

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400
APO AE 09131

DIRECTIVE
NUMBER 56-8

20 November 2001

PLANS AND POLICY
USEUCOM DELIBERATE PLANNING PROCESS

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1. **Summary.** This directive establishes policy and procedures for deliberate planning in USEUCOM in accordance with the Joint Operation Planning and Execution System (JOPES). It provides implementing instructions for the production of USEUCOM joint operation plans and functional plans, including their preparation, coordination, distribution, review and revision. Joint operation plans (both in complete form [OPLAN] and concept form [CONPLAN]) and functional plans (FUNCPLAN) within USEUCOM will be produced in accordance with the instructions contained in JOPES manuals (references b, c, and d) and this directive.
 2. **Applicability.** This directive is applicable to all forces under the operational control (OPCON) of USCINCEUR.
 3. **Internal Control Systems.** This Directive contains no internal control provisions and is not subject to the requirements of the internal management control program.
 4. **Suggested Improvements.** The Plans Division (ECJ5-P), Directorate of Plans and Policy, HQ USEUCOM, is the office of primary responsibility (OPR) for this directive. Send all recommendations for changes to HQ USEUCOM, ATTN: ECJ5-P, Unit 30400, Box 1000, APO AE 09131.
 5. **References.**
 - a. Joint Pub 5.0, Doctrine for Planning Joint Operations, 13 Apr 95 (U)
 - b. CJCSM 3122.01 , Joint Operation Planning and Execution System (JOPES), Volume I, (Planning Policies and Procedures), 14 Jul 00.
 - c. CJCSI 3122.03A, JOPES, Volume II, Planning, Formats, and Guidance, 31 Dec 99 (U), and CH 1, 6 Sep 00 (U).
 - d. CJCSM 3122.04, JOPES Volume II, Planning and Execution Formats and Guidance (Secret Supplement), 19 May 00

This Directive supersedes ED 56-8, dated 28 July 1997.

e. CJCSI 3110.01C, Joint Strategic Capabilities Plan (JSCP), 16 Oct 98 (TS).
ED 55-11, Joint Task Force Headquarters Policies, Procedures, and Organization, 14 Aug 01 (U).

6. **Explanation of Terms**

a. Crisis Action Planning (CAP). Time-sensitive development of joint operation plans and orders in response to an imminent crisis. CAP follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis.

b. Deliberate planning. Development of joint operation plans or functional plans for contingencies identified in joint strategic planning documents and as directed by USCINCEUR or CJCS. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other DoD planning cycles and conforms with the formally established Joint Strategic Planning System.

c. Plan. For the purposes of this directive, Plan refers to an OPLAN, CONPLAN, or FUNCPLAN comprised of Plan Summary, Basic Plan, and appropriate Annexes, Appendices, Tabs, etc.

(1) New Plan. A new plan is developed using the complete five phases of deliberate planning and is distinguished by the fact that these efforts require the development and approval of a CINC Strategic Concept (CSC). These procedures also apply to an existing plan which requires major revisions (major update) such as a change in the concept of operations or apportioned forces (See paragraph 9 below).

(2) Plan Update. Completed and approved plans will be maintained and updated as required. In most cases this will require a modified/abbreviated version of the five phases of deliberate planning outlined in references a and b. The extent of these modifications will be determined by the plan OPR and disseminated through the HQ USEUCOM Planner's conferences or via electronic message.

(3) Plan Rollover. When a currently developed and approved deliberate plan is deemed sufficient to meet the guidance of the directing authority without further modification, that plan will be accepted as current and kept in the USEUCOM active plan library. Plans deemed sufficient to meet the guidance of the directing authority with minor changes will also be "rolled over." The status of these plans will be reviewed in conjunction with the next JSCP review cycle.

7. **Scope**. Deliberate planning tasks are derived from the Joint Strategic Capabilities Plan (JSCP)(reference e), National Command Authority (NCA) tasking via CJCS, and USCINCEUR direction. This directive supplements doctrine contained in JOPES manuals with planning procedures specific to HQ USEUCOM. It provides a process for USEUCOM and USEUCOM Components to:

- a. Produce deliberate plans.
- b. Conduct plan refinement in anticipation of execution.
- c. Facilitate planning for exercises.
- d. Apply lessons learned to rewrite or revise existing plans.

