



MASTER DIRECTIVES
MAG-12, S-1
UNITED STATES MARINE CORPS
MARINE AIRCRAFT GROUP 12
FIRST MARINE AIRCRAFT WING, FMFPAC
UNIT 37150
FPO AP 96603-7150

GruO P3010.6
S-3
MAY 04 1994

GROUP ORDER P3010.6

From: Commanding Officer, ~~Marine Aircraft Group 12~~
To: Distribution List

Subj: STANDING OPERATING PROCEDURES FOR COMBAT OPERATIONS (SHORT
TITLE: COMBAT SOP)

Encl: (1) LOCATOR SHEET

1. Purpose. To promulgate instructions and guidance for Combat Operations for Marine Aircraft Group 12.

2. Background. This SOP is developed to provide general guidance to members of the Group staff for the orderly conduct of combat operations. The purpose is to stimulate thinking while establishing basic guidelines which are necessary to the efficiency and effectiveness of the Group in combat. This SOP does not contain detailed procedures nor will one find a checklist that is an all encompassing crutch. It is not chiseled in stone...if someone has a better way, it is their duty to recommend changes.

a. Making the mental shift from "peace" to combat operations is difficult. Commanders are placed in charge of military organizations for the expressed purpose of training individuals, as part of a cohesive unit, to make that shift and go in harm's way. Fewer mistakes in the mental orientation of the warrior are made when a concerted effort is made to explore the ways things change (and don't change) when the bullets start to fly. Too often we Marines grow up in a risk-avoiding environment (read, "Don't take chances"), and suddenly find ourselves going in harm's way. There is a need to train the mind to be able to distinguish what is necessary, and what is not, when the bullets fly.

b. A controlled application of horrifying violence at the right time and place is critical to influencing an enemy. Aviation is the maneuver element that can rapidly shift its focal point of incredible violence anywhere in the battle area with unequalled speed. The ability to rapidly apply combat power over literally hundreds of square miles of the area of operations is unique to aviation. It is absolutely necessary that all staff members understand controlled violence and interact with each other to enhance its application.

GruO P3010.6

MAY 04 1994

3. Action. Headquarters operations for deployments, exercises, operations short of combat, and combat operations will be guided by the policies and procedures contained in this Order.

4. Certification. Reviewed and approved this date.

W. J. Horne
W. J. HORNE
Acting

DISTRIBUTION: A

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MAY 04 1994

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ENCLOSURE (1)

COMBAT SOP

CONTENTS

CHAPTER

	INTRODUCTION
1	STAFF RESPONSIBILITIES
2	COMMAND POST ORGANIZATION
3	COMBAT OPERATIONS CENTER/S-3 OPERATIONS

COMBAT SOP

INTRODUCTION

0001. PURPOSE. To provide standing operating procedures for the establishment and functioning of the MAG-12 headquarters in combat operations.

0002. APPLICABILITY

1. This SOP applies to all MAG-12 staff sections, commanders, and attachments.
2. Deviation from the instructions contained herein will be done only with the authorization of the Commanding Officer, MAG-12.

0003. SCOPE. This SOP contains guidance and information on how the MAG-12 headquarters will function in combat. Specifically, it explains the organizational structure of the headquarters, interstaff responsibility, tasks and functions, operations, communications requirements, and security.

0004. CONCEPT OF EMPLOYMENT

1. This SOP is based on MAG-12 being deployed as part of 1st Marine Aircraft Wing (MAW) acting as the Aviation Combat Element (ACE) of III Marine Expeditionary Force (MEF). MAG-12, or a subordinate squadron, may be deployed, or employed, in advance of either 1st MAW or III MEF. MAG-12 may be required to respond to taskings from a Joint Force Commander prior to the commencement of general operations of the Marine Air-Ground Task Force (MAGTF) in the area of operations. The procedures contained in this SOP are applicable in either case.

2. MAG-12 presently possesses all the Marine tactical jet aircraft assigned to 1st MAW. In the event of the activation of a MAGTF smaller than III MEF, it is conceivable that most, or all, of MAG-12's aircraft could be committed to combat action. In that case, it is likely that MAG-12 will be required to provide a core headquarters element to augment a contingency ACE to manage the employment of fixed-wing aircraft. This SOP may be used as a guide for such an event.

0005. RELIANCE ON EXTERNAL SUPPORT

1. Although organized for the conduct of independent operations, MAG-12 is heavily reliant on external agencies for major support functions. These include air base operations, external security,

communications support, and combat service support. Peacetime basing has MAG-12 collocated with its principle supporting units: Marine Wing Support Squadron 171 (MWSS) and Combat Service Support Detachment 36 (CSSD).

2. Specific command relationships will be established in applicable operations orders. The reliance of MAG-12 on external support requires the early integration of MWSS-171 and CSSD-36 in the planning phase for the execution of any operation.

0006. RESPONSIBILITY. The currency, accuracy, modification, and distribution of this SOP is the responsibility of the MAG-12 S-3. Staff sections, subordinate commanders, and attachments are responsible for the timely reporting of recommended changes to the S-3.

