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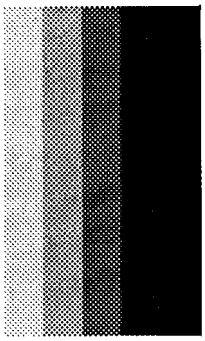
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Preface

FM 41-10 is the keystone doctrinal manual for U.S. Army CA operations. It is directly linked to, and must be used in conjunction with, the doctrinal principles found in FMs 100-5, 100-20, and 100-25. This manual is compatible with the concepts and principles contained in the USSOCOM Operational Concept. It defines the CA mission and describes CA roles, capabilities, organization, C2, CS, CSS, and employment in all environments across the operational continuum. It serves as the doctrinal foundation for force design, professional education, and individual and collective training. It supports the doctrinal requirements of the CBRS. The information contained in this manual is current as of April 1992.

The primary users of this manual are commanders, staff officers, and CA personnel engaged in planning CA operations and preparing operational elements for commitment. CA commanders and trainers at all levels should use this manual in conjunction with the ARTEP to plan and conduct their training. Users must adapt the principles presented here to any given situation using their professional knowledge, skills, and judgment. Because this manual articulates the collective vision of the Army's senior leadership, users must understand that it describes doctrinal requirements as well as current operational capabilities.

This manual integrates CA operations into the Army's BOS and is intended for Armywide dissemination. The proponent for this manual and other CA doctrinal and training publications is the USAJFKSWCS.
Users of this manual should submit comments and recommended changes on DA Form 2028 to Commander, USAJFKSWCS, ATTN: AOJK-DT-DM, Fort Bragg, NC 28307-5000.

The provisions of this publication are the subject of the international agreements listed in the references.

Numerous terms, acronyms, and abbreviations are found in the manual. Users should refer to the glossary for their meanings or definitions.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

Chapter 1

Overview of CA Operations

CA operations are actions carried out as an integral part of a military mission. They assure local authority and popular understanding of, and compliance with, measures supporting military operations and consolidation activities to attain U.S. objectives. CA operations occur across the operational continuum and are an integral part of SO.

Whether in peace, conflict, or war, military operations are more effective when they include CA support. Although conditions differ throughout the continuum, CA operations establish. maintain, influence, or exploit relations between military forces and civil authorities and the civilian populace in an AO to facilitate military operations.

CA MISSION

The CA mission is to support the commander's relationship with civil authorities and civilian populace, promote mission legitimacy, and enhance military effectiveness.

CA operations enhance the military effort in all operational environments. As an element of SOF, CA units support other elements of SOF. They also support GP forces. Most CA activities focus on CS or CSS systems.

CA supporting missions are based on objectives that are directly relevant to the overall objective. The CA unit commander's restated mission in CA plans and orders most often describes support to other military operations. In a broader sense, CA support to other SOF and GP forces includes—

- Identifying nonmilitary sources for support.
- Providing civilian occupational skills not organic to the supported commander.

CA Supporting Missions

CA operations are divided into two supporting missions (Figure 1-1, page 1-2): conduct CMO and

support civil administration. Each supporting mission is divided into unique mission activities (Figure 1-2).

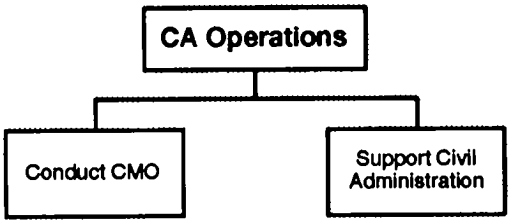


Figure 1-1. CA supporting missions.

Conduct Civil-Military Operations

CA units conduct CMO to support the commander's assigned mission and U.S. national policy. CA units support the commander by planning, conducting, supervising, and directing CMO. For more information, see Chapter 10.

Support Civil Administration

Support to civil administration is assistance to stabilize a foreign government. Such support results from the direct military involvement in executive, legislative, or judicial areas of civilian government. Support to civil administration ranges from providing assistance to friendly governments to providing civil administration in a U.S. occupied territory. For more information, see Chapter 11.

CMO Mission Activities

CA units conduct CMO in support of other military forces. They provide command support to other units and become a force multiplier by bringing government support capabilities to the battlefield. This support aids in maintaining a stable and peaceful society under civilian government. CMO mission activities are described in the following paragraphs. For more information, see Chapter 10.

Populace and Resources Control

Successful PRC denies the enemy resources and access to the population. It protects the people and denies the insurgent ready access to the populace and both internal and external sources of supply. PRC, although designed for low intensity conflict scenarios, can be applied across the operational continuum to protect legitimate interests of the government.

Foreign Nation Support

FNS closes the gap in CSS requirements by acquiring goods and services locally. It is important across the operational continuum where available support is limited.

Humanitarian Assistance

HA includes programs to lessen the impact of natural or man-made disasters or other conditions. These programs help reduce human pain, disease, suffering, hunger, and hardship that might present a threat to life, damage to, or loss of, property.

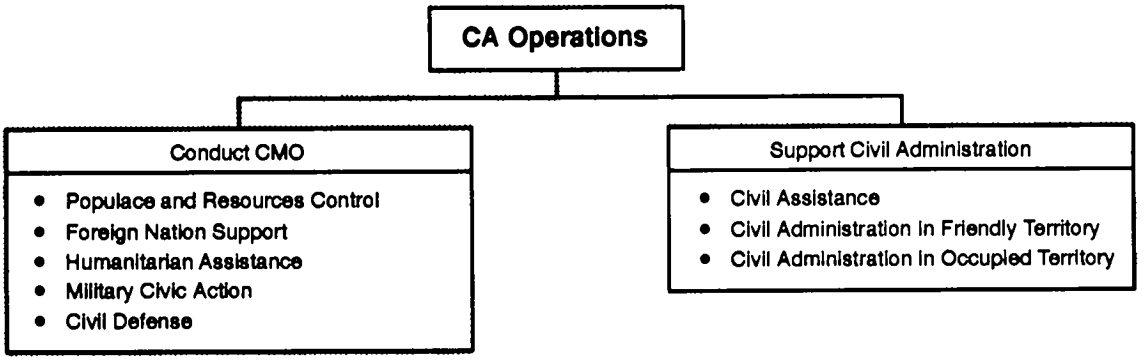


Figure 1-2. CA mission activities.

Military Civic Action
MCA projects are designed to enhance the effectiveness, legitimacy, and image of a foreign government or military.

Civil Defense
Civil defense minimizes the effects of enemy actions on the civilian populace. It also deals with emergency conditions created by such actions. U.S. civil defense is planned and organized action aimed at protecting life and property. Such action involves maintaining or restoring essential services and facilities damaged or lost through natural or man-made disasters.

Civil Administration Mission Activities
Support to civil administration fulfills obligations arising from treaties, agreements, or international law (see FM 27-10). The military role in civil administration varies with the operational continuum. The NCA direct support required by an allied government. There are three forms of civil administration support. For more information, see Chapter 11.

Civil Assistance
The military conducts civil assistance to provide life-sustaining services, maintain order, and control distribution of goods and services.

Civil Administration in Friendly Territory
Support to a civil administration in friendly territory reinforces or restores a friendly government.

Civil Administration in Occupied Territory
Support to a civil administration in occupied territory occurs when military necessity or directives require the Army to establish a temporary government in a U.S.-occupied area.

CA SUPPORT ACROSS THE OPERATIONAL CONTINUUM
The operational continuum encompasses operations in peace, conflict, and war (Figure 1-3). CA forces are uniquely designed to conduct operations across the continuum (see Chapter 4).

CA forces support conventional operations, SO, and when directed by the NCA, the domestic civil sector. Although conditions differ throughout the continuum, the CA mission remains the same. CA forces are well suited to plan, coordinate, support, and, if directed, supervise various operations to support U.S. objectives. They support the military effort by applying their skills and experience in—

- Linguistics.
- Cultural affairs.

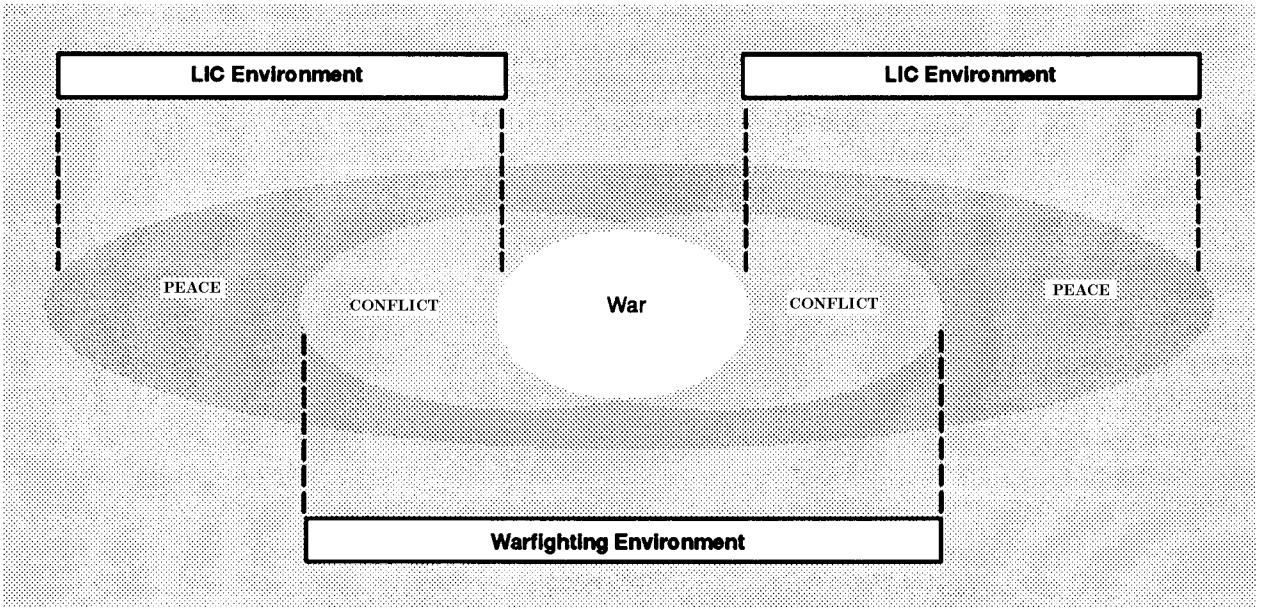


Figure 1-3. Operational continuum.

- Military-to-foreign-nation advisory and assistance activities.
- Basic government services.

CA support in either peace or conflict is subordinate to the political element of national power (Figure 1-4). One of the most effective methods for providing CA support is through a comprehensive nation assistance program. CA units are well suited for military advisory and assistance activities because of their training, experience, and orientation. For more information, see Chapter 8.

CA operations support the overall military and U.S. policy objectives throughout the operational continuum. Most CA tasks are implied in mission guidance. Combatant commanders include CA operations in their planning guidance. CA commanders derive specific tasks from this guidance during their mission analysis. Common CA objectives are to—

- Support U.S. national and international policies.
- Support commanders in accomplishing their military missions.
- Ensure compliance with operational law requirements.
- Foster popular acceptance of U.S. national objectives.
- Obtain local civilian support for U.S. military operations.
- Advise, assist, or reinforce foreign governments IAW national policy directives and mission requirements.

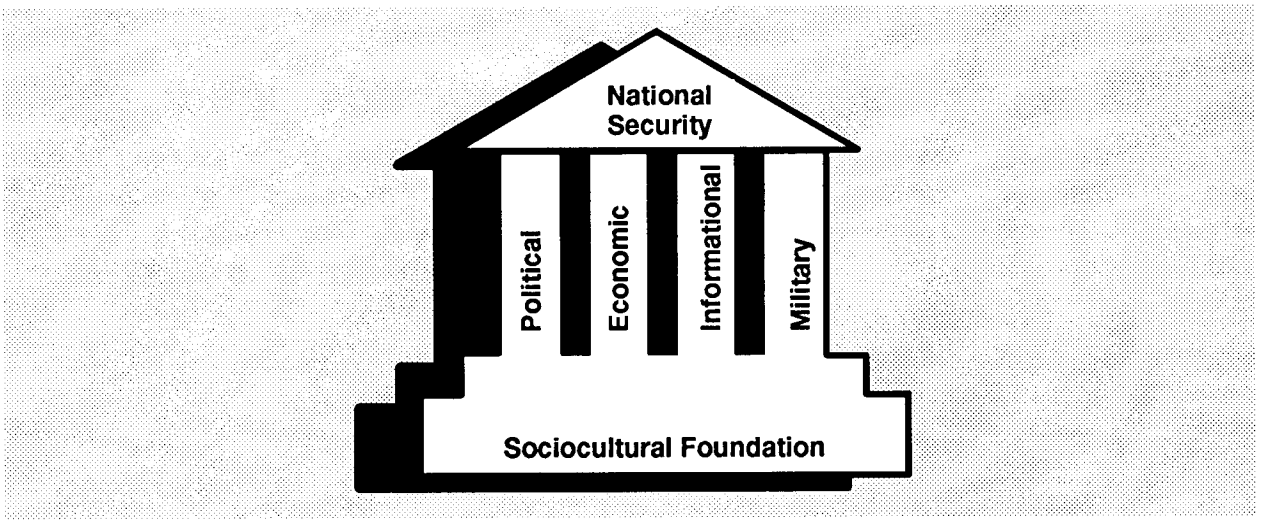


Figure 1-4. Elements of national power.

CA SUPPORT TO OTHER SOF AND GP FORCES

In peace, conflict, and war, CA operations directly or indirectly provide unique support to other military forces. CA units are designed to meet the needs of other SOF commanders and GP forces commanders in all operational environments. For more information, see Chapters 12 and 13. CA organization under the LTOE ensures that other SOF commanders (to SF group level) and GP forces commanders (to brigade level) receive proper CA support for their missions. The CA force structure is flexible enough to allow using CA functional specialists from the CA commands and other CA units to manage more complex operations as required. The TOE and capabilities of CA units are listed in Chapter 4.

CA Support to Other SOF

CA support to other SOF does not differ significantly from support to GP forces. U.S. SOF are specifically trained to conduct, among other missions, FID and UW operations. These operations require politicaly attuned, regionally oriented, and linguistically capable CA elements. Although GP forces conduct supporting FID

operations, SOF normally conduct SA and FID missions in LIC environments. CA units support other SOF through staff support in planning, supervising, and directing CA operations. They also provide specialists to conduct CA mission and collateral activities. For more information, see Chapter 3.

CA Support to GP Forces

CA units support GP forces through their direct involvement with the civilian populace. CA operations reduce tensions within the civil populace that are often caused by military operations. They also provide the supported commander the capability to supplement his BOS as an intelligence and CSS asset.

For more information, see Chapters 6 and 7. CA units provide staff support in planning, supervising, and directing CA operations. They also provide specialists to conduct CA mission and collateral activities.

CA APPLICATION OF THE PRINCIPLES OF WAR

Warfighting doctrine is based on the principles of war. Although war calls for the direct application of military force, CA commanders must consider all facets of the operational environment. They provide input to the supported unit during the planning process. This process supports political, economic, and informational goals, as well as military objectives (Figure 1-5). GP forces commanders use the principles of war as fundamentals for planning combat operations. The planning process must include assessing the impact of military operations on the land and populace. SOF commanders and staffs especially apply the principles of war to CA operations since SO are more sensitive to nonmilitary factors than are conventional operations. Joint Pub 3-05 and FM **100-25** list the principles of war as they relate to SO. The following paragraphs briefly describe how these basic military principles relate to CA operations.

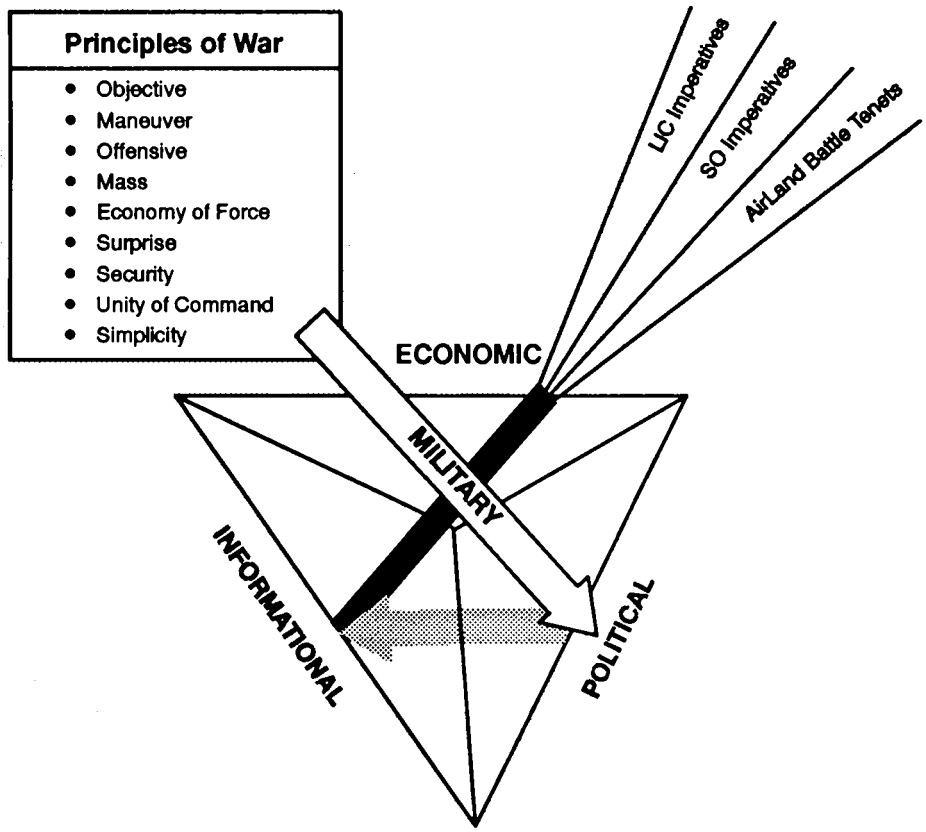


Figure 1-5. Input to the planning process.

Objective

A strategic military objective is subordinate to, and must fulfill, apolitical objective. Likewise, operational and tactical objectives must fulfill strategic military objectives and thus realize political objectives. Once strategic, operational, and tactical military objectives are specified, CA assets support commanders by—

- Providing information on the political, cultural, and economic situation in the AO.
- Coordinating in-country resources to provide logistical support for military operations.
- Performing governmental functions when local agencies are unwilling or unable to provide for their people's needs.
- Planning for and training HN personnel who subsequently will assume and/or expand upon ongoing initiatives.

Maneuver

Related to mass, maneuver incorporates flexibility, mobility, and maneuverability. The local populace can either help or hinder maneuver operations. CA personnel plan and coordinate with local authorities to increase maneuver flexibility. CA units assess the availability and operability of ports and airport facilities. CA units also coordinate for the use of indigenous air and ground transportation. They support maneuverability by—

- Reducing civilian interference with military operations.
- Recommending routes that avoid densely populated areas.
- Identifying nonmilitary transportation assets to support military operations.

Offensive

CA forces are combat multipliers. They support offensive operations by—

- Augmenting the intelligence cycle through direct involvement with the civilian populace.
- Minimizing local populace interference with U.S. military operations.
- Maintaining logistics support to military units using local resources.

Mass

The principle of mass requires the quick assembly of forces and resources at a particular place and time. Surprise is key to the success of operations depending on massing forces and resources. Concealing concentrations of forces from the local populace can be difficult. CA units can recommend secure areas where population density, local support, logistical support, and transportation routes support the massing of forces.

Economy of Force

CA units lessen the need to divert combat-ready troops from essential duties by planning for and using local resources to maintain order and provide logistics services.

Surprise

The element of surprise is difficult to achieve in highly populated areas. CA personnel can enhance the effectiveness of sensitive operations by coordinating with local authorities. Feedback from the populace will indicate the effectiveness of deception measures. CA operations supported by PSYOP can enhance the element of surprise.

Security

Security includes measures taken by a military unit, an activity, or an installation to protect itself against acts that may impair its effectiveness. CA operations support security by—

- Providing a conduit for information of intelligence value from the local populace and government HUMINT.
- Screening local populace groups, separating potential terrorist or enemy SO personnel from the civilian populace.
- Identifying potential cultural, religious, ethnic, racial, political, or economic attitudes that would jeopardize the military mission.
- Planning for and using local civil police in support of the security force.

Unity of Command

To achieve unity of command, CA units must have a clear, concise chain of command that minimizes the number of higher headquarters in that chain. However,

with mostly supporting roles, the CA chain of command cannot be so definitive. The CA chain of command must be flexible enough to synchronize command function activities with OPCON.

Simplicity

CA relationships are simplified by using a single-staff focal point. The G5 and/or S5 or CA staff officer can relieve the unit staff and command of many related functions. CA plans and annexes must be simple and direct. They must also be supportable by the available resources, including CA staff personnel. Early coordination and negotiation with civil authorities can ensure effective and successful operations.

SO IMPERATIVES

Analyzing traditional military fundamentals in terms of political, informational, and economic factors blends the basic principles into military imperatives for SO. The SO imperatives reflect directly the LIC imperatives and the principles of war (Figure 1-6, page 1-8). They also prescribe key operational requirements for SO in all operational environments. CA operations planned and conducted in compliance with the SO imperatives support the intent of the principles of war and the LIC imperatives.

Understand the Operational Environment

Military aspects of the operational environment include the political, economic, geographic, and demographic makeup of the AO. In military operations short of war, commanders must understand all aspects of the operational environment. The political conditions of conflict can change based on—

- Military successor defeat.
- A change in hostile strength or tactics.
- Changing levels of U.S. support.

Commanders must know who the friendly and hostile decision makers are, what their objectives and strategies are, and how they interact. They must ensure friendly decision makers understand the implications of the military mission on the political, social, religious, and/or economic situation. Commanders must remain flexible and adapt their operations to the situation. They must anticipate changes in their environment to promote nonmilitary opportunities.

Any change in the operational environment may require CA forces to help civilian agencies and other military forces adjust their strategy and tactics. Through their CA assets, commanders can draw on the experience and skills in emergency HA of government and/or nongovemment agencies, which include but are not limited to the following:

- UN agencies.
- International Committee of the Red Cross.
- Federation of Red Cross Societies.
- PVOs.
- USG agencies.

Recognize Political Implications

Commanders must not anticipate or assume a totally controlled environment where military concerns dominate. When conducting CA operations in support of either SOF or conventional military operations, CA planners must ensure the supported commanders consider the political effects of their military activities.

Facilitate Interagency Activities

When participating in an interagency or a combined operation, commanders must strive for unity of effort while recognizing the difficulty of achieving it. Military programs should support and complement civilian programs driven by nonmilitary considerations. CA elements provide the link between political, economic, and informational agencies with the military. This link reduces ambiguous missions, conflicting interests and objectives, and disunity of command. CA personnel provide this link by—

- Requesting clear mission statements and the decision makers' intent.
- Actively and continuously coordinating with all relevant parties both military and nonmilitary.

Engage the Threat Discriminately

The greatest threat to be considered is instability of any form. Economic or social conditions may create threats to the people that military analysis of the situation does not reveal. Commanders must accurately assess

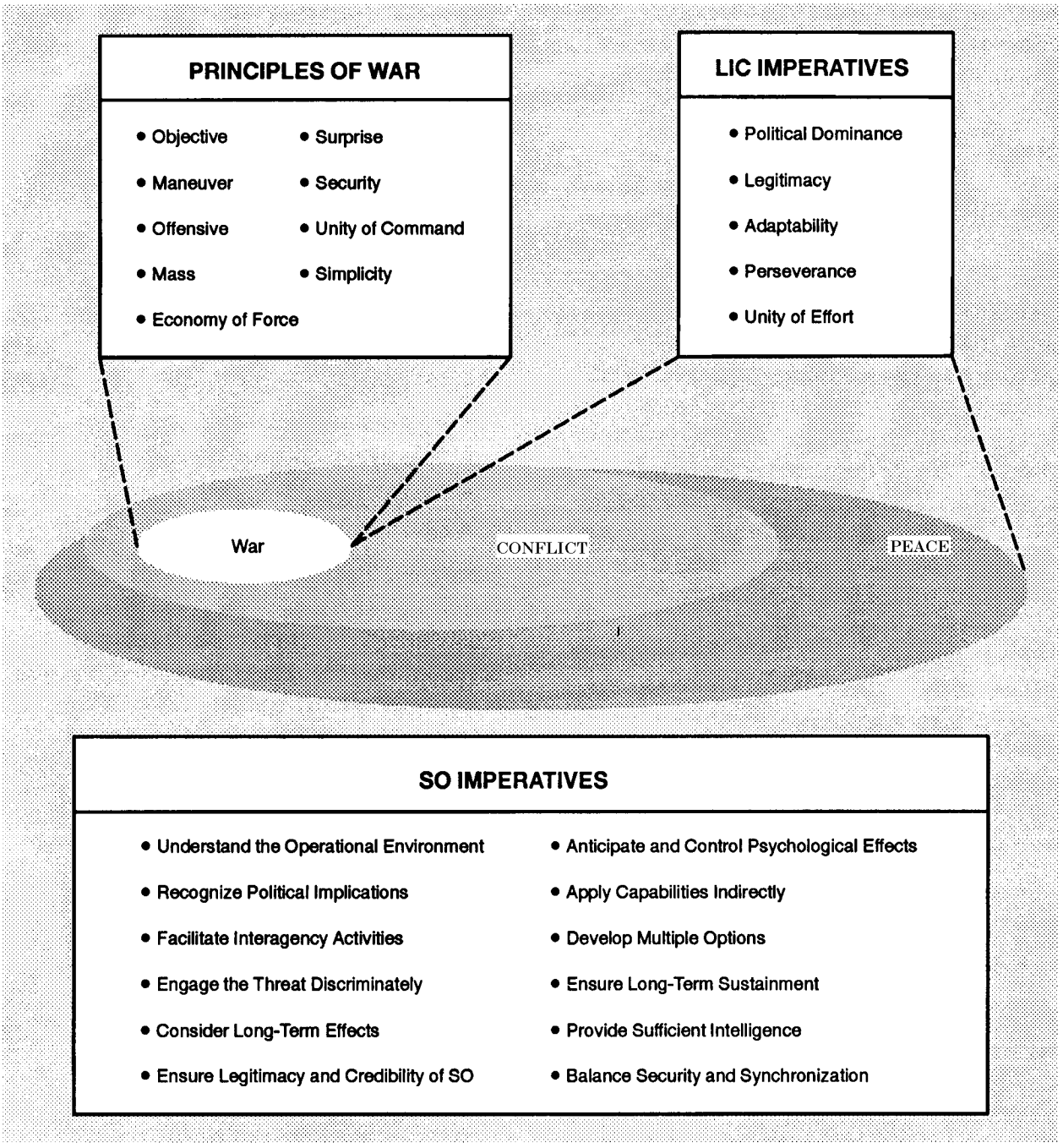


Figure 1-6. Imperatives for all operational environments.

political threats to friendly governments. They must also consider using CA when engaging those threats. Sensible use of force promotes legitimacy of operations and wins popular support.

Consider Long-Term Effects

Commanders must place each problem in the context of the total environment. They must understand U.S. strategic objectives and the ultimate goal of their operations. They must abide by legal and political constraints (such as less than optimal rules of engagement) to avoid strategic failure while achieving tactical success. Commanders cannot jeopardize the success of national and theater long-term objectives by their desire to achieve immediate or short-term effects. Plans, policies, and operations must be consistent with

the theater commander's priorities and objectives. The most desirable long-term effect is support to a friendly civil administration. To support the commander toward this end, the G5 recommends projects that, although begun by the commander using military resources (civil assistance), can be sustained by the local populace in the future with minimal or no military support.

Ensure Legitimacy and Credibility of SO

In operations short of war, there are significant legal and policy considerations. In modem conflict, legitimacy is the most crucial factor in developing and maintaining internal and international support. Without this support, the United States cannot sustain its assistance to a foreign power. The concept of legitimacy is broader than the strict legal definition contained in international law. The concept also includes the moral and political legitimacy of a government. The people of a nation and the international community determine legitimacy based on—

- Methods used to achieve results.
- Their collective perception of the credibility of the cause.

Inconsistency can lead to a loss of legitimacy and credibility at the national level. HA supports moral legitimacy—it is the right thing to do!

Anticipate and Control Psychological Effects

Military operations can have a positive or negative effect on individuals and the collective behavior of the civilian populace. All operations must integrate PSYOP to help control these effects in favor of U.S. policy and objectives. The supported G5 and/or S5 coordinates PSYOP support with the G3 and/or S3 for support to CA operations focused on the civilian populace.

Apply Capabilities Indirectly

Commanders must avoid the attitude that U.S. military forces can and will do it all when supporting a foreign government or dealing with nonmilitary groups. Credit for achievements must be shared with, or given to, the supported government to reinforce and enhance the legitimacy and credibility of that government. Properly planned and executed CA projects (for example, schools, road-building, well-drilling) can positively influence the perception of the local populace toward its government.

Develop Multiple Options

Commanders must maintain their operational flexibility by developing a broad range of options and contingency plans. CA operations must be flexible enough to support these options to various degrees depending on the operational continuum and principles of war. CA programs must shift from one option to a more advantageous one before and during execution. The situation of the Kurdish people in northern Iraqis a good example. CA operations were planned to support a military effort during Desert Shield/Storm but quickly shifted priority to that of assisting the civilian populace.

Ensure Long-Term Sustainment

The U.S. response to conflict varies from case to case. U.S. support of any effort may also vary. CA projects in support of a government can help sustain progress made in a foreign country. Wells drilled as military training remain in place to remind the HN populace of U.S. concern for essential needs as well as the host government's support to the populace.

Any civic action must be durable, consistent, and sustainable by local resources. Commanders must recognize the need for persistence, patience, and continuity of effort. They should not begin programs that are beyond the economic or technical capacity of the local area.

Provide Sufficient Intelligence

This imperative applies primarily to the CA staff. Traditional IPB omits economic and political factors that LIC IPB provides. CA units can collect nonmilitary and military information through their direct involvement with the civilian populace. The civilian populace can be a valuable source of information on territory not under military control or in denied areas.

Balance Security and Synchronization

Although security concerns often dominate military operations, key friendly nonmilitary leaders should not

be excluded from planning CA operations. If nonmilitary agencies that can support operations are not included in planning because of concerns about security, their efforts may not be synchronized with military operations. Synchronization prevents situations that hinder support of an operation. An example is the massing of civilians on a military supply route during the execution stage.

PERSPECTIVE

The U.S. Army is organized, trained, and equipped for operations in war. Although war is the basis for their employment, Army forces will probably be used in situations short of war to support national objectives. In war, military combat forces are the dominant instrument in pursuing national political objectives. Moreover, political, informational, and economic powers are used to support the military. In situations short of war, the Army is in a supporting role. Political, economic, and informational powers are then the primary means used to realize the strategic aim. Perhaps the greatest difference in modem combat is in emphasis. During war, the emphasis is on combat operations to defeat enemy military forces-warfighting! In peace and conflict, nonviolent aspects often dominate military operations. The relationship between the elements of national power is clearly interdependent. CA activities are important in coordinating U.S. military efforts in all operational environments.

Wartime Principles and Techniques

U.S. Army doctrine for CA operations results from the study of principles and techniques used in support of military campaigns from ancient times to the present. The earliest CA techniques supported military occupation of foreign territory by conquering nations. The U.S. concept for CA operations reflects the traditional supporting role of CA. The employment concept of "government support" and "command support" is basic to CA doctrine. Today, that concept is demonstrated in U.S. conduct of CMO and support of civil administration.

The Assyrians first organized occupied areas into provinces and governed through military governors. Their techniques for military control over a large area were later used by Persian, Greek, and Roman conquerors. Under Alexander the Great, Greek power and culture spread over the known world. His military government techniques are still used today in some areas of his former empire. Alexander retained the Persian governors. Since these governors knew the country and customs, they were effective administrators. Other key posts, such as financial officers, he assigned to Greeks. To assist military operations, he preserved the continuity of local laws, officials, and customs to secure support of the people and their resources. Respecting private property and honoring debts and requisitions of his troops also enhanced the effectiveness of the Greek armies in their relationship with conquered people.

Roman military government also influenced modem CA practice. From the time of Emperor Augustus onward, administering an imperial province followed certain well-marked lines of policy. Roman provincial governors had absolute power. Their administration observed local custom, tradition, and law. The governor published proclamations, orders, and ordinances and placed restrictions very similar to those imposed by the Roman law. Codified over the centuries, the Roman system of law served as a basis for current international law. The primary mission of the governor was to restore, establish, and maintain law and order in his province. Military force was used to control dissident native subjects. Law abiding subjects, however, were allowed and encouraged to develop their own commerce, industry, and government, but under Roman supervision. The Remans extended citizenship to large numbers of people to strengthen the empire. This practice did not ensure loyalty to Rome, however. Traditional values and customs remained dominant factors among these diverse peoples.

From the fall of the Roman Empire until the nineteenth century, there were few military occupations of conquered territories. During this period the only significant advances in regard to belligerent occupation were in the field of international law. These deliberations gave rise to the way occupation forces would rule territory. In most cases they tried to mirror the Roman traditions of ruling conquered territory.

In the conduct of military government in Mexico in 1847, General Winfield Scott demonstrated that properly conducted CMO save the combat commander problems with the civilian populace. He maintained that CMO saved lives, money, and supplies and often guaranteed military success when no other factor was effective. General Scott exercised the specialized functions of CA that we know today as the CA functional specialties (Chapter 4). In using these functions under military control, he used reliable native personnel in existing civilian agencies of government in support of his military control over the populace. Although he lived nearly a hundred years before the Second World War, General Scott often used words very similar to those of General Eisenhower in addressing the military government detachments destined to land in Sicily: "Remember, gentlemen, that each one of you will represent America to the people among whom you are going, each one of these people will judge America by your conduct."

The Secretary of War Stimson convinced President Franklin D. Roosevelt not to put CA under a civilian agency but to leave it under the Provost Marshal Corps. Roosevelt modified his view and, in 1943, activated the U.S. Army Civil Affairs Division under MG John Hildring. CA personnel in World War II found themselves encountering problems in the field unimagined in their classrooms at the University of Virginia's School of Military Government. CA activities ranged from procurement of a bell for the church in Adano, Italy, to rescue and restoration of thousands of works of art. CA organizations served in the traditional role of "government support" to provide assistance to allied governments and establish military government in occupied countries. CA forces also used varied techniques in the different theaters based on the situation and personalities of senior leadership. CA operations in the Pacific and European theaters during World War II provide the foundation for future CA operations.

Principles and Techniques in Operations Short of War

CA principles established through our military experience are evidenced in situations for military operations short of war. The following paragraphs provide a historical perspective of CA operations conducted in situations short of war.

Korea

Although the U.S. Army had deactivated its CA units, CA functions still required personnel to support military operations. The most dramatic need was control of thousands of displaced persons fleeing the battlefield. Government support was simplified in this conflict because the government of the Republic of Korea continued to function. In a subsistence agrarian economy, CA personnel learned that draft animals and local ways were more important than electrical power and U.S. standard technologies.

Vietnam

During the Vietnam conflict, CA operations were in the U.S. public view as never before in the well-worn phrase, "winning the hearts and minds of the people." The present SO connection between CA forces and other SOF, such as SF, began in Vietnam. Support to civic action developed as a successful technique to confront threats to a vulnerable population.

Urgent Fury

CA personnel were on the scene early in Grenada. One CA spearheader from Company A, 96th CA Battalion, was aboard the second C-130 to touch down. Other members of the company landed with the 82nd Airborne Division during follow-on operations. Their most pressing job was to care for civilians evacuated from combat areas. During the next two days, they coordinated the feeding, sheltering, and eventual return of about 20,000 people to their homes. Follow-on CA forces also used USAR CA functional specialists. Members of the 358th CA Brigade are still conducting overseas deployment training on the island and throughout the region.

Just Causel Promote Liberty

CA soldiers, Active and Reserve, faced a multitude of tasks created by the hostilities. Troops from the 96th CA Battalion jumped in during the initial assault and quickly assumed the operation of Torrijos-Tocumen International Airport. CA personnel registered, cataloged, and returned indigenous transportation assets used by U.S. forces. Managing the large DC camp in Panama City and coordinating the equitable

distribution of humanitarian relief supplies were some of the tasks performed and supported by CA personnel.

Operation Desert Shield/Storm

Support to GP forces conducting theater-level operations exceeded the capabilities of the AC CA force. For the first time, USAR CA units were activated to support military operations. Throughout the region, CA units—

- Coordinated FNS.
- Managed DCs.
- Contacted civil defense officials of the HN.
- Conducted HA and MCA in support of military operations and U.S. national objectives.

The 352d CA Command began support to the government of Kuwait while still at its home station. The completion phase of CENTCOM's campaign in the KTO required termination of combat on terms favorable to the United States and its friends. Employing CA units during the postcombat activities demonstrated the CA motto, "Seal the Victory."

Chapter 2

The Threat: CA Confronts Unstable Conditions

The global environment has changed drastically since the Cold War ended and the Soviet Union broke apart. The unification of Germany, the demise of the Warsaw Pact, and the democratization of Eastern Europe have contributed to this change. Other events that have contributed to the world scene include ongoing political, military, and ideological struggles producing changed alliances and new adversaries.

Technological advances have reduced response time for global requirements. Extreme ranges—from the use of nuclear weapons to large-scale conventional wars to operations that fall under the scope of LIC—exist in the new world order. The latter includes destabilizing conditions resulting from economic, political, cultural, and ethnic instability. With an understanding of, and an appreciation for, the global situation, CA personnel can readily identify those threats.

STRATEGIC ASSESSMENTS

The former Soviet Union is no longer a threat to the NATO. As the newly independent republics of the Commonwealth of Independent States jockey for position, the potential for instability in a destabilized environment is apparent. Eastern Europe is in the process of democratization. As part of this process, it is establishing free market economies to enter a competitive world economy.

A new multipolar world is emerging with centers of power no longer identified solely in military terms. Emerging regional powers will attempt to gain influence through economic, political, religious, ethnic, and technological means. The conditions for insurgences exist and could lead to open aggression in the future.

Developing nations still pose a potential for instability but no longer in terms of cold war competition. Conditions that impact on stability in regional terms include—

- Poverty.
- Ecological problems.
- Economic deprivation.
- Illegal trafficking in drugs.
- Terrorism.
- Narco-terrorism.

Instability breeds discontent, which allows for the outbreak of insurgences. As the potential for insurgences grows, the threats to vital U.S. interests increase (Figure 2-1). The well-being of the United States and its allies rests on global stability and on the uninterrupted access to resources and markets.

Major technological advancements are becoming more accessible to more nations. The United States and its allies cannot depend on continued technical dominance in the future. As technology becomes readily available, the ability of small nations to produce weapons of mass destruction threatens the global balance of power.

- Political idealogies that elevate the state or special interest groups above the human rights of citizens.
- International political rivalry.
- Recurring national disasters or man-made destruction resulting from combat or accidents.
- Low per capita income and unemployment.
- Disproportionate control of economic resources by an elite group.
- High illiteracy rates and low education levels.
- Atmosphere and water pollution, soil erosion, and crop damage.
- Economic exploitation, actual or imagined, by world powers.
- Illegal drug trade.
- Traditional cultural or religious disputes in a single region or state.

Figure 2-1. Conditions that impact on regional stability.

THE CA THREAT

The civilian populace in an AO may create unfavorable conditions or contribute to them. CA personnel must determine whether the populace will be cooperative, passive, or uncooperative and recommend appropriate PRC measures. Attitudes of the civilian populace may be measured by its behavior or conduct. The populace may indicate its confidence and trust through compliance with laws or approval of civilians selected for positions of authority. Attitudes may also be measured by—

- Lack of cooperation by resistance movements.
- Lack of cooperation as shown by violations of laws.

- Evidence of doubt and suspicion or ill-tempered compliance or reluctance to work with CA personnel.
- Comparison or contrast with attitudes in other zones.
- Expressions in public opinion polls.
- Fraternization and other friendly gestures toward occupation force personnel.
- Statements in the press, radio, handbills, rumors, or films.
- Demand for change voiced through clandestine or open meetings.

Shortages of basic necessities create unfavorable conditions that impact on national objectives. CA forces aid in providing food, clothing, water, shelter, and medical care to the civilian populace. This aid fosters acceptance of, and support for, U.S. forces and maintains the legitimacy of the military mission.

Large numbers of DCs can become obstacles on the battlefield and, at the same time, put a strain on the local government. CA personnel support the maneuver commander by providing advice and assistance for the control of DCs and by identifying local resources to support DC operations. For more information on DC operations, see Chapter 10.

An economy heavily damaged by war threatens the success of military operations. To alleviate this condition, CA personnel assist in reestablishing transportation, public utilities, communications systems, and public health and sanitation facilities. For a discussion of CA functional specialties, refer to Chapter 4.

Civil government unresponsive to the needs of its citizens is a threat. Civil administration may be required to resolve identified problems that threaten the success of military operations.

CA forces consider enemy capabilities for sabotage, espionage, subversion, and terrorism. CA personnel conduct PRC activities to reduce the threat of possible terrorists, enemy SOF, and dissidents (see Chapter 10).

Chapter 3

CA Missions

CA operations play a command support role in all operational environments and across the operational continuum. The U.S. Army organizes, trains, equips, and provides CA units to support all operations where the civilian populace of an FN is involved. CA missions are dynamic because they are directly affected by politico-military considerations. A change of national security policy or strategy may alter the nature of a CA mission. Indeed, a policy change may add or drop a mission. This chapter describes the CA supporting mslons in detail and the collateral activities CA units support.

CA OPERATIONS

CA operations encompass the relationship between military forces, civil authorities, and people in a friendly or occupied country or area. CA operations support national policy and implement U.S. national objectives by coordinating with, influencing, developing, or controlling indigenous infrastructures in operational areas. CA commanders, staffs, units, and supporting CA elements secure local acceptance of, and support for, U.S. forces.

Civil-Military Operations

CMO are an integral part of modem land warfare. Commanders must fully integrate CMO into all combat operations. Commanders use CMO to influence, control, or develop civilian activities and civil organizations. CMO provide CSS extending from liaison and coordination with appropriate local civilian agencies to assistance and support to local officials and the civilian populace. The degree of CA authority or control needed for successful operations must be IAW law and agreements to which the United States is a party.

Nature

Although all military commanders are responsible for CMO, CA units provide expertise in planning, supervising, directing and conducting CMO. The nature of CMO varies with the—

- Level of employment.
- Type and scope of the supported operation.
- Location of the AO.

Objective

The objective of all CMO is to support the commander's assigned mission and the U.S. national policy. CMO implement those aspects of U.S. national

policy pertaining to a commander's responsible area. Support may include operations in civil emergency situations resulting from natural disaster, unrest, or enemy attack. Support of the commander's politico-military mission may involve participation in coordinated activities with other U. S., allied, or international military components or civil agencies.

Mission Activities

The focus of CMO is to support military objectives. Regardless of whether CMO objectives are strategic or operational, the fundamental CMO doctrine, tactics, and techniques remain unchanged. CMO include the following interrelated mission activities: FNS, PRC, HA, MCA, and civil defense. For more information, see Chapter 10.

Foreign Nation Support

The preferred means for closing the gap in CSS requirements is to secure goods and services locally. The term FNS includes both HNS and third country support. Depending on the support available, CA personnel identify resources and assist other staff agencies in their procurement (ad hoc requests). They also activate preplanned requests for wartime FNS.

Populace and Resources Control

CA personnel assist in planning and conducting PRC programs employed during most military operations. These programs consist of curfews, movement restrictions, resettlement of DCs, licensing, rations control, and inspection of facilities. DC operations and NEO are specialized PRC.

Humanitarian Assistance

HA is a group of programs that authorize the use of DOD resources to conduct military acts and operations of a humanitarian nature. HA includes H/CA, foreign disaster relief, NEO, and support to foreign displaced civilians (refugees and evacuees). Combatants, to include members of groups engaged in paramilitary activities, can receive assistance under some of these programs (for example, the DOD nonlethal property program).

One program for noncombatants only is the H/CA program provided by the Stevens Authority (10 USC 401). This program provides ***limited*** authority to use DOD operation and maintenance funding for ***approved*** H/CA activities incidental to authorized military operations in a foreign country. It defines H/CA projects as—

- Medical, dental, and veterinary care in rural areas.
- Construction of rudimentary surface transportation systems (no airfields).
- Well drilling and construction of basic sanitation facilities.
- Rudimentary construction and repair of public facilities.

H/CA projects must promote the security interests of both the United States and foreign country involved. They must also enhance specific operational readiness skills of the participating U.S. service members. The projects cannot duplicate other U.S. government programs.

Military Civic Action

MCA projects result in populace support for the government's programs. CA personnel conduct MCA to enhance the effectiveness, legitimacy, and image of the government and/or military. They must carefully evaluate the importance of the project in relation to its actual or potential value. They should work hand-in-hand with local personnel, in numbers small enough to show a U.S. presence, but not large enough to overwhelm. Local forces should receive the credit for the projects and take pride in their achievements, while U.S. personnel remain in the background, unless otherwise requested. The scope of MCA projects can be expanded to include military and paramilitary forces as benefactors of U.S. support in foreign countries.

Civil Defense

Civil defense deals with the immediate emergency conditions created by an attack or natural or manmade disasters. Examples of civil defense include emergency repairs and restoration of destroyed or damaged vital utilities and facilities. CA personnel determine the status of local civil defense planning and organization in their assigned area. The CA personnel coordinate planning for—

- Government.
- Industry.

- Public utilities.
- Public health.
- Emergency situations.

Legal Aspects of CMO

U.S. law, including the laws of a state, territory, possession, or other political subdivision, governs the legal aspects of CMO. Provisions for a foreign state's law may impact on CMO. In some cases, a bilateral or multilateral agreement, including an agreement concluded without the formalities required of treaties, governs CMO. A rule or law established by custom or by a rule of international law may also govern CMO.

Civil Administration

Support to civil administration ranges from assistance to friendly governments to providing civil administration in a U.S.-occupied territory. U.S. forces establish civil administration in friendly territory under an agreement with the local government. They exercise certain authority that is normally a government function. U.S. forces may also establish CMO in a U.S.-occupied territory. CMO continue until an indigenous civil government supporting U.S. and allied objectives can be established. The military role in civil administration varies with—

- NCA direction.
- The need or degree of support required by the allied government.
- The operational continuum.

CA units provide government support capabilities. This support aids the transition from military (combat) objectives to political objectives. It also furthers U.S. policy by maintaining a stable and peaceful society under civilian government. Civil administration requires CA units with special government functional expertise. For more information, see Chapter 4. These CA assets can—

- Ensure the equitable distribution of humanitarian supplies and services.
- Provide advice and assistance to other U.S. military forces that temporarily assume functions normally performed by a civilian government.
- Accomplish efficient liaison and negotiations with other military, nonmilitary, foreign government, and USG agencies.
- Assist the U.S. military's goal to establish a government that supports U.S. objectives and to return control to a duly recognized government as quickly as possible.

The dynamic nature of civil administration can be defined by the following interrelated activities and the concurrent use of CMO: civil assistance, civil administration in friendly territory, and civil administration in occupied territory. For more information, see Chapter 11.

Civil Assistance

Civil assistance provides life-sustaining services, maintains order, or controls distribution of goods and services within a commander's assigned AOR. Civil assistance differs from the other two forms of civil administration because it is based on the commander's decision.

Civil Administration in Friendly Territory

Support to civil administration in friendly territory reinforces or restores a friendly government. When disaster or war disrupts political institutions and economic systems, and local authorities so request, the U.S. military can temporarily assume many of the functions normally performed by civilian government organizations.

Civil Administration in Occupied Territory

International laws and the laws and policies of the United States regulate U.S. civil administration. The occupying power, within its capabilities, must maintain an orderly government in the occupied territory. CA units with special government functional expertise support civil administration by developing an effective civil government in the occupied territory. For more information, see Chapter 4.

SUPPORT REQUIREMENTS

In addition to their two supporting missions, CA units support other SOF primary missions such as FID and UW. They also support the collateral activities of HA, nation assistance, SA, AT and other security activities, CD operations, and PKO (Figure 3-l). CA commanders should anticipate support requirements for these collateral activities and ensure their units prepare for them. Not all CA units have the same support requirements or priorities. Support requirements and priorities vary from theater to theater and from unit to unit within a theater.

Foreign Internal Defense

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. When supporting a FID mission, CA teams train, advise, and support U.S. SF units. They coordinate CA operations with other U.S. military forces and HN and USG agencies in the counterinsurgency effort. Still other CA teams may perform any or all of their wartime missions

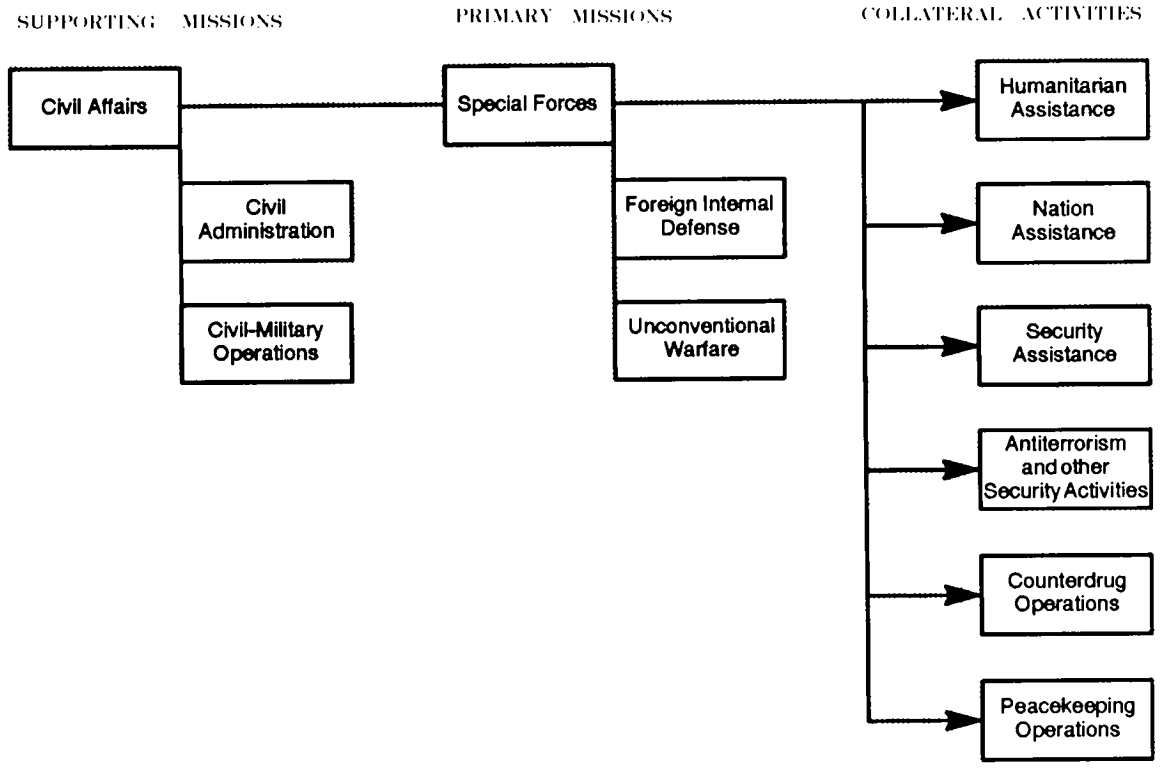


Figure 3-1. CA support.

in hostile or politically sensitive territory. In a counterinsurgency environment, CA operations may occur within or outside the HN. The primary CA role in FID is to help HN forces mobilize the people and other resources in support of the HN government. CA support may range from staff advice and assistance to the commitment of CA units.

Activities may include—

- Coordinating CA operations with appropriate HN, United States, and international agencies.
- Minimizing civilian interference with operations.
- Providing civil assistance to HN government agencies.

- Serving as the focal point for community relations.
- Advising and assisting other SOF conducting MCA or HA programs.
- Advising and assisting GP forces and other SOF in planning and implementing a civil defense program.
- Supplementing the intelligence collection effort.
- Supporting DC operations, to include advising or assisting the HN government in establishing and operating DC camps.

In a limited or general war, CA units may support FID missions against armed resistance organizations opposing friendly conventional military operations. CA units may also support FID missions to counter insurgences in the strategic rear of the theater.

Unconventional Warfare

UW **is** a broad spectrum of military and paramilitary operations, normally of long duration. It is mainly conducted by indigenous or surrogate forces that an external source has organized, trained, equipped, supported, and directed in varying degrees. UW includes guerrilla warfare and other direct offensive, low visibility, covert, or clandestine operations. It also includes the indirect activities of subversion, sabotage, intelligence collection, and E&E. When supporting a UW mission, the supporting CA unit trains, advises, and assists deploying SF teams in CMO and supports civil administration at the end of hostilities.

Humanitarian Assistance

HA consists of programs designed to mitigate the results of natural or man-made disasters or other endemic conditions. Through HA programs, CA personnel help reduce human pain, disease, suffering, hunger, hardship, or privation. These conditions might present a serious threat to life or result in great damage to, or loss of, property. HA is usually limited in scope and duration. As stated earlier, combatants, to include paramilitary forces, can receive assistance under some HA programs.

Nation Assistance

Nation assistance describes the type of support provided to assist nations promote their own development and growth. The goal of nation assistance is—

- Long-term regional stability.
- Pluralistic governments.
- Sound democratic institutions.
- Viable economies.
- Means for orderly change.

CMO should be a component of a preventive strategy to correct HN ills before lawlessness, subversion, or insurgency becomes a serious problem. CA units, because of their missions and force structure, have unique capabilities to coordinate nation assistance and supporting activities.

One of the keys to a successful nation assistance program is to use the technical skills and resources of the CA community. CA units use these skills to integrate and coordinate the HN's efforts. Emphasis is on developing HN capabilities in key areas by transferring skills to the civilian and military sector. This focus supports legitimacy of the HN government and U.S. military operations.

Security Assistance

SA is a group of programs authorized by the Foreign Assistance Act, the Arms Export Control Act, or other related U.S. statutes. The USG provides defense articles and services, including training, to eligible foreign countries and international organizations that further U.S. national security objectives. The primary CA role in SA is to provide specialists to accompany SF MTTs and other forms of mobile training assistance. Public law prohibits personnel providing SA services (to include mobile training assistance) from performing combatant duties. See DOD 5105-38-M and ARs 12-1 and 12-15 for detailed discussions on SA programs.

Antiterrorism and Other Security Activities

AT and other security activities ensure the physical security of important persons, facilities, and events meets acceptable standards. Responding to requests from other government agencies, CA personnel can

provide training and advice on how to reduce vulnerability to terrorism and other hostile threats. CA units use their public safety expertise to foresee hostile activity and evaluate the adequacy of existing physical security systems. For more information, see Chapter 13.

Counterdrug Operations

CD operations are measures taken to disrupt, interdict, and destroy illicit drug activities. The levels of violence used by the drug infrastructure dictate the increased use of military and paramilitary forces in CD operations. A 1981 amendment to the Posse Comitatus (18 U.S. Code 1385) authorizes specific DOD assistance in drug interdiction. The primary CA role in this interagency activity is to support U.S. and HN CD efforts abroad. The DOS's Bureau of International Narcotics Matters and the DOJ's DEA are normally the lead U.S. operational CD agencies within a HN. When these agencies or the HN requests military assistance, CA teams may provide in-country or out-of-country (offshore) training to U.S. and HN CD forces. CA advisors may also assist the CD staffs in planning, organizing, and conducting long-term CD operations. When authorized, and subject to legal and policy constraints, CA advisors may also accompany CD forces on actual operations.

Peacekeeping Operations

PKO support diplomatic efforts to achieve, restore, or maintain the peace in areas of potential or actual conflict. Such operations take place only after the conflict is in abeyance. PKO may take many forms (Figure 3-2).

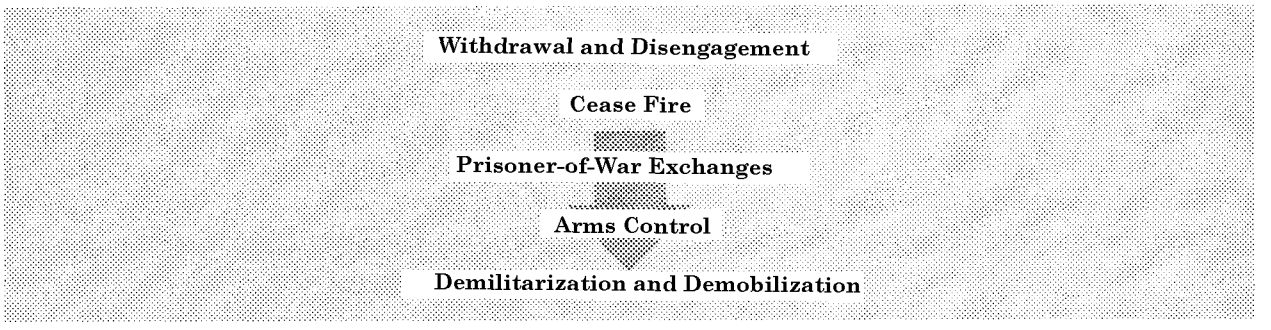


Figure 3-2. Peacekeeping operations.

The United States may participate in PKO—

- Under the auspices of an international organization.
- In cooperation with the countries.
- Unilaterally.

Figure 3-3 depicts CA activities and CMO conducted during PKO. CMO will be based on the provisions of the CA agreement and SOFAS between all parties.

CIVIL AFFAIRS ACTIVITIES

- Liaison with local authorities, representatives of international organizations, and U.S. agencies.
- Development and dissemination of the area handbook to deploying personnel. (The area handbook is a valuable tool that supports the conduct of the peacekeeping mission and facilitates CMO. The area handbook is normally developed at the theater Army unified command.)
- Conduct of area assessments and/or surveys and report of the civilian status of the military area command, military peacekeeping command, or political council.
- Protection of vital installations and critical facilities.

CIVIL-MILITARY OPERATIONS

- Surveillance and supervision of civilian movement in and out of disputed areas and along demarcation lines.
- Surveillance of the use of natural resources shared by belligerents.
- Supervision of refugee camps.

Figure 3-3. CA activities and CMO during peacekeeping operations.

JOINT OPERATIONS

CA units can support and enhance joint operations with other services. U.S. joint military policies and doctrine and specific theater military policies, strategies, and doctrine provide the framework for the application of CA doctrine. Joint forces include unified and specified commands and JTFs. A unified command consists of forces from two or more services. These forces operate under the OPCOM of a single unified CINC responsible for a specific geographic area. The CINC normally exercises OPCOM at a predetermined location during the employment of a unit. A specified command is primarily a single service command, though it may have elements of other services. A specified command receives strategic direction from the JCS. A JTF normally draws units from the USSOCOM and performs missions having specific, limited objectives or missions of short duration. It dissolves when it has achieved its purpose. The JTF commander has OPCON over the entire force. He exercises logistical coordination or control for CA units only as necessary to meet their logistical needs. Joint commanders have the authority necessary for mission accomplishment. OPCOM and OPCON are terms used to describe the authority exercised by joint commanders over subordinate components. Both OPCOM and OPCON empower joint commanders to—

- Assign tasks.
- Establish composition of subordinate forces.
- Designate objectives.
- Direct actions.

COMBINED OPERATIONS

CA units support and enhance combined operations. They provide a link between U.S. military and the military forces and civilian agencies of other nations. In combined theaters, the allies share a compelling need to maintain the political cohesion of the coalition as a prerequisite for maintaining their military effectiveness. Accommodating differences in politico-military objectives is therefore highly important, Accommodating differences in capabilities among allied military forces requires careful planning and tailored coordination and liaison between forces. The exchange of liaison parties with reliable communications is required when an operation depends on close cooperation between allied units. CA units can assist in controlling operations that require the cooperation of HN civilian authorities. Combined commanders must resolve the problems of liaison, language, and compatibility of equipment inherent in multinational military operations. They may use HNS to add or substitute U.S. services, supplies, and facilities. Water, food, and construction materials may have to be obtained by a central allied agency and shared equally among the national contingents. CA units are well suited to meet the challenges of coalition warfare because of their unique strategic capabilities.

CONTINGENCY OPERATIONS

Contingency operations are military actions requiring rapid deployment to perform military tasks in support of national policy. Such operations are normally pursued when vital national interests are at stake and diplomacy and other forms of influence are ineffective. Either a show of force or direct military action then becomes necessary. Contingency operations are joint undertakings conducted within the framework of the unified command system. CA planners enhance contingency operations by—

- Informing civilian authorities of the risks associated with proposed plans.
- Providing the best available information, including political, social, and economic considerations.

- Identifying additional resources that would effectively reduce risk.
- Identifying the political situation and civil-military responsibilities.
- Identifying language requirements, in-country facilities, and local resources.

MULTIPLE AND FOLLOW-ON MISSIONS

Actual operational requirements often cut across doctrinal mission lines. A CA team may conduct an operation involving multiple missions. It may also receive a follow-on mission after its initial mission.

Multiple missions are appropriate when operational requirements demand the application of TTP drawn from more than one doctrinal mission. For example, a CA team maybe training, assisting, and directing indigenous police operations (civil administration mission) within the supported commander's assigned area and coordinating DC operations (CMO mission) to minimize civilian interference with military operations.

In a UW environment, a CA team may be coordinating HA activities (CMO mission) and assisting in the transition of power during linkup of resistance forces and U.S.-supported government agencies (civil administration mission).

Follow-on missions are appropriate when the transition from military control to civilian control is required in fulfilling political objectives. A CA team may assist an existing government in providing life-sustaining services, maintaining order, and controlling the distribution of goods and services within a commander's AOR (civil administration mission). And once the situation stabilizes, the CA team may conduct activities that enhance the effectiveness, legitimacy, and image of the existing government (CMO mission).

Chapter 4

CA Organization and Functions

Before the establishment of the Civil Affairs/Military Government Branch as a United States Army Reserve Branch on 17 August 1955, dedicated civilian volunteers filled the void. Since the redesignation to the Civil Affairs Branch on 2 October 1959, CA specialists have continued to enhance the traditions of expertise and professionalism. CA personnel have been tasked to provide assistance to commanders in a broad spectrum of activities ranging from liaison to the assumption of executive, legislative, and judicial processes in occupied or liberated areas.

ACTIVE AND RESERVE COMPONENT CA FROCES

To meet the U.S. Army's increased need for a mobile-ready CA element, the Army established an AC CA unit. Some operational headquarter G5 sections are staffed with active duty CA officers who are functional area 39C qualified. However, the majority of CA forces are in the RC. The personnel of the USAR CA Branch are designated 38A. USAR forces support joint and combined military activities, as required, throughout the operational continuum. Although CA forces are part of ARSOF, they support GP forces, as well as other SOF. USAR CA units are regionally oriented and CAPSTONE aligned. The AC CA unit is globally oriented and is aligned with the USASOC.

CA Organization

In an effort for these units to better meet the needs of their respective supported headquarters and the total needs of the Army, the LTOE structure has been developed. See Figure 4-1, page 4-2.

CA Command

The senior CA unit in a theater is normally a CA command aligned to the A. The CA command's mission is to plan, manage, and conduct CA operations that support the TA commander. The CA command may command attached CA units and provide staff support to a SOC, other component services, and joint theater staff as required. The CA command employs its organic CA plans, programs, and policy team to provide a CMO staff element for the unified command. (See discussion below on CA support teams.) Subunified command, component service headquarters, and functional command CMO staffs may be augmented from the assets of the CA command or

separate support teams. CA commands also have an organic language team. All 20 CA functional specialties are contained in the command's government, economic, public facilities, and special functions teams. Figure 4-2, page 4-3, shows the command's structure and capabilities.