8. **Responsibilities.**

a. HQ USEUCOM Staff. Provide subject matter experts to participate in the deliberate planning process and ensure the production of quality planning products.

b. ECJ5. Serve as the steward of USEUCOM deliberate plans, responsible for plan coordination, development, and review.

c. ECJ5-P

(1) Division responsible for the production of USEUCOM deliberate plans.

(2) USEUCOM OPR for JOPES Vol II and JOPES Vol II Supplement.

d. Plan OPRs. Manage all phases of individual plan production.

e. ECJ3. Responsible for the USEUCOM CAP.

(1) Forms Command Planning Group (CPG) or Operations Planning Group (OPG) to perform CAP.

(2) Uses available deliberate plans, when the situation warrants, to produce operation orders (OPORDS) during crises.

(3) USEUCOM office responsible for:

(a) The overall management of JOPES.

(b) JOPES Vol I.

(c) Coordination of JOPES training.

(d) JOPES Reporting Structure (JOPESREP) (per CJCSM 3150.16A).

f. USEUCOM Components

- (1) Provide subject matter experts to participate in the deliberate planning process.
- (2) Develop supporting plans as directed.

g. See Appendix C for other specific planning responsibilities.

9. **Deliberate Planning Process.** The deliberate planning process follows the guidelines outlined in reference a. and Enclosure C to JOPES Volume I. This process consists of five phases and may be modified due to specifications by the directing authority or by compressed planning timelines. In USEUCOM, the level of effort required to complete a deliberate plan is further characterized by the type of planning effort. These efforts are new plans (or plans requiring a major update), plan update, and rollover plans. The timeline of necessary plan development actions, for a new plan or a major update, is illustrated in figure 1. Plan updates require less effort than a new plan and they enter the deliberate planning process at Phase III (figure 2). Rollover plans require the least amount of effort and are discussed in paragraph 9d(2).

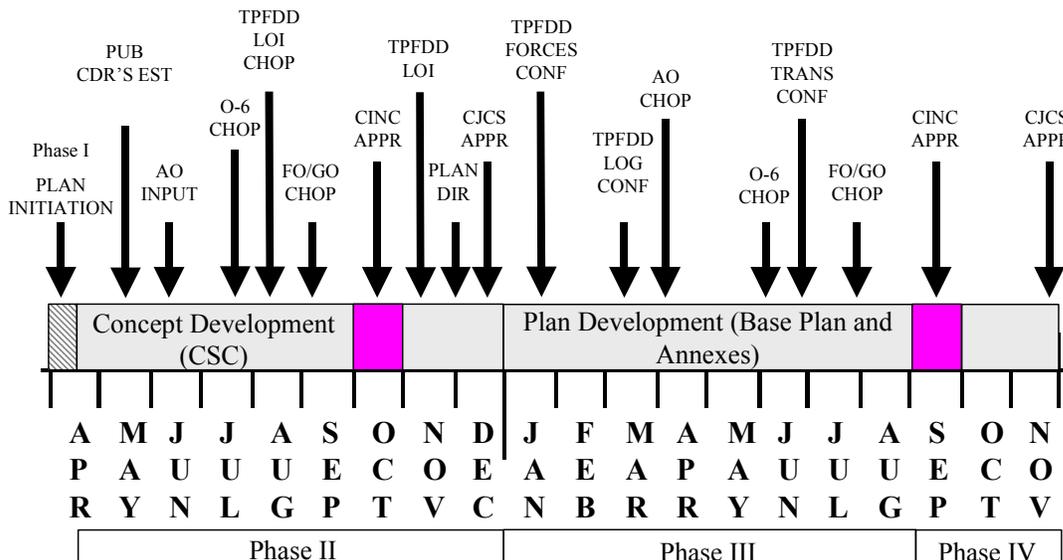


Figure 1. Planning Timeline (New Plan)

a. Review previous or related operations. This review will include related USEUCOM planning efforts as well as any requirements USEUCOM must provide to other supporting commanders. The use of JULLS will be helpful for incorporation of lessons learned into new plans.

b. Publish a message announcing the initial planning/concept development conference. This message will include a brief overview of the task, the required participants, their initial requirements for the conference, deliverables, and the anticipated production schedule for staff estimates and the CSC.