COMBAT SOP

CHAPTER 1

STAFF RESPONSIBILITIES

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL.	1000	1-3
STAFF RESPONSIBILITIES	1001	1-3
S-1.	1002	1-3
S-2.	1003	1-4
S-3.	1004	1-5
S-4.	1005	1-6
DIRECTOR OF SAFETY AND STANDARDIZATION	1006	1-6
COMMANDING OFFICER, MARINE AVIATION LOGISTICS SQUARON.	1007	1-6
COMMANDING OFFICER, PERSONNEL SUPPORT DETACHMENT	1008	1-7
COMMUNICATIONS	1009	1-7

COMBAT SOP

CHAPTER 1

STAFF RESPONSIBILITIES

1000. GENERAL

1. The staff consists of designated officers who advise and assist the Commanding Officer. Functions common to all include providing information and advice, making estimates and recommendations, preparing plans and orders, and supervising the execution of plans and orders.

2. Principal and special staff sections will be organized and deployed depending upon the nature of the mission, requirements placed on the Group, and available transportation.

3. Although a subordinate commander, the Commanding Officer of Marine Aviation Logistics Squadron (MALS) 12 also functions as a special staff officer with cognizance over aviation maintenance, ordnance, and supply.

1001. STAFF RESPONSIBILITIES. The organization, functions, and general duties of principal and special staff officers are prescribed in FMFM 3-1. It is not the intent of this SOP to reiterate established doctrine, but rather focus on those responsibilities peculiar to MAG-12 operations in combat.

1002. S-1

1. The S-1 provides all facets of personnel management, administrative support, and internal organization of the Group headquarters. For the most part, and in consideration of the operational scenario, all S-1 functions will continue as in non-combat operations.

2. The following items are specific areas of support for the Group headquarters which become critical in combat:

- a. Processing of message traffic.
- b. Classified material control.
- c. Personnel reporting and replacements.
- d. Casualty reporting.

3. The S-1 will continue to be the Group's sole point of contact with the message center. Specific message handling procedures

will be promulgated depending on the particular situation and facilities/services available. The S-1 will establish coordination with the communication officer for message receipt and transmission.

4. The S-1 is responsible for establishing and operating the CMS/CMCC facility. Strict adherence to established security and handling requirements will be maintained. Coordination with the S-4 and Commanding Officer of the Personnel Support Detachment must be made for facility and security requirements.

5. The S-1 is responsible for advance party operations. This will include beddown site survey, Command Post (CP) site selection (in conjunction with the headquarters commandant) and CP establishment. The S-1 will organize and supervise the advance party to ensure the CP is established and operational as established in operations orders or other directives.

1003. S-2

1. The mission of the S-2 section is to provide the Commanding Officer and his staff, as well as subordinate commanders, with information and intelligence pertaining to the enemy, area of operations, and information as may be required for the formulation of an efficient military plan.

2. The S-2 Officer will establish and operate the Group Intelligence Center (GIC). It will adjoin or collocate with the Combat Operations Center (COC). An S-2 watch will be established within the GIC to ensure the timely update of intelligence, enemy activity and significant events, and the passing of critical information to the S-3.

3. The primary functions of the S-2 is to collect and process intelligence information. The S-2 will provide the Commanding Officer and the staff sections with accurate and timely intelligence which can assist the command in making sound operational decisions. The S-2 will ensure that Group aircrews are continually updated on all aspects of the enemy, historical weather data, and terrain pertinent to mission planning.

4. The intelligence activities of the S-2 are:

a. Determine intelligence requirements in conjunction with the other staff sections and subordinate squadrons and forward them to appropriate agencies.

b. Manage collection of MAG-12 intelligence assets, most significantly aircrew debriefs. Assess and disseminate COMBAT SOP

information within the Group and pass appropriate information to higher and adjacent headquarters as appropriate.

c. Continually update and evaluate the enemy situation.

d. Provide intelligence support for mission planning and strike packages. Maintain the TAMPS threat data base. Provide detailed intelligence briefs to aircrews and mission planners. Participate in all Group generated or organized strike plans.

e. Ensure the TAMPS is embarked properly and set up at the bed down site.

1004. S-3

1. The S-3 is responsible for planning and supervising all combat operations for MAG-12.

2. The S-3 Officer will establish and operate the COC. It will collocate with the GIC. As senior watch officer, the S-3 will establish and manage the COC watch.

3. The S-3 is responsible for NBC defense, to include monitoring, detecting, reporting, and decontamination.

4. The operations activities of the S-3 are:

a. Maintain current status of aircraft availability, ordnance level and expenditure, and maintenance activities. Ensure that higher headquarters are aware of MAG-12's current status.

b. Receive, assign, and publish all air taskings from higher headquarters.

c. Monitor and supervise the execution of all air taskings.

d. Maintain tactical communications with higher headquarters and adjacent and subordinate units.

e. Provide input and recommendations to the Commanding Officer and higher headquarters for future operations, as they pertain to assigned or implied missions.

f. Supervise and coordinate the planning and execution of Group strike plans. Arrange for external operational support of strikes and missions.

g. Ensure all operational reporting requirements to higher headquarters are met.

h. Coordinate and supervise the employment of MAG-12 personnel in support of MWSS-171, for the immediate defense of the Group area and operating airfield, in the event the threat is greater than MWSS-171 is capable of handling.