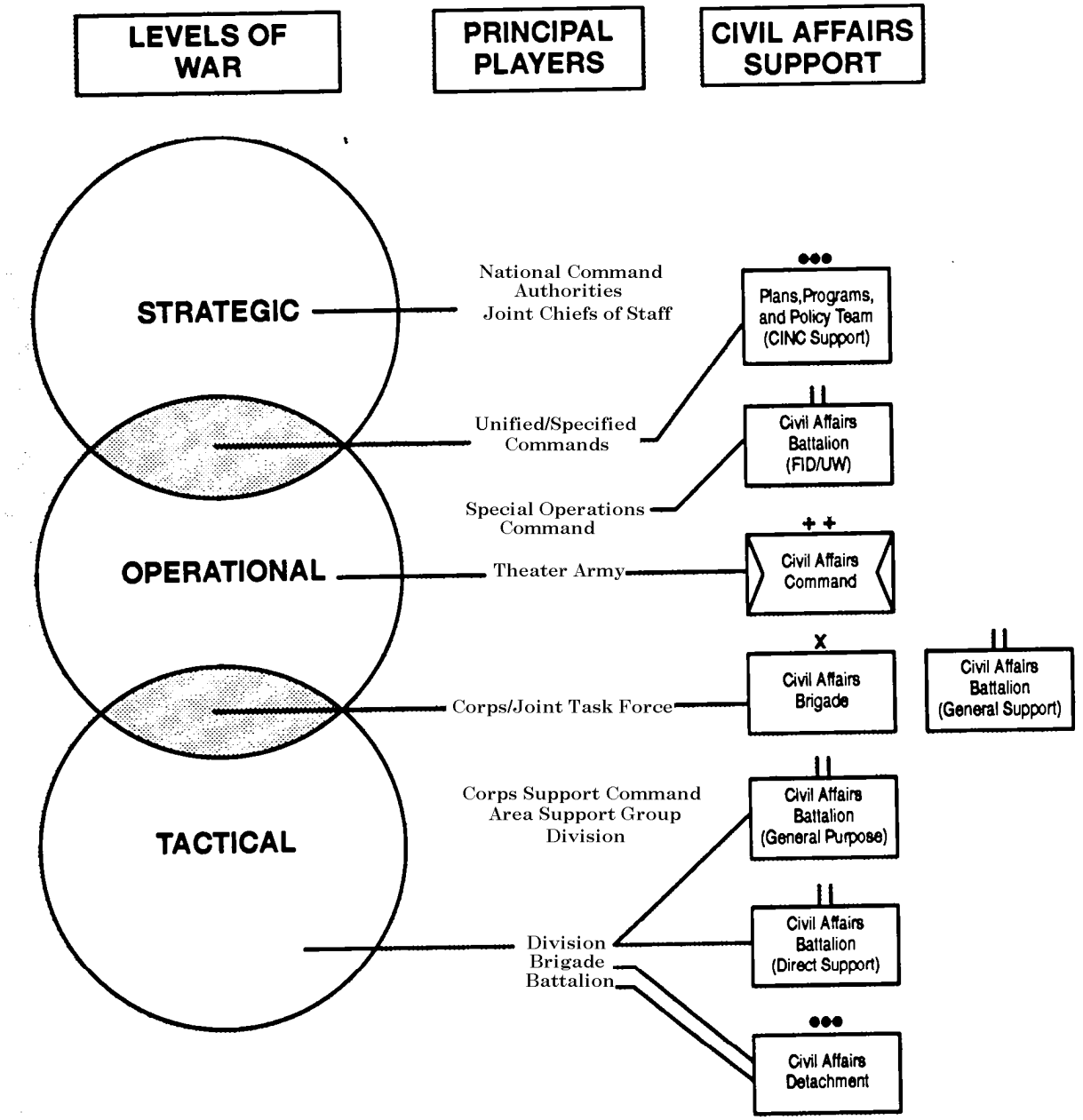
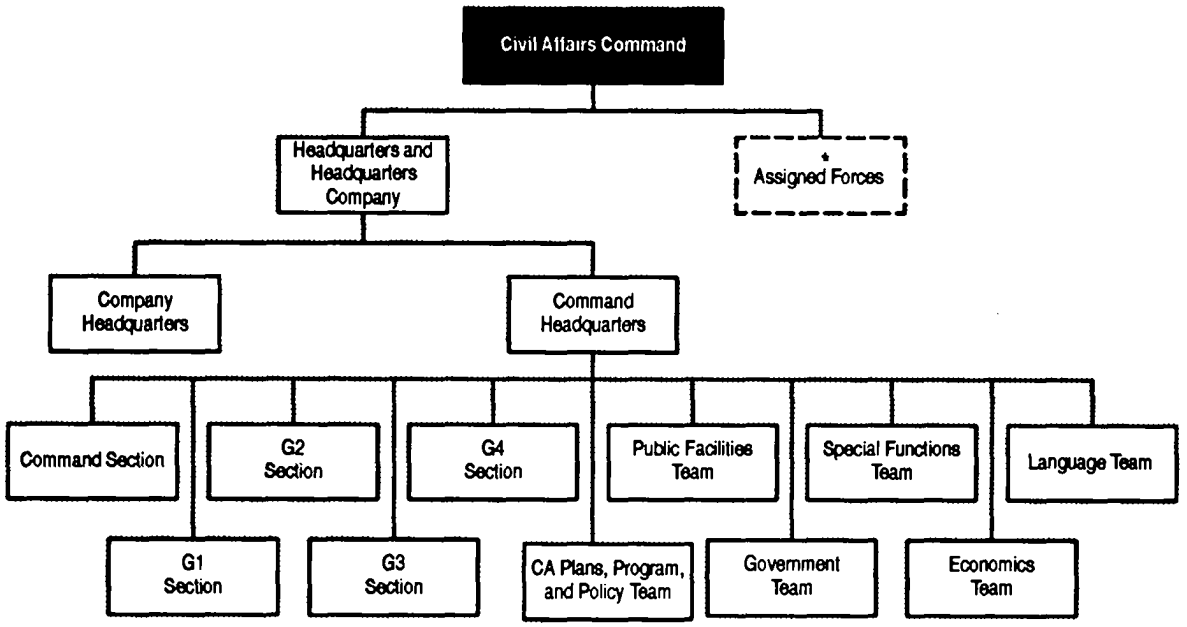


Figure 4-1. Typical CA support relationships.



* Assigned Forces are theater specific.

CAPABILITIES

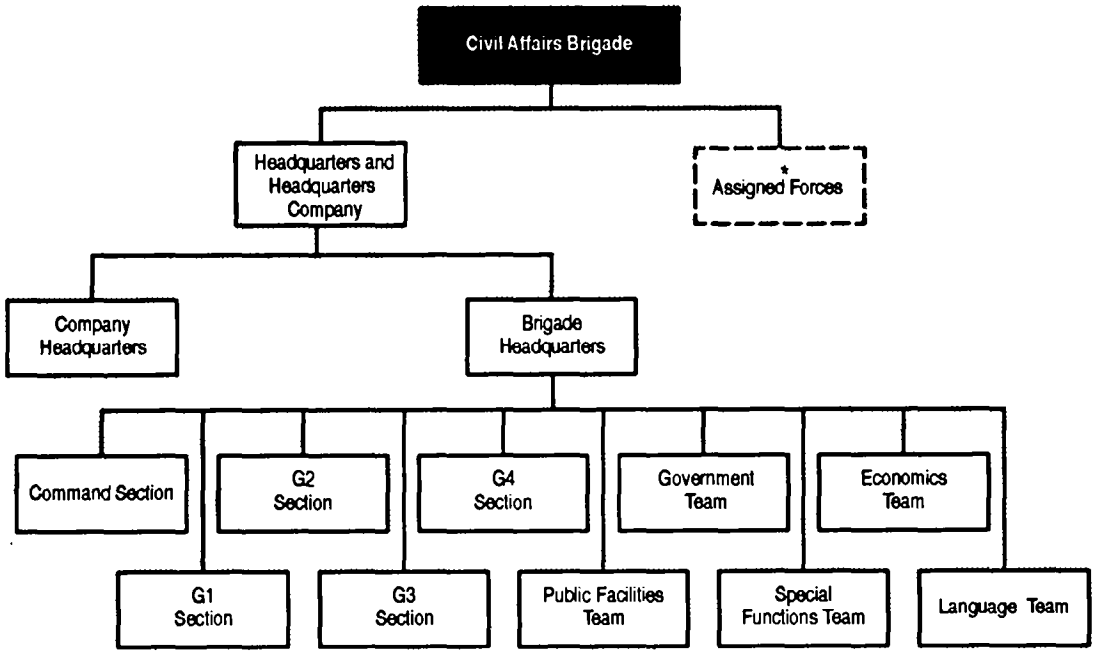
- Provides interface between national civil authorities and U.S. military forces.
- Establishes procedures and processes for cataloging available indigenous resources, facilities, and HNS.
- Establishes procedures to coordinate U.S. requirements for HNS.
- Establishes procedures and processes for minimizing interference by the civilian populace with military operations.
- Establishes procedures for advising and assisting the commander concerning his legal obligations and moral considerations.
- Provides information to the intelligence system.
- Acts as the focal point for cultural considerations.
- Provides CA elements (when required) to unified and specified commands and other services.
- Provides command for subordinate CA elements.
- Provides support to functional commands as required.
- Provides input for the CA agreement with the HN.
- Recommends theater policy for civic action, civil assistance, and civil administration activities and missions.
- Provides technical expertise in the 20 CA functional specialties to subordinate units on an as needed basis.

Figure 4-2. CA command.

CA Brigade

The CA brigade's mission is to plan, manage, and conduct CA operations in support of a TA, TAACOM, or corps. It may command attached CA units and provide staff support to other component services and joint theater staff as required. When a CA brigade is

designated the senior CA unit in a theater, it is aligned to the TA and assumes the duties of a CA command. A support team (CA plans, programs, and policy team) is added to the brigade's organization when it is the senior CA unit in theater. Like the CA command, the CA brigade has an organic language team and functional teams that contain all 20 CA functional specialties. Figure 4-3 shows the brigade's structure and capabilities.



* Assigned Forces are theater specific.

CAPABILITIES

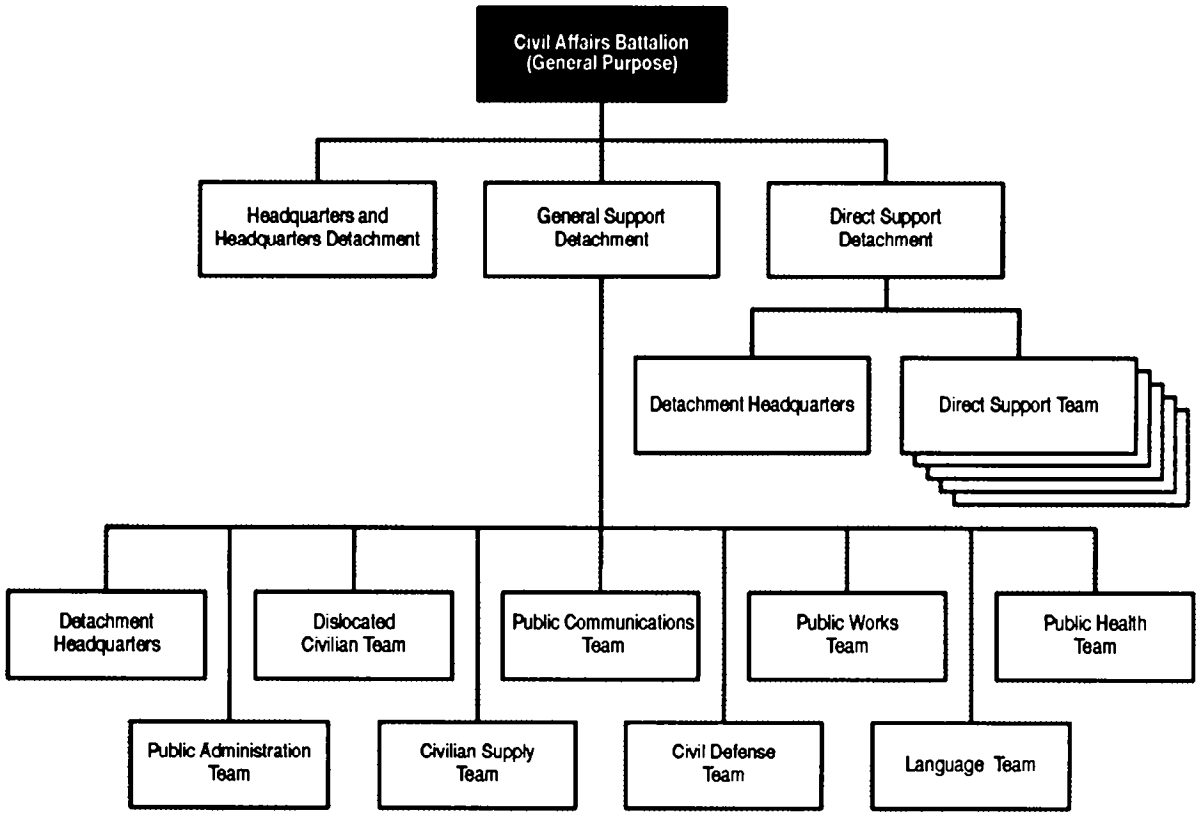
- Provides CA units to support CMO of TAACOM, ASG, corps G5, COSCOM, division G5, and brigade S5.
- Provides CA support to TA functional commands as required.
- Provides interface between local civil authorities and U.S. military forces.
- Provides procedures for advising and assisting the commander concerning his legal obligations and moral considerations.

NOTE: When the CA brigade is designated the senior CA unit in a theater, it receives a CA plans, programs, and policy team.

Figure 4-3. CA brigade.

CA Battalion (GP)

The mission of the CA battalion (GP) is to plan and conduct CA operations in support of a division, a COSCOM, or an ASG. It provides public administration, DC, civilian supply, public communications, public health, civil defense, public works and utilities, and language assistance. It supports planning and coordination of CA and FNS operations for its supported unit(s). Figure 4-4, page 4-5, shows this battalion's structure and capabilities.



CAPABILITIES

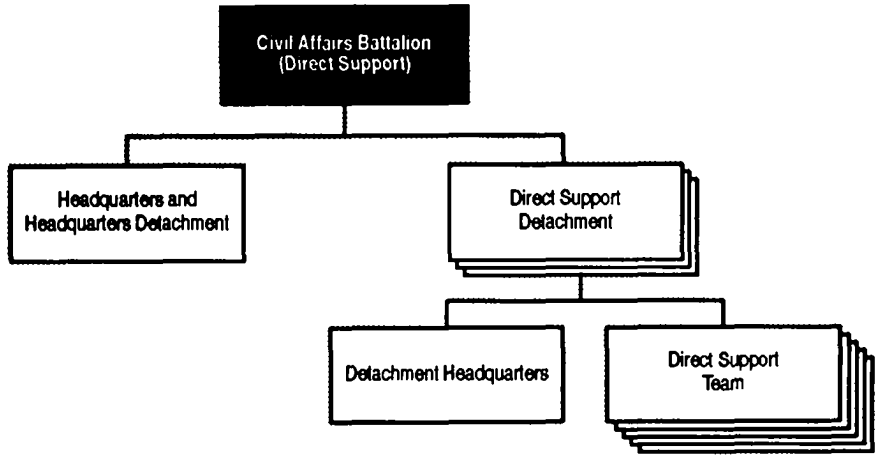
- Provides CA units and elements to support the division G5 and divisional brigades, COSCOM CMO officer and support groups, and the ASG CMO officer and installations and facilities.
- Identifies and coordinates U.S. requirements for available indigenous resources, facilities, and HNS.
- Develops and implements, as needed, plans to support the local civilian populace from local resources to lessen the commitment of U.S. military resources.
- Minimizes local populace interference with U.S. military operations.
- Advises and assists the commander to meet legal obligations and moral considerations.
- Provides liaison to military forces with local government officials and agencies.
- Acts as the focal point for cultural considerations that impact on military operations.
- Plans movement and control measures and coordinates humanitarian support for DCs.
- Advises and assists local civil defense officials.
- Manages local communications resources.

Figure 4-4. CA battalion (GP).

CA Battalion (DS)

The mission of the CA battalion (DS) is to plan and conduct CA operations in support of a division, COSCOM, or ASG in the European theater. It performs basic CA operations. If this unit does not receive

additional personnel, operational-level **CA** units having the required functional specialties must perform **CMO.** Figure 4-5 shows this battalion's structure and capabilities.



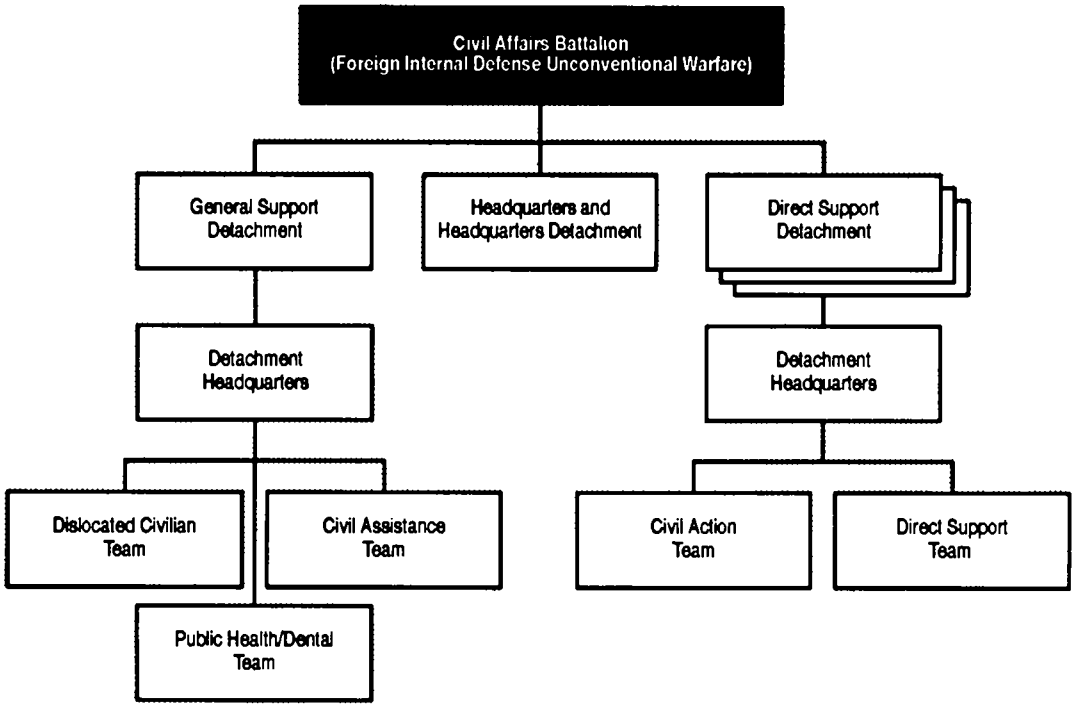
CAPABILITIES

- Provides CA units and elements to support the division G5 and divisional brigades, COSCOM CMO officer and support groups, and the ASG CMO officer and installations and facilities.
- Identifies and coordinates U.S. requirements for available indigenous resources, facilities, and HNS.
- Develops and implements, as needed, plans to support the local civilian populace from local resources to lessen the commitment of U.S. military resources.
- Minimizes local populace interference with U.S. military operations.
- Advises and assists the commander to meet legal obligations and moral considerations.
- Acts as the focal point for cultural considerations that impact on military operations.

Figure 4-5. CA battalion (DS).

CA Battalion (FID/UW)

The mission of the CA battalion (FID/UW) is to plan, organize, and conduct CA operations in support of FID and UW missions. It is assigned to the TA, theater SOC, headquarters SF group, or headquarters CA command. This battalion is designed to support U.S. Army SF. Its structure and capabilities are shown in Figure 4-6.



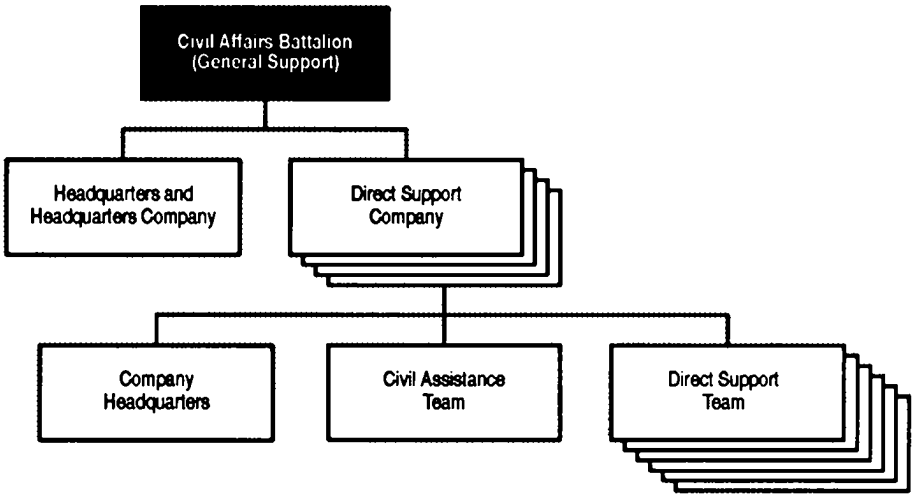
CAPABILITIES

- Provides training, advice, and assistance to SF detachments and indigenous personnel on the planning and conduct of PRC, organization of auxiliary, civic action, and political warfare in support of UW operations.
- Provides CA technical advice and assistance to SF detachments and indigenous government agencies on PRC, civic action, and civil assistance in support of FID operations.

Figure 4-6. CA battalion (FID/UW)

CA Battalion (GS)

The mission of the CA battalion (GS) is to plan and conduct CA operations in support of other special operations. It is assigned to the TA, headquarters SF group, headquarter CA command, JTF, or JSOTF as required. Figure 4-7, page 4-8, shows this battalion's structure and capabilities.



CAPABILITIES

- Functions as a command and control element in multiple theaters for CA units assigned or attached to U.S. joint, service, or functional component and combined commands for contingency/crisis.
- Provides assistance to U.S. SOF FID missions coordinated as a part of a U.S. security assistance program.
- Facilitates the relationships between U.S. military forces, civil authorities, and people of the nation(s) in which the military forces are in country to execute CA-type activities.
- Plans, trains, and teaches FN military forces to execute CA-type activities supporting MCA, PRC, civil defense, community relations, and other programs, as required.
- Conducts CA activities in direct support of SOF in the conduct of UW missions and accompanies SF teams.
- Trains, advises, and assists other agencies about the cultural environment and ways to conduct and support MCA projects in which operations occur or are anticipated.
- Identifies and assists in acquiring available local resources, facilities, and support to enhance the ability of the commander to accomplish his mission.
- As required or directed, provides in-country support and assistance to the U.S. country team and other USG agencies, for example, USAID, USIA.
- Advises on the administration of refugee camps external but adjacent to the SF operational area in friendly nations.
- Supports SOF in UW operations, advises and assists indigenous resistance forces, when directed, in developing political infrastructures to extend influence and legitimacy in contested areas.
- Provides technical advice and assistance to minimize local populace interference with U.S. military operations and conducts NEO to minimize adverse effects on mission accomplishment.
- Provides H/CA under U.S. and foreign national laws or under international agreements in coordination with SJA to allow the commander to fulfill his legal obligations and moral considerations.
- Supplements the intelligence cycle and psychological and informational operations activities at operational and tactical levels.
- Provides a regionally oriented language capability.

Figure 4-7. CA battalion (GS).

CMO STAFF

The ACofS, G5 is the principal staff assistant to the commander in all matters concerning the political, social, cultural, and economic aspects of military operations. The G5 acts as a liaison between the military forces, civil authorities, and people in the AO. The principal duties and responsibilities of the G5 staff officer are advising, assisting, and making recommendations that relate to CA operations. In fulfilling those responsibilities the G5 staff officer—

- Prepares plans and recommends policies and procedures for CA activities.
- Prepares estimates, prepare training guidance to subordinate elements (see Appendix A), and conducts studies, assessments, and analyses for CA activities.
- Prepares the CA annexes and supporting plans to include a variety of overlays as required.
- Determines CA unit and personnel needs.
- Exercises staff supervision over CA units attached or under the OPCON of the command and over CA activities in the command.
- Coordinates the procurement of local resources and FNS for military operations.
- Recommends command policy concerning obligations to the population in the AO and obligations relative to treaties, agreements, international law, and U.S. policies.
- Advises on matters concerning the civil populace, local government, institutions, economy, and economic resources available for military use.
- Supports tactical and CSS operations and minimizes civilian interference with these operations.
- Supervises community relations for the command in theaters of operations.
- Coordinates military support of PRC programs.
- Advises on the effect of friendly nuclear and chemical weapons use and the effect of enemy NBC weapons use on the civilian populace.
- Evaluates the effects of enemy and friendly PSYOP efforts on the local populace.
- Establishes and maintains close and continuing liaison with other USG agencies.
- Supervises CA training in the command.
- Coordinates military intelligence portions of CA activities with the ACofS, G2.
- Advises, assists, and coordinates with host governments, civil organizations, and allied armed forces as necessary.
- Assists the MP in processing and reorienting enemy defectors and EPWs and relocating and settling bona fide DCs.
- Helps demobilize friendly partisan elements at the end of hostilities.

The G5's relationship with other coordinating staff officers is discussed fully in FM 101-5.

CA Support Teams

Some support teams are organic to CA units. For example, the CA plans, programs, and policy team and CA language team are found in CA commands and brigades. Based on mission requirements other CA teams can be added to TOE organizations for staff or language support. There are four support teams. See Figure 4-8, page 4-10. They provide CA operational and language support. Support teams provide support to the headquarters of a functional command, components of a unified or subunified command, or to a JTF. In addition, these support teams may be used in an area support role to conduct liaison, coordination, and FNS activities for the TA or TASOSC. The support teams are discussed below.

The CA operational planning team is a five-person team. Subunified and theater service headquarters receive supplemental CMO staff in this form.

The CA tactical planning team is a five-person team providing CMO staff for corps brigades and functional commands.

The CA plans, programs, and policy team is a 10-person team. It provides CMO staff support to a unified command headquarters, a specified command headquarters, or a subunified command headquarters.

Civil Affairs Operational Planning Team

Assignment: To HHC, CA Command or HHC, CA Brigade

Capabilities: Provides personnel to augment the CMO staff element of a component service headquarters or subunified command.

Personnel		
	CH	COL (38A00)
	OPS OFF	LTC (38A00)
	PLANS OFF	MAJ (38A00)
	ADMIN NCO	MSG (38A50)
	CLERK TYPIST	SPC (38A10)

Civil Affairs Tactical Planning Team

Assignment: To HHC, CA Command or HHC, CA Brigade

Capabilities: Provides personnel to augment the CMO staff element of functional commands or corps brigades.

Personnel		
	CH	LTC (38A00)
	OPS OFF	MAJ (38A00)
	PLANS OFF	CPT (38A00)
	ADMIN NCO	MSG (38A50)
	CLERK TYPIST	SPC (38A10)

Civil Affairs Plans, Programs, and Policy Team

Assignment: To HHC, CA Command or HHC, CA Brigade

Capabilities: Provides a CMO staff element for the unified command.

Personnel		
	CH	COL (38A00)
	PLANS OFF	LTC (38A00)
	POLICY OFF	LTC (38A00)
	ASST PLANS OFF	MAJ (38A00)
	ASST POLICY OFF	MAJ (38A00)
	ADMIN NCO	MSG (38A50)
	ADMIN NCO	SFC (38A40)
	ADMIN SPC	SGT (38A20)
	CLERK TYPIST	SPC (38A10)
	CLERK TYPIST	SPC (38A10)

Civil Affairs Language Team

Assignment: To HHC, CA Command or HHC, CA Brigade, CA Battalion (GP), or CA Battalion (FID/UW)

Capabilities: Team personnel will interpret conversational exchanges between non-English-speaking personnel and U.S. forces personnel. They will translate non-English documents into English and vice versa.

Personnel		
	CH	MAJ (38A00)
	ADMIN NCO	SFC (71L40)
	ADMIN SUPV	SSG (38A30)x2
	ADMIN SP	SGT (38A20)x4
	CLERK TYPIST	SPC (38A10)x4

Figure 4-8. CA team composition.

The CA language team is a 12-person team. This team provides the supported unit with language capabilities for the assigned region. The CA battalion (FID/UW) requires augmentation by this team, Teams are assigned according to TOEs. Capabilities and responsibilities include—

- Maintaining the technical language capability to meet mission requirements.
- Interpreting conversational exchanges between non-English-speaking personnel and U.S. forces.
- Translating non-English documents into English and vice versa.
- Training other personnel in basic language skills.

CA Organization for Operations

The LTOE structure allows CA commanders to task organize for specific missions. CA commanders have the ability to resource specific CA mission requirements with additional functional specialty capabilities in their commands. CA units should be tailored prior to employment. This tailoring depends on the METT-T.

CA Support Relationships

CA units are CAPSTONE aligned and regionally oriented. A CA unit may be oriented toward several different countries within its region. The various environments within a region may span the operational continuum. For example, CA forces may support conventional operations within a country at war. They simultaneously support HA in bordering countries and assist in FID in another country.

For more information concerning CA employment, see Chapter 9.

CA FUNCTIONS AND CAPABILITIES

Army CA units are able to support all services, to include USMC, even though the Marine Corps has two reserve CAGs. CA units and CMO staff elements have the capabilities shown in Figure 4-9 for their targeted region.

	CA CMD	CA BDE	CA BN (GP)	FID/UW BN	CA BN (DS)	CA BN (GS)	CMO STAFF
Plan and Support CMO Conducted By Military Forces							
Conducts area study and area assessments of the assigned area, as required, to support the mission.	X	X	X	X	X	X	X
Keeps U.S. and other agencies informed concerning the political, economic, social, and cultural characteristics of the local populace.	X	X	X	X	X	X	X
Provides CA staff or staff support to the supported unit or agency, as required, at appropriate level	X	X	X	X	X	X	X
Provides support to functional commands as required.	X	X	X			X	X
Provides CA elements, when required, to unified and specified commands and other services.	X			X			
Recommends theater policy for civic action, civil assistance, and civil administration activities and missions.	X						X
Minimize Civilian Interference							
Establishes procedures to minimize civilian interference with military operations.	X	X		X		X	X
Minimizes interference by the civilian populace with military operations.		X	X	X	X	X	
Plans movement control measures and coordinates humanitarian support for DCs.		X	X	X	X	X	X
Promote Legitimacy							
Establishes procedures for advising and assisting the commander concerning his legal and moral obligations and considerations.	X	X	X	X	X	X	X
Acts as the focal point for cultural considerations.	X	X	X	X	X	X	X
Provides input for CA agreements with the foreign nation.	X	X		X		X	X
Conduct Liaison							
Provides interface between civil authorities and U.S. military forces.							
a. National level.	X	X					
b. Liaison with local authorities.			X	X	X	X	X
Provides interface between the U.S. military and civilian relief agencies and other USG agencies.	X			X			X
Identify and Procure Civilian Resources to Support the Mission							
Establishes procedures and processes for FNS.	X	X				X	X
Establishes procedures to coordinate U.S. FNS requirements.	X	X				X	X
Identifies and coordinates U.S. requirements for available indigenous resources, facilities, and FNS.			X	X	X	X	X

Figure 4-9. CA capabilities.

	CA CMD	CA BDE	CA BN (GP)	FID/UW BN	CA BN (DS)	CA BN (GS)	CMO STAFF
Identify and Procure Civilian Resources to Support the Mission							
Supports local civilians using local resources to lessen the commitment of U.S. military resources.			X	X	X	X	
Coordinates use of public works and utilities for military operations.			X			X	X
Acquires local supplies and medical support for civilian and military use in denied areas.			X	X	X	X	
Trains, advises, and assists SFODs and indigenous personnel in planning PRC and organizing civilians in denied areas.				X		X	
Support Civil Administration							
Provides technical expertise in the headquarters 20 CA functional specialties.	X	X	X				
Advises local civil defense (emergency management) officials.		X	X		X	X	X
Manages local communication resources.		X	X			X	
Trains, advises, and assists SFODs and indigenous personnel on civic action and civil assistance.				X		X	
Advises foreign governments concerning policies and plans in support of U.S. national objectives.	X						
Provide Command, Control, and Intelligence							
Provides command for subordinate CA elements.	X	X	X	X	X	X	
Provides information to the intelligence system.	X	X	X	X	X	X	X
Provides language capabilities.	X	X		X			

NOTE: The capabilities listed in this figure are condensed from Section I of CA unit TOEs and CMO staff section responsibilities. The specific unit capabilities are shown for each unit in Figures 4-2 through 4-8.

Figure 4-9. CA capabilities (continued).

Level of CA Expertise

Personnel assigned to CA positions, whether AC or RC, require extensive schooling, both military and civilian. CA personnel must know joint and Army doctrine, structure, operations, and basic survival skills. They must also have the civilian expertise required for their assigned duty position. In addition, CA personnel must have the attributes of integrity, diplomacy, judgment, and maturity; be physically fit; maintain high proficiency in soldier basic combat skills; and exercise sound common sense. While possessing all the above, CA personnel must stay abreast of the changing cultural, political, economic, informational, and military conditions of the region assigned. Where required, they must also develop and maintain a foreign language capability.

Area Expertise

Planners must establish and maintain clear mission area priorities for employing CA units that are consistent with national objectives and theater priorities. CA units must maintain individual and unit readiness to conduct

CA missions in their assigned region on short notice. CA personnel must develop and maintain regional expertise through continuing education, country studies, and where applicable, in-country unit training, to include area assessments and surveys. (See Appendix B.)

CA Functional Specialties

The AC has a basic capability in some of the functional specialty tasks; however, it cannot maintain the high degree of CA skills required for all CA operations. Most CA operations require specific civilian skills that the RC can best maintain (Figure 4-10). Within each specialty, technically qualified individuals advise and assist the commander and assist or direct their civilian counterparts. Such factors as workload, special qualifications, and experience provide the basis for tasking.

Language

Linguistic ability appropriate to the AO is essential to CA operations. Personnel assigned to CA organizations should have basic language skills.

CA Generalists

Active duty CA staff personnel and personnel assigned to DS tactical units are CA generalists. These personnel are CA qualified but normally lack a specific functional specialty expertise. When employed, CA generalists support the maneuver commander's immediate needs by supervising or conducting CMO that support the tactical mission. The ability to communicate with local civilians is a critical skill for CA generalists. Their estimate of the situation is critical to effective CMO. A CA generalist-prepared area assessment or survey lets CA specialists complete detailed planning for CMO that other forces will conduct. CA generalists usually plan and supervise the execution of PRC and can assist in DC operations.

CA Specialists

CA specialists must have a complete knowledge of CSS operations and be familiar with the organization and SOPs of the supported units. CA specialists are the most experienced CA personnel. They must have the political knowledge to support national-level planning. They must be area oriented and able to participate in deliberate and crisis action joint planning. They must have a thorough understanding of national policies and procedures. These specialists are normally found in the CA command's headquarters, CA brigades, and CA battalion (GP).

Civil affairs activities as performed by functional specialists are shown in four major sections:

Government Section	
Civil Defense	Ensure an adequate civil defense structure.
	Advise, assist, or supervise local officials.
	Assess civil defense emergency planning.
	Coordinate civil defense activities with public safety personnel.
	Integrate local civil defense agencies into the military NBC warning system.
	Coordinate explosive ordnance disposal activities.
	Issue instructions on defense measures for NBC attack and monitor the control of mass casualties resulting from NBC warfare.
	Identify civilian NBC shelters.
	Identify civilian evacuation routes and assess their adequacy.
	Ensure that NBC protective measures are included in civil defense plans and that available NBC protective equipment is acquired.
Labor	Coordinate military requirements for local labor support.
	Ensure U.S. compliance with international laws and conventions regarding use of civilian labor.

Figure 4-10. CA functional specialty tasks.

Labor (continued)	Assist local government agencies in planning, establishing, and administering labor programs.
Legal	Advise local judicial agencies of the legal system and assist them in administering it. Monitor the local judiciary system, establish courts, and help with preparing or enacting necessary laws for the enforcement of U.S. policy and international law.
Public Administration	Provide liaison to the military forces. Survey and analyze the organization, operation, and effectiveness of local government agencies. Support or control government agencies as appropriate for the situation. Implement government functions, policies, and procedures for the conduct of government. Identify officials whose continued service would be adverse to U.S. interests. Recommend competent individuals for key offices. (Individuals must be cleared by military intelligence prior to nomination.)
Public Education	Help plan and implement needed education programs. Screen personnel and materials in the education system for suitability.
Public Finance	Advise and assist with budgetary systems, monetary and fiscal policies, revenue-producing systems, and treasury operations. Control assets of the treasury and financial institutions. Prescribe monetary and fiscal policies to coincide with local laws and practices. Assist officials in preventing the unauthorized acquisition of public funds.
Public Health	Estimate needs for medical support of civilians. Coordinate acquisition of medical support from voluntary agencies or U.S. government sources. Coordinate the use of civilian medical facilities and supplies by U.S. forces. Aid in the prevention, control, and treatment of diseases. Develop and implement public health education programs on issues such as sanitation, maternity and child health, nutrition, immunization, and first aid. Survey and assist with civilian health care and provide guidance for delivering emergency services by U.S. personnel. Analyze, survey, supervise, and/or direct civilian public health and sanitation services.
Public Safety	Coordinate public safety activities. Provide liaison between the military forces and public safety agencies. Coordinate the control of civilian movement. Advise, assist, or supervise local police, firefighters, rescue agencies, and penal institutions. Supervise enforcement of laws and ordinances. Locate and control all arms, ammunition, implements of war, and contraband items as required by the mission. Plan and implement activities to prevent human rights abuse.
Public Welfare	Determine the type and amount of welfare supplies needed for emergency relief. Plan and coordinate the use of welfare supplies. Establish and supervise emergency centers. Distribute supplies and administer services.

Figure 4-10. CA functional specialty tasks (continued).

Economic Section	
Civilian Supply	Determine the availability of local supplies. Coordinate acquisition of resources to meet military needs. Determine emergency supply needs of the populace and arrange for distribution in accordance with policy. Coordinate the movement of essential civilian supplies. Plan and supervise rationing programs. Arrange salvage of captured supplies that can be used by the civilians. Direct civilian supply activities.
Economics and Commerce	Determine the availability of local resources. Determine government economic controls. Help with price control and rationing programs. Keep key industries operating. Monitor government economic and commercial agencies. Develop and implement plans to prevent black-market activities.
Food and Agriculture	Advise and assist in establishing and managing crop improvement programs, agricultural training, use of fertilizers and irrigation, livestock improvement, and food processing, storage, and marketing. Direct the government food and agricultural agencies. Identify areas of staple crops and surplus and deficit foodstuff, and distribute the surplus and eliminate the deficit. Identify locations and capacities of livestock, food processing, storage, and marketing areas.
Property Control	Identify private and public property available for military use. Coordinate military acquisition of civilian property and facilities. Establish policies and procedures concerning custody and administration of private and public property. Control negotiable assets and resources that are not supervised by other agencies.
Public Facilities Section	
Public Communications	Manage and assist in the technical requirement of government and private communications resources (postal services, telephone, telegraph, radio, television, and public warning systems). Advise and assist in maintaining communications systems. Allocate civilian communications resources for civilian and military use. Direct civil communications agencies as required.
Transportation	Identify civilian transportation capabilities. Coordinate the military use of civilian assets (railroads, highways, ports, airfields, and motor vehicles). Plan to use available transportation assets for the evacuation of civilians from combat areas. Advise and assist in establishing transportation facilities. Direct civilian transport agencies and functions.

Figure 4-10. CA functional specialty tasks (continued).

Transportation (continued)	Plan to use transportation assets in the medical evacuation of civilian mass casualty situations.
Public Works and Utilities	Coordinate public works and utilities operations. Advise and assist in the construction, operation, and maintenance of public works and utilities. Direct public works and utilities operations.
Special Functions Section	
Arts, Monuments, and Archives	Prepare a list and map overlay showing the location of significant cultural properties requiring special protection. Inform military personnel of AMA. Prepare plans and directives for the protection of AMA and other cultural properties. Coordinate military support for decontamination of cultural properties. Advise, assist, or direct the restoration of cultural properties. Help in locating, identifying, determining ownership, and safeguarding AMA.
Civil Information	Advise, assist, supervise, control, or operate civil information agencies, provide TV, radio, or newspaper services. Disseminate proclamations, ordinances, and notices. Advise and assist allied governments, when required. Implement civil censorship policies.
Cultural Affairs	Inform military forces of the social, cultural, religious, and ethnic characteristics of the local populace. Develop codes of behavior for U.S. forces to reduce acts contrary to local customs. Recommend restrictions on the use of religious buildings, shrines, and consecrated places. Arbitrate disputes between opposing ethnic, cultural, religious, and social groups in the area. Provide liaison between commanders and local leaders. Recommend methods of operation that will be most acceptable to the local population.
Dislocated Civilians	Estimate the number of DCs, their points of origin, and their anticipated direction of movement. Plan movement control measures, emergency care, and evacuation of DCs. Coordinate with military forces for transportation, military police support, military intelligence screening/interrogation, and medical activities, as needed. Supervise the operation of temporary camps for DCs, to include preventive medicine measures, sanitation, potable water, and food procurement systems. Resettle or return DCs to their homes in accordance with U.S. and international law and U.S. and local policy objectives. Advise and assist HN and U.S. agencies on camps and relief measures for DCs. Ensure movement of DCs is consistent with international law.

Figure 4-10. CA functional specialty tasks (continued).

Chapter 5

Command and Control

The command of CA units and control of CA operations require a clear, definitive C^2 structure. Unnecessary layering of headquarters can decrease their effectiveness. CAPSTONE alignment provides focused C^2. The mission, scope of operation, security considerations, signal capabilities, and degree of CA authority granted to military commanders are only a few of the factors when establishing command relationships.

Because of CA mission capabilities and force structure. CA commanders frequently become involved in joint and interagency coordination. They must understand the U.S. organization for national security (FM 100-25, Chapter 4) and the concept of joint and combined military operations (Joint Pub 3-0).

COMBATANT COMMAND ORGANIZATION

Unified commands have assigned forces of two or more services and have broad, continuing missions (for example, PACOM and SOUTHCOM). Specified commands are normally composed of forces from one service and also have broad and continuing missions.

Peace

The regional CINC accomplishes his political and military missions within the limits defined by U.S. and international law, U.S. national policy, and applicable treaties and agreements. The degree of CA authority influences his dealings with foreign governments in the theater of operations.

In countries where no U.S. diplomatic representatives exist, the regional CINC can, within U.S. national policy, contact the government directly and advise, assist, coordinate, or exercise control.

When U.S. diplomatic representatives are present in a foreign country, an executive order defines the relations between them and the CINC. During peace, all agencies in a foreign country (less military forces in the field) are subject to the authority of the U.S. ambassador. After the ambassador approves the introduction of forces, U.S. diplomatic representatives coordinate activities through the country team.

The regional CINC provides guidance to ensure consistency and continuity of CA operations. The joint staff officer with CMO responsibility, normally the J3 or J5, assists the CINC in—

- Conducting national-level liaison.
- Negotiating international agreements.
- Formulating CA policy and guidance.
- Determining CA requirements and objectives.
- Performing CA-related analyses.
- Providing technical supervision and staff management over subordinate CA elements.

The CINC can delegate the authority to conduct CA operations to another commander-normally the Army component commander. The theater command normally retains authority for some CA activities, such as national-level liaison and negotiation of international agreements. Major subordinate commands develop CA supporting plans IAW the CINC's guidance.

War

During peace, CINCs structure their theater to control forces with the possibility of hostile action in mind. Close coordination between the combatant command's staff and the country team enables the commands to make the transition to war should that eventuality occur. Once hostilities start, the CINC must be able to—

- Receive reinforcements.
- Conduct the theater campaign.
- Terminate hostilities on favorable terms.

The CINC is responsible for planning the use of CA resources for his mission. If CA assets are not readily available, they are requested through the JCS. For further discussion, see Chapter 8.

The CINC incorporates allocated CA forces into his campaign plan and executes the plan to a successful conclusion in support of U.S. national objectives.

The COCOM is the command authority vested in combatant commanders by statutory law. Unless otherwise directed by the NCA, combatant commanders exercise command authority over all military CA assets assigned to their command. In the exercise of COCOM, the combatant commander can—

- Exercise or delegate OPCON of CA forces.
- Give authoritative direction to subordinate commands and CA forces.
- Prescribe the chain of command for CA forces operating within his AO.
- Determine CA force requirements and operational priorities.
- Organize CA commands and forces, as required, to carry out assigned missions.
- Employ CA forces necessary to carry out assigned missions.
- Coordinate with service component commands and approve those aspects of administration, resourcing, and discipline that affect CA support of mission accomplishment.
- Establish and maintain appropriate liaison with USG agencies and FN and/or HN military and civil agencies.

The supported combatant commander may obtain, through the CJCS, essential CA forces required to execute plans in the same manner as other types of forces. In addition, individual CA personnel may deploy for assignment or attachment to SAOs and civilian agencies to provide skills for specific CA requirements.

The CINC may direct subordinate joint or service component commanders to exercise OPCON of CA forces operating in his theater. Depending on operational circumstances, a functional component commander may exercise OPCON. The senior CA force commander receives OPCON in the same manner as a functional component commander, if warranted by the scope and technical nature of CA operations (for example, in supporting civil administration missions). Regardless of the commander exercising OPCON, the establishing directive should—

- Prescribe a clear chain of command for CA forces. It must include specific limits on the authority of subordinate commands.
- Avoid frequent changes of CA forces OPCON.

Provide for sufficient CA operations experience and skills to effectively plan, conduct, and support military operations.

When directed by NCA and through the CJCS, combatant commanders transfer OPCON of individual CA personnel or forces to allied or combined commanders.

UNITED STATES SPECIAL OPERATIONS COMMAND

The supporting mission of the USCINCSOC is to prepare assigned forces to conduct SO as required. USSOCOM is the unified combatant command for SO (Figure 5-1). All SOF based in CONUS are assigned to USCINCSOC. USSOCOM has no geographic AOR but acts as a supporting CINC by providing mission-ready SOF to the regional unified commands, CA units are under the COCOM of USSOCOM until assigned to a regional combatant CINC. USSOCOM coordinates with the unified commands to ensure valid use of CA units during peace and to support CMO during other SO activities.

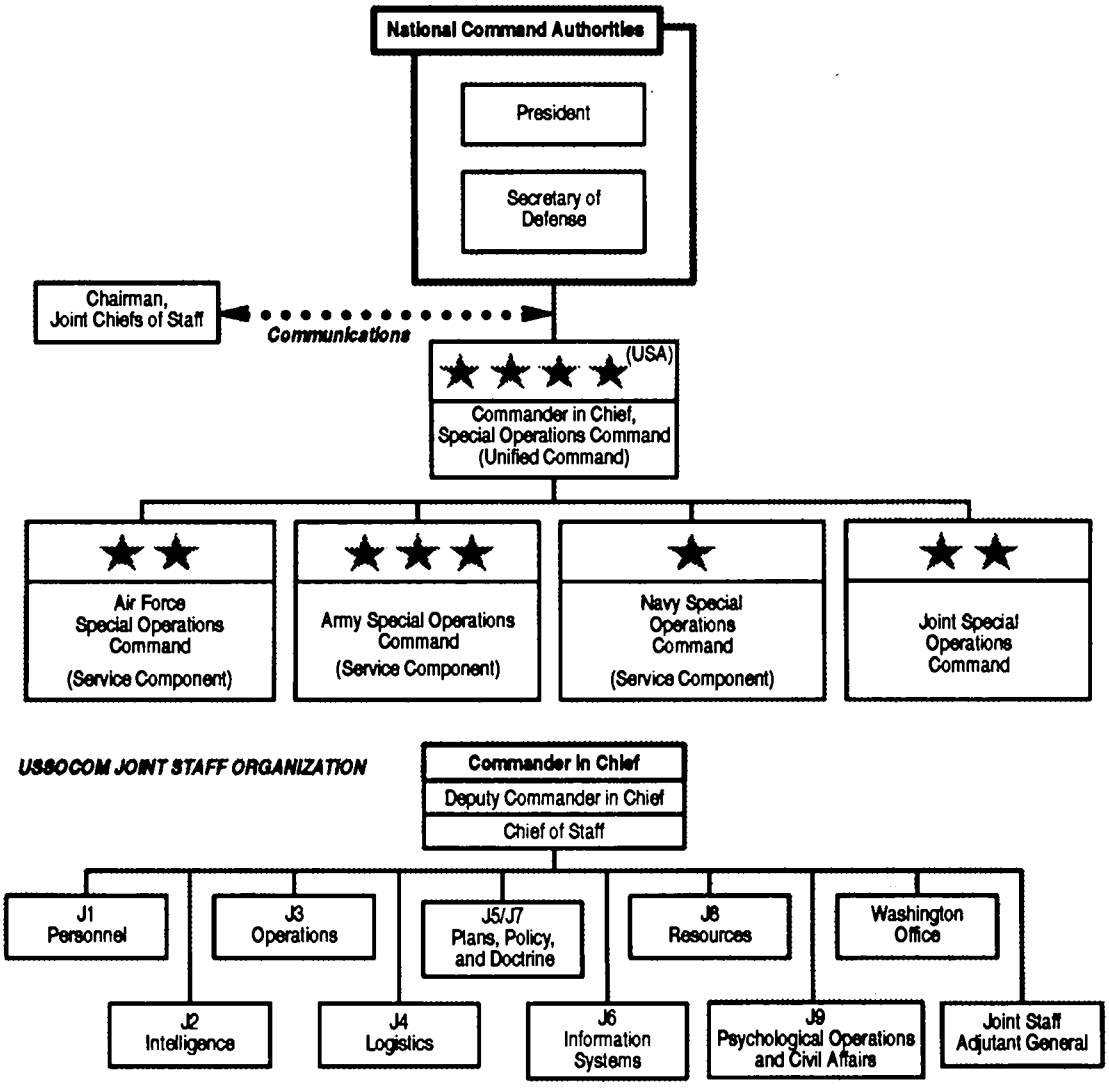


Figure 5-1. USSOCOM organization.

U.S. ARMY SPECIAL OPERATIONS COMMAND

USASOC is a MACOM and the Army component of USSOCOM (Figure 5-2, page 5-5), Its mission is to command, support, and ensure combat readiness of assigned and attached ARSOF. As a MACOM, its primary focus is policy development, long-range planning, programming and budgeting, management and distribution of resources, and program performance review and evaluation. When directed, USASOC provides CA units to the regional CINCs for employment. The USACAPOC is a major subordinate command of USASOC and commands the Army's CA and PSYOP units. USACAPOC alerts CA units for operational missions and validates USAR CA units during mobilization.

THEATER COMMAND AND CONTROL

When deployed, CA units are under the COCOM of the regional CINC (Figure 5-3, page 5-6). The CINC may retain direct control over the senior CA unit or further assign it to the TA. The senior CA unit in the theater may exercise C^2 of CA units. If OPCON of subordinate CA units is passed to the supported commander, command less OPCON is retained by the senior CA unit. The senior CA unit still provides technical and policy guidance to CA units at lower echelons reflecting the supported commander's intent. The corps and TAACOMs may exercise OPCON of CA brigades. Divisions, separate brigades, SF groups, and ASGs exercise TACON of CA battalions in their AO. Tactical mission and logistical requirements determine if subordinate CA units are in DS or attached to supported units. CA units are routinely in DS, OPCON, or attached to supported units within the theater. They receive guidance and are under the staff supervision of the supported unit's ACofS, G5. On occasion, they provide the unit with CA staffing. In civil administration roles, the senior CA unit normally has OPCON of subordinate CA units in the AO. Usually CA senior headquarters will fall under the respective CINC's TA organization (Figure 5-4, page 5-6). Task organization of the forces within the theater of operations is the regional combatant CINC's responsibility. The CINC's mission requirements govern the task organization.

COMMAND SUPPORT RELATIONSHIPS

The NCA authorize reassignment of forces, to include all CA forces OCONUS through USSOCOM to the supported regional CINC. The unified commander exercises COCOM (or OPCON if attached) of his CA forces through the Army component or through a subunified command. In war, the TA has C^2 of the senior CA headquarters, corps, and the TAACOM. In a theater of operations during full-scale combat, CA units operate a command structure to meet unique requirements of the region in which U.S. forces are deployed.

CA teams provide support to the theater headquarters with CMO staff elements from the CA plans, programs, and policy team. The CA operational planning team provides personnel to a component service headquarters or a subunified command. When another service component is within an Army AOR, the Army commander provides CA support. In this case, mission and resources will determine the team composition. The CA tactical planning team supports the functional commands or corps brigades.

NOTE: Although these teams are identified, they a in COMPO 4 status and maybe resourced only in the future.

A CA brigade supports (usually OPCON to) a corps and is OPCON to the TAACOMs in the staging and logistics area. In this role, the CA brigade usually depends on elements of the corps for unit-level support.

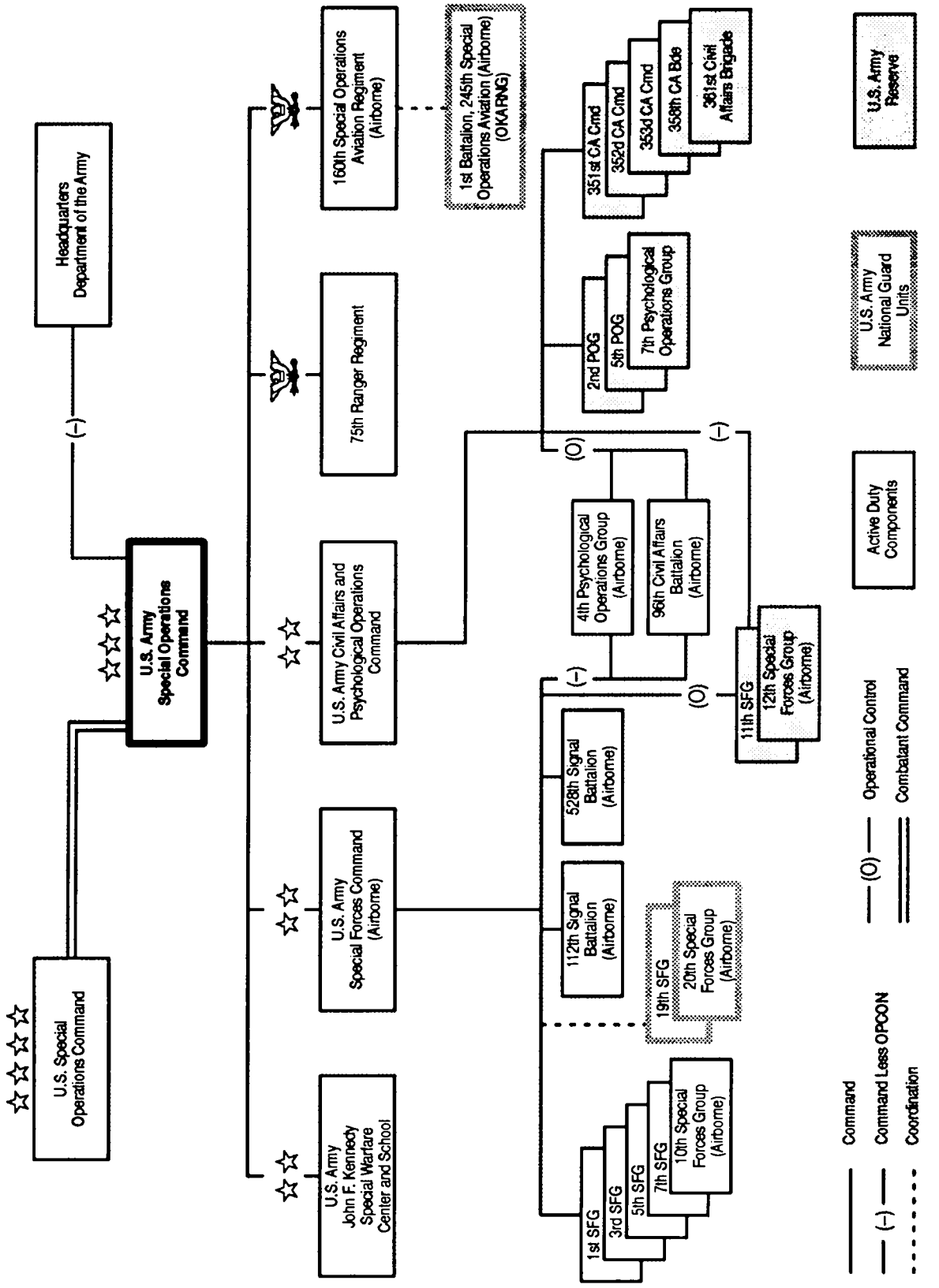


Figure 5-2. USASOC organization.

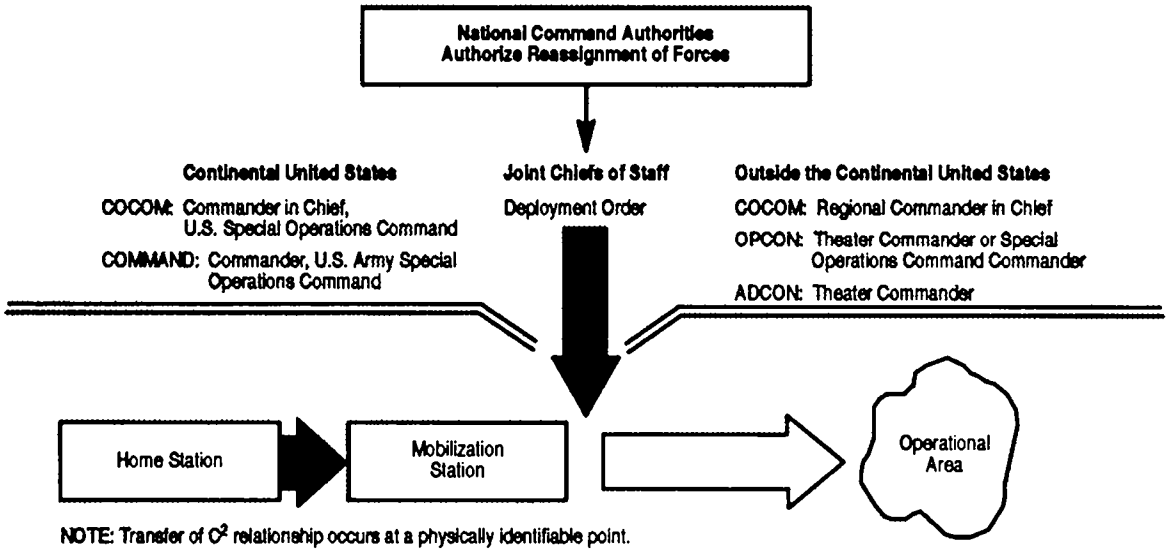


Figure 5-3. Deployment C^2.

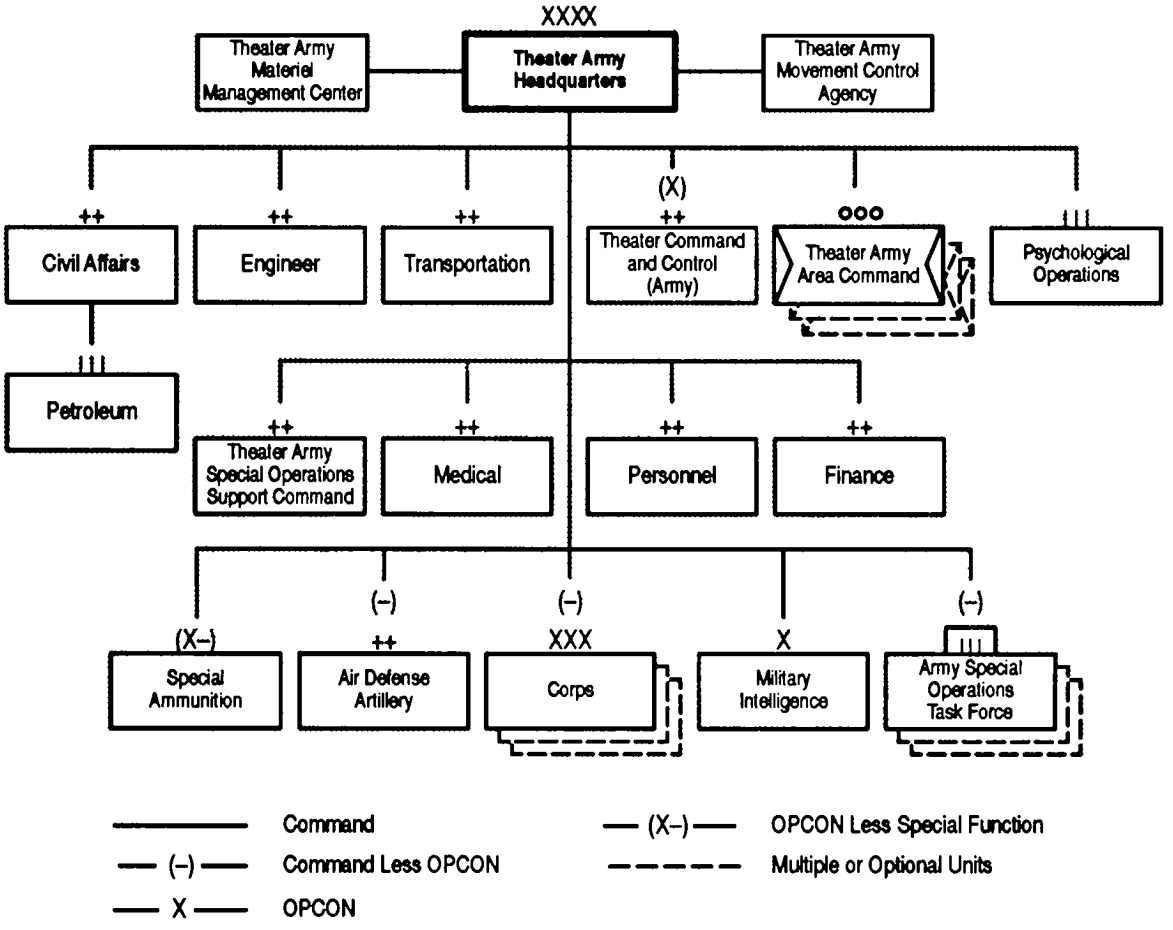


Figure 5-4. Type TA organization.

A CA battalion (GP or DS) supports a division or a separate brigade in the close battle area. The corps commander considers the level of development in the AO when collocating CA battalions (GP or DS) with divisions and separate brigades. CA battalions (GP or DS) provide CA capabilities required to support tactical operations. The GP battalion also provides support to a COSCOM or ASG(s). The GP battalion's capabilities in this support role are to—

- Identify and coordinate U.S. requirements for available indigenous resources, facilities, and FNS.
- Develop and implement plans to support the civilian populace from local resources.
- Minimize local populace interference with U.S. military operations.

The CA battalion (FID/UW) is primarily structured to support the TA SOC but may also be assigned to a TA, headquarters SF group, or a CA command. Capabilities include training, advising, and assisting SF detachments and indigenous personnel in support of FID and UW operations.

CA supports the TAACOM (Figure 5-5, page 5-8) and the functional commands (personnel, transportation, and similar commands). The TAACOM and its subordinate ASGs are area oriented with geographic responsibilities. The functional commands are mission oriented.

CA elements are tailored parallel to command lines. Tailoring must be consistent with the impact it will have on the supported command's mission. CA personnel assigned or attached to TA, TAACOM, functional commands, ASGs, and other group-level commands are more specialty oriented than those found at corps and below.

Close coordination between tactical planners and those planning CS and CSS is essential. Planners must consider all factors impacting on the mission. The availability of critical CSS may decisively influence combat operations. To provide effective support, the CA planner must understand the supported force's mission. He must anticipate the supported force's requirements and assess its capability. He must also apply CA recommendations in a manner that will result in the most responsive support possible.

CA support to the TAACOM headquarters is generally PRC and FNS. Other assistance is provided based on the local government's needs and the military's capabilities. FNS activities focus on identifying and assisting in obtaining local resources based on the military need. Liaison with civil authorities is the basis for assistance and FNS. The number and types of subordinate TAACOM units depend on the number of corps and units within the TAACOM's AOR.

Units located in or moving through the ASG's AOR receive CA support from the ASG's CA unit. CA personnel assist in the coordination and integration of logistics area operations with civilian police, civil defense agencies, and local forces to ensure mutual protection and efficient use of resources. CA support may be centralized or decentralized in the ASG. When employed in centralized support, CA personnel fulfill CA needs by responding to the ASG commander. In decentralized support, CA teams are attached to major elements located within the ASG's AOR, for example, depots, ports, hospitals, and other facilities.