(1) **Phase II, Concept Development.** (Phase II, Chapter III of reference a).

(a) Not required for rollovers / updates--see subparagraph 9d below.

(b) **Concept Development Conference (CDC).** ECJ5 will host HQ USEUCOM Staff and Components in a 2-3 day planning conference chaired by the Chief, Plans Division, ECJ5-P. Staff elements and components will conduct initial mission analyses before the conference. These results will be presented at the beginning of the CDC. The endstate of this conference will be a CONOPS briefing to the Director J5 or his designated representative. See Appendix A.

1. Mission Analysis and Course Of Action (COA) Development. The plan OPR will review component mission analyses and conduct HQ USEUCOM mission analysis as part of the Concept Development Conference. At a minimum, this process will result in a restated mission and specified and implied tasks. Additionally, it will include an initial assessment/description of the command and control structures or organizations appropriate for the operation (see reference f., ED 55-11). The mission analysis will then be used to formulate tentative COAs and the CONOPS briefing.

2. Planning Guidance. During the conference, the plan OPR will ensure that the staff has sufficient information to develop their staff estimates. Representative information might include the characteristics of the area of operations, enemy capabilities, the mission statement, assumptions, command and control considerations, special weapons, political and psychological considerations, tentative COAs, and the planning schedule.

(c) **Staff Estimates.** Staff estimates, if required, will be prepared IAW Appendices B through E to Enclosure T of JOPES Volume I (reference b).

(d) **Commander's Estimate.** If required, will be prepared IAW Appendix F to Enclosure T of JOPES Volume I (reference b).

(e) **CINC's Strategic Concept (CSC) Review.** The plan OPR uses the initial proposed concept of operations based on the analysis on the staff and commander's estimates to develop the initial draft CSC, which is then staffed in accordance with Appendix B and the HQ USEUCOM Staff Officers Reference Guide (SM 5-5).

(f) **CSC Approval.** All CSCs go to the CINC for approval and signature. The JSCP (reference e) designates which CSCs must then go to the CJCS for ultimate approval. The approved CSC is the concept of operations for the plan.

1. CINC Approval. The CSC will be submitted to the CINC via electronic media IAW SM 5-5. The electronic staff package will include an SSRS with the electronic media hyperlinked as tabs. After review by the DCINC, the SJS will deactivate hyperlinks, embed the tabs, and forward to the CINC. The recommendation block of the SSRS will include a request for a hard copy signature page.

2. Chairman, Joint Chiefs of Staff (CJCS) Approval. When required, the CSC will be submitted to the Joint Staff for review and ultimate CJCS approval. The Joint Staff approval process (requiring 60 days to complete) begins when the plan OPR briefs the CSC to the Joint Staff plan review committee.

(2) **Phase III, Plan Development.** The plan OPR may begin complete plan development once the CSC is approved by the CINC (Chapter III of reference a).

(a) **Planning Directive.** Plan OPRs will publish a planning directive for each deliberate plan developed within USEUCOM. The planning directive, signed by the Chief of Staff, provides guidance for plan development, sets milestones, and tasks the staff and components for the development of the plan.

(b) **Specific Planning Responsibilities.** (See Appendix C)

(c) **Time Phased Force and Deployment Data (TPFDD) Letter of Instruction (LOI).** ECJ5-P will publish the TPFDD LOI. See Appendix E.

(3) **Phase IV, Plan Review and Approval.** (Chapter III of reference a)

(a) **CINC Approval.** As in the CSC approval, the complete plan will be submitted via electronic media IAW SM 5-5 and will also include a request for hard copies of any signature pages in the recommendation portion of the SSRS.

(b) **CJCS Approval.** As in the CSC approval, the 60-day Joint Staff review and approval process begins with the plan OPR briefing the plan to the Joint Staff plan review committee.