1005. S-4

1. The S-4 is responsible for providing, or arranging, all logistics support of MAG-12 except for aircraft maintenance, ordnance, and supply. The S-4 is responsible for effecting liaison and coordination with supporting units, especially MWSS-171 and CSSD-36.
2. The S-4 will supervise and plan the embarkation, transportation, and deployment of MAG-12. All subordinate units and staff sections are responsible to the S-4 for embarkation and lift requirements.
3. The logistics activities of the S-4 are:
 - a. Receive and process all logistics requests and provide support as necessary and available.
 - b. Establish and enforce operation of the Group Medical Aid Station. Medical evacuation will be arranged through the S-4.

1006. DIRECTOR OF SAFETY AND STANDARDIZATION

1. MAG-12 units are not authorized to depart from standard maintenance, and flight safety procedures during combat, except where authorized by the CO. Consequently, the duties and functions of the DSS are not changed.
2. The DSS will maintain a watch in the COC as a part of the Group S-3.
3. The DSS is responsible for all Direct Enemy Action (DEA) and operational mishaps reporting.

1007. COMMANDING OFFICER, MARINE AVIATION LOGISTICS SQUADRON

1. Although a subordinate commander, the CO of MALS is a special staff officer with cognizance over aviation maintenance, ordnance, and supply.
2. The CO of MALS will coordinate with the Group Headquarters Commandant (S-1) for the establishment of the MALS support site and facilities. Specific information for material and aircraft

handling equipment, maintenance facilities and ordnance storage must be considered in the beddown site survey.

3. MALS-12 will establish its own CP at the direction of the MALS CO. Although not required to be collocated with the Group CP, effective communications must be established to ensure the CO of MAG-12 is continually appraised of the status of aircraft maintenance and ordnance levels.

1008. COMMANDING OFFICER, PERSONNEL AND SUPPORT DETACHMENT

1. The CO PSD is responsible for CP security and coordinating security requirements with the CO of MWSS-171.

2. As directed and required, the CO PSD will be the guard officer for any MAG-12 interior guard established to provide CP security.

3. CO PSD will continue to coordinate security needs with the CO of MWSS-171. When required, he will coordinate with the Group S-3 for any circumstances or requirements that pose a threat to air operations.

1009. COMMUNICATIONS

1. MAG-12 does not have a communications officer or unit assigned as an organic element. Marine Wing Communications Squadron (MWCS) will be responsible for providing personnel and equipment to establish and maintain the Group's communications. The officer in charge of the detachments so designated will become a special staff officer for MAG-12, responsible for communications.

2. The communications officer will assist the S-3 in determining MAG-12 communications requirements and the communications plan. The S-3 is responsible for communications prioritization and assignment.

3. The communications officers is responsible for establishing and maintaining tactical communications, internal communications, the communications center, and technical support center. He will arrange appropriate message handling procedures with the S-1.

COMBAT SOP

CHAPTER 2

COMMAND POST ORGANIZATION

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL.	2000	2-3
CP DEVELOPMENT	2001	2-3
CP ORGANIZATION AND ARRANGEMENT.	2002	2-3
INCLUDED FACILITIES WITHIN THE CP.	2003	2-4

COMBAT SOP

CHAPTER 2

COMMAND POST ORGANIZATION

2000. GENERAL

1. The Group headquarters will be established at a designated beddown site, and located where it can best perform its duties. A headquarters detachment may be established at a satellite location to perform Group headquarters functions, if two airfields are designated for MAG-12 squadrons. These locations will generally be identified in an operations, contingency, or activation order.
2. Specific CP arrangement will depend on facilities and services available at the beddown site, host nation support, available airlift, equipment to be deployed, and the security threat.

2001. CP DEVELOPMENT

1. The Headquarters Commandant, in conjunction with the CO of MWSS-171, will determine the location and arrangement of the CP. Maximum use of available facilities will be made, as long as such use does not adversely affect the headquarters in its duties or present an unreasonable security threat.
2. MAG-12 will organize and provide an advance party, under the cognizance of the Headquarters Commandant, to work with the CO of MWSS-171 to establish the CP. Deployment of the advance party, and its equipment must be coordinated with MWSS-171.
3. The advance party will establish the CP sufficiently to allow it to be occupied and commence operations upon the arrival of the Group headquarters. The advance party must include sufficient personnel and equipment to allow this to occur.
4. The specific composition of the advance party, and its tasks, will be based on the available facilities and services, available support, and priority for establishing the headquarters functions for the particular operations. Each staff section and subordinate command is responsible to the Headquarters Commandant for the organization of the advance party and its equipment.

2002. CP ORGANIZATION AND ARRANGEMENT

1. The Headquarters Commandant is responsible for facility arrangement and assignment for MAG-12. Requirements must be passed to the Headquarters Commandant.

2. The CP will include the COC, GIC, Group message center, and CMS/CMCC facilities at a minimum. S-1, S-4, PSD, and the CO and XO offices will be included as practical. Other staff functions and agencies will be included as necessary.

3. Particular concern must be paid to security needs and supporting the efficient operations of the headquarters.

2003. INCLUDED FACILITIES WITHIN THE CP

1. Combat Operations Center

a. The COC will include tactical communications, the S-3 operations section, and necessary support to conduct and supervise air operations.

b. It will be adjoined to the GIC.

c. The COC will be a controlled access facility.

2. Group Intelligence Center

a. The GIC will be a controlled access facility adjoined to the COC.

b. The GIC will house the S-2 watch and all intelligence functions.

