

K.1.0 APPENDIX K - NAVAL SPECIAL WARFARE MISSION AREAS, DESCRIPTION OF CURRENT SYSTEM OR SITUATION

K.1.1 BACKGROUND/SCOPE

For this Concept of Operations (CONOPS), we will refer to Naval Special Operations Forces as NAVSOF. The CONOPS will address Special Operations (SPECOPS), the NAVSOF mission areas, command structure and how mission planning is conducted to support NAVSOF missions. It is important to understand the diverse structure of Naval Special Warfare and broad spectrum of mission areas before reviewing the Naval Special Warfare (NSW) mission planning process. The specific mission planning process is contained in the Naval Special Warfare Mission Planning Guide and electronically applied in the Special Warfare Automated Mission Planning System (SWAMPS).

K1.1.1 Special Operations

Joint Pub 3-05, Doctrine for Joint Special Operations, describes SPECOPS as specially trained, equipped, and organized US forces that conduct Special Operations 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 hostility. SPECOPS missions:

- a. Are frequently offensive, usually of high physical and political risk, and directed at high-value, critical, and often perishable targets. They offer the potential for high returns, but rarely a second chance should a first attempt fail.
- b. Often are politico-military in nature and subject to oversight at the national level. They frequently demand operator-level detailed planning and rapid coordination with other commands and government agencies.
- c. May frequently be covert, clandestine, or low visibility in nature.
- d. Are frequently conducted when the use of conventional forces is either inappropriate or infeasible, for either military or political reasons.
- e. Rely on surprise, security and audacity, and frequently employ deception to achieve success.
- f. Are often conducted at great distances from established support bases, requiring sophisticated communications and means of infiltration, exfiltration, and support to penetrate and recover from hostile, denied, or politically sensitive areas.
- g. May require patient, long-term commitment in a given operational area to achieve national goals through Security Assistance or extended Unconventional Warfare operations. Training and organization of indigenous forces is often required to attain these objectives.
- h. Frequently require discriminate and precise use of force, and a mix of high and low technology weapons and equipment (depending on the specific situation and sophistication of the opposition), as well as rapid development, acquisition, and employment of weapons and equipment not standard for other Department of Defense (DoD) forces.

- i. Are primarily conducted by specially trained, often specially recruited and selected personnel, organized into small units tailored for specific missions or environments. Missions often require detailed knowledge of the culture(s) and language(s) of the country involved.
- j. Require detailed intelligence, thorough planning, decentralized execution, and rigorous detailed rehearsal.

K.1.1.2 Maritime Special Operations (MSO)

MSO are defined as Special Operations conducted in a maritime environment: on, under, and from the sea, rivers, or other waterways, including those land targets that are best approached from the water. These operations include the maritime extension of each of the SPECOPS missions and activities for which NSW forces are trained and equipped.

K.1.1.3 The Principle NAVSOF Missions

K.1.1.3.1 Direct Action (DA)

DA missions are normally short in duration and usually incorporate a planned withdrawal from the objective area. They are designed to achieve specific, well-defined, and often time-sensitive results of strategic, operational or critical tactical significance (e.g., seize, destroy, capture, recover, or inflict damage on designated personnel or material in denied areas). Units conducting DA operations may employ raid, ambush, or direct assault tactics; emplace munitions and other devices; conduct standoff attacks by fire from air, ground, or maritime platforms; provide terminal guidance for precision guided munitions; or conduct independent sabotage. They typically occur where political or other considerations limit the use of conventional forces. NSW forces may conduct these missions unilaterally, or in support of (or supported by) naval or other conventional forces. DA missions include:

- a. Raids, ambushes or direct assaults on critical personnel, lines of communication (LOC), enemy naval forces before they sortie to endanger the fleet, or other targets.
- b. Laser target designation for air-launched munitions, beacon emplacement for navigation fix for strike aircraft, and eyes on target for naval gunfire support and close air support of naval forces.
- c. Location, capture, or recovery of designated material or personnel.
- d. Seizure, destruction, or neutralization of critical facilities in support of conventional forces in advance of their arrival.
- e. Visit, Board, Search, and Seizure (VBSS) as part of Maritime Interdiction Force Operations. These are "surgical" ship-boarding operations to board and seize cooperative, uncooperative, or hostile contacts of interest (normally merchant ships).
- f. Coastal Patrol and Interdiction (CPI) by NSW ships and combatant craft.
- g. Amphibious non-combatant evacuation operations, or other non-combatant evacuation operations where NSW skills are required.

K.1.1.3.2 Special Reconnaissance (SR)

SR is a human intelligence function that places United States (US) controlled "eyes on target" in a hostile, denied, or politically sensitive maritime environment for reconnaissance and

surveillance activities. On SR missions, NSW forces complement national and theater intelligence collection assets and systems by obtaining specific, well defined and time-sensitive information of strategic or tactical value. The information collected can concern the capabilities, intentions, and activities of an actual or potential enemy or it can be data concerning the meteorological, hydrographic, or geographic characteristics of a denied area. NSW SR may also be used to complement other collection methods that might be constrained by weather, terrain masking, or hostile countermeasures. NSW forces may conduct these missions unilaterally or in support of naval or other conventional operations. Representative SR missions include:

- a. Hydrographic reconnaissance and obstacle clearance from the high-water line out to the three and a half fathom (21 feet) curve.
- b. Reconnaissance in advance of conventional operations.
- c. Target acquisition of enemy Command, Control, and Communication (C3) systems, force concentrations, special weapons, LOCs, and other maritime targets of significance.
- d. Coastal patrol by NSW ships and combatant craft.
- e. Location and surveillance of critical or sensitive facilities in hostile or denied territory, including enemy airfields, harbors, or indications and warning of enemy strikes against battle group forces ("tipper" operations) in support of Carrier Battle Group (CVBG) strike operations.
- f. Detection and neutralization of very shallow water proud mines (i.e., mines that are not buried) from the high-water line out to three and a half fathoms.
- g. Hinterland reconnaissance of enemy dispositions and potential helicopter landing zones in advance of amphibious landings.
- h. Post-strike reconnaissance/battle damage assessment.
- i. Meteorological, geographic, and hydrographic reconnaissance in support of specific aerospace, land, or maritime operations.
- j. Contact with a resistance movement to assess resistance potential.

K.1.1.3.3 Foreign Internal Defense (FID)

FID is generally a joint and interagency activity. The primary FID mission for NSW forces is to train, advise, and otherwise assist friendly government military and paramilitary forces to protect their societies from subversion, lawlessness, and insurgency in support of theater and U.S. national objectives. FID activities normally are of long duration and require patient adherence to and support of national policy. FID missions are designed to:

- a. Enhance U.S. influence in the host nation and region.
- b. Stabilize the region.
- c. Maintain U.S. access.
- d. Improve international cooperation.
- e. Reduce the need for future U.S. assistance.
- f. Improve military-to-military cooperation and the interoperability of forces while improving the warfighting capabilities of the host nation.
- g. Promote human rights.

K.1.1.3.3.1 FID and Host Nation Training

While the primary NSW mission during FID operations is to train host nation forces to conduct operations against the destabilizing forces within their country, other FID tasking might also include:

- a. Conduct of intelligence activities that support FID programs.
- b. Conduct of civil-military activities that isolate the insurgent and exploit his vulnerabilities.
- c. Conduct of tactical operations in close cooperation with the host nation that focuses on neutralizing and destroying the insurgent threat in the maritime environment.

K.1.1.3.4 Unconventional Warfare (UW)

UW encompasses a broad spectrum of military and paramilitary operations, normally of long duration, conducted primarily by indigenous or surrogate forces that are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes guerrilla warfare and other low-visibility, covert, or clandestine operations, as well as subversion, sabotage, intelligence collection, and Evasion and Recovery (E&R). These are described below:

- a. Guerrilla warfare consists of military and paramilitary operations conducted by irregular, predominantly indigenous forces in enemy-held or hostile territory. Guerrilla warfare is primarily the responsibility of Army SOF. NSW forces participate by conducting independent operations or by leading/directing guerrilla forces in the coastal or riverine maritime environment.
- b. Subversion seeks to undermine the military, economic, psychological, or political strength or morale of a regime or nation. The clandestine nature of subversion dictates that underground elements perform the bulk of the activity. NSW forces can provide covert or clandestine insertion/extraction support and provide re-supply of unique/critical material to underground elements in the coastal and riverine environment.
- c. Sabotage is conducted from within the enemy's infrastructure in areas presumed to be safe from friendly attack. NSW forces can conduct sabotage operations or train indigenous elements to conduct sabotage in the coastal or riverine maritime environments.
- d. E&R involve assisting designated personnel in moving from enemy-held, hostile, or sensitive areas, to areas under friendly control.

K.1.1.3.5 Combating Terrorism (CBT)

The primary function of U.S. SOF involved in CBT operations is to apply highly specialized capabilities to prevent, deter, protect against, and respond to terrorism abroad. Specified NSW forces conduct the maritime extension of those efforts. Protective activities ensure that the physical security of important persons, facilities, and events meets acceptable standards. Based on their expertise in conducting similar operations, NSW forces can provide training and advice on how to reduce vulnerability to terrorism and other hostile threats, particularly in the maritime environment. NSW forces not specifically designated for CBT operations may also be involved in the following ways:

- a. In-extremis hostage rescue actions when specialized hostage rescue teams are not available.
- b. Recovery of sensitive material from terrorist organizations.

- c. Reconnaissance/surveillance of CBT targets in support of designated SOF units.
- d. DA against terrorist infrastructure to include C3 points, training facilities, and staging areas.
- e. Subversion and/or sabotage actions against terrorist support systems to affect terrorist readiness and morale.

K.1.1.4 NAVSOF Collateral Special Operations Activities

Collateral activities in which NSW forces may be tasked to participate include:

K.1.1.4.1 Coalition Support (CS)

The purpose of coalition support is to improve the interaction of coalition partners and U.S. military forces. It includes training coalition partners in tactics and techniques, providing communications to integrate them into the coalition command and intelligence structure, and establishing liaison to coordinate for combat support and combat service support. Coalition support teams can also provide the Joint Force Commander (JFC) with an accurate evaluation of the capabilities, location, and activities of coalition forces to enhance JFC Command and Control (C2). Sea Air Land (SEALs) are well suited for this based on their foreign language capabilities, the frequency with which they routinely interact with foreign forces, and their ability to operate independently in very small units.

K.1.1.4.2 Combat Search and Rescue (CSAR)

CSAR is a specific task performed by rescue forces to effect the recovery of distressed personnel in combat situations. The Services maintain forces dedicated to search and rescue and CSAR tasks. There may be situations, however, beyond the capabilities of conventional CSAR forces, when the specialized skills of NSW may be required to recover isolated personnel (e.g., NSW forces conduct strike rescue of downed aviators in a non-permissive environment).

K.1.1.4.3 Counter Drug Activities (CD)

CD activities are interagency activities taken to detect, monitor, and counter the production, trafficking, and use of illegal drugs. As a general rule, under the Posse Comitatus Act (18 U.S.C 1385), DoD personnel and equipment cannot be used in a domestic law enforcement capacity. In 1981, Congress enacted an exception that authorized specific DoD assistance in drug interdiction and eradication operations (10 U.S.C 371-380). Designated civilian agencies of the US government normally lead US CD efforts within a host nation. The primary role of NSW forces is similar to their FID or UW roles. It involves support to US and host nation CD efforts abroad through advising, training, and assisting host nation military, paramilitary, and police (when specifically authorized) forces and operations targeted at the source of narcotics and the LOCs for its movement.