The theater CINC develops plans to attain assigned political and military objectives. He designates a CMO officer who develops the CMO theater concept of operation, CMO priorities, and broad CA mission statement for CA units. A broad CA mission statement, the large geographic area of a theater, and the variety of supported units make coordination difficult. CA commanders and units must understand the entire CS and CSS organizational structure within a theater of operations. The supported units must have a general understanding of the roles of CA units and the complexity of their missions. Therefore, CA planning must be flexible. Changing political and economic conditions will change CA requirements. Plans must allow for these changes with minimal disruption.

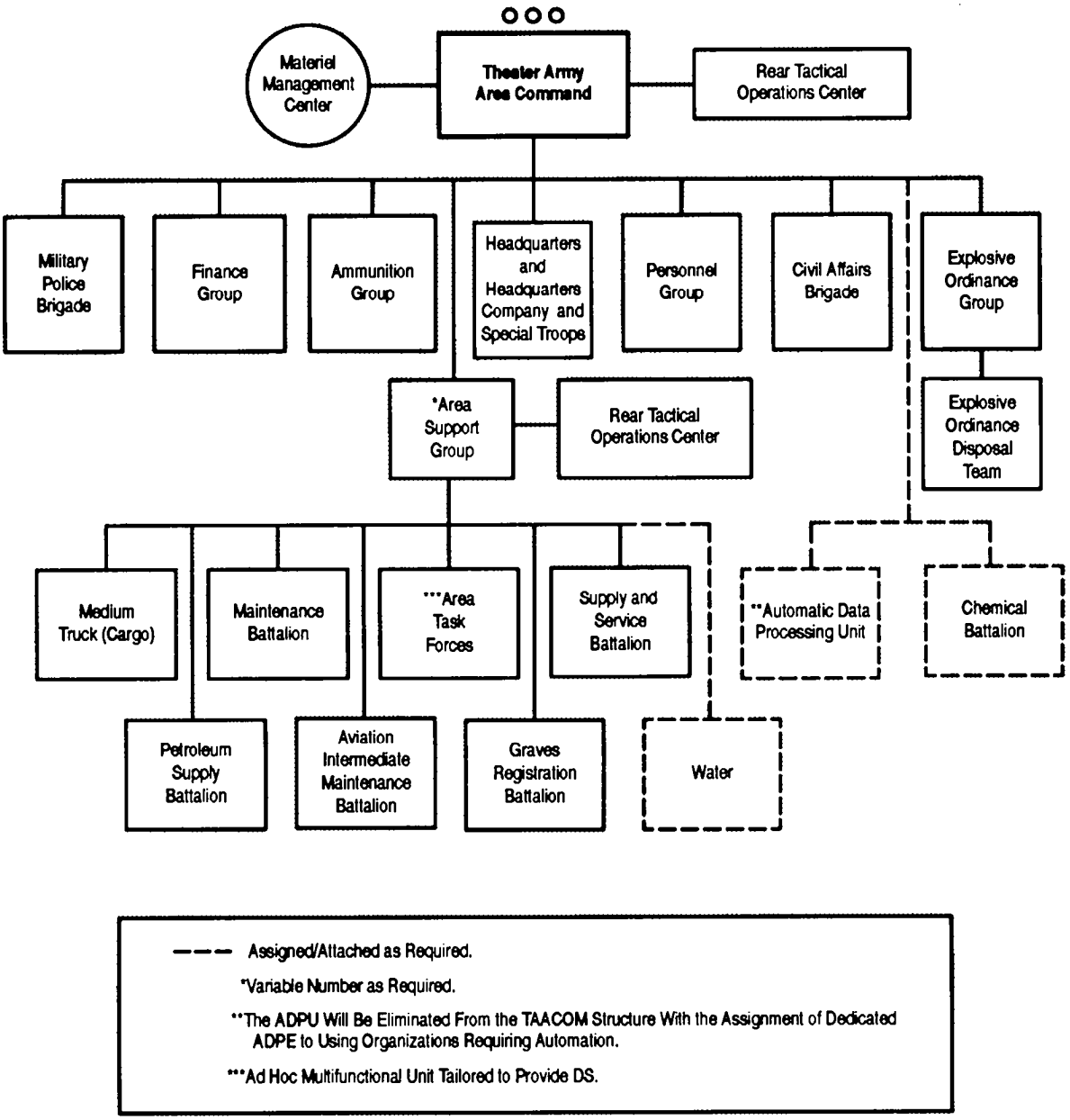


Figure 5-5. Type TAACOM organization.

JOINT AND COMBINED C^2

A joint organization is composed of two or more services. Army CA units support joint operations, to include the USMC needs above those provided by the two USMC Reserve CAGs. Support is requested through the J3 who requests support through the theater commander. If the senior theater CA commander cannot provide the support, the theater J3 then requests the needed support through the CJCS to USCINCSOC. See Joint Pub 3-57 for detailed discussion. In addition to operating as part of a joint force, the Army must be prepared for combined operations with land, air, and naval force of allied governments. Unity of command

in combined operations proceeds from the political and strategic leadership of the alliance. Allied governments normally develop directives covering a combined command's politico-military objectives. They include the objectives and policies for the conduct of CA operations. See FM 100-5 for a detailed discussion of combined operations.

CA in Joint Operations

The Army component may augment joint staffs with trained CA personnel. The Army will provide most of the CA forces used in joint operations.

Joint Task Forces

A JTF is organized to plan, conduct, and support military operations on a mission or area basis. It is established to accomplish a specific mission or campaign of limited duration but can exist on a more permanent basis. During war or prolonged conflict, the JTF may control operations in a specific portion of the CINC's AOR. A JTF may be a new organization but is often formed by augmenting an existing service headquarters with elements from other services. CA units or augmentation teams provide the CMO staff for JTFs. Command of supporting CA units is determined by the mission.

Joint Special Operations

Each regional CINC has a subordinate unified SOC. The SOC commander provides centralized OPCON and direction of assigned and attached forces within the CINC's AOR. The CINC assigns or attaches forces necessary for SO missions to the SOC. The SOC commander exercises OPCON of assigned and attached CA units through a subordinate ARSOC or functional components and JSOTFs. In war, the SOC may become a combined organization, a combined organization is composed of personnel from two or more allied nations.

CA in Combined Operations

A combined command's organization may retain integrity of forces. The combined command commander allows the senior commander of each national force considerable latitude in conducting CA operations.

U.S. elements will comply with binational or international agreements that standardize CA operations, organizations, training, and techniques and procedures. Continuity and consistency of CA policy are essential. Early formation of suitable structure for formulating and directing combined CA operations is necessary. Liaison between the allied forces of the combined command is essential.

The senior CA unit in the theater (CA command or brigade) provides a CA staff to a combined headquarters as required. Composition of the combined CA staff will vary based on culture, language, and the specific mission activity supporting the combined operations.

The combined commander establishes policies that affect CA CS operations. However, responsibility for those operations remains with the supported U.S. commander. CA support of U.S. forces in unilateral or combined operations will be consistent with U.S. policies and directives.

CMO ORGANIZATION OPTIONS

The senior CA unit commander is a principal advisor to the unified or joint force commander. This CA commander recommends to the supported commander how to employ CA assets to meet the mission requirements. The senior CA commander supporting a regional CINC recommends organizational options for conducting CA operations. In some cases, where the scope and technical nature of operations require a CA functional command, the CINC may delegate the exercise of OPCON authority to the senior CA commander. A specialized structure maybe established to exercise OPCON of CA, PSYOP, CS, and CSS elements tasked to perform or support CA operations.

The CMOTF is a specialized element that, depending on the tactical military mission, could be formed to control CA operations in war. A CA command or CA brigade (plus or minus) will normally be augmented with other resources to establish a CMOTF. Resources can include CA personnel with specific civilian skills and additional engineer and medical support personnel. The CMOTF requires PSYOP assets or, at a minimum,

very close staff support relationships to accomplish its missions. In the final stages of Just Cause and Promote Liberty, the deactivation of the CMOTF resulted in an MSG being formed. The MSG. with a CMO staff, assumed the duties and missions of the CMOTF as well as additional responsibilities as directed.

The primary mission of CA units is to provide support to SOF and GP forces. Planners must keep in mind that CA force structure and organic support is limited. Therefore, the most effective support relationship is for supported units, regardless of the C^2 arrangements, to provide basic support to the CA unit. This support includes logistics, intelligence, transportation, and other support as required. In another support option, the supported corps coordinates support for CA units through the TASOSC usually found in the TA.

Chapter 6

Intelligence Aspects of CA Operations

The nature of CA operations and the need for CA personnel to develop and maintain a *close relationship with the civilian populace puts them in a favorable position to collect information. CA personnel in their daily operations deal with people, equipment, and documents that are prime sources of Information. This Information can supplement the intelligence effort. U.S. forces need timely and accurate intelligence and information to plan missions, secure the element of surprise, identify and develop targets, and protect U.S. interests across the operational continuum.*

CA operations are closely tied to the intelligence functions and operations associated with the overall tactical mission. CA personnel have an intricate and important intelligence role during both the Intelligence cycle and the operational planning sequence.

INTELLIGENCE CYCLE

All intelligence operations follow a four-step process known as the intelligence cycle (Figure 6-l). (For further details, see FMs 34-3 and 34-36). The mission of the unit, whether CA or other SOF, drives the intelligence cycle. As operational planning begins, so does intelligence planning. Requirements for operational planning are normally for finished intelligence studies, estimates, or briefings. CA planners prepare their CMO estimates from basic intelligence documents that are not primarily written for CA use.

INFORMATION COLLECTION

Information is unevaluated material of every description including that derived from observation, communications, reports, rumors, imagery, and other sources from which intelligence is produced. Information itself may be true or false, accurate or inaccurate, positive or negative. Intelligence is the product resulting from the collection, evaluation, and processing of information.

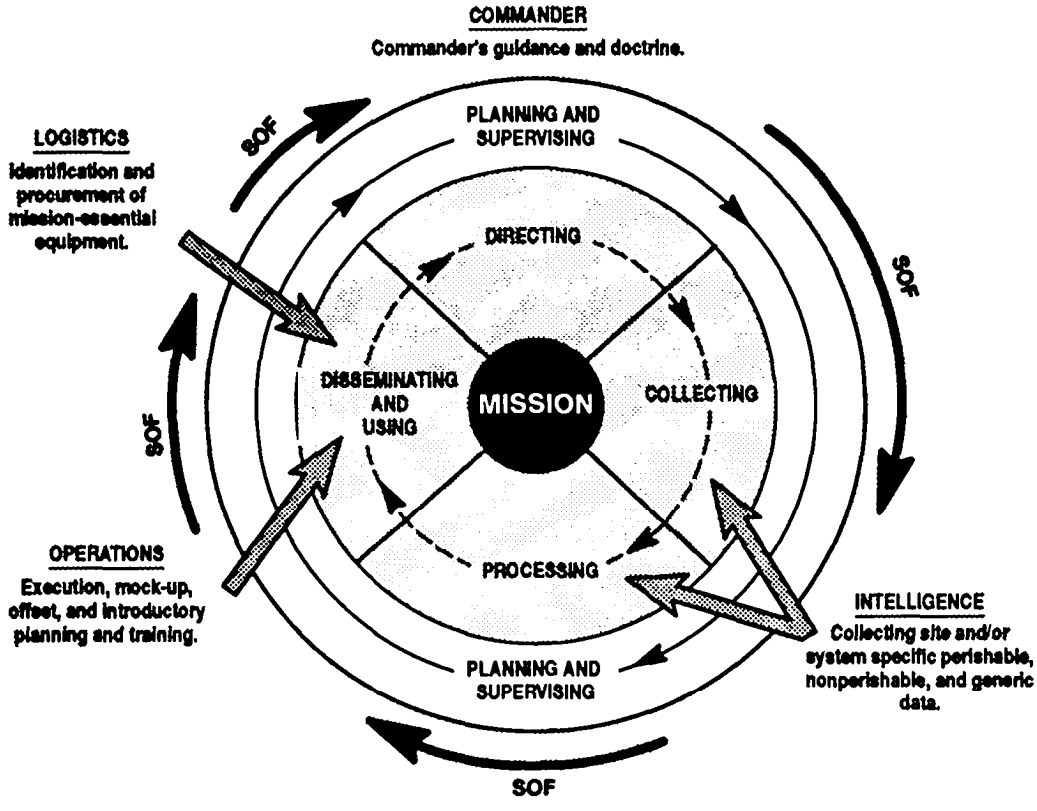


Figure 6-1. Intelligence cycle.

CA Collection Activities

Personnel engaged in CA operations are (by their daily activity) in a position to obtain first-hand information from many local sources. CA personnel are able to collect information that is often important to other units' staff sections or agencies and supports the CCIR.

Overall, CA elements collect information that the S2 and/or G2 turns into intelligence. Although valuable to the overall intelligence process, the role of soldiers engaged in CA operations must be passive. CA units collect and report information; however, CA personnel are not and must avoid appearing to be intelligence agents. Title 10 of the U.S. Code prohibits intelligence collection by military personnel unless authorized by competent legal authority. CA information collection activities encompass the complete spectrum of cultural, social, political, and economic issues within the present or potential AO. A coordinated effort of CA and MI allows CA operations with their wide range of activities and contacts to provide the commander information for mission accomplishment.

Sources of Information

CA units should be included in the information collection plan of the supported unit. While they should not go looking for information at the risk of mission accomplishment, they should report information that meets the criteria of the supported unit's collection plan. Prime sources of information available to CA units include—

- Civilians who were housed with, catered to, or associated with enemy personnel.
- DCs and other personnel participating in movement control, relief, or other assistance (normally referred to appropriate intelligence personnel).
- Government documents, libraries, or archives.
- Files of newspapers or periodicals.

- Industrial and commercial records.
- Technical equipment, blueprints, plans, or information of interest related to transportation, signal, engineer, and medical fields.

Collection Methods

During an operation, CA elements can provide direct support to intelligence collection agencies in the procurement of essential facilities and equipment, referral of HUMINT sources, and information gathering.

Procurement.

Aside from such normal procurement as civilian real **property,** CA personnel support the intelligence effort by procuring—

- Maps.
- Civilian clothing and items of normal personal possessions.
- Biographical data or other informational background material.
- Civilian equipment such as binoculars, cameras, radios, and other items.
- Documents including passports, visas, vehicle operator licenses, birth or marriage records, or other similar documents.
- Foodstuffs, tobacco products, or alcoholic beverages peculiar to the area.
- Barter items.
- Civilian motor vehicles, bicycles, or domestic animals.

Referral.

Through contact with civilian organizations, leaders, and political enemies of hostile governments, CA personnel can assist in developing personnel data bases. These data bases identify potential recruits for screening by intelligence, SF, or PSYOP personnel. Individuals who pass the screening process may then be recruited by appropriate agencies—

- For various operations.
- As interpreters.
- As specialized craftsmen, technicians, or laborers.

Information Gathering.

CA forces, if used correctly, can complement the intelligence collection process, especially HUMINT. HUMINT is the category of intelligence derived from information collected and provided by human sources. In some cases, CA elements can also enhance the capabilities of TECHINT or intelligence concerning foreign technological developments that may have eventual application for military use. All soldiers must be sensitive to the types of information that would be of potential interest to the intelligence community. They should be cognizant of what they observe and of its military significance.

Automated Data Processing Systems.

Today, most information is processed manually. Emerging ADP systems help the intelligence analyst process greater volumes of information faster and more accurately. Developing, maintaining, and accessing the intelligence data base are essential to processing. Baseline data base information and intelligence to support CA operations is established by researching data bases maintained by various agencies and sources, including the following:

- CIA.
- DIA.
- NSA.
- USAIA.
- AFMIC.
- Unified and specified commands.
- Theater commands.

SOCRATES is a USSOCOM-sponsored system designed to provide access to intelligence databases most commonly used by SOF and intelligence personnel. It is SOF-unique and dedicated to fulfilling SOF intelligence requirements. USSOCOM updates data bases quarterly. This system—

- Provides up to and including TS/SCI and current intelligence data for SOF mission planning and execution.
- Provides on-line access to time-sensitive intelligence.
- Develops and integrates SOF-unique databases.

- Provides stand-alone basic intelligence capability for RC SOF elements.

The USASOC program has three components to its system. The SOCRATES components include the following:

- SOCRATES LAN consists of on-line computers, work stations, printers, and phones. A combination of wire and fiber optic cable is the communications carrier for information transfer in support of this system.
- SOCRATES EXT extends on-line capabilities to all AC major subordinate commands. SOCRATES can access national intelligence data bases, PSYOP, and other SOF-peculiar data bases.
- SOCRATES SAC is a collateral stand-alone computer application using existing SOCRATES software and allowing access to regional intelligence data. This stand-alone system has been fielded to RC and NG units.

POADS is a data base used to store BPSs, SPSs, and special assessments. POADS is a collateral data base accessible to all AC SOF. USAR PSYOP units are on-line and are currently training CA RC elements. The CIA, DOS, and Foreign Broadcast Information Service process information into POADS. Some data bases in POADS are being accessed by SOCRATES.

CA INTELLIGENCE PLANNING

Before moving into any AO, whether by friendly agreement, as part of a liberating force, or in an occupational role, CA staff sections and units draft and implement an intelligence collection plan. This plan is necessary to develop maximum information on the area and its people and on source material and agencies essential for the collection of the data. The CA functional specialties and their tasks provide broad guidelines as to the general nature of CA intelligence requirements for planning and operational purposes. The intelligence collection plan will include but not be limited to the following:

- Topography, hydrography, climate, weather, and terrain including land forms, drainage, vegetation, and soils.
- Census, location, ethnic composition, and health factors of the population.
- Attitude of the population including ideological, religious, and cultural aspects.
- Government structure including forms, personalities, laws in being, and political heritage.
- Educational standards and facilities and important cultural activities and repositories.
- Communication, transportation, utility, power, and natural resources.
- Labor potential including availability by type and skill, practices, and organizations.
- Economic development including principal industries, scientific and technical capabilities, commercial processes, banking structure, monetary system, price, and commodity controls.
- Extent and nature of agricultural production and accustomed population dietary habits.
- Cores of resistance movements.
- Organization and operation of guerrilla forces in rear areas and the extent and degree of volition involved in local support.
- Hostile activities including espionage, sabotage, and other factors of subversion and disaffection.

CA Collection Plan

The CA collection plan is predicated on PIR designated by the commander in support of operations, normally through his staff. It provides a systematic analysis of information required and determines the assignment of assets or resources (assets are organic to the unit resources are not) with the ability to procure the required information. Once the staff analyzes the commander's PIR, the G2 or his collection manager prepares the collection plan for integration into the overall plan for the command.

The CA intelligence officer will normally direct and supervise the collection effort as the collection

manager. He prepares collection plan(s), usually in conjunction with the intelligence officer (S2 or G2) or collection manager of the tactical command or higher headquarters. In addition, he prepares an intelligence collection plan for his own headquarters.
A sound collection plan that effectively uses collection assets results in a heavy volume of information. The extent to which the intelligence officer of a CA headquarters processes the information depends on—

- The size of his staff.
- His other duties.
- Proximity and availability of other intelligence processing agencies.
- The desires of his commander.

The intelligence officer maintains files, a journal, worksheets, and a situation map with overlays as required by the mission.

CA Intelligence Collection Requirements

CA intelligence planning identifies which collection assets or resources will collect intelligence to satisfy CA requirements. The CA intelligence officer forwards those requirements that organic CA assets cannot answer to the supported command's G2 and/or S2. Channeling intelligence requirements through the G2 and/or S2 ensures-

- They are tasked to proper agencies.
- All sources are considered.
- The requirements receive proper command emphasis.

During intelligence planning, the CA staff analyzes PIR and the CCIR to determine what information is needed and the priority of need for each intelligence item. PIR are those critical items of information the commander needs at a particular time to reach a logical decision on what COA to adopt to best accomplish his mission. IR are those items of information regarding the enemy and his environment that may affect mission accomplishment. The CA staff also determines—

- What indicators answer the intelligence requirement.
- What sources and agencies can best answer each intelligence item.
- The proper dissemination of information.

Figure 6-2, page 6-6, gives the format and instructions for completing a CA collection plan. Figure 6-3, pages 6-7 through 6-14, is a sample CA collection plan. For more information, refer to FM 34-36.

Protected Target List

Whether CMO support SOF or GP forces, the OPLAN will usually annotate command guidance during pre-mission planning and preparation. Supporting plans focus on minimizing civilian interference and reducing collateral damage to the civilian populace and economy. CA planners and units play an invaluable support role in the development of the command's "protected targets" list. The difference between the tactical and the CA list is that CA planners consider the cultural, economic, political, and informational aspects of the operation, to include restoration. For an example, with some explanation of protected target list development by CA planners, see Figure 6-4, page 6-15. Submission of their list dces not constitute approval but begins a staffing process. CA elements must understand that tactical operational missions have priority, but a well-presented list is a first step in assisting the commander in meeting moral considerations and legal obligations to the public. For a more detailed discussion of planning and preparation, see Chapter 8.

The upper right hand corner will be used for the suspense, if the commander or headquarters directs. Suspense will include date time group. The lower right hand corner (action complete) refers to the responsible person completing the action.

The upper center of the worksheet is the commander's PIR. Each PIR will be numbered in order of priority or importance (PIR 1,2,3,).

Column one lists the significant or appropriate essential EEI or points of evidence that are applicable to the questions of the PIR.

Column two lists the elements or agencies responsible for gathering the information to support the commander's PIR.

Column three delineates any changes in attitude/behavior toward the economic, political, and social and informational environment.

Column four includes the overall CA status plus when, where, and how to report.

(CLASSIFICATION)

S: _____

Commander's Priority Intelligence Requirements #

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EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report

Action Complete ( )

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Figure 6-2. Format for CA collection plan.

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Commander's Priority Intelligence Requirements #1

What is the attitude of the populace toward—

a. Its own government?

b. Enemy forces?

c. Friendly forces?

d. CA activities?

EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report
1a. Behavior or conduct indicating— (1) Confidence and trust through compliance with laws, etc., acceptance of civilians selected for positions of authority, lack of support of resistance or insurgent movements. (2) Cooperation as shown by reporting violators of laws; making constructive suggestions. (3) Doubt and suspicion as maintained by ill-tempered compliance, reluctance to accept employment with the government of CA, drawing unfavorable comparison with situation in other zones. (4) Apathy and indifference. **b.** Expressions in public opinion polls. **c.** Fraternization and other friendly gestures toward the occupying or sending state forces personnel. **d.** Articles in the press, radio, handbills, rumors, films, etc. **e.** Clandestine or open meetings demanding changes.	All Branches	**1a.** Includes a short summary of any changes in attitude noted during the period. Give details of specific actions that indicate any of the following: (1) Confidence and operation. (2) Doubt and suspicion. (3) Apathy and indifference.	**1a.** Include in periodic report.
	Special Functions Team	**b.** In addition to the above, include questions in public opinion questionnaire that indicate which of the three attitudes listed under 1a above is prevalent.	**b.** Include in periodic report.
	Special Functions Team	**c.** Make continuous study and analysis of fraternization in area, noting trends, impressions and conclusions as to trends.	**c.** Include in periodic report. Include specific details.
	CA Units	**d.** Analyze all press releases not censored prior to publication and statements of radio commentators to detect criticism of CA operations or circulation of rumors and propaganda. Cover theatrical performances, musical recitals, and films for the same purpose.	**d.** Include in periodic report.
	CA Units	**e.** Keep bulletin boards, trees, building walls, etc., under periodic surveillance for posters and unauthorized handbills and notices.	**e.** Report immediately to designated headquarters by fastest means available or as directed.
	CA Units	**f.** Investigate thoroughly all requests for permission to hold meetings, ascertain ostensible purpose and follow through to determine real purpose. If purpose is other than that given at time of request, report complete details including names, number attending, time and place of meeting, and what transpired with conclusions as to real purpose.	**f.** Report immediately to designated headquarters by fastest available means any unusual incidents, unauthorized meetings, or misrepresentation of purpose of meetings.
	Military Intelligence Units	**g.** Monitor all forms of communications originating with citizens for statements of interests to CA.	**g.** Include in periodic report. Include specific details.

(CLASSIFICATION)

Action Complete ( )

Figure 6-3. Sample collection plan.

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Commander's Priority Intelligence Requirements #2

Do migrating populations constitute a problem? What are the social and political effects of such movement?

EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report
2a. Tabulated record showing number and nationality of people moving into and out of the area. **b.** Indications of cause to include— (1) Labor shortages. (2) Loss of need for workers or specialists in industry or agriculture. (3) Insufficient food, housing, clothing, or fuel. (4) Incidence of disease. **c.** Economic and political implications of failure of emigrants to adapt themselves to community life or to be accepted by the community.	Special Functions Team/Dislocated Civilian Team	**2a.** (1) Maintain tabulated record of number and nationality of people moving into and out of the area. (2) Maintain record of persons in camps, number received each week, number discharged each week. Determine destination of discharges and purpose of going there, origin of persons received and reasons for leaving former place of residence, occupation of wage earners. (3) Break down the above categories by sex and age groups.	**2a.** Include in periodic report.
	CA Units	**b.** Determine reasons for large groups of people moving into or out of the area. Also determine number of political fanatics coming into the area.	**b.** Include in periodic report.
	Government Team	**c.** Maintain record of labor requirements, shortages and overages in the area by requirements such as industry and agriculture by location, tabulation of the unemployed by profession, skill, or occupation.	**c.** Include in periodic report.
	Economics Team	**d.** Maintain record of status of housing, food, fuel, and clothing in the area to show requirements, shortages, and overages.	**d.** Include in periodic report.
	Government Team/ Public Health Team	**e.** Maintain record of status of health in the area to show number of sick in hospitals, in homes, type of illness, probable cause, whether or not contagious.	**e.** Include in periodic report.
	Government Team/ Public Administration Team	**f.** Determine political significance of migrating populations and degrees to which they adapt themselves to community life and/or are accepted by the community.	**f.** Include in periodic report.

(CLASSIFICATION)

Action Complete ( )

Figure 6-3. Sample collection plan (continued).

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Commander's Priority Intelligence Requirements #3

What is the influence of political parties upon the populace of the area? How is it exercised? Relative strength and potency of various parties? What is the platform? Who are the leaders? What social and economic group supports each party? What group of organizations contributes to the support of each party? What parties are gaining in public support? Which are losing?

EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report
3a. Registration of political party. **b.** Political meetings and rallies. **c.** Membership drives and campaigns or other tactics used to stimulate party membership. **d.** Party funds. **e.** Party publicity. **f.** Public reception and interest on party platform and activity. **g.** Evidence of influence from outside the area. **h.** Allegiance of any local group or element to a central party or organization. **i.** Failure of membership to show allegiance to own party in local election. **j.** Political attitudes, allegiances, interest and activities of returning or repatriated individuals to the area. **k.** Power struggles within the elite group of party organs and underlying reasons. **l.** Deviations from policy or propaganda line by key party members. **m.** Defections of key members or groups from party and reasons for these defections. **n.** Affiliations with labor, religious, youth, women, paramilitary and other groups.	Government Team/ Special Functions Team	**3a.** Study press releases and opinions expressed in public opinion polls, listen in on radio broadcasts, have representatives attend political rallies or meetings having political significance. Analyze data from all available sources to determine— (1) Relative strength and popularity of various parties, with reasons for popularity. (2) Changes in regular policies and procedures or nonconformity with established procedures. (3) Social and economic status of party membership; i.e., urban, rural, literate, and illiterate, etc. (4) Methods used to gain new members. (5) Amount and source of income. (6) Expenditures. (7) Party affiliations with other parties, groups, etc. Investigate scope of party program and evidence of influence from outside the area.	**3a.** Include in periodic report.
	Government Team	**b.** Examine records of political parties to determine to what extent support is being given to groups and organizations by contributions of services, money, or supplies.	**b.** Include in periodic report.
	CA Units	**c.** (1) Keep bulletin boards, trees, building walls, etc., under periodic surveillance for posters and unauthorized handbills and notices.	**c.** (1) Report immediately to designated headquarters by fastest means available.

(CLASSIFICATION)

Figure 6-3. Sample collection plan (continued).

(CLASSIFICATION)

Commander's Priority Intelligence Requirements #3
(continued)

EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report
	CA Units (continued)	(2) Investigate thoroughly all requests for permission to hold meetings, ascertain ostensible purpose and follow through to determine real purpose. If purpose is other than that given at the time of request, report complete details, including names, number attending, time and place of meeting, and what transpired with conclusions as to real purpose. (3) Observe political attitudes, allegiances, interests, and activities of returning or repatriated natives.	(2) Report immediately to designated headquarters by fastest available means any unusual incidents, unauthorized meetings or misrepresentation of purpose of meetings.
	Military Intelligence Units.	**d.** Peruse mail of community leaders and recently returned or repatriated natives to determine political attitudes. allegiances, interest, and activities.	**d.** Include in periodic report.

(CLASSIFICATION) Action Complete ( )

Figure 6-3. Sample collection plan (continued).

(CLASSIFICATION)

S: _____

Commander's Priority Intelligence Requirements #4

What economic problems are serious in the area? What are their causes? What is the estimated duration?

EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report
4a. Economic disruption as evidenced by— (1) Food shortages. (2) Fuel shortages. (3) Lack of adequate housing. (4) Transportation shortage. (5) Excessive unemployment. (6) Serious floods or drought. (7) Disorganization of normal trade and production system. **b.** Existence of undistributable surpluses. **c.** Bank failure or runs on financial institutions. **d.** Hoarding of currencies, commodity barter, and black-market activities. **e.** Widespread complaint of economic difficulties. **f.** Lack of confidence in the currency.	Economics and Related Functional Specialists	**4a.** Maintain continuing study of economic situation as it might disrupt standards of living in the area. Analyze results of food and fuel shortages, lack of adequate housing, lack of transportation to move commodities within area, effect of shutdown of essential or vital industries, probable results of unemployment caused by layoff of workmen, effect of serious floods or droughts on agriculture and industry, existence of undistributable surpluses, hoarding of commodities, cause and duration of black market as it pertains to items necessary for health, comfort, or well-being of populace.	**4a.** Include in periodic report.
	Government Team	**b.** Make a continuous study to determine those conditions that might lead to bank failures or runs on financial institutions, amount of currency being hoarded, relation of value of currency in circulation to the value of commodities available for purchase. Lack of confidence in the currency/banking institutions in the area as evidenced by a cheapening of the purchasing power of the monetary unit by the transfer of currency from the area of other areas, effect of black-market activities on stability of the currency.	**b.** Include in periodic report.
	Government Team	**c.** Maintain record of labor requirements, shortages overages in the area by requirements such as industry and agriculture, by location, tabulation of the unemployed by profession, skill, or occupation.	**c.** Include in periodic report.

(CLASSIFICATION)

Figure 6-3. Sample collection plan (continued).

(CLASSIFICATION)

Commander's Priority Intelligence Requirements #4
(continued)

EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report
	Government Team	**d.** Maintain a tabular record of number of arrests for black-market activities.	**d.** Include in periodic report.
	CA Units	**e.** (1) Follow up all complaints on economic difficulties; determine cause of complaints and whether or not justified. (2) Use all available means to detect black-market activities within the area.	**e.** Include in periodic report.
	Military Intelligence Units	**f.** Recapitulate various types of complaints pertaining to economic difficulties as found in letters written by natives or overheard in telephone conversations between natives.	**f.** Include in periodic report.

(CLASSIFICATION)

Action Complete ( )

Figure 6-3. Sample collection plan (continued).

(CLASSIFICATION)

S: _____

Commander's Priority Intelligence Requirements #5

What is the extent of crime and misdemeanors in the area?

EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report
5. Number of arrests for commission of law violations over and above what is normal. Type of violation, frequency, against whom committed, and whether increasing or decreasing.	Government Team	**5.** Be alert to detect technical compliance with rules, regulations, laws, proclamations, and instructions while attempting to thwart the purpose of the law by evading its scope or retarding its implementation. Priority of collection effort will be given to violations of populace and resources control laws, decrees, and regulations.	**5.** Include in periodic report. Render informal report by telephone or memorandum to designated headquarters when first detected or suspected.

(CLASSIFICATION)

Action Complete ( )

Figure 6-3. Sample collection plan (continued).

(CLASSIFICATION)

S: _____

Commander's Priority Intelligence Requirements #6

What are the attitudes of educators or leaders of schools and universities? What are they teaching? What are their qualifications, backgrounds, beliefs, ideas advocated, and the strength of their following?

EEI	Elements or Agencies Gathering Information	Fluctuations in Attitude/Behavior	Status to Include When, Where, and How to Report
6a. Degree of success or failure of reorientation programs toward U.S. policy. **b.** Organization of secret societies in colleges and schools. **c.** Presentation of lectures and theories directed against U.S. objectives and policies, methods used, and results obtained. **d.** Regimentation of local youth in schools and colleges. **e.** Student demonstrations. **f.** Influence exerted by political parties or other outside groups; efforts to set up junior organizations to develop student following. **g.** Efforts toward restricting attendance to politically approved or satisfactory individuals.	Government Team	**6.** Maintain a constant study of attitude of teachers and educators to determine what they are teaching, strength of their following, methods used to eliminate or perpetuate ideologies inimical to U.S. policy. Determine degree of success or failure of reorientation programs toward U.S. policy. Detect organization of secret societies in colleges or schools. Examine critically lectures and theories directed against host nation and U.S. policies. Analyze reactions of students to such lectures and theories. Determine to what extent native youth is regimented in schools and colleges. Report all student demonstrations; determine causes. Ascertain influences exerted upon students by political parties or other outside groups; what junior organizations are being developed among the student body. Detect effects being used, if any, to restrict school attendance to those students approved or satisfactory to certain groups or organizations.	**6.** Include in periodic report.

(CLASSIFICATION)

Action Complete ( )

Figure 6-3. Sample collection plan (continued).

PROTECTED TARGET LIST

Depending on the mission, CA submission of the protected target list should be subdivided with a brief statement of significance and actions. A good starting point is the area study or assessment. A valid mission statement in support of this list could read, "Secure facilities critical to immediate relief of life-threatening conditions and required for restoration of social, economic, and governmental functions in the AO." In Panama, the protected target list was referred to as the no-strike list; same meaning, different name. The example below is not all inclusive.

1. Medical and Utilities Facilities.

   a. Health Care Facilities (City or Town)

	Grid
Children's Hospital	PU61319153
San Thomas Hospital	PU61229165
Santa Fe Hospital	PU60919286
San Juan Health Center	PU60080002

   b. Utilities (City or Town)

	Grid
Water Works	PU63309460
Water Works (Pump Station)	PU65959840
Electric (Hydro)	PU61399864
Electric (Nuclear)	PU62409860

2. Cultural or Religious Institutions.

Town or City	Grid
San Jose Church	PU60834569
Municipal Palace	PU61024582
Art Museum (National)	PU51208960
National Theater	PU34529856
Balboa Monument	PU61489152
Presidential Palace	Corner 5th Ave and 10th St
Santa Ana Church	Ave Jones between 1st and 9th St

3. General Facilities.

Radio Station	PU69459012
TV Broadcasts (Channel 4)	PU91231231
Telephone Switching Ctr	PU23423423

4. Facilities Requiring Protection and Security.

General Bank	Corner 10th Ave and 15th St
Continental Bank	PU23234542
Bank of America	PU61324444
Federal Court House	Corner 6th Ave and 10th St
Social Security Headquarters	Ave Son Tay and 14th St
U.S. Embassy	PU23434234

Figure 6-4. Sample protected target list.

INTELLIGENCE PREPARATION OF THE OPERATIONAL AREA

The CA commander is the ultimate director of the IPOA effort through his CCIR. The CCIR are critical in developing the collection plan. The collection plan supports the DST process of IPOA. It is not sufficient to simply identify PIR and IR. The commander must develop his own CCIR pertinent and critical to the accomplishment of his specific mission. See Appendix C for the CCIR relationship to CA functional specialties.

IPOA Process

IPOA is a cyclical process of intelligence analysis and evaluation. It results in a graphic and written estimate that portrays probable hostile, friendly, and nonbelligerent third party capabilities, vulnerabilities, and COAs. This analysis must be considered from the CA point of view; for example, terrain considerations that contribute to the control of DCs. (See Figure 6-5.)

IPOA Product

The IPOA product must be predictive. The CA intelligence officer uses the IPOA to provide answers to the CCIR. The IPOA product gives the command and staff a continuous picture and other operational factors as they apply. It is continually updated and briefed to the commander, who uses the information when making decisions. For more information on how the TTP of IPOA support CMO and other SOF, see FM 34-36, Chapter 10.



The CA commander is the ultimate director of the IPOA effort through his CCIR. The CA commander must develop his own CCIR pertinent and critical to accomplishing his specific mission, beyond normal PIR and IR. The thrust of CA IPOA is an examination of the friendly situation which includes U.S. and allied/coalition forces, government agencies, and NGO. Essential to this examination is acquisition and analysis of information specifically related to the CA 20 functional specialties. Comparison is then made of the capabilities, vulnerabilities, and COAs of organizations in each of these broad categories. A written estimate and graphic portrayal of the CA situation are then produced.

Figure 6-5. The CA IPOA process.

Chapter 7

Combat Service Support Of CA Operations

CA units are part of the TA and depend on the TA CSS system to sustain their operations. In some theaters, CA units may instead depend on the CSS system of another service. This chapter describes how the internal CA unit logistics system interacts with the TA CSS system to meet unit requirements. When being sustained by another service, CA unit commanders and logisticlans must adjust to the CSS procedures existing in the theater.

THE THEATER ARMY

The TA is responsible for supporting assigned U.S. Army forces and, if directed, other U.S. services and allies in a theater. The TA is a planning and coordinating headquarter that manages its support functions through a flexible combination of area oriented support commands: TAACOMs and TA functional commands.

Theater Army Area Commands

TAACOMs provide most of the DS and GS CSS activities to the TA organizations located in the COMMZ, thereby permitting the functional commands to support tactical operations. TAACOMs also provide CSS (less medical) and designated CS on an area basis to forces passing through or located in their areas. They have area responsibility for rear operations.

Theater Army Functional Commands

TA functional commands provide specialized support (such as personnel, engineer, transportation, and medical) to forces throughout the TA's AOR.

See FM 100-16 for a detailed description of TA organization and support operations.

The TAMMC provides centralized management of most supply and maintenance operations. It serves as the primary TA link with the CONUS sustaining base. The TAMCA provides theaterwide movement management and control of transportation assets.

The TASOSC plans and coordinates CSS and designated CS to assigned ARSOF. CA units work in direct support of other headquarters. CA commands and staffs identify CSS requirements and coordinate them with supported headquarters. Unsupported requirements are coordinated with the TASOSC. The TASOSC staff then plans and coordinates with the other TA subordinate commands to meet those requirements by a combination of—

- Earmarking TA (or other service) resources for support of or attachment to CA units.
- Arranging for FNS.
- Arranging for contract officer support.

COMBAT SERVICE SUPPORT COORDINATION

Command relationships dictate early coordination for CSS. The CA unit's logistics and administrative staffs are responsible for coordinating all required support. Support planning and aggressive follow-up at every level are vital to ensuring a unit's needs are met.

Areas of Support

Areas of support required from the supported unit include all maintenance, materiel, transportation, facilities, medical, legal, and personnel support a unit requires to be fully mission capable. CA staffs coordinate CSS in the following areas:

- Requisition, receipt, storage, and distribution of all classes of supply.
- Procurement of nonstandard supplies and items.
- Bath facilities, laundry, and clothing exchange.
- GRREG service.
- Production and/or distribution of potable water.
- DS maintenance for all wheeled vehicles, power generating equipment, signal equipment, small arms, and similar items.
- Airdrop equipment rigging, supply and repair, if any.
- Salvage collection.
- Transportation support.
- Health service support.
- Contracting officer support and/or HNS.
- Fixed facilities.
- Personnel administration and replacement support beyond the unit's capability (to include any unique postal requirements).
- Staff judge advocate support.
- Finance support.

Phases of Logistics Coordination

Logistics coordination is cyclic and depends on mission requirements. Coordination must ensure support for joint, combined, and contingency operations, multiple and follow-on missions, and collateral activities. Logistics coordination is conducted in four phases.

Routine and/or Peacetime Phase

Routine and/or peacetime coordination requires CA logistics and administrative staffs to determine, in detail, the external support requirements for their units. These requirements are then expressed in the standard USASOC SOR format. The completed SOR is then forwarded to the USASOC DCSOPS (plans and policies) through S3 and/or operations channels because the SOR contains information determined by different staff sections. The USASOC DCSOPS ensures the appropriate staffs in USASOC and in the supported units and theaters are provided the SOR. Needed resources can then be programmed to be available upon deployment.

Alert and/or Deployment Preparation Phase

During the alert and/or deployment preparation phase, the CA S1s and S4s must—

- Confirm the availability of needed resources.
- Request resources that are not available but will be needed for sustainment.
- Apprise the commander regarding the impact of logistical shortages.

Deployment Phase

Upon deployment, CA commanders ensure their units are effectively and quickly "plugged into" the CSS structure of the units and/or theaters they are supporting.

Redeployment Phase

CA commanders must maintain positive control and visibility of all their resources. This control is critical during combat operations where the "fog of war" obscures "who" and "what" are "where" and "when" they are there. Without this disciplined control, it will

not be possible to reconcile resources on hand upon redeployment. CA commanders must ensure their units are prepared to redeploy with accurate accounting of their personnel and material resources.

CSS PLANNING PRINCIPLES FOR CA UNITS

CA units are responsible for development and timely updating of SORs. These SORs will include all anticipated external logistics requirements.

CA unit S1s and S4s must coordinate for external logistics and/or administrative support through administrative and/or logistics channels. The G5s and/or S5s of supported units are not administrative and/or logistics channels.

CA command and/or unit commanders must follow through with SORs to ensure external requirements are programmed for and resourced. Operational commanders cannot absorb a significant increase in last minute CSS requirements.

PRE-POSITIONED MATERIAL

Some CA units may require HQDA authorization to receive POMCUS equipment when they deploy from CONUS to their theaters of operation. The TA usually stores and maintains this equipment as operational project stocks near the unit's proposed war base.

Deploying units must determine existing POMCUS shortages before deployment and deploy with those items as well as those items not authorized for pre-positioning. Units should update their deployment plans upon receipt of their annual POMCUS authorization document.

OPERATIONAL PROJECT STOCKS

Some units use operational project stocks to obtain required supplies and equipment above their normal allowances (MTOE, supplemental TDA, levels authorized by AR 11-11, and special letters of authorization) to support contingency operations and war plans. Commanders must determine required operational project stocks for their unit missions and begin coordination through their logistics staffs to ensure the stocks are filled and maintained at acceptable levels.

The TASOSC establishes and maintains non-POMCUS operational project stocks to support ARSOF operations.

The theater CINC may also establish and maintain operational project stocks to support joint SO activities. Operational project stocks are restricted to the minimum essential types and quantities of supplies and equipment required to execute the total plan or a prescribed portion of the plan. Stocks normally include only standard items listed on the WRSL. The commander must justify the inclusion of nonstandard items in project stocks. AR 710-1 delineates the procedures for requesting and establishing operational projects.

WAR RESERVE MATERIEL STOCKS

The TASOSC commander, in coordination with the CA commander, should attempt to obtain adequate PWRMS in the theater and fill shortages in existing WRMS. PWRMS include theater war reserves and DA-approved operational project stocks. Alternatives include—

- Foreign nation support.
- PWRMS afloat adjacent to the theater of operations.
- PWRMS in a third country support base.
- WRMS in tailored packages for deployment with the unit.

FOREIGN NATION SUPPORT

FNS is the preferred means to meet unresourced CSS requirements within acceptable risk limits. It can include almost every aspect of CSS. Foreign personnel and organizations can perform many CSS functions as well as or better than their U.S. counterparts. The CA commander, in coordination with the TASOSC commander, determines the functional types and levels of FNS he can accept without unduly jeopardizing OPSEC and mission accomplishment. The TASOSC provides the CA commander's S5 with POCs of specific FN agencies or organizations providing support in the theater. See Chapter 10 for a detailed discussion of FNS.

DEVELOPED THEATER LOGISTICS

In a developed theater, the theater sustainment base is established, PWRMS and operational project stocks are in place, and FNS agreements exist. The following paragraphs outline how logistics support is provided to a developed theater.

Supply

The CA units S4 requests, receives, and stores standard class I, II, III, IV, VI, and VII supplies (Figure 7-1) from the supporting DS S&S company in the TAACOM ASG. All these classes of supply (except bulk class III) are demand items. The using unit submits a request through the service detachment to the DSU. The DSU either fills the request from its existing stocks or forwards the request to its supporting GSU. When fixed or mobile post exchanges are unavailable, the supply and transportation section requests and receives class VI ration supplement sundry packages the same way it does class I supplies.

SUPPLY CLASS	DESCRIPTION
I	Subsistence items and gratuitous-issue health and welfare items.
II	Items of equipment, other than major end items, that are prescribed in authorization and allowance tables, such as individual equipment, military clothing, tools, tentage, and housekeeping supplies.
III	Petroleum, oils, and lubricants.
IV	Construction and barrier materials.
V	Ammunition, including chemical and nuclear ammunition.
VI	Personal demand items that are normally sold through the exchange system.
VII	Major end items that are ready (assembled) for intended use, such as vehicles, aircraft, and weapon systems.
VIII	Medical supplies and equipment.
IX	Repair parts and components, including kits and assemblies.
X	Material required to support nonmilitary programs.
MISCELLANEOUS	Items that do not fit into one of the ten classes above, such as water, maps, captured enemy materiel, and salvage material.

Figure 7-1. Classes of supply.

Bulk class III supply is a scheduled item. Based on input from the subordinate units, S4s forecast unit requirements through logistics channels to the TAMMC.

CA command S4s request and receive nonstandard items of equipment through the TAMMC. The TAMMC fills the request from theater or TA operational project stocks or (in the case of certain non-DOD items) obtains the items through the SOC J4.

The unit S4 draws and stores conventional class V supplies from the supporting ASP. The ASP is operated by an ordnance conventional ammunition company of the TA ammunition group. It uses supply point distribution. Class V supply is scheduled, not demanded. Based on input from the battalions, the S3 determines the unit's operational requirements (primarily the UBL and RSR) and submits them through operational channels for approval and allocation by the TA DCSOPS. Based on guidance from the TA DCSOPS, the TA DCSLOG and TAMMC allocate scarce class V items by computing a CSR. Once a CA commander receives his class V allocation, he suballocates it among his subordinate elements based on S3 recommendations.

The CA command's medical officer requests normal class VIII supplies from the supporting DS MTF of the TA MEDCOM. The MTF uses a combination of unit and supply point distribution. The using unit submits its request through medical channels to the MTF. The MTF either fills the request from its existing stocks or forwards the request to its supporting MEDLOG unit. For bulk issue of class VIII supplies to fill unit operational requirements, the MEDCOM normally authorizes direct requisitioning from the MEDLOG unit.

The CA unit's maintenance officer requests, receives, and stores class IX supplies from the supporting DS maintenance company in the ASG. The DSU uses supply point distribution. Class IX resupply is based on demand. The using unit's mechanical maintenance section forwards requests to the DSU. The DSU either fills the requests from its existing stocks or forwards the requests to the TAMMC.

As is the case with all other types of units, CA units receive and store class X supplies from the CA brigade supporting the TAACOM, The CA brigade uses a combination of unit, supply point, and throughput distribution. The using unit submits its request through the base and/or unit S5. He forwards the request through CA channels.

The unit S4 obtains potable and nonpotable water from local sources using organic equipment. When water requirements exceed the local supply, the unit requests and draws water from a water supply point established by the supporting DS S&S company. The DSU uses supply point distribution.

The unit S4 requests and receives unclassified maps from the supporting DS S&S company. The DSU obtains its unclassified maps from the appropriate TA map depot. Using units submit their requests to the *S2*, who consolidates them and forwards the request through supply channels. The S2 requests and receives classified maps and other classified intelligence products through intelligence channels.

To meet their operational requirements during the transition to active operations and during unanticipated breaks in normal resupply operations, units maintain UBL of class I, II, III, IV, V, VIII, and IX supply items. CA unit commanders should review these UBLs at least annually to ensure they adequately address current operational requirements. They should also inspect their UBLs periodically to ensure they are being properly maintained, rotated, and secured and that shortages have been identified and requests for replacements submitted. (See Figures 7-2 through 7-4, pages 7-6 and 7-7.)

Field Services

Field services include GRREG, airdrop, clothing exchange and bath, laundry, bread baking, textile and clothing renovation, and salvage. GRREG and airdrop are primary field services because they are essential to sustaining combat operations, All others are secondary field services.

Whenever possible, units sustaining fatalities identify the human remains and place them in human remains pouches. They then evacuate the remains to the service detachment for further evacuation to the supporting GRREG collecting point, If the remains are contaminated, the remains and the pouches should be so marked. When a unit cannot evacuate its dead, it conducts an emergency burial and reports the burial to

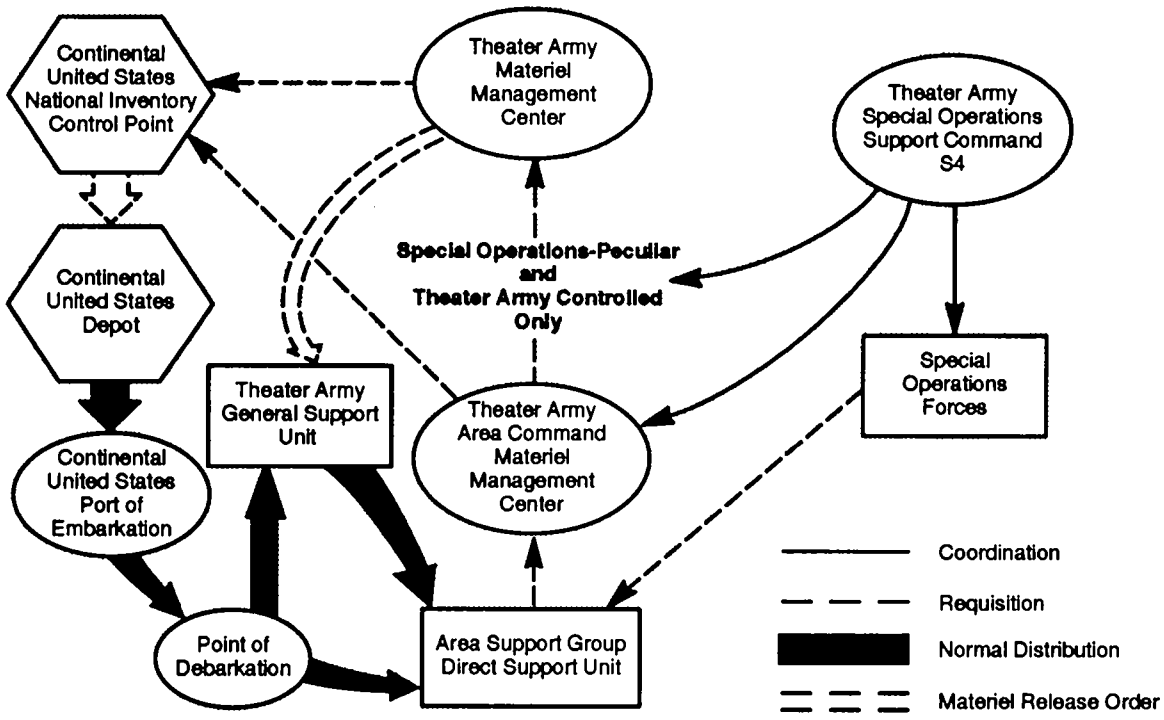


Figure 7-2. General requisition and distribution flow (surface).

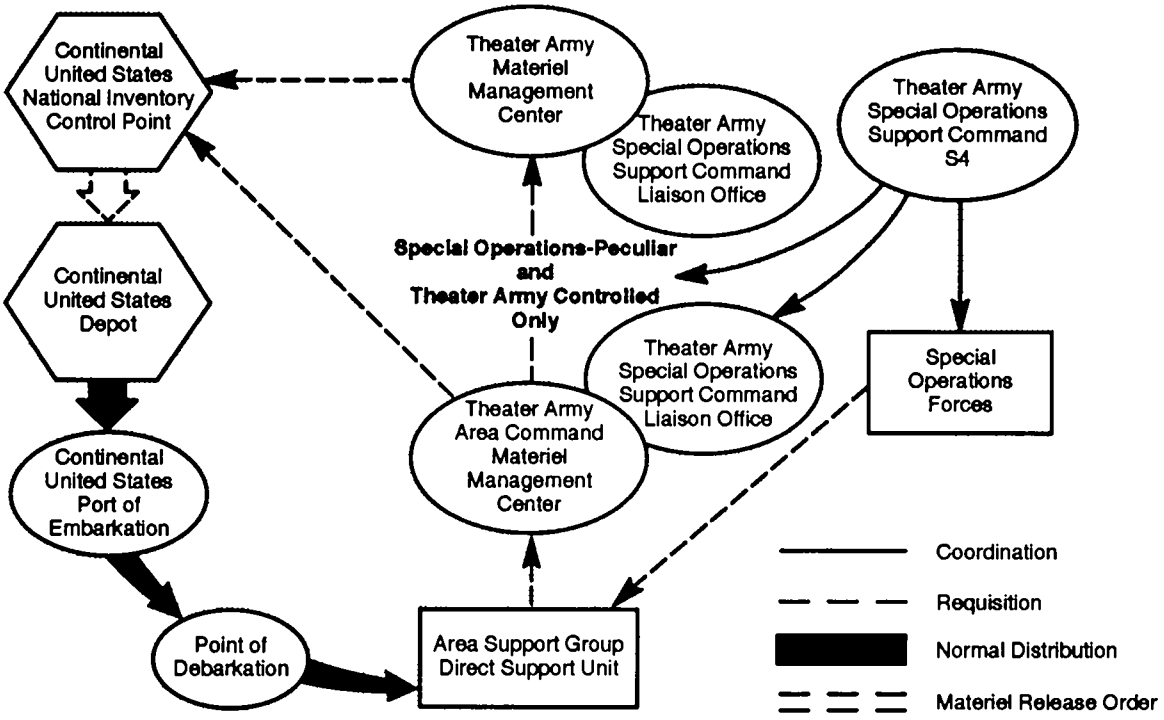


Figure 7-3. General requisition and distribution flow (air).

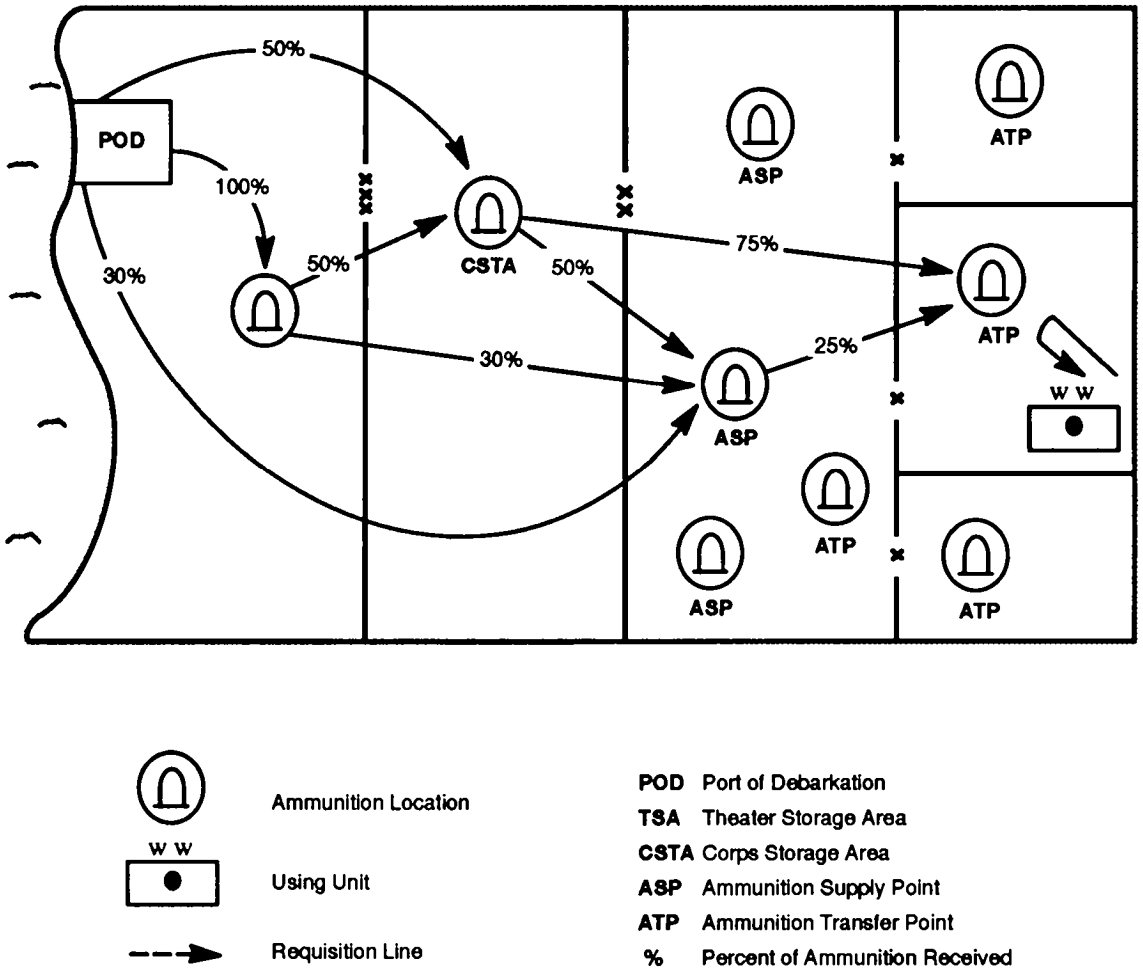


Figure 7-4. Flow of ammunition.

its chain of command. The S4 submits a record of internment through GRREG channels. Whenever possible, a chaplain or the commander conducts an appropriate service to honor the dead.

The TAACOM airdrop supply company will service air delivery missions required by CA units. This support will usually be supplied as GS on a mission basis.

CA units may not have fixed facilities or civilian contractors to provide secondary field services. The supporting DS supply and service company provides these services as soon as the situation permits.

Maintenance

CA commands and brigades do not have organic maintenance capabilities. These units rely on the supported headquarters to provide maintenance support to their operation. CA battalions do have organic maintenance sections and are responsible for their own unit level maintenance. Any higher level of maintenance that may be required is performed through the maintenance channels of the supported headquarters.

CA assets that provide support to small units, for example, maneuver brigades, must depend on the maneuver brigade for maintenance support. The attachment order should specify this support. If the support is not specified, maintenance delays will occur because the maintenance requirement will be processed to the CA battalion.

DEVELOPED THEATER PERSONNEL SERVICE SUPPORT

PSS consists of five related areas: personnel management, PA, legal services, finance services, and religious support. CA units plan and conduct most PSS activities using standard Army systems and procedures (Figure 7-5). CA unit S1s deal directly with their supporting PSS.

MAJOR FUNCTION	COMMAND SUPPORT	SOLDIER SUPPORT
Personnel Service Support	Casualty Management Strength Management Replacement Operations Enlisted Accessions Officer Procurement Official Mail	Enlisted Evaluations Officer Evaluations Enlisted Promotions Officer Promotions Personal Mail Awards and Decorations
Finance Service	Commercial Accounts Operational Funds	Military Pay
Religious Support	Chaplain's Advice UMT Management	Pastoral Counseling Administering Sacraments Conduct of Worship Services Combat Stress Treatment
Public Affairs	Command/Public Information	Hometown News Release
Legal Service Support	Contract Law Operational Law Criminal Law	Legal Assistance

Figure 7-5. Personnel service support.

Military Personnel Activities in Support of CA Operations

Three critical military personnel activities directly support CA operations: strength management, casualty reporting, and replacement operations.

Strength management determines personnel replacement requirements and influences personnel cross-leveling and replacement distribution decisions. The unit S1s use the deliberate Army personnel accounting and strength reporting system to maintain the unit's personnel data base. They forward their daily personnel summaries and personnel requirements reports to the supporting PSC, The battalion S1s provide copies of their reports through the chain of command so that they can prepare a consolidated report for the CA commander and forward information copies to the SOC JI and TASOSC S1. The supporting PSCs use these reports to submit requests for individual replacements to the TA PERSCOM.

The Army's casualty management system provides HQDA with information used to notify next of kin and supports appropriate casualty and survivor assistance programs. By-name casualty accounting and reporting has far-reaching effects on the morale of the military and civilian populace and the Army's image. Casualty reporting must be 100 percent accurate, even at the expense of speed in reporting. Nevertheless, reporting should be as rapid as the situation permits. The losing unit submits casualty feeder reports and, if required, witness statements to the battalion S 1 or CA command G1, The S1s consolidate casualty reports and forward them to the supporting PSC. They manage open cases

(for example, soldiers missing in action) until final disposition is made and prepare letters of sympathy for the appropriate commander. The PSC verifies and reconciles the information before beginning a formal individual casualty report. The battalion S1s provide information copies of all by-name casualty reports to the CA command G1.

Replacement operations involve the receipt, processing, and allocation of individual and small unit replacements. The CA command obtains its individual replacements from the supporting PERSCOM using normal replacement procedures. The SPTCEN director receives, billets, and provides messing for replacements. The S1 and CSM distribute replacements based on the commander's priorities.

The CA command's S3 requests small unit replacements through the TASOSC S3. The TASOSC S3 arranges an intratheater transfer of specialty teams, or coordinates to obtain specialty teams from CONUS. Once the specialty teams arrive at the gaining operational unit, they are assigned to the SPTCEN as uncommitted detachments until the SPTCEN director certifies them as operationally ready for a mission.

Postal Operations

Postal operations move, deliver, and collect personal and official mail. ADS postal platoon normally collocates with the supporting PSC. Unit S1s establish internal procedures to collect and deliver mail and redirect the mail of deceased, missing, and evacuated personnel. The S1s must also make previsions for deployed personnel who cannot receive or send mail for operational reasons.

Finance Operations

Finance operations provide normal finance support to CA personnel. They also provide the operational funds that CA specialty teams may require to execute their missions. An FSU normally collocates with the supporting PSC. Unit S1s appoint class A agents and establish internal procedures to meet the personal financial needs of their soldiers. The unit budget officer establishes procedures for specialty teams to obtain and account for operational funds. Each officer appointed as a class A agent must fully understand what payments are authorized and how to account for each transaction.

DEVELOPED THEATER HEALTH SERVICE SUPPORT

Each CA commander must ensure his unit is serviced by a dispensary. This dispensary will provide routine and emergency level II medical and dental treatment to assigned and attached personnel.

NOTE: Class II medical treatment is routine and emergency care designed to return the patient to duty or prepare him for evacuation to the supporting MTF for resuscitative surgery (class III) or to a hospital for definitive and restorative care (class IV).

Supporting dispensaries must be able to provide preventive medicine service. These services include pest control, water quality surveillance, immunization and drug prophylaxis, and the general surveillance of military environments to identify actual or potential health hazards. Preventive medicine specialists train and provide technical supervision of unit field sanitation teams. They can also participate in MCA programs. These programs are discussed in greater detail in Chapter 10.

Supporting dispensaries must be capable of providing veterinary services. These services include food quality-assurance inspections, dining facility sanitary inspections, and health services to military animals. Veterinary specialists assist in the preventive medicine programs. They can also participate in MCA programs.

The TASOSC medical plans officer can help the CA commander's S1 coordinate hospital support for CA units. The TA MEDCOM designates supporting MTFs and provides the supporting dispensaries with—

- Hospitalization.
- Medical evacuation capability.
- Additional preventive medicine, veterinary, and dental support.
- Medical laboratory services.
- Medical intelligence.
- Medical supply and equipment maintenance.

UNDERDEVELOPED THEATER CSS

An underdeveloped theater does not have a significant U.S. theater sustainment base. PWRMS, in-theater operational project stocks, and FNS agreements are minimal or nonexistent. When a CA unit deploys into an underdeveloped theater, it must bring sufficient resources to survive and operate until the TA establishes a bare-base support system.

