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 C2. 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.

**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-3] 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 are a 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. Stackage, 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, document, 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

**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.

advance and rear parties; disposition of records; and preparation of after-action reports are included.

- 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.
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.

   Authentication.
   Appendixes:
   Distribution:

   Last name of commander
   Rank

Figure C-1. CA annex to an OPORD format.
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).
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
   b. Signal.
      (1) SOI Index 3g.
      (2) Annex L (Communications-Electronics) to OPLAN 20.

Figure C-2. CA annex to an OPLAN (division) (continued).
### Daily Staff Journal or Duty Officer's Log

#### Organization or Installation
- **G5 Section**
- **20th Inf. Division**

#### Location
- **CROYDON, ALBION**

#### Period Covered
- **From:** 14 Oct 92
- **To:** 14 Oct 92

#### Item No. | Time | Incident, Messages, Orders, Etc. | Action Taken | In/Out
--- | --- | --- | --- | ---
20 | 0742 | CG -- No civilians will be employed of the DISCOM area. | S, T, W, F | IN
21 | 0749 | 3d Bde G5 -- Approx. 12 tons enemy rations captured vic XV 755617 | M, S, T, W, R, F G5 Corps | OUT
22 | 0751 | G4 -- Approved request to move captured rations from vic XV 755617 to vic CROYDON | M, S, T, W, R, F G5 Corps | OUT
23 | 0759 | 2d Bde G5 -- Dislocated civs and animals found dead vic XV 931996, suspect BIO attack | M, S, T, W, F G5 Corps | OUT
24 | 0801 | Property control team has relocated 100 2' x 4's to warehouse ASA. | RW | IN

#### Item No. | Time | Incident, Messages, Orders, Etc. | Action Taken | In/Out
--- | --- | --- | --- | ---
42 | 1049 | Chem. 0 -- Dead animals/civs vic XV 931996 due to nonpersistent chem mine at that location | M, S, T, W, F G5 Corps | OUT

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**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.

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**Figure C-3. Daily staff journal.**
LUMBER

- One hundred 2 x 4 boards (length varies) located at corner 4th and Howard Street. Relocated to warehouse 25A.
- 2d Brigade request 2 x 4's. 150930 Oct 85 issued 50.
- Fifty 2 x 4 boards on hand.

(3x5 CARD)

LEGEND

1. Cards arranged alphabetically by subject (LUMBER).
2. Top right corner reference on situation map (25A).
3. Top left corner is message number (staff duty log or dated message).
4. Resources recorded (show time, quantity, units).

Figure C-4. Sample resource card file.
CIVIL AFFAIRS (G5) WORKBOOK

FROM: ___________ (DTG)
TO: ___________ (DTG)
HQ: ___________
PLACE: ___________

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.
5b DISLOCATED CIVILIANS

141635Z Oct 239 3d Bde GS reports undetermined number of dislocated civilians arriving in 1-66 inf. sector, crossing front lines vic XV759543, moving onto MSR 2b toward REIGATE (XV7195).

141902Z Oct 278 Corps GS reports death of head of state likely to create influx of dislocated civilians into division sector from capital city.

141907Z Oct 290 PMO notified of expected dislocated civilian influx from capital; recommended strengthening traffic control on MSR to reroute civilian traffic.

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 9-42 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.
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.

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Figure C-8. Periodic CA report format.
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:

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(Classification)

Figure C-8. Periodic CA report format (continued).
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.

Figure C-9. CMO estimate format.
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.

Figure C-9. CMO estimate format (continued).
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.