3. Plans Facility

a. The S-3 will establish a controlled access plans facility, which will include TAMPS, in the proximity of the COC and GIC.

b. The plans facility will support all Group strike/mission planning and allow for major aircrew briefs and debriefs.

4. Communications Center

a. The communications center will be a controlled access area consisting of the message center and technical support center. The technical support center will house the group's internal communications.

b. The communications officer is responsible for establishing the communications.

5. CMS/CMCC Facility

a. The CMS/CMCC facility will be a controlled access facility housing sufficient field safes and equipment to maintain all necessary classified material for the Group headquarters.

b. The S-1 is responsible for establishing and operating the 2MS/CMCC facility.

COMBAT SOP

CHAPTER 3

COMBAT OPERATIONS CENTER/S-3 OPERATIONS

	<u>PARAGRAPH</u>	<u>PAGE</u>
SECTION 1: RESPONSIBILITY, FUNCTION, AND ORGANIZATION		
GENERAL.	3100	3-3
RESPONSIBILITY	3101	3-3
FUNCTIONS.	3102	3-3
ORGANIZATION	3103	3-4
COMMUNICATIONS	3104	3-4
TRAINING	3105	3-5
SECTION 2: PERSONNEL FUNCTIONS		
GENERAL.	3200	3-7
COMPOSITION.	3201	3-7
DUTIES	3202	3-7
SECTION 3: S-3 OPERATIONS		
GENERAL.	3300	3-9
ORGANIZATION	3301	3-9
FUNCTIONS.	3302	3-9
SECTION 4: S-3 PLANS		
GENERAL.	3400	3-11

COMBAT SOP

	<u>PARAGRAPH</u>	<u>PAGE</u>
ORGANIZATION	3401	3-11
PLANNING SEQUENCE	3402	3-11

FIGURE

	<u>PARAGRAPH</u>	<u>PAGE</u>
3-1 COC ARRANGEMENT		3-13
3-2 INCOMING COMMUNICATIONS ROUTING . .		3-14
3-3 OUTGOING COMMUNICATIONS ROUTING . .		3-15
3-4 ATO/FRAG STATUS BOARD		3-16
3-5 OPERATIONS LAYOUT		3-17
3-6 MISSION/SORTIE STATUS BOARD		3-18

COMBAT SOP

CHAPTER 3

COMBAT OPERATIONS CENTER/S-3 OPERATIONS

SECTION 1: RESPONSIBILITY, FUNCTION, AND ORGANIZATION

3100. GENERAL. The combat operations center (COC) is that portion of the CP which includes personnel and communications required to control tactical operations of MAG-12.

3101. RESPONSIBILITY

1. The S-3 is responsible for the establishment and functioning of the COC and all functions associated with combat operations.
2. As the senior watch officer, the S-3 is responsible for the establishment, operations, and supervision of the COC watch.

3102. FUNCTIONS

1. Monitor and supervise the tactical communications for the Group.
2. Receive and analyze the Air Tasking Order (ATO), make assignments to squadrons, and publish the Group frag.
3. Monitor the execution of the ATO/frag and significant events.
4. Monitor the status of aircraft and ordnance availability.
5. Maintain friendly situation maps.
6. Make recommendations to the Commanding Officer on the best employment of the Group's combat power.
7. Coordinate and supervise Group strike planning and the planning of future operations.
8. Arrange for external operational support for squadrons and missions.
9. Advise staff sections of significant events.
10. Serve as the primary point of contact for liaison personnel from subordinate, higher and adjacent headquarters, and external agencies.
11. Maintain the target list.

3103. ORGANIZATION

1. The COC will be a controlled access facility housing tactical communications, the COC watch, S-3 operations and plans. It will adjoin or be collocated with the GIC to ensure a timely flow of information between operations and intelligence.
2. Specific arrangements will be determined by the actual CP site but some guidelines are as follows:
 - a. The COC will allow for efficient passing of information from intelligence to operations.
 - b. The normal working of the GIC and S-3 operations should not interfere with each other or the COC.
 - c. A facility that will enable the plans officer and S-2 to develop preliminary plans, and mission commanders and planners to conduct detailed plans, must be made available. It should not interfere with the COC or GIC, but be supportable by both.
3. Figure 3-1 depicts a notional COC arrangement.

3104. COMMUNICATIONS

1. Communications capabilities will be dependent upon facilities and services available at the beddown site, and the personnel and equipment assigned by MWCS to augment MAG-12.
2. At a minimum, the Group must have the following communications nets:
 - a. Higher Headquarters
 - (1) Command and tactical to receive air taskings, provide status and reports, and conduct normal operations.
 - (2) Intelligence.
 - b. Tactical Air Control Center. To monitor the air flow and report changes to the flight schedule/ATO.
 - c. MALS Operations. For a continual update on aircraft maintenance and ordnance availability.

d. Squadrons

(1) Command and tactical to provide frag assignments, receive the status of the execution of frags, maintain reporting, and conduct normal operations.

(2) Intelligence.

(3) Base to monitor status of departing and returning aircraft.

(4) Emergency to allow LSO recovery of battle-damaged aircraft.

3105. TRAINING

1. Each staff section is responsible for the internal training of the section to perform its function as part of the Group headquarters in combat.

2. The S-3 is responsible to coordinate and supervise the training of the Group headquarters to enable it to function in combat.