CSS Options

Deployed CA units in an underdeveloped theater may have to bypass normal CSS echelons. They may maintain direct contact with their parent units in CONUS, or they may submit requests directly from the CONUS wholesale logistics system. They may rely on TASOSC contracting and other CA units to obtain FNS. In practice, the solution may be some combination of all three options.

Support Relationships

The TASOSC commander should arrange habitual support relationships between the CA unit and the TA elements providing the support package. It should be provisionally organized as a composite support battalion or company so the CA unit does not have to deal with a collection of teams, detachments, and companies without a parent control headquarters.

Supply

Normal basic loads are inadequate for CA operations in an underdeveloped theater. For example, a unit may have to deploy with 30 days of supply (15-day order-ship time, 10-day operating level, 5-day safety level). Because this quantity of supplies usually exceeds the unit's capacity to move and store, the unit S4s normally divide these loads into accompanying supplies and preplanned follow-on supplies. Accompanying supplies are normally limited to the unit's basic and prescribed loads, plus additional class I, III, and V supplies critical to the operation. The unit S3s must include accompanying supplies in all their predeployment load planning.

Supply procedures for most classes of supply vary in an underdeveloped theater. Except for field rations, units may rely heavily on local contract support for fresh class I supplies and dining facility operation. To reduce demand on the CSS system, the unit may purchase class II, III, IV, and VI supplies locally or from third party contractors. The unit normally receives class V and IX supplies through the standard U.S. system, but with greater reliance on ALOC. The unit may be authorized to stock low-density, high-dollar repair parts not normally authorized at unit-level maintenance. Class VII supplies may include a combination of military and commercial equipment from U.S. and foreign sources. Replacement of unserviceable U.S. military equipment depends on the—

- Loss rates.
- Duration of the operation.
- Theater GS repair capability.
- Availability of ORF or PWRMS.

The unit may obtain its water supply from local sources, U.S. water supply points, or sources contracted for overall facilities support.

Field Services

A CA unit will normally receive appropriate support to perform the primary field services on an area basis. The unit may contract for general custodial services, to include laundry, barber, and other services. If laundry services are unavailable, the unit S4 must arrange for clothing exchange through the standard U.S. system.

Maintenance

The CA commander must emphasize preventive maintenance checks and services in the extreme (tropical, arid, or arctic) environments that typically exist in undeveloped theaters. He may adjust the frequency of periodic services to assist in equipment readiness.

The unit may deploy with attached TADS maintenance support. The unit may also contract for supplemental maintenance support of its Army and commercial equipment.

In an underdeveloped theater, fixed repair facilities may not be available. The unit may then be authorized to perform repairs not normally performed at unit level. The commander should review the MTOE to determine

what items he needs to meet increased maintenance demands caused by dispersed operations in an underdeveloped theater. Items may include—

- Repair parts.
- Additional tools.
- Special tools.
- Test, measurement, and diagnostic equipment.

Personnel Service Support

PSS remains essentially unchanged in an underdeveloped theater. The TASOSC S1 develops preplanned replacement packages to maintain CA unit strength until normal replacement operations can begin.

RECONSTITUTION

In contrast to sustainment operations, reconstitution operations are specific actions taken to restore units that are not combat effective to the desired level of combat effectiveness. Reconstitution involves more than a surge in normal sustainment operations.

The reconstitution decision is heavily influenced by unit and individual training, unit organization, and human factors that build cohesion and esprit. The commander two levels above the attrited unit makes the reconstitution decision.

Reconstitution Options

Commanders have two reconstitution options: reorganization and regeneration. A commander can execute them separately but most often executes them in combination.

Reorganization involves the measures taken within an attrited unit to restore its combat effectiveness.

These measures include—

- Reestablishing command and control.
- Cross-leveling resources between subunits.
- Matching surviving team assets.
- Combining two or more attrited subunits to form a composite combat-effective subunit.

The senior surviving member of an attrited unit assumes command. He immediately begins reorganization pending the reconstitution decision of higher headquarters.

Regeneration rebuilds an attrited unit through the large-scale replacement of personnel and materiel and the conduct of mission-essential training. Replacement personnel and materiel may come from redistributed resources (see next paragraph), reserves, or the resources of higher or supporting echelons.

Redistribution

A CA commander may determine that he cannot obtain the resources to restore an attrited unit to combat effectiveness. He may have to resort to redistribution as an alternative to reconstitution. Redistribution reduces an attrited unit to zero strength and transfers its remaining resources to other units. Redistribution is the least desirable option.

If the commander decides that he cannot immediately restore the operational effectiveness of a subordinate CA unit, he must assign its mission to another CA unit until the unit can be regenerated or replaced. Surviving assets of the attrited unit may move the unit assuming its mission to aid the transition.

JOINT SUPPORT

When the TA cannot satisfy a requirement, the TA commander forwards it to the theater CINC. The theater CINC determines if another service (AF or Navy) has the resources to provide the required support. In certain portions of a theater, the AF or Navy may be the dominant service. These services may have fully developed capabilities where the Army has none. Through interservice support agreements and prior coordination, these services can support CA units with common-use materiel and services.

Chapter 8

CA Mission Planning And Preparation

The most likely situation where U.S. national Interests are at stake will occur in situations short of war. Operations short of war, which include peacetime engagement, demand a new proactive planning focus to promote regional stability as a means to deter conflict. By helping HNs provide for their own defense needs and develop sustainable responsive institutions, the Army may reduce the likelihood that it will have to deploy to protect threatened US. interests. These operations will emphasize the indirect use of forces in roles that support other nations in their efforts to maintain stabllity, law, and order.

PLANNING FOR OPERATIONS SHORT OF WAR

Political considerations, usually an integral part of CA planning, may cause operational characteristics of the plan to undergo rapid and significant changes. CA planners are essential from the beginning of the planning process. They will need to plan for participation of CA units in these interagency operations within the C^2 structure of the regional CINC, the DOS, and the COM, normally the U.S. ambassador. The plans, programs, and policy team is the primary asset available during this process. Through the CINC, they coordinate for planning participation by the CONUS CA unit designated to support the OPLAN under development.

Although indirect use of Army capabilities will dominate operations short of war, the Army must also be prepared to use direct force when so directed by the NCA. This direct application such as a strike or raid is normally in support of friends or allies. Operations are guided by Army operations doctrine while remaining consistent with the imperatives developed for SO, namely the primacy of the political element, unity of effort, adaptability, legitimacy, perseverance, and restricted use of force.

Much of the warfighting concept applies to the execution of operations in situations short of war. These operations span the states of peace and conflict. Operations short of war in the conflict state are directly related to the strategic and operational levels. Operations short of war that support peace are generally the same at the strategic level as those

in warfighting, but they are different at the operational level.

The planning focus of Army operations doctrine is to keep military action at the lowest level necessary to meet national security objectives. Detailed planning for CA operations is essential at all echelons of command.

CA planning is based on national policy and begins at the theater level. The theater commander provides a CA plan, usually an annex of the OPLAN. This plan prescribes the CA objectives for military operations. It ensures continuity of policies and uniformity of application. CA guidance relates not only to ultimate objectives but is also pertinent to operational phases.

PLANNING CATEGORIES

Operations short of war are primarily focused on support to allies and are classified into the following overlapping categories: support for insurgency and counterinsurgency, combatting terrorism, PKO, and contingency operations. All of these may be conducted by Army forces with a warfighting orientation using modified methods and organizations, as necessary. Operations short of war are inherently joint, combined, and interagency. Civilian agencies of the USG such as the DOS, will have the lead. From the operational perspective, military operations short of war are generally indirect and are predominantly in support of our friends and allies. Inherent in support to allies is the requirement that they execute the tasks. All the instruments of national power are united in an integrated, goal-directed effort. The Army's contribution includes—

- Transferring materiel.
- Training and advice.
- Providing services.
- Executing combat operations for a specific purpose and limited time.

Once U.S. forces become involved in extended combat operations, the conditions for operations short of war no longer exist. The transition to war then occurs.

Insurgency/Counterinsurgency

Insurgency and counterinsurgency are two aspects of the same process. Insurgency assumes that appropriate change within the existing system is not possible or likely. It focuses, therefore, on radical change in political control and requires extensive use of covert instruments and methods. Counterinsurgency uses mainly overt methods. Appropriate changes in the existing system are possible and likely. Because of these differences, implementing doctrine varies for insurgency and counterinsurgency, but it is rooted in common principles discussed in FM 100-20. CA support to insurgency and counterinsurgency is best described by using the SO missions of UW and FID as examples. See Chapter 13 for CA support to FID and UW.

Combatting Terrorism

Combatting terrorism includes AT and CT. AT includes mainly defensive measures that reduce the vulnerability of individuals and property. CA forces participate in their own AT programs. They also support the AT programs of other units or agencies by planning and conducting CA operations as requested. CT employs specially organized and trained units. It includes the full range of offensive measures to prevent, deter, and respond to terrorism. CA units or personnel support CT within their capabilities as required. For more information on combatting terrorism, see Chapter 13.

Peacekeeping Operations

The structure of a peacekeeping force ranges from MP and light infantry formations to armored cavalry and mechanized or armor formations supported by CA forces. CA forces present in contested areas contribute to the peacekeeping mission. CA forces conduct various CMO to relieve human suffering of the people in devastated areas. If called upon, CA forces also perform limited support to civilian administration to reestablish the constituted government and provide the essential basic services. Other activities CA forces can perform include observation and the gathering and developing of information for area studies for peacekeeping forces.

Contingency Operations

Contingency operations in peace are politically sensitive military activities normally characterized by short-term, rapid projection or use of forces. They include such diverse activities as nation assistance, disaster relief, CD operations, NEO, shows of force and demonstrations, rescue and recovery, and strikes and raids (Figure 8-l). These activities often take place in crisis avoidance or crisis management situations, using military instruments to enforce or support diplomatic initiatives.

- Show of Force
- Noncombatant Evacuation Operations
- Search and Rescue
- Operations to Restore Order
- Security Assistance
- Counterdrug
- DOD Directed Support to Civil Authorities
  - Civil Disturbance
  - Disaster Relief
  - Civil Defense

Figure 8-1. Contingency operations.

CMO support to military forces during contingency operations must be timely and based on established training relationships. The time available will rarely allow any other forces to train to the required standard necessary for the successful conduct of an operation.

CMO supporting contingency operations are planned to accomplish the basic CMO objectives and any politico-military objectives specified. CA forces in the initial deployment will be DS elements and G5 staff augmentation. CA unit mobilization and deployment will make easier the postmission and redeployment activities of the combat units.

CMO supporting NEO, disaster relief, and support to U.S. civil authorities is described in Chapter 10.

Nation Assistance

The focus of nation assistance is to coordinate the use of all U.S. political, economic, informational, and military assistance for a HN's program to —

- Promote regional stability.
- Retain U.S. influence and access abroad.
- Defuse crises.
- Help friends and allies attain sustainable development.

Nation assistance activities should address the causes of instability to preclude the need for U.S. military intervention to counter acts of violence. DOD works with other U.S. agencies and at the HN's request to provide health, technical, management, and other assistance consistent with legislation to achieve the desired goals. CA operations should be a component of a preventive strategy to correct HN ills before lawlessness, subversion, or insurgency becomes a serious problem. CA units, because of their missions and force structure, have unique capabilities to coordinate nation assistance and supporting activities.

One of the keys to a successful nation assistance program is to use the technical skills and resources of CA units and personnel to integrate and coordinate the HN's efforts. Major considerations for U.S. CA forces include—

- Operating in direct support of HN agencies (civil assistance).
- Crediting the HN for its successes to gain the maximum visibility and strengthen its credibility among the local populace.
- Providing CS and CSS as the dominant elements of U.S. Army support to developing nations.
- Focusing on operations of lasting significance to the supported nations and long-term regional stability rather than short-term tasks.

- Possessing cultural and/or regional expertise to protect and extend U.S. support to allied requirements.
- Assisting developing nations in dealing with nontraditional threats such as trafficking illicit drugs and terrorism.

Depending on the extent of the program, other assets support nation assistance programs. These U.S. agencies are USAID, USIA, DOT, USDA, DOC, and the DEA. Nation assistance programs must be coordinated with the ambassador's overall country plan and the unified commanders's theater plan. Other military forces employed in nation assistance programs include the following:

- Engineer units provide support through road building, bridge construction, or the building of schools, hospitals, and other public facilities.
- Medical personnel help identify health needs of the HN. Preventive medical programs provide immediate relief in some instances.
- Aviation units provide air transportation into remote areas.
- MP units advise and assist the HN in law and order.
- Other SOF play an integral part in the success of nation assistance programs.

CA units and personnel also provide the vehicle for a better understanding of the culture of the HN. The focus of nation assistance programs must be to legitimize and stabilize a HN's political, social, and economic infrastructure. A cultural understanding of the HN will only enhance the U.S. position toward that end. Nation assistance is the military role of providing the technical expertise, advice, and assistance necessary. This assistance forms a better foundation on which a nation can build programs to meet its people's needs and promote its own sustainable development or growth.

Disaster Relief

Disasters are suddenly occurring and usually mass-casualty producing events. They may be natural or man-made and mayor may not be connected with military operations. The role of CA forces in emergency and disaster relief operations can be significant because of the types and amounts of coordination required. Proper coordination cuts down on duplication of effort of all these disaster relief agencies.

Coordination is very important among—

- Functional teams.
- Other units.
- Higher authority.
- Local officials and agencies.
- Relief agencies.
- USG agencies where additional manpower, expertise, and equipment can be obtained.

Protective or defensive measures to be taken due to a disaster or in the event of attack have to be disseminated to the local populace. The civil information team, PSYOP units, and local media must work together to instruct the populace on what to do. Civil defense is planned and organized action aimed at protecting life and property and maintaining or restoring essential services and facilities damaged or lost through natural or man-made disasters.

Ensuring that contingency plans exist can be a function of CA personnel. If no plans exist, CA planners help write them. If there are existing plans, CA personnel review them and ensure their currency. CA planners also recommend ways to improve warning systems and identify equipment and manpower requirements. Establishing a properly functioning emergency operations center should be a priority. RC CA personnel may perform disaster relief operations—

- In lieu of annual training.
- When ordered to active duty as the result of a presidential declaration of emergency.
- When approved by CG USASOC as voluntary active duty for training.

Operations in international disaster relief follow different rules than domestic operations. Operations will begin only at the direction of the unified commander, JCS, or the ambassador and will be coordinated through the USAID.

Disaster relief actions must be reported to the COM. If no representative is available, reports should go

through the chain of command to the specified or unified commander. Any costs incurred must also be reported. Pricing is determined according to mutual agreement between the U.S. and the given country. To better accomplish the mission, there must be coordination with national and international relief agencies and military organizations. (See Appendix D.)

Humanitarian Assistance

HA is a group of programs that authorize the use of DOD resources to conduct and/or support operations of a humanitarian nature. The specific operations are listed in Title 10, U.S. Code. See Chapter 10 for more information on HA.

Security Assistance

The Secretary of State continuously supervises and directs all SA programs. In consultation with the Secretary of State, the SECDEF administers the—

- International Military Education and Training Program.
- Foreign Military Sales Financing.
- The Foreign Military Sales Program.

The DOS administers commercial sales with significant participation by DOD. In this regard, the DOD advises the DOS on munitions licenses, establishes research and development recuperation, and establishes royalty and asset use charges associated with commercial sales. The SECDEF carries out his SA responsibility through the JCS, the three military departments, the Under Secretary of Defense (Policy), the Assistant Secretary of Defense (International Security Affairs), and the Defense Security Assistance Agency.

CMO supporting SA include planning H/CA, civic action, and related activities involving other U.S. agencies. They also include training foreign forces to conduct all required CA activities and developing CA procedures that will work in their country.

When deployed in support of SA operations, CA elements establish and maintain contact and coordinate with the U.S. country team. The country team coordinates activities to achieve a unified program for the HN. The COM represents the President of the United States. The ambassador directs and coordinates the activities of all elements of the U.S. diplomatic mission. The ambassador's authority does not extend to U.S. military forces operating in the field where they are under the command of a U.S. military commander. Even though both diplomatic and military elements in foreign countries must support U.S. objectives, they operate under policy guidance developed through interagency cooperation. The ambassador must approve military activities and ensure SA activities are—

- Relevant to the current situation.
- Efficiently and economically administered.
- Effectively interrelated to U.S. interests.

Policy directive from the COM will be binding upon all members of the country team. It must specify the goals of the program and the responsibilities and support that each agency is expected to provide.

Technical help, moral support, and limited supplies and resources are types of help that can be given. The amount and type of support varies with funding and policy directives. ARs 12-5 and 12-7 and the U.S. Army Security Assistance Training Program Handbook contain detailed information on the conduct of MTTs.

Support to the Domestic Civil Sector

CA assets are subject to priorities of military operations in peace, conflict, or war. They are not organized, trained, or equipped specifically to conduct or support operational missions in domestic territory. However, the functional structure of CA forces and the experience, training, and orientation of CA personnel provide a capability for emergency coordination and administration where civilian politico-economic structures have been incapacitated. In disaster relief operations, the cellular composition of CA forces permits ready tailoring of emergency task elements. These elements possess the skills necessary to assist civil authorities in relief, administration, and control measures appropriate to the situation. As national defense assets, CA personnel and forces may be made available as general capabilities of the Services on a

situation-specific basis. Accordingly, CA personnel or forces may be used, where authorized by law, to—

- Assist in planning for USG interagency (DOD or FEMA) procedures required in emergency situations on either a national or regional basis.
- Assist civil-military planning and military support operations associated with established joint regional defense command and joint state area command organizations of CINCFORSCOM or any designated responsible commander.
- Coordinate military resources, as directed, for support to the continuity of federal, state, or local government operations, emergency actions to restore or repair vital facilities, and HA measures to relieve human suffering resulting from natural, man-made, or war-dated causes.

STAFF PLANNING PROCEDURES

FM 101-5 describes planning procedures, including the—

- Formulation of plans.
- Coordination in the preparation of plans.
- Assignment of planning tasks.
- Determination of planning phases and programs.
- Preparation of outline plans.

Planning for the conduct of CA operations is a continuous process. The mission planning overview illustrates steps in the planning process. These steps may overlap to some degree in the dynamic course of events (Figure 8-2, page 8-7). Essential to successful mission planning are mission analysis, communication and understanding of commander's intent, and the formulation, analysis, and comparison of feasible COAs.

The U.S. national security strategy goal is to ensure and protect national interests. The strategic goal in peace is to prevent and deter aggression and acts of intimidation that may hinder U.S. political, religious, social, economic, and military freedom or security. CA planning plays a significant role in this primarily political environment.

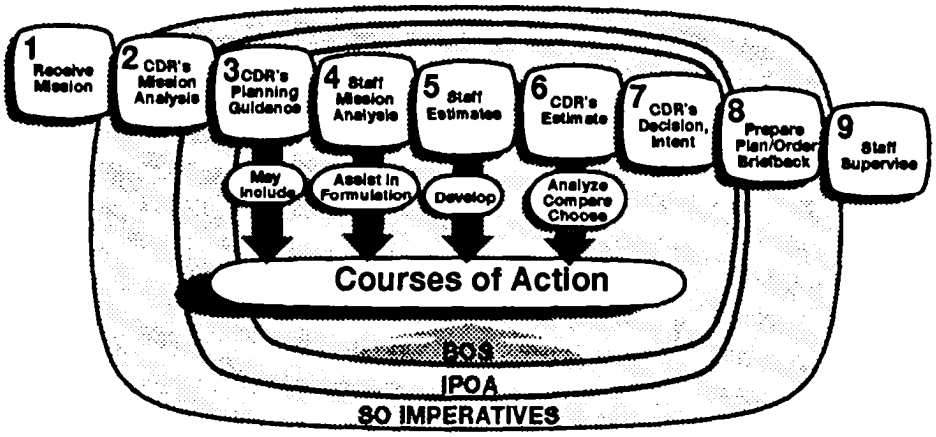
CA support is requested through the theater J3, who queries the Army component to determine if internal CA assets can meet the requirements. If they cannot meet the requirements, the J3 submits support requests through his combatant theater commander to the JCS. Based on the chairman's review, the request for CA support is forwarded to the USSOCOM for validation. The requirement is then forwarded to the USASOC. In turn it passes the requirement to the USACAPOC. USACAPOC determines whether it can be supported and whether it is an AC or RC mission. If it is an AC mission, direct coordination to the requesting element may be permitted. If it is an RC mission, then the respective senior CA CAPSTONE has priority for support and the unit is identified.

STAFF PLANNING CONSIDERATIONS

The G5 is responsible for CA planning and coordinates with all other staff sections to ensure adequate planning and execution of its activities in support of the overall military operation. This coordination ensures support for and from CA units and activities in the overall OPLAN. The CA annex to the OPLAN outlines relationships with local authorities and the local population. It also outlines the conduct of CA operations. The senior commander delegates appropriate CA tasks to subordinate commanders.

CA operations involve functions and considerations that may not be obvious to the operations planner. Factors that influence the concept of operations include—

- National policy and DOD guidance.
- The manner that may best contribute to the command's overall mission.
- Coordination of CMO with other operations.



1 Receive Mission

All unit staff members receive briefing from higher headquarters. Request additional information as required.

2 CDR's Mission Analysis

Commander conducts initial mission analysis. Commander and staff exchange information to formulate planning guidance. Their efforts involve identifying tasks to be performed, commander's general concept and desired end state, and constraints on unit actions.

3 CDR's Planning Guidance

Commander gives restated mission, which results from initial mission analysis. The restated mission will become the basis for future estimates, will be paragraph 2 (Mission) of the operation plan or order, and will be included in the commander's mission concept. Commander communicates initial planning guidance and general concept of the operation, which may include COAs to be developed or eliminated. Planning guidance provides a common start point for subsequent staff planning as well as a clear statement as to desired end state.

4 Staff Mission Analysis

Unit members conduct detailed mission analysis. If COAs have been provided, they can be analyzed and evaluated during the process. If COAs have not been identified, this process can assist in their formulation.

5 Staff Estimates

Staff members conduct estimates in assigned areas of responsibility, identify factors that affect formulation, analysis, and comparison of COAs, and analyze the influence of factors on mission accomplishment. This process results in conclusions and recommendations that identify feasible COAs. Members continuously exchange information and coordinate within the staff to ensure the concurrent development of feasible COAs for consideration by the commander. Conduct BOS check. Continue IPOA.

6 CDR's Estimate

Commander analyzes and validates alternate COAs tentatively considered feasible. Commander selects or modifies COA. Consider METT-T and SO Imperatives.

7 CDR's Decision Intent

Commander briefs decision, intent, and concept to staff and to higher headquarters and supported CDR. Intent is the commander's general description of how he visualizes the conduct of the operation to achieve his previously defined end state. It should include priority of effort, constraints, statement of RISK acceptance, and end state. The commander's concept is the specific visualization of the operation from start to completion. The concept should be in sufficient detail so that unit leaders understand exactly what they must do and, if necessary, execute the operation without further instructions. It should include task organization, mission tactics and procedures, control measures, and support.

8 Prepare Plan/Order/ Briefback

Staff members prepare plans or input for plans within their area(s) of responsibility. Through these plans, unit members develop the chosen COA to accomplish the given mission. Orders are prepared as required and briefed to the XO/Chief of Staff. Staff members provide input for Operations Order.

9 Staff Supervise

Supervise execution of mission by subordinate elements.

Figure 8-2. Mission planning process.

- U.S. logistics capabilities and the potential shortfalls that FNS may support. Planners must carefully consider the risks involved in logistics planning using FNS resources. They should also consider how to use U.S. supplies to support CMO.
- CA units and civilian activities supporting tactical operations. If CA specialists or units are not available, CA support may be limited to AC units and individuals from the staff of the major support command or from units that may be employed in CA roles (Figure 8-3).
- FNS requirements for CSS operations and the capabilities in the AO to provide such support.
- Support agreements, MOUs, and SOFAS that must be coordinated with the legal advisor.
- Support for DC operations, to include coordination with PVO, IRC, and UN and other organizations.

The ultimate success of CA operations depends on local popular support. Successful CA operations also depend on PSYOP and PA support. Conditions affecting CA planning that must be considered are—

- The basic aspects of political authority and economic organization prevalent in the country.
- Culture of the community, social organizations and institutions, and forms of expression.
- Forms of social relationship and leadership among inhabitants, national and local traditions, occupational patterns, national and religious observances, sacred or forbidden places, and similar sensitive considerations.

NOTE: In the absence of CA specialists, commanders may designate other personnel to perform CA special functions. The chart below is an example of these collateral functions.

	Special Forces ODA	Special Forces ODB	BN & Gp	Major Support Command	Corps, Division, Brigade,Regiment, Battalion
1. Government Functions:					
a. Public Administration	CDR	XO	DCO/XO	ACofS, Personnel	G/S 1
b. Legal	-	-	SJA	SJA	SJA
c. Public Education	-	-	S3	ACofS, Personnel	G/S 1
d. Public Finance	-	-	S1	ACofS, RM	Comptroller/RMO
e. Public Safety	18Z	SGM	CSM	ACofS, PMO	PMO/MP Unit Cdr
f. Public Health	18D	-	SURG	SURG	SURG
g. Public Welfare	-	-	S1	ACofS, Personnel	G/S 1
h. Labor	18Z	SGM	S1	ACofS, Personnel	G/S 4
i. Civil Defense	18B	18B	S3	ACofS, SOTI	G/S 3
2. Economic Functions:					
a. Economics and Commerce	-	-	RMO	ACofS, RM	Comptroller
b. Civilian Supply	18C	XO	PBO	ACofS, Materiel	G/S 4
c. Food and Agriculture	18D	-	SURG	ACofS, Materiel	G/S 4
d. Property Control	18C	18C	S4	ACofS, Materiel	G/S 4/PBO
3. Public Facilities Functions:					
a. Public Works and Utilities	18C	18C	ENG	ACofS, Materiel	G/S 4
b. Public Communications	18E	18E	CEO	ACofS, CE	CEO/Signal Officer
c. Public Transportation	18C	18C	S4	ACofS, Trans	G/S 4 DTO/CTO Support Plt Ldr
4. Special Functions:					
a. Dislocated Civilians	18OA	XO	S5	ACofS, PMO	PMO/MP Unit Cdr
b. Arts, Monuments, and Archives	-	-	S5	ACofS, Historian	G/S 1 / G/S 5
c. Civil Information	18F	-	PAO	PAO	PMO
d. Cultural Affairs	-	-	S5/CH	Chaplain	Chaplain

Figure 8-3. Military functions collateral to CA specialties.

- Attitudes toward the presence of occupying, liberating, or guest military forces. Troop behavior strongly affects this attitude.
- Effects of military operations, especially combat, on the population and the economy.
- Endemic diseases and geographic, climatic, and social factors that may affect the health of the command.
- CMO conducted in remote areas that may cause personnel to be vulnerable to hostile activities. These forces must be protected and provided with communications capabilities. CA units have only light arms and limited transportation and communications assets. Planners must consider these limitations and provide additional support where requited.
- Medical factors. For a discussion of medical planning factors refer to FM 8-55. For a discussion of medical planning factors for low intensity conflict refer to FM 8-42.

Planning requires extensive coordination and liaison with U.S. and foreign government agencies, international organizations, HN military, and all U.S. forces operating in the AO. Included in these requirements are attachment, assignment, or liaison with supporting PSYOP and PA forces. Using PSYOP and PA ensures U.S. forces in the AO receive positive publicity for their efforts. CA planners must consider PSYOP and PA and their effect as an integral part of the overall CA plan.

PLANNING FOR FOREIGN NATION SUPPORT

CA planners base FNS implementation on capabilities, reciprocal requirements, national policy, and international law. Theater or higher level plans establish basic policies and procedures for using FNS prior to conflict. These plans include estimates of initial U.S. force requirements and available resources. During conflict and war, senior CA staff officers provide information and recommend changes to the support requirements. They determine the—

- Extent of civilian relief and economic aid from the United States.
- Manner in which assistance is furnished.
- Degree of use of local resources, properties, and services to support military operations.

They also provide an assessment of civilian resources to support military operations. The CA commander continually estimates FNS requirements, allocations, and priorities in his AOR in coordination with supported CSS elements. He also develops plans and programs for the distribution, control, and coordination of requests from supported units. At the same time, he maintains records that reflect the current status of FNS operations. FNS includes HNS, support from third countries, and support gained in an occupied or liberated country that was under enemy control. The CA commander makes maximum use of the material resources, facilities, and services in the AO for supporting military operations. He recommends program changes based on continuing assessments of FNS capabilities.

G5 and G4 staff officers should consider the effects of procuring local items on the population and the area economy. Unless otherwise directed, commanders should begin economic rehabilitation only when resources are available in the command. The use of relief supplies is limited to minimum essentials to prevent disease, starvation, or such unrest as might interfere with military operations. The executive and legislative branches of the USG set specific policies as to the kind and extent of support U.S. armed forces are required (or permitted) to provide for each country concerned. Planning that leads to policy decisions should cover every contingency, such as mass movements of DCS into the theater of operations from countries outside the theater and their impact on support requirements.

The G4 determines the availability of military supply items to relieve civilian distress or rehabilitate the economy of a country where U.S. forces are present. The G5 staff officer determines specific requirements

for such supplies. Supplies for relief of distress in the combat AO normally are given a logistical priority second only to military supplies essential for combat. Planners must carefully integrate FNS with military logistical planning to ensure required shipping space within desired delivery times.

JOINT AND COMBINED PLANNING

The process of joint planning is continuous. It begins when a task is assigned and continues until the requirement for the plan is cancelled or the plan is implemented.

CJCS prepares strategic plans. He also provides for the preparation of joint contingency plans. Commanders of unified and specified combatant commands perform the CJCS contingency planning.

The JSPS identifies and allocates the military ways and means to achieve the national strategic objectives of preventing, deterring, and responding to armed confrontation. Through this formal means, the CJCS furnishes plans and direction for the armed forces. The JSCP provides military strategy guidance and task assignments to the commanders of unified and specified commands and the chiefs of the services for the accomplishments of military tasks in the short-range period (2 years). The JSCP directs the development of plans to support national security objectives. It also apportions major combat forces to the commanders of unified and specified commands. The JSCP is published biennially unless significant events dictate otherwise. For additional information refer to AFSC Pub 1.

The JOPES is used during joint operational planning in either deliberate or crisis action procedures to meet the tasks identified in the JSCP. It establishes procedures to assess military options and to develop executable OPLANs or CONPLANs. JOPES OPLAN format for the basic plan identifies annex "G" as civil affairs. For additional information refer to AFSC Pub 1.

Because of the unique nature of SOF, combined planning plays a substantial role in modem day events. Planning and execution of combined operations require mutual understanding, compromise, and close coordination. During combined planning, planners must consider the goals and objectives of the United States and its allies on mutual security and the military defeat of hostile forces.

The United States and its allies are also joint signatories to internal agreements covering the treatment of civilians and civil property. The ramifications of combined CMO cut across every aspect of political, economic, and social structures. In the NATO, areas of common agreement have been reached on CA organization and concepts of operation through STANAGs and other agreements. The military services of the United States and several of its allies outside NATO have achieved substantial understanding through bilateral and multilateral agreements similar to NATO STANAGs. These agreements endorse the principle of combined organizations and follow general CA policy guidelines.

PLANNING IN SUPPORT OF THE THEATER CAMPAIGN PLAN

Campaign plans are not included in the formal joint planning and execution system. Campaign planning is a deliberate planning process that occurs in peace and war. Through the vision of the CINC and in coordination with the country team, CA supporting plans support specific national goals and objectives. The planner must focus on the current situation and project for future operations. These supporting plans should mature as the situation develops and opportunities arise.

USG agencies and the FN have a prominent role during planning for CA operations. The CMO staff officer coordinates CA supporting plans with the DOS representative and the FN(s) affected to ensure compliance with U.S. and HN national objectives. A major challenge is gaining joint, combined, and interagency consensus. Interagency cooperation in CA operations is critical. Usually, the DOS and other USG agencies are participants with important, sometimes decisive roles. Success of strategic and/or CA

operational planning depends on definable U.S. objectives prior to commitment of the force package.

The national security strategy of the United States defines the strategic aim. Ideally, the CINC has considered political, social, cultural, psychological, economic, and military factors at the national level before giving strategic guidance. The strategic aim is subject to change or modification as national objectives change or the local or global situation changes.

Factors limiting planning for CA operations include constraints (what must be done) and restrictions (what must not be done). The extensive interaction with other nonmilitary assets may also control how resources are applied. This interaction is particularly important when political and diplomatic endeavors are in the lead in CMO planning. Planners must consider other USG agencies. They must consider limiting factors associated with the ability of the FN to accept and use U.S. technology and economic systems.

CA supporting plans support the theater campaign by clearly identifying the country's vulnerabilities and deficiencies. Once they are identified, CA planners must develop goals and objectives that will lessen the major vulnerabilities and neutralize the capability of the enemy to capitalize on them. They coordinate goals and objectives through the country team for approval by the U.S. ambassador.

When properly planned and coordinated, CA operations support other U.S. and allied agencies to achieve the desired condition(s). The operative word is support. Political, economic, and informational goals and conditions affect the sequence of CA operations. Planners must coordinate the application of time-phased CA operations with other U.S. and allied agencies.

A CA supporting plan contains several components—C^3I, logistics, SA, and the CA functional specialties. Joint, interagency, and combined relationships are inherent in the CA plan. Within each component of this portion of the plan are U.S. and allied military and civilian elements. Coordination and support must exist between each individual component. They ensure consistency of purpose and unity of direction toward the goals established for the overall CA supporting plan. See the format in Appendix E.

The available force structure and resources, together with the national CA strategy and combatant commander's theater strategy, normally provide the major impetus for CA planning. The execution of CA operations is immediate and continuous. Combatant commands must ensure force structure and resource requirements generated by the CA supporting plan are reflected in the appropriate documents (Figure 8-4) and given priority. The combatant commander's input should include CA requirements that influence—

- The long-term budget process.
- The near-term allocation of resources.
- Modification of the existing force structure.

During execution, the combatant commander must analyze all available feedback to improve and tailor the CA plan to the changing environment. Such analysis requires input from the DOS, the CIA, U.S. allies, and the Joint Center for Lessons Learned. The goal is to ensure all activities are focused on achieving national objectives.

National Military Strategy Document

Joint Military Net Assessment

Defense Planning Guidance

Program Objective Memorandum

Joint Program Assessment Memorandum

Integrated Priority List

Annual Integrated Assessment of Security Assistance

Figure 8-4. Documents requiring identification of CA requirements.

PREPARATION AND EXECUTION OF CA OPERATIONS

Preparation is based on the military mission. CA operations focus on the commander's intent and the specified tasks. CA planners require a thorough knowledge of CA TTP. They synthesize mission guidance, doctrine, and operational information during planning and during mission execution (Figure 8-5, page 8-13). The SO imperatives must be of primary consideration when preparing and executing CA operations.

Planning, Organization, and Deployment

Planning, organization, and deployment may occur simultaneously during preparation for CA operations. During crisis action for disaster relief and for contingency missions, all three will overlap. In the best case, deliberate planning and preparation are progressive. The organization of the CA force is based on the concept of the operation and finalized during the "plan development" phase of the deliberate planning process. Even when the military mission is U.S. unilateral, preparation is of an interagency nature. Support provided by USG, FNs, and international agencies is considered.

Strategic and Operational Level Planning and Coordination

Planning and coordinating at the strategic and operational levels lessen CSS assets and resources needed to support nonmilitary requirements. However, in noncombat AOs supporting national strategic objectives, military involvement in civilian matters may be directed and unavoidable. In any situation, military responsibility in government functions is relative to civil needs. CMO control or support is relative to the military need.

Tactics, Techniques, and Procedures

Well-planned and coordinated involvement in civilian matters best supports military operations. Increased involvement in nonmilitary matters detracts from the tactical commander's ability to accomplish specified combat tasks. The attitude and capabilities of civilians have a direct impact on the military's role in conducting CA operations. When the civil authorities are willing and able to administer to the civilians' needs, the military's responsibility is the lowest. If the civil authorities are unwilling or unable to administer to the civilians' needs, then the military's responsibility is the greatest. In the latter case, the need for military resources to support government operations also increases. Procedures used in CA operations incorporate military CSS and civilian procedures typical of commercial and government operations.

The Civil-Military Operations Estimate

Preparation of the CMO estimate is a continuous process. The CMO estimate supports CA planning and contains information on a designated area. The CMO estimate may be a written document at strategic and operational level. At the tactical level, the CMO estimate is more a mental process. CA planners collect and analyze data in advance. They update the estimate as required or when additional information becomes available.

CA planners must consider relevant political, cultural, and economic factors that affect operations. These factors are considered in the supported commander's potential COAs. Planners also compare these factors to each applicable CA functional specialty to determine which COA is best supported.

CA planners must estimate the probable effect of hostilities. Their estimates provide abase on which to plan for CA support requirements. A CMO estimate must give priority to information required by the mission. The planner organizes the data in an easily retrievable manner. He also ensures all functional areas impacting on the mission are addressed. Sample estimates are found in FM 101-5.

CA Operations and the Battlefield Operating Systems

The Army has adopted a schematic of the battlefield for strategic, operational, and tactical levels of war. BOS describe military operations in terms of general functions as related to the operating systems.

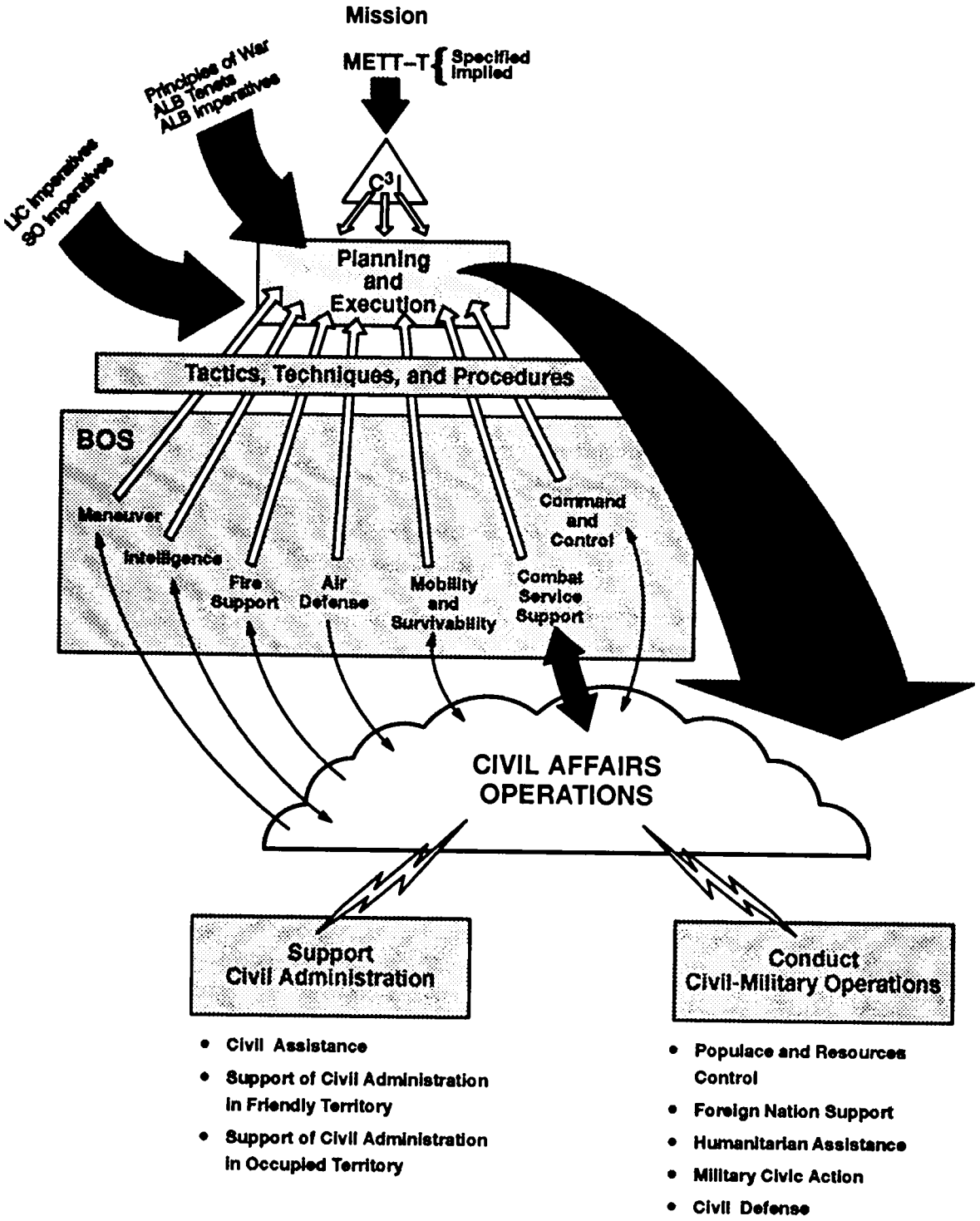


Figure 8-5. Planning and execution.

BOS are major functions at the tactical level of war that must be performed by the force to successfully execute operations. The seven BOS are used to systematically ensure elements of combat power are directed toward the mission. These battlefield functions of BOS are performed in the battle zone by Army units at corps level and below. CA operations are CSS systems and support BOS by their application to—

- ***Maneuver:*** CA units conducting PRC (DC operations, NEO) assist the tactical commander by freeing the battlefield for maneuver operations.
- ***Intelligence:*** CA commanders rely on the intelligence system in their planning process. CA personnel, through their interface with the local populace, expand the intelligence collection process through valuable information collection. All available resources and techniques to support the collection process should be exploited.
- ***Fire support:*** CA units have limited organic lethal fire support means (small arms). First consideration for CA elements is usually going to be in the formulation of protected target lists. Such lists consider things like population density, cultural or historic features, religious and medical facilities, and other factors. PSYOP are considered a nonlethal component of the fire support BOS.
- ***Air defense:*** CA personnel can assist the HN in developing an early warning system. In turn, this system can support our defense system through various PRC measures, (curfews, travel restrictions).
- ***Mobility and survivability:*** CA unit mobility may be limited due to mobilization constraints. However, they do have the ability to procure through the HN local resources (transportation—buses, trains, and other means) if available. CA personnel rely on the same measures as GP forces for their survivability (NRC defense measures, physical and operational security, C^3I).
- ***CSS:*** CA operations are considered a component of CSS BOS. PRC, FNS, and civil defense can effectively supplement the logistics needs of the supported military unit. CSS may be considered a critical item as related to ensuring long-term sustainment of the operations.
- ***C^2:*** The CA C^2 system performs the same as conventional military C^2 systems. At the tactical level of war, most CA units will be assigned or attached to a corps, division, etc. The service CA headquarters, be it a CA command or brigade, will command other CA units, provide staff support to other services as required, and serve as facilitator, coordinator, and advisor to "other" subordinate CA units.

CA units are users and producers in the BOS. CA planners require a functional understanding of the battlefield structure and the relation to BOS. (See Appendix F.)

Liaison

CA operations area result of deliberate planning. During execution of military operations, CA units will establish and maintain liaison. Such liaison supports the military mission. It also facilitates restoration to precombat conditions. CA personnel advise supported commanders and their staffs of the civil-military situation and negotiate with nonmilitary organizations for support.

Planning for Collective Training

Planning done for collective training is the basis for the execution of operational missions. CA units that do not train regularly with their supported units and/or headquarters are excluded from the organization for operational missions. Some collective training activities that support CA preparation for operational missions are found in Appendix G.

Staff Interaction

Staff interaction with the G5 and/or CMO officer and the CA unit commander is essential. The G5 and/or CMO officer is the principal staff planner for the commander and acts as liaison between the military forces, civil authorities, and people in the AO. The senior CA commander provides the support needed to coordinate CA activities in the AO. A close relationship in this staff area is critical for the execution of CA operations.

Chapter 9

Employment Of CA Forces

Leaner U.S. military forces will be challenged by a growing number and variety of potential threats. CA forces offer the NCA and the unified commanders unique capabilities that, when focused and properly integrated, support and advance U.S. security interests. Highly trained CA forces offer their own brand of versatility that is uniquely applicable in a changing, ambiguous international environment.

The capability to either forward employ CA forces or maintain them in the United States for rapid projection provides significant flexibility to U.S. defense planners. In most developing countries. there are discrete economic, social, and security problems that affect both the quality of life and a government's ability to function. Helping a country meet the basic needs of its populace is the crux of any nation assistance effort. CA forces are particularly adept at tasks that require cultural familiarity. language skills, and long-term commitment.

PEACETIME ENGAGEMENT

In a major address in Aspen, Colorado, President Bush formally outlined an evolving policy he called "peacetime engagement." With the demise of the Soviet Union, U.S. strategic focus has changed from bipolar confrontation and the possibility of global war to a multipolar world of regional and transregional threats. The President set the stage for anew framework for our national security when he stated that—

> "What we require now is a defense policy that adapts to the significant changes we are witnessing, without neglecting the enduring realities that will continue to shape our security strategy. A policy of peacetime engagement every bit as constant and committed to the defense of our interests and ideals in today's world as in the time of conflict and the Cold War."

The Secretary of Defense built upon the Resident's statement, saying that—

> "TO help deter low-intensity conflicts and promote stability in the Third World, we must have

innovative strategies that support representative government, integrate security assistance, and promote economic development. Our approach for doing this is peacetime engagement—a coordinated combination of political, economic, and military actions, aimed primarily at counteracting local violence and promoting nation-building."

Peacetime engagement reflects a shift from global to regional crisis management. It puts a premium on regional politico-military problem solving and operations short of war. Successful implementation of peacetime engagement requires the United States to be proficient in four security mission areas. These areas are—

- Diplomacy and its support.
- Precrisis activities.
- Force projection and crisis response.
- Postcrisis activities.

CA forces are particularly well suited to implement such a policy. They have clearly demonstrated the capability to respond effectively to short-notice contingencies and have shown they can conduct the wide range of actions required to—

- Deter regional conflict.
- Combat terrorism, insurgences, and drug trafficking.
- Promote nation-building.

CA forces have proven themselves equal to the task in Panama, Kuwait, and Bangladesh and in developing nations worldwide. Considering peacetime engagement requirements in the future, the opportunities for employing CA forces are great.

CA VERSATILITY

CA forces are versatile, ready, and uniquely capable of operating in all politico-military environments. They can be used in—

- Training during peace.
- FID and nation assistance operations requested by allies and international partners.
- Full-blown conventional warfare.

In peace, CA forces can be used as instruments of national policy. They can be used to help promote international stability, foster economic and political pluralism, and reduce conditions that create human misery and fuel insurgences. They can be employed in a variety of roles where political constraints restrict the use of high-visibility GP forces. In conflict situations, CA forces area combat multiplier that, when integrated with GP forces, maximize force potential and capability.

CA forces are forward employed from the grassroots level—where the problems art-to the ambassadorial level, providing advice and assistance and coordinating requirements. For example, CA forces provide assistance and training to FN forces and officials, when requested, by—

- Assisting doctors and medical officials in disease prevention and child health care.
- Caring for and feeding DCs.
- Supporting the CD fight.
- Assisting HN FID activities through military to military training programs.
- Integrating with GP forces engineer units and HN forces to build schools, roads, and medical facilities.

EMPLOYMENT RELATIONSHIP

CA units are an essential part of the total Army concept and provide critical CS and CSS across the operational continuum. The criteria for employing CA include the basic one-word questions found in Figure 9-1, page 9-3. CA units are CAPSTONE aligned and regionally oriented. A particular CA unit may focus on several different countries within its region. The various environments in each country may span the operational continuum. For example, CA forces may support conventional operations in a country at war. They may at the same time support HA in bordering countries and assist in FID in another country.

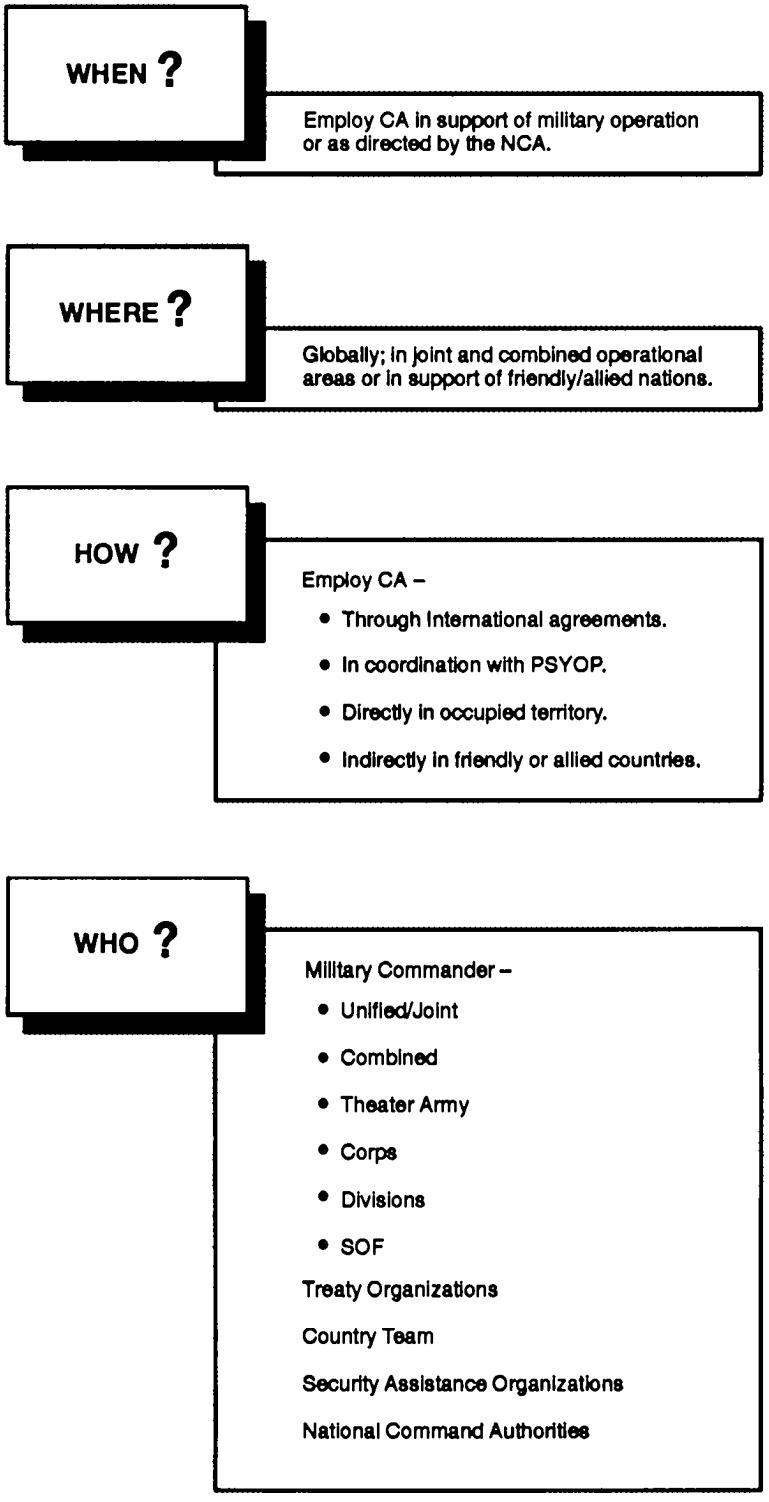


Figure 9-1. CA employment criteria.

CA forces may be employed in part or in whole. CA commanders can task organize their units at the lowest level. This ability allows CA commanders to concentrate specific CA capabilities in support of specific problems as well as maintaining support of the overall operation.

CA units may be employed in DS of specific supported units or in GS of several supported units. CA relationships to supported units provide overlapping CA support as required during operations. CA units in a DS role provide general CA (generalist) support while retaining the organic capability to provide direct CA (specialist) support in a GS role. For example, a CA unit in direct support of a division task organizes to provide CA generalists to each divisional brigade in a DS role and to provide CA specialists to all the divisional brigades in a GS role (Figure 9-2).

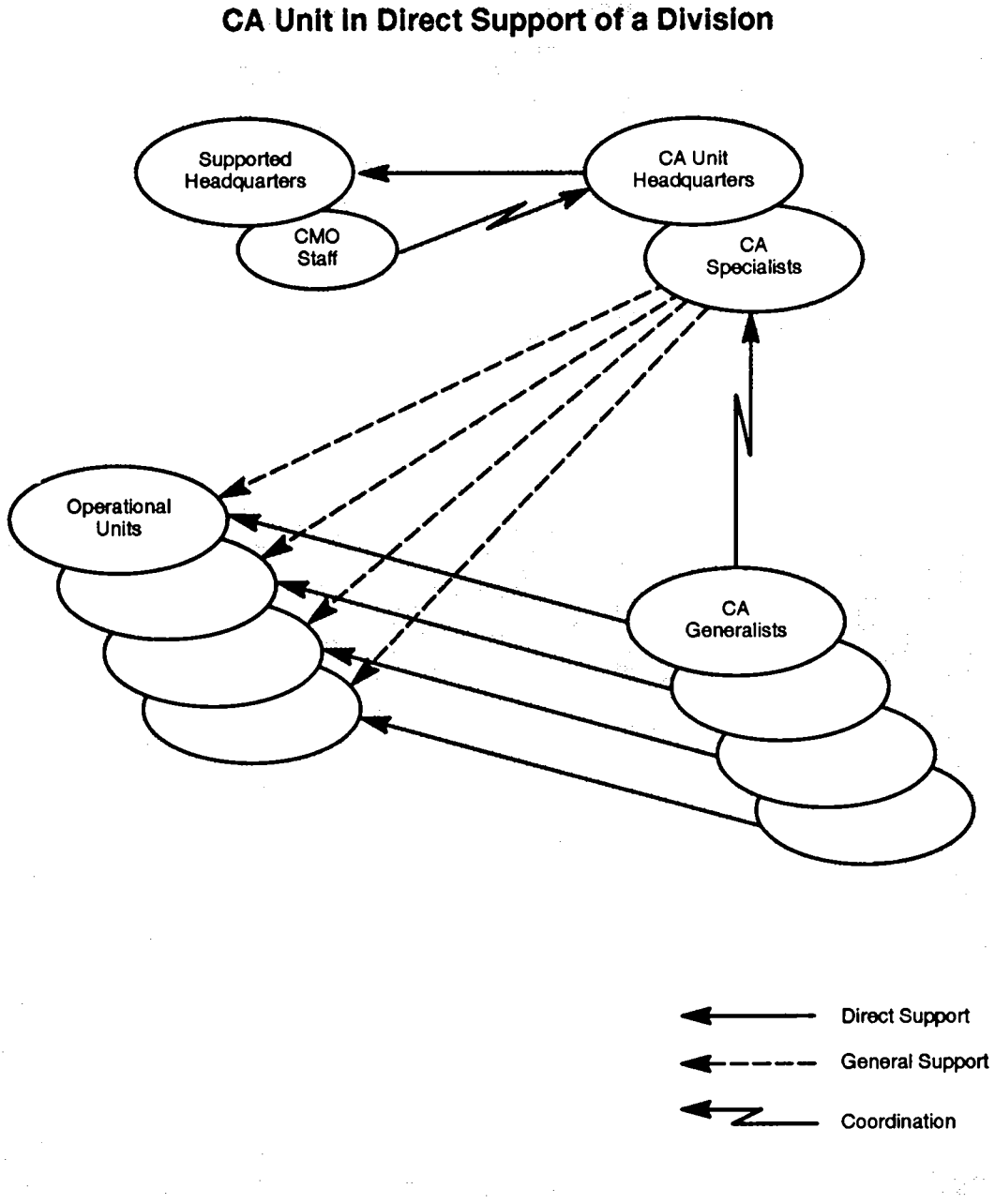


Figure 9-2. CA relationships to supported units.

EMPLOYMENT OF RESERVE COMPONENT CA FORCES

The greatest contributing factor to CA capabilities is the inherent civilian occupational skills acquired through the RC. CA forces are primarily in the RC for this reason. The authority to mobilize RC forces for military operations lies with the President. The mobilization of whole RC CA units in the past has been during preparation of war only. However, CA units train for all environments.

One of the greatest obstacles to RC CA employment is that RC CA units normally do not mobilize during peace. To overcome this obstacle, RC CA units deploy CA teams for short-term operations. They can rotate these teams to overcome other obstacles such as providing CA support to long-term projects. In the past, RC CA forces were employed during short-term contingency operations on a volunteer basis. Individuals having a specific civilian occupational skill were selected for short-term active duty tours as needed.

EMPLOYMENT OF ACTIVE COMPONENT CA FORCES

AC CA forces are forward employed worldwide maintaining the effective mix with their corresponding RC structure. As RC CA teams rotate during long-term projects, forward employed AC CA forces maintain the rapport with their respective FN, U.S., and outside agency counterparts. They can maintain sustainment and depth during CA operations. AC CA forces can be rapidly projected to support the first U.S. forces to arrive during all U.S. military operations. These AC CA forces can then be sustained by follow-on RC CA forces.

FUTURE EMPLOYMENT

In a television interview following operation Desert Storm, General Colin Powell reported there had been twelve crises during his tenure as CJCS. He added, “I don’t know what the next crisis will be, but it will probably be humanitarian assistance.” His prediction came true with a coup in Haiti when hundreds of Haitian refugees attempted to emigrate. Again, U.S. CA units were task organized and deployed immediately to Guantanamo Bay, Cuba. Whatever the next crisis, CA forces used for planning and supporting U.S. military operations can avoid repeating mistakes of the past. When given an operational mission, military commanders must challenge their supporting CA units to enhance the military effort and promote legitimacy of the military mission.

Chapter 10

Civil-Military Operations

U.S. law, including the laws of a state, territory, possession, or other political subdivision of the United States, governs the legal aspects of CMO. Provisions of a foreign state's law may impact on CMO. In some cases, a bilateral or multilateral agreement, including an agreement concluded without the formalities required of treaties, governs CMO. A rule or law established by custom or by a rule of international law may also govern CMO.

CMO OBJECTIVES

CA personnel and units support CMO during the planning and conduct of operations. CMO normally support military forces but may be directed by the DOD because of emergency situations or unique capabilities of the military. In all situations, a positive, progressive CMO plan is the best action to achieve military objectives. CMO are conducted to-

- Enhance military effectiveness.
- Support national objectives.
- Reduce the negative aspects of military operations on civilians.

During military operations, the commander must observe all international obligations IAW U.S. policy and the law of war (see FM 27-10). CMO help the commander fulfill his responsibilities to the civil government and economy of the area. CMO also help the commander's military operations through support or control of local agencies in implementing measures to—

- Create, restore, and maintain public order.
- Safeguard, mobilize, and use local resources (such as labor, supplies, and facilities) for tactical or logistical purposes.
- Control diseases that might endanger the military force.
- Minimize civilian interference with military operations.
- Ensure the equitable distribution of humanitarian supplies and services.

CMO play a key role in achieving national objectives through military operations. The growing world population, coupled with arise in urbanization, has increased contact between U.S. forces and local civilians (Figure 10-1). All military forces have the capability and potential to conduct CMO in support of the mission. There are five types of mission activities that make up CMO FNS, PRC, HA, MCA, and civil

defense (Figure 10-2). Each operation has a specific purpose in support of the military mission or national objectives. Some CMO may appear similar but have limitations that make them unique. These activities support the commander's mission accomplishment. The degree of military and civilian control is relative to the importance of the military objectives or security needs.

- Real battlefields have civilians.
- International law impacts on military operations.
- Leaders and soldiers must train in CMO.
- Soldiers must understand the impact civilians can have on the unit's ability to accomplish its mission.
- All CMO begin at the strategic level.
- CMO at the operational and tactical levels are essential to terminating wars on terms favorable to U.S. and allied interests.
- Active duty CA units provide immediate response in crisis action.
- USAR CA units provide the full range of skills required for government support.

Figure 10-1. Civil-military philosophy.



Figure 10-2. Support to CMO mission activities.

FOREIGN NATION SUPPORT

The preferred means for closing the gap in CSS requirements is to get appropriate goods and services locally. This acquisition is accomplished through FNS. FNS refers to the identification, coordination, and acquisition of FN resources such as supplies, material, and labor to support U.S. forces and operations. In some theaters, specific terms describe categories of FNS. HNS refers to support provided by a friendly country for U.S. military operations conducted within its borders based on mutually concluded agreements. HNS includes the planning, negotiations for, and acquisition of such support. In the Pacific theater, this support is known as FANS. In NATO, this support is known as CIMIC. FNS may also include support from countries that have no mutual agreements.

CA Role in FNS Acquisition

In sustained warfare, CSS capabilities seldom meet supply and service requirements. Through its intermediary role, CA personnel identify and help acquire foreign nation goods and services to support U.S. forces and operations OCONUS. FNS helps the commander fulfill his wartime mission. It also adds to the local populace's trade and employment opportunities.

Some FNS methods may not be universally applicable. FNS will also differ based on the politico-military situation. Factors that influence this situation include the—

- Type and intensity of conflict.
- Existence of agreements to provide support.

- FN's capability and willingness to provide support and its degree of control over the civilian populace.

When CA personnel and CSS elements deploy early, support procured from foreign nations will shorten the logistics tail. Acquisition of FNS requires—

- Logistics planners to identify projected shortfalls.
- CA planners to determine available goods and services within the theater.
- Negotiations for such support.

Depending on the level of support available, CA responsibilities include identifying resources, assisting other staff agencies (for example, S4, property book officer) with their ad hoc requests, and activating preplanned requests for WHNS.

In many countries, CA elements contact businesses and government agencies directly to establish working relationships for obtaining support. In countries with territorial forces structured to support allied troops on their sovereign territory, CA elements will work through the territorial forces. Goods and services are procured through—

- Civilian or military channels in a country that requests U.S. troops (a HN).
- Civilian sources in an occupied area (with proper compensation).
- Capture of enemy government-owned material.
- A third country that can provide such support more readily than through LOC back to CONUS.

FNS Concepts

In the execution of FNS procurement arrangements, a distinction is made between support procured by predeployment agreements and support obtained on an ad hoc arrangement. Most FNS is obtained by agreement, but HNS is usually obtained before forces arrive in theater.

Host Nation Support

A HN is a nation in which representatives or organizations of another state are present because of government invitation or international agreement. The term particularly refers to a nation receiving assistance relevant to its national security. The United States views a HN as a friendly nation that has invited U.S. forces to its territory. HNS includes all civil and military support a nation provides to allied forces located on its sovereign territory, whether during peace or war. HNS is based on agreements that commit the HN to provide specific support according to prescribed conditions. HNS maybe provided at various levels, including from nation to nation, between component commanders, and between major commands, as well as at lower command levels.

Support arrangements during peace are viable sources of HNS when authorized by formal agreement. Although preferred, a formal agreement is not necessary for obtaining HNS. The United States negotiates bilateral agreements with HNs to procure these services to support stationing and combined exercises during peace and to prepare for CSS in time of conflict. The HN provides the types and volume of support IAW these bilateral agreements and the laws of the HN, based on its capability to provide such support. The United States and HN agree on reimbursement for support during the negotiation process.

Civil-Military Cooperation

CIMIC includes all actions and measures taken between NATO and national commands and/or headquarters and HN civil authorities during peace, conflict, or war. It also includes the relationship between allied forces and the government authorities of the respective nations on whose territory armed forces are stationed and will be employed.

CIMIC stems from the need to uphold and respect the sovereignty of the NATO nations and from constraints in the forward basing of U.S. and other sending state units. CIMIC missions vary according to the location of forces in the COMMZ, RCZ, and FCZ.

In NATO, logistics remain a national responsibility. During war, the acquisition of HNS under CIMIC consists of two types of support-preplanned and ad hoc. Preplanned HNS is negotiated during peace and culminates in a formal, signed document. It outlines the support agreed to by the HN as "reasonably assured" during war. Ad hoc requests are anything outside the signed agreement. Normally these requests are presented to the HN during war, but the support cannot be "reasonably assured."

Friendly and Allied Nation Support

PACOM CA assets developed a data base system for FANS. The system assesses all types of support potentially available for acquisition by U.S. forces deployed anywhere in PACOM. The system is transportable and user-friendly. FANS can meet joint service requirements as easily as U.S. Army requirements, The successful FANS program integrates all supply and materiel codes used within the supply system. If the user has a valid supply number, he can access the information requested. FANS requires ongoing resource surveys for each country within PACOM. Because infrastructure assessments are part of CA area studies, CA elements can provide this service.