1. Joint Staff-directed, execution-critical comments require plan revision within 30 days of receipt at HQ USEUCOM.

2. Changes driven by Joint Staff substantive and administrative comments are incorporated into USCINCEUR plans in the next plan rollover/rewrite. If the time before rollover/rewrite is considered too long, substantive changes may be published in a change to the plan.

(4) **Phase V, Supporting Plans** (Chapter III of reference a). In this final phase, all required supporting plans are completed, documented, and reviewed by the supported commander. Supporting plans, when required, will be submitted by the supporting command or agency to the supported commander within 60 days after CJCS or CINC approval of the supported plan.

(a) **Purpose.** This is the final phase of the deliberate planning process. These supporting plans focus on the mobilization, deployment, employment, sustainment, and redeployment of forces and resources in support of the concept described in the supported commander's approved plan.

(b) **When Required.** Each USEUCOM plan will specify requirements for component or supporting command/agency supporting plans. ECJ5 will use the following criteria to recommend which supporting plans are necessary:

1. Command and control for the operation.
2. Size of force requirement.
3. Resource planning.
4. Task complexity.

(c) **Timelines.** Unless otherwise specified by ECJ5, all supporting plans are required to be completed and submitted to ECJ5 for review within 60 days of the CJCS/USCINCEUR (dependent on plan tasking) plan approval. In order to facilitate parallel planning, the USEUCOM plan OPR will maintain constant communications with USEUCOM component planners.

(d) **Review/Approval Process.** (See Appendix F)

c. Plan Refinement in Anticipation of Execution.

(1) As a result of NCA direction, CJCS order, or CINC tasking, an existing plan might require refinement by the staff in preparation for hand-off to CAP planners. This refinement would normally be conducted by the OPG or CPG. The most expeditious and efficient method to accomplish this is through a planner's conference. Proposed planner's conference agenda:

(a) **Review** appropriate parts of the Joint Universal Lessons Learned (JULLs) database.

(b) **Produce/refine** Staff Estimates as applicable.

(c) **Develop** Courses of Action (COAs) as applicable.

(d) **COA** refinement.

(e) **Concept** approval process.

(f) **TPFDD** development/refinement as required.

(2) To facilitate the transition from deliberate planning to crisis action planning, ECJ5-P will participate in an OPG or CPG. Whenever possible, the Plan OPR will serve as the ECJ5-P representative to this group. This group is formed to focus on a particular crisis and provide the initial planning response for USCINCEUR (i.e., develop OPORD and form JTF if necessary). The ECJ5-P OPR would also be prepared to deploy with the USEUCOM Deployable Joint Task Force Augmentation Cell (DJTFAC).

(3) When the crisis is over it is imperative that the pertinent JULLs are captured and used to refine the deliberate planning procedures and products (see paragraph 9d and Figure 1).

c. Exercises

(1) The USEUCOM Training Program schedules, plans, and executes exercises and other training activities to enhance the readiness of USEUCOM forces. These training events address objectives derived from forces' and headquarters' mission essential tasks. These tasks are, in turn, derived from mission analysis of the tasking in applicable plans. Wherever possible, the scenarios for training events incorporate USCINCEUR's deliberate plans. Accordingly, these training events can be an appropriate vehicle to evaluate and validate USCINCEUR and supporting plans.

(2) The evaluation or validation of a plan should be introduced into the exercise specifications as early as possible, at best in the preparation for the annual USEUCOM Training Program Synchronization Conference, normally in December. This conference confirms the training objectives for the exercises in the following fiscal year and schedules and specifies exercises for the fiscal year after that. (The December 2001 conference confirms the FY03 schedule and creates the FY04 schedule.)