K.1.1.4.4 Countermine Activities (CM)

CM activities attempt to reduce or eliminate the threat to noncombatants and friendly military forces posed by mines, booby traps, and other explosive devices. Activities focus primarily on training host nation forces in the location, recognition, and safe disposal to mines and other destructive devices, as well as CM management. Although a very limited number of SEALs are qualified in explosive ordnance disposal (EOD), this is not an NSW mission. The NSW role in CM activities will normally be locating, reporting and neutralizing mines encountered in non-

permissive environments. Additional requirements include NSW personnel (Special Boat Unit (SBU) and SEAL personnel) escorting EOD personnel into hostile environments to neutralize mines.

K.1.1.4.5 Humanitarian Assistance (HA)

HA refers to programs employing military personnel, which are principally designed to promote non-military objectives within a foreign civilian community. These are normally of limited duration and in response to natural or manmade disasters or other extreme endemic conditions such as human pain, disease, hunger, or privation. Specific objectives may include:

- a. Disaster relief.
- b. Medical, veterinary, and dental aid.
- c. Rudimentary construction.
- d. Water and sanitation assistance.
- e. Expedient communications.
- f. Support to and/or resettlement of displaced civilians (refugees or evacuees).

NSW forces are well suited to perform HA in remote areas because of their rapid deployment capability, regional orientation, organic communications, and ability to sustain operations under adverse environmental conditions. Participation in humanitarian assistance requires significant interagency coordination. Psychological Operations should be employed to enhance the positive effects of the program.

K.1.1.4.6 Security Assistance (SA)

SA encompasses a group of programs authorized by the Foreign Assistance Act, the Arms Export Control Act, and other related US statutes. The primary role of NSW forces in SA is to provide military training through the use mobile training teams and other forms of training assistance. NSW forces involved in SA use the same regional orientation, communications, mobility, and expertise developed for FID and UW missions. Personnel conducting SA are prohibited by law from performing combatant duties.

K.1.1.5 Special Activities

Special Activities are governed by Executive Order 12333 and require a presidential finding and congressional oversight. These are activities conducted abroad in support of national foreign policy objectives. They are conducted in such a manner that US government participation is neither apparent nor publicly acknowledged. Whether supporting or conducting a Special Activity, NSW may perform any of their primary combat missions, subject to limitations imposed on Special Activities. Such activities are compartmented and centrally managed and controlled.

K.1.1.6 NSW Command Structure

K.1.1.6.1 Naval Special Warfare Command (NAVSPECWARCOM) Mission

The mission of NAVSPECWARCOM is to prepare NSW forces to carry out MSO and to develop SPECOPS doctrine, strategy, and tactics in support of USCINCSOC, Chief of Naval Operations (CNO) and theater Commander in Chiefs (CINCs).

Commander, Naval Special Warfare Command (COMNAVSPECWARCOM) is responsible for the administration, training, maintenance, support, and readiness of all NSW forces, including those forces assigned to regional unified commands.

K.1.1.6.2 Naval Special Warfare Group (NAVSPECWARGRU) Mission

The mission of a NAVSPECWARGRU is to prepare and deploy assigned NSW forces to conduct MSO in support of designated theater CINCs and conventional naval forces.

NAVSPECWARGRUs function as NSW planners for the theaters they support, and play an important part in the targeting processes of those theaters. NAVSPECWARGRUs deploy SEAL, Advance Swimmer Delivery System (ASDS), SEAL Delivery Vehicle (SDV), and Dry Dock Structure (DDS) platoons, and form and deploy NSW TGs and NSW TUs which provide C2 of deployed forces during exercises and contingencies.

K.1.1.6.3 Naval Special Warfare Unit (NAVSPECWARUNIT) Mission

The mission of the NAVSPECWARUNIT is to prepare assigned NSW forces to execute MSO in support of theater CINCs and conventional naval commanders. The NAVSPECWARUNIT functions as the C2 element, logistics base, and the principal planner for deployed SEAL platoons, SBU detachments, Patrol Craft (PCs), and SDV or ASDS detachments. These units support NSW assets deployed to the theater on a rotational basis. The NAVSPECWARUNIT may be placed under the Operational Control (OPCON) of the theater Special Operations Command (SOC) or the theater Navy component. In the execution of their mission, NAVSPECWARUNITs may be required to form a NSW Task Group or NSW Task Unit subordinate to either the Naval or SOF component commander for mission planning and C2 of NSW operations.

K.1.1.6.4 Naval Special Warfare Task Groups and Task Units

NSWTGs and NSWTUs are formed and tailored to meet the specific requirements of an operation, contingency, or exercise. Their primary functions are to:

- a. Facilitate and provide support to the NSW mission planning process.
- b. Provide Command, Control, Communications and Intelligence (C3I) support to assigned NSW forces.
- c. Integrate disparate NSW forces and other assigned operational and support components.
- d. Serve as a marshaling point for follow-on NSW forces arriving from the continental U.S. (CONUS).
- e. Exchange liaison officers with appropriate commanders and staffs.

K.1.1.6.5 SEAL Team Mission

The SEAL Team mission is to prepare and deploy SEAL platoons to conduct MSO and to augment NSWTG/NSWTUs in support of theater CINCs and conventional naval forces. Tasks include:

- a. Conduct raids to destroy or sabotage enemy shipping, port or harbor facilities, aircraft, bridges, railway lines, C3 facilities, and other targets in maritime and riverine areas.
- b. Conduct laser target designation, beacon emplacement, or other terminal guidance for conventional forces.
- c. Conduct reconnaissance, surveillance, and other intelligence-gathering tasks, including capture of key personnel or equipment.
- d. Conduct hydrographic reconnaissance and demolition of obstacles from the high water line out to three and a half fathoms (21 feet), and other pre-assault tasks in support of amphibious operations.
- e. Locate and neutralize very-shallow-water proud mines (i.e., mines that are not buried) from the high water line out to three and a half fathoms.
- f. Interdict coastal and riverine waterways to disrupt enemy LOCs.
- g. Conduct VBSS operations as part of Maritime Interdiction Force Operations to board and seize cooperative, uncooperative, or hostile contacts of interest (normally merchant ships).
- h. Infiltrate, resupply, exfiltrate, and/or otherwise support agents, guerrillas, evaders, and escapees by direct assistance or through the maritime extension of E&R mechanisms.
- i. Conduct actions designed to undermine the morale or the military, economic, psychological, or political strength of the enemy.
- j. Accomplish limited CA tasks that are normally incidental to FID and HA operations, such as medical aid, elementary civil engineering activities, boat operations and maintenance, and basic education of the indigenous population.
- k. Conduct CSAR.
- l. Train, assist, and advise U.S., allied, and other friendly military or paramilitary forces.

K.1.1.6.6 SEAL Delivery Vehicle (SDV) Team Mission

The mission of SDV Teams is to prepare and deploy SDV and DDS platoons to conduct MSO and to augment NSWTGs and NSWTUs in support of theater CINCs and conventional naval forces. Tasks include:

- a. Reconnoiter undersea and coastal facilities, stationary surface shipping, and LOCs via clandestine visual and photographic reconnaissance.
- b. Collect hydrographic information.
- c. Raid coastal targets to include demolition raids, selected and general personnel interdiction, and petroleum site destruction.
- d. Infiltrate or exfiltrate agents, guerrillas, evaders, and escapees by direct assistance or through the maritime extension of the E&R mechanism.
- e. Conduct CSAR to include Strike Rescue.
- f. Train, assist, and advise US, allied, and other friendly military or paramilitary forces.

K.1.1.6.7 Special Boat Squadron (SBS) Mission

The mission of a Special Boat Squadron (SPECBOATRON) is to prepare and deploy assigned craft and crews to conduct MSO in littoral and riverine areas and to augment NSWTGs and NSWTUs in support of theater CINCs and conventional naval forces. Tasks include:

- a. Train crews and deploy craft to conduct MSO including Coastal Patrol Interdiction (CPI).
- b. Develop, test, and evaluate operational procedures, techniques, and equipment.
- c. Develop tactics for combatant craft coastal and riverine warfare.
- d. Maintain readiness of assigned craft and crews.
- e. Augment NSWTGs and NSWTUs.

K.1.1.6.8 Special Boat Unit Mission

The mission of SBUs is to prepare and deploy assigned craft and crews to conduct MSO and to augment NSWTGs and NSWTUs in support of theater CINCs and conventional naval forces. Tasks include:

- a. Conduct Coastal Patrol Interdiction to include surveillance, harassment, and interception of maritime LOCs.
- b. Support Psychological Operations.
- c. Support or conduct deception operations.
- d. Conduct riverine warfare.
- e. Support SEAL operations.
- f. Train, assist, and advise U.S., allied, and other friendly military and paramilitary forces.

K.1.1.6.9 Patrol Coastal (PC) Mission

The PC mission is to conduct MSO which include Coastal Patrol Interdiction and direct support of SOF in support of theater CINCs and conventional naval forces. Tasks include:

- a. Conduct CPI to include intercept, board, search and seizure, protection of coastal sea LOCs, barrier operations, choke point control, and support to law enforcement forces, including the U.S. Coast Guard.
- b. Conduct surveillance operations to include CD operations.
- c. Conduct presence operations to show U.S. commitment and resolve.
- d. Conduct FID operations.
- e. Conduct non-combatant evacuation operations.
- f. Conduct coastal and riverine raids.
- g. Gather intelligence.
- h. Conduct deception operations.
- i. Conduct insertion and extraction of SOF to include seaward security, limited fire support, and communications support.
- j. Exercise C2 of NSW operations.

K.1.1.6.10 Naval Special Warfare Center

The mission of the Naval Special Warfare Center is to provide instruction and training for personnel of the US Navy, other US armed forces, and allied military personnel in NSW operations; and to perform such functions and tasks as may be directed by higher authority.

In the development of a Joint Mission Planning Segment (JMPS) architecture, Appendix K will examine how the current Naval Special Warfare Mission Planning process is used to support the complex nature of NAVSOF mission areas and objectives of the JMPS by:

- a. Providing a standardized process that supports all Naval Special Warfare mission planning;
- b. Supporting collaborative and distributive mission planning between SOF and Service Units that are not co-located;
- c. Using command, control, communications, computer, intelligence and logistics (C4IL) networks in the theater to support the mission planning process;
- d. Using theater communications to reach-back to CONUS based mission support centers that provide services and information, to forward deployed NSW mission planners, that are not available in the theater of operations;
- e. Provide Naval Special Warfare Mission Planning architecture (hardware, software, connectivity, etc.) Global Command and Control System (GCCS) and Defense Information Infrastructure Common Operating Environment (DII-COE) entrance requirements lessons learned.

K.1.2 NAVAL SPECIAL WARFARE MISSION PLANNING

This appendix will examine the current sources of NAVSOF mission planning information, used by NAVSOF to prepare for and support the mission areas listed above, as well as what automated systems for mission planning are currently being used. A listing of mission planning data sources will allow the mission planning program offices to identify areas of commonality among the data producers, as well as identifying mission planning applications that are common to NAVSOF.

In follow-on chapters, we will use this format to identify deficiencies in the current mission planning process/system, and identify improvements needed.

The following figure depicts the Naval Special Warfare Mission Planning Flow used to support NAVSOF missions. What is not illustrated is the origination of the tasking and the required post-operations debriefing. Those areas will be addressed in the body of the CONOPS.