Central Command FNS

CENTCOM stores HNS resources data, similar to PACOM's FANS, in a central commercial data base system. To match needs with available resources, the system assesses all types of CENTCOM resources potentially available and the TA's critical requirements. It includes every aspect of CSS including foreign personnel, housing, food, water, transportation, and port facilities.

Southern Command FNS

CA teams support SOUTHCOM by reinforcing the joint U.S. SAOs in Latin America, These CA teams help further U.S. objectives that are consistent with bilateral agreements with each individual HN. Their FNS role is to—

- Secure air, water, and land transit authorization for U.S. and other forces.
- Secure supplies to support U.S. and other forces.
- Secure temporary basing authorization for U.S. and other forces.

Planning Requirements

The warfighting commander's priority is combat forces. Sustaining combat operations on foreign soil most likely will require additional resources. To reduce the tail of the logistics system and to better meet the need for U.S. personnel and materiel, senior Army commanders must—

- Determine specific CS, CSS, and rear operations needs that can be met through the use of foreign resources.
- Assess and identify available assets for use during operations.
- Integrate this support into the overall C^2 systems.
- Designate POCs at each required command level to coordinate the acquisition of resources during peace, during mobilization stages (transition to war), and during war.

For all levels of conflict, the commander's logistics staff determines whether there is a shortfall in CSS capabilities. The CA staff analyzes the local environment and recommends suitable FNS functions and tasks for local sources. In a developed theater, CA elements may follow regional guidance and established HNS agreements to devise a set of preplanned HNS requests. In such high-troop density environments, CA operators routinely coordinate with proper HN agencies for the acquisition and delivery of HNS. HNS arrangements may range from an absence of any agreement to preplanned requests for specific services and supply quantities. The less developed the agreement, the more the CA element must assess and identify the resources.

For contingency operations, the commander has limited prior information to determine suitable and desirable FNS. Since there is rarely a total lack of usable local resources, imaginative use of available FNS assets increases the commander's logistical support without unduly depriving the local populace. Airlift constraints and the local infrastructure influence the degree of reliance that can be placed on local support. Similarly, if the projection of U.S. force proceeds in stages such as "base case," "deterrence case," and initial employment for warfighting, the demands on CA acquisition of FNS will also differ. The role of the G5, S5, or civil-military officer is to identify and coordinate acquisition of support from foreign resources. CA personnel in a friendly country aid the FNS process by providing liaison with local authorities

or military forces. In a developed theater, CA elements provide the single point of contact between U.S. forces and the foreign source of gods and services or a government representative responsible for such support. In less developed theaters, CA elements identify FN resources. They act as an intermediary to introduce logistics personnel to providers of goods and services. For areas in which there is no CA presence, CA area studies include an assessment of the availability of personnel and resources to support U.S. operations. Without a bilateral agreement by which a FN provides support to U.S. forces, the area assessment becomes the primary source of information on available foreign support.

The CA staff must analyze the overall situation to determine what FNS is appropriate. Before using FNS resources for specific missions, CA staff must evaluate or consider the following factors:

- Capability, dependability, and willingness of the nation to provide and sustain identified resource needs.
- Shortfalls in U.S. force structure as well as areas where the need for CSS units can be reduced by using FNS.
- Effect of FNS on the morale of U.S. soldiers and on the psychological condition of the local populace.
- OPSEC and reliability.
- Capability of U.S. forces to accept and manage FNS resources.
- Inherent risk that during war FNS may not be available in the type and quantity needed.

The use of FNS in contingencies require broad planning. Various situations may arise and several countries may become involved either as coalition partners or as sources of support. Some nations will consider support agreements not in their best interests or will be incapable of administering them. In such instances, peacetime planning for local resources may still be required to accomplish missions assigned to U.S. forces. The risk that FNS will not be available is a big factor in planning for such support.

Contingency planners will identify those areas in which conflicts are likely to occur, When the planners have identified those areas and nations, they request CA area studies. DOS, DOD, USAID, and other agencies can provide studies to analyze a country's capability to provide FNS.

Contingency plans for countries that have neither FNS plans nor agreements should provide for CA personnel to be among the first to arrive. They must rapidly identify locally available support and then help coordinate and integrate FNS into the logistics plan. Once FNS agreements have been concluded, CA personnel continue to serve as the link between the local activity and the supported units.

Sources of FNS

Once resource shortfalls and requirements have been identified, CMO staff officers then search out sources to fill those requirements. HN sources include government agencies and private citizens in the theater of operations. These sources include those discussed below.

Government Agency Support

Local government agencies build, operate, and maintain facilities and systems that can support U.S. requirements. Examples of such systems include utilities and telephone networks. Police, fire companies, and border patrols may also be available to support U.S. forces.

Civilian Contractors

Local national, third country, or U.S. contractors employing indigenous or third country personnel may provide supplies and services such as laundry, bath, transportation, labor, and construction.

Local Civilians

U.S. manpower needs range from laborers, stevedores, truck drivers, and supply handlers to more highly skilled equipment operators, mechanics, computer operators, and managers. The foreign national labor pool may provide personnel with those skills.

Type B U.S. Units

These units may be assigned to help perform FNS-type functions. They are configured to conserve U.S. manpower by substituting non-U.S. personnel in specified positions of selected units. The KATUSA

program is part of an FNS agreement in Korea and an example of a type B U.S. unit.

Indigenous Military Units

Local military or paramilitary units can support U.S. needs in war in functions such as traffic control, convoy escort, installation security, or cargo and troop transport and logistics area operations.

Local Facilities

U.S. forces may use local buildings or facilities for such things as hospitals, headquarters, billets, maintenance shops, or supply, These facilities maybe nationalized, come under local government control, or be provided by contractual agreement.

Area Support

A nation performs particular functions in a designated area or for a particular organization within its boundaries. Some examples are rail operations; convoy scheduling; air traffic control; smoke, decontamination, and NBC reconnaissance; and harbor pilot services. These services normally operate under government control by authority of national power acts.

Employment and Supervision of FNS

The senior U.S. Army headquarters normally supervises the employment of FNS through its subordinate C^2 headquarter. The degree of C^2 U.S. forces exercise over FNS depends on the type of FNS, the location, the tactical situation, the political environment, and the provisions of technical agreements. Some local military personnel rather than civilians may perform FNS functions because of the proximity of combat operations.

Functions Not Appropriate for FNS

Some activities cannot be accomplished through FNS. For security reasons and the need for U.S. national control, only U.S. assets will perform the following services and functions:

- C^2 of medical supply, service, maintenance, replacements, and communications.
- Triage of casualties for evacuation.
- Veterinary subsistence inspection.
- Law and order operations (U.S. forces).
- Control and maintenance of U.S. nuclear and chemical ammunition.
- U.S. military prisoner confinement operations.
- Accountability for and security of EPWs retained in U.S. custody.
- Medical supply accountability.
- Identification and burial of U.S. dead.
- Repair of U.S. nuclear weapons delivery sites.
- Patient administration.

Training

U.S. personnel, in particular CA personnel, must be trained in FNS procedures. Foreign language expertise for personnel performing FNS maybe require* if not, it is definitely encouraged. U.S. personnel must also be familiar with SOFAS and other agreements as well as command directives regarding behavior and relationships in the HN. They must be aware that their actions can enhance and promote FNS. They must also be cautioned against those actions that detract from a positive relationship.

POPULACE AND RESOURCES CONTROL

Civilian and military authorities exercise PRC. PRC operations provide security for the populace, deny personnel and material to the enemy, mobilize the population and material resources, and detect and reduce the effectiveness of enemy agents. Populace controls include curfews, movement restrictions, travel permits, registration cards, and resettlement of villagers. Resources control measures include licensing, regulations or guidelines, checkpoints (for example, road blocks), ration controls, amnesty programs, and inspection of facilities. Most military operations will employ some type of PRC measures. Although PRC measures may be employed by the services and other government agencies, CA personnel are also trained to support these agencies in PRC. Two subdivisions of PRC operations are DC operations and NEO.

Dislocated Civilian Operations

DC operations area special category of PRC. Planning and conducting DC operations is the most basic collective task performed by CA personnel. As a combat support task, the goal is to minimize civilian interference with military operations and to protect civilians from combat operations. The availability of military resources will probably be minimal. Therefore, additional agencies, including nonmilitary sources such as international aid organizations, may help CA personnel in DC operations. The use of multinational and voluntary organizations lessens the need for military resources.

Civilians

The control of civilians is essential during military operations. Commanders must segregate civilians from enemy EPWs and CIs to protect them as required by international law. Uncontrolled masses of people can seriously impair the military mission. According to U.S. policy, the area population, including DCs, is the responsibility of the civil government of the country in which they are found.

Legal Obligations

All commanders are under the legal obligations imposed by international law, including the Geneva Conventions of 1949, to provide a minimum standard of humane care and treatment for all civilians, to establish law and order, and to protect private property in their geographic area of responsibility. FM 27-10 and the SJA can provide additional information.

Categories of Civilians

U.S. forces must be prepared to deal with two distinct types of civilians during military operations: those who stay put and those who are dislocated.

The first category deals with those indigenous to the area and the local populace, to include civilian citizens from other countries. These civilians may or may not need help. If they can care for themselves, they should be told to stay put, or stand fast.

DCs are people who left their homes for various reasons. Their movement and physical presence can hinder military operations. They most likely require some degree of aid such as medicine, food, shelter, clothing, and similar items. DCs may not be native to the area (local populace) or to the country in which they reside. DC is a generic term that is further subdivided into five categories. These subcategories are defined by legal and political considerations:

- *Displaced person* —a civilian who is involuntarily outside the national boundary of his country in time of war.
- *Refugee* —a civilian who because of real or imagined danger has left home to seek safety.
- *Evacuee* —a civilian removed from his place of residence by military order.
- *Stateless person* —a civilian who has been denationalized or whose country of origin cannot be determined or who cannot establish his right to the nationality claimed.
- *War victim* —a classification created during the Vietnam era to describe those civilians suffering injuries, loss of a family member, or damage to or destruction of his home as a result of war. He may be eligible for a claim against the United States under the Foreign Claims Act.

The theater commander will define the above categories in coordination with the DOS, UN, allies, and the HN. Subordinate commanders must ensure that civilians within the AO are not erroneously treated as EPWs.

MP units have the responsibility of establishing routes, camps, and services for EPWs and CIs. CIs are those individuals who are considered security risks or need protection because of committing an offense against the detaining power (for example, insurgents, criminals, and other persons). CA units are responsible for DCs and must coordinate with the MP units to ensure separation of DCs from EPWs and CIs as directed by the Geneva Conventions.

Objectives and Principles of DC Operations

The primary purpose of DC operations is to minimize civilian interference with military operations. DC operations are also designed to—

- Protect civilians from combat operations.
- Prevent and control the outbreak of disease among DCs, which could threaten the health of military forces.

- Relieve, as far as is practicable, human suffering.
- Centralize the masses of DCs.

Although the G5 or S5 is the primary planner of DC operations, all military planners must consider DC operations in their planning. The following are principles of DC operations:

- The G5 or S5 must assess the needs of the DCs to ensure they receive adequate and proper help. He must also consider their cultural background and that of the country in which they are located.
- All commands and national and international agencies involved in DC operations must have clearly defined responsibilities within a single overall program.
- The planning and actual task accomplishment for DCs differ with each level of command.
- Coordination should be made with DOS, the UNHCR, and HN civil and military authorities to determine the appropriate levels and types of aid required and available.
- Outside contributions to meet basic needs are reduced as the DCs become more self-sufficient. DCs must be encouraged to speed this process.
- The G5 or S5 must constantly review the effectiveness of the humanitarian response and adjust relief activities as necessary, CA personnel must make maximum use of the many U. S., HN, third nation, and international assistance organizations (IRC, UNICEF, CARE, and other organizations). Their use not only capitalizes on their experience, it also reduces requirements placed on U.S. military forces in meeting the commander's legal obligations.
- Under international law, DCs have the right to freedom of movement, but in the case of mass influx, security considerations and the rights of the local population may require restrictions.

DC Operations Planning

Depending on the command level, the scope of planning and actual task implementation will differ, Except as specifically noted, planning considerations discussed in this chapter are applicable to any tactical scenario, including logistic operations for units located in the COMMZ.

The theater commander provides directives covering policies and procedures for the care, control, and disposition of DCs. This guidance will be based on national policy directives and other political efforts.

At the corps level, the commander integrates the theater commander's guidance with the corps' ground tactical plan. The driving force for DC planning must be generated at corps level. At division, COSCOM, and other subordinate command levels, the DC plan must—

- Allow for accomplishing the tasks assigned by the higher command echelon.
- Be within the restrictions imposed by the higher headquarters.
- Guide the subordinate commands in the handling and routing of DCs.
- Ensure that all concerned parties, including the fire support coordination center and S3 and G3 air, receive information on DC plans, routes, and areas of concentration.

DC plans support the OPLAN. As a minimum, DC plans must address—

- Authorized extent of migration and evacuation.
- Minimum standards of care.
- Status and disposition of all DCs.
- Designation of routes and control measures for movement control.
- Cultural and dietary considerations.
- Designation and delegation of responsibilities.

Handling Considerations

Care and control of DCs fulfill a double purpose. Care for humanitarian concerns is important to ensure the DCs receive at least the minimum essentials to subsist (for example, food, water, clothing, emergency medical aid). Movement control enables maximum mobility of tactical forces and minimizes civilian interference with military operations. CA personnel must establish movement control early, CA and other military units can use the techniques described below.

Standfast or Stayput Policy

Civilians must remain in the vicinity of their homes, and their movement is controlled. This policy assumes

a capability for enforcement, information dissemination, and emergency services. The standfast or stayput policy is not within the authoritative capability of U.S. forces. A HN may have one that we would support, but we do not have the authority or the right to enforce it.

Civilian Collection Point

The purpose of the CCP is to establish control and direction over the movement of the civilian populace. It is the primary control measure used to gain initial control over DCs. A CCP is temporary for small numbers of DCs until they can return to their homes or, if the tactical situation requires, move to a safer area. The CCP is established as far forward as possible during the flow of battle. Since it is temporary, screening will be quick. It may include screening for intelligence information and emergency assistance. Screening to segregate EPWs or allied soldiers from DCs must take place. Local civilians or civilian agencies (police, firemen) under the supervision of tactical or support troops or CA personnel could operate the CCP. MP become involved in DC operations when maneuver force mobility is threatened by refugee congestion along MSRs. They will be the first U.S. elements to address DC problems and will initiate actions aimed at restoring force mobility (Figure 10-3).

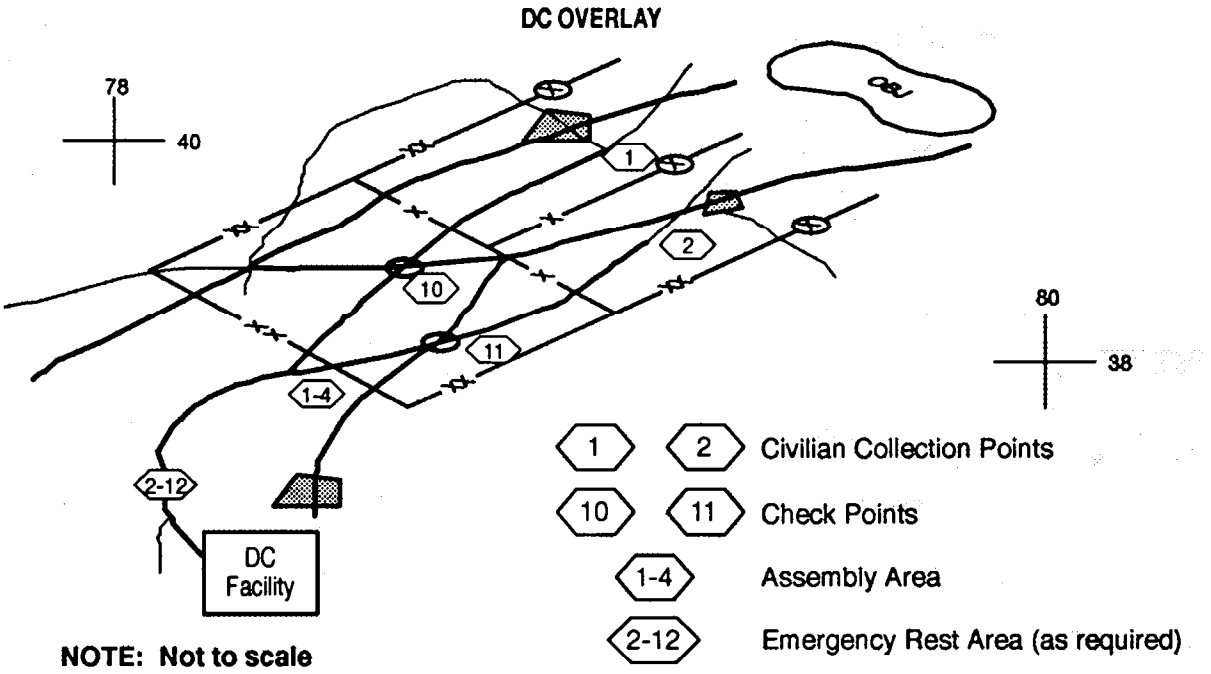


Figure 10-3. DC overlay.

Assembly Areas

An assembly area is a temporary holding area for civilians prior to their return to their homes or movement to a more secure area. Assembly areas are usually located in a secure, stable environment and may include buildings such as schools, churches, hotels, and warehouses. A consideration in selecting a specific area should include the ability to provide overnight accommodations for several days. Here, more detailed screening or segregation of the different categories of DCs takes place. Local civilians may operate an assembly area under the supervision of tactical or support troops or CA personnel.

DC Movement

In handling masses of DCs, directing and controlling their movement are vital. The G5 and/or HN authorities are responsible for mass DC operations. The MP may help direct DCs to alternate routes. If possible, HN assets should be incorporated in the planning and

used in implementation. At least five considerations with respect to movement are discussed below.

Selection of routes. All DC movements take place on designated routes that are kept free of civilian congestion. When selecting routes for civilian movement, CA personnel must consider the types of transportation common to the area. They coordinate these routes with the traffic circulation plan proposed by the transportation officer and military police.

Identification of routes. After designating the movement routes, CA personnel mark them in languages and symbols the civilians, U.S. forces, and allied forces can understand. U.S. PSYOP units, local agencies to include HN military, and other allied military units can help in marking the routes.

Control and assembly points. After selecting and marking the movement routes, CA and HN authorities establish control and assembly points at selected key intersections. The G5 or S5 coordinates with the provost marshal, MCC, and G4 for the locations of these points for inclusion in the traffic circulation plan (see Figure 10-3, page 10-9).

Emergency rest areas. CA personnel setup emergency rest areas at congested points to provide for the immediate needs of the DCs. These needs include water, food, fuel, maintenance, and medical services.

Local and national agencies. Use of local and national agencies is essential for three reasons. First, it conserves military resources. Second, civilian authorities normally have legal status and are best equipped to handle their own people. Third, the use of local personnel reduces the need for interpreters and/or translators.

Evacuation Planning

Evacuation creates serious problems and should only be considered as a last resort. U.S. doctrine states that only a division or higher commander can order an evacuation. When the decision is made to evacuate a community, CA planners must make detailed plans to prevent uncontrolled groups from disrupting the movement of military units and supplies. Mass evacuation planning includes-

- *Transportation.* CA planners plan for the maximum use of civilian transportation.
- *Security.* CA personnel help the G2 in security screening and documentation of evacuees. Since the civilians are being removed from the area where they can best take care of themselves, the military provides security for them after evacuation. The military also provides for the security of all civilian property left behind, including farm animals, pets, and other possessions.
- *Documentation.* In some circumstances, evacuees may need identification documents showing, as a minimum, name and locality from which they were evacuated. CA personnel manifest evacuees for movement as a control technique.
- *Briefing.* Before movement, the movement control officer briefs evacuees. The briefer uses leaflets, loudspeakers, posters, or other means available. This briefing explains the details of the move, such as restrictions on personal belongings, organization for movement, and movement schedules.
- *Rations.* For a movement lasting no more than two days, supply personnel issue rations to each evacuee at the time of departure or at designated points en route.
- *Health care.* The public health team makes maximum use of civilian medical personnel, equipment, and supplies to care for the health and physical well-being of the evacuees. Military medical personnel, equipment, and supplies can be used as supplements, if necessary. The public health team or surgeon's staff takes proper steps before the movement to prevent the spread of infectious diseases.
- *Return.* Evacuation plans also provide for the evacuees' eventual return and criteria for determining the duration of their absence.

Facilities

When large groups of civilians must be quartered for a temporary period (less than 6 months) or on a semipermanent basis (more than 6 months) CA units establish camps. HN personnel usually direct the administration and operation of a camp. CA units provide technical advice, support, and assistance

depending on the requirements. They may also furnish additional detachments and functional teams or specialists to resolve public health, public welfare, or public safety problems at any particular camp. Minimum considerations include—

- Camp control, construction, administration, screening, medical care, and sanitation.
- security,
- supply.
- Transportation.
- Information dissemination.
- Liaison with other agencies.

Camp Control

Control of the people is the key to successful camp operations. To meet U.S. obligations under international law, CA personnel ensure the efficient and effective administration of camps. Camp control also includes efforts to reduce waste and avoid duplication of effort. CA personnel must quickly and fairly establish and maintain discipline when administering DC camps. They must publish and enforce rules of conduct for the camp as necessary, Camp administrators will serve as the single POC and/or coordinate all camp matters within the camp and with outside organizations or agencies. Camp rules should be brief and kept to a minimum (Figure 10-4).

Barracks Rules

1. Barracks are assigned by the area teams. No changes in barracks are allowed except with the approval of the U.S. center's administrative staff. If you desire to change barracks, ask at the area office for permission. Do not move without permission.

2. Occupants of the barracks have the responsibility for maintaining sanitary conditions and physical condition of the barracks. Barracks chiefs will organize the residents to perform these tasks.

3. Trash cans must be emptied daily into the trash receptacles (dumpster) in the barracks areas and washed daily.

4. No food or cooking utensils are allowed in the barracks. Food cannot be taken from the mess halls (other than baby food and fruit).

5. No weapons of any sort are allowed in the camp.

6. No pets are allowed in the camp.

7. Barracks indoor lights will be turned out at 2300 each night. No radios, record players, or tape recorders will be played after 2300.

8. Children should not play on the fire escape; this practice is very dangerous.

9. Children should be watched and not allowed to wander out of the residence area.

10. Diapers and sanitary napkins should not be thrown in the toilets. They should be placed in the trash cans.

11. Children should not chase or play with the small animals seen in the center. These animals can bite and may carry diseases.

12. Barracks supplies can be obtained by the barracks chief from the area supply.

13. No smoking, electrical heating or cooking equipment, or open fires are allowed in the barracks.

NOTE: Similar rules were used in August 1975 at Indiantown Gap, Pennsylvania, in support of "Operation New Arrivals" and paralleled those rules posted in support of Panama's "Just Cause/Promote Liberty."

Figure 10-4. Sample barracks rules.

DC Camp Location and Construction

The most manageable number of persons in a camp is 5,000. This number of people helps to enforce control measures. It also lets CA personnel efficiently administer the camp and its population. The location of the camp is extremely important. Engineer support and military construction materials are required when camps are located in areas where local facilities such as hotels, schools, halls, theaters, vacant warehouses, unused factories, or workers' camps are not available. CA personnel must avoid those sites in the vicinity of vital communication centers, large military installations, or other potential military targets. The location of the camp also depends on the availability of food, water, power, and waste disposal. Additional considerations include the susceptibility of the area to natural or man-made

disasters (for example, flooding, pollution, fire), and the use of camp personnel as a source of local labor support.

The camp's physical layout is important. The main principle is to subdivide it into sections or separate compounds to ease both administration and camp tension. Each section can be used as an administrative subunit through which camp business will be transacted. The major sections normally include camp headquarters, hospital, mess, and sleeping ares. The sleeping areas must be further subdivided into separate areas for unaccompanied children, unattached females, families, and unattached males. CA personnel must also consider cultural and religious practices and make every effort to keep families together. Figure 10-5, page 10-13 shows a sample generic camp schematic.

CA personnel must also consider the type of construction. The specific type of construction needed to satisfy the needs of the particular DC operation varies according to the—

- Local climate.
- Anticipated permanency of the camp.
- Number of camps to be constructed.
- Availability of local materials.
- Extent of available military resources and assistance.

Whenever possible, DCs themselves or local agencies or government employees should construct the camp. Local sources will provide materials whenever possible IAW legal limitations. The supporting command's logistic and transportation assets will be used to acquire and transport required resources to build or modify existing facilities for DC operations. The supporting command will also furnish medical, dining, and other supporting assets to establish DC camps.

Administration of DC Camps

Because of the large numbers of DCs for whom control and care must be provided, using HN civilians as cadre for the camp administration is preferred. DCs should bc involved in the administration of the camp. Past military experience in DC operations shows that about six percent of the total number of DCs should reemployed on a full-time basis. If possible, CA personnel organize and train the cadre before the camp opens. Whenever possible, civilians should be obtained from public and private welfare organizations and employed under military supervision. Another point of emphasis concerns the problems that might stem from the state of mind of the DCs. The difficulties they have experienced may affect their acceptance of authority. They may have little initiative or be uncooperative because of an uncertain future. They may be angered because of their losses or resort to looting and general lawlessness because of their destitution. The camp administrator can minimize difficulties through careful administration and by—

- Maintaining different national and cultural groups in separate camps or sections of a camp.
- Keeping families together while separating unaccompanied males, females, and children under the age of 18 (or abiding by the laws of the HN as to when a child becomes an adult).
- Furnishing necessary information regarding the status and future of DCs.
- Making it possible for DCs to speak freely to camp officials.
- Involving the DCs in camp administration, work, and recreation.
- Quickly establishing contact with agencies such as UNHCR and the IRC for aid and family reunification.

Screening

Screening is necessary to prevent infiltration of camps by insurgents, enemy agents, or escaping members of the hostile armed forces. Although intelligence or other type units may screen DCs at first, friendly and reliable local civilians under the supervision of CA personnel can perform this function. They must carefully apply administrative controls to prevent infiltration and preclude alienation of people who are sympathetic to U.S. objectives. The insertion or the development of reliable informants is important in all but the most temporary camps. Intelligence collection by CA personnel would be under the staff supervision of the G2. The screening process also identifies skilled technicians and professional specialists to help in camp administration. Doctors, dentists, nurses, lawyers, schoolteachers, policemen, mechanics, carpenters, and cooks are but a few of the essential people needed.

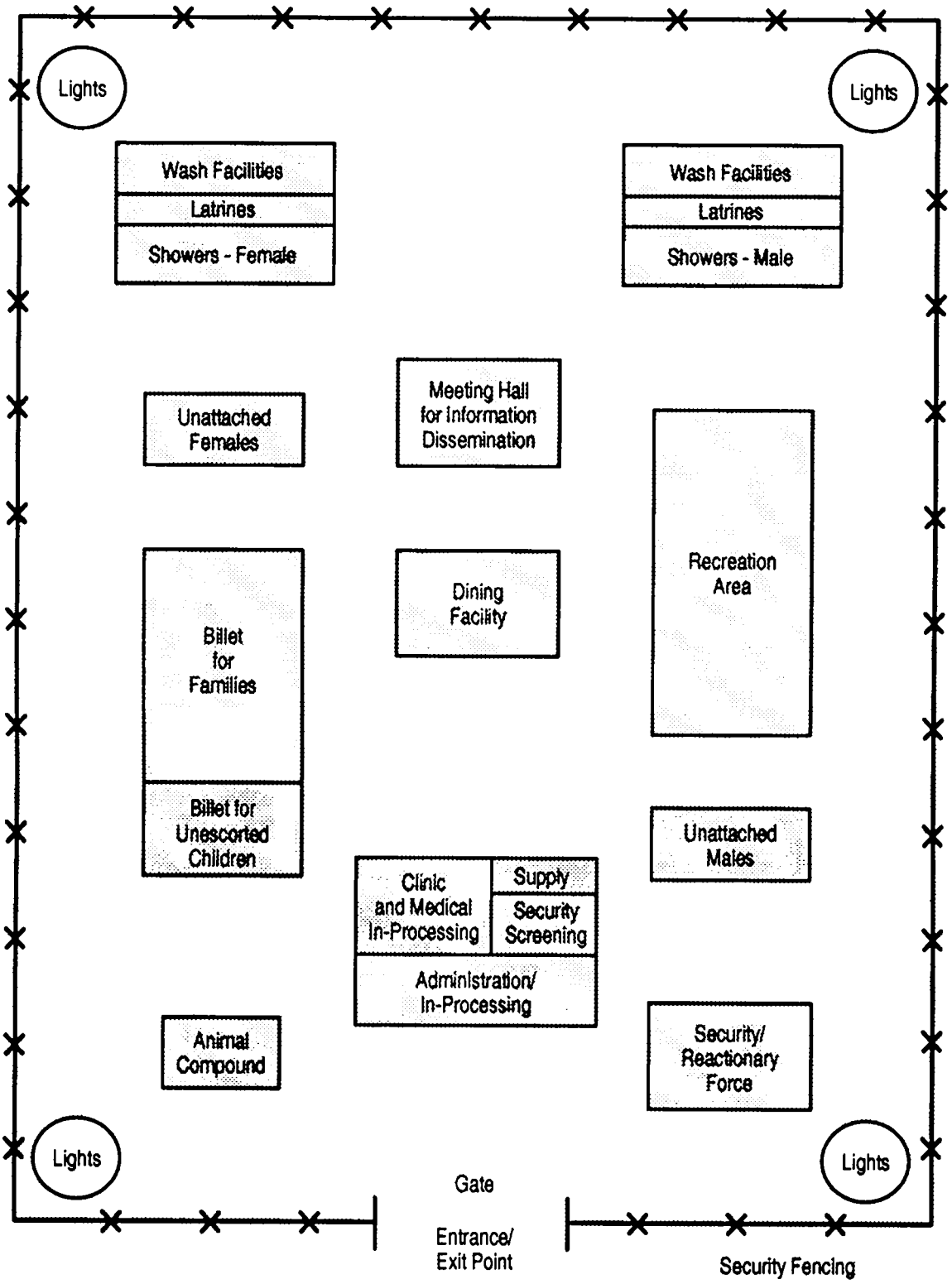


Figure 10-5. Generic camp schematic.

Medical Care and Sanitation

The need for medical care and sanitation intensifies in camp environments because of the temporary nature of the facilities and the lack of sanitation by the people. Enforcement and education measures must ensure the camp population complies with basic sanitation measures.

Supply

The camp supply officer or CA civilian supply specialist must coordinate in advance for food, water, clothing, fuel, portable shelter, and medical supplies. CA supply personnel must ensure that all food and water is inspected by U.S. medical personnel. The principle is to make maximum use of civilian and captured stocks. Where the United States is providing aid to the country, USAID, SAOs, or missions can be helpful. International organizations such as UNHCR and voluntary relief groups may also be useful. Support from U.S. military stocks should only be considered as a last resort and should not be relied upon.

Security

The camp security officer, supervised by the public safety team, provides camp security and enforces law, order, and discipline. Sources for security officers include local police forces, HN paramilitary or military forces, or U.S. military forces. Another potential source may be from the camp population itself. Police personnel within the population could be used to supplement any of the preceding groups or to constitute a special camp police force if necessary. It is necessary to maintain both internal and external patrols; however, security for a DC facility should not give the impression that it is a prison.

Transportation

The efficient administration of a DC camp requires adequate transportation assets. The camp movement officer or CA transportation specialist determines the type and number of vehicles required and makes provisions to have them on hand. He uses civilian or captured enemy vehicles whenever possible.

Information Dissemination

In the administration of any type of camp, dissemination of instructions and information to the camp population is vital. Communications can be in the form of notices on bulletin boards, posters, public address systems, loudspeakers, camp meetings and assemblies, or a camp radio station. CA civil information teams and area PSYOP units maybe able to help.

Liaison

Liaison involves coordination with all interested agencies. USG and military authorities, allied liaison officers, and representatives of local governments and international agencies such as the UN and IRC will be involved in relief and assistance operations.

Disposition

The final step in DC operations is the ultimate disposition of the DCs, although it must be considered early in the planning phase. The most desired disposition is to return them to their homes.

Allowing DCs to return to their homes as quickly as tactical considerations permit lessens the burden on the military and the civilian economy for their support. It also lessens the danger of diseases common among people in confined areas. When DCs return to their homes, they can help restore their towns and better contribute to their own support.

If DCs cannot return to their homes, they maybe resettled in their country or in a country that will accept them. Guidance concerning the disposition of DCs must come from higher authority and be coordinated with U.S. forces, national authorities, and international agencies (for example INS).

Noncombatant Evacuation Operations

The USG's policy is to protect U.S. citizens from the risk of death, injury, or capture when the host government is no longer able to provide adequate protection. In addition, the United States will attempt to provide protection and evacuation to certain designated aliens. The United States will employ military assets in an evacuation only when civilian resources are inadequate. NEO remove threatened civilians from locations in a FN and/or HN to safe areas or to the United States. Such operations are conducted under the direction of the DOS. DOS may request help in conducting evacuations to—

- Protect U.S. citizens abroad.
- Reduce to a minimum the number of U.S. citizens at risk.

- Reduce to a minimum the number of U.S. citizens in combat areas so as not to impair the combat effectiveness of military forces.

Evacuation, as referred to above, is the ordered or authorized departure of noncombatants from a specific area by the DOS, DOD, or the appropriate U.S. military commander. Although normally considered in connection with combat, evacuation may also be conducted in anticipation of, or in response to, any natural or man-made disaster.

CA forces are well suited for planning and conducting NEO by the nature of their mission. Military support of NEO involves contact with civilians, domestic and foreign—the key to most CA activities. CA activities in support of NEO include but are not limited to—

- Advising the commander of the CA aspects and implications of current and proposed NEO plans. Included are the writing of a CA annex to the U.S. Embassy NEO plan and respective theater plans.
- Supporting operation of evacuation sites, holding areas for non-U.S. nationals denied evacuation, and reception and/or processing stations,
- Assisting in the identification of U.S. citizens and others to be evacuated.
- Screening and briefing evacuees.
- Performing liaison with the embassy, to include acting as a communications link with U.S. forces in the operational area.
- Recommending actions to the commander to minimize population interference with current and proposed military operations.

Agency Roles

Support of NEO involves coordination with government agencies. The roles of these agencies are significant to the overall evacuation effort. The roles of several of these agencies are discussed below.

Department of State

DOS is the lead agency for planning and conducting NEO. The COM or other principal DOS officer-in-charge will have the primary responsibility for conducting evacuation operations. Every U.S. embassy is required to maintain a NEO plan. A copy of these plans is maintained by DOS in Washington, DC. The Washington Liaison Group will coordinate evacuation planning between DOS, DOD, and other affected agencies.

Department of Defense

A request to commit U.S. forces to conduct NEO would go from the ambassador or COM to the President. The senior DOS official in country would remain in charge of the evacuation.

Department of Health and Human Services

Under emergency conditions, DHHS is the lead federal agency for the reception and onward movement of all evacuees m the United States. Under less than emergency conditions and if requested by DOS, DHHS will provide support for non-DOD evacuees.

Noncombatant Status

DOD defines noncombatants as U.S. citizens who may be ordered by competent authority to evacuate. Noncombatants include—

- Military personnel of the U.S. Armed Forces specifically designated for evacuation as noncombatants.
- Dependents of members of the U.S. Armed Forces.
- Civilian employees of all agencies of the USG and their dependents, except as noted in the second bullet of the next paragraph.

Also classified as noncombatants are U.S. (and non-U. S.) citizens who may be authorized or assisted in evacuation (but not necessarily ordered to evacuate) by competent authority. This classification of noncombatant includes—

- Private U.S. citizens and their dependents.
- Civilian employees of USG agencies and their dependents who are residents in the country concerned on their own volition but express the willingness to be evacuated.

Other classifications of noncombatants include military personnel and dependents of members of the U.S. Armed Forces outlined above, short of an ordered evacuation and designated aliens, including dependents of persons listed above, as prescribed by the DOS.

Environments

NEO may be ordered for implementation in any one of three environments. The categories of these environments are described below.

Permissive

In a permissive environment, NEO are with the full help and cooperation of the affected nation. Evacuation of noncombatants is mutually beneficial to friends and allies. The political stability of nations granting authority to evacuate noncombatants is secure. An example of a permissive NEO was the evacuation of Subic Bay and Clark Air Base in the Philippines after the eruption of Pinatubo volcano.

Semipermissive

In a semipermissive environment, NEO are conducted where there is some overt or covert opposition to the evacuation. This opposition may come from the "host" government, from opposition forces, outside forces, or from all three. Usually, show of force (military) will be sufficient to maintain control of the situation.

Nonpermissive

An environment in which operations to prevent or destroy the NEO are occuring or can be expected to occur is nonpermissive. Forced entry by military forces into the AO maybe required, and as a minimum, combat operations to secure some evacuees can be anticipated. A good example of nonpermissive evacuation happened at the U.S. Embassy in Saigon, RVN, in 1975.

Embassy Evacuation Plan

There are usually five distinct phases involved with a U.S. embassy evacuation plan. They are shown in Figure 10-6.

- **Warning** — Turbulence is evident and U.S. citizens are alerted to the deteriorating situation. The situation could be the result of political or military events, or a natural disaster.
- **Standfast** — U.S. citizens are warned to stay inside their residences and consider preparing for possible evacuation. The unified military commander prepares to direct response teams as appropriate.
- **Evacuation Initiated** — U.S. citizens begin movement to their designated assembly areas and eventually reach the evacuation site.
- **Evacuation Completed** — All nonessential personnel have departed the HN. A skeleton embassy crew remains to protect U.S. property.
- **Embassy Closing** — The U.S. colors are hauled down and all remaining U.S. citizens are evacuated.

Figure 10-6. Embassy evacuation plan phases.

Priorities of Evacution

Personnel who require immediate medical attention always have the first priority, Priorities by groups and within groups are shown in Figure 10-7, page 10-17. The cardinal rule of an evacuation operation is not to break up the family unit if at all possible. Exceptions may have to be granted to maintain family integrity. For example, if a pregnant woman (Category B) insists on remaining with her husband (Category E), it is advisable to place the husband in the higher category.

Planning Considerations

NEO should be considered as a political last step because they send a signal to the world that the United States has lost faith in the ability of the HN government to protect U.S. personnel. The U.S. military only plays a supporting role in the implementation of NEO, Military commanders have primary reponsibility for the military involvement of the operation. This involvement could include support during all phases of NEO. Therefore, military planners must include elements of

intelligence as to terrain, weather, hydrography, designation and number of evacuees, and other information on the infrastructure of the area, to include dissidents. CA planners should play a major role in the planning process, stating with the preparation or review of existing evacuation plans and continuing through to implementation if necessary. CA operations can enhance the military efforts in support of NEO. NEO resembles DC operations, and the same planning principles apply. The major difference is that in NEO the DCs are U.S. citizens to be accounted for, protected, and evacuated to CONUS or other designated safe areas.

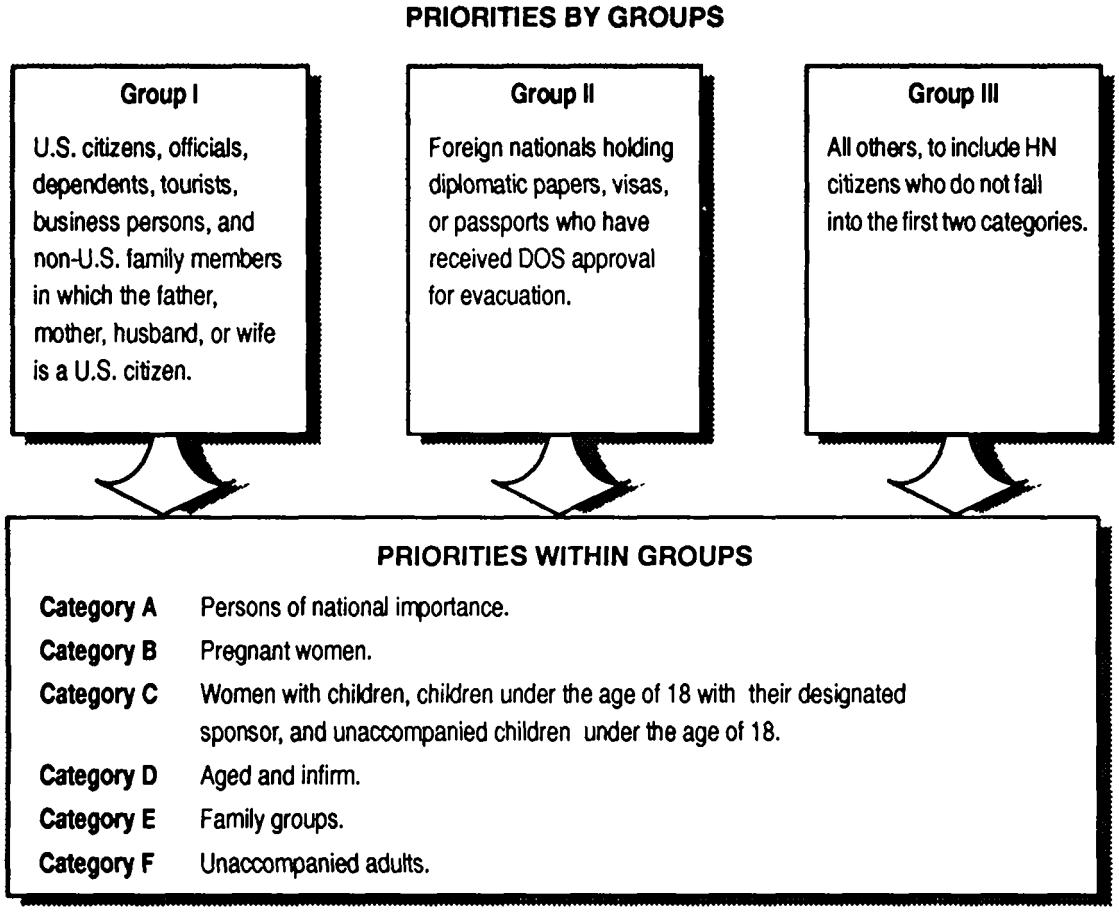


Figure 10-7. Evacuation priority categories.

HUMANITARIAN ASSISTANCE

HA encompasses short-range programs aimed at ending or alleviating present suffering. HA is usually conducted in response to natural or man-made disasters, including combat. See Chapter 8 for CA planning and preparation for disaster relief. HA is designed to supplement or complement the efforts of the HN civil authorities or agencies that have primary responsibility for providing HA. This type of assistance must complement without duplicating other forms of assistance provided by the USG.

The Office of the Secretary of Defense, Office of Humanitarian Assistance, executes a number of humanitarian and relief programs. Some forms of HA may not extend to individuals or groups engaged in military or paramilitary activities. HA is directed from

the strategic level, coordinated and managed at the operational level, and conducted at a tactical level. HA programs may be in support of MCA projects. HA is carried out through several programs such as disaster relief, NEO, H/CA, nation assistance, and DC operations. The CA community, having multiple masters, can assume the lead in initiating and coordinating these programs or assuming the role of facilitator. The U.S. military and the CA community can play an important role toward enhancing U.S. national security while improving international relations through DOD programs such as those described in the following paragraphs.

Title 10 Humanitarian and Civic Assistance

Title 10, USC, is the permanent authority for H/CA. In the past, the GAO reported to Congress that some H/CA conducted by the military was outside the authority of the law. As a result, the Stevens Amendment was enacted in 1985 and clarified conduct of H/CA as incidental to JCS-directed military exercises. Congress lifted some of the restrictions imposed by the Stevens Amendment in 1986. Title 10 now authorizes H/CA in conjunction with U.S. military operations whereas the Stevens Amendment is still restricted to JCS-directed exercises. The guidance and restrictions for H/CA as they exist at this printing are found in Chapter 20, Title 10, shown in Figure 10-8, page 10-19.

The objectives of H/CA programs are to serve the basic economic and social needs of the people of the HN and at the same time promote the support of the HN civilian leadership. To help achieve these objectives, CA planners must ensure that programs nominated have a benefit for a wide spectrum of the country in which the activity occurs and are self-sustaining or supportable by HN civilian or military. H/CA projects can help eliminate some of the causes of civilian unrest by providing needed health care; constructing or repairing schools, clinics, or community buildings; or by building roads that permit farmers to get their products to market.

The Title 10 H/CA program is administered by the regional commanders directly, with coordination and approval authority vested in the Office of Humanitarian Assistance. H/CA project nominations can originate in several ways. They can be nominated by U.S. military engineers or medical and CA personnel or be locally generated by the HN via the country team. Nominations are forwarded to the theater Title 10 H/CA representative for review and management control. Project nominations are consolidated at the theater level and forwarded to the SECDEF for approval. Stevens Amendment and Title 10 H/CA both require formal nomination and approval prior to implementation. (For sample H/CA project nominations, see Figure 10-8, page 10-19.) The project nominated must be reviewed by the HN and USAID. Both must certify that the project complements and does not duplicate other forms of social or economic assistance.

Stevens Amendment

The Stevens Amendment provides specific authority to use O&M funds to conduct H/CA only during JCS-directed or coordinated exercises overseas. Fuerzas Unidas Panama 90 was a prime example of an approved JCS exercise that received funding through enactment of the Stevens Amendment.

De Minimus Activities

De minimus or the “lowest level” funding provides authority to use unit operational monies to support local civic need when operating in the field. There is no specific dollar ceiling on the definition of De minimus. For example, a unit doctor could examine villagers for a few hours or administer several shots and some medicines; however, operations would not include dispatch of a medical team for mass inoculations.

Denton Amendment

The Denton Amendment is the only legal means for U.S. military aircraft to transport private cargo at no cost. This program is under Title 10, USC, Section 402 (Figure 10-8). It authorizes DOD to provide transportation throughout the world, as space is available, of goods and supplies donated by a nongovernment source intended for HA. Specifically excluded are supplies furnished to any group, individual, or organization engaged in military or paramilitary activities. The law has been interpreted to apply only to U.S. donors. Most requests for this type

CHAPTER 20, TITLE 10, U.S. CODE— HUMANITARIAN AND OTHER ASSISTANCE

Sec. 401. Humanitarian and civic assistance provided in conjunction with military operations.
Sec. 402. Transportation of humanitarian relief supplies to foreign countries.

§401. Humanitarian and civic assistance provided in conjunction with military operations.

(a)(1) Under regulation prescribed by the Secretary of Defense, the Secretary of a military department may carry out humanitarian and civic assistance activities in conjunction with authorized military operations of the armed forces in a country if the Secretary concerned determines that the activities will promote—

(A) the security interests of both the United States and the country in which the activities are to be carried out; and

(B) the specific operational readiness skills of the members of the armed forces who participate in the activities.

(2) Humanitarian and civic assistance activities carried out under this section shall complement, and may not duplicate, any other form of social or economic assistance which may be provided to the country concerned by any other department or agency of the United States. Such activities shall serve the basic economic and social needs of the people of the country concerned.

(3) Humanitarian and civic assistance may not be provided under this section (directly or indirectly) to any individual, group, or organization engaged in military or paramilitary activity.

(b) Humanitarian and civic assistance may not be provided under this section to any country unless Secretary of State specifically approves the provision of such assistance.

(c)(1) Expenses incurred as a direct result of providing humanitarian and civic assistance under this section to a foreign country shall be paid for out of funds specifically appropriated for such purpose.

(2) Nothing in this section may be interpreted to preclude the incurring of minimal expenditures by the Department of Defense for purposes of humanitarian and civic assistance out of funds other than funds appropriated pursuant to subsection (a).

(d) In this section, the term "humanitarian and civic assistance" means—

(1) medical, dental, and veterinary care provided in rural areas of a country;

(2) construction of rudimentary surface transportation systems;

(3) well drilling and construction of basic sanitation facilities; and

(4) rudimentary construction and repair of public facilities.

§402. Transportation of humanitarian relief supplies to foreign countries.

(a) Notwithstanding any other provision of law, and subject to subsection (b), the Secretary of Defense may transport to any country, without charge, supplies which have been furnished by a nongovernmental source and which are intended for humanitarian assistance. Such supplies may be transported only on a space available basis.

(b)(1) The Secretary may not transport supplies under subsection (a) unless the Secretary determines that—

(A) the transportation of such supplies is consistent with the foreign policy of the United States;

(B) the supplies to be transported are suitable for humanitarian purposes and are in usable condition;

(C) there is a legitimate humanitarian need for such supplies by the people for whom they are intended;

(D) the supplies will in fact be used for humanitarian purposes; and

(E) adequate arrangements have been made for the distribution of such supplies in the destination country.

Figure 10-8. Extract from Chapter 20 of Title 10, USC.

of assistance come during times of crisis and during the Christmas holiday season. This amendment is administered by the USAID Office of Private Voluntary Cooperation.

Excess Property Program

Congress gave the SECDEF authority to donate nonlethal DOD excess property to foreign governments for humanitarian purposes. This program is basically supply driven what comes into the supply system limits what is donated. All property is initially consigned to the DOS on arrival. Items such as clothing, tents, medical equipment and supplies, heavy equipment, trucks, and food are available through this program.

The McCollum Amendment

The McCollum Amendment authorizes the transportation and distribution of humanitarian relief for displaced persons or refugees. Section 2547 of Title 10, USC, and the DOD Appropriation Act give DOD the authority and funding to donate and transport humanitarian relief supplies on a worldwide basis. The Office of Humanitarian Assistance, while often formulating its own programs, responds to, and must coordinate with, the DOS to gain its formal tasking for all shipments. Initial inquiries concerning the applicability of transportation funds should be made to the Office of Humanitarian Assistance. These inquiries include information concerning the-

- Requirements identified by the COM.
- Damage and disruption suffered by the economy and institutions of the area.
- General welfare of the people.
- CA assets available.

The level of support rendered is tailored to meet the needs of the existing situation. In no case will it exceed—

- The foreign nation's request for help.
- Applicable international treaties and agreements.
- Limitations imposed by the law of land warfare.

Commander's Legal Obligations

Regardless of the circumstances under which U.S. forces are employed, international law obligates the commander concerning civilians, governments, and economics. Requirements are usually specified in agreements or the law of land warfare. Treaty obligations are set forth in the Hague Conventions of 1907, the four Geneva Conventions of 1949, and other documents. FM 27-10, DA Pam 27-1, and other service publications explain the commander's legal obligations.

MILITARY CIVIC ACTION

MCA projects are designed and intended to win support of the local population for government objectives and for the military. Properly planned and executed MCA projects result in popular support MCA employs predominately indigenous military forces as labor and is planned as short-term projects. MCAs are essentially U.S. military-to-HN-military projects where U.S. personnel are limited to a training and advisory role. The projects should be useful to the local populace at all levels in fields such as education, training, public works, health, and others contributing to economic and social development. Improving the standing of the military with the civilian populace is a positive by-product of MCA. MCA provides commanders greater flexibility than Title 10 H/CA.

The scope of MCA projects can be expanded to include military and paramilitary forces as benefactors of U.S. support in foreign countries. U.S. forces may support MCA projects in either of two general categories-mitigating or developmental.

Mitigating MCA Projects

Mitigating MCA projects emphasize the short-term benefits to the populace. This type of MCA is associated with emergency aid or assistance following natural disaster or combat. These projects usually involve medical care, food distribution, and basic construction. A single unit can support these projects with its own organic resources.

Developmental MCA Projects

Developmental MCA projects require continuous support from government sources to be effective. Because of their long-term nature, developmental MCA projects involve interagency cooperation and usually exceed the organic capabilities of a single unit, A tactical unit will conduct tasks or unit missions under a general HA program. Developmental MCA projects result from a request for assistance from a foreign country. This type MCA focuses on the infrastructure of a developing nation and is long-term.

Developmental MCA projects maybe supported by Title 10 H/CA funds if the intent of Chapter 20, USC, is not violated. Operational and tactical commanders have the flexibility to use military resources provided to support their mission and training when the MCA project has a direct effect on the military mission.

MCA must address the need of the local people while gaining their support. The criteria and courses of action must be evaluated for each project. Figure 10-9, pages 10-22 and 10-23, provides a matrix for analysis of COAs based on the selected criteria.

CIVIL DEFENSE

Civil defense is primarily the responsibility of government agencies. Civil-military problems are reduced when the government can control and care for its people. The effectiveness of civil defense plans and organization has a direct impact on other CMO. Support of civil defense maybe conducted as MCA, HA in civil defense planning aids military support during disaster relief.

Civil Defense in the United States

In the United States, civil defense is a government responsibility at all levels. The federal government provides planning advice and coordinates research, equipment, and financial aid. State and local governments determine the allocation of these resources, In the event of an emergency, U.S. forces must be prepared to help civil authorities repair essential facilities and, if necessary, to take such actions as directed to ensure national survival. Conditions for the employment of AC and RC military forces are governed by federal statutes and military regulations. See FM 20-10 for a detailed discussion.

DOD components develop appropriate contingency plans for major disaster assistance operations and ensure they are coordinated with appropriate federal, state, and local civil authorities and other DOD components. When a disaster is so serious that waiting for instructions from higher authority causes unwarranted delays, a military commander takes action as maybe required and justified to save human life, prevent human suffering, or mitigate major property damage or destruction. The commander must promptly report the action taken to higher authority. He must also request appropriate guidance if continued support is necessary or beyond his capability to sustain.

Federal forces used in disaster relief will be under command of, and directly responsible to, their military superiors. Use of military resources and other military participation in disaster relief operations will be on a minimum essential basis and end at the earliest practicable time,

PROPOSED COURSE OF ACTION

Other Functional Areas As Required	Agriculture			Public Health			Education			Transportation			CRITERIA
	Build farm to market road	Improve farming methods	Build irrigation system	Establish dispensaries	Train village medics	Begin immunization program	Provide texts	Train teachers	Build schools	Improve railway equipment	Repair airfields	Repair/improve harbors	
													Desirability
													Will the population support it?
													Will the military support it?
													Will other agencies support it?
													Will the government support it?
													Can it be started immediately?
													Will it have immediate impact?
													Will it benefit a majority of the people?
													Will it have a favorable psychological effect?
													Is it amenable to public exploitation?
													Will it improve the government image?
													Will it improve civil-military relations?
													Will it lend itself to self help?
													Will it contribute to the stabilization of society?
													Does it jeopardize primary mission accomplishment?
													Does it have full approval and support of the civilian leadship in the community?
													Will the civilians in the community work along with the military?
													Does it infringe upon private enterprise?
													Will it require future Army maintenance?
													Will it benefit a wide spectrum of the community?
													Is it discriminatory?
													Will it be fully coordinated with all appropriate levels of authority?
													Is it in consonance with the country's national objectives and interests?
													Is it in support of the commander's politico-military mission?
													Does it compromise civilian authority and responsibility?

Figure 10-9. Sample military civic action worksheet.

PROPOSED COURSE OF ACTION

Other Functional Areas As Required	Agriculture			Public Health			Education			Transportation			CRITERIA
	Build farm to market road	Improve farming methods	Build irrigation system	Establish dispensaries	Train village medics	Begin immunization program	Provide texts	Train teachers	Build schools	Improve railway equipment	Repair airfields	Repair/improve harbors	
													Is it an important need, locally wanted, and beyond unaided local capabilities?
													Can military participation be so managed that it does not compromise civilian authority and responsibility?
													Will the project stimulate the flow of needed information from the people of the area?
													Will the project serve to gain civilian cooperation with populace and resources control and tactical operations?
													Will participation by the military avoid wasteful or needless duplication of functions and services of other agencies?
													Feasibility
													Does it conform to local customs?
													Are all necessary skills available?
													Are labor materials and equipment available?
													Can it be supported by current programmed funds?
													Justification
													Will it provide maximum return on investment and effort?
													Does it avoid duplication with efforts of other agencies?
													Will the operation raise the expectations of the populace and then result in disappointment when U.S. assistance is withdrawn?
Complete by indicating yes or no response with detailed explanatory notes attached.													

Figure 10-9. Sample military civic action worksheet (continued).

Commanders ensure that personnel participating in U.S. domestic assistance programs are not in violation of the provisions of the Posse Comitatus Act. This act prohibits the use of federal military personnel in enforcing federal, state, or local laws unless expressly authorized by the Constitution or by an act of Congress. The act does NOT apply to state NG troops unless they have been federalized.

Measures to ensure continuity of operations, troop survival, and the rehabilitation of essential military

bases will take precedence over military support of civil defense. Requests for support placed upon the military will normally be accepted only on a "mission type" basis. The decision rests with the military commander as to the necessity, amount, duration, and method of employment of support rendered. USAR units or individual reservists may perform disaster relief operations under any of the following conditions:

- When ordered to active duty as a result of a presidential declaration of national emergency IAW Title 10, USC, Sections 672 and 673.
- When ordered to active duty by the DA on recommendation of the CONUS Army commander and CGFORSCOM as annual training.
- When approved by CINCFORSCOM and ordered to active duty in a voluntary ADT status.

However, the following considerations will apply

- Commitment of USAR volunteers must be consistent with Army policy for military assistance.
- Civil authorities have made a firm commitment to repay all ADT costs.
- State and local assets, including the NG, have been committed, or the assistance requested is clearly beyond state and local capabilities.
- Authority to commit USAR volunteers may be delegated no lower than CONUS Army.
- Commitment of volunteers must be coordinated with the proper CE district or division to avoid duplication of effort.

USAR commanders may approve voluntary USAR participation during imminently serious conditions in a nondrill, nonpay status. USAR members taking part in such support are performing official duty. However, unit commanders—

- May not order members of the USAR to participate.
- May approve voluntary USAR participation only when time or conditions do not permit seeking guidance from higher headquarters.
- Should ensure that reasonably available state and local assets are fully committed or the help requested is clearly beyond the ability of the state and local assets.
- Will provide support on a minimum essential basis. Support will end when adequate state and local assets become available.

Federal Emergency Management Agency

The FEMA is the executive agency that serves as the single POC within the USG for emergency management within the United States. It establishes and maintains a comprehensive and coordinated emergency management capability in the United States. Its function is to plan and prepare for, respond and recover from, and most important, mitigate the effects of emergencies, disasters, and hazards ranging from safety and protection in the home to nuclear attack. Under Executive Order 12148 of July 20,1979, the President transferred all functions previously assigned to the Defense Civil Preparedness Agency within the DOD to the newly created FEMA. The FEMA is the command and control agency for all emergency planning and for the Office of Civil Defense. Within FEMA, the two primary departments that provide civil defense plans and guidance are the Plans and Preparedness Department and the Disaster Response and Recovery Department.

FEMA Plans and Preparedness Department

The FEMA Plans and Preparedness Department develops and implements overall concepts and policy guidance and directs activities for nationwide plans and preparedness for emergencies during peace and war. It develops guidance for federal emergency plans and state and local response capabilities, including requirements for communications, warning and damage assessment systems, and tests and exercises. It also develops-

- Plans, systems, and capabilities for protection of the U.S. populace, government, and industry.
- Plans, systems, and capabilities for resources management and stabilization of the economy in time of emergency.

- Policy guidance for stockpiling strategic materiel.

FEMA Disaster Response and Recovery Department

The FEMA Disaster Response and Recovery Department provides direction and overall policy coordination for federal disaster assistance programs delegated to the FEMA director. It advises the FEMA director on the mission, organization, and operation of the agency's disaster assistance program and the total federal disaster response and recovery capability. It administers federal disaster assistance and provides overall direction and management of federal response and recovery activities. It also develops summaries of existing situations to support the director's recommendation to the President on a state governor's request for a presidential declaration of a major disaster or an emergency.

FEMA Command and Control

The FEMA is divided into ten regions and serves as the command and control agency for all emergency planning and for the Office of Civil Preparedness (Figure 10-10, page 10-27). Below the FEMA level, state and local civil defense agencies still remain intact. The FEMA advises, assists, and guides the states and their political subdivisions in developing their respective emergency preparedness programs. All of the planning guidance for civil defense operations remains in force, as it did prior to 1979.

Federal agencies, including CA civil defense elements, work with the states and their political subdivisions through channels established in state emergency plans. The state civil defense agency or emergency services and disaster agency and the local civil defense organizations serve their respective chief executives as coordinators of emergency operations. Figure 10-11, page 10-28, depicts the FEMA regional boundaries and field installations within the United States.

The SECDEF has been tasked to coordinate and assist the FEMA in providing emergency and disaster relief. In turn, the Secretary of the Army has been designated executive agent for DOD in all matters pertaining to the planning, deployment, and use of military resources in the event of a relief operation in the United States. The Secretary of the Army coordinates the activities of all the military services in this area, while the secretaries of the other services provide such assistance as maybe requested.

The director of military support commands the U.S. Army Military Support Agency. This agency develops and disseminates policy, develops procedures, and employs and monitors DOD resources provided to civil authorities in connection with disaster relief operations.

The CINCFORSCOM is responsible for conducting U.S. Army disaster relief in CONUS. Acting for the Secretary of the Army, CINCFORSCOM has the delegated authority to task DOD components and MACOMs, consistent with defense priorities, for necessary resources to conduct disaster relief operations within CONUS. These commands must also be prepared to conduct the same type operations in Mexico and Canada when directed.

State Organization

All states have legislation authorizing a civil defense program. Each state has a civil defense director who advises the governor and other state officials on civil defense matters. He also assists each political subdivision of the state in establishing and maintaining a local organization. State AGs and their staffs prepare plans for military support of civil defense. In the event of an emergency (natural or man-made), a state AG and his military headquarters may be brought into active federal service. In the event the NG is not federalized, the state AG will then be under the command of the CONUS Army commander in whose area he is located. He will exercise OPCOM of the military support forces made available in his state.

Emergency Warning and Communications Systems

The civil defense warning system is a combination of federal, state, and local systems. The federal portion is termed the NAWAS and is an extension of the military warning and detection systems that feed into the operations center of the NORAD in Colorado Springs, CO. The NAWAS consists of three FEMA warning centers: NORAD combat operations center FEMA Region 6 Headquarters in Denton, TX; and FEMA Region 3 Headquarters in Washington, DC.

Backup centers are located at each of the other FEMA regional headquarter. All are linked by a special voice communications network to several hundred warning points throughout the nation. These warning points are located in key federal facilities, state capitals, and many cities and are manned on a 24-hour basis. Through a relay system, these warning points send information to local authorities who are responsible for warning the local populace.

The EBS, established by executive order, is designed to provide local, state, and national units of government with a means of communicating to the general public. The EBS plans for and coordinates the use of most of the facilities and personnel of the civilian broadcasting industry to operate a functional system during a national emergency.

Domestic Support

CA civil defense planning and operations conducted in CONUS involve DOD-sponsored military programs that support the people and the government at any level within the United States and its territories. These programs and operations are classified as domestic support. In all domestic support operations, the authority and responsibilities of the commander and members of his command are closely regulated by civil law and ARs.

Protecting life and property within the territorial jurisdiction of any state is the primary responsibility of state and local government and civil authorities.

Generally, federal armed forces may be employed when—

- The situation is beyond the capabilities of state and local officials.
- State and local civil authorities will not take appropriate action.

Capabilities of Army Organizations

The capabilities of Army organizations to perform the various tasks required in military support of civil defense are shown in Table 10-1, pages 10-29 and 10-30.

CA civil defense teams rely on local resources when conducting civil defense activities. If, however, these resources are not available, military resources may be used. Availability of equipment will depend on the location, number, and type of military organizations supporting the civil defense effort. Army assets potentially available in time of emergency include—

- Radio equipment.
- Radiation and detection equipment.
- Generators and lighting equipment.
- Vehicles and maintenance/repair tool kits.
- Demolition equipment.
- Water purification equipment.
- Medical equipment.
- Heaters, stoves, and fire extinguishers.
- Engineer/construction equipment.
- Tentage.