COMBAT SOP

CHAPTER 3

COMBAT OPERATIONS CENTER/S-3 OPERATIONS

SECTION 2: PERSONNEL FUNCTIONS

3200. GENERAL. The COC will be manned 24 hours a day with a rotating watch. Its primary functions will be to monitor and manage tactical communications and messages, and monitor the execution of the daily frags.

3201. COMPOSITION. The COC watch will consist of the following personnel:

1. Watch Officer. Company or field grade assigned to the Group S-3 either permanently or as an augment.
2. Watch Chief. A SNCO or NCO from the Group S-3.
3. Journal Clerk. A clerk assigned from the Group S-3 section.
4. Radio Watch. Sufficient communications personnel to man and monitor tactical communications.

3202. DUTIES

1. Watch Officer

a. Prior to assuming duties, make liaison with the S-2 watch and off-going watch to become familiar with the current situation.

b. Ensure all tactical communications are functioning and monitored.

c. Responsible for determining action and routing of all messages received in the COC, and verifying transmission of all outgoing tactical messages.

d. Ensure all information is properly logged, plotted on maps, annotated on status boards, or passed to cognizant staff sections as appropriate.

e. Monitor the execution of the daily frag/flight schedule by receiving calls from the squadrons for flight departures and arrivals, and monitoring communications with the Tactical Air Control Center (TACC).

2. Watch Chief

- a. Prior to assuming duties, make liaison with off-going watch to become familiar with situation.
- b. After-action and routing-on messages as determined by watch officer; provide original to COC journal clerk and copies to appropriate action and info staff sections.
- c. Ensure all messages received in the COC are properly logged into the S-3 journal and routed to appropriate staff sections.
- d. Ensure all tactical messages to be sent out are properly logged and transmission verified.
- e. Ensure situation maps and status boards are updated as information is received in the COC.

3. Journal Clerk

- a. Ensure all incoming and outgoing messages are properly logged in the S-3 journal.
- b. Update situation maps and status boards as directed by the watch chief.

4. Radio Watch

- a. Maintain communications log of all messages received and transmitted.
- b. Provide original and one copy of messages received to the watch chief or watch officer.
- c. Return one copy of outgoing messages with verification of transmission to watch chief.

5. Figure 3-2 and 3-3 depict the flow of message traffic in the COC. Figure 3-4 depicts the design of the ATO/Frag Status Board.

COMBAT SOP

CHAPTER 3

COMBAT OPERATIONS CENTER/S-3 OPERATIONS

SECTION 3: S-3 OPERATIONS

3300. GENERAL

1. S-3 operations will operate in conjunction with the COC. Those functions described in paragraph 2005, but not under the cognizance of the COC watch or plans officer, are performed by the operations section.
2. In general, operations will act to support and supervise flight operations, and control the execution of all missions assigned to MAG-12.

3301. ORGANIZATION

1. Operations will be located in the COC facility where it can have access to tactical communications and coordinate with the COC watch.
2. S-3 Operations will maintain its normal organization with current operations, fixed-wing fraggers and officer personnel.
3. Figure 3-5 depicts a notional S-3 operations layout.

3302. FUNCTIONS

1. Monitor tactical communications as they pertain to operations.
2. Receive ATO, evaluate and produce Group frag.
3. Publish Group order and plans.
4. Monitor aircraft availability, ordnance levels, ordnance expenditure.
5. Evaluate bomb damage assessment.
6. Monitor the friendly and enemy situations, evaluate assigned missions to the Group, and make recommendations on Group operations as appropriate.
7. Ensure all reporting requirements to higher headquarters are met.
8. Update mission status board (Figure 3-6).

COMBAT SOP

CHAPTER 3

COMBAT OPERATIONS CENTER/S-3 OPERATIONS

SECTION 4: S-3 PLANS

3400. GENERAL

1. The plans section is under the overall cognizance of the Group S-3. Plans will be responsible for preliminary and detailed planning for all combined or group strikes/missions.
2. The plans section is also responsible for coordinating all units and agencies involved in detailed planning.

3401. ORGANIZATION

1. A controlled access area will be provided by the S-3, and located to be readily supportable by operations and intelligence.
2. Upon tasking, the plans officer, intelligence officer, and necessary operations personnel will initially constitute the planning cell. A preliminary plan will be developed for approval of the S-3 and Commanding Officer.
3. After approval of a preliminary plan, the planning cell will expand to include the mission commander and all other necessary detailed planners.

3402. PLANNING SEQUENCE

1. Mission receipt or a tasking from higher headquarters.
2. Initiation of preliminary planning with the plans officer, intelligence officer and operations personnel.
3. Forwarding of the preliminary plan to the S-3 and Commanding Officer for refinement and approval.
4. Designation of a mission commander and mission planners.
5. Detailed planning supported by the GIC and operations, as necessary.
6. External support coordinated and scheduled by operations.

7. Detailed intelligence and mission briefing of the aircrew.
8. S-2 supervised aircrew debriefs.
9. Preparation of the plan and publishing of the order/frag by operations.