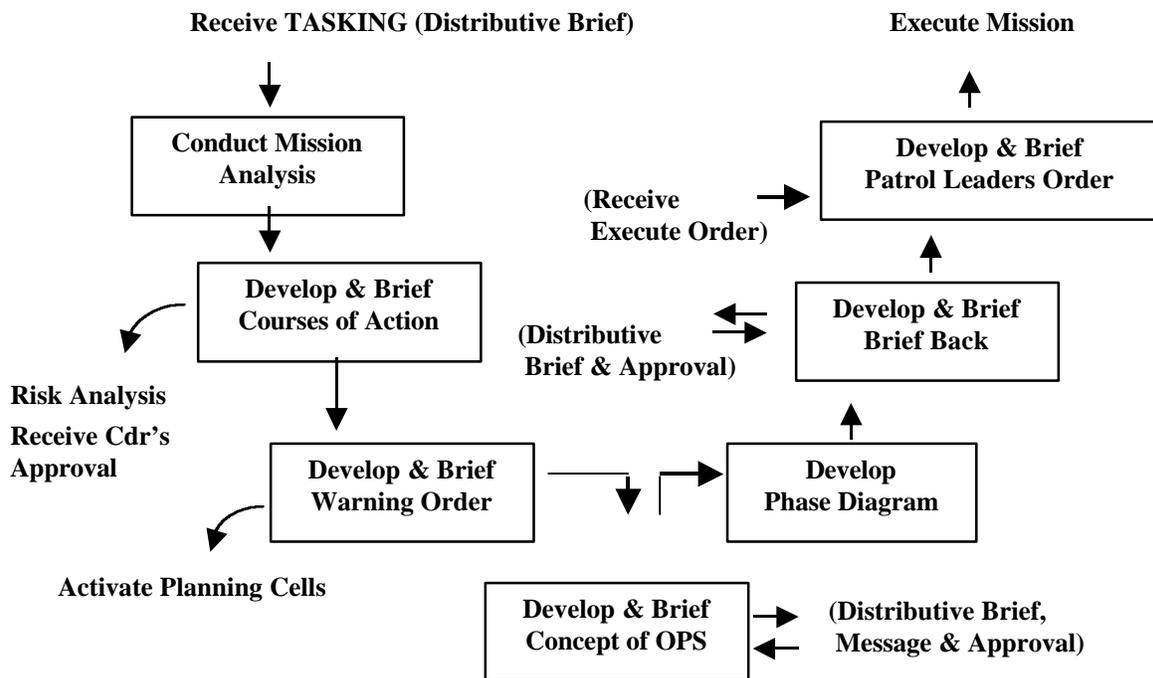


Figure K-1. NSW Mission Planning Process.

K.1.3 OPERATIONAL POLICIES AND CONSTRAINTS

The Naval Special Warfare Mission Planning Guide, as incorporated in the SWAMPS 1.0, is the NAVSOF doctrine that provides a baseline comparison for JMPS planning capabilities and functionality.

K.1.3.1 Security

The highest level of classification of information used in supporting NAVSOF missions is Top Secret/Special Compartmented Information (SCI).

K.1.4 DESCRIPTION OF CURRENT MISSION PLANNING

K.1.4.1 Operational Mission Planning: Sequential Events

In accordance with the crisis action system combat operations involve the coordinated orchestration of a variety of units to achieve theater objectives. Depending on the command organization, the NAVSOF command structure could be either Joint/Combined or Navy-specific.

Higher echelon units (i.e., Joint Task Force (JTF) and potentially including Joint Special Operations Task Force (JSOTF)) use Operations Orders (OPORDS) and Tasking Orders (TASKORDS), containing Commander's Intent, to task subordinate units. Five specific paragraphs outline the OPORD (contained in Joint Publication 5-03), the TASKORD (contained

in Joint Publication 3-05), and NSW mission planning process (a derivative of Joint Pub 3-05). See Figure K-2.

The mission planning process begins when the NSW operators are alerted and continues through a series of events concluding with the Patrol Leader’s Order. These events may occur concurrently or vary slightly in sequence; therefore, a degree of flexibility is inherently required. These events are divided into sequential and variable events as outlined in this Mission Planning Guide. Adherence to the logic of this sequence will assist tactical commanders in managing and tracking their efforts.

To conduct deliberate planning, NAVSOF normally requires 96 hours in advance of a mission’s Earliest Anticipated Launch Time (EALT). This 96 hours includes basic plan development or refinement of an exiting plan, in-depth war-gaming of variations to the basic plan, and preparation (mission planning/rehearsals) of the tactical force to execute the mission. During time-sensitive planning (less than 96 hours), the process is a function of the time available. The planning process is adhered to, but in a compressed manner.

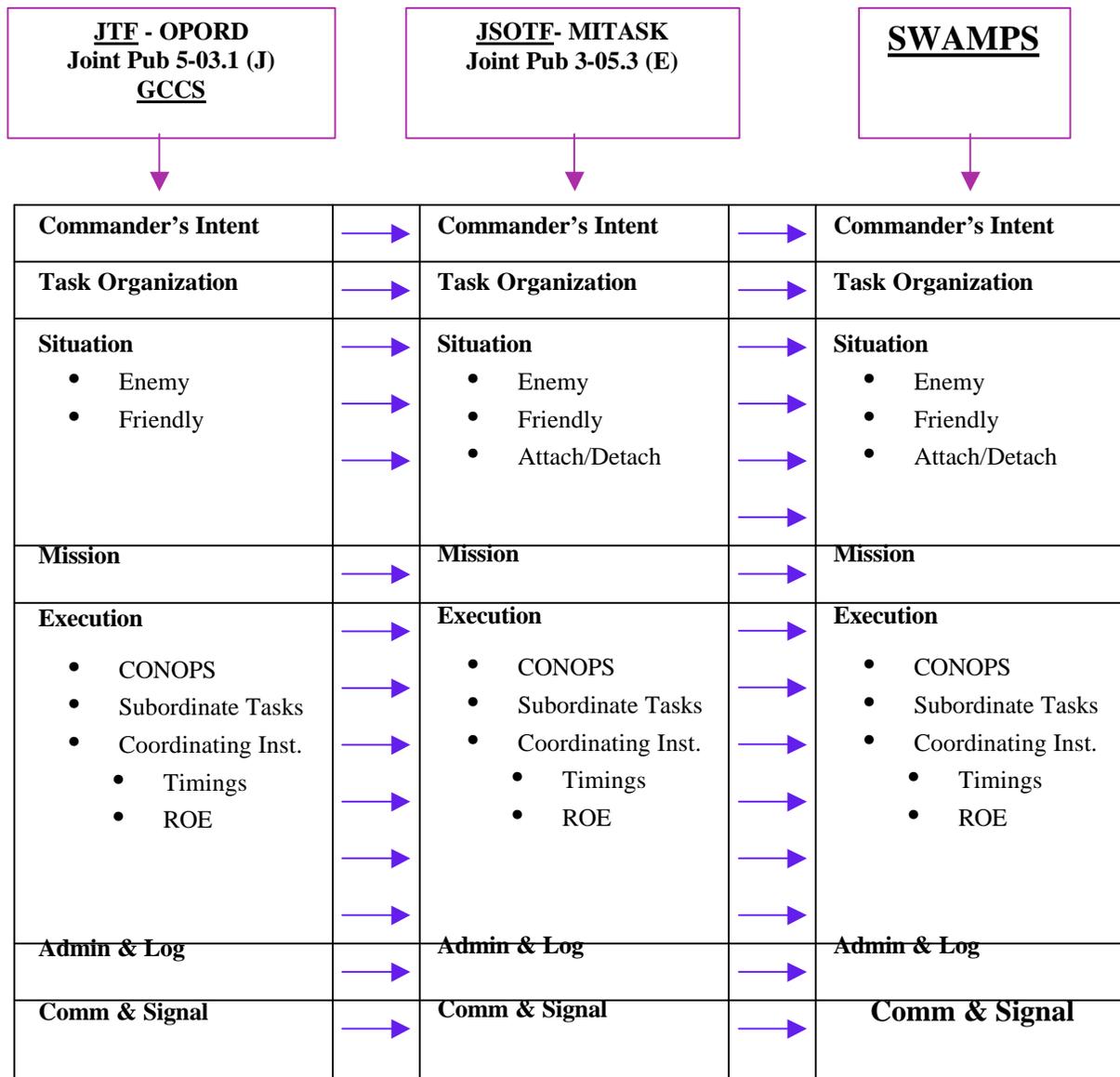


Figure K-2. JTF Tasking Process & Shared Fields.

K.1.4.1.1 NAVSOF Alert/Mission Tasking

On alert, NSW personnel assemble and review the Commander’s Intent and Tasking Order. Additional intelligence and situational briefings may be requested. This data will be used to begin mission analysis and course of action development. Figure K-3 depicts the Collaborative Intelligence Preparation of the Battlespace (CIPB) process that supports the mission planning cycle.

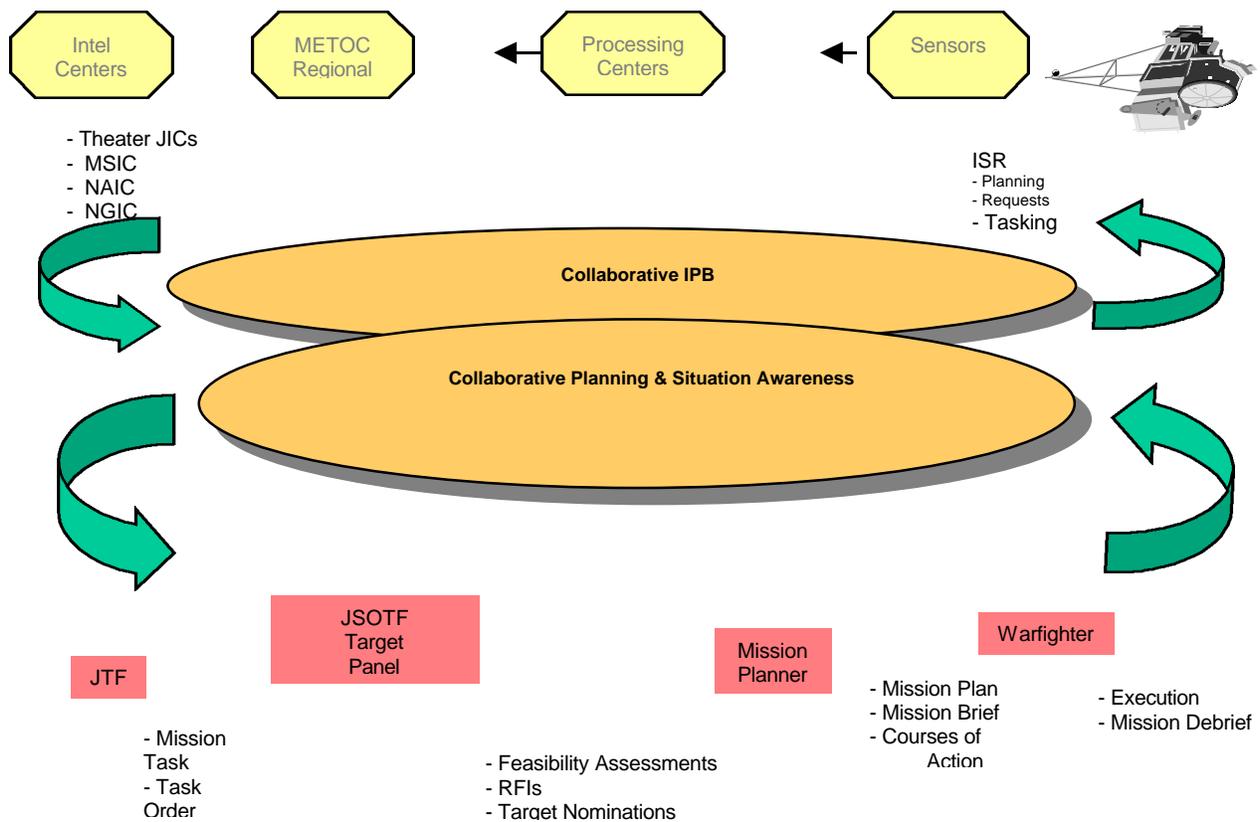


Figure K-3. Collaborative Intelligence Preparation of the Battlespace.

