● IO: GOI provides for its people.

OP1 - OP6 Tasks

Phase END STATE

● GOI security forces maintain Sumatran security.

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

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

C506A - COA Development





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Joint Operation Planning

Points of Failure Culmination

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Joint Operation Planning Process Design Element: “Culmination”



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

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



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COA-1 & COA-2





Joint Operation Planning Process

Joint Challenge

Coalition Points of Failure



Cause(s) of Failure?	<u>DP</u> (@ which DP?)	<u>LOO</u> (Along what LOO?)	<u>Phase</u> (During which Phase?)
Loss of Carriers	DP-1 thru DP-8	NAVFOR/MCC	All
Unable to achieve Air Superiority	DP-1 thru DP-8	AFFOR/ACC	All
Failure to Capture & Defend Aceh/W Sumatra	DP-4 thru DP-8	MARFOR/LCC	Seize Initiative + Dominate + Stabilize + Prep for Future Ops
Sustainment of Forces	DP-4 thru DP-7	NAVFOR + AFFOR + MARFOR/LCC	Seize Initiative + Dominate + Stabilize + Prep for Future Ops
	DP-7 thru DP-8	Infrastructure	Stabilize + Prep for Future Ops
Disease	DP-4 thru DP-8	MARFOR/LCC	Seize Initiative + Dominate + Stabilize + Prep for Future Ops
	DP-7 thru DP-8	Infrastructure	Stabilize + Prep for Future Ops
Coalition Will to Fight/Morale	DP-4 thru DP-8	MARFOR/LCC	Seize Initiative + Dominate + Stabilize + Prep for Future Ops
	DP-7 thru DP-8	Infrastructure	Stabilize + Prep for Future Ops
Guerilla Warfare	DP-5 thru DP-8	MARFOR/LCC	Dominate + Stabilize + Prep for Future Ops
C506A - COA Development	DP-7 thru DP-8	Infrastructure	Stabilize + Prep for Future Ops



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Joint Challenge

IRS Points of Failure

Cause(s) of Failure?	<u>DP</u> (@ which DP?)	<u>LOO</u> (Along what LOO?)	<u>Phase</u> (During which Phase?)
Loss of People's Support	DP-1 thru DP-8	All	All
Unable to Block Straits	DP-1 thru DP-8	NAVFOR	All
Failure to Capture Aceh	DP-6	ARFOR/LCC	Dominate
Sustainment of Forces	DP-3 thru DP-8	NAVFOR + AFFOR	Seize Initiative + Dominate + Consolidate + Withdraw
	DP-4 thru DP-8	ARFOR/LCC	Seize Initiative + Dominate + Consolidate + Withdraw
	DP-5	Infrastructure	Seize Initiative
Disease	DP-4 thru DP-8	ARFOR/LCC	Seize Initiative + Dominate + Consolidate + Withdraw
	DP-5	Infrastructure	Seize Initiative



Joint Operation Planning Process



Joint Operation Planning

COA Development Summary

11 August 2011





Joint Operation Planning Process

COA Development

- **Make a cartoon picture of the area where military actions will occur.**
 - **Use the white board with dry erase markers.**
- **List Essential Tasks developed during Mission Analysis.**
- **List the End State, Objectives and Effects determined during Mission Analysis.**
- **Match forces and capabilities to the Essential Tasks, Objectives and Effects.**
- **List CoGs (CCs/CRs/CVs) and Decisive Points from Mission Analysis.**
- **Determine the military conditions required to allow those forces the freedom to accomplish the Essential Tasks.**
- **Determine forces capable of setting those conditions.**
- **Determine Lines of Operations to reach each required condition.**



Joint Operation Planning Process

COA Development (continued)

- **Determine a Logical end for each of the conditions required.**
 - This will help in the sequencing of events and eventual phasing of the COA .
- **Sequence the actions required to set the conditions and to actions required to accomplish the essential tasks.**
- **Use the joint phasing construct for sequencing.**
- **Designate Main Effort and Supporting Efforts for each phase.**
- **For this process it is helpful to think 2 x subordinate levels down.**
- **Create a new COA sketch for each set of conditions. This will represent a phase of the COA.**
 - Should have no more than 1 or 2 sketches per Phase.