COMBAT SOP

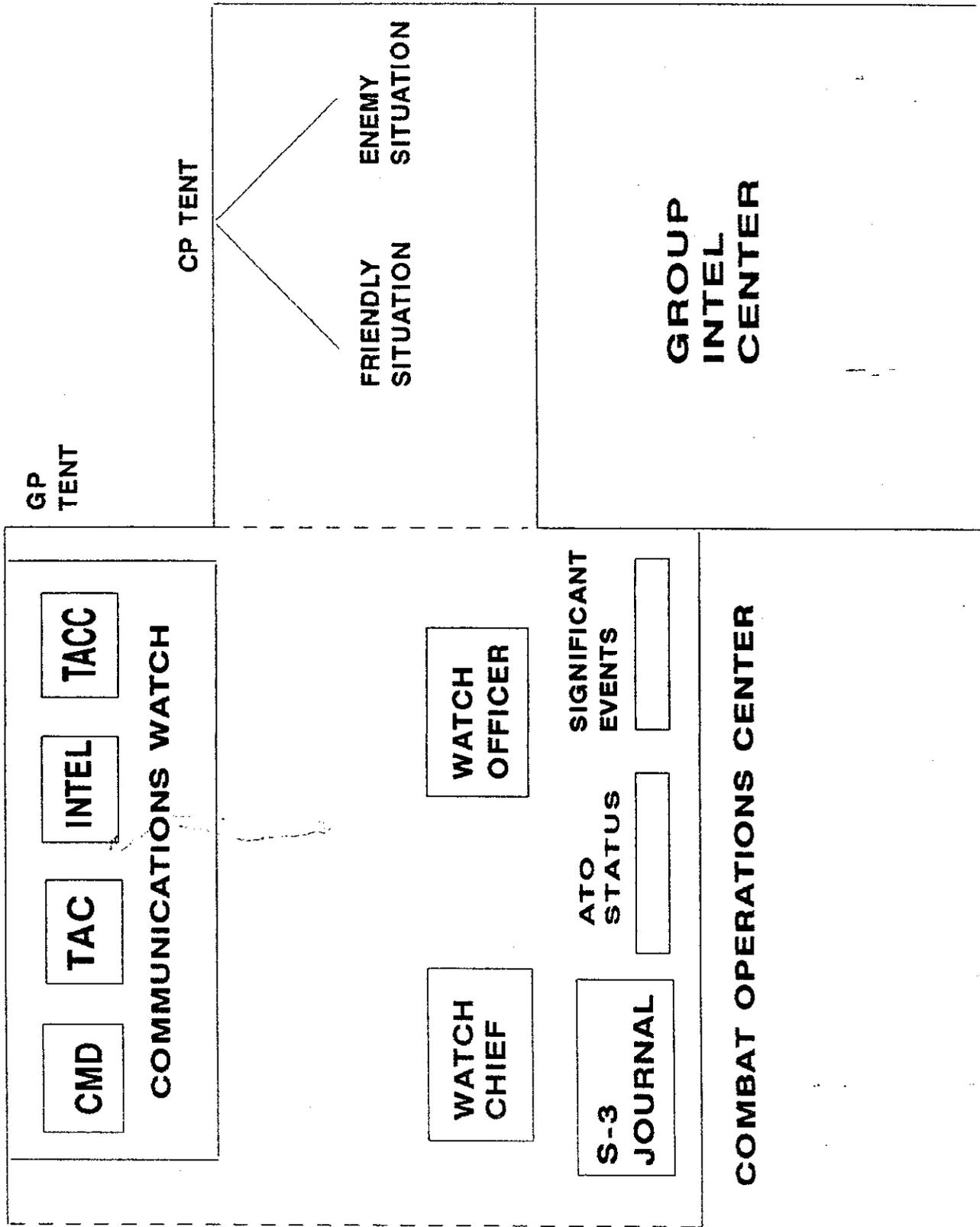


Figure 3-1.--COC Arrangement.