K.1.4.1.2 Mission Analysis

In the mission analysis phase, the patrol leader assembles the patrol and analyzes the TASKORD for content (i.e., the who, what, when, where, and why). The question of “how “ the tasking is to be accomplished is determined by the operational element (i.e., through the mission analysis and planning process), and submitted later as the Concept of Operations. The NSW Mission Planning Guide, Chapter 2, contains a standardized guideline for the mission analysis phase.

K.1.4.1.3 Courses of Action Development (Initial Planning)

The theory of Special Operations incorporates six principles.

1. Simplicity
2. Operational Security (OPSEC)
3. Repetition (rehearsal)
4. Surprise
5. Speed
6. Purpose

These six principles were derived from a historical analysis of eight case studies of special operations. The hallmark of successful missions was adherence to these six principles. There was always a failure of some magnitude during the mission if one principle was overlooked, disregarded or bypassed.

These principles allow special operations forces to achieve relative superiority, a condition that exists for a period of time when a smaller attacking force gains a decisive advantage over the enemy. Gaining relative superiority over the enemy is essential to success, however it is not a guarantee. The success of SOF missions is also dependent on the moral factors of courage, intellect, boldness and perseverance.

Courses of Action (COAs) are developed by assessing the applicability of all available theater assets, if time allows. Only after a Course of Action is selected will the mission planners concentrate on planning with specific assets. A rule of thumb is to develop three viable options for each of the five phases (insertion through extraction). The NSW Mission Planning Guide, Chapter 3, provides a list of phase options and considerations to assist in the initial development of the COAs, and the briefing format. The COAs are assessed as follows:

- Suitability: Will the COA successfully accomplish each phase of the mission?
- Feasibility: Are the resources and support adequate and available?
- Acceptability: What is the potential for loss of equipment, personnel or collateral damage?
- Completeness: Are the questions *who*, *what*, *when*, *where*, and *how* answered in each phase?
- Limitations: Identify criteria that impacts the mission, but can be overcome (e.g., ultra-high frequency (UHF) radio transmission via Airborne Battlefield Command and Control Center (ABCCC) are substituted for the planned SATCOM)
- Assumptions: Identify no-go criteria which cannot be controlled (e.g., sea state, weather)

Once the COAs are identified, they should be compared against one another using Estimates of Supportability Matrices (Chapter 3), which weigh the advantages and disadvantages of each, to arrive at one recommended or preferred Course of Action. The COAs are prioritized (1 through 3) based on the comparative analysis conducted in the Estimates of Supportability Matrices, and then briefed to the Operational Commander for approval or disapproval.

K.1.4.1.4 Course of Action Briefing

The Patrol Leader generally gives the COA brief (10 to 25 minutes) to the Operational Commander within hours of receiving the TASKORD. The COA briefing format and COA briefing grid are described in Chapter 3 of the NSW Mission Planning Guide.

K.1.4.1.5 Warning Order/Planning Cells

The Warning Order is a brief given by the Patrol Leader and senior enlisted that inform the patrol members (e.g., tactical element) of an impending mission. The Warning Order is often the first time that the tactical element is exposed to the full mission scenario. Its purpose is to direct the tactical element toward gear preparation, rehearsals, and planning. Any changes the operational commander directs at the conclusion of the Course of Action briefing is briefed to the tactical element during the Warning Order. The Warning Order briefing format is found in Chapter 4 of the NSW Mission Planning Guide.

The Planning Cells issued at the Warning Order assign personnel to cells organized along functional (tactical element/detachment) departmental lines and full mission profile operational cells. Each cell is responsible for preparing certain details of the plan. The composition and responsibilities of the cells are defined in Appendix D of the NSW Mission Planning Guide.

Figure K-4 shows how NAVSOF uses the SWAMPS as an online P-LAN to conduct collaborative planning between the planning cells:

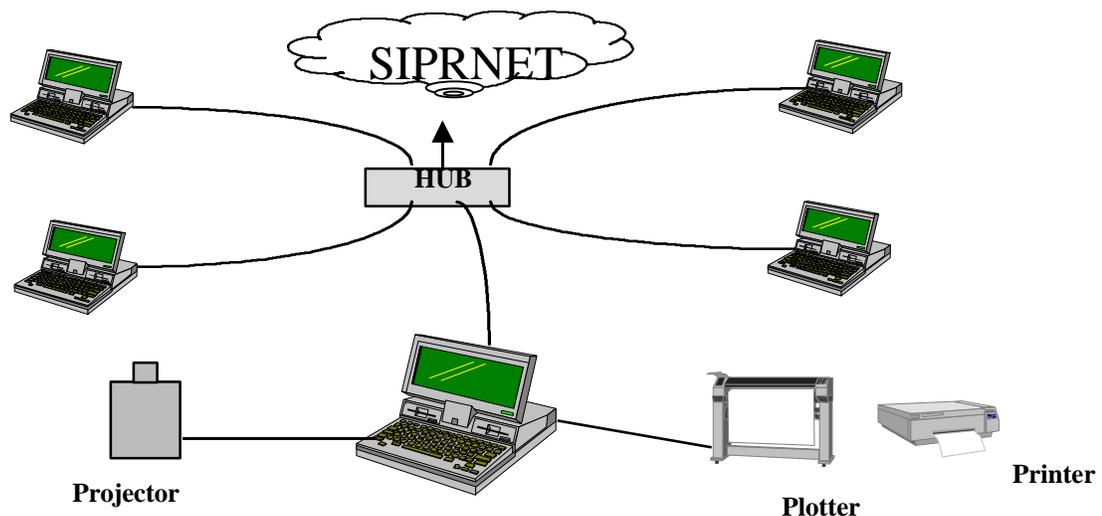


Figure K-4. Collaborative & Distributive Mission Planning.

K.1.4.1.6 Concept of Operations

The CONOPS is an operational concept responding to the operational commander's TASKORD, currently sent via USMTF message.

Once a single COA is approved, the tactical commander begins to smooth the plan into a formal CONOPS. The mission concept is stated in broad terms and provided to the operational commander via the chain of command so that the commander can evaluate and approve the concept. The message should answer the *who, what, when, where, why, and how* of each phase.

This will include movement from the staging area to the insertion asset, and how the tactical element intends to return to the Forward Operating Base (FOB) following the operation.

The recommended CONOPS planning and briefing format is contained in Chapter 5 of the NSW Mission Planning Guide. The planning format provides more detail than required for the outgoing CONOPS message; this is to assist planners in developing follow-on briefings. Refer to Joint Pub. 3-05.3 (CONOPS) and Appendix G of the NSW Mission Planning Guide for message format examples.

K.1.4.1.7 Phase Diagram

Detailed planning is arguably the most important event in the deliberate planning process. There are many methods of detailed planning, but the preferred method for NAVSOF is phase diagramming.

Phase diagramming is a step-by-step process in which the mission is broken down into distinct chronologically arranged phases that are further divided into events occurring within each phase. This logical dissection of the mission into phases and events provides an inherent modularity that allows the planner to discard and replace segments of the mission without completely re-planning the operation. In addition, with some interactive training, phase diagramming greatly reduces planning time and enhances the completeness of the plan. Diagrams 6-1 and 6-2 in Chapter 6 of the NSW Mission Planning Guide illustrate the phase diagramming process.

The information that is critical to the operation and the particular briefing audience is extracted out of the information generated during phase diagramming. This phase of the operation is perhaps the most critical and informative because it is where the *who*, *what*, *where*, *when*, *why* and *how* of the operation is presented.

K.1.4.1.8 Brief-back/Approval by Operational Commander

The Tactical Commander provides the Brief-back to the Operational Commander. This brief demonstrates:

- The plan is complete, well-conceived, and will accomplish stated mission objectives
- Capabilities and vulnerabilities of the enemy have been evaluated
- The effects of weather and terrain have been considered
- Mission essential elements have been identified and incorporated into the plan
- The members of the tactical element are familiar with the plan and understand their role in the operation
- The operational commander's staff understands the plan, and supports requirements (deconfliction and coordination)

The Briefback is given near the end of the planning cycle, after the entire plan has been developed. It is given prior to the Patrol Leader's Orders (PLO) so that any changes mandated by the operational commander can be incorporated into the PLO. The Briefback format is found in Chapter 7 of the NSW Mission Planning Guide.

Figure K-5 illustrates how NAVSOF are using SWAMPS to conduct collaborative planning with other units, and pass the CONOPS and Briefback to the Operational Commander for approval (collaborative and distributive mission planning) via the Secret Internet Protocol Network (SIPRNET). A conferencing Commercial Off-the-Shelf (COTS) package within the SWAMPS is used to pass the data. The figure shows additional capabilities (i.e., accessing data bases via web page technology & coordinating logistics issues with other SOF units) within the NAVSOF mission planning architecture.