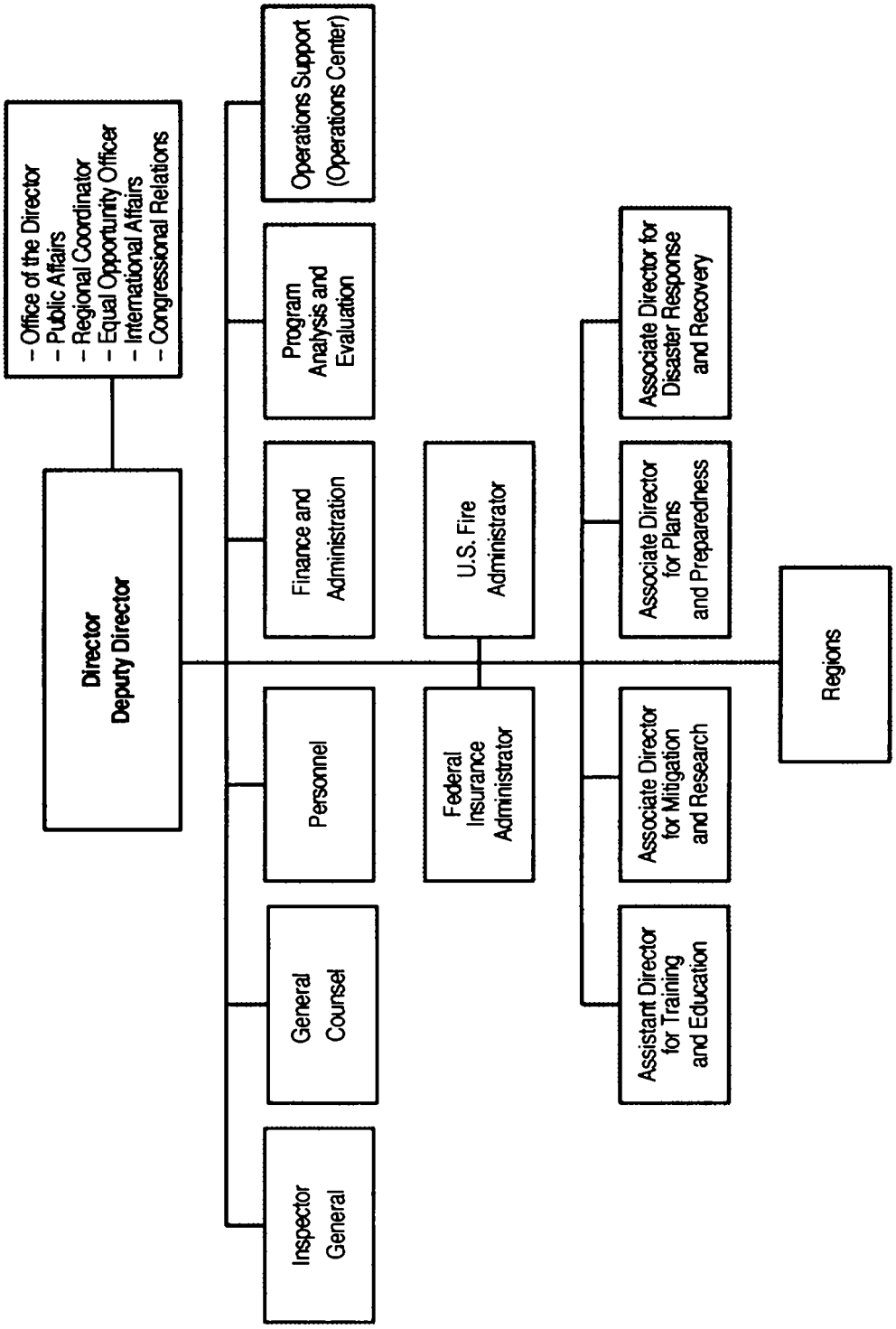


Figure 10-10. FEMA headquarters organization.

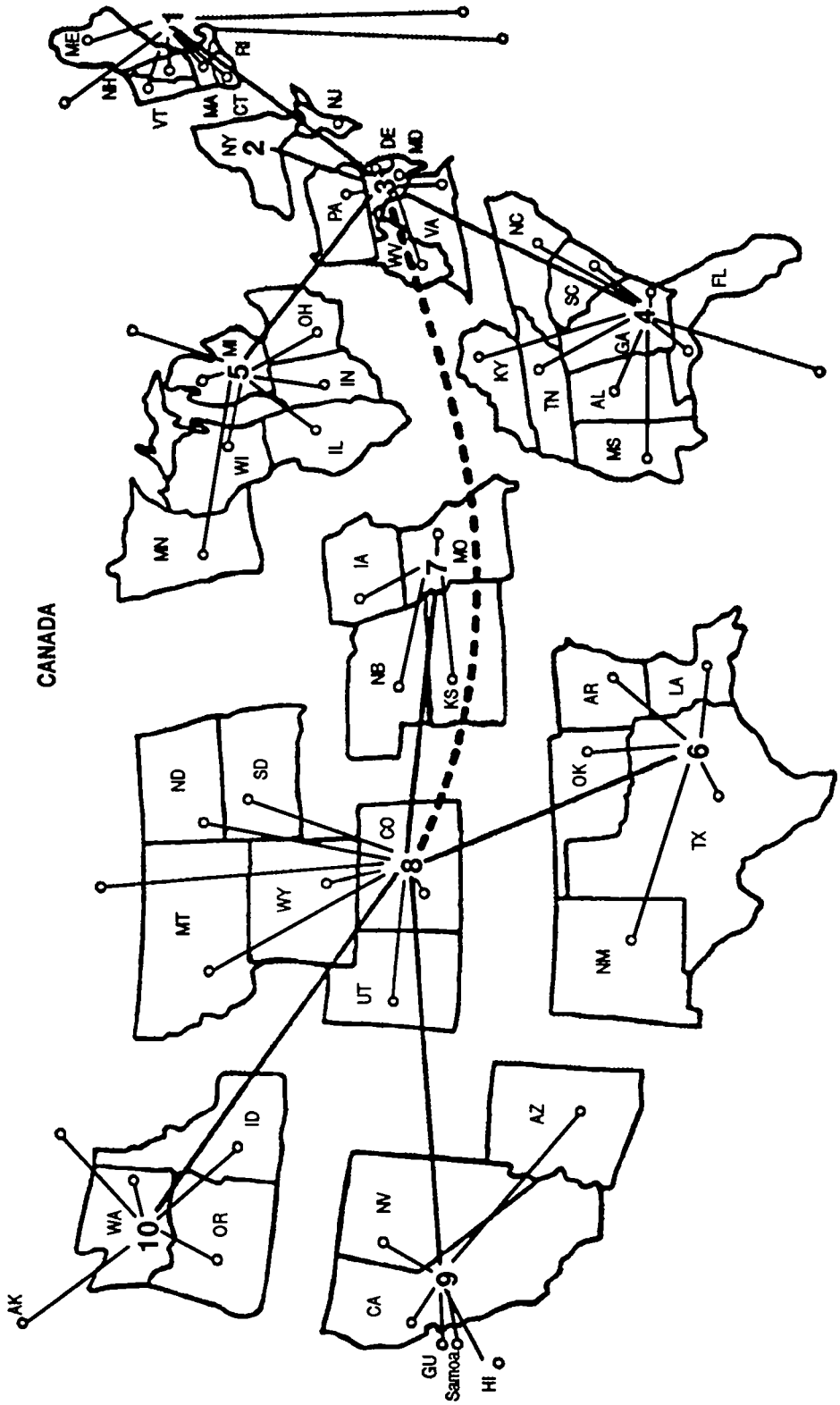


Figure 10-11. FEMA regional boundaries and field installations.

Type of Organization	Categories of Capabilities										
	A	B	C	D	E	F	G	H	I	J	K
Adjutant general	0				0						0
Air cavalry	0			0	0	X	X	X	X	X	0
Armor	X			0	0	X	X	X	X	X	0
Armored cavalry	X			0	0	X	X	X	X	X	0
Army aviation	0				0	X	X	X	X	X	0
Army intelligence and security	0			0	0	X	X	X		X	0
Army training centers	0			0	0		0	X		X	0
Arsenals and depots (not part of an installation)	0	X		0	0	X		X			X
Artillery	X			0	0	X	X	X	X	X	0
Chemical	0			0	0	X	X	X	X	X	X
Civil affairs	0	X		X	X	X	X	X	X		X
Engineer	X	X	0	0	0	X	X	X	X	X	X
Finance	0				0			0			0
Hospitals					X	0		X			
Infantry (to include mechanized infantry)	X			0	0	X	X	X	X	X	0
Installations (excluding U.S. Army garrison units or Army training centers located thereon)	X	X		X	0	X	X	X			X
Maintenance battalions	0	X		0	0	X	X	X			0
Medical	0			0	0	X	X	X			0
Military police	X			0	0	X	X	X		X	0
Ordnance	X	X	X		0	X	X	X	X		0
Psychological operations				X	0		X	X		X	
Quartermaster	X	X		0	X	X	X	X			0
Recruiting stations	0				0						
ROTC detachments					0						
Service schools	0				0	X	X	X	X	X	0
Signal	0	X		0	0	X	X	X		X	0
Special Forces	0		0	0	0		0	X	X	X	
Supply and transport battalions	X	X		0	0	X	X	X			
Transportation	X	X	0	0	X	X	X				0
U.S. Army garrison units	0		0	0		X	X				0

X = Particularly suited because of the skilled personnel or special equipment normally available in the unit, or a combination of both.

0 = Can provide this type of support based on the organized manpower normally available in the unit rather than on any special skills or equipment. Capabilities to support civil defense operations will vary widely according to the level of command of the particular unit; e.g., company, battalion, etc.

Table 10-1. Capabilities of Army organizations.

LEGEND

Category	Capability
A	Emergency support of those tasks for which military personnel have an inherent capability to accomplish in varying degrees by virtue of their organization and general military training. Such tasks include but are not restricted to emergency clearance of debris and rubble from streets, highways, rail centers, dock facilities, airports, shelters, and other areas, as necessary, to permit rescue or movement of people; access to and recovery of vital resources; emergency repair or reconstitution of facilities; rescue, evacuation, and first aid treatment of casualties; maintenance of law and order, to include general police and law enforcement operations, emergency highway traffic control and supervision, security and protection of vital facilities and resources, and enforcement of economic stabilization measures; and recovery, collection, safeguarding, and issue of food, essential supplies, and critical items. Other supporting tasks require specialized skills. The identification of forces with specific capabilities will be categorized as follows:
B	Restoration of public facilities and utilities, including transportation, communications, power, fuel, water, and other essential facilities.
C	Explosive ordnance disposal.
D	Medical treatment or hospitalization of casualties, recovery of critical medical supplies, and the safeguarding of public health. Medical treatment may involve sorting and treating of casualties and preventive measures to control the incidence and spread of infectious diseases.
E	Recovery, identification, registration, and disposition of deceased persons.
F	Radiation monitoring and decontamination, to include identifying contaminated areas.
G	Movement control, to include plans and procedures for essential movements.
H	Emergency provision of food and facilities for food preparation should mass or community subsistence support be required.
I	Damage assessment of facilities, utilities, and communications.
J	Provision of interim communications using available mobile military equipment to provide command and control.
K	Firefighting.

Table 10–1. Capabilities of Army organizations (continued).

Chapter 11

Support to Civil Administration

Support to civil administration is the most specialized CA supporting mission. CA commands and brigades are organized to support civil administration in support of FNs. Support to civil administration, depending on the activity, is military involvement in areas of civilian government including executive, legislative, or judicial.

CONCEPT OF CIVIL ADMINISTRATION

Civil administration support is assistance to stabilize a foreign government. There are three mission activities that support civil administration—civil assistance, civil administration in friendly territory, and civil administration in occupied territory (Figure 11-1, page 11-2). It fulfills obligations arising from treaties, agreements, or international law (see FM 27-10). The military role in civil administration varies with the operational continuum and the need or degree of support that the allied government requires or the NCA directs.

CA units organize for civil administration support missions that conform to the area's political, geographic, social, and economic structure. Their varying sizes and capabilities enable them to support—

- Population centers.
- Specific government subdivisions.
- Economic and industrial complexes and regions.

CA commands and brigades are specifically organized to accomplish a civil administration mission. CA battalions must be augmented by specialty teams from the command or brigade to accomplish some phases of this mission. The mission, conditions, and characteristics of the AO determine the CA support structure. CA units organize and employ assets to achieve—

- Flexibility of employment.
- Economy of force of CA personnel and resources.
- Practical ratio of command, administrative, and support personnel to operational personnel.

Recognizing political implications is essential to effective civil administration. To ensure continuity, CA civil administration operations employ centralized direction and decentralized execution.

By selecting the right mix of functional specialties, a CA element may be task-organized and deployed to—

- Provide the necessary C^2.
- Satisfy support requirements under specific military, legal, and environmental conditions.

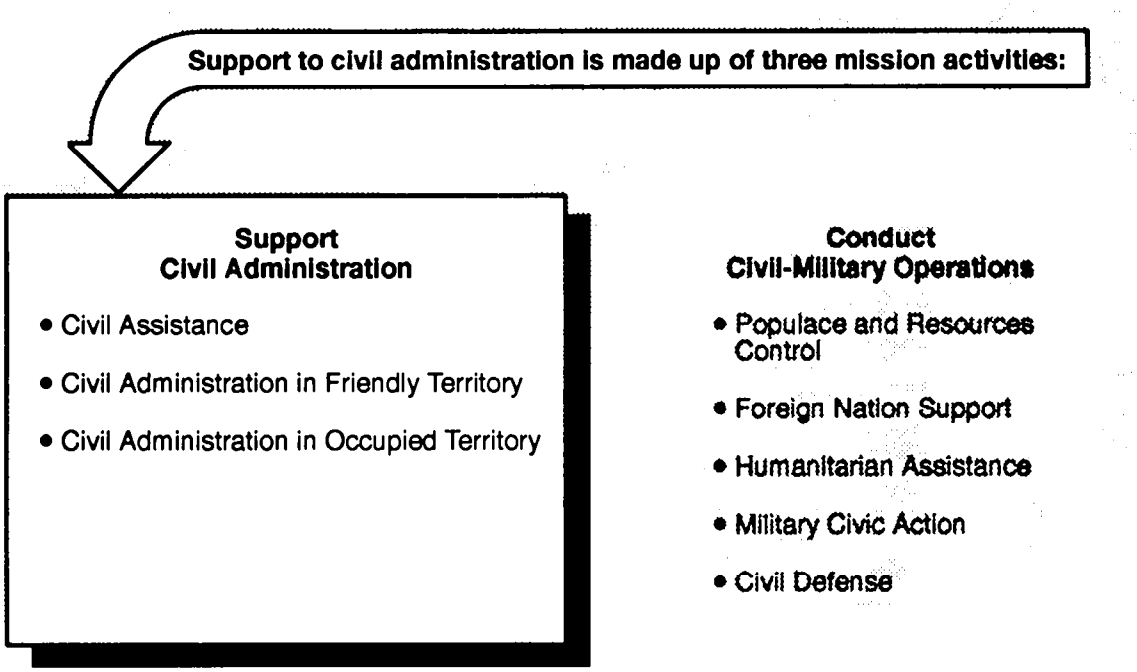


Figure 11-1. Support to civil administration mission activities.

CIVIL ASSISTANCE

CA units support civil assistance in the aftermath of natural or man-made calamities or disasters. Based on military necessity, a commander may begin civil assistance within his assigned AOR to—

- Maintain order.
- Provide potential life-sustaining services.
- Control distribution of goods and services.

Civil assistance differs from the other two activities of civil administration because it is based on the commander's decision. It provides short-term military support to an established government or populace and does not incur a long-term U.S. commitment. It also provides support at the subnational level to a U.S.-recognized government. CA units support civil assistance by—

- Determining the capabilities of the existing civil administration.
- Developing plans to reinforce or restore civil administration.
- Coordinating civil assistance plans with HN, U.S., and allied agencies.
- Arranging for transfer of authority.

CIVIL ADMINISTRATION IN FRIENDLY TERRITORY

U.S. CINCs support governments of friendly territories. Local authorities may request the U.S. military to perform basic government functions during disasters or war. As situations stabilize, the functions performed by the armed forces return to civilian agencies. The transition normally is gradual and require detailed, long-range planning. CA staff officers review civil administration guidance provided by higher authority to identify the military implications of support to civil administration. The NCA must direct that CMO conducted in conjunction with this mission support the CINC's regional security strategy.

The damage or disruption to a nation's government, economy, infrastructure, or social institutions may exceed its ability to effectively deal with the situation. In these cases, the government may request help through diplomatic channels from the United States.

If a military commander receives such a request, he forwards it to the COM.

The COM communicates the FN's request for civil administration support through appropriate DOS and DOD channels. The theater CINC tasks the TA commander to provide the CA personnel for the mission. If CA assets are not available in theater, the theater CINC requests support from the JCS.

Based on directions received from the President through the DOS, the COM negotiates a civil administration support agreement with the nation's government. This agreement outlines the nature and extent of the support needed. It defines the limits of authority and liability of U.S. military personnel. It also defines the CA relationships that will exist. The CINC's legal staff coordinates, approves, and reviews this process.

A formal agreement is desirable before committing U.S. personnel. However, if the COM and the theater commander believe it is necessary and in the best interests of the United States, civil administration support missions can begin before a formal agreement. However, as soon as possible, there must be some form of agreement between the FN and the United States. This agreement establishes the extent, goals, and expected duration of the support mission. The CINC allocates resources based on the—

- Requirements the COM identifies.
- Damage and disruption suffered by the economy and institutions of the area.
- General welfare of the people.
- CA assets available.

The level of support rendered is tailored to meet the needs of the existing situation. In no case will it exceed—

- The FN's request for help.
- Applicable international treaties and agreements.
- Limitations imposed by the law of land warfare.

Regardless of the circumstances under which U.S. forces are employed, international law obligates the commander concerning civilian populations, governments, and economies. Requirements are usually specified in agreements or the law of land warfare. Treaty obligations are set forth in the Hague Conventions of 1907, the four Geneva Conventions of 1949, and other documents. FM 27-10, DA Pam 27-1, and other service publications explain the commander's legal obligations.

The nation's people and government must be willing to accept the support. It must complement the experience and expectations of the supported agencies. This support should be temporary. It ends as soon as the government can resume normal activity.

Many PVOs and national and international agencies can provide aid to a devastated nation. The CA staff or USG agencies should contact and encourage these agencies to participate. The CA staff is well-suited to provide coordination and liaison in these situations.

The U.S. commander cannot compromise a government's sovereignty. If disputes develop between government authorities and CA personnel, CA personnel will submit the problem through the chain of command for resolution.

The senior U.S. commander maintains liaison with U.S. diplomatic representatives to ensure maximum efficiency and unification of policy. An executive order will cover the scope of authority and provide procedural guidance.

Civilian unrest associated with disasters or combat can hinder effective employment of U.S. forces. Under such conditions, CA tasks include any or all of the functional tasks.

Equally important are civil-military relationships in peace when commanders have neither authority nor jurisdiction over civilians. At times the commanders may even share authority over their own installations and personnel with local civil authorities. Trained CA staff officers and personnel can accomplish efficient liaison and negotiation.

CIVIL ADMINISTRATION IN OCCUPIED TERRITORY

Situations occur when military necessity or legitimate directives require the Army to establish a temporary government in an occupied territory. The NCA must direct establishment of civil administration to exercise temporary executive, legislative, and judicial authority in occupied territory. The U.S. forces will only assume control prescribed in directives to the U.S. commander. Within its capabilities, the occupying power must maintain an orderly government in the occupied territory.

This type of operation differs from the other two activities of civil administration in that it is imposed force. The administered territory is under effective U.S. military control. The U.S. military's goal is to establish a government that supports U.S. objectives and to transfer control to a duly recognized government as quickly as possible. The U.S. military will identify, screen, and train reliable civilians to ease this transfer. Even with the use of local civilians, the occupying forces still retain the power to exercise supreme authority. Granting authority to civilian government officials does not of itself terminate the Army's responsibility in the occupied territory.

The goal of U.S. civil administration of an occupied territory is to create an effective civil government. This government should not pose a threat to future peace and stability. CMO support to civil administration of an occupied territory should emphasize that—

- The populace receives responsive and effective government services.
- The populace is able to obtain essential goods and services.
- The measures taken enhance the social and economic well-being of the occupied territory.
- The system of control furthers U.S. political objectives.
- Law and order prevail.
- Restoration, rehabilitation, and development take place in the occupied territory's social institutions and economic system.
- An orderly and efficient transition occurs from civil administration to civil government.
- The country and people are as well off at the end of civil administration as at the onset of occupation.
- The obligations of international law and treaties are met.
- Human rights abuses against collaborators, minority groups, discriminated social classes, or individuals must be prevented.

The commander of an occupying force has the right, within the limits set by international law, U.S. laws, treaties, and the UCMJ, to demand and enforce law and order in an occupied area to accomplish his mission and properly manage the area. In return for such obedience, the inhabitants have a right to freedom from unnecessary interference with their individual liberty and property rights. Subject to the requirements of the military situation, commanders must observe the principle of governing for the benefit of the governed.

Occupied hostile territory is an area the United States has taken possession of (through force of arms) with the intent to keep it from enemy control. Possession does not require the presence of troops in all areas of the occupied country. The occupying force must, however, be able to quickly deploy to any area within the territory to enforce its authority. The number of troops required to occupy a territory depends on the—

- Degree of resistance to the occupation.
- Size of the area and the nature of the terrain.
- Population density and distribution.
- Level of development in the area.

The head of an established civil administration system is the civil administrator, often called the military governor. The administrator is a military commander or other designated person who exercises authority over the occupied territory. The civil administration's structure may develop in one of the ways described below.

The occupying power may allow the existing government structure to continue under its control and supervision. This arrangement does not mean the occupying power approves of the existing regime or condones its past actions. It represents the easiest basis for developing a functioning government on short

notice, since it is already in place. The occupying power may elect to retain all public officials or, for political or security reasons, may replace all or selected personnel with other qualified people. Programs directed toward effecting political reform, strengthening government agencies and institutions, and developing self-government are carried out as necessary. In some cases, the occupying power may find it necessary to reorganize, replace, or abolish selected agencies or institutions of the existing government.

Replacing the existing government and building a new structure is the most drastic COA. The cccupying power should adopt this COA only if the old regime has completely collapsed or is so hostile or poses such a threat to peace and stability that its continued existence cannot be tolerated.

The occupying power must obey the existing laws, but in many cases, it may have to change the existing laws. International law is quite specific about requirements. It must meet these requirements when changing civil law in an occupied territory. Consult with an international law specialist and review FM 27-10 and other texts on the law of land warfare for further information.

Chapter 12

CMO Support to Conventional Operations

CA forces enhance relations between a military command and the civillan populace. CA units work to help civil authorities and to control the populace in the operational area. Normally treaties or other agreements address relationships with local authorities. In a friendly country or area. U.S. forces coordinate CA operations with local agencies or authorities when possible. In occupied territory, a military commander may exercise executive, legislative, and judicial authority over the local area until a civilian government is established. To gain the cooperation of the populace, CA forces integrate PSYOP and CA activities. These activities may begin before, during, or after military action in time of hostilities.

THEATER CA OPERATIONS

The President of the United States, through the SECDEF, sets up a theater of operations under a unified or specified command. The JCS provide the guidance and directives to the theater commander.

Theater Commander's CA Responsibilities

The theater commander performs his politico-military missions within the limits defined by—

- U.S. and international law.
- U.S. national policy.
- Applicable treaties and agreements.

The degree of his CA authority influences his dealings with foreign governments in the theater of operations.

CA units or elements are normally in direct support of, or attached OPCON to, supported units or headquarters within the theater.

In countries where no U.S. diplomatic envoys exist, the theater commander can, within U.S. national policy, contact the government directly.

When U.S. diplomatic envoys are present in a foreign country, an executive order defines the relations between them and the theater commander. Under such circumstances, the U.S. ambassador must approve routine U.S. military operations, including CMO, conducted in country.

The theater commander ensures consistency and continuity of CA operations. The ACofS, G5, helps the commander—

- Conduct national-level liaison.
- Negotiate international agreements.
- Formulate CA policy and guidance.
- Determine CA requirements and objectives.
- Perform CA-related analyses.
- Provide technical supervision and staff management over subordinate CA elements.

The theater commander can delegate CA authority to another commander-normally the Army component commander. Authority for CA activities, such as national-level liaison and negotiation of international agreements, is kept at theater command level. Major subordinate commands develop CA plans IAW theater command guidance.

The Political Advisor

The DOS may furnish a POLAD to the theater commander. The POLAD advises the commander on government affairs and relations with allied and neutral countries. He provides the commander access to the diplomatic network. A close working relationship between members of the theater CMO staff and POLAD staff helps both the CINC and DOS.

Theater Army CA Planning

The theater commander develops plans to attain assigned politico-military objectives. He gives directives consistent with international law, treaties and agreements, and NCA guidance.

The TA CA plan gives general instructions for relations with national, local, or military authorities. Operations that extend into territories of more than one nation may involve several national plans.

CA planning must be flexible. Changing political and economic conditions will change CA requirements. Plans must allow for changes with a minimum of disruption.

CA in Joint Operations

The Army component may augment joint staffs with trained CA personnel. The Army will provide most of the CA forces for joint operations.

CA in Combined Operations

Allied governments normally develop directives covering a combined command's politico-military objectives. These directives include the objectives and policies for conducting CA operations.

A combined command's organization may retain integrity of forces. The combined command commander allows the senior commander of each national force considerable latitude in conducting CA operations.

U.S. elements comply with intergovernment agreements that standardize CA operations, organizations, training, techniques, and procedures. Continuity and consistency of CA policy are essential. A suitable structure for formulating and directing CA policy and effecting liaison between the allied forces of the combined command is necessary. The senior CA unit in the theater (CA command or brigade) provides a CA staff to a combined headquarters as required. Composition of the combined CA staff varies based on culture, language, and the specific civil-military officer supporting the combined operations.

Although the combined command commander may establish policies that affect CA command support operations, the supported U.S. commander is responsible for those operations. CA support of U.S. forces in unilateral or combined operations will be consistent with U.S. policies and directives.

Support to Echelons Above Corps

The TA in the COMMZ has two types of support organizations, the TAACOM and the functional commands. The TAACOM and its subordinate ASGs are area oriented with geographic responsibilities. The functional commands are mission oriented with no geographic boundary. For more information on functional commands, see Chapter 7.

Organization at EAC

CA support focuses more on identifying and acquiring local resources needed by U.S. forces and ensuring coordination between the U.S. military and local authorities. CA elements at EAC need tailoring parallel

to command lines. Tailoring must be consistent with the impact that city, province, or state geographic boundaries will have on their command support mission. CA personnel assigned or attached to TA, TAACOM, functional commands, ASGs, and other group-level commands operating at EAC are more functional specialty oriented than those found at corps and below.

CA Support in CSS Planning

Close coordination between tactical planners and those planning CS and CSS is essential. Planners must consider all factors impacting on the mission. Access to critical CSS may decisively influence combat operations. To provide effective support, the CA planner must understand the supported force's mission. He must anticipate the supported force's needs and assess its capability. He must apply CA recommendations in a manner that will result in the most responsive support possible. Thus, CA staff officers must be proactive. For more information on planning, see Chapter 8.

CA elements support the TAACOM headquarters by identifying and assisting in obtaining local resources. They also act as liaison with civil and military authorities. The number and types of subordinate TAACOM units depend on the number of corps and units within the COMMZ.

CA Support to the ASG

Each ASG has an assigned or attached CA battalion. Units located in or moving through the ASG's AOR thus receive CA support. A major CA responsibility is identifying local resources and assisting in their procurement. CA personnel help coordinate and integrate rear battle operations with civilian police, civil defense agencies, and local forces to ensure mutual protection and efficient use of resources.

CA support may be centralized or decentralized in the ASG. When employed in centralized support, CA personnel fulfill CA needs by responding to the ASG commander. In decentralized support, CA teams are attached to major elements located within the ASG's AOR.

CMO SUPPORT IN WAR

CMO occur throughout the battlefield, including close, rear, and deep operations (Figure 12-1, page 12-4). Commanders must expect to fight in or near populated areas. Rear areas contain supplies, facilities, services, and labor resources that U.S. commanders can use to support military operations. Close operations in or near these areas can be disrupted by—

- Uncontrolled and uncoordinated movement of civilians about the battlefield.
- Hostile actions by the populace.
- Failure to cooperate with friendly forces.

The G5 plans and directs CMO. The G3 directs battlefield PSYOP, but the G5 coordinates those PSYOP directed against civilians. PSYOP support CMO through programs designed to support U.S. objectives and change the behavior of foreign groups. They also counter enemy PSYOP. The target audience need not be under direct U.S. control and may be in deep operational areas.

Close Operations

Chaos created by combat restricts CMO in close operations. DC operations and FNS are critical in combat support. DS CA elements support the warfighting commander by—

- Coordinating the use of local resources, facilities and support. Examples include civilian labor, transportation, communications, maintenance or medical facilities, and miscellaneous services and supplies.
- Minimizing the local populace's interference with U.S. military operations by setting up DC collection points and assembly areas.
- Identifying the local resources, facilities, and support available for U.S. operations. FNS is prearranged through negotiated agreements.
- Helping meet legal obligations to the local populace.

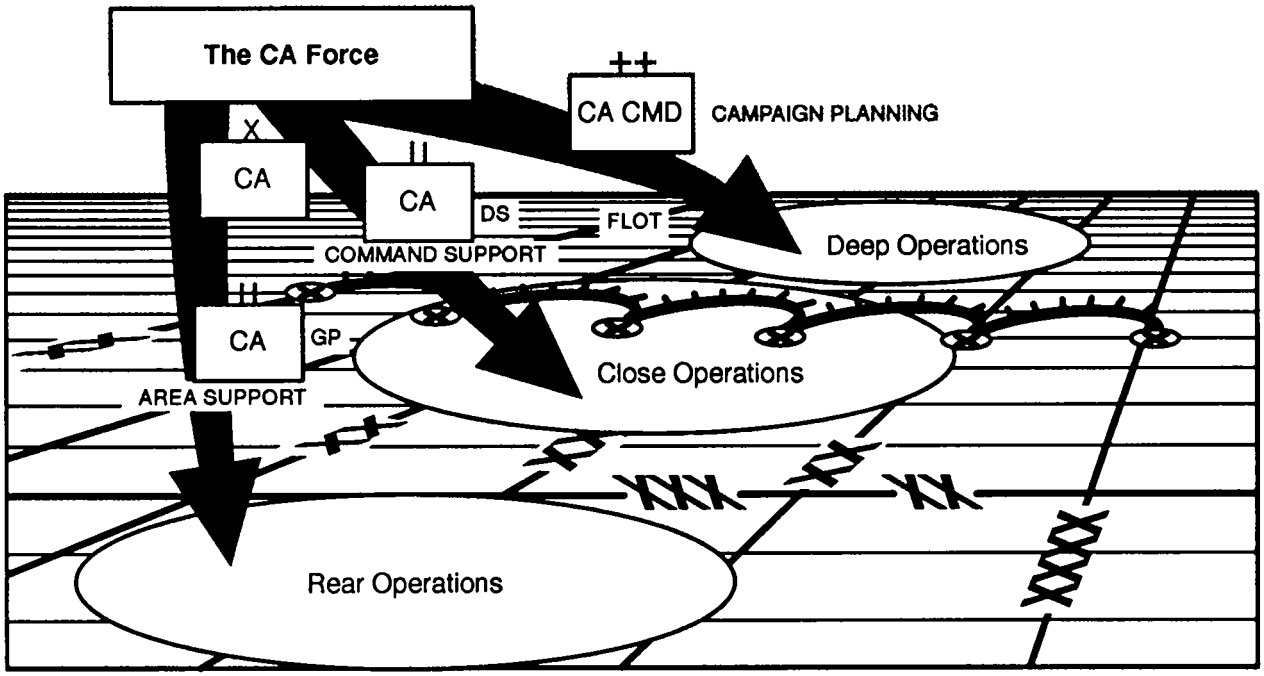


Figure 12-1. Civil-military support in war.

- Providing liaison to local agencies and civilian authorities.
- Advising on cultural and moral considerations.

Rear Operations

In rear areas, CA battalion (GP) elements located with ASGs, COSCOMs, and DISCOMs provide area support within the operational areas assigned to their supported units. The more secure rear area supports expanded CA operations. This unit supports the military mission by—

- Providing liaison to local agencies and civilian authorities. The CA battalion (GP) can conduct CA operations that help civilian authorities organize effective fire, security, and civil defense forces.
- Identifying the local resources, facilities, and support available for U.S. operations.
- Coordinating the use of local resources, facilities, and support (civilian labor, transportation, communications, maintenance of medical facilities, and miscellaneous services and supplies). Because it has functional specialists in civilian supply, public utilities, and public communications, the CA battalion (GP) has greater involvement in coordinating resources and conducting DC operations.
- Coordinating the efforts of NGOs and third nation and multinational relief and assistance agencies to develop and implement plans for using local resources. It also ensures the execution of civil information programs.
- Minimizing the local populace's interference with U.S. military operations by developing emergency populace control measures. Such measures may include civilian evacuation plans that do not interfere with military movements.
- Assisting in meeting legal obligations to the local populace.
- Advising on cultural and moral considerations.
- Conducting public health and civil defense operations in conjunction with local agencies.

Deep Operations

CA elements are rarely deployed in denied or enemy-held areas. Deep combat operations focus on defeating or diminishing the follow-on combat threat. However, strategic CA elements focus on the area surrounding the battle area. The strategic CA objective is to influence, control, or develop the conditions for

conducting future close operations. Through analysis of historical information and the current area assessment, strategic CA specialists can—

- Predict movement of civilians and establish procedures and processes to minimize their interference with military operations.
- Estimate the availability of resources.
- Prepare area studies and conduct area assessments of the assigned area, as required, to support the mission.
- Provide information and plans to U.S. and other agencies about the political, economic, social, and cultural characteristics of the local populace in support of U.S. and FN goals.
- Recommend theater policy for H/CA, civil assistance, and civil administration activities and missions.
- Establish procedures to help the commander meet his legal obligations.
- Act as the focal point for cultural considerations.
- Provide input for CA agreements with the FN.
- Act as a link between civil authorities and U.S. military forces at the national level.
- Establish procedures and processes to coordinate FNS.
- Provide technical expertise in all civil functions by using organic CA functional specialties.
- Provide information to the intelligence system.
- Provide command for subordinate CA elements supporting civil administration of friendly and recovered areas.
- Establish civil administration of occupied territory.

Chapter 13

CA Support to Special Operations

Successful CA operations, whether supporting SOF or GP forces, depend on the support of the populace. Most U.S. military operations occur in a LIC environment with the objective of winning popular support. CA units must therefore help other SOF mobilize this support, keeping in mind the impact of their activities on civilians. CMO are essential in LIC because of the dominance of nonviolent forces. Any enemy forces dispersed among the civilians must be engaged selectively. CA forces, as part of SOF, must remain politically attuned, regionally oriented, and linguistically capable of supporting SO.

SUPPORT OF FOREIGN INTERNAL DEFENSE

The proper use of CA assets in FID is essential during all phases of an insurgency to counter a resistance movement. When used to their full potential, CMO can be crucial in preventing the escalation of an insurgency to higher phases (Figure 13-1, page 13-2). Properly using CMO can reduce insurgent activities. A national development program can solidify the HN government's position and improve conditions for the people. CA activities vary with the capabilities of the host government and with the level of insurgent activity. The economic, social, and political situations are also major influences.

CA Role in FID

CA units conduct CMO that support the internal development of a FN. CA elements may support other military forces and nonmilitary agencies but will always coordinate with the HN. CMO focus on the indigenous infrastructures and population in the operational areas. CA units provide optimum support to HN government and military in the execution of FID activities. CA elements provide experts in HA and populace control. Other CA elements provide medical and engineer advisory capabilities and civic action teams with additional assets. CA personnel supporting FID are assigned to the highest-level military elements supervising FID operations and to U.S. military advisory elements who train and aid HN military units. CA elements supporting FID-

- Review U.S. SA program goals and HN IDAD goals and plan CMO to support the HN plan.

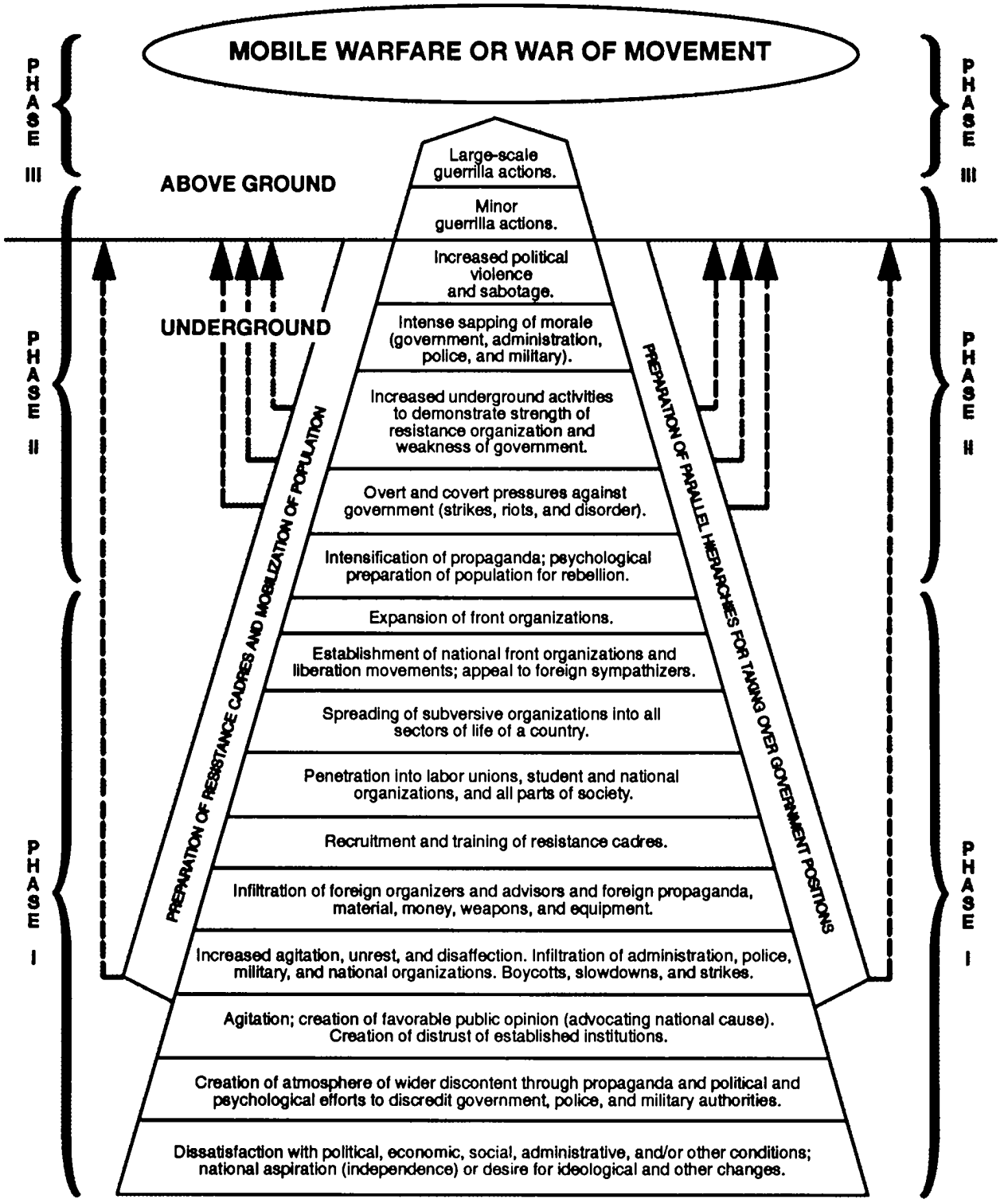


Figure 13-1. Phases of insurgency.

- Plan CMO based on the three phases of insurgency as described in FMs 100-20 and 31-20.
- Train HN military how to plan, train for, and conduct MCA programs, PRC operations, and other CMO appropriate to the IDAD of their country.
- Establish and maintain contact with nonmilitary agencies and local authorities.
- Identify specific CMO missions the HN military will conduct.

CA Coordination

When CA personnel support FID operations, they may also support civil administration missions with the HN government. They help HN military forces plan and conduct MCA. Since this support is part of the overall U.S. SA program, formal agreements between the HN and the United States govern CA activities. Cultural awareness and language proficiency are critical for those CA personnel who have frequent contacts with HN officials and citizens. Area expertise is essential for effective communication between U.S. and HN representatives.

SUPPORT OF UNCONVENTIONAL WARFARE

CA units support U.S. SF units in the conduct of UW. They provide advice and assistance relating to social, economic, and political considerations within the JSOA. The nature of UW limits the use of supporting CA units to outside the JSOA; however, certain CA personnel may accompany deploying SF units depending on mission requirements. The most important role of CA operations in UW is to support a swift transition of power from resistance forces to the legitimate government once hostilities end.

CA personnel support SF units with timely advice on the impact of proposed operations on the local populace within the JSOA. They also provide advice on the development of resistance organizations and the expansion of the JSOA by gaining and keeping popular support. CA specialists at the strategic level must have the political knowledge to support the planning and conduct of resistance operations. They must also be area oriented and qualified in functional areas. From the U.S. perspective, the intent of UW is to develop and sustain resistance organizations and synchronize their activities to further U.S. national security objectives. When conducted independently, the primary focus of UW is on politico-military objectives.

CA Role in UW

CA units conduct planning and training activities. They also conduct missions that support SF and other SOF. Initial CA support to deploying SOF focuses on training SOF personnel in CA. CA support also includes advising SOF personnel of social, economic, cultural, religious, and political considerations that they must understand before infiltration. Qualified CA specialists may accompany SF elements on their infiltration. Normally, CA personnel remain at the SFOBs until the situation within the JSOA is stable enough to support deployment of tactical CA elements. CA personnel can be infiltrated during resupply operations. CA elements are required during linkup with other forces, if not sooner. The SF group or battalion S5 exercises staff control and performs required coordination. CA teams or units advise on or administer DC camp operation next to the JSOA in friendly nations. These camps can serve as recruiting and training bases for UW operations.

Planning for the JSOA

UW operational success depends on many factors. The most important is the support of the populace. Without active popular support, the UW mission will fail. Planners must consider the steps needed to mobilize the populace to support the resistance. They must also consider the physical and psychological impact of resistance or U.S. unilateral operations on civilians. CA units perform tasks that complement SF operations. They train resistance military and political elements in techniques to motivate and mobilize the populace's support of the resistance movement. This support must extend through the period in which victory has been achieved and a new government is trying to maintain internal stability.

Training for CA Personnel

Personnel in CA units should train extensively with the SF elements they will support in conflict. Training

should emphasize infiltration, isolation, and organization of the auxiliary and underground as well as basic soldier skills. CA personnel who have not received cross-training in SF techniques should not be infiltrated into the JSOA unless the resistance is well-developed and located in relatively secure areas.

CA Training for SF Personnel

The supporting CA element trains, advises, and assists deploying SF teams in CMO. The element also advises the teams of the political, economic, social, and cultural factors they must understand before deploying to the JSOA. CA planning and training for UW must consider the following factors:

- The theater CINC'S politico-military mission (for example, restore the government-in-exile) and its effect on the resistance organization during and after hostilities.
- The strengths, weaknesses, vulnerabilities, and likely intentions of the hostile political organization.
- Likely hostile countermeasures to isolate the resistance organization physically or psychologically from the local populace.
- Resistance activities that the hostile political organization can exploit to neutralize U.S. support or mobilize world opinion against the resistance organization.
- Organization and potential development of the resistance organization.
- The political, social, economic, and security needs of the various segments of the local populace.

CA Support of Postconflict Operations

CA support of postconflict operations depends on environmental factors that affect the work load and method of operations. The missions CA units perform at the end of hostilities determine the specific CA specialties required. CA postconflict missions support GP forces, SOF, and civil administration. During the demobilization phase, CA elements help demobilize the guerrilla force. They also help the transition of this force into the nation's new paramilitary forces.

The end of military operations marks the start of new challenges for CA forces. These challenges include encounters with the resistance forces and the local populace as they respond to a new government. A new way of life also poses special problems and challenges. Problems may involve the hopes and aspirations of the resistance movement. Its leaders justifiably feel they legitimately can demand recognition and status equal to their part in the struggle. The resistance force is dealt with in varying manners, each presenting a variety of problems for CA. Complete demobilization of the former resistance force could take place with its members returned to civilian pursuits. Demobilization of the resistance force involves the collection of their weapons. Collection is difficult unless the resistance force receives assurances of jobs and proper resettlement. CA personnel help by locating jobs or providing training. During this period, CA personnel locate or help provide construction of adequate housing in areas of the country acceptable to the resistance force personnel. CA civil information specialists aid this transition by publicizing the resistance personnel's contributions and by coordinating for proper awards and decorations.

The former resistance force might become an element or the entire structure of the new nation's paramilitary and military forces. If this occurs, the need for CA personnel to locate jobs and adequate shelter for resistance force personnel may cease. Placing former resistance force personnel into the new nation's paramilitary and military may also help because of their visibility and potential use in meeting the population's postconflict needs. Meeting these needs is critical if the new government is to remain credible.

FID Activities After UW or Conventional Operations

The emergence of a new government after hostilities can be a difficult and perhaps along-term process. CA personnel must be ready to support government functions for varying times to ensure stability. The object is to train and emplace local nationals to direct and staff the government agencies as soon as possible.

Resistance Force and National Stability

The new government's military and paramilitary forces can help the civilian agencies meet the populace's needs. CA personnel can help the military and paramilitary units work with the people to complete civic action projects designed to meet the people's needs.

SUPPORT TO SECURITY ASSISTANCE

Narrowly defined, SA is activity pursuant to a body of laws that authorize and control the entire process. Some of these laws are the Foreign Assistance Act and the Arms Export Control Act of 1976 and related amendments. Considered more properly as a strategic element, SA is a primary tool of U.S. foreign policy. It has application across the operational continuum. It is a bridge that links collective security with U.S. friends and allies in times of peace and crisis.

When the United States provides SA to a HN, a primary concern is the HN's ability to plan and manage its defense resources by and for itself. HN military organizations may never develop this ability if they continue to request help in areas where they have already become efficient.

The Role of the MAAG

Where the SA mission of the MAAG includes support of FID, the chief of the MAAG must consider CA activities of the HN forces. CA assets may provide assistance to H/CA and MCA. They assist HN forces conducting the following activities:

- Minimization of civilian interference with military operations.
- PRC.
- Assistance in government functions.
- MCA.
- Community relations.
- Civil defense.
- Reconstruction.
- Cultural affairs.
- Relief activities.
- Support of dependents.
- National resources development.
- Labor assistance to agriculture and industry.
- Self-supported activities for the military.

MAAG CA Responsibilities

MAAG personnel with CA responsibilities must ensure that each in-country CA-related program involving other U.S. agencies is covered by a policy directive from the COM. This directive will be binding upon all members of the country team. It should specify the goals of the program and the responsibilities and support that each agency is expected to provide. MAAG personnel must emphasize H/CA and MCA. They must ensure CA is given adequate staff representation throughout the U.S. command and advisory structure. They must also encourage indigenous forces to have CA staff sections at all levels.

CA Mobile Training Teams

MTTs provide training that is beyond the capability of in-country U.S. military assistance elements. ARs 12-5 and 12-7 and the U.S. Army Security Assistance Training Program Handbook contain detailed information on MTTs.

The main purpose of a CA MTT is to develop HN CA expertise and training capabilities in a particular CA function. The training improves the HN CA capability by educating specialists to further train their people to conduct MCA.

MTTs may be used during any phase of an insurgency (refer to Figure 13-1, page 13-2). They usually operate directly under the MAAG.

CA units assigned and attached to the unified command or those from USSOCOM normally provide the CA MTTs. HN needs must be assessed prior to forming the MTT. Team members must be qualified in those specialties required by the MTT mission.

In FID, CA MTT are normally concerned with—

- Agriculture.
- Animal husbandry.
- Communications.

- Community development.
- Economics and commerce.
- Education
- Public health.
- Public information.
- Public safety.
- Public works.
- Sanitation.

SUPPORT IN COMBATTING TERRORISM

Public Law 92-539 assigns primary, concurrent jurisdiction and overall responsibility to the FBI for the direction of operations to counter certain criminal acts committed in the United States. Congress felt the need for the federal government's involvement in situations where international repercussions may be felt or when the incident may impact on U.S. relations. The FBI may need specialized military protective-type equipment or weaponry and technical support personnel. By agreement between the DOJ and the DOD, appropriate DOD components will respond to all reasonable FBI requests for resources including materiel, facilities, and personnel. DOD personnel will act in a technical advisory but not a law enforcement capacity in combatting acts of terrorism. The SECDEF extended the Secretary of the Army's designation as executive agent for civil disturbance matters to cover the employment of military resources in support of the FBI.

Responsibility for Combatting Terrorism

In addition to the FBI, other government agencies have areas of responsibility in combatting terrorism. The Army's role (and any resulting CMO) is to support the "lead agency." Individual agencies and the armed services are responsible for their own AT programs. For example, the DOJ or FBI is the lead agency in dealing with acts of terrorism committed within the United States, its territories, and possessions. The FAA is the lead agency for enforcing laws that affect the safety of persons aboard aircraft.

The DOS is the lead agency for any U.S. response to terrorist acts against U.S. personnel and facilities in foreign countries. CA activities involved in combatting terrorism may include—

- Establishing and maintaining liaison, when required, with the government lead agency. MP units may provide liaison to the FBI because of their law enforcement nature.
- Implementing civil-military countermeasures that reduce the probability of attacks against military installations, units, and personnel.
- Coordinating and conducting civil information campaigns.
- Assisting PSYOP efforts in support of AT operations.
- Providing collateral intelligence support.
- Helping foreign governments implement and manage PRC.
- Training and assisting friendly and allied civil authorities in AT programs. Training police organizations, domestic and foreign, requires DA approval. Restrictions to some forms of training exist. Legal advice and coordination must occur before training police organizations.
- Working with country team(s) to develop neighboring government support.
- Supporting political, social, and cultural indoctrination of personnel deploying to foreign countries.
- Providing linguists to military units and other agencies.

Antiterrorism

AT includes all measures that installations, units, and individuals take to reduce the probability of their falling victim to a terrorist act. AT includes those defensive measures that reduce the vulnerability of individuals and property. These measures vary based on assessments of the local threat. These measures include personnel awareness and knowledge of personal protection techniques. They also include crime prevention and physical security programs to "harden" the target, making Army installations and personnel less appealing as terrorist targets. CA forces participate in their own AT programs and support the

AT programs of other units or agencies by planning and conducting CMO as requested.

Counterterrorism

CT includes the full range of offensive measures to prevent, deter, and respond to terrorism. CT measures-preemption, intervention, or retaliation with specialized forces operating under direction of the NCA—have the characteristics of strikes or raids. CMO conducted in combatting terrorism consider the SO imperatives.

SUPPORT TO PEACEKEEPING OPERATIONS

PKO support diplomatic efforts to achieve, restore, or maintain the peace in areas of potential or actual conflict. Such operations take place with the consent of the belligerent parties involved to maintain a negotiated truce and to help achieve a diplomatic resolution. The United States may participate in PKO under the auspices of an international organization, in cooperation with the countries, or unilaterally. PKO may take many forms.

CA operations conducted during PKO are based on the provisions of the CA agreement and SOFAs between all parties.

COUNTERDRUG OPERATIONS

CD operations involve measures taken to disrupt, interdict, and destroy illicit drug activities. The level of violence used by the drug infrastructure dictates the increased use of military and paramilitary force in CD operations. A 1981 amendment to the Posse Comitatus Act (Chapter 18, USC, Section 1385) authorizes specific DOD assistance in CD activities. The primary SOF role in this interagency activity is to support U.S. and HN CD efforts abroad. CA support operations include the fundamental CA support activities to SOF and GP forces conducting CD operations. CMO and support to civil administration are the basic CA operations that support CD activities. For more information, see Chapters 10 and 11.

CA Strategy for CD Operations

CA strategy must go beyond crop substitution to alternative development projects and income opportunities. CA must consider the economic power of the drug trafficker in the region, education of the local populace, and social problems. CA must help synchronize the military (HN and U. S.) with the civilian populace and tie in programs to support all time while making sure the credit goes to the HN and its government's actions. CA strategy depends on the following conditions, which are beyond total U.S. control:

- Willingness of HN to become actively involved.
- Perception by the "people" that the CD program is an initiative of the host government.
- Long-term, sustained U.S. commitment to the program.
- A continuing presence of HN government officials with the people in outlying areas for verification of their support to the program.

CA Role in Education

Education is the cornerstone of a sound CD program. The best way to approach the education process is to first get the total support of the government. HN officials should take the lead in implementing antidrug education campaigns primarily in the schools. Other efforts could be attempted with personnel responsible for organized sports events or entertainment activities, social or religious groups. CA elements can give seminars on CD programs to help the HN officials in their education process.

The small farmer or the family is the key for successful CD programs in developing countries. CA elements must help the HN develop alternative sources of income to replace peasant income lost by not producing illicit drug crops. This project is very difficult and one the CA community is continuously striving to resolve. Although there are some solutions or ideas such as continuous aid, the church buying cash crops from the farmers, and possibly the government subsidizing the farmer, the problem has no surefire answers.

CD Operations as Part of Contingency Operations

CA assets participating in military CD operations as part of contingency operations in LIC support bilateral cooperative programs that the U.S. ambassador or COM approves. Their aim is reducing the supply, demand, and trafficking of illicit drugs. This support involves technical advice and assistance to HN authorities on developing alternative cash production crops. Another role is to assess HN CD capabilities and to reinforce psychological actions supporting informational programs. These programs publicize positive aspects of HN education and prevention programs, change attitudes towards drugs, and discredit drug producers and traffickers. Also, CA elements provide incidental intelligence support to CD efforts through contacts with HN personnel.

NATION ASSISTANCE

Nation assistance describes the type of support CA provides to promote HN development and growth. The goal of nation assistance is long-term regional stability, pluralistic governments, sound democratic institutions, viable economies, and the means for orderly change. Activities conducted during nation assistance should address the causes of instability. The aim is to preclude the need for U.S. military intervention to counteracts of violence. DOD, working in concert with other U.S. agencies and at the HN's request, provides health, technical, management, and other assistance consistent with legislation to achieve the desired goals. Because of their missions and force structure, CA units have unique capabilities to coordinate nation assistance and supporting activities.

CA units and personnel can also provide the vehicle for abetter understanding of the culture of the HN. A cultural understanding of the HN will only enhance the U.S. position toward that end. For more information on nation assistance, see Chapter 8.

Depending on the extent of a nation assistance program, CA forces coordinate with the following USG agencies:

- USAID.
- USIS.
- DOT.
- USDA.
- DOC.
- DEA.

Nation assistance programs must be coordinated with the ambassador's overall country plan and the unified commander's theater plan. Other military forces that can be employed in nation assistance programs include—

- Engineer units.
- Medical personnel.
- Aviation units.
- MP units.
- Other SOF.

HUMANITARIAN ASSISTANCE

The objective of HA is to serve the basic economic and social needs of the people of the HN and at the same time promote the support of the HN civilian leadership. HA encompasses the following programs:

- Disaster relief.
- NEO.
- H/CA.
- Nation assistance.
- DC operations.

Title 10, USC, is the permanent authority for H/CA. For more information on HA, see Chapter 10.

Chapter 14

Coordination and Support in CA Operations

All CA operations require close coordination with all or some other military forces, U.S. and foreign government agencies, and NGOs with a vested Interest. CA planners must consider all available support to ensure successful completion of the CA mission. Inmost cases. CA planners directly or indirectly support the agencies assigned by law to carry out national policy.

COORDINATION

CA planning is a command responsibility. It must be coordinated, at a minimum, with all other staff planners. To ensure success, coordination and cooperation with the following are vital to the conduct of an operation:

- Other U.S. staffs and units.
- HN military.
- Coalition military.
- USG.
- Foreign governments.
- International agencies.
- PVOs.
- Other NGOs.

U.S. COUNTRY TEAM CONCEPT

The CA staff usually coordinates in-country activities through the country team (Figure 14-1, page 14-2). The country team concept represents the process of interdepartmental coordination among key members of the U.S. diplomatic mission. In practice, the makeup of the country team varies widely, depending on the—

- Desires of the COM.
- Country situation.
- U.S. departments and agencies represented in country.
- Problems to be considered.

Country Team

The country team coordinates activities to achieve a unified program for the HN and U.S. national interests. Working under the ambassador's direction, the country team pools the skills and resources of the participating agencies. This combined effort helps eliminate problems and realize U.S. national objectives and goals.

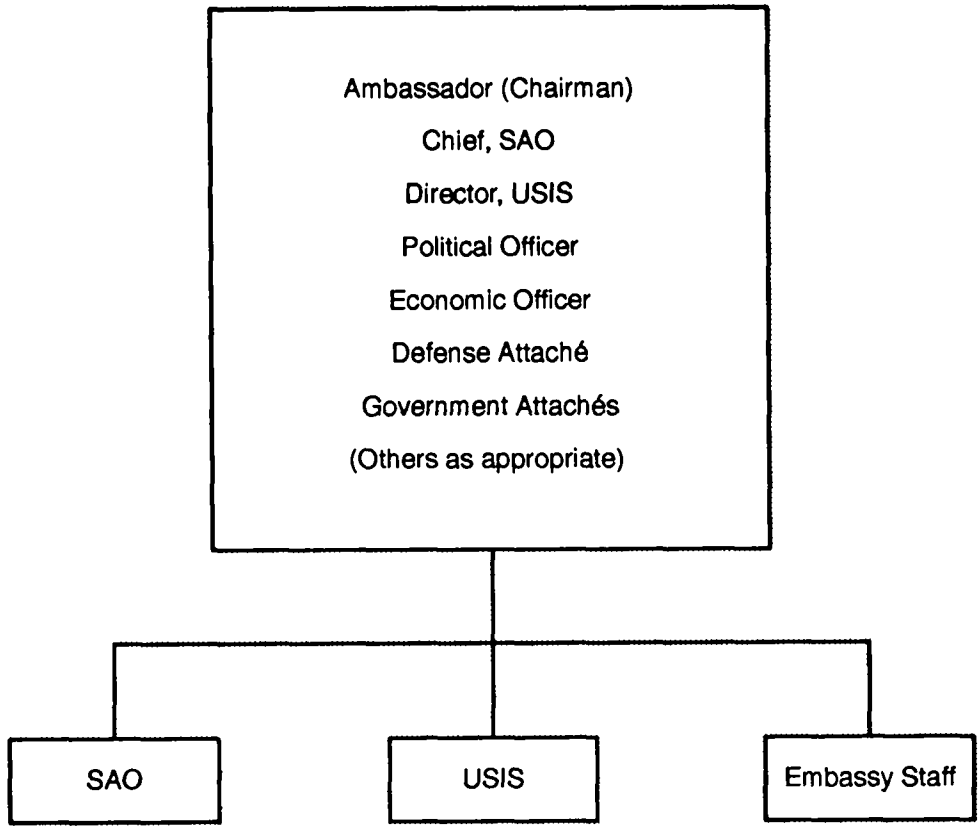


Figure 14-1. Country team.

U.S. Ambassador

As chairman, the U.S. ambassador presides over the country team. Team composition is determined by the chairman and normally includes but is not limited to the—

- DCM.
- Director, USAID.
- Director. USIS.
- FBI liaison.
- CIA COS.
- Press secretary.
- Department attaches (commerce. labor, and other departments).
- Economic officer.
- Political officer.
- Chief of the SAO.
- Embassy staff personnel, as appropriate.
- Defense attache.

U.S. GOVERNMENT AGENCIES

Effective CA operations require close contact between the U.S. military, the DOS, and other USG agencies. Normally an executive order defines agency responsibilities, functions, and interagency relationships. Either the senior DOS representative or the U.S. commander will be assigned overall responsibility for U.S. activities in the area.

Department of State

Because the DOS formulates and implements foreign policy, it has a vested interest in CA activities. In the area of CA, the DOS has primary or joint responsibility with DOD for policy concerning—

- The government in a country where U.S. forces are present.
- The extent to which U.S. forces will aid a host government.
- Any matters that may impact on U.S. relations with other nations, particularly allies and neutrals.
- The level at which the economy of a country will be maintained by U.S. operations, to include the degree of rehabilitation to be effected with U.S. support.
- Operations where subsistence for local civilians relates to U.S. forces in the area.
- Matters involving PSYOP, PA, CA, civil information, or other measures to influence the attitude of the populace.
- Plans for turning CA activities over to civilian control at the end of hostilities.

U.S. Information Agency

The USIA (USIS overseas) is an independent agency of the USG. It helps achieve U.S. foreign policy objectives by influencing public attitudes in foreign areas. It advises the President and the various US, departments and agencies of the possible impact of policy, programs, and official statements on foreign opinion.

The USIA will be interested in the impact of CA programs on the attitude of the local populace. It can aid CA personnel by developing popular support. It detects and counters hostile attempts to distort and hinder U.S. policies and programs. It supports CA operations through—

- Broadcasts—radio and TV.
- Personal contacts.
- Demonstrations.
- Motion pictures.
- Book publication and distribution.
- Exhibits.
- English language instruction.

U.S. Agency for International Development

The USAID is an autonomous agency under the policy direction of the International Development Cooperation Agency of the DOS. It supervises and directs all developmental assistance programs under the Foreign Assistance Act of 1961, Public Law 480 (Food For Peace), and similar legislation. USAID plans and supports programs having long-term goals of improving economic and social conditions. CA elements must coordinate with USAID through the POLAD or SAO. This arrangement will ensure a coordinated effort to accomplish U.S. objectives.

Foreign assistance provided by USAID may elevate the populace's esteem for U.S. forces and thus enhance the commander's efforts. To avoid redundancy, the CA staff must inform the commander and supporting PSYOP and PA elements concerning USAID programs. USAID places its emphasis on four major areas:

- *Market forces.* USAID strives to stimulate market economies in developing nations and to interest U.S. companies in investing in those countries.
- *Policy dialogue.* Governments of many developing countries have policies that hinder economic growth, USAID emphasizes the importance of policy reform to development progress.
- *Institution building.* Schools, colleges, training organizations, supportive government ministries, and other institutions are all necessary to economic growth of developing nations.
- *Technology transfer.* The transfer of appropriate technology enables countries to develop their own products. Research is a critical part of this process.

CA operations may not duplicate USAID assistance. CA personnel must coordinate H/CA and MCA projects with USAID efforts to ensure they complement each other. USAID also provides foreign economic assistance, which fits into two main categories—development assistance (normally loans

and grants) and the economic support fund, which is part of the SA program. The goal of development assistance is to improve living standards through financial aid to self-help programs. The economic support fund promotes economic and political stability in areas where the United States has special security interests. Fund resources meet a variety of needs. Examples include balance of payments, infrastructure financing, development program, and other capital projects.

The OFDA comes under the USAID. It coordinates the USG's response to natural and man-made disasters OCONUS. Its primary focus is the complex international emergencies such as famines and civil wars. OFDA provides five life-sustaining interventions: food, medical care, shelter, water, and sanitation. This assistance is provided through—

- Its special emergency authorities.
- Grants to PVOs and international organizations.
- DARTs.
- Assessment teams.

Department of Defense

DOD SA programs encompass SAOs that are titled differently in various countries depending on the scope of their activities and the desires of the HN. When a country team does not have an SAO assigned as a separate entity, the defense attache assumes the responsibilities for SA. When assigned to an embassy or mission, these personnel work for and report to the ambassador or COM, not the senior military commander in country.

Department of Justice

The DOJ has projects and activities ongoing in foreign countries. DEA and INS are agencies of the DOJ. The DEA conducts CD operations, among other activities. The INS is the lead agency for civilians seeking asylum in the United States.

Department of Transportation

The DOT can, upon request, support specific CA operations. Support that reduces military requirements aids the U.S. military effort. Strategic-level CA staff must maintain a working knowledge of specific DOT capabilities and operations in their region.

Department of Agriculture

The USDA has projects and activities ongoing in foreign countries. It can provide technical help to CA operations, if requested. Additionally, coordinated DOD CA and USDA projects can be developed for a given country or region. USDA has a direct impact on the population and is a source of detailed area study information.

Department of Commerce

The DOC has technical expertise in areas of trade, economics, and business regulations. Such expertise can be used to support CA operations. CA planners must consider U.S. commerce policies that support interagency cooperation. The long-term effects of CA operations will bring commercial as well as political stability to the area.