COMBAT SOP

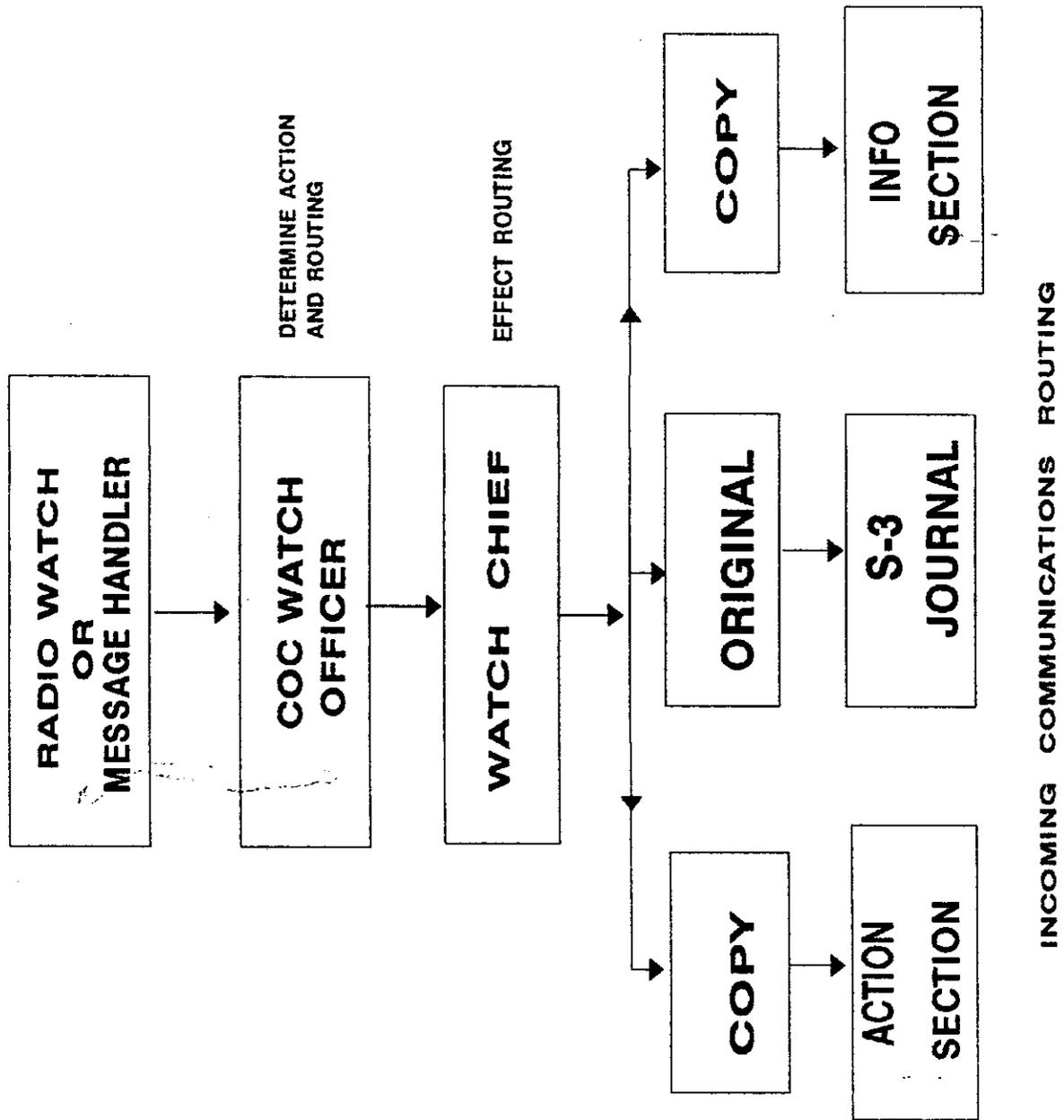


Figure 3-2.--Incoming Communications Routing.