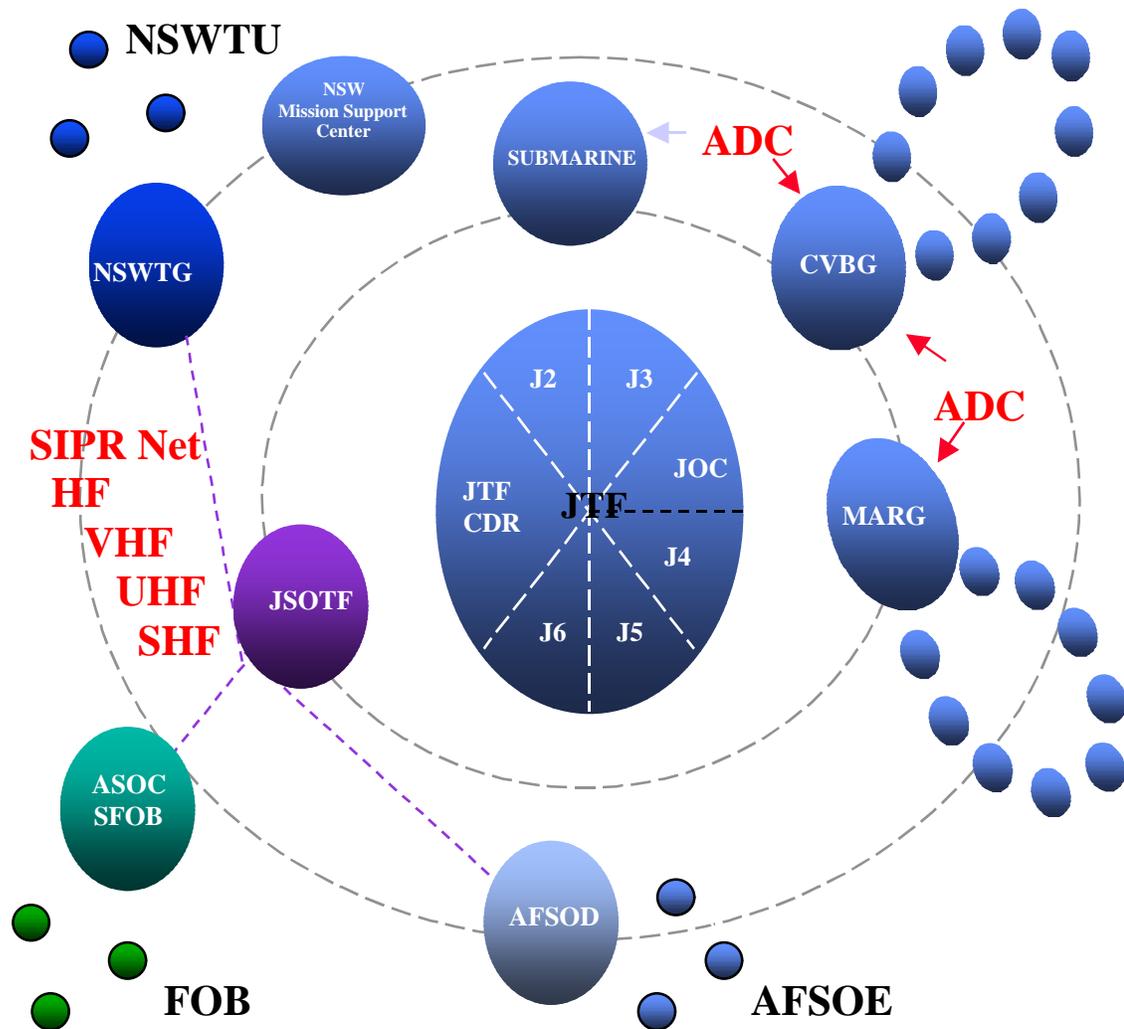


Figure K-5. Distributive Joint Task Force Mission Planning Communications.

K.1.4.1.9 Warning Order Review/Supporting Briefings

At the conclusion of the Brief-back, the Patrol Leader issues a final Warning Order covering changes or updates, and make final preparations for the PLO and other briefings (e.g., jump brief, dive brief, close air support brief, pilot’s brief). There may be sufficient time to review the

Warning Order and give supporting briefs prior to the Brief-back. Any changes the operational commander directs will need to be re-briefed to subordinate commanders and the task element.

K.1.4.1.10 Patrol Leader's Order

The PLO is used to pass the detailed plan to the tactical element tasked with execution. The Patrol Leader and key members of that element are responsible for delivering the brief. The audience consists of the tactical element, and supporting elements (when available). To maintain OPSEC, supporting elements will receive only specific segments of the brief.

The Tactical Element Leader generally briefs the Introduction, Mission, Concept, and Execution (all tactical phases). Element members that have been assigned to planning cells generally brief their portion of the PLO (e.g., Command and Signal, Environmental Data, and Friendly/ Enemy Order of Battle). The PLO format is provided in Chapter 8 of the NSW Mission Planning Guide.

A standardized PLO briefing format is used to ensure that:

- All categories are briefed and relevant information is included (i.e., Introduction, Situation, Mission, etc.)
- Ensure the brief is logical, clear, and concise.
- The members of the tactical element thoroughly understand the entire plan and their specific individual, team, and element tasks.

K.1.4.1.11 Execution Order

Usually received by message from the tasking authority.

K.1.4.1.12 Execute

The tactical element executes the mission.

K.1.4.1.13 Debriefing/Downstage

A high priority is placed on the intelligence debrief, which is followed up by a tactical element debrief. Every mission is an intelligence-gathering mission. This requires discipline and designation of key individuals to gather specific types of intelligence. This will increase the amount of intelligence gathered by reducing the amount of information each person must record, and it expedites the debriefing process.

K.1.4.1.14 Post-Operations Report

NAVSOF uses the US Message Text Format (USMTF) post-operation reporting format, Special Operations Debrief and Retrieval System (SODARS), or the approved theater format. A sample is located in Appendix G of the NSW Mission Planning Guide.

K.1.4.1.15 Prepare for Follow-on Tasking

Preparation for follow-on tasking must always be considered. When sustained operations are required, maintenance of tactical equipment, the first/second/third line of personal equipment, and other personnel requirements (hygiene/food/sleep), as well as resupply of fuel/ammunition are a high priority.

K.1.4.2 Variable Events

In addition to those events described above, there are a number of variable events that may develop in any sequence during the mission planning cycle.

K.1.4.2.1 Movement to Staging Area

This event may not require a great deal of planning, especially if the staging area is in your geographic proximity. In the case of a flyaway, isolation and logistics are generally arranged above the Patrol Leader's level. It is the tactical element leader's responsibility to provide a list of element-specific needs to ensure that the assets (i.e., airlift) requested meet mission requirements. Refer to Appendix A of the NSW Mission Planning Guide.

K.1.4.2.2 Support Requests (SPTREQ)

Request for mission support can be sent out at any time in the planning sequence but should be submitted as soon as possible, usually immediately after the CONOPS message is sent. All of the initial requests should be referenced in the CONOPS message. See Appendix G of the NSW Mission Planning Guide.

K.1.4.2.3 Concept of Operations Approval

When the Concept of Operations is approved, the Tactical Commander must clarify any changes (directed by the approving authority) with the tactical element leader.

K.1.4.2.4 Submission of Execution Checklist

If requested, a proposed execution checklist is normally submitted to the operational commander exercising Tactical Control (TACON), following approval of the Concept of Operations. This submission will allow him to omit or include any special reporting requirements. If the operational commander makes any changes to the execution checklist during the Brief-back, these changes should be incorporated for immediate approval. The revised check list must be re-issued to all the users. The recommended format is provided in Appendix E of the NSW Mission Planning Guide.

K.1.4.2.5 Rehearsals/Inspections

Rehearsals and inspections are conducted throughout the mission planning process. Rehearsals should culminate in a full dress rehearsal of Actions at the Objective, and other phases as prioritized.

Rehearsals are generally conducted prior to briefing the PLO. This method ensures the concept can be executed prior to briefing.

Rehearsals include:

- a. Actions at the objective (e.g., board and search, demolitions/breaching, or reconnaissance)
- b. Insertions and extractions techniques
- c. Communications, and execution checklist
- d. Immediate Action Drills (IADs), and the handling of wounded personnel and prisoners
- e. Reconnaissance and Surveillance/Overwatch Coordination
- f. Rendezvous/link-up procedures (if applicable)

K.1.5 USER OR INVOLVED PERSONNEL

In the NAVSOF mission planning process, the tactical element will interact with the following people:

- N-1 Administrative Personnel
- N-2 Intelligence personnel
- N-3 Operations Personnel
- Meteorological and Oceanographic Personnel
- N-4 Logistics Personnel
- N-5 Plans/Policy Personnel
- N-6 Mobile Communications Team Personnel
- NSW Task Group Personnel
- NSW Task Unit Personnel
- Other operational elements that have conducted direct action or reconnaissance missions on or near the target
- Other SOF and Service Mission Planning Team Personnel
- Warfare Commanders
- JTF/JSOTF/CWC Personnel
- Judge Advocate (JAG) Officers (Rules of Engagement (ROE) issues)
- Liaison Personnel (Joint/Combined/Warfare representatives)

K.1.5.1 Security

All NAVSOF personnel have a minimum of a Secret clearance.

K.1.6 SUPPORT CONCEPT

The NAVSOF relies on the following sources of information for mission planning support:

- Mapping, Charting, Geodesy and Imagery (MCG&I) Products – National Imagery and Mapping Agency (NIMA)
- Meteorological & Oceanographic Products
- National/Theater Intelligence Agencies
- Naval Special Warfare Mission Support Centers

K.1.6.1 Naval Special Warfare Mission Support Centers

The primary objective of the Naval Special Warfare Mission Support Centers is to provide the capability to collect, process, and disseminate an uninterrupted flow of specific information to forward deployed NSW forces during contingencies, operations in Major Theaters of War and Missions Other Than War.

K.1.6.1.1 Reach Back

The CONUS based Naval Special Warfare Mission Support Centers support forward deployed NSW operational units by collecting, evaluating, and disseminating mission essential information that cannot be supported in theater.

K.1.6.1.2 Mission Support Centers

Mission Support Center(s) are designed to meet the information dissemination challenge and significantly enhance the operator's ability to analyze, plan, rehearse and execute time critical missions.

K.1.6.1.3 Supporting Objectives

K.1.6.1.3.1 Equipment

Provide a 7-day a week/24 hour a day support system capable of accessing tactical and non-tactical information, when activated.

K.1.6.1.3.2 Staffing

Provide a staff of technical specialist who understand the full spectrum of special operations as well as how to collect, process, distill and disseminate timely and useful information.

K.1.6.1.3.3 Training

Train forward-deployed and CONUS based operators and support personnel request, access, and pass information through a home page.

K.1.6.1.4 Activation of the NSW Mission Support Centers.

When requested by the forward deployed NSW TG Commanders, the NSW Mission Support Centers will be activated and provide information to support specified missions. Mission support includes:

- a. Direct access to information sources via SIPRNET and Non-Secret Internet Protocol Network (NIPRNET), providing forward deployed NSW TG Commanders with tailored operational information.
- b. Intelligence data collection, evaluation, dissemination, and storage.
- c. Administrative and logistics support.
- d. Communications relay capabilities (e.g., provide a communications link between operators in the field and the forward-deployed NSW TG Commanders, when required).
- e. Remote computer technical support (i.e., use NSW Mission Support Center's NETOP software to access, take control of, and repair forward deployed computer systems).

K.1.6.1.5 Automated Information Management

Figure K-6 illustrates the NSW Mission Support Center's capability to access information residing on multiple home pages and incorporate the data into the NSW Mission Support Center's home page. This application of web based dissemination assists in providing forward-deployed NSW TG Commanders with increased situational awareness, a value-added flow of information, and ultimately enhances the operational effectiveness of NSW forces.