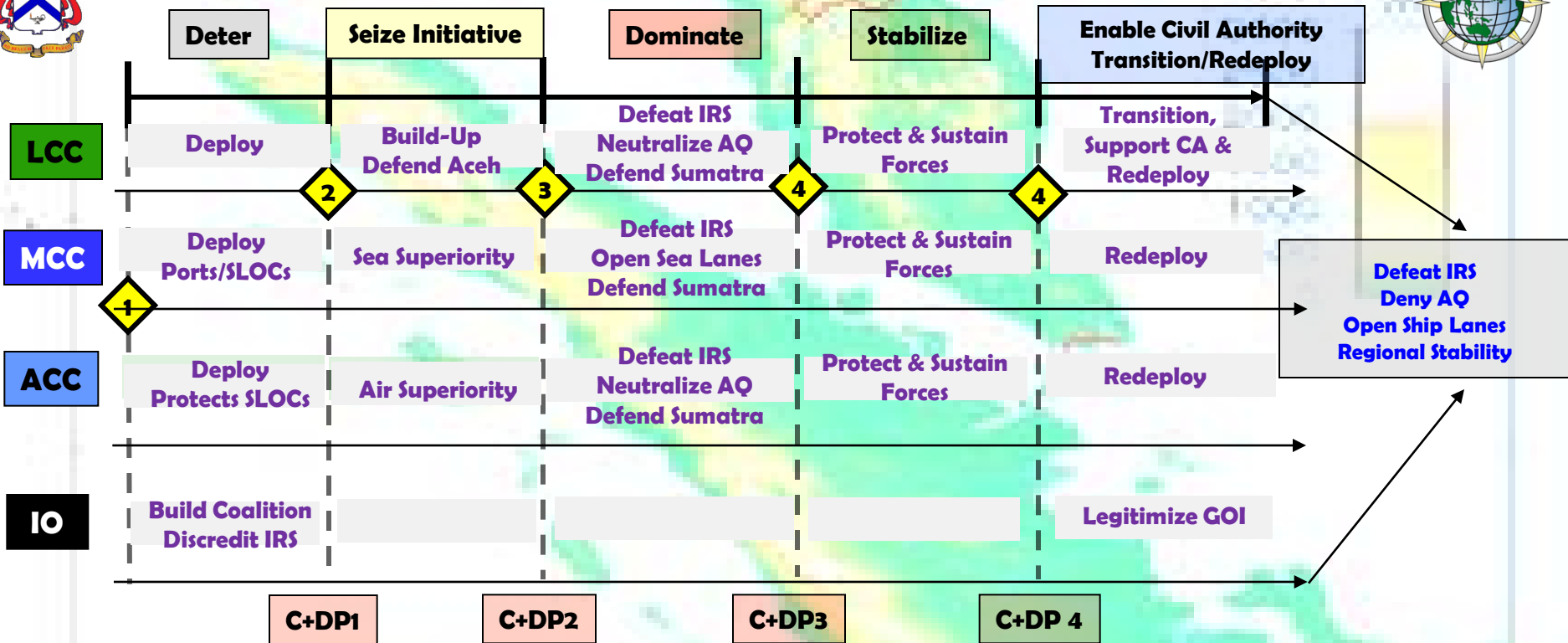


Joint Operation Planning Process

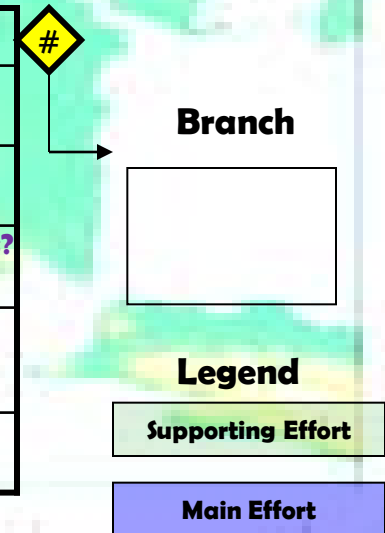
Minimum Products for COA Development

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

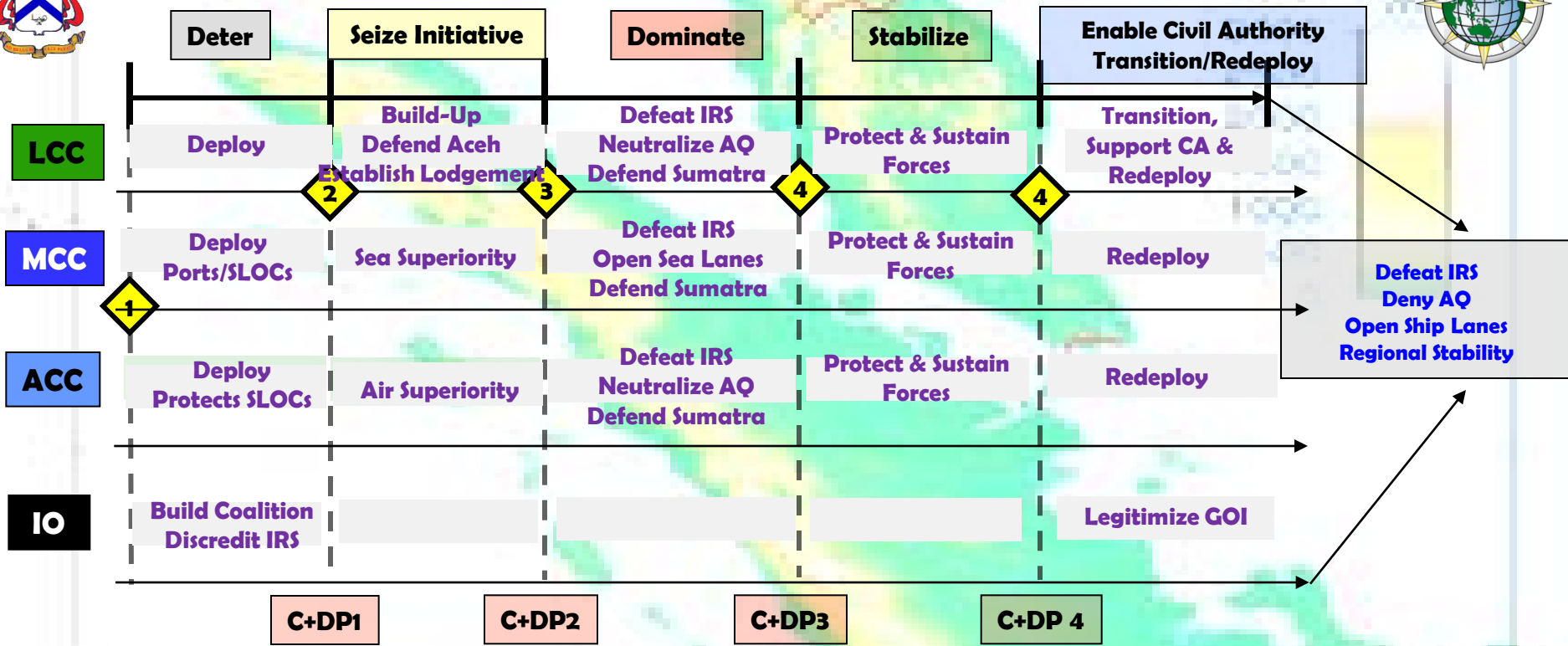
Sequencing of Operations – (COA-1)



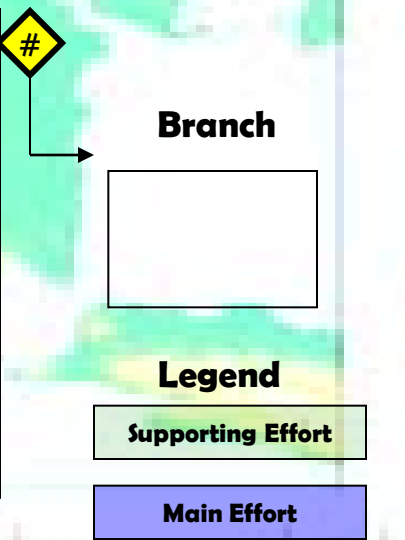
Decision Points	Decision	Criteria	CCIRs
1	Deploy Coalition Forces	IRS & AQ activity increases IVO Aceh	What types of attacks and where?
2	Coalition Forces in place in Aceh	IRS & AQ endanger GOI through ASW—IRS initiates offensive	Location & readiness of IRS forces? IRS/AQ leadership?
3	Coalition Forces initiate offensive to defeat IRS & AQ	Sufficient Combat Power established	Log capabilities/routes/stockpiles? AQ support locations?
4	Transition to CMO & facilitate deployment of NGOs/PVOs	IRS defeated & AQ neutralized	IRS readiness? IRS/AQ casualties?
5	DoS takes lead in Nation-Building	GOI authority reestablished and IRS unable to conduct coordinated ops	IRS/AQ force locations? Location & frequency of attacks?



Sequencing of Operations – (COA-2)



DPs	Decision	Criteria	CCIRs
1	Deploy Coalition Forces	IRS & AQ activity increases IVO Aceh	What types of attacks and where?
2	Coalition Forces in place in Aceh	IRS & AQ endanger GOI through ASW—IRS initiates offensive	Location & readiness of IRS forces? IRS/AQ leadership?
3	Coalition Forces initiate offensive to defeat IRS & AQ	Sufficient Combat Power established	Log capabilities/routes/stockpiles? AQ support locations?
4	Transition to CMO & facilitate deployment of NGOs/PVOs	IRS defeated & AQ neutralized	IRS readiness? IRS/AQ casualties?
5	DoS takes lead in Nation-Building	GOI authority reestablished and IRS unable to conduct coordinated ops	IRS/AQ force locations? Location & frequency of attacks?





Joint Operation Planning Process



Joint Operation Planning

Questions?

11 August 2011