(3) Exercise planners provide realistic, mission-oriented scenarios that replicate real-world environments. To ensure that joint task force headquarters and selected other exercises adequately addresses the potential USEUCOM missions, ECJ5-P provides a representative at the exercise Concept Development Conferences. Where possible, the ECJ5-P planner will be the action officer for the deliberate plan that is the subject of the exercise.”

d. Applying Lessons Learned to Rewrite or Revise Existing Plans

(1) **Joint After Action Review System (JAARS).** HQ USEUCOM must continually improve on the deliberate planning process and its products. One way to realize this goal is to utilize JAARS, the focus of which is product improvement. JAARS formalizes the continuous assessment process of capturing and reporting observations and issues from an operation or exercise and making recommendations for future improvements. Closely tied is the Joint Universal Lessons Learned (JULLs) system of computer database creation, maintenance, and retrieval of JAARS inputs which provides the engine to re-learn the lessons. A thorough review of selected JULLs will help ensure USEUCOM planners do not repeat mistakes identified from prior operations and exercises. (See the Joint Lessons Learned Program (JLLP) Database on the Joint Center for Lessons Learned SIPRNet web page at <http://jcll.jwfc.jfcom.smil.mil/>.)

(2) **Plan Update Conference Procedures.** The following steps apply when an existing plan is rewritten or rolled over to the next JSCP planning cycle, or as applicable for plan maintenance. In situations where there is a significant change in the JSCP tasking, threat, or CONOPS, these plans may require the development of a new CSC. In those instance, the planning effort will follow the steps for a new plan. (See paragraph 9a.)

- (a) Review Threat Assessment and update, as required.
- (b) Review appropriate parts of the JULLS database.
- (c) Review Concept of Operations and identify any other factors which may warrant CONOPS changes, such as significant decrease in resources, change in logistics, intelligence, infrastructure, etc.,.
- (d) Adapt Concept of Operations to Current Situation.
- (e) Review and update TPFDD.
- (f) Develop and coordinate plan IAW paragraph 9a and Appendix B.

10. **Planning Tools.**

a. Processes

(1) Annual Plan Assessment

(a) General. ECJ5-P will host two planning conferences per year to assess theater planning efforts. The spring conference will be conducted at the O-6 level and will focus on the status of planning initiatives and review progress of deliberate plans. The fall conference will be conducted at the action officer level and while it will address updates to planning schedules/milestones, its primary focus is to provide training/updates concerning the planning process, tools, and regulations governing deliberate planning.

1. Spring Planner's Conference. The spring conference will consist of planners from the USEUCOM Staff, Components, other Combatant CINCs, Joint Staff J5/J7, Joint Analysis Center (JAC), DIA, and U.S. planners from NATO commands. The participants will be updated on the status of planning initiatives as they apply to USEUCOM and review progress on all theater plans. Following this, the conferees will analyze the current strategic guidance, the theater environment, and the most likely threats in the near to mid term in order to determine/update our strategy and priorities to guide the USEUCOM deliberate planning effort for the next two years.

2. Fall Planner's Conference. The fall conference will consist of planers from USEUCOM Staff, Components, Joint Staff J5/J7, Joint Analysis Center (JAC), DIA, and U.S. planners from NATO commands. The focus of this conference is twofold.

- Provide an update to planning schedules and milestones.

- Provide training/updates concerning tools and regulations governing deliberate planning. These may include changes to JOPES, training with Plan Write, or procedures as outlined in this directive.

(2) Conference Objectives

(a) Review Threat Assessment for the USEUCOM AOR and identify most likely areas of conflict for the following time frames: six months, one year, five years. USCINCEUR's Priority Intelligence Requirements will assist in this determination.

(b) Review JSCP Planning Tasks - Review existing NCA, JSCP and USCINCEUR tasks and develop new tasks as appropriate.

(c) Reprioritize the deliberate plans workload to meet the most pressing requirements.

(d) Identify plans to be reviewed/rewritten and associated workload.

(e) Identify Component Supporting Plan Requirements.

(f) Develop/produce a plans milestone chart for the coming year.

(g) Evaluate requirements for USCINCEUR supporting plans to NATO/other Supported Commanders.

b. Products

(1) USCINCEUR Standard Plan 4000 (ESP). Provides USCINCEUR guidance and procedures common to military operations in the USEUCOM AOR, regardless of the mission or area of operation. It was created to reduce the volume of redundant material in plans and facilitate their development.