REACHBACK

- CUSTOMERS
- COMMUNICATINS
- FUNCTIONS

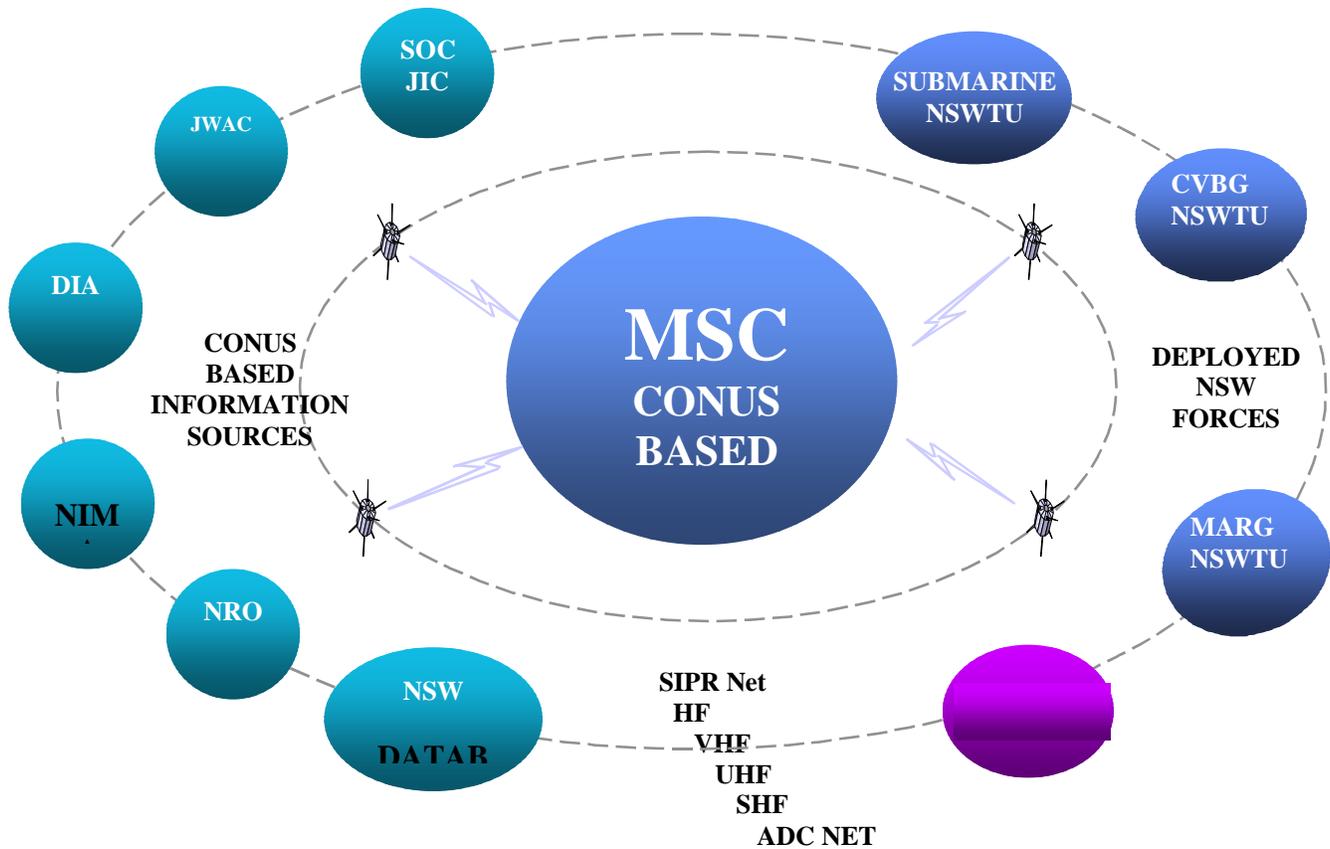


Figure K-6. NSW Mission Support Center Reach Back.

K.1.7 TRAINING COMMAND MISSION PLANNING

Not applicable.

K.2.0 JUSTIFICATION FOR AND NATURE OF CHANGES

K.2.1 JUSTIFICATION FOR CHANGE

A review of the current mission planning procedures associated with NAVSOF operations reveals a system that has undergone a steady improvement in its methodology for mission preparation. From the GTA 21-2-2 Patrol Leader’s Card of the 1960’s to the development of a Naval Special Warfare Mission Planning Guide, there has been a consistent move towards developing a standardized NAVSOF mission planning process.

With the advent of automated mission planning systems and a greater emphasis on joint operations, the NAVSOF community began to look for more efficient ways to conduct NAVSOF mission planning. Specifically, they wished to leverage emergent information management techniques to meet current and future mission planning requirements, while retaining battle-tested NAVSOF mission planning procedures.

The Commander Naval Special Warfare Command (CNSWC) has taken its Naval Special Warfare Mission Planning Guide and automated the NAVSOF mission planning process by using IT-21 compliant standards to meet the requirements for:

- Connectivity to C4I nodes
- A collaborative & distributive mission planning capability
- Maintaining DII COE compliance
- Using a user-developed NAVSOF standardized Mission Planning Guide

SWAMPS is the Naval Special Warfare Command automated mission planning system. In developing their respective automated mission planning systems, the Army and Air Force Special Operations Forces have adopted the information management architecture used in SWAMPS.

K.2.1.1 New Requirements

K.2.1.1.1 Connectivity to C4I Nodes

Current military doctrine describes a strict hierarchy for command and control of military forces.

Lessons Learned from Operation Desert Storm were replete with criticism over the lack of adequate connectivity between the services resulting in critical time delays that effected the timely planning and execution of combat operations.

Through the use of COTS conferencing tools and the existing SIPRNET, the JSOTF has used SWAMPS to electronically connect with SOF task elements and effectively reduced up to 48 hours from the current planning cycle.

Distributive Joint Task Force

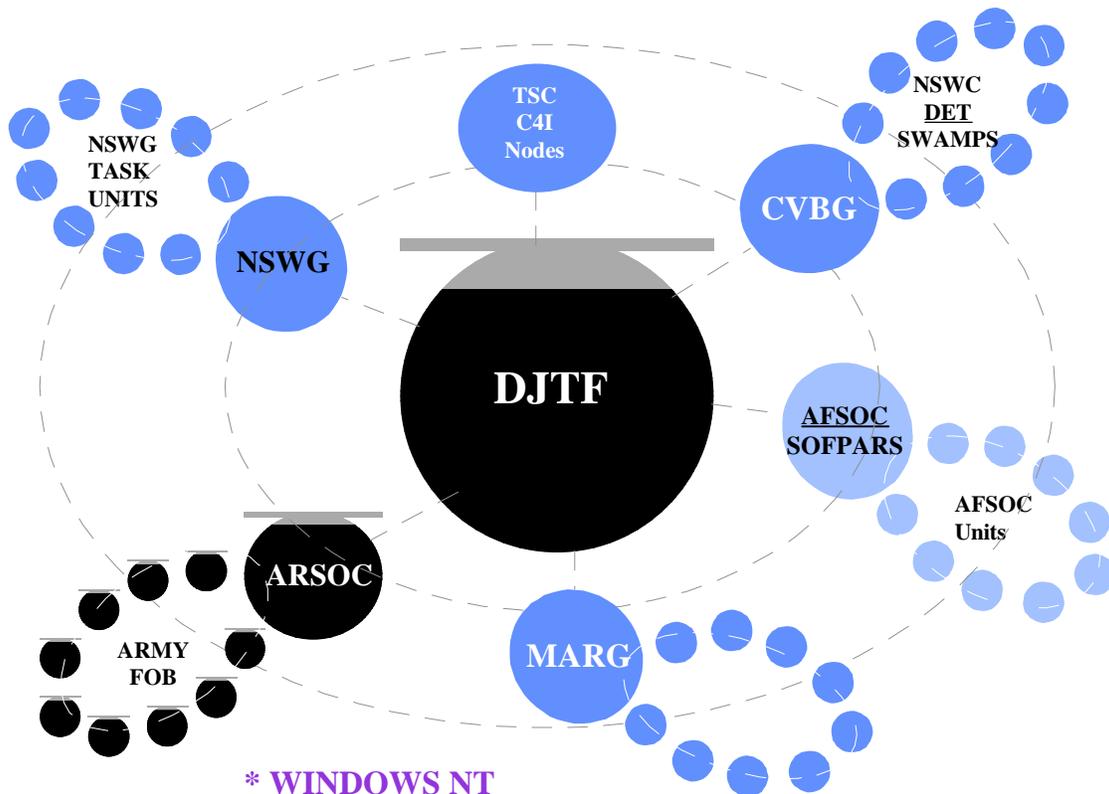


Figure K-7. Current SOF C4I Connectivity Capability.

K.2.1.1.2 Collaborative and Distributive Planning

Beginning with a clearly defined mission planning process (the Naval Special Warfare Mission Planning Guide), the NAVSOF have made collaborative planning an integral part of their planning process (e.g., the use of planning cells).

With COTS conferencing tools integrated into SWAMPS, the tactical element leader can assign specific tasks to individual team elements via a LAN. Then, the tactical element leader can consolidate that plan into a coherent picture that can be displayed on a screen or plotted on a large sheet for posting on a wall.

With the continuing focus on joint operations in forward or remote operating areas, NAVSOF are finding themselves without on-site C2 support. Even with the addition of a Mobile Operations Command Center (MOCC) suite, NAVSOF requires the ability to conduct collaborative and distributive mission planning with other joint forces. SWAMPS has been developed to permit collaborative and distributive planning capabilities from remote sites. The following illustration shows that current capability.

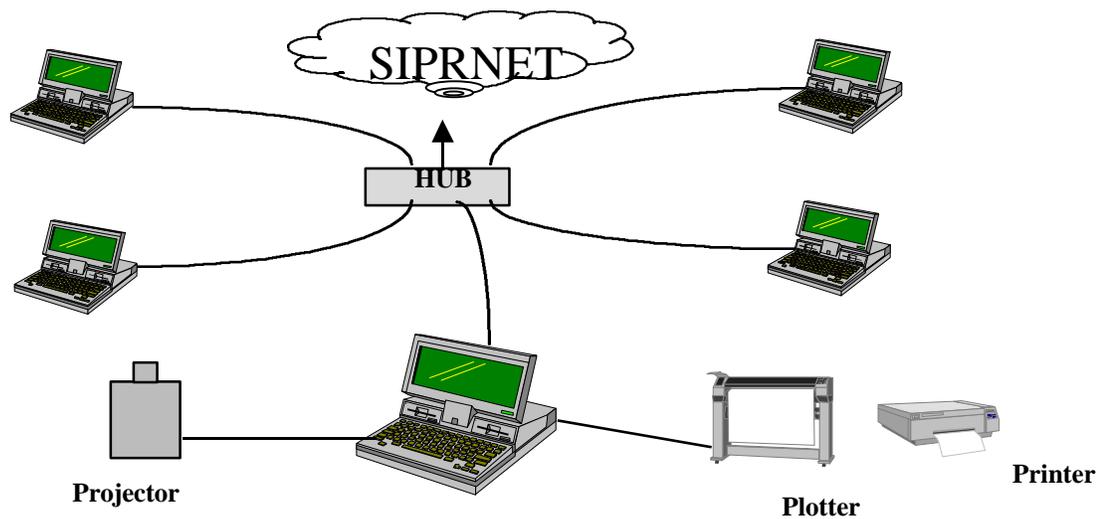


Figure K-8. Current NAVSOF Collaborative & Distributive Mission Planning Capability

K.2.1.1.3 Compliance with DoD Doctrinal and Information Management Requirements

Current directives are mandating compliance with doctrinal and information management requirements meant to assist the warfighter. All hardware and software being used for NAVSOF automated mission planning is IT-21 compliant.

NAVSOF Mission Planning Hardware:

- PENTIUM II NOTEBOOK
 - 300 megahertz (MHz) Processor
 - 128 megabytes (MB) random access memory (RAM)
 - 6.4 gigabyte (GB) IDE 2.5" Internal Drive
 - 512 MB Disk Space (Cache)
 - 1.44 MB 3.5" Diskette Drive
 - Integrated PC 650MB re-writeable optical drive
 - 8X Internal compact disk (CD) read-only memory (ROM)
 - ETHERLINK III LAN + 33.6
 - PCMCIA (10T)
 - 12.1" Active Matrix Color Display
 - 1024 X 768 XGA Resolution
 - EPSON 800 Stylus Ink Jet
 - 36" PLOTTER - TBD
 - 12 PORT COMMS Hub (RJ45 & AUI)

NAVSOF Mission Planning Software:

WINDOWS NT SERVER 4.0	ELT 2500 (Imagery)
32 BIT Operating System	INTERNET Explorer 4.0
TC/IP Package	SIPRNET Browser
MICROSOFT Office 97 Prof.	<u>SWAMPS Mission Planning</u>
Word 97	EXCEED (X-windows for UNIX)
Power Point 97	CU-SEEME Reflector
Excel 97 (Spread Sheet)	McAfee Anti-Virus
Access 97 (Data Base)	
MS Outlook 97	
Falcon View (MCG)(GOTS)	
C++ (Programming Language)	
JAVA (Programming Language)	

K.2.1.1.4 Naval SOF Mission Planning Guide

In an effort to standardize the Naval Special Operations Forces mission planning process, the NAVSOF community consolidated its *Lessons Learned* and individual Team Standard Operating Procedures (SOP) into one document, the Naval Special Warfare Mission Planning Guide. Standardizing the mission planning process also assisted the data producing communities (e.g., Weather, Intelligence and NIMA). They are no longer responding to a myriad of conflicting requirements. Products are now tailored to support specific mission planning processes as defined by the user.