COMBAT SOP

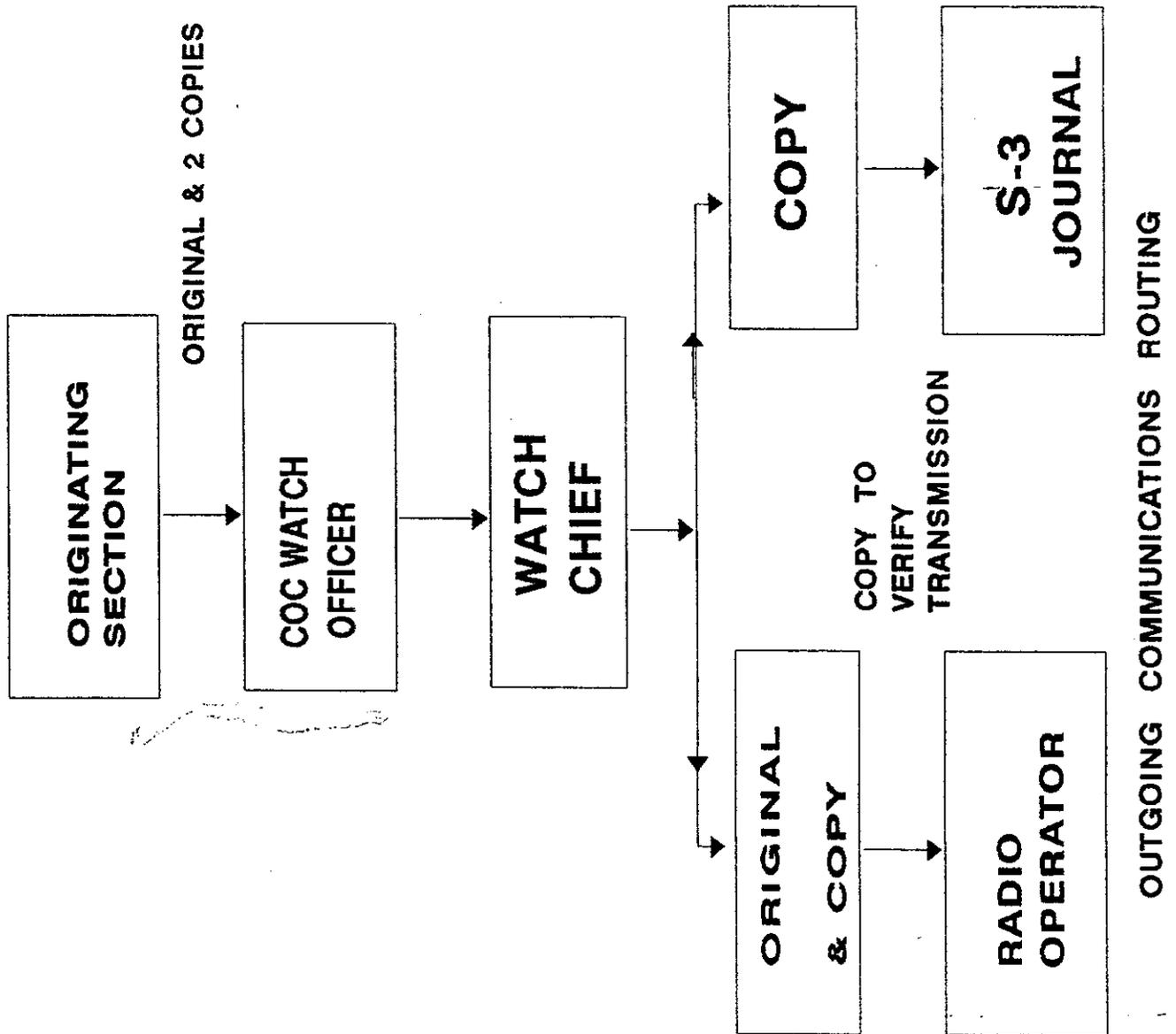


Figure 3-3.--Outgoing Communications Routing.

COMBAT SOP

C O C

S-3 OPERATIONS SECTION

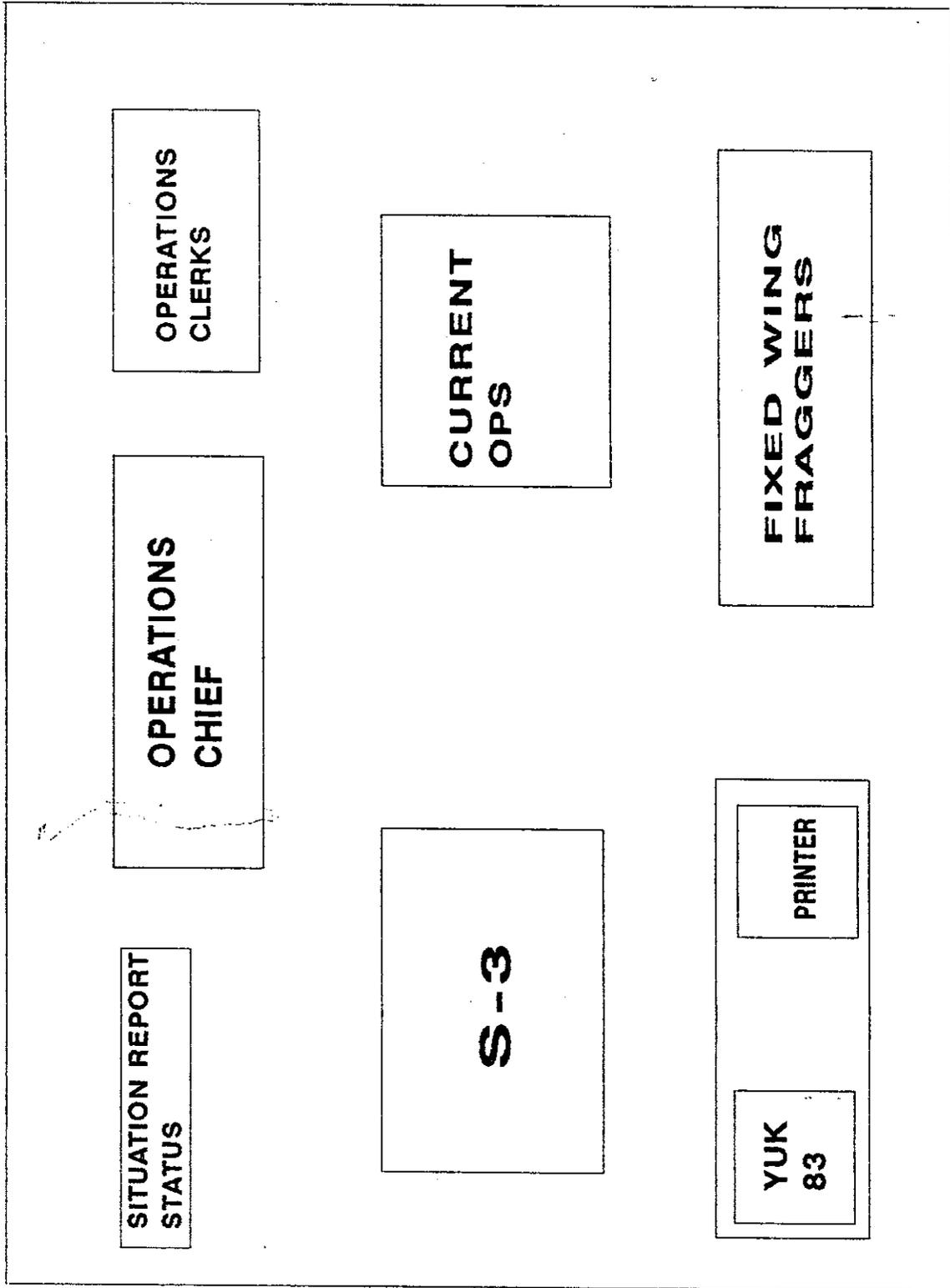


Figure 3-5.--Operations Layout.

COMBAT SOP

FIXED WING	DAILY/CUM HRS				DAILY/CUMMULATIVE SORTIES							TURN ARND			
	TYPE A/C	MCA P	RMKS	DAILY FLT HOURS	CUM CAP HOURS	CUM FLT HOURS	MSN	SCHED	FLWN	RMKS	SCHED		FLWN	CNX	ABORTS

Figure 3-6.-Mission/Sortie Status Board.