(2) Index of Plans (EUCOM Pamphlet 5-4). Published annually, this index disseminates a list of current, proposed, and superseded USCINCEUR Plans, OPLANs, CONPLANs, and Functional Plans (ECJ5-P is OPR). It authorizes the destruction of those Plans, OPLANs, CONPLANs, and Functional Plans which are no longer current. This document is found on the SIPRNet at the following address: http://www1.eucom.smil.mil/ecj5/j5_pub_iop.html.

(3) Identification of Operation Plans. (See Appendix D.)

(4) Plans Library. ECJ5-P will maintain a copy of all USCINCEUR and Component Plans.

c. Information Systems

(1) **Global Command and Control System (GCCS).** GCCS is the single command system which integrates, command, control, computers, communications and intelligence to support strategic, theater and tactical requirements. GCCS contains the JOPES ADP subsystem software which is used to build and analyze TPFDDs. Components of JOPES ADP include:

- (a) JOPES Editing Tool (JET) for force planning.
- (b) Logistics Sustainability and Feasibility Estimator (LOGSAFE) for support planning.
- (c) Joint Engineer Planning and Execution System (JEPES) for engineer support planning.
- (d) Medical Analysis Tool (MAT) for medical support planning.
- (e) Rapid Query Tool (RQT) for ad hoc queries and reports.
- (f) TPFDD Editor provides unique graphical analysis capability along with editing capability.

(2) **ECJ5-P Plans Development Website.** Information concerning the production and development of USEUCOM deliberate plans may be found at the following address: http://www.eucom.smil.mil/ecj5/j5_plans/usplans/usplans.htm

(a) Purpose. The purpose of this website is to provide planners with current information concerning the status of USEUCOM deliberate plans.

(b) Production Schedule. This site also provides the current plans development schedule as well as links to plans currently under revision.

(3) **Plan Write 2000.** In order to standardize deliberate plans and ensure compliance with JOPES Volume II, HQ USEUCOM has developed an automated system to assist theater planners. Plan Write 2000 contains a convenient package of reference materials, aids and formats for the plan writer's desktop computer using standard commercially available software packages. PlanWrite consists of a Microsoft Word 2000 template and a comprehensive set of

Microsoft Word shells of all plan elements. The shells automate much of the administrative burden of plan writing. Plan Write may be downloaded from the SIPRNet at the following address: http://www1.eucom.smil.mil/ecj5/j5_plans/planwrite00/planwrite_2000.htm.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

DANIEL J. PETROSKY
Lieutenant General, U.S. Army
Chief of Staff

AVA N. WEBB-SHARPLESS
Lt Col, USAF
Adjutant General

APPENDICES:

- A Concept Development Procedures
- B Staff Review Procedures
- C Planning Responsibilities
- D Identification of Operation Plans
- E Time-Phased Force and Deployment Data (TPFDD) Procedures.
- F Supporting Plan Review Guide
- G Distribution List for Deliberate Plans

DISTRIBUTION:

P

Appendix A

Concept Development Procedures

1. **Overview.** USEUCOM develops the initial concepts of a deliberate plan during a two to three day conference. Prior to the conference, all participants should review the appropriate joint publications (Joint Pub 5.0, JOPES Vol I, etc.) and this appendix. Additionally, prior to the conference, planners should prepare required briefings/inputs.

2. **Prior to Conference:**

a. Determine Objective:

(1) The Plan OPR will translate NCA, JSCP, or CINC guidance (including Priority Intelligence Requirements) for a briefing that will be given at the beginning of the conference. This may require soliciting input (Commander's Guidance) from the USEUCOM Command Group via SSRS.

(2) The Plan OPR should also develop an initial briefing that describes planning guidance, defines the planning timeline, and the mission analysis. This brief is to be used as a launching point for working group discussion during the conference. The working group will consist of representatives from all USEUCOM Staff elements, Components, and the Joint Analysis Center (JAC).

b. **Determine Planning Resources.** The Plan OPR will review the JSCP or NCA / CINC Planning Order to determine available forces and present that information to the conference.

c. **Initial Staff Estimates.** All