K.2.2 DEFICIENCIES AND LIMITATIONS OF CURRENT SYSTEM

Deficiencies in the current manual mission planning process center on:

- a. The labor and data-intensive nature of the NAVSOF mission planning process; and
- b. The amount of time given a task element to plan a mission. Within the 96-hour special operations execution cycle, the task element executing the mission may receive the actual tasking directive 48 hours into 96 hour planning cycle.

With the advent of SWAMPS and its extensive information management software, the limiting factors center on:

- c. Availability of SIPRNET connectivity at the task element level; and
- d. The availability of performance characteristics on all NAVSOF vehicles. This will be remedied in SWAMPS Version 2.0.

The availability of physical SIPRNET connectivity will soon not be a factor as NAVSOF incorporates a secure portable communications connectivity to SWAMPS.

An additional limitation centers on connectivity to data base suppliers. This is being addressed through a USCINCSOC initiative to develop CIPB web site that will provide mission planning support services to all SOF.

In an effort to provide a more focused mission support infrastructure, Commander, Naval Special Warfare Command is sponsoring the development of Mission Support Centers specifically designed to provide Navy Special Operations Forces with C4I support in developing their mission plans.

K.2.2.1 Tasking

No current shortfalls.

K.2.2.2 Research and Study (including information request)

No current shortfalls.

K.2.2.3 Concept Development (Initial Planning)

No current shortfalls.

K.2.2.4 Concept of Ops Brief (Optional)

No current shortfalls.

K.2.2.5 Detailed Element Planning

The following identifies current mission planning deficiencies for NAVSOF.

K.2.2.5.1 Current Automated Planning System

Adequately addressed in SWAMPS. No current shortfalls

K.2.2.5.2 NAVSOF Mission Planning Process

Adequately addressed through Naval Special Warfare Mission Planning Guide. Institutional process in place to update the guide annually. No current shortfalls.

K.2.2.5.3 Collaborative and Distributive Mission Planning

Currently addressed in SWAMPS through the use of COTS conferencing tools. No current shortfalls.

K.2.2.5.4 Tasking

Tasking is electronically received via the U.S. Navy communications system via USMTF format. Tasking is automatically parsed within the SWAMPS for use in the NAVSOF planning process.

K.2.2.5.5 NAVSOF Vehicle Performance

Not all NAVSOF vehicle performance parameters are in SWAMPS Version 1.0. SWAMPS Version 2.0 will incorporate all NAVSOF vehicle performance parameters.

K.2.2.5.6 Route Planning

Handled in SWAMPS through a GOTS MCG&I package known as *Falcon View*. NAVSOF user community selected *Falcon View* as the easiest MCG&I application to use. Although *Falcon View* is not DII COE compliant, the SWAMPS Program Office is working with PMW-157 to address this issue.

K.2.2.6 Detailed Administrative Planning

Patrol leaders use a standard mission planning checklist found in the Naval Special Warfare Mission Planning Guide for tracking detailed administrative planning. The Mission Checklist (Appendix A of the Naval Special Warfare Mission Planning Guide) has been incorporated into SWAMPS.

K.2.2.7 Rehearse Mission

Mission rehearsal is a critical part of the NAVSOF mission planning process. NAVSOF support is adequately addressed in Section 3. No current shortfalls.

K.2.2.8 Patrol Leader's Order

No current shortfalls.

K.2.2.9 Execute Mission

No current shortfalls.

K.2.2.10 Post-Mission Debrief

No current shortfalls.

K.2.2.11 Post Mission Data Analysis

No current shortfalls.

K.2.3 DESCRIPTION OF NEEDED CHANGES

With the development of SWAMPS to include:

- COTS software to connect to C4I nodes
- Compliance with DII COE/IT-21 standards
- COTS & GOTS software that permits collaborative and distributive mission planning

Incorporation of the mission planning process within the Naval Special Warfare Mission Planning Guide

K.2.3.1 Connectivity to C4I Nodes

Adequately addressed in the current NAVSOF planning system architecture.

K.2.3.2 Collaborative and Distributive Planning

Adequately addressed in the current NAVSOF planning system architecture. USCINCSOC is currently developing the CIPB in support of SOF mission planning requirements. The following figure shows how that will be accomplished.

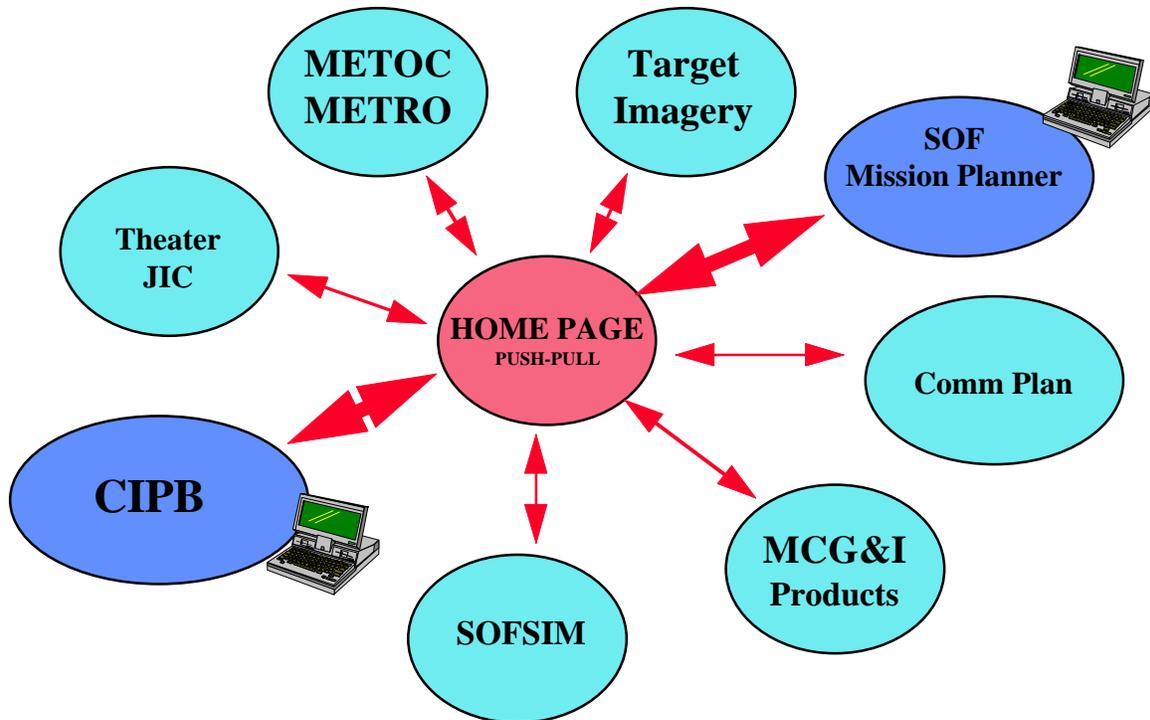


Figure K-9: Mission Planning Home Page

K.2.3.3 Compliance To DII COE

With the exception of the *Falcon View* mapping package, the current NAVSOF automated mission planning system is DII COE/IT-21 compliant.

K.2.3.4 Standardized Naval Special Warfare Mission Planning Guide

The NAVSOF uses a standardized mission planning guide.

K.2.4 PRIORITIES AMONG THE CHANGES

Not applicable.

K.2.5 CHANGES CONSIDERED BUT NOT INCLUDED

With the development of an automated mission planning system, the SOF will undergo a paradigm shift in how they approach mission planning. Among the changes considered but not included in the current version of SWAMPS are:

- a. Development of a Joint Tactical Information Management Software (JTIMS) for command and control of NAVSOF.

- b. Developing an organic intelligence processing capability on SWAMPS

K.2.6 ASSUMPTIONS AND CONSTRAINTS

The NAVSOF mission planning approach works for NAVSOF, but is not a solution to the development of an overall mission planning process. It reflects joint and Navy-specific special operations mission planning doctrine. This approach does merit serious consideration as it promotes the successful use of information management solutions to improve a clearly defined mission planning process.

K.3.0 CONCEPT FOR A NEW OR MODIFIED SYSTEM

K.3.1 BACKGROUND, OBJECTIVES, AND SCOPE

JMPS is a joint Air Force-Navy effort to develop a mission planning architecture that will permit interoperability between warfighting forces down to the unit level.

A new or modified system will need to meet the stated objective identified within this JMPS document. Those objectives center on the following:

- a. Connectivity to C4I nodes
- b. Compliant with DII COE directives
- c. Provide a collaborative and Distributive Planning Capability
- d. Reflects the needs of the user community

This section will provide the near-term vision for mission planning (2001-2005) from the NAVSOF mission planner's perspective.

K.3.2 OPERATIONAL POLICIES AND CONSTRAINTS

The new system must conform to the requirements and policies discussed in Section K.1.2 and K.2.1.1 above.

K.3.3 DESCRIPTION OF THE NEW OR MODIFIED SYSTEM

The NAVSOF community is fielding an automated mission planning system known as SWAMPS. It meets the current JMPS requirements of:

- Connectivity to C4I nodes
- Compliance with DII COE standards
- Collaborative and Distributive Mission Planning Capability
- Mission Planning based on a clearly defined community mission planning standard

A description of the system hardware and software was provided in Section K.2.

K.3.3.1 Alert/Fragmentary Order (FRAGORD)

The Joint Special Operations Task Force Commander will notify the pertinent SOF command structure of an impending operation using the collaborative and distributive COTS applications resident within the SOF mission planning architecture. NAVSOF will use those same applications in SWAMPS to transmit and receive all the necessary information to plan and execute the FRAGORD.

K.3.3.2 Fragmentary Order (FRAGORD)

The execution element will receive the official tasking via a FRAGORD that can be entered into SWAMPS where certain sections of the message will automatically be formatted into the mission briefing.

K.3.3.2.1 Naval Special Warfare Tasking

The Operational Commander will review the FRAGORD and the Commander's Intent and select the appropriate NSW Task Unit. This information will be transmitted to the executing command using SWAMPS via SIPRNET. Once the FRAGORD and the Commander's Intent are issued, the assigned element will use the automated tools within SWAMPS to develop COA, followed by a Concept of Operations.

K.3.3.3 Mission Analysis

Using the guidelines in the NSW Mission Planning Guide contained in SWAMPS, the tactical element leader will assemble the element and analyze the FRAGORD for content. This phase of the planning cycle has been automated and incorporated into SWAMPS

K.3.3.3.1 Review Area of Operations

The tactical element leader will use the information management tools within SWAMPS to assess the MCG&I web site maintained by NIMA to download mapping for the area in question. The Special Warfare Mission Support Center will assist the tactical element leader in gathering the necessary information needed to plan his mission.