NONGOVERNMENT ORGANIZATIONS

Prior to deployment, CA personnel must know what agencies and organizations are in their assigned area. These organizations may conduct operations that are humanitarian (short-term) or developmental (long-term) in scope. The sponsoring groups or agencies may be private corporations, foundations, professional associations, or religious groups. With careful and proper coordination, these agencies and organizations can extend CA capabilities in the operational area. In coordinating with NGOs, the CA staff officer must evaluate NGO goals and objectives and consider their effect on the military mission. NGOs are generally concerned with humanitarian objectives. These objectives create a relationship between the NGO, the local populace, and the government. NGOs may support the CA effort by—

- Conducting welfare and relief programs.
- Volunteering to assist in the establishment and development of educational programs and facilities.
- Teaching and conducting public health enhancement programs.

- Caring for the sick and injured.
- Establishing and maintaining orphanages, sanitariums, or other institutions.
- Advising the local populace on agriculture, industry, and trade developments.
- Establishing and maintaining camps for DCs.
- Developing immigration programs for DCs.

Appendix D lists many agencies and POCs that may be of assistance in coordinating CA operations.

COORDINATION OF PA SUPPORT FOR CA MISSIONS

CA, PSYOP, and PA elements are able to use the same communications media with essentially the same messages but to different audiences. CA and PSYOP personnel address local populations and enemy forces, respectively, while PA personnel address U.S. forces and national and international news media.

Popular American public support contributes to the success of CA. Increased American public support for U.S. and allied operations is a goal in all CA operations. This support is gained by providing news media representatives access to both soldiers and unclassified information. PA personnel escort news media representatives whenever they are in the AO. The general public, however, should be strongly discouraged from donating goods for victims of war and natural disasters. Public assistance support for CA missions is usually inappropriate, expensive, logistically difficult, time consuming, and generally not useful in humanitarian relief operations. Financial contributions to favorite PVOs are much more desirable and helpful.

CA and PSYOP personnel provide news and information to the local populace on the effects of combat operations. PA personnel provide American and international news media representatives information concerning Army operations. The commander and the PAO are the sole official spokespersons for the command. All news media queries should be referred to the PAO. As an official spokesperson, the PAO can ensure that the command speaks with one voice and that OPSEC is observed.

PA products area valuable source of news and information to soldiers in any AO. The importance of coordination of efforts between CA, PSYOP, and PA cannot be stressed enough. Whatever is released through one of these channels will be available to, and have an effect on, all audiences. If information released to the HN populace by CA and PSYOP personnel conflicts with information released to American soldiers through PA channels, the result could be a loss of credibility for all involved and a negation of any positive accomplishments.

PA operations in areas to which U.S. units are deployed will include a mix of AC and RC PA assets in headquarters elements of TOE units and in TOE PA units. Based on the desires of the commander and staff officers, these PA personnel will inform U.S. personnel of—

- Essential information.
- Domestic information concerning home station, family members, and general national and international news, sports, and entertainment.

PA personnel, like CA personnel, can also provide the soldier with information about HN geography and culture, changes of command, receipt of new equipment by friendly forces, OPSEC reminders, foreign language phrases, and similar information. This flow of information will serve to—-

- Maintain soldier morale, motivation, and competence.
- Disrupt the damaging effect of rumors, which may be caused by conflicting information.
- Defeat enemy propaganda and disinformation campaigns directed against friendly troops.

PA support of CA operations varies according to the number and compositions of PA units available. In general, PA personnel and PA TOE unit capabilities include—

- Providing the resources and manpower necessary to write, edit, and produce fact sheets and field newspapers covering news, sports, and features.

- Providing media escort, news briefing, and conference support to all command levels.
- Providing print, photo, video and audio products for use in PA releases.
- Providing print, photo, electronic, or audio and video products not constrained by OPSEC, treaty, policy, or law to media representatives.
- Accrediting media representatives and coordinating limited logistical support for accredited and/or registered media representatives to include communications, billeting, dining, and transportation where not commercially available.
- Acting as a clearinghouse for print, photographic, audio, video, and electronic products generated by PA personnel.
- Providing broadcasts from either fixed or organic mobile facilities.

The relationship between PA and CA is mutually beneficial. CA personnel and units support PA by—

- Providing information to meet PA requirements.
- Providing feedback relating to the positive effect PA materials released to the news media may have on the local populace.
- Coordinating print and broadcast materials with both PA and PSYOP. Radio broadcasts are an open medium that both soldiers and HN civilians may be listening to. PSYOP broadcasts will be in the local language. PA broadcasts will be directed toward U.S. forces and will be in English.

TRANSITION OF CA AUTHORITY

U.S. military actions are designed to accomplish a specific military objective. However, they must always support and defend the constitution of the U.S. and its democratic form of government. An important precept of the U.S. constitution is civilian control of the military. When military forces are deployed into an operational area, civilians and respective governments in that area will often lose their privileges, responsibilities, and basic rights. CA planners must consider and estimate the impact of all military employment on the civilian community. Transition of military CA authority occurs twice during the employment of force—-with employment and during redeployment. Military guidance from higher headquarters must clearly define the commander's authority as related to the general ROE and the populace.

NCA Direct Operational Commander

If CA authority is not clearly granted to the military commander, he generally assumes only his military responsibilities If constraints and restrictions impact on military COAs, the commander exercises more control or modifies the operation. The degree of responsibility for CA operations assumed by the commander is relative to the effort required to disengage and redeploy his forces.

Nonmilitary Support

Commanders should plan and coordinate CA operations that maximize nonmilitary support. Employing the nonmilitary resources in coordination with military operations minimizes the potential for interference. It also maximizes military resources for the most appropriate purpose. Continuous involvement of U.S. and HN government officials and agencies expedites transition of CA responsibilities to civil authorities.

Appendix A

CA Mission Letter

All training must be directed at wartime mission readiness. The wartime chain of command provides wartime mission guidance through the CAPSTONE alignment program and approves RC unit METL. CMO staff officers with knowledge of CA capabilities and doctrine prepare the CA mission letter based on the requirements of the operational commander. C^2 guidance provided in the mission is directly related to plans. The mission letter provides the battle focus for CA unit training after the mission essential training requirements have been established.

CRITICAL ELEMENTS

The mission letter provides authoritative planning and training direction to units. Critical elements of the letter include the following:

- Highlights collective tasks and guidance critical to the supported unit's mission.
- Identifies all references essential for training and mission preparation.
- Describes the supported unit's mission.
- Specifies CA tasks required to support the mission.
- Lists the resources provided to support CA unit training.
- Identifies the training and warfighting chain of command.

LETTER FORMAT

On DA letterhead, include the UIC, date, and addressee as shown in Figure A-1, pages A-3 through A-5. Mission letter or mission planning guidance is used as the subject of the CA mission letter.

References

Identifying required references helps CA units conduct training and prepare for operational missions. OPLANs and CONPLANs are the basic references. Joint references that provide detailed planning information may be required references at the theater level. The JSCP provides planning information required by CA commands and brigades supporting contingency operations. Refer to Annex L of the JSCP for combatant commander and TA commander authority and responsibilities.

If the CA unit is expected to adhere to specific training guidance, doctrinal manuals, and SOPs, they should be listed as references.

Mission

Paragraph 2 (Figure A-1) contains the purpose, which is best stated in one sentence. This paragraph also includes the supported and CA units' missions.

Supported Unit's Mission

The supported unit's mission considers all specified and implied tasks. The supported unit commander identifies his organization and what will be done in the operational area as specifically as possible in a broad statement.

CA Mission

Generally the CA mission is to plan and conduct CA operations in support of the supported unit's mission. In cases where the commander's CA authority does not include involvement in government functions, planning and conducting CMO may define the CA mission more specifically.

Concept of Operations

Paragraph 3 in Figure A-1 contains the concept of operations. The paragraph contains several subparagraphs, which outline the training concept, specified tasks, and any additional instructions.

The Training Concept

The supported commander explains how he sees his organization preparing for employment. Separate subparagraphs for "Battle Focus" and "Training Focus" are sometimes used to help explain the commander's intent.

Specified Tasks

Critical CA tasks will be specified by the supported unit, e.g., identify required training events and activities, conduct area assessment, coordinate foreign nation support, coordinate H/CA, support disaster relief.

Additional Instructions

At a minimum, the supported unit will specify its requirements for submission of a METL and CA annexes to its OPLANs/OPORDS.

Administration and Logistics

Support or resources provided by the supported unit will be specifically listed, e.g., overseas deployment lines, programmed funds, facilities, services, or supplies.

Command, Control, and Communications

The CA unit must know the wartime C^3 relationship. Any difference from the present relationship (peacetime or training) must be defined, e.g., change in OPCON. Communication instruction must be detailed enough to authorize CA unit equipment or access systems that are mission essential.

Enclosures, Annexes, and Distribution

Required enclosures and annexes are listed as shown in Figure A-1. Numerous commanders may be required to support or direct CA mission training activities. The affected commanders should receive enough information to support readiness and training if not an addressee to this letter. Examples include-

- Joint headquarters.
- Other services.
- Army SO.
- GP forces.
- Army RC commands.
- FORSCOM installations.

(Classification)

DEPARTMENT OF THE ARMY
HEADQUARTERS, XIX AIRBORNE CORPS AND FORT COMFORT
FORT COMFORT, WEST VIRGINA 21090-5000

AZTA-CG 29 February 1992

MEMORANDUM FOR Commander, 365th Civil Affairs Brigade, Atlanta, Georgia 31365

SUBJECT: Mission Letter ( )

1. ( ) References.
   a. ( ) JSCP Annex L (Civil Affairs) ( ).
   b. ( ) OPLAN 2640, SACTLDEFCOM, ATLDERCOM Combined Theater Campaign Plan ( ).
   c. ( ) OPLAN 2640, CINCUSATL, USATLCOM Subordinate Campaign Plan ( ).
   d. ( ) CONPLAN 2641, CINCUSATL, SATLCOM Plan for Peacetime Contingency Operations ( ).
   e. ( ) USARATL CONPLAN 2644, Military Operations in the People's Democratic Republic of Atlantis (PDRA) ( ).
   f. ( ) CONPLAN 2645, CINCUSATL, USATLCOM Noncombatant Evacuation Plan ( ).
   g. ( ) XIX Airborne Corps OPLAN 2640 ( ).
   h. ( ) XIX Airborne Corps CONPLAN 2641 ( ).
   i. ( ) AR 350-1 ( ).
   j. ( ) USASOC and USACAPOC Reg 350-1 ( ).
   k. ( ) XIX Airborne Corps FSOP ( ).
2. ( ) General.
   a. ( ) Purpose. This letter provides mission guidance that enables the 365th CA Brigade to plan, resource, and conduct battle-focused training in preparation to support the XIX Airborne Corps during the conduct of operational missions.
   b. ( ) Mission. The XIX Airborne Corps deploys on order in preparation for war and fights as a component of the theater Army or forms a JTF with forces assigned by CONPLAN during peacetime contingency operations. The corps will deploy elements during crisis action necessary to accomplish the regional military or U.S. national objectives.
   c. ( ) CA unit mission. The 365th CA Brigade coordinates and conducts CA operations planned in support of the corps training and operational mission, maintains a continuous liaison with the corps staff through rotational training program, and mobilizes upon alert to deploy the brigade, as a unit, to accomplish CA operations required to complete the corps mission.
3. ( ) Concept of Operations.
   a. ( ) Commander's training concept.
      (1) ( ) Battle focus. In a mature theater, the corps will operate as component of the theater Army. During war, the corps will employ combat forces against the enemy to deny enemy forces territory and access to resources and to repel attacks on U.S. and allied/friendly forces. Corps combat operations in the LIC environment will be joint/combined. Our purpose in LIC is to deter aggression and prevent the escalation of violence in the region or operational area. Basic warfighting skills are required in either environment. Systems critical to successful corps operations are manuever, fire support, sustainment, intelligence, and C^4.

(Classification)

Figure A-1. Sample mission letter.

(Classification)

(2) ( ) Training focus. In preparation for employment, the corps will conduct training that develops and maintains basic crew/individual combat skills and maintains unit C^2 readiness. Each division and brigade headquarters will complete a BCTP CPX annually. Brigades will plan and conduct JRTC or NTC rotations every 24 months. Commanders will employ their full "slice" of CS and CSS in collective training. Every opportunity for in-theater ODT will be used.

b. ( ) Specified tasks. CMO will be integrated into all collective training and operational missions conducted by division and brigade-sized units. Specified CMO tasks–

(1) ( ) Employ FNS to the maximum extent possible to support combat operations in war and operational missions in LIC.

(2) ( ) Prevent enemy forces/agents access to local populace and resources required to support their operations against the U.S. or its allies.

(3) ( ) Support the U.S. and local government's programs for distribution of humanitarian relief supplies when operating in the theater.

(4) ( ) Minimize the corps' responsibilities in government operations through close coordination with agencies of the USG employed in the region.

c. ( ) Additional instructions.

(1) ( ) Conduct an area study of the corps operational area that supports the corps' planning, training, and operations. Submit area assessment reports to the ACofS, G5. Report availability of FNS based on the logistics priorities to the ACofS, G4, through the G5.

(2) ( ) Prepare and submit to the ACofS, G5, government support, FNS, PRC, H/CA, civic action, and civil defense appendixes to the CA annexes of corps OPLANs/OPORDs.

(3) ( ) Assist the ACofS, G5, with coordination and preparation of NEO and DC appendixes to the operations annexes of corps' OPLANs/OPORDs.

(4) ( ) Prepare to conduct DC operations, NEO, or disaster relief operations in the operational area using only the brigade's organic resources and nonmilitary support available for these operations.

(5) ( ) Provide CA staff augmentation to the corps, corps subordinate units, HN forces, or HN governments as required by the mission.

(6) ( ) Conduct CMO with supporting PSYOP units that promote legitimacy of corps operations.

(7) ( ) Submit the unit METL to the ACofS, G3, before the end of the 2d quarter of training year 92.

(8) ( ) Maintain unit and individual readiness IAW with FORSCOM, USASOC, and XIX Airborne Corps standards.

4. ( ) Administration and Logistics.

a. ( ) Unit and individual training activities are directed and supported by the USACAPOC. The corps will provide support to the 365th CA Brigade or its personnel for training done with the corps. Movement from the home station to Fort Comfort will be accomplished with the units' organic equipment or resources provided by USACAPOC. When training or operations require deployment for Fort Comfort, the corps will provide support for deployment and redeployment movements.

b. ( ) The corps requires CMO staff augmentation for all JRX, BCTP, and EDREs. Coordinate support for individual training directly with the ACofS, G5, upon receipt of orders.

(Classification)

Figure A-1. Sample mission letter (continued).

(Classification)

c. ( ) When the 365th employs its organic headquarters element, the training will be categorized as unit training. In this case, the training activities will be coordinated with the ACofS, G3, (Training). Request for support during unit training will be submitted through the ACofS, G4, to the COSCOM. The ACofS, G5, will supervise CA operations conducted during training.

d. ( ) Request for ODT will be submitted through the ACofS, G5, to the G3 for corps exercises. Special operations ODT should be coordinated through your normal peacetime chain of command.

e. ( ) Funds, facilities, services, or supplies required for individual or unit training conducted at Fort Comfort not directly related to XIX Airborne Corps requirements will be supported by the installation or USACAPOC. Examples: Biennial MOBEX and annual training conducted independent of unit training.

5. ( ) Command, control, and communications.

a. ( ) CINCUSATL has COCOM of forces deployed in the region. Command less OPCON of Army forces will be exercised by COMARATL. 365th will be under OPCON of XIX Airborne Corps when both are deployed to the theater.

b. ( ) CINCUSSOCOM has COCOM of SO forces until they are deployed. COMUSASOC commands CA units through USACAPOC. USACAPOC monitors training, validates readiness, and supports mission preparation. After deployment of COMSOCATL, it may have OPCON of SOF in theater. When supporting security assistance activities the 365th may operate under OPCON of the SAO.

c. ( ) During peacetime contingency operations the XIX Corps may be organized as a JTF. In this contingency the 365th will be part of the JTF Army component organized as a subordinate CMOTF or attached to the MSG.

d. ( ) Commander's conferences are conducted quarterly. Major subordinate commanders, to include CAPSTONE units, will participate at Fort Comfort or through teleconference.

e. ( ) Secure telephones are required for coordination and operations. The brigade's tactical communications equipment and electronic security devices will be compatible with those of the corps. Communication procedures will be IAW the corps FSOP and SOI.

Encl

HARRY APPLE
LTG, USA
Commanding

Distribution:
Commander, 365th CA Brigade
DCG, XIX Airborne Corps
CS, XIX Airborne Corps
ACofS, G1, XIX Airborne Corps
ACofS, G2, XIX Airborne Corps
ACofS, G3, XIX Airborne Corps
ACofS, G4, XIX Airborne Corps
ACofS, G5, XIX Airborne Corps
Director, Reserve Component

Info:
Commander, USASOC
Commander, USACAPOC
Commander, 333d CA Command
Commander, Readiness Group Fort Comfort

(Classification)

Figure A-1. Sample mission letter (continued).

Appendix B

CA Area Study and Assessment Format

The area study is a process common to all ARSOF. Area study files contain information on a designated area. This information supports contingency and SO planning in areas assigned to US. forces. SOF personnel obtain, analyze, and record information in advance of need. They update the study as required through area assessment. There is no single format for an area study. FM 37-20 provides a format for the SF area study. FM 33-1 provides a format for a BPS. The information acquired through the area study supports the area assessment. An area assessment begins with receipt of the mission. CA area assessments done to support other SOF need to supplement without repeating information in the basic area study. The sequence of functions in the following paragraphs is only to ensure all functional areas are covered. When a CA area study is done separately, the "General" section is used as a basic document.

I. GENERAL

A. Geography.

1. Location and size.

a. Location in relation to neighboring countries.

b. Total land area (square miles or kilometers [size in relation to a U.S. state]).

2. Physical features.

a. Waterways and ports.

b. Topography.

c. Natural resources.

d. Road and rail nets.

3. Climate.

a. Seasonal abnormalities-temperature, atmospheric pressure, humidity, rainfall, and prevailing winds.

b. Characteristics and statistics.

4. Political geography.
   a. Politically organized areas-political regions.
   b. Effectiveness of administration of political areas in relation to geographic boundaries.
   c. Cities and towns.
   d. Boundaries.
   e. Sources of raw material.
   f. Principles or traditions that command loyal support.
   g. State of industrial development.

B. History.
   1. Brief history of—
      a. The development of the area.
      b. Influence exerted by major powers in development.
      c. Divisions or partitions resulting from wars and treaties.
      d. Major geographic or political factors to the current status of the area.
      e. Present form of government and previous forms of government.
      f. Extent of political control over other areas.
      g. Degree of control over the population exercised by government.
      h. Susceptibility of existing government toward major powers.
      i. Political organization of the area.
   2. Brief coverage of each—
      a. International treaty to which subject area or country is signatory.
      b. Status of forces agreement.
      c. Summary pronouncement of national policy pertinent to the subject area or country.

C. People.
   1. Population.
      a. Numbers.
      b. Distribution and density.
      c. Birth and death rates.
      d. Biographical sketches of prominent personalities.
         (1) Name.
         (2) Address.
         (3) Business, profession, or occupation.
         (4) Political affiliation.
         (5) Education.
         (6) Religion.
   2. Culture and social structure.
      a. Culture.
         (1) History, government, and geography as they affect the cultural makeup of the people.
            (a) Events and facts considered most important.
            (b) Traditionally conducted activities, beliefs, or situations.
         (2) Heroes and leaders of groups, with reasons for special esteem.
         (3) Ethnic groups (racial, tribal, or religious) and population distribution (rural or urban with ratios of age, sex, and imported or exported labor forces).
         (4) Majority or minority groups (unique challenges or conditions).
         (5) Moral codes.
         (6) Attitudes toward age, sex, race.
         (7) Influences on personality development.
         (8) Individuality.
         (9) Privacy.
         (10) Nature of the people's perceptions.
         (11) Clothing.
         (12) Fatalism or self-determination.
         (13) Values in economic philosophy (e.g., cooperation, competition, respect for personal and private property.)
      b. Social structure.
         (1) Status of male, female by age.
         (2) Humor, entertainment.
         (3) Community participation.
         (4) Giving and receiving gifts.
         (5) Public displays of emotion.
         (6) Lines of authority.
         (7) Cooperation versus competition (to include economics).

(8) The family.
(a) Roles and status of family members.
(b) Nuclear or extended.
(c) Authority, obedience, place, and expectations of members.
(d) Place in society.
(e) Inheritance customs.
(f) Entrance rites and rituals.
(g) Markers of social change, adulthood, special activities.
(9) Dating and marriage.
(a) Age standards.
(b) Influence of family and peers.
(c) Common dating practices, courtship activities.
(d) Chaperones, group dating.
(e) Engagement customs.
(f) Divorce, separation, aloneness.
(g) Sexual mores.
(10) Greetings.
(a) Conversation and gestures on meeting.
(b) Distinctive approaches for greetings.
(c) Compliments given or received.
(d) Space and time (standing, sitting, distance between people).
(e) Farewell and leave-taking.
(f) Use of first name versus titles.
(g) Favorite, familiar, or pleasing phrases.
(11) Visiting practices.
(a) Conversations.
1. Topics.
2. Appropriate part of visit.
3. Attitude, rate, pitch, and tone.
(b) Gifts.
(c) Compliments on possessions, family, and children.
(d) Parties and other social events.
(e) Business discussions.
(f) Mannerisms, gestures, posture, eye contact, and facial expressions.
(12) Eating practices.
(a) Table manners (before, during, and after the meal).
(b) Average diet, meal size, and scheduling.
(c) Specific foods reserved for special occasions or rituals.
(d) Forbidden foods.
(e) Social and other occasions.
(f) Unique problems and challenges.
(13) Work and recreation.
(a) Age, sex, status, and hierarchy.
(b) Schedules.
(c) Obligations, successes, or failures.
(d) Business codes.
(e) Bribes.
(f) Family, cultural, and social recreation, vacation, and sports.
(g) Individual recreation (with age/sex exclusions and variations).
(h) Distinctive arts and sciences.
(i) Well-known artists, athletes, etc.

c. Do's and Don'ts. (Include any item or area that could embarrass or hurt the commander's mission if handled improperly. Include a quick reference for the commander and a starting point for briefing troops. This section may include items previously mentioned.)

3. Languages.
a. Map showing distribution.
b. Minority groups.
c. Standardization of languages.

4. Religion.
a. Religious sects (number, key leaders, and geographic locations).
b. Funeral and burial practices.
c. Religious problems.
d. Eating and dietary habits.
e. Sexual mores, to include interrelations and intermarriages with alien personnel.

f. Written and unwritten laws of conduct and human behavior.

D. United States Interests.

1. U.S. military units and teams in the area and their activities.
2. USG organizations in the area and their interests.
3. U.S. civilian organizations and interests in the area.
4. Legal agreements and treaties.
5. Trade and commercial interests.

II. CIVIL DEFENSE

A. Organization.

1. Civilian or military jurisdiction.
2. Organization-rural and urban.
3. Areas of responsibility.

B. Plans.

1. Status of planning.
2. Evacuation and dispersal plans.

C. Equipment.

1. Warning and communication systems.
2. Shelter capacity, location, adequacy, and status of equipment.
3. Training facilities.
4. Rehabilitation capabilities.

D. Correlation with Other Civic Agencies (such as fire, police, medical, military, etc.).

III. LABOR

A. Organization

1. National level.
2. Other levels.
3. Key personnel with biographical sketches.

B. Labor Force.

1. Employment data and trends.
2. Available manpower and labor supply by special classes.
3. Ages and distribution.
4. Unemployment.
5. Labor productivity.

C. Agencies, Institutions, and Programs.

1. Government labor policy.
   a. Labor laws and working conditions.
   b. Role of government.
   c. Governement job placement controls.
   d. Wages and other incentives.
2. Labor organizations.
   a. Organizations (type, size, location, leadership, and political influence).
   b. Membership.
   c. Relations with foreign or international labor organizations.
   d. Total potential labor force (type, distribution, mobility, and ages).
3. Social insurance.
4. Labor disputes (including mechanisms for settling).

D. Wages and Standards (including hours and working conditions).

IV. LEGAL

A. System of Laws.

1. Civil and criminal codes.
   a. Origins.
   b. Procedures.
   c. Penalties.
2. Political crimes.

B. The Administration of Justice.

1. Historical development.
2. Agencies (national and local).
3. Courts and tribunals (types of jurisdiction [including administrative tribunals]).
4. Judicial procedures.
5. Personnel.
   a. Judiciary.

b. Prosecutors.
c. The bar.
d. Legal training.
e. Political controls.

V. PUBLIC AMINISTRATION

A. General System of Public Administration.
1. Political traditions.
2. Political stability.
3. Standards and effectiveness.
4. Constitutional system.
5. Civil rights and practices.
6. Political factions, movements, and dynamics.

B. Structure of National Government.
1. Executive branch.
a. Organization.
b. Powers.
c. Policies.
d. Administration.
2. Legislative branch.
a. Organization.
b. Powers.
c. Composition of membership.
d. Pressure groups.
3. Judicial branch.
a. Organization.
b. Powers.
4. Methods of selection of key officials.
5. Biographical sketches of key officials.
a. Name.
b. Address.
c. Position in government.
d. Political affiliation.
e. Education.
f. Religion.
g. Former business, profession, or occupation.
h. Attitude toward the United States.
6. Potential officials and biographical sketches.

C. Structure of Government at Other Levels.
1. Province/state.
2. District.
3. City.
4. Relations with national government.
5. Biographical sketches of key officials, potential officials, and other influential persons.
a. Name.
b. Address.
c. Position.
d. Political affiliation.
e. Education.
f. Religion.
g. Former business, profession, or occupation.
h. Attitude toward the United States.

D. The Armed Forces.
1. Historical background.
2. Organization, size, and mission.
a. Defense establishment.
b. Army.
c. Navy.
d. Air Force.
e. Paramilitary forces.
f. Political control and effectiveness.
3. General military policy.
4. International treaties.
5. Foreign influence.
6. Military establishment and the national economy.
a. Defense budget.
b. Percentage of total budget.
c. Military pay.
7. Quality and source of manpower.
a. Key officers and qualifications.
b. Recruitment.
c. Conscription.
d. Reserves.
e. Training.
f. Mobilization plans.
8. Logistics.
9. Weapons and equipment.

10. Ranks, uniforms, and insignia.
11. Loyalty and morale factors.
12. Military justice.

E. Political Parties.
1. Strength and capabilities.
2. Organization.
3. Policies and objectives.
4. Biographical sketches of leaders.
5. Training.
6. Role in international communist movement.
7. Relation to domestic government.
8. Internal party politics.

F. International Affairs.
1. Agencies.
2. Foreign relations.
3. Relations with international organizations.

VI. PUBLIC EDUCATION

A. Organization.
1. National level.
2. Other levels (province, state, district, etc.).
3. Biographical sketches of key personnel.
4. Philosophy guiding the education systems' facilities.

B. General Conditions and Problems.
1. General development of the area's educational system.
2. Requirements placed upon individuals.
3. Significant achievements in recent years.
4. Educational level of population.

C. Agencies, Institutions, and programs.
1. Government agencies and policies.
2 Educational systems/facilities.
a. Administration and controls.
b. Preschool, kindergarten, and primary schools.
c. Secondary schools.
d. Vocational and special schools.
e. Higher education.
f. Teacher education.
g. Private schools.
h. Adult education.
3. Evaluation of educational system.
4. Private and public organizations.
a. Influential and pressure groups.
b. Youth organizations.
c. Religious groups.

D. Influence of Politics on Education.

VII. PUBLIC FINANCE

A. Organization.
1. National level.
2. Other levels.
3. Biographical sketches of key personnel.

B. General Conditions and Problems.
1. Fiscal and economic policies.
2. Special conditions and policies.
3. Accounting systems used.

C. Monetary System.
1. Currency.
2. Reserves or backing of currency.
3. Issuing authorities.
4. Stability of currency.
5. Controls.
6 Exchange rates.
7. Government authorities.
8. Other legal instruments of exchange.
9. Other means of exchange (e.g., black market).

D. Budgetary System and Current Budget.
1. Current budget.
2. Budgetary analysis.
3. Governing authorities and controls.
4. Analysis of budgetary procedures.
5. Patterns of expenditure and distribution.

E. Sources of Government Income.
1. Analysis of taxation (amount of taxes collected, method of collection, and type of taxes).

2. Formulation of tax policies.
3. Investments.
4. Other sources of government income.

F. Financial Institutions.
1. Banking institutions (facilities, location, capital, and credit policies).
2. Investment institutions.
a. Stock institutions.
b. Controlling authorities and control exercised.
c. Miscellaneous investment companies.
3. Insurance companies (number, size, and location).
4. Specialized savings institutions.

G. Foreign Exchange. Balance of trade, controls, and restrictions.

H. Applicable Laws and Regulations.

VIII. PUBLIC HEALTH

A. Organization.
1. National level.
2. Other levels.
3. Biographical sketches of key personnel.

B. General Conditions and Problems.

c. Agencies and Institutions.
1. Hospitals.
a. Number.
b. Capacity (number of beds).
c. Location and condition of facility.
2. Other medical facilities.
a. Public.
b. Private.

D. Medical Personnel.
1. Numbers (doctors and nurses).
2. Location.
3. Training.
4. Traditional medical practices (native medicine, theory of disease, and religious beliefs).

E. Medical Equipment and Supplies.
1. Surgical and dental equipment.
2. Testing equipment.
3. Drugs.
a. Availability.
b. Shortages.
4. Other supplies.

F. Diseases.
1. Predominant types.
2. Control programs.

G. Environmental Sanitation.
1. Regulations governing food and drugs.
2. Water control and supply.
3. Disposal of sewage and waste.

IX. PUBLIC SAFETY

A. General Conditions and Problems. (The primary consideration in this area is whether the existing institutions [police, fire, and penal] may be used to carry out the combat commander's primary mission and to provide the day-to-day control and bodily protection of the local population.)

B. Police System.
1. Organizations at all levels.
a. Types of police forces and criminal investigative agencies.
b. Organization.
c. Areas of responsibility and/or jurisdiction.
d. Chain of command.
e. Names and biographical sketches of key personnel.
2. Equipment.
a. Arms and special equipment.
b. Modem crime-fighting equipment.
c. Traffic control equipment.
d. Riot control equipment.
e. Police communications.
f. Transportation.

3. Personnel.
   a. Strength.
   b. Method of selection.
      (1) Political, racial, and religious requirements.
      (2) Reliability.
      (3) Morale and state of training.
   c. Promotion basis.
4. Functions and authority.
   a. Criminal action.
   b. Civil ordinances.
   c. Disorder and disaster control.
5. Police regulations that differ from the traditional American concept of law and order.
   a. General.
   b. Identification system.
   c. Restrictions on travel, gatherings, and curfews.
   d. Restrictions on ownership of firearms.
6. Miscellaneous.
   a. Other methods of enforcing law and order such as the influence of religious leaders, family ties, and role of the military.
   b. Psychological effect on the local population.

C. Penal Institutions.
1. National and local.
   a. Prisons and jails (number, location, and capacity).
   b. Concentration camps and labor camps (number, location, and capacity).
2. Organization.
3. Government agency exercising control.
4. Inmate breakdown.
   a. Political (reliability and future use in the U.S. cause).
   b. Criminal.
   c. Juvenile.
   d. Sex.
5. Adequacy (sanitary and health conditions).
6. Treatment of prisoners.
7. Probation.
8. Parole.

D. Fire Protection.
1. Organization (in general, the same as for the police).
2. Equipment.
   a. Type, location, and adequacy of existing equipment and facilities.
   b. Adaptability of local military firefighting equipment.
3. Personnel.
   a. Strength and mode of selection.
   b. Training status and efficiency.
   c. Names and political reliability of key personnel.
4. Miscellaneous.
   a. Particular problems in certain areas such as overcrowded cities, narrow streets, and local water pressure.
   b. Possible use of equipment in controlling riots and other public disasters.

X. PUBLIC WELFARE

A. Organization.
1. National level.
2. Other levels.
3. Biographical sketches of key personnel.

B. General Conditions and Problems.
1. Availability and sources of consumer goods and services.
2. Housing.
3. Standard of health, facilities, and supplies.
4. Major social problems.
   a. Juvenile delinquency.
   b. Alcohol and narcotics abuse.
   c. Health problems (malnutrition and disease).
   d. Unemployment.
   e. Poverty and dependency.

5. Public assistance.
   a. Basis upon which granted.
   b. Types of relief and medical care provided.

C. Agencies, Institutions, and Programs.
1. Social insurance.
   a. Health insurance.
   b. Accident insurance.
   c. Old age, disability, and survivors' pensions.
   d. Unemployment.
   e. Family assistance.
   f. Other.
2. Welfare services (government and private).
   a. Child welfare (adoption, maternal).
   b. Emergency and war relief.
   c. Relief and public assistance.
      (1) For mentally and physically handicapped.
      (2) For aged and indigent.
3. Institutions.
   a. Orphanages (number, location, and capacity).
   b. Homes for the aged (number, locations, and capacity).
   c. Mental institutions (number, locations, and capacity).
   d. Physical therapy (number and location).
   e. Hospitals (number, location, and number of beds).
4. Programs.
   a. Recreational.
   b. Vocational.
   c. Health.
   d. Child care.
5. Welfare personnel.
   a. Professional standards.
   b. Volunteer assistance.
   c. Number available by type of organization.
6. Financial and legal.
   a. Financial plan (how funds are obtained).
   b. Laws and regulations.
   c. Organizational structure.
7. Regulations governing public welfare.

XI. CIVILIAN SUPPLY

A. General Conditions and Problems. (Peculiarities of climate, geography, etc., which might influence civilian supply.)

B. Storage, Refrigeration, and Processing Facilities.
1. Storage space, available and required.
   a. Food.
   b. Other supplies.
2. Refrigeration, available and required.
   a. Food.
   b. Other supplies.

C. Distribution Channels.
1. Food.
2. Clothing.
3. Essential durables.

D. Dietary and Clothing Requirements and Customs.
1. Food.
   a. Available.
   b. Required.
2. Clothing.
   a. Available.
   b. Required.
3. Customs that might influence civilian supply.

E. Production Excesses and Shortages.

XII. ECONOMICS AND COMMERCE

A. General Conditions and Problems.
1. Brief coverage of natural and developed resources.
2. Self-sufficiency or dependency of the area on other sources of food, machinery, or vital minerals and supplies.

3. Extent of development and capability of railroads, canals, and the civil aviation system.
4. Development of industry, agricultural pursuits, and natural resources.
5. Developed and potential power sources.
6. Summary of important trade agreements and extent of participation in world trade.

B. Description of Economic System.
1. National policy and controls.
2. Private enterprise.
3. Public enterprise.

C. Structure, Key Officials, and Business Leaders.

D. Resources.
1. Human.
2. Natural.

E. Statistics.
1. Per capita (e.g., income, savings, consumer spending).
2. Aggregate (e.g., GNP, national income, etc.).
3. Ratios (e.g., unemployment, productivity, occupations).
4. Validity of statistics (when compiled).

F. Goals and Programs.
1. Short-range.
2. Intermediate-range.
3. Long-range.

G. Internal Movement of Goods.

H. Exports/Imports.
1. Type.
2. Quantity.
3. Market.
4. Influence.

I. Commerce.
1. Domestic trade.
a. Wholesale and retail distribution system.
b. Markets and fairs.
c. Weights and measures standards.
d. Cooperatives and public markets.
2. Foreign trade.
a. Principal items of export and import.
b. Tariff system, customs, duties.
c. Trade agreements.
d. Balance of payments.

J. Industries.
1. General.
a. Location of main industrial centers.
b. Names of important companies.
c. Labor (skills and distribution).
d. Power sources and capacities.
2. Manufacturing industries.
a. Types (machinery, chemical, textile, etc.).
b. Locations (province, city, etc.).
3. Processing industries (types, locations, and capacities).

K. Agencies, Institutions, and Programs.
1. Government organization.
2. Trade associations and chambers of commerce.
3. Laws governing commerce and industry.
4. Subsidies, monopolies, etc.

L. Price Control and Rationing.
1. Stabilization.
2. Variation of prices.
3. Control measures and techniques.
4. Commodities underprice control.
5. Distribution.
a. Essential commodities.
b. Imports and exports.
c. Ration controls.
d. Production and distribution.
e. Effect on demands.
f. Types and status of markets.
6. Control systems.
a. Price control program.
b. Rationing program.
c. Raw materials.
d. Financial.
7. Legislation.
a. Price control legislation and items subject to price control.
b. Rationing legislation and items subject to rationing.

XIII. FOOD AND AGRICULTURE

A. General Conditions and Problems.
   1. Importance of agriculture in total economy.
   2. Extent of agricultural productivity and self-sufficiency.
   3. Principal problems.
   4. Attitude of farm population.

B. Agricultural Geography.
   1. Locations of principal farm areas.
   2. Types of soil.
   3. Influence of climate and topography.
   4. Types of crops.
   5. Farm to market road net.

C. Agricultural products and Processing.
   1. Livestock and dairy products (types, amounts, methods of processing, refrigeration, warehousing, etc.).
   2. Crops (types, amounts, methods of processing, storage).
   3. Poultry (types, amounts, methods of processing, storage, refrigeration, etc.).

D. Agricultural Practices.
   1. Extent of mechanization.
   2. Improvement programs.
   3. Conservation programs.
   4. Pest and disease control.

E. Land Holding System and Reform Programs.

F. Fisheries.
   1. Commercial (number, companies, location, type of fish, type of crafts, fishing areas, methods of processing, storage, annual production).
   2. Private (policy, rules, regulations, type of fish, fishing areas, etc.).
   3. Restocking program.
   4. Problem areas.

G. Forestry.
   1. Reforestation programs.
   2. Importance of forestry to the country.
   3. Forestry service or administration.
   4. Hunting (control, laws, regulations, types of game).
   5. Products and their processing.

H. Agencies, Institutions, and Programs.
   1. Government.
   2. Private.

I. Food Production.
   1. Type.
   2. Quantity.
   3. Processing.
   4. Location, size, ownership of warehouses.
   5. Types and quantity of food supplies stored.

J. Applicable Laws and Regulations Governing Food and Agriculture.

XIV. PROPERTY CONTROL

A. General Conditions and Problems. (Brief coverage on classification and administration of property, imposition of controls, and status of property records.)

B. Agricultural and Industrial Property.
   1. Type.
   2. Location.
   3. Ownership.
   4. Influence.

C. Property Laws.
   1. Nature and complexity.
   2. Evidence of ownership.
      a. Methods of recording.
      b. Locations of title registers.
      c. Agencies established for registering ownership.
   3. Methods of transfer of ownership.
      a. Confiscations.
      b. Restoration to rightful owner.
      c. Restoration to custodian.

D. Domestic and Foreign Ownership.
   1. Government.
      a. Type
      b. Size.
      c. Location.
   2. Private.
      a. Type.
      b. Size.
      c. Location.

XV. PUBLIC COMMUNICATIONS

A. General Conditions and Problems.

B. Postal System.
   1. Extent and frequency of service.
      a. Metropolitan.
      b. Rural.
   2. Censorship.
   3. Private carriers.
   4. Parcel post service.
   5. Other functions.
      a. Postal savings.
      b. Money order service.
      c. Issuance of licenses.
      d. Tax information service.

C. Telephone.
   1. Exchanges and local service.
   2. Long-line systems and connecting grids.
   3. Priority usage.
   4. Censorship.
   5. Private systems.
   6. International and intercontinental wire and submarine cables.

D. Telegraph.
   1. Exchanges and local service.
   2. Long-line systems and connecting grids.
   3. Priority usage.
   4. Censorship.
   5. Private systems.
   6. International and intercontinental wire and submarine cables.

E. Radio and Television.
   1. Transmitting stations (number, type, and location).
   2. Channels, frequencies, and trunk lines.
   3. Hours of operation.
   4. Censorship.
   5. Propaganda usage.
   6. Foreign influence.
   7. Foreign broadcasts.
   8. Programming.

F. Applicable Laws Governing Communications Systems.

XVI. PUBLIC TRANSPORTATION

A. General Conditions and Problems.

B. Rail Transport.
   1. Railroad by type, gauge, and miles or kilometers.
   2. Type, number, and condition of rolling stock.
   3. Location of switch yards.
   4. Major rail terminals (number, size, location, and condition).

C. Vehicular Transportation.
   1. Road by type, condition, and net by mile/kilometer.
   2. Street systems and condition.
   3. Vehicles and public conveyances by type, number, and ownership.

D. Water Transportation.
   1. Size, location, type, use, and ownership of all floating vessels.

2. Location of all port facilities and services.
3. Identification of sea routes.
4. Location and use of inland waterways.

E. Air Transportation.
1. Location, size, and use of all airfields.
2. Number, size, use, and ownership of all aircraft.

F. Pipelines.

G. Travel.
1. Status of tourist travel.
2. Restrictions.
3. Regulations.
4. Volume by geographic area of people leaving and entering.
5. Items of general importance common to all transportation systems.
a. Ownership.
b. Regulatory agencies and licenses.
c. Financial structure.
d. Administration.
e. Operation and revenues.
f. Maintenance.
g. Trade associations.
h. Personnel and labor relations.
6. Elements relative to each specific transport system in detail.
a. Location and mileage.
b. Condition.
c. Effect of seasonal variation.
d. Special traffic hazards and problems.

XVII. PUBLIC WORKS AND UTILITIES

A. General Conditions and Problems.

B. Public Works.
1. Public buildings—including hospitals (use, size, and location).
2. **Roads** and streets.
3. Bridges.
4. Port facilities (harbors).
5. Airports and railroad terminals.
6. Mass housing.
7. Dams (flood control).

C. Public Utilities.
1. Power system, including nuclear reactors and power generating plants and distribution systems.
2. Water system, including source dams, degree of pollution, filter plants, and ownership.
3. Gas works (size, location, source, and ownership).
4. Sewage collection systems and disposal plants.
5. Radioactive waste, garbage, and refuse disposal.
6. Storm drainage systems.
7. Items of general importance to all public works and utilities.
a. Ownership.
b. Regulating and licensing agencies.
c. Financial structure.
d. Administration.
e. Operations and revenues.
f. Maintenance.
g. Trade associations.
h. Personnel and labor relations.
8. Elements relative to each specific public works or utility in detail.
a. Locations of plants, line systems, nets, and connecting grids.
b. Condition.
c. New construction requirements.
d. Available resources for construction.
e. Priority of usage.

XVIII. ARTS, MONUMENTS, AND ARCHIVES

A. General Conditions and Problems.
   1. Description of conditions of the arts and monuments.
   2. Advancements over the past ten years.
   3. Influence of outside countries.

B. Arts.
   1. Location, type, use, and significance of the fine arts.
   2. Population attitude toward art treasures.
   3. Government policies and agencies dealing with the arts.
   4. Agencies through which arts are performed.
      a. Private.
      b. Government.
      Advancements in science.
      6. Artists organizations and government control.

C. Monuments.
   1. Location of historic monuments and sites.
   2. Present significance of these monuments and sites.

D. Archives.
   1. Location of archives.
   2. Varieties of archives.
      a. Public archives.
      b. Semipublic archives.
      c. Ecclesiastical archives.
      d. Private or family archives.
   3. Contents or category of archives.
      a. Historical.
      b. Current documents.

XIX. CIVIL INFORMATION

A. General Conditions, Problems, and Stage of Development.
   1. Effect of geographic, social, economic, political factors.
   2. Reading, listening, viewing habits.
   3. Rural-urban differences.
   4. Anticommunist appeal.
   5. International outlook.
   6. Techniques used to measure impact.

B. Newspapers, Periodicals, and Publishing Firms.
   1. Name,
   2. Location.
   3. Ownership.
   4. Circulation.
   5. Publication.
   6. Language.
   7. Editorial policies (political persuasion).
   8. Procedures.
   9. Employees.
   10. Equipment.
   11. Sources of supply.
   12. Revenue.

C. Miscellaneous Means of Communications.
   1. Private printing facilities.
   2. Advertising agencies.
   3. Others.

XX. CULTURAL AFFAIRS

A. Religions in the Area.
   1. National.
   2. Organized.
   3. Unorganized (sects).
   4. Relations among religions and religious leaders, both indigenous and missionary.

B. Clergy.
   1. Number, location, and education of clergymen.
   2. Influence of religious leaders.

C. Religious Beliefs.
   1. Major tenets of each religion, to include as a

minimum such concepts as—

a. Faith.

b. Impact of faith on life.

c. Concept of the hereafter.

d. Means of salvation.

e. Rites of cleaning and purification.

f. The impact of religion(s) on value systems.

2. Degree of religious conviction in lives of indigenous populace.

D. Worship.

1. Forms and significance of worship of each religion.

2. Places of worship.

3. Frequency of worship.

E. Relationship Between Religion and Motivation of Indigenous People.

F. Relationship Between Religion and Transcultural Communication.

G. Socioeconomic Influence of Religion.

1. Influence of religion(s) on society.

2. Economic influence of religion(s).

a. Religious ownership of property and other possessions.

b. Teachings of religion(s) about private property.

H. Interrelation With Government.

1. Relationship of religious leaders and government officials.

2. Role of religion(s) and religious leaders in armed forces.

3. Political influence of religious leaders.

I. Religious Schools.

1. Location, size, and attendance.

2. Influence.

3. Relationship to nonsecular schools.

XXI. DISLOCATED CIVILIANS

A. Existing Dislocated Civilian Population (if any).

1. Existing camps.

a. Health and welfare.

b. Responsible agency (national/international, etc.).

c. Population (number, nationality, etc.).

2. Anticipated duration of institutionalization.

B. Potential Population Dislocation.

1. Volume of dislocation by region.

2. Direction of major flow.

3. Troop support required per thousands of population.

4. U.S. logistical support required (D-day plus 30, 60, 240).

5. Special problems.

C. Care and Control of Dislocated Civilians.

1. Government and private agencies involved in displaced persons and refugee activities.

a. Organization.

b. Scope and powers.

c. Relationships to international organization.

d. Emergency reserve personnel adaptable to displaced persons and refugee activities.

2. Policies and operations of area agencies handling dislocated civilians-by agency (if any).

a. Policy and procedures concerning—

(1) Evacuation and control.

(2) Assembly center (or other grouping) administration.

(3) Camp or village security.

(4) Camp physical plant layout.

(5) Construction, materials, and engineering of physical plants.

(6) Health and medical care facilities.

(7) Supplies and food.

(8 Welfare services.

(9) Screening and indoctrination.

(10) Resettlement.

(11) Resources expenditure (available, used by area agencies, required by U.S. standards).

(12) Steps needed and resources required to convert existing facilities to U.S. standards for similar use.

b. Biographical analysis of agency personnel.

XXII. DISASTER PREPAREDNESS/RELIEF

A. Disaster Preparedness.

1. Country's history of disasters (by type).
   a. Man-made (epidemic, fire, pollution, dam breaks).
   b. Natural (hurricane, tornado, earthquake, volcanic eruption, drought, etc.).
2. Relief supplies needed or provided (by what country).

B. Organization.

1. Government agency responsible for disaster preparedness.
2. Government agency responsible for disaster relief operations.
3. Nongovernment agencies with whom prior coordination has been effected (e.g., Lions Club, church groups, Rotary Club).
4. Host nation organizational diagram.
5. Role of the military in civil defense.

C. Emergency Procedures and Relief Facilities.

1. Identified emergency centers (gyms, schools, etc.).
2. Hospital surge capabilities.
3. Medical staff requirements (doctors, nurses, etc.).
4. Communications systems.

D. Disaster Relief.

1. Disaster relief materials and assets available.
   a. Supplies and foodstuffs.
   b. Materials.
   c. Medicine (medical supplies).
   d. Heavy equipment (construction).
   e. Contractor (transportation, water storage, power generation).
   f. Transportation assets (air, ground, water).
   g. Mobile power generation (generators and size).
   h. Labor.
   i. Emergency shelters.
   j. Money.
   k. Water treatment and storage.
   l. Mobile medical units and/or hospitals.
2. Emergency transportation network analysis.
   a. Assumptions.
   b. Roads, railways, airports, etc., that have sustained damage in previous disasters.

E. In-Country POCs by Position and Telephone Number.

1. U.S. POCs (embassy, USAID, AID personnel).
2. HN POCs (with telephone numbers).

XXIII. HOST NATION SUPPORT

A. Command and Control.

1. Space and facilities at echelons above corps.
2. Command and control of other functional areas.
3. Area security.
4. Dislocated civilians.
5. Battlefield Circulation Control Communications.
   a. Use of communications systems.
   b. Repair of communications systems.
   c. Cable construction/repair.

B. Combat Service Support.

1. Use of HN transportation and distribution systems to include highways, railways, waterways, ports (both public and private).
2. Use of HN buildings and facilities.
3. Civilian services (laundry, bath, bakery, food, water).
4. Depot operations and depot maintenance.
5. Materiel handling equipment.

6. Labor.
   a. Skilled.
   b. Manual.
   c. Agricultural.
   d Male/female.
   e. Draft exemption for U.S. employees.
   f. Third country (labor necessity, availability, and quantity).
   g. Screened by intelligence.
   h. Linguists/interpreters.
   i. Salary (standard wages).
   j. Workday.

C. Mobility and Survivability.
   1. Repair of railroads, highways, and pipelines.
   2. Obstacle construction.
   3. Contract guard services.
   4. Decontamination.
   5. Port facilities and repair.
   6. Barrier and construction materials.

D. Medical.
   1. Hospitals (facilities/beds).
   2. Medical evacuation.
   3. Medical supplies/equipment.

E. HN POC for U.S. Forces/Procedures.

F. Impact of U.S. Presence on the HN Economy.

Appendix C

Staff Coordination and Control of CA Operations

Each echelon of command establishes an operations center to ensure control, coordination, and integration of effort. At each level, CA personnel will either be part of an operations center constituted from several staff sections or will establish a separate operations center. The mix of staff elements in a given operations center varies with the level of command and the operational needs. The objective of an operations center is to provide quick, responsive, and coordinated staff action.

OPERATIONS CENTER FUNCTIONS AND ORGANIZATION

An operations center receives, processes, and transmits information that will assist in C^2. The operations center must be able to record, display, and analyze data. This activity includes using staff journals, workbooks, maps, and communications equipment to produce staff estimates, orders, and reports. Essential functions are to—

- Validate and evaluate intelligence of immediate interest to the commander.
- Receive, evaluate, and process tactical information from subordinate units and higher headquarters.
- Control and maneuver security and air defense forces and all fire support means.
- Coordinate airspace and airlift assets.
- Coordinate combat, CS, and CSS requirements.
- Graphically depict the friendly and enemy situations.
- Maintain a continuous estimate of the situation.
- Make recommendations to the commander.
- Issue instructions to subordinate units.
- Prepare and issue OPORDs and OPLANs. (See Figures C-1 and C-2, pages C-5 through C-7, for a CA annex to an OPORD format and a CA annex to an OPLAN.)
- Submit reports to higher headquarters.
- Provide for its own physical security.

Section chiefs in each headquarters determine the internal organization of their staff sections, subject to command approval. They make decisions within the authorized levels for personnel and equipment prescribed by appropriate TOE or TDA.

G5/CMO staff section records may contain more detail than those of other staff sections because several functional areas are involved. In addition to the journal and workbook, the section may also maintain individual records for specific areas. These files are valuable for future analysis of the commander's operation and justification for action taken.

The Daily Staff Journal, DA Form 1594 (Figure C-3, page C-8), is the official chronological record of CA events. It is the principal record for recounting situations and establishing details of action taken. Because of the legal aspects of CA operations, it is important to maintain a completed journal on file for several months. Information may be extracted from the journal for reports and the CA workbook.

If automated data processing is not available to CA units, a resource card file is recommended to account for and help control supplies, PRC, AMA (Figure C-4, page C-9). The card file helps keep the various overlays from becoming too cluttered, and it offers historic background of action. Examples of card use include the following

- Public Safety-location of police, firefighting and rescue agencies, penal institutions, number of personnel employed, and type and amount of equipment (generators/medical).
- Public administration-location of government agencies and buildings.
- Public education—location of schools.
- Civilian supply—location of local supplies for U.S. use— type, amount, life expectancy, packaging.

The CA workbook (Figures C-5 and C-6, pages C-10 and C-11) is used to prepare CA periodic reports and estimates. It helps the CMO staff planner summarize activity by functional area. It also serves as a current operation management tool.

The CMO situation map depicts current and future dispositions of—

- Enemy regular and irregular elements.
- Friendly assigned, attached, and supporting CA and PSYOP units.
- Boundaries.
- Headquarters of higher, lower, and adjacent commands.

The map also depicts such information on the civilian populace as—

- Seats of government.
- Capitals of districts, townships, or similar subdivisions of the government.
- Resources.
- Key public facilities.
- Routes.
- Locations of large groups of DCs.
- Areas requiring special measures for law and order and religious or historical sites.
- Off-limits areas.

Because the situation map changes frequently, section SOPs should call for preparing CA overlays (Figure C-7, page C-12) on a recurring basis for historical purposes.

REPORTS AND ESTIMATES

Spot reports are used to report information of immediate value and changes in existing conditions. No specific format is prescribed for a spot report; however, the report should answer the questions who, what, when, where, and how. It should also state action taken and results.

CA periodic reports (Figure C-8, pages C-13 and C-14) are submitted to higher headquarters at prescribed times and conform with content and format established in SOPs or orders. They report required information as of the end of the prescribed period as well as changes that occurred since the previous report. Other reports including status reports, intelligence reports, resources reports, DC reports, and NBC reports are submitted as needed.

The commander's decision is influenced by the political, economic, and sociological characteristics of the AO in addition to other considerations. A CA estimate assists the commander in reaching a decision

by evaluating political, economic, and sociological conditions and weighing the effects of these conditions on different COAs. The basic form for the estimate (Figure C-9, pages C-15 through C-17) is arranged to ensure investigation of all pertinent factors. When time does not permit such investigation, the form may be used as a checklist to consider all factors essential for a decision.

INFORMATION DISPLAY

To provide instant reference for all operations center personnel and visitors, a display of basic information is essential. As a minimum, current friendly and enemy situations, recurring reports, and radio call signs and frequencies are normally displayed. To ease the posting of information on situation maps, several maps or multiple overlays should be used.

Basic factors that determine the organization of a staff section include—

- The command mission.
- Scope and importance of section activities.
- Availability of personnel.
- Preferences of the commander and the staff section chief.
- Requirement for echelonment of command posts.

Required characteristics of a staff section include—

- Functional capacity.
- Capability for round-the-clock operations.
- Flexibility to meet peak work loads.
- Ability to displace to a new location while maintaining effective operations

A staff section is authorized only enough personnel to carry out staff duties. The staff chief must not dissipate this strength by assigning his personnel duties that area responsibility of another staff officer or of a subordinate.

To operate around the clock for extended periods, shifts are necessary. A roster of assigned personnel containing shift duties and time schedules should be posted in the operations center. The section leader, driver, and section NCOIC should not be assigned to a shift. Each shift should be led by an officer and have—

- An assigned NCOIC, preferably a senior NCO.
- A clerk-communicator.
- An assigned driver to maintain the vehicle and generators; to serve as a runner, performing miscellaneous administrative functions; and to assist in operations center security.

STANDING OPERATION PROCEDURE

The G5 and/or CMO officer prepares the CMO staff section SOP. CA elements designated to support or assist given commands in the execution of contingency missions should acquire and use SOPs from these commands. SOPs should address—

- Preparation for combat. Stcckage, prepackaging, and maintenance of vehicles, equipment, and expendable and nonexpendable supplies are included.
- Alert and mobilization plans.
- Composition of quartering and/or advance parties and rear echelons.
- Organization for combat, including detailed delineation of duties for each individual, shift compositions, and plans for reconstitution in the event of combat losses.
- The operations center layout.
- Information displays.
- Procedures for preparing and disposing of records, reports, estimates, and orders.
- Physical, dccument, and tactical security.
- Communications procedures. These steps include radio telephone operating procedures unique to the command, message routing and preparation formats, and operation of communications and data transmission equipment.
- Movement and displacement.
- Operations under NBC conditions.

- Field maintenance.
- Postoperations procedures. Maintenance, restocking and packaging; composition of advance and rear parties; disposition of records; and preparation of after-action reports are included.

STAFF SECTION TRAINING

A state of operational readiness to conduct combat or other operations must be attained and maintained. This readiness is accomplished by preparing individuals, shifts, and staff sections to perform assigned tasks and other duties at the desired level of proficiency.

Training Realism

Training under realistic conditions is a key to success on the battlefield. Realistic training entails—

- Combined arms actions.
- Sustained movement.
- An electronic warfare environment.
- Frequent, unexpected changes.
- A knowledgeable enemy.
- Stress, strain, and confusion.

Training Objective

The cost of learning in combat is too high. Therefore, commanders and staff section chiefs must conduct cost- and time-effective staff training during peacetime. The staff section must be able to—

- Cope with the unexpected.
- Separate fact from imagination.
- Coordinate well amid confusion.
- Think clearly while under great stress.

Training Exercises

Training exercises will vary from major FTXs to CPXs and TEWTs. Each training opportunity provides the staff elements realism, the opportunity to experiment, and the ability to face situations involving possible defeat or failure. Training exercises also enable the commander and staff to—

- Emphasize the tactical SOP.
- Execute plans in a dynamic, hostile environment.
- Exercise bold solutions.
- Exercise contingency plans.
- Experience possible defeat without the penalty of combat loss.
- Work toward goal-oriented performance standards by team building.

(Classification)

CIVIL AFFAIRS ANNEX
Change from oral orders, if any.

Copy no. ____ of ____ copies
Issuing headquarters
Place of issue (may be in code)
Date-time group of signature
Message reference number

ANNEX _____ (CIVIL AFFAIRS) TO OPERATION ORDER NO. _____
References: Maps, charts, and other relevant documents.
Time Zone Used Throughout the Order.

1. SITUATION

Items of information affecting CA support not included in paragraph 1 of the operation order or which need to be expanded.

a. Enemy Forces. This section should address the enemy threat to rear areas to include acts of sabotage and guerrilla activities.

b. Friendly Forces.

(1) Outline higher headquarters plan.

(2) Outline higher and adjacent unit CA plans.

(3) Note CA resources supporting the unit.

c. Attachments and Detachments. CA resources attached and detached to include effective times if appropriate.

2. MISSION

A clear, concise statement of the CA task. If necessary, multiple CA tasks must be prioritized.

3. EXECUTION

a. Concept of the operation. A brief statement of the CA operation to be carried out, to include CA priorities.

b. CA Tasks to subordinate and supporting units.

c.

d.

e.

f. Coordinating instructions.

(1) Instructions applicable to two or more subordinate units.

(2) Reference to supporting appendixes not referenced elsewhere in the annex.

(3) Note additional CA resources available to support the unit.

4. SERVICE SUPPORT

5. COMMAND AND SIGNAL

Acknowledgment instructions.

Last name of commander
Rank

Authentication.
Appendixes:
Distribution:

(Classification)

Figure C-1. CA annex to an OPORD format.

(Classification)

CIVIL AFFAIRS ANNEX
Change from oral orders, if any.

Copy no. ____ of ____ copies
Issuing headquarters
Place of issue (may be in code)
Date-time group of signature
Message reference number

ANNEX _____ (CIVIL AFFAIRS) TO OPERATION ORDER NO. _____
References: Maps, charts, and other relevant documents.
Time Zone Used Throughout the Order.

1. SITUATION
   Items of information affecting CA support not included in paragraph 1 of the operation order or which need to be expanded.
   a. Enemy Forces. This section should address the enemy threat to rear areas to include acts of sabotage and guerrilla activities.
   b. Friendly Forces.
      (1) Outline higher headquarters plan.
      (2) Outline higher and adjacent unit CA plans.
      (3) Note CA resources supporting the unit.
   c. Attachments and Detachments. CA resources attached and detached to include effective times if appropriate.
2. MISSION
   A clear, concise statement of the CA task. If necessary, multiple CA tasks must be prioritized.
3. EXECUTION
   a. Concept of the operation. A brief statement of the CA operation to be carried out, to include CA priorities.
   b. CA Tasks to subordinate and supporting units.
   c.
   d.
   e.
   f. Coordinating instructions.
      (1) Instructions applicable to two or more subordinate units.
      (2) Reference to supporting appendixes not referenced elsewhere in the annex.
      (3) Note additional CA resources available to support the unit.
4. SERVICE SUPPORT
5. COMMAND AND SIGNAL

Acknowledgment instructions.

Last name of commander
Rank

Authentication.
Appendixes:
Distribution:

(Classification)

Figure C-2. CA annex to an OPLAN (division).

(Classification)

d. 3d Bde.
   (1) Plan and conduct CMO in sector.
   (2) Prepare to distribute civil relief supplies as directed.
e. 201st ACR. Plan and conduct CMO in sector forward of PL BLACK.
f. DISCOM.
   (1) Establish dislocated civilian assembly area vic ESCHBORN (MA703546). German authorities assume responsibility for dislocated civilians at turnover point designated by DISCOM.
   (2) Prepare to distribute civil relief supplies as directed.
g. Co C, 55th CA Tac Spt Bn.
   (1) Provide CA resources to major subordinate commands to assist in the conduct of CMO.
   (2) Provide division CA support.
   (3) Reinforce CA elements supporting brigades or 201st ACR on order.
   (4) Provide dislocated civilian team to 3-23 Cav(-) on order.
h. Coordinating Instructions.
   (1) CA operations will be closely coordinated and integrated with other operations.
   (2) Commanders establish liaison with territorial force authorities in sector.
   (3) Evacuation of local civilians will be accomplished only when their presence interferes with military operations, when they are not indigenous to the area and cannot be accommodated in the area for security reasons, and when their presence will expose inhabitants to an unacceptable degree of risk.
   (4) Control of civilians and maintenance of law and order will be through, or coordinated with, local civilian authorities where possible.
   (5) Without specific approval, use of military resources for local civilian purposes is prohibited.
   (6) Civilian stocks of food, clothing, and fuel will be identified and placed under control of competent civilian authority.
   (7) Civilian resources and facilities usable by the enemy will be identified. Destruction will be accomplished on order.
   (8) Destruction of civilian resources or facilities that would result in civilian hardship will not be accomplished without specific approval.

4. SERVICE SUPPORT
   Annex J (Service Support) to OPLAN 20.
5. COMMAND AND SIGNAL
   a. Command. Det C, 425th CA GP Bn, CP opens vic MA681539, D-day.
   b. Signal.
      (1) SOI Index 3g.
      (2) Annex L (Communications-Electronics) to OPLAN 20.

(Classification)

Figure C-2. CA annex to an OPLAN (division) (continued).

DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG
For use of this form, see AR 220-15: the proponent Agency is Office of The Deputy Chief of Staff for Operations & Plans

PAGE NO: 2 | NO OF PAGES: 9

ORGANIZATION OR INSTALLATION: G5 Section 20th Inf. Division
LOCATION: CROYDON, ALBION
PERIOD COVERED: FROM HOUR 0001 Z DATE 14 Oct 92 — TO HOUR 2400 Z DATE 14 Oct 92

ITEM NO.	TIME IN	TIME OUT	INCIDENTS, MESSAGES ORDERS, ETC	ACTION TAKEN	INL
20	0742		CG -- No civilians will be employed fwd of the DISCOM area.	S, T, W, F	plf
21	0749		3d Bde G5 -- Approx. 12 Tons enemy rations captured vic XV 755617	M, S, T, W, R, F G5 Corps	plf
22		0751	G4 -- Approved request to move captured rations from vic XV 755610 to vic CROYDON	M, S, T, W, R, F G5 Corps	plf
23	0759		2d Bde G5 -- Dislocated civs and animals found dead vic XV931896, suspect BIO attack	M, S, T, W, F G5 Corps	plf
24	0801		Property control team has relocated 100 2'x4's to warehouse 25A.	RW	plf
42	1049		Chem. O. -- Dead animals/civs vic XV931896 due to nonpersistent chem mine at that location	M, S, T, W, F G5 Corps	plf

TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY: P.L. Foster, Maj., CA, Dep G5
SIGNATURE: P.L. Foster

DA FORM 1 NOV 82 1594 PREVIOUS EDITION OF THIS FORM IS OBSOLETE *U.S. Government Printing Office: 1980-310-981-8770

Legend **M**-Situation map **S**-Staff distribution **T**-Distribution to subordinate staffs/teams **W**-Workbook **R**-Resource card file (see figure C-4) **F**-File

The daily staff journal summarizes the more detailed information found in individual messages and is bound with them daily to form a historical record. The journal item number is entered on the message. Messages can then be cross referenced by both DTG and item number. To prevent confusion and loss of important data, standard forms for recording messages must be used within the operations center.

Figure C-3. Daily staff journal.

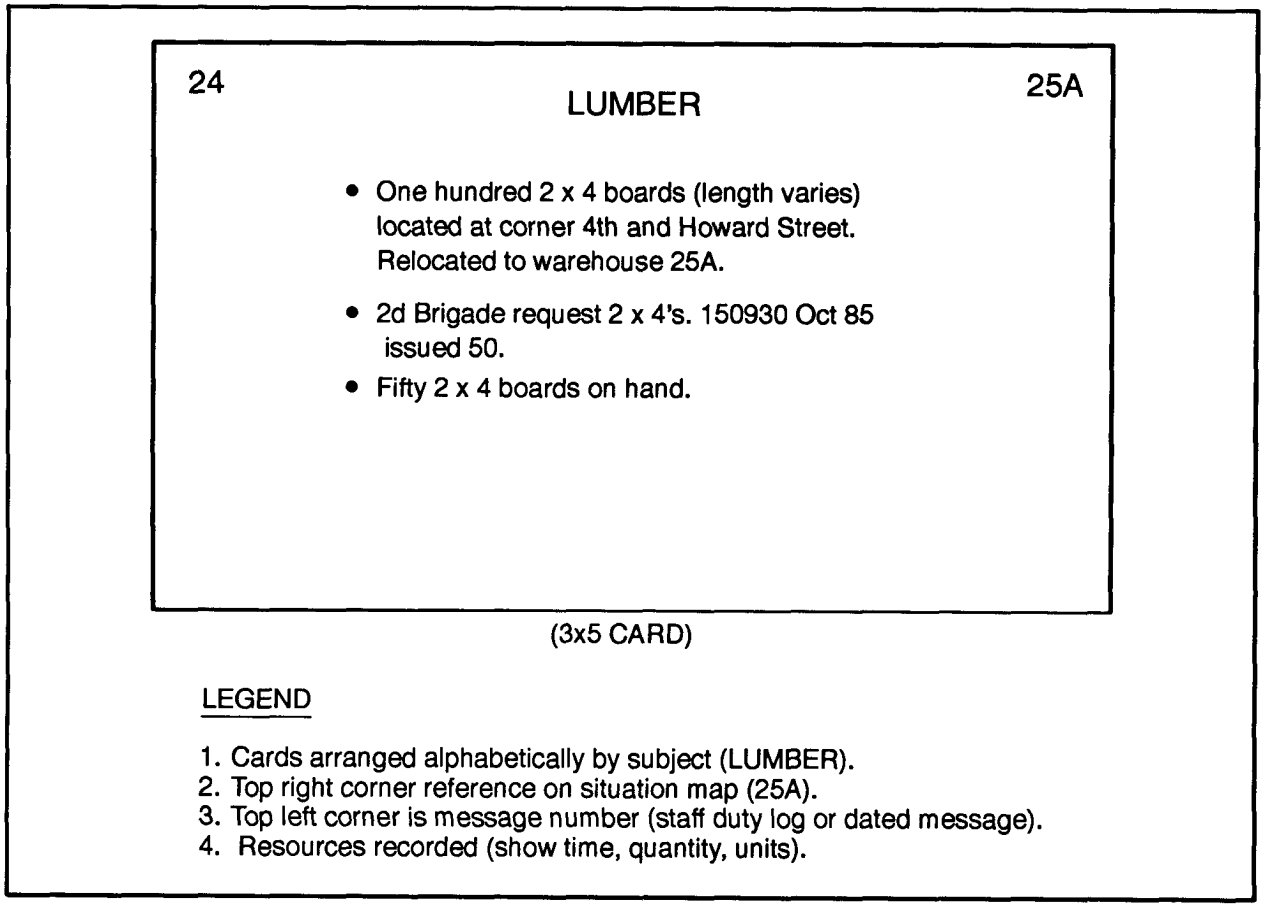
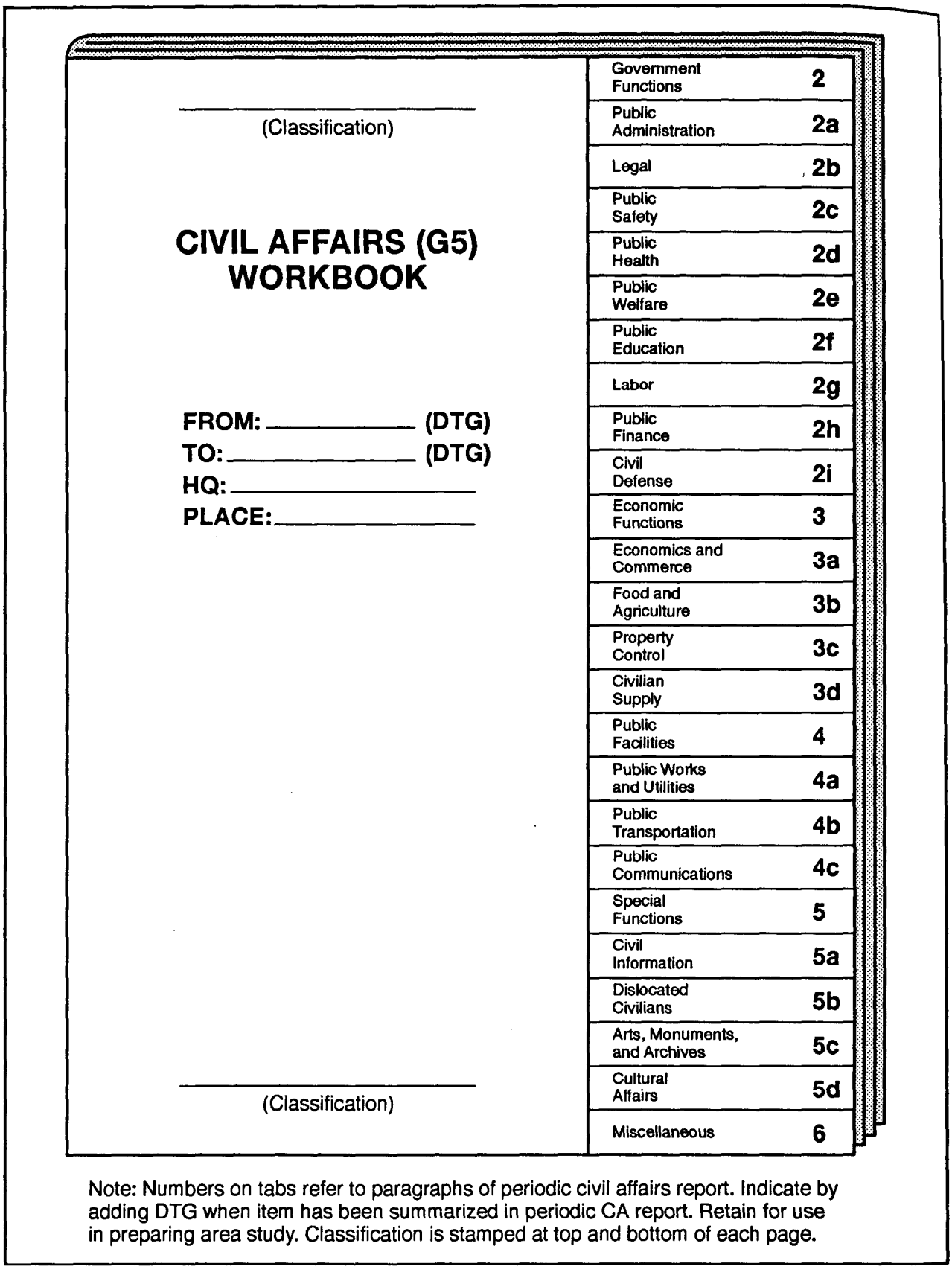


Figure C-4. Sample resource card file.



Note: Numbers on tabs refer to paragraphs of periodic civil affairs report. Indicate by adding DTG when item has been summarized in periodic CA report. Retain for use in preparing area study. Classification is stamped at top and bottom of each page.

Figure C-5. CA workbook.

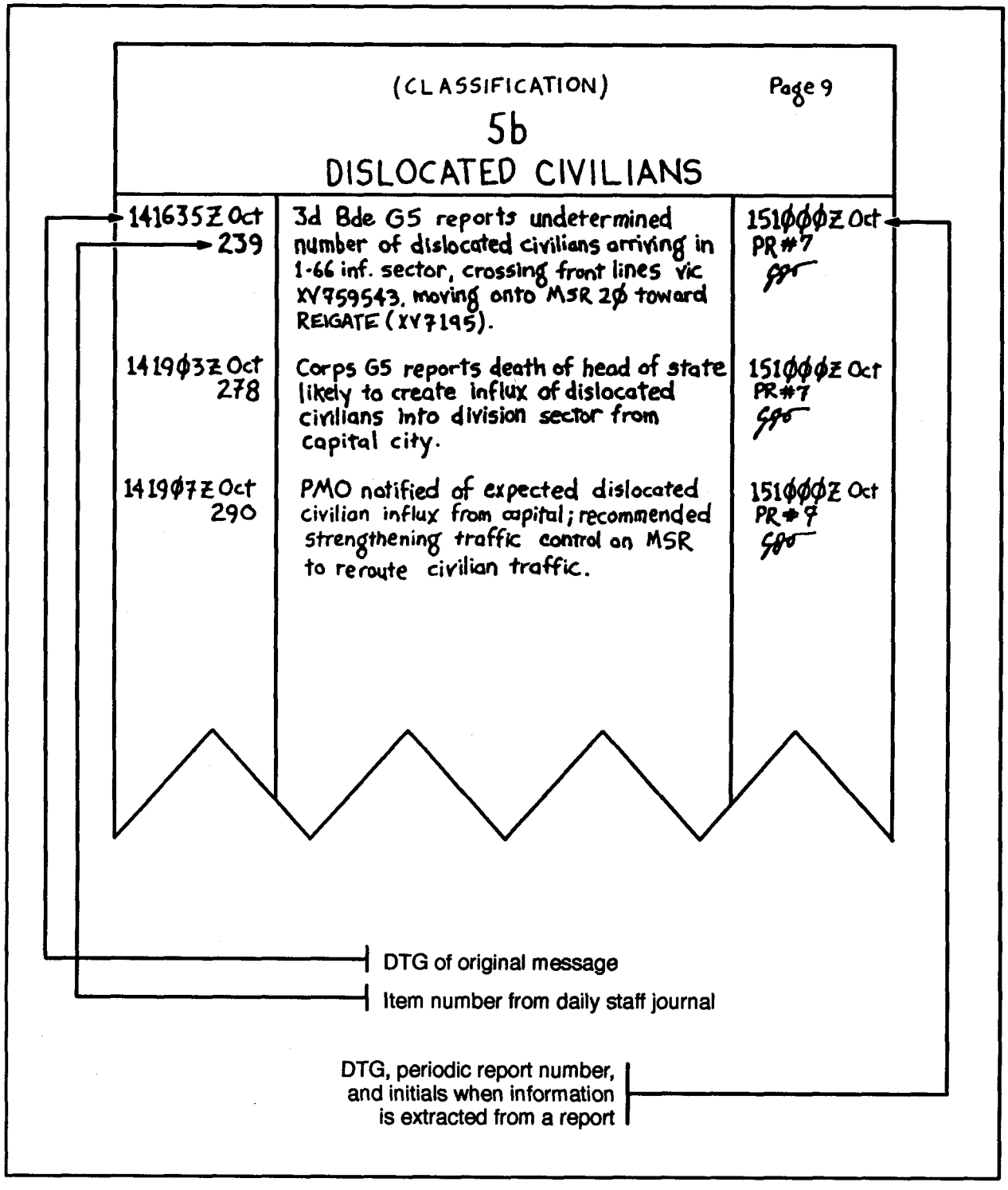


Figure C-6. Sample workbook page.

Demographic Overlays

Show dominant racial, religious, cultural, or political population densities. Such overlays would be useful in templating prevailing attitudes and loyalties in nonhomogeneous populations.

Civil Supply Support Overlays

Display locations of various types of locally available supply items (all available classes supply as well as items such as car dealerships, lumberyards, and plumbing supply houses). These overlays are used in conjunction with the civil supply data base to acquire needed items.

Public Utilities Overlays

Depict the locations and capability or capacity of all public utility buildings such as power stations and substations, pumping stations, phone company switches, and waste handling facilities. Used in conjunction with the maneuver overlay, these overlays can project the impact combat operations will have on the local populace's ability to maintain basic living conditions. These overlays should also be used with accompanying data gained from reference sources to estimate the capacity of each facility. A power station, for example, should be depicted not only in terms of its location but also in terms of the area it services. The maneuver commander can then project what the impact will be if the facility is disrupted or destroyed.

Health Services Overlays

Depict the location of private and public health service facilities such as hospitals, dentists' offices, pharmacies, and veterinary clinics. This information should be referenced so that detailed information (capacity, age, capabilities, on-hand equipment) about each facility can be accessed when necessary. Refer to FM 8-42 for a sample medical assessment checklist.

Dislocated Civilian Overlays

Depict two situations:

Projected Routes—Those routes most likely to be used by a dislocated population given a set of projected conditions (disruption of food supply or destruction of towns).

Current Situation—These routes currently being used by DCs, including the refugee camps that have developed.

Fire Support Overlays

Depict information that impacts on maneuvers (population density) and fires.

Figure C-7. CA overlays.

(Classification)

PERIODIC CIVIL AFFAIRS REPORT

Omit paragraphs and subparagraphs not applicable.

Copy no. ____ of ____ copies
Issuing headquarters
Place of issue (may be in code)
Date-time group

PERIODIC CIVIL AFFAIRS REPORT NO. _____

Period covered: Date and time to date and time.
References: Maps (series number, sheet(s), edition, scale) or charts.

1. CIVIL AFFAIRS SITUATION AT END OF PERIOD

   Location of civil affairs units and major activities of each; any important changes in civil affairs operational zones or areas; principal incidents and events since last report. Indicate on map or overlay annex, where possible.

2. GOVERNMENT FUNCTIONS

   Use annexes as necessary.

   a. Public Administration.
      (1) Screening-removal, appointment of officials.
      (2) Political intelligence activities.
   b. Legal.
   c. Public Safety.
   d. Public Health.
   e. Public Welfare.
   f. Public Education.
   g. Labor.
   h. Public Finance.
   i. Civil Defense.

3. ECONOMIC FUNCTIONS

   Use annexes as necessary; arrange in tabular form, when practicable.

   a. Economics and Commerce.
   b. Food and Agriculture.
   c. Property Control.
   d. Civilian Supply.

4. PUBLIC FACILITIES

   a. Public Works and Utilities.
   b. Public Transportation.
   c. Public Communications.

(Classification)

Figure C-8. Periodic CA report format.

(Classification)

5. SPECIAL FUNCTIONS
   a. Civil Information
   b. Dislocated Civilians.
   c. Arts, Monuments, and Archives.
   d. Cultural Affairs.
6. MISCELLANEOUS
   Indicate any special recommendations and requests, such as existing civil affairs personnel problems, requisitions for additional units, recommendations for lifting of controls and restrictions, recommendations for troop indoctrination, and other matters not properly covered in paragraphs above.

Commander

Authentication.
Annexes:
Distribution:

(Classification)

Figure C-8. Periodic CA report format (continued).

(Classification)

CIVIL-MILITARY OPERATIONS ESTIMATE

Headquarters
Place
Date, time, and zone

CIVIL-MILITARY OPERATIONS ESTIMATE NO. _____

References: Maps, charts, or other documents.

1. MISSION

   The restated mission as determined by the commander.

2. THE SITUATION AND CONSIDERATIONS

   a. Intelligence Situation. Include information obtained from the intelligence officer. When the details make it appropriate and the estimate is written, a brief summary and reference to the intelligence document or an annex of the estimate may be used.

      (1) Characteristics of the area of operations. Physical features: climate; and basic political, economic, and psychological factors.

         (a) Attitudes of the population (cooperative or uncooperative).

         (b) Availability of basic necessities (food, clothing, water, shelter, and medical care). Include civilian capabilities of self-support.

         (c) Availability of local material and personnel to support military operations.

         (d) Number of dislocated civilians in the area.

         (e) Amount and type of war damage suffered by the economy (particularly in the transportation, public utility, and communication fields).

         (f) Status and character of civil government.

         (g) State of health of the civilian populace.

      (2) Enemy strength and dispositions.

      (3) Enemy capabilities. Consider sabotage, espionage, subversion, terrorism, and movement of dislocated civilians.

         (a) Affecting the mission.

         (b) Affecting CMO activities.

   b. Tactical Situation. Include information obtained from the commander's planning guidance and from the operations officer.

      (1) Present dispositions of major tactical elements.

      (2) Possible courses of action to accomplish the mission. These courses of action are carried forward through the remainder of the estimate.

      (3) Projected operations and other planning factors required for coordination and integration of staff estimates.

   c. Personnel Situation. Include information obtained from the personnel officer.

      (1) Present dispositions of personnel and administration units and installations that have an effect on the CMO situation.

      (2) Projected developments within the personnel field likely to influence CMO.

(Classification)

Figure C-9. CMO estimate format.

(Classification)

d. Logistic Situation. Include information obtained from the logistics officer.
   (1) Present dispositions of logistics units and installations that have an effect on the CMO situation.
   (2) Projected developments within the logistic field likely to include CMO.

e. CMO Situation. In this subparagraph, the status is shown under appropriate subheadings. In the case of detailed information at higher level of command, a summary may appear under the subheading with reference to an annex to the estimate.
   (1) Disposition and status of CA elements and related significant military and nonmilitary elements.
   (2) Current problems faced by the command. Estimate the impact of future plans of the supported unit operation pertinent to the CMO mission.
   (3) Projected impact of civilian interference with military operations.
   (4) Government functions.
      (a) Public administration.
      (b) Public safety.
      (c) Public health.
      (d) Labor.
      (e) Legal.
      (f) Public welfare.
      (g) Public finance.
      (h) Public education.
      (i) Civil defense.
   (5) Economic functions.
      (a) Economics and commerce.
      (b) Food and agriculture.
      (c) Civilian supply.
      (d) Property control.
   (6) Public facilities functions.
      (a) Public works and utilities.
      (b) Public communications.
      (c) Public transportation.
   (7) Special functions.
      (a) Dislocated civilians.
      (b) Arts, monuments, and archives.
      (c) Cultural affairs.
      (d) Civil information.

f. Assumptions. Until specific planning guidance becomes available, assumptions may be required for initiating planning or preparing the estimate. These assumptions are then modified as factual data becomes available.

3. ANALYSIS OF COURSES OF ACTION

Under each subheading (para 2e) for each course of action, analyze all CMO factors indicating problems and deficiencies.

(Classification)

Figure C-9. CMO estimate format (continued).

(Classification)

4. COMPARISON OF COURSES OF ACTION
   a. Evaluate CMO deficiencies and list the advantages and disadvantages of each proposed course of action.
   b. Discuss the advantages and disadvantages of each tactical course of action under consideration from the civil-military operations standpoint. Those that are common to all courses of action or are considered minor should be eliminated from the list. Include methods of overcoming deficiencies or modifications required in each course of action. Priority will be given to one major civil affairs activity that most directly relates to the mission, such as preventing civilian interference with tactical and logistical operations, providing and/or supporting the functions of civil government, community relations, military civic action, military participation in a populace and resources control program, military support of civil defense, or consolidation psychological operations.
5. CONCLUSIONS/RECOMMENDATIONS
   a. Indicate whether the mission set forth in paragraph 1 can be supported from the CMO standpoint.
   b. Indicate which course(s) of action can best be supported from the CMO standpoint.
   c. List primary reasons why other courses of action are not favored.
   d. List the major CMO problems that must be brought to the commander's attention. Include specific recommendations concerning the methods of eliminating or reducing the effect of these deficiencies.

/s/_____
Designation of staff officer.

Annexes: As required.

(Classification)

Figure C-9. CMO estimate format (continued).

Appendix D

CA Assistance Network Directory

CA personnel knowledgeable in the functions and responsibilities of other agencies and organizations can conserve military resources. A network of related organizations can satisfy requirements through coordination and sharing responsibilities. CMO will not duplicate the efforts of these agencies and organizations, CA personnel may use this list to establish a network of nonmilitary organizations for specific missions, tasks, or regions.

DEPARTMENT OF STATE

DOS Operations Center. POC — Telephone (202) 647-1512.

Office of U.S. Foreign Disaster Assistance. Responds to foreign assistance requests from an ambassador. POC-Telephone (202) 647-5916.

Office of Citizens Services. POC — Telephone (202) 647-5226.

U.S. Agency for International Development. Established in 1961 to coordinate U.S. foreign assistance efforts. USAID provides foreign economic assistance in the form of loans and grants to improve the quality of life in less developed countries through programs in agriculture, rural development, nutrition, family planning, health, education and human resources, energy, and science and technology. The POC is—

U.S. Agency for International Development
Bureau for External Affairs
Office of Public Inquiries, Room 4889
Washington, D.C. 20523
Telephone (202) 647-1850

DEPARTMENT OF DEFENSE

Armed Forces Medical Intelligence Center
Building 1607
Fort Detrick, MD 21701-5004
DSN 343-7603

Defense Pest Management Information Analysis Center
AFPMB, Forest Glen Section
Walter Reed Army Medical Center
Washington, D.C. 20307-5001
Telephone (301) 427-5365/5366

Denton Amendment Application
The Agency for International Development
Bureau for Food for Peace and Voluntary Assistance
Office of Private and Voluntary Cooperation (FVA/PVC)
515 22d St, NW
Room 102,SA-2
Washington, D.C. 20523
Telephone (202) 663-2643

Department of Defense - Excess Property Program
Office of Humanitarian Assistance
Room 4B868
Department of Defense
The Pentagon
Washington, D.C. 20301-2400
Telephone (202) 695-3159

DEPARTMENT OF THE ARMY

U.S. Army Research Institute of Environmental Medicine conducts research to, among other things, develop better fitness, reduce stress, set body fat standards, and test altitude and environmental reactions for the U.S. Army. The POC is—

U.S. Army Research Institute of
Environmental Medicine
SGRD-UE-Z
Natick, MA 01760-5007
DSN 256-5127

U.S. INFORMATION AGENCY

USIA is an independent organization responsible for the USG's overseas information, educational exchange, and cultural programs. USIA is designated USIS in foreign countries and is responsible to the DOS. The POCs for USIA are—

USIA Advisor
U.S. Army Special Operations Command
Fort Bragg, North Carolina 28307-5000
DSN 239-7500, Commercial (919) 432-7500

Office of Public Liaison
United States Information Agency
301 4th Street, S.W.
Washington, D.C. 20547

FEDERAL EMERGENCY MANAGEMENT AGENCY

FEMA serves as the USG's POC for emergency management activities. It protects the civilian population from disaster, both natural and man-made. The POCs are—

Emergency Information and Coordination Center
Telephone (202) 646-2400

Federal Emergency Management Agency
Federal Center Plaza
500 C Street, S.W.
Washington, D.C. 20472

AMERICAN NATIONAL RED CROSS

The American Red Cross provides health education programs, disaster assistance, health care services, volunteer service programs, blood service program, emergency financial assistance, and other services. Each chapter is individually established. There is no central emergency number. Call area directory assistance for numbers for local chapters. The National Headquarters address is—

American Red Cross National Headquarter
17th and D Streets, N.W.
Washington, D.C. 20006

UNITED NATIONS

UN High Commissioner For Refugees is responsible for ensuring immediate needs of refugees are appropriately and effectively met. UNHCR is responsible for coordinating response of the UN system to a refugee emergency. It also helps determine appropriate standards of assistance and monitor the

effectiveness of the response. The UNHCR Handbook for Emergencies provides guidelines for setting up emergency refugee operations. The POCs are—

Room S-931, United Nations
New York, New York 10017

UNHCR Public Information Service
P. O. Box 2500
1211 Geneva 2 Depot
Switzerland

World Health Organization is dedicated to promoting physical and mental health, assisting in immunization programs against infectious diseases, and promoting research and training programs. The primary aim of WHO is to reduce the death rate and the population explosion. The POCs are—

WHO Regional Office for the Americas
525 23rd Street, N.W.
Washington, D.C. 20036-2897
Telephone (202) 861-3200

World Health Organization
20 Avenue Appia
1211 Geneva 27
Switzerland

Food and Agriculture Organization is committed to increasing productivity in farming, forestry, and fishing; raising nutritional levels, especially for children and working mothers; improving food distribution systems; and providing better seeds, pesticides, and fertilizers. The POCs are—

FAO Liaison Office for North America
1001 22d Street, N.W., Suite 300
Washington, D.C. 20437
Telephone (202) 653-2402

FAO Liaison Office with UN
Room DC1-1125
One United Nations Plaza
New York, New York 10017
Telephone (212) 963-6036

Un Children's Fund works for child survival and development in 128 countries worldwide. UNICEF is a network of regional and country offices serving the developing world to meet needs of children. Advocacy and action focus on the world's high levels of infant and young child disease and death. The POC is—

UNICEF House 3
UN Plaza
New York, New York 10017

PRIVATE VOLUNTEER ORGANIZATIONS

American Council for Voluntary International Action (Interaction) is a membership association of U.S. private volunteer organizations engaged in international humanitarian efforts including relief, development, refugee assistance, public policy, and global education. The POCs are-

Interaction
200 Park Avenue South
New York, New York 10003
Telephone (212) 777-8210; FAX (212) 995-2942

Interaction
1815 H Street, N.W., llth Floor
Washington, D.C. 20006
Telephone (202) 822-8429; FAX (202) 659-2661

American Friends Service Committee was founded by and is related to the Religious Society of Friends (Quakers) but supported and staffed by individuals sharing basic values regardless of religious affiliation. It attempts to relieve human suffering and to find new approaches to world peace and social justice through nonviolence. Work in 22 countries includes development and refugee relief, peace education, and community organization. The POC is-

1501 Cherry Street
Philadelphia, PA 19102
Telephone (215) 241-7150/7141

Americares Foundation is a private relief organization dedicated to saving lives and fulfilling emergency medical needs worldwide. It sponsors airlifts and sea

shipments of food and vital medicines and medical supplies to provide immediate relief whenever and wherever needed. The POC is—

161 Cherry Street
New Canaan, CT 06840
Telephone (203) 966-5195

Baptist World Alliance is a federation of national Baptist bodies representing more than 33 million members in 143 countries, The Alliance conducts relief work, including gifts to distressed peoples and assistance in the rehabilitation of refugees from political and other oppressions. The POC is-

6733 Curran Street
McLean, Virginia 22101-06005
Telephone (703) 790-8980

CARE is an international aid and development organization for food, self-help, disaster aid, and health care training overseas. The USG provides Food-for-Peace agricultural commodities and financial grants for emergency relief and development programming. Host governments share internal operating costs and may contribute material support and personnel. CARE stresses shared cost, self-help partnership programs with host governments. The POC is-

660 First Avenue
New York, New York
Telephone (212) 686-3110

Catholic Relief Services (U.S. Catholic Conference) is a nonpolitical, nonevangelical, official overseas relief and self-help development agency of the American Catholic community. It carries on programs of disaster response, refugee relief fund rehabilitation, social welfare services, and socio-economic development in over 70 countries. It distributes food, clothing, and medicines. It stimulates and supports indigenous agencies engaged in welfare and development. The POC is-

209 W. Fayette Street
Baltimore, MD 21201
Telephone (301) 625-2220

International Rescue Committee provides emergency relief; public health, medical and educational services to refugees and displaced persons abroad, and resettlement services for refugees in the United States. The POC is-

386 Park Avenue South
New York, New York 10016
Telephone (212) 679-0010

Mennonite Central Committee is an official relief and service agency of North American Mennonite and Brethren in Christ churches. It administers and participates in programs of agricultural and economic development, education, medicine, self-help, relief, peace, and disaster service. The POC is—

21 South 12th Street
Akron, PA 17501
Telephone (717) 859-1151

Refugees International provides educational information, coordination, and media help to further the understanding of and assistance to refugees around the world through voluntary action. It seeks alternative means of handling refugee relocation and permanent resettlement. It seeks voluntary support in the private sector. Refugees International provides sponsorship of refugee families and letters urging governmental help, medical services, and relief for refugees around the world. The POC is-

220 I Street, N. E., Suite 240
Washington, D.C. 20002
Telephone (202) 547-3785

World Vision, Inc., provides effective response to the consequences of short- and long-term natural disaster or civil conflict. It provides buildings, equipment, personnel, and literature for schools, hospitals, and clinics to achieve successful long-tern transformation of human lives. The POC is—

919 W. Huntington Drive
Monrovia, CA 91016
Telephone (818) 357-7979

Appendix E

CA Supporting Plan to a Military Campaign

A military campaign plan translates U.S. national level (strategic) guidance into specific military objectives at the unified command level. The campaign plan coordinates the activities of all services and forces involved in the campaign. This plan directs the use of resources allocated to the command according to the strategic military objectives and phases of the campaign. The plans for the initial phase of operations may be quite detailed. Options should be formulated for successive phases to deal with varied results from the initial phase of the campaign. Accordingly, the plans for successive phases may be less detailed.

PLAN FORMULATION

CA planners begin the process of formulating a CA supporting plan (Figure E-1, pages E-2 through E-4) by analyzing the campaign plan to determine specified and implied CA tasks.

Specified Tasks

CA specified tasks are explicitly stated in the campaign plan. The wording of these tasks, however, may be quite general. The tasks may need to be reworded to orient subordinate units toward specific aspects of the AOR.

Implied Tasks

Implied CA tasks are developed based on the military mission and the commander's intent. The combination of specified and implied tasks represents CA objectives.

PLAN FORMAT

The format of the CA supporting plan follows the basic five-paragraph organization for military orders and plans described in FM 101-5. Paragraph 3 of the CA supporting plan always describes the campaign in terms of "phased" operations. The reason for the phasing of operations is to provide flexibility in long-range planning. At the end of any given phase it may be necessary to reorient on new objectives and reorganize accordingly.

The CA supporting plan's first paragraph in Figure E-1, pages E-2 through E-4, identifies U.S. and foreign

strategic objectives. It lists all assumptions and CA objectives required to support military operations.

Paragraph 2 restates the CA mission in clear concise terms. The CA mission is generally to support the force through planning and conducting CMO and to support the accomplishment of national objectives as directed. The mission statement should generally answer the questions who, what, where, when, and how.

Paragraph 3, Execution, contains the following elements:

- Commander's Intent.
- Concept of Operations. This subparagraph relates U.S. strategic objectives to the categories of CMO.
- Phases of Operations. This subparagraph relates CA operational objectives to the phases of the campaign.

Paragraph 4 describes the support required to fulfill the objectives in paragraph 3. Particular attention should be paid to overcoming infrastructure deficiencies in the AOR. Significant time may be needed to develop the infrastructure in a foreign country.

Paragraph 5 describes the command relationship between the CA forces employed and the supported organization. Since CA support requirements may change from phase to phase, pay close attention to the timing of changes in command relationships associated with redeployment of CA forces. In many instances, CA tasks and projects may be long-term in nature. Therefore, it may be necessary to assign a CA subunit the job of monitoring or supervising the completion of certain projects begun by a redeployed paint unit.

(Classification)

Copy ___ of ___ copies
Hq, 333d CA Cmd
Fort Bragg, NC 28317
15 Jan 19___

CA SUPPORTING PLAN to _____ CAMPAIGN PLAN: (Number and Code Name)

References: (Maps, charts, and other relevant documents)

TIME ZONE USED THROUGHOUT THE PLAN: _____

1. SITUATION.
   a. General. (Description of the theater of operations)
   b. Enemy/Threat.
      (1) Military.
      (2) Political.
      (3) Economic.
      (4) Informational.
   c. Friendly Missions and Capabilities.
      (1) Military.
      (2) Political.
      (3) Economic.
      (4) Informational.
   d. Civil Affairs Forces. (Use Task Organization appendix or reference JSCP Annex L to identify U.S. CA forces. If foreign militaries employ CA forces, identify those in this paragraph or a separate appendix.)

(Classification)

Figure E-1. CA supporting plan format.

(Classification)

2. MISSION. (Restated CA theater or campaign mission)
3. EXECUTION.
   a. Commander's Intent. (This plan coordinates military involvement in U.S. political, economic, informational, and sociological activities in the theater/region.)
   b. Concept of Operations. (Strategic CA objectives are listed in the appropriate paragraphs below.)
      (1) Foreign nation support.
      (2) Humanitarian assistance.
         (a) Humanitarian and civic assistance.
         (b) Military civic action is usually coordinated at the operational level and executed at the tactical level. However, if strategic level civic actions are specified by the CINC, those actions are included in this paragraph.
      (3) Civil defense.
      (4) Populace and resources control.
         (a) Dislocated civilian operations.
         (b) Noncombatant evacuation operations.
         (c) Other.
      (5) Support to civil administrations.
      (6) Employment of CA forces.
         (a) Active CA forces.
         (b) Reserve Component CA forces.
   c. Phases of Operations. (The purpose of this paragraph is to relate the CA concept of support to the military campaign phases. Campaign plans generally have three phases: preparation, decisive operations, and completion. A general outline of the phasing activities is depicted below. The phases of the specific plan supported are identified in paragraph 3 of the campaign plan.)
      (1) Phase I. (Preparation)
         (a) Concept. Include specific CA operational objectives and timing of this phase.
         (b) Tasks of subordinate units.
         (c) Supporting PSYOP.
         (d) Nonmilitary support employed. (Examples are FNS, U.S. Government agencies, international relief and voluntary agencies.)
      (2) Phase II. (Decisive operations)
         (a) Concept. Include specific CA operational objectives and timing of this phase.
         (b) Tasks of subordinate units.
         (c) Supporting PSYOP.
         (d) Nonmilitary support employed. (Examples are FNS, U.S. Government agencies, international relief and voluntary agencies.)
      (3) Phase III. (Completion)
         (a) Concept. Include specific CA operational objectives and timing of this phase.
         (b) Tasks of subordinate units.
         (c) Supporting PSYOP.

(Classification)

Figure E-1. CA supporting plan format (continued).

(Classification)

(d) Nonmilitary support employed. (Examples are FNS, U.S. Government agencies, international relief and voluntary agencies.)

4. SUSTAINMENT.
   a. Assumptions.
   b. Reception aspects.
   c. Supply aspects (civilian supply and property control).
   d. Maintenance and modification.
   e. Medical (public health).
   f. Transportation (public transportation).
   g. Base development.
   h. Personnel (civilian labor).
   i. Foreign assistance (FNS).
   j. Government.
   k. Lines of communications.
   l. Reconstitutions (restoration).
   m. Joint and combined responsibilities.
   n. Sustainment priorities and resources.
   o. Interservice responsibilities.
   p. Protection priorities.
5. COMMAND AND SIGNAL.
   a. Command. (State the command relationship for CA forces employed in the campaign activities. Indicate any shifts of command or changes in operational control contemplated during the campaign. Indicate time of the expected shift. Give location of commander and command posts.)
   b. Signal. (Include liaison instructions and axis of signal.)

(Classification)

Figure E-1. CA supporting plan format (continued).

Appendix F

Battlefield Operating Systems

To be effective, the operations of all units must be coordinated combined arms actions. Assets available to support operations vary with the level of command, the type of force, and the supporting forces available. In most cases, however, commanders at both operational and tactical levels must coordinate numerous functions to include CA operations. This appendix describes the major functional activities the CA commander may be expected to support. The tool he uses to organize his tasks in support of the activities is the BOS.

BATTLEFIELD OPERATING SYSTEMS CHECKLIST

The seven BOS are the major functions that occur on the battlefield. The BOS area tool and provide a process to evaluate and assess performance. They are used to identify operational deficiencies and focus attention for training. All BOS are not equal in all operations nor do they apply for all tasks. The BOS must be synchronized to ensure total military power is coordinated and directed toward accomplishing the mission. The BOS are to be used as a check to ensure the integration of critical BOS in mission planning (Figure F-1, pages F-2 and F-3). This checklist will be useful in communications and planning with GP forces.

BATTLEFIELD OPERATING SYSTEMS CHECKLIST

INTELLIGENCE

Gathering and evaluating information to support mission planning and execution (IPOA).

Mission Planning Cycle

- ♦ Collect information on—
  - Threat (incl imagery, INTSUMs, open source).
  - Physical environment.
  - Social/political/economic environment.
- ♦ Process information on—
  - Threat (review information, consider enemy doctrine).
  - Physical environment (review information, consider status, develop impacts).
  - Social/political/economic environment (review information, consider status, develop impacts).
- ♦ Integrate intelligence information.
  - Develop enemy intentions.
  - Develop CCIR.
- ♦ Prepare area assessment and CA report.

Mission Execution Cycle

- ♦ Update collected information.
  - Interface with intelligence systems in AOR.
- ♦ Report PIRs, IRs.

MANEUVER

Position/reposition forces to conduct operations. Employ direct fire weapons and explosive devices against enemy forces, materiel, and facilities.

Position/Reposition Forces

- ♦ Conduct unit movements (coordinate with supported unit).
  - By air.
  - By land.
  - By sea.
- ♦ Conduct deployment/employment.
  - By air (air-land, static line).
  - By land (foot, vehicle, rail).
  - By sea (surface). {ensure cross-loading}
  - Navigate.
  - Negotiate terrain/obstacles (conduct rehearsals and/or practice as required and when possible within constraints).
- ♦ Engage enemy/materiel/facilities (force protection).
  - Apply rules of engagement.
  - Collectively employ direct-fire weapons.
  - React to terrorism/insurgent incident.

FIRE SUPPORT

Coordinate with fire support officer.

- ♦ Apply rules of engagement.
  - Identify cultural property and civilian concentrations.
  - Advise civilian protective marking.
- ♦ Consider psychological impact of CA operations.

AIR DEFENSE

Measures taken to reduce the effectiveness of attack by hostile aircraft (force protection).

- ♦ Apply rules of engagement.
- ♦ Use protection provided by ADA umbrella in OA.

MOBILITY AND SURVIVABILITY

Measures taken to enhance mobility of SOF units, degrade enemy freedom of movement, and protect forces from enemy intelligence gathering and the effects of enemy weapons systems.

Overcome Obstacles

- ♦ Breach/bypass minefields.
- ♦ Breach/bypass all other obstacles.

Provide Countermobility

- ♦ Emplace obstacles (physical, chemical).
- ♦ Employ mines/explosives.

Enhance Survivability

- ♦ Protect individuals and systems.
  - Employ electronic counter-countermeasures.
  - Prepare fighting positions.
  - Prepare civil defense shelter.
  - Employ NBC protective equipment.
- ♦ Conduct NBC decontamination of personnel and equipment.
- ♦ Employ operations security (SIGSEC, concealment).
  - Employ COMSEC (physical security, emission security).
  - Employ camouflage
  - Employ noise, light, and physical evidence controls.
  - Employ smoke and obscurants.
- ♦ Conduct deceptive measures.
- ♦ Ensure security of operating bases.
- ♦ Develop disaster relief force.
- ♦ Employ survival, evasion, resistance, and escape techniques and individual protection measures.

Figure F-1. Battlefield operating systems checklist.

BATTLEFIELD OPERATING SYSTEMS CHECKLIST

(continued)

COMBAT SERVICE SUPPORT

Actions taken to sustain SOF units, primarily in the fields of logistics, personnel services, and health services. Includes actions employed to interface with indigenous populations and agencies, as well as U.S. and international agencies.

Arm

- ♦ Provide munitions for weapons.

Fuel

- ♦ Provide fuel and petroleum products.

Fix

- ♦ Preserve the availability of weapons and equipment.

Man The Force

- ♦ Provide field services.
  - Clothing exchange.
  - Salvage.
  - Graves registration.
  - Rations.
- ♦ Provide personnel service support.
  - Admin (strength management, career management, soldier support).
  - Finance.
  - Chaplain.
  - Health services (medical, dental, preventive, casualty, veterinary).
- ♦ Distribute personnel and resources.
  - Provide transport services.
  - Supply the forces.
  - Provide MP support.

Conduct Civil-Military Operations

- ♦ Provide interface.
  - Coordinate with FN agencies.
  - Coordinate with U.S. agencies.
    —U.S. Embassy.
    —USIS.
    —USAID.
  - Coordinate with U.S. and allied military forces.
    —Unified command commanders.
    —Theater army commander.
  - Coordinate with international agencies (Red Cross, United Nations, World Bank).
- ♦ Employ humanitarian assistance (nation).
- ♦ Assist in acquiring indigenous resources.

COMBAT SERVICE SUPPORT (continued)

- ♦ Minimize civilian interference with military operations (populace and resources control).
- ♦ Advise commander on meeting moral and legal obligations.
- ♦ Advise commander on cultural aspects of OA.
- ♦ Assist foreign government.
  - Assist with program planning.
  - Provide technical advice and assistance.
- ♦ Establish civil administration.

COMMAND AND CONTROL

Actions taken by a commander to exercise authority and direction over assigned forces in the accomplishment of the mission.

Acquire Information and Maintain Communications (Supported Unit, Foreign Nation)

- ♦ Receive and transmit information.
- ♦ Manage means of information communication.
- ♦ Maintain information on status of missions and units.
- ♦ Establish and maintain language proficiency.

Assess Situation and Determine Action

(Analysis and decision.)

Direct and Lead Subordinate Forces

- ♦ Establish isolation area.
- ♦ Conduct planning (prepare plans and orders).
- ♦ Conduct rehearsals.
- ♦ Coordinate support.

Establish and/or Enhance Capability of Indigenous/Coalition Military Forces

- ♦ Evaluate FN forces.
- ♦ Advise FN forces.
- ♦ Train FN forces.
- ♦ Equip FN forces.
- ♦ Sustain FN forces.

Figure F-1. Battlefield operating systems checklist (continued).

Appendix G

CA Mission Training

As DOD executive agent for CA, Department of the Army is responsible for all CA training except for responsibillities assigned to the Navy or USMC for the support of their own activities and facilities (Joint Pub 0-2).

TRAINING ELEMENTS

Personnel assigned CA duties receive training in CA units and staff sections. Training should adapt civilian and military skills to the CA mission. CA trainers must avoid creating functional specialists from personnel who lack the proper military and civilian training, experience, or skills to complement that specialty. Based on CA training and general experience, CA-qualified individuals should be assigned to CMO staff positions when CA units are not deployed.

The size of a CA element can vary from a one-man cell to a CA command or TF. Task tailoring ensures the use of qualified subject matter experts to address specific mission requirements. Task tailoring is the basis of CA training and supports the principles of war in the objectives of simplicity and economy of force.

The team, cell, or unit will have a specific objective and contain the number and type of specialties required to accomplish its mission. It will be tailored to accomplish the mission in a timely and cost-effective manner.

Recognizing that both enlisted personnel and officers bring various civilian skills to each unit, CA trainers should use group discussion techniques on generic problems that occur throughout the AO. They can use generic solutions as points of departure for specific problems.

TRAINING EXERCISES

Exercise participation is critical to the training of CA personnel. Trainers must fully incorporate abroad array of CMO activities into all types of exercises and wargaming, to include FNS and DC problems. These activities can be injected into computerized battle simulation such as the JESS used as the training exercise driver. They also can be used in BCTP command post exercises.

Seminars, area assessments, and SMEEs are all forms of operational missions that also provide realistic training. When conducted in a FN, they provide a genuine product and enhance capability. Seminars and SMEEs can be military to military, or they can be U.S. military to FN military/civilian. They also provide the opportunity to enhance the image of the United States

while providing assistance. At the same time, CA personnel become culturally aware and are put in a unique position to interface with a HN's leaders of today and tomorrow.

The requirement to maintain proficiency in regional, economic, cultural, and political programs places a high priority on overseas training for both AC and RC CA soldiers. Overseas training participation also enhances language capabilities and forms the basis of experience needed for CA regional capabilities and planning.

CA will continue to face expanded missions in the joint arena. Quality CA training provides sufficient numbers of trained CA personnel to conduct joint and combined CA and/or CMO missions. Training must emphasize the joint perspective, enhance interoperability, and contribute to each combatant CINC's CA mission.

Glossary

PART I — ACRONYMS

AC	Active Component
ACofS	Assistant Chief of Staff
ACR	armored cavalry regiment
ADCON	administrative control
ADP	automated data processing
ADPE	automated data processing equipment
ADPU	automated data processing unit
ADT	active duty for training
AF	Air Force
AFMIC	Armed Forces Medical Intelligence Center
AG	adjutant general
AID	Agency for International Development
ALB	AirLand Battle
ALOC	air lines of communication
AMA	rots, monuments, and archives
AO	area of operations
AOR	area of responsibility
APHIS	Animal/Plant Health Inspection Service
APSC	Air Force Systems Command
AR	Army regulation
ARSOC	Army Special Operations Command
ARSOF	Army special operations forces
ARTEP	Army Training and Evaluation Program
ASG	area support group
ASP	ammunition supply point
AT	antiterrorism
BCTP	Battle Command Training Program
Bde	brigade
Bn	battalion
BOS	battlefield operating systems
BPS	basic PSYOP study
C^2	command and control
C^2I	command, control, and intelligence
C^3	command, control, and communications
C^3I	command, control, communications, and intelligence
C^4	command, control, communications, and computers
CA	civil affairs
CAG	CA group
CARE	Cooperative for Assistance and Relief Everywhere
Cav	cavalry
CBRS	Concept Based Requirements System
CCIR	commander's critical information requirements
CCP	civilian collection point
CD	counterdrug
CDC	Center for Disease Control
CE	**Corps** of Engineers
CENTCOM	Central Command
CG	commanding general
CGFORSCOM	Commanding General, U.S. Army Forces Command
CI	civilian internee
CIA	Central Intelligence Agency
CIMIC	civil-military cooperation
CINC	commander in chief
CINC-FORSCOM	Commander in Chief, Forces Command

CJCS	Chairman, Joint Chiefs of Staff
cmd	command
CMO	civil-military operations
CMOC	civil-military operations center
CMOTF	civil-military operations task force
COA	course of action
COCOM	combatant command
COS	chief of station
CP	command post
CPX	command post exercise
CS	combat support
CSM	command sergeant major
CSR	controlled supply rate
CSS	combat service support
CT	counterterrorism
DA	Department of the Army
DART	disaster assistance response team
DC	dislocated civilian
DCM	deputy chief of mission
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations and Plans
DEA	Drug Enforcement Administration
DHHS	Department of Health and Human Services
DIA	Defense Intelligence Agency
DIAM	Defense Intelligence Agency Manual
DISCOM	division support command
DLI	Defense Language Institute
DOC	Department of Commerce
DOD	Department of Defense
DOJ	Department of Justice
DOS	Department of State
DOT	Department of Transportation
DS	direct support
DST	decision support templating
DSU	direct support unit
DTG	date-time group
E&E	evasion and escape
EAC	echelons above corps
EBS	Emergency Broadcast System
EDRE	emergency deployment readiness exercise
EO	executive order
EOD	explosive ordnance disposal
EPW	enemy prisoner of war
EXT	extension
FA	functional area
FAA	Federal Aviation Administration
FANS	friendly/allied nation support
FAO	Food and Agriculture Organization
FBI	Federal Bureau of Investigation
FBIS	Foreign Broadcast Information Service
FCZ	forward combat zone
FEMA	Federal Emergency Management Agency
FID	foreign internal defense
FM	field manual
FN	foreign nation
FNS	foreign nation support
FOB	forward operating base
FORSCOM	U.S. Army Forces Command
FSOP	field standing operating procedure
FSU	finance support unit
FTX	field training exercise
GAO	Government Accounting Office
GM	Germany
GNP	gross national product
GP	general purpose
GRREG	graves registration
GS	general support
GSU	general support unit
HA	humanitarian assistance
H/CA	humanitarian/civic assistance
HHS	Department of Health and Human Services
HN	host nation
HNS	host nation support
HQDA	Headquarters, Department of the Army
HSS	health service support
HUMINT	human intelligence
IAW	in accordance with
IDAD	internal defense and development
INS	Immigration and Naturalization Service
IPB	intelligence preparation of the battlefield
IPOA	intelligence preparation of the operational area
IR	information requirements

IRC	International Red Cross
JCS	joint chiefs of staff
JESS	Joint Exercise Simulation System
JOPS	Joint Operation Planning System
JPRS	Joint Publications Research Service
JRTC	Joint Readiness Training Center
JRX	joint readiness exercise
JSCP	Joint Strategic Capabilities Plan
JSOA	joint special operations area
JSOTF	joint special operations task force
JSPS	Joint Strategic Planning System
JTF	joint task force
KATUSA	Korean Augmentation to the U.S. Army
KTO	Kuwaiti theater of operations
LAN	local area network
LIC	low intensity conflict
LOC	lines of communication
LTG	lieutenant general
LTOE	living table of organization and equipment
MAAG	military assistance advisory group
MACOM	major command
MCA	military civic action
MCC	movement control center
mech	mechanized
MEDCOM	medical command
MEDLOG	medical logistics
METL	mission-essential task list
METT-T	mission, enemy, terrain, troops available, and time
MI	military intelligence
MILGP	military group
MOBEX	mobility exercise
MOU	memorandum of understanding
MP	military police
MSG	military support group
MSR	main supply route
MTF	medical treatment facility
MTOE	modification table of organization and equipment
MTT	mobile training team
NATO	North Atlantic Treaty Organization
NAWAS	National Warning System
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NEO	noncombatant evacuation operations
NG	National Guard
NGO	nongovernment organization
NORAD	North American Air Defense Command
NOVAD	National Voluntary Organizations Active in Disaster
NSA	National Security Agency
NTC	National Training Center
O&M	operation and maintenance
OCONUS	outside the continental United States
ODA	Office for Disaster Assistance
ODT	overseas deployment training
OFDA	Office of Foreign Disaster Assistance
OIR	other intelligence requirements
OPCOM	operational command
OPCON	operational control
OPLAN	operation plan
OPORD	operations order
OPSEC	operations security
ORF	operational readiness float
PA	public affairs
PACOM	Pacific Command
PAO	public affairs officer
PERSCOM	personnel command
PIR	priority intelligence requirements
PKO	peacekeeping operations
PMO	Provost Marshal Office
POADS	Psychological Operations Automated Data System
POC	point of contact
POLAD	political advisor
POMCUS	pre-positioning of materiel configured to unit sets
PRC	populace and resources control
PSC	personnel service company
PSS	personnel service support
PSYOP	psychological operations
PVO	private voluntary organization
PW	prisoner of war
PWRMS	pre-positioned war reserve material stocks
RC	Reserve Component
RCZ	rear combat zone

ROE	rules of engagement
RSO	regional security officer
RSR	required supply rate
RVN	Republic of Vietnam
S&S	supply and service
SA	security assistance
SAC	stand-alone capability
SAO	security assistance organization
SAR	search and rescue
SCI	sensitive compartmented information
SDR	State Department representative
SECDEF	Secretary of Defense
SF	Special Forces
SFOB	Special Forces operational base
SFOD	Special Forces operational detachment
SJA	staff judge advocate
SMEE	subject matter expert exchange
SO	special operations
SOC	special operations command
SOCRATES	Special Operations Command Research, Analysis, and Threat Evaluation System
SOF	special operations forces
SOFA	Status of Forces Agreement
SOI	signal operation instruction
SOR	statement of operational requirements
SOP	standing operating procedure
SPS	special PSYOP study
SPT	support
SPTCEN	support center
SOUTHCOM	Southern Command
SUP	supply
STANAG	Standardization Agreement
TA	theater Army
TAACOM	theater Army area command
TACON	tactical control
TAICH	Technical Assistance Information Clearing House
TAMCA	theater Army movement control agency
TAMMC	theater Army material management center
TASOC	theater Army special operations command
TASOSC	theater Army special operations support command
TCSB	third country support base
TDA	tables of distribution and allowance
TECHINT	technical intelligence
TEWT	tactical exercise without troops
TF	task force
TOE	table of organization and equipment
TS	Top Secret
TSOC	theater special operations command
TTP	tactics, techniques, and procedures
UBL	unit basic load
UCMJ	Uniform Code of Military Justice
UIC	unit identity code
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
U.S.	United States
USACAPOC	U.S. Army Civil Affairs and Psychological Operations Command
USAIA	U.S. Army Intelligence Agency
USAID	U.S. Agency for International Development
USAJFKSWCS	U.S. Army John F. Kennedy Special Warfare Center and School
USAR	U.S. Army Reserve
USASOC	U.S. Army Special Operations Command
USC	U.S. Code
USCINCSOC	Commander in Chief, United States Special Operations Command
USDA	Department of Agriculture
USG	U.S. Government
USIA	U.S. Information Agency
USIS	U.S. Information Service
USMC	U.S. Marine Corps
USPHS	U.S. Public Health Service
USSOCOM	U.S. Special Operations Command
UW	unconventional warfare
WHNS	wartime host nation support
WHO	World Health Organization
WRMS	war reserve materiel stocks
WRSL	war reserve stockage list

PART II — DEFINITIONS

administrative control — The direction or exercise of authority over subordinate or other organizations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organizations. (JCS Pub 1-02) ADCON is the joint term for what the Army calls "command less OPCON."

area assessment — In unconventional warfare, the collection of specific information prescribed by the commander to commence immediately after infiltration. It is a continuous operation, and it confirms, corrects, refutes, or adds to intelligence acquired from area studies and other sources prior to infiltration.

civic action — Activities by the military, using noncombat skills, for the benefit of the civilian population. Civic action enhances the image of the military in the eyes of the population. In developing nations, the goal is to assist in efforts contributing to the economic and social development of the nation. There are three types of civic action–humanitarian, developmental, and military.

civil administration — Exercise by the military of executive, legislative, and judicial authority over the civilian population in territory occupied by U.S. forces. Civil administration missions are only conducted at NCA direction. See also support to civil administration.

civil ***affairs —*** Designation of individuals trained to plan, support, or conduct civil-military operations. The name of a USAR branch (Civil Affairs Branch); active duty officers with functional area (FA) 39C00 (CA officer); staff elements; and units conducting or supporting CMO.

civil assistance — Military necessity may require a commander to provide life-sustaining services, maintain order, or control distribution of goods and services within his assigned operational area. Civil assistance differs from other forms of civil administration because it is based on the commander's decision. All other forms of civil administration require NCA approval.

civil-military cooperation — (NATO) All actions and measures undertaken between NATO commanders and national authorities, military or civil, in peace or war, which concern the relationship between allied armed forces and the government, civil population, or agencies in the areas where such forces are stationed, supported, or employed. (Joint Pub 1-02)

civil-military operations — The complex of activities in support of military operations embracing the interaction between the military force and civilian authorities fostering the development of favorable emotions, attitudes, and behavior in neutral, friendly, or hostile groups.

combatant command — The nontransferable authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. COCOM includes directive authority overall aspects of military operations, joint training, and logistics. COCOM should be exercised through the commanders of subordinate organizations. COCOM provides full authority to organize and employ forces as the CINC deems necessary to accomplish assigned missions and to retain or delegate operational control or tactical control as necessary. COCOM does not, of itself, include such matters as administration, discipline, internal organization, and unit training.

combined command — A unification of two or more forces or agencies of two or more allies. When all allies or services are not involved, the participating nations and services shall be identified, for example, combined navies.

counterinsurgency — (DOD) Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency. (Joint Pub 1-02)

counterterrororism — Offensive measures taken by civilian and military agencies of the government to prevent, deter, and respond to terrorism. Also called CT. See also antiterrorism, terrorism, terrorism counteraction. (USCINCSOC)

developmental assistance — Long-range programs to develop the infrastructure of a nation and aid in social and economic progress.

developmental civic action — Developmental assistance by the military.

dislocated civilian — A generic term that includes a refugee, a displaced person, a stateless person, an evacuee, or a war victim.

direct support — A mission requiring a force to support another specific force and authorizing it to answer directly the supported force's request for assistance.

foreign internal defense — (DOD) 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. (Joint Pub 1-02)

foreign nation support — Identification, negotiation, and procurement of available resources within a foreign nation to support U.S. military missions during wartime, preparation for war, or peacetime.

general support — The action that is given to the supported force as a whole rather than to a particular subdivision thereof.

guerrilla warfare — (DOD, NATO) Military and paramilitary operations conducted in enemy-held or hostile territory by irregular, predominantly indigenous forces. See also unconventional warfare. (Joint Pub 1-02)

host nation — A nation in which representatives or organizations of another state are present because of government invitation or international agreement. The term particularly refers to a nation receiving assistance relevant to its national security.

host nation support — Civil and military assistance provided by host nations to allied forces and organizations in peace, transition to war, and wartime (paragraph 3a, AR 570-9).

humanitarian assistance — Short-range programs aimed at ending or alleviating present suffering. Usually conducted in response to natural or man-made disasters, including combat.

humanitarian civic action — Humanitarian assistance by the military.

humanitarian/civic assistance — Defined by 10 USC 401-405. Projects include medical, dental, and veterinary care provided in rural parts of a country; well drilling and construction of basic sanitation facilities; and rudimentary repair of public facilities and transport systems. By law, H./CA will be incorporated into every JCS-directed combined exercise in developing nations.

insurgency — An organized movement aimed at the overthrow of a constituted government through the use of subversion and armed conflict. A condition resulting from a revolt or insurrection against a constituted government which falls short of civil war.

internal defense — (DOD) The full range of measures taken by a government to free and protect its society from subversion, lawlessness, and insurgency. See also foreign internal defense. (Joint Pub 1-02)

internal defense and development — IDAD is simply the combining of the terms "internal defense" and "internal development" and is not otherwise defined.

internal development — (DOD) Action taken by a nation to promote its growth by building viable institutions (political, military, economic, and social) that respond to the needs of its society. (Joint Pub 1-02)

joint command — Military organization composed of assigned components of two or more services. See unified command and joint task force.

joint task force — Military force, under a single commander, composed of elements of two or more services. A JTF is formed to conduct a single mission and is dissolved upon completion of that mission. A JTF is formed at the direction of the Secretary of Defense, a unified commander, or another JTF commander.

low intensity conflict — The limited use of force for political purposes by nations or organizations in order to coerce, control, or defend a population to control or defend a territory; or to establish or defend rights. It includes military operations by or against irregular forces, peacekeeping operations, terrorism, counterterrorism, and rescues and military assistance under conditions of armed conflict. This form of conflict does not include protracted engagement of opposing regular forces.

military civic action — The use of preponderantly indigenous military forces on projects useful to the local population at all levels in such fields as education, training, public works, agriculture, transportation, communications, health, sanitation, and others contributing to economic and social development, which would also serve to improve the standing of the military forces with the population.

mobile training team — (DOD) 1. A team consisting of one or more U.S. personnel drawn from Service resources and sent on temporary duty to a foreign nation to give instruction. The mission of the team is to provide, by training-instructor personnel, a military service of the foreign nation with a self-training capability in a particular skill. (Joint Pub 1-02)2. Trains foreign personnel to operate, maintain, and employ weapons systems and support equipment or teach other special skill and/or procedures related to military training procedures.

narcotrafficking — The cycle of illegal trading in narcotics, psychotropic, and other addictive drugs, from growth or manufacture through processing, transportation, marketing, and sale. Included are the acquisition of supplies for manufacture or processing and procedures used to legitimize profits for return to the narcotraffickers.

National Command Authorities — (DOD) The President and the Secretary of Defense or their duly deputized alternates or successors. Commonly referred to as NCA. (Joint Pub 1-02)

operational control — The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes directive authority over all aspects of military operations and joint training. OPCON should be exercised through the commanders of subordinate organizations. OPCON normally provides full authority to organize commands and forces and to employ those forces as the commander deems necessary to accomplish assigned missions. OPCON maybe limited by function, time, or location. It does not normally include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. OPCON may be exercised by commanders at any echelon (CINC and below).

psychological operations — (DOD) Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. (Joint Pub 1-02)

rear area — The area to the rear of the main battle area where supply, maintenance support, communications centers, and administrative echelons are located. The rear area extends from the brigade rear boundary to the theater rear boundary.

rear battle — Those actions, including area damage control, taken by all units (combat, combat support, combat service support, and host nation) singly or in a combined effort, to secure the force, neutralize or defeat enemy operations in the rear area, and ensure freedom of action in the deep and close battles.

security assistance — (DOD) Groups of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provides defense articles, military training, and other defense-related services, by grant, loan, credit, or cash sales in furtherance of national policies and objectives. (Joint Pub 1-02)

security assistance organizations — Encompass all DOD elements located in foreign countries with assigned security assistance responsibilities. They may be known as joint U.S. military advisory groups, joint U.S. military groups, U.S. military missions, U.S. military advisory groups, U.S. military assistance advisory groups, or U.S. military groups. Security assistance organizations also include defense liaison offices or groups, defense field offices, offices of defense cooperation, and defense attache offices with personnel designated to perform security assistance functions. The specific title of an SAO is dependent on the number of persons assigned, the functions

performed, or the desires of the host nation. (See FC 100-20 and DOD 5105.38M.)

special operations — (DOD) Operations conducted by specially trained, equipped, and organized DOD forces against strategic or tactical targets in pursuit of national military, political, economic, or psychological objectives. These operations may be conducted during periods of peace or hostilities. They may support conventional operations, or they maybe prosecuted independently when the use of conventional forces is either inappropriate or infeasible. (Joint Pub 1-02) Actions conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or psychological objectives by nonconventional military means in hostile, denied, or politically sensitive areas. They are conducted in peace, conflict, and war, independently or in coordination with operations of conventional forces. Politico-military considerations frequently shape special operations, requiring clandestine, covert, or low-visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. (USCINCSOC)

specified command — (DOD) A command that has a broad continuing mission and that is established and so designated by the President through the Secretary of Defense with the advice and assistance of the Joint Chiefs of Staff. It normally is composed of forces from but one Service. (Joint Pub 1-02)

support to civil administration — Assistance given by U.S. armed forces to friendly or neutral foreign civilian governments or government agencies.

tactical control — The detailed and usually local direction and control of movements or maneuvers necessary to accomplish assigned missions or tasks. TACON provides sufficient authority for controlling and directing the military operations of designated forces or the tactical use of combat support assets. It does not normally provide organizational authority or authoritative directions for administration and logistics. TACON maybe exercised by commanders at any echelon (CINC and below).

terrorism — (DOD) 1. The unlawful use or threatened use of force or violence against individuals or property to coerce or intimidate governments or societies, often to achieve political, religious, or ideological objectives. See also antiterrorism; combatting terrorism, counterterrorism. (Joint Pub 1-02)2. The calculated use of violence or the threat of violence to attain goals, political, religious, or ideological in nature. This is done through intimidation, coercion, or instilling fear. Terrorism involves a criminal act that is often symbolic in nature and intended to influence an audience beyond the immediate victims. (AR 190-52)

threat — The ability of an enemy to limit, neutralize, or destroy effectiveness of a current or projected mission organization or of equipment. (TRADOC Reg 381-1)

unconventional warfare — A broad spectrum of military and paramilitary operations conducted in enemy-held, enemy-controlled, or politically sensitive territory. Unconventional warfare includes, but is not limited to, the interrelated fields of guerrilla warfare, evasion and escape, subversion, sabotage, and other operations of a low visibility, covert or clandestine nature. These interrelated aspects of unconventional warfare may be prosecuted singly or collectively by predominantly indigenous personnel, usually supported and directed in varying degrees by (an) external sources(s) during all conditions of war or peace. (Joint Pub 1-02)

unified command — A military force, with a commander in chief, composed of significant assigned elements of two or more services. It has abroad continuing mission. A unified command is established by the President, through the Secretary of Defense, with the advice and assistance of the JCS or, when so authorized by JCS, by the commander of an existing unified command established by the President.

U.S. country team — The senior, in-country, United States coordinating and supervising body, headed by the chief of the United States diplomatic mission, usually an ambassador, and composed of the senior member of each represented United States department or agency.

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