K.3.3.2.2 Asset Availability

The tactical element leader will access the SWAMPS for a status check on his element's readiness posture, equipment status, and overall capabilities for accomplishing the assigned tasking.

K.3.3.2.3 Target Study

The tactical element leader will use collaborative and distributive software tools within SWAMPS to access the Task Force Commander's CIPB Web Site. This site will provide him with connectivity to a variety of intelligence agencies that can provide him with target study support.

K.3.3.2.4 Target Analysis Tools/Sources

Naval Special Operations mission planning requires very detailed mission planning support. The tactical element leader will use collaborative and distributive software tools within SWAMPS to

access the Task Force Commander's CIPB Web Site to provide him with finished intelligence products specifically tailored for special operations support.

K.3.3.2.5 Friendly Situation/Disposition

Naval Special Operations mission planning requires very detailed mission planning support. The tactical element leader will use collaborative and distributive software tools within SWAPS to access the Task Force Commander's CIPB Web Site to provide him with finished intelligence products specifically tailored for special operations support.

K.3.3.2.6 Enemy Order of Battle/Threat Situation

Naval Special Operations mission planning requires very detailed mission planning support. The tactical element leader will use collaborative and distributive software tools within SWAPS to access the Task Force Commander's CIPB Web Site, as well as the Naval Special Operations Mission Support Center, to provide him with finished intelligence products specifically tailored for special operations support.

K.3.3.4 Courses of Action

The tactical element leader will use SWAMPS to develop three possible courses of action. The SWAMPS software, based on the NSW Mission Planning Guide, Chapter 3, provides a list of phase options and considerations to assist in the initial development of the COAs, and the briefing format. The COAs are assessed as follows:

- Suitability: Will the COA successfully accomplish each phase of the mission?
- Feasibility: Are the resources and support adequate and available?
- Acceptability: What is the potential for loss of equipment, personnel or collateral damage?
- Completeness: Are the questions *who*, *what*, *when*, *where*, and *how* answered in each phase?
- Limitations: Identify criteria that impacts the mission, but can be overcome (e.g., UHF radio transmission via ABCCC are substituted for the planned SATCOM)
- Assumptions: Identify no-go criteria which cannot be controlled (e.g., sea state, weather)

Once the COAs are identified, they are compared against one another using Estimates of Supportability Matrices located within SWAMPS. These matrices weigh the advantages and disadvantages of each, and arrive at one recommended or preferred course of action. The COAs are prioritized (1 through 3) base on the comparative analysis conducted in the Estimates of Supportability Matrices, and then briefed to the Task Unit Commander for approval or disapproval.

The Tactical Element Leader gives the COA briefing (10 to 25 minutes) to the Operational Commander, who is generally briefed within hours of receiving the FRAGORD. The COA briefing format and COA briefing grid are contained in SWAMPS, and are derived from the NSW Mission Planning Guide.

K.3.3.5 Warning Order

The tactical element leader and senior enlisted will brief (the Warning Order) element members of an impending mission. The Warning Order is designed to direct the element towards gear preparation, rehearsals, and planning. The tactical element leader will use the SWAMPS to format the Warning Order briefing. At this time, the tactical element leader will assign Planning Cells organized along functional department lines. Each cell is responsible for preparing certain details of the plan. The composition and responsibilities of the cells are defined in Appendix D of the NSW Mission Planning Guide contained within SWAMPS.

The following shows how NAVSOF uses the capabilities within the Special Warfare Automated Mission Planning System (SWAMPS) to conduct collaborative planning within its planning cells:

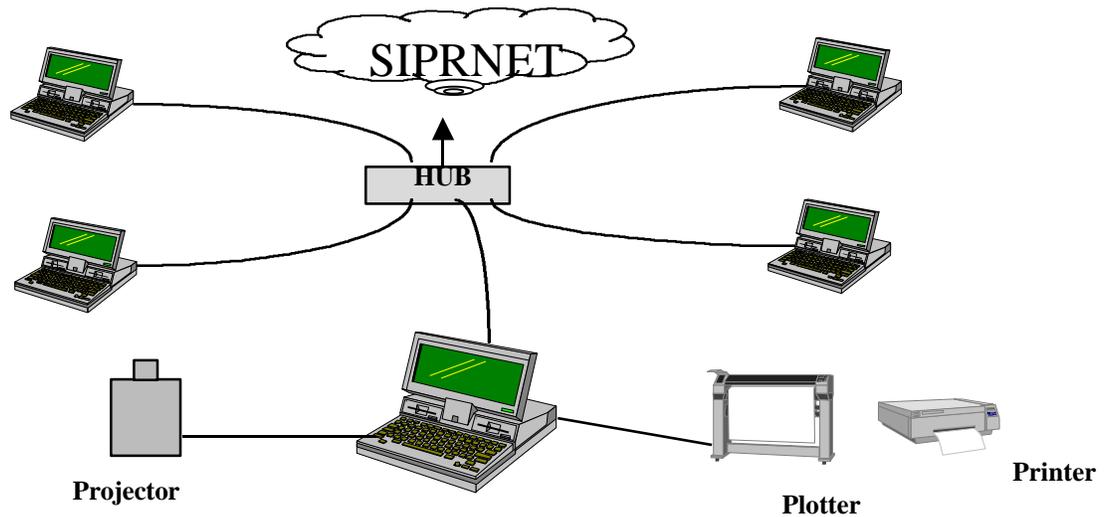


Figure K-9: Collaborative & Distributive Mission Planning

K.3.3.5.1 Concept Development (Initial Planning)

The CONOPS is an operational concept responding to the operational commander's FRAGORD, usually represented via USMTF message. Once a single COA is approved, the tactical element leader begins to smooth the plan into a formal CONOPS. The mission concept is stated in broad terms and provided to the operational commander via the chain of command so that the commander can evaluate the approach and approve the concept. The message should answer the *who, what, when, where, why, and how* of each phase. This will include movement from the staging area to the insertion asset, and how the element intends to return to the FOB following the operation.

The recommended CONOPS planning and briefing format is contained in SWAMPS and is developed from Chapter 5 of the NSW Mission Planning Guide. The planing format provides more detail than required for the outgoing CONOPS message; this is to assist planners in developing follow-on briefings.

K.3.3.6 Mission Planning and Coordination Tools

The tactical element leader and his team use SWAMPS for mission planning. It contains the tools for mission planning or the COTS applications that provide connectivity to mission critical databases.

K.3.3.6.1 Mission Planning Team Composition

The mission planning team consists of the tactical element leader and his task element. NAVSOF believes very strongly in the dictum of executors being intimately involved in the planning process.

K.3.3.7 Detailed Element Planning

Detailed planning is arguably the most important event in the deliberate planning process. There are many methods of detailed planning, but the preferred method for NAVSOF is phase diagramming.

NAVSOF uses SWAMPS to conduct phase diagramming. Phase diagramming is a step by step process in which the mission is broken down into distinct chronologically arranged phases which are further divided into events occurring within each phase. This logical dissection of the mission into phases and events provides an inherent modularity that allows the planner to discard and replace segments of the mission without completely re-planning the operation. In addition, with some interactive training, phase diagramming greatly reduces planning time and enhances the completeness of the plan.

The information that is critical to the operation and the particular briefing audience is extracted out of the information generated during phase diagramming. The execution phase of the operation is perhaps the most critical and informative because it is where the *who, what, where, when, why* and *how* of the operation is presented.

K.3.3.8 Briefback

The tactical element leader uses the SWAMPS to prepare the Brief-back to the Operational Commander. If the Operational Commander is not co-located with the platoon leader, they will use the collaborative and distributive capabilities of SWAMPS to present the Brief-back.

K.3.3.9 Rehearsal

Rehearsals and inspections are conducted throughout the mission planning process. They culminate in a full dress rehearsal of the operation, with special emphasis on Actions at the Objective. Rehearsals include the following:

- a. Actions at the objective (e.g., board and search, demotions/breaching, or reconnaissance)
- b. Insertions and extractions
- c. Communications, and execution checklist
- d. IADs, and the handling of wounded personnel and prisoners
- e. Fire support, cast, rope, dive, jump, climb, or sniper coordination
- f. Rendezvous/link-up procedures (if applicable)

K.3.3.9.1 Equipment Preparation Requirements

Gear preparation assignments, issued at the Warning Order, are completed before planning cells are activated.

K.3.3.10 Patrol Leader's Order (PLO)

The PLO is used to pass the detailed plan to the operators tasked with execution. The tactical element leader and key members of the element are responsible for delivering the brief. The tactical element leader will use SWAMPS to prepare the PLO.

The tactical element leader generally briefs the Introduction, Mission, Concept, and Execution (all tactical phases). Task Element members that have been assigned to planning cells generally brief their portion of the PLO (e.g., Command and Signal, Environmental Data, and Friendly/Enemy Order of Battle).

K.3.3.11 Execute

The task element executes the mission.

K.3.3.12 Post Ops Debrief

NAVSOF uses the USMTF post-operation reporting format, SODARS, or approved theater format. The SODARS and the post-mission reporting format are contained in SWAMPS.

K.3.3.13 Prepare for Follow-On Tasking

Preparation for follow-on tasking must always be considered. When sustained operations are required, maintenance of departmental gear, the first/second/third line of personal equipment, and other personnel requirements (hygiene/food/sleep), as well as resupply of fuel/ammunition are a high priority.

K.3.4 USERS/AFFECTED PERSONNEL

In the NAVSOF mission planning process, the platoon will interact with the following people:

- Combat Operations
- Mission Planning Team
- Warfare Commanders
- JSOTF/Composite Warfare Commander (CWC)
- JAG Officers (ROE issues)
- Intelligence personnel
- Liaison personnel (Joint/Combined/Warfare representatives)

K.3.4.1 Security

All NAVSOF personnel are cleared to Secret.

K.3.4.2 Data Base Administrator (DBA)

The SWAMPS DBA will use the data base management tools provided as a part of the DII COE.

K.3.4.3 System Administrator

The SWAMPS System Administrator will use the data base management tools provided as a part of the DII COE.

K.3.5 SUPPORT CONCEPT

The SWAMPS Program Office will maintain the foundation SWAMPS software. Army SOF and Air Force SOF system specific Unique Planning Components (UPCs) will be maintained by agencies designated by the corresponding PMA/PMW and integrated by the SWAMPS Integrated Product Team (IPT). The Defense Information Systems Agency (DISA) will provide DII COE and GCCS support.

K.3.5.1 Logistics

The SWAMPS architecture provides push-down/pull-down electronic distribution of new components over a network, automatic installation and configuration compatibility and integrity checks. As per user requests, SWAMPS will be configured on Windows NT Pentium laptops. SWAMPS components have a high operational reliability, availability, and maintainability.

K.3.5.2 DBA/System Administration

The DBA will provide the capabilities for archiving and compressing data base files. In addition, the DBA will provide capabilities for selectively loading data base tables from delimited files.

The System Administrator will have a means to determine status and effect control of network services and operations for DII/COE/GCCS-M as a whole and for JMPS individual applications as required. The system administrator will have a means to backup and restore data associated with each application.

K.3.5.3 Training

SWAMPS includes embedded "on-line" user manuals and CBT as an integral function of the system. The NAVSOF user documentation for SWAMPS is maintained in an on-line format, as well as in a printed format. SWAMPS also includes integral help functions for all dialogs and functions within the SWAMPS JMPS segment. All help functions will appear to the NAVSOF user as a single seamless facility that provides for all installed NAVSOF components. The NAVSOF user will be able to add annotations to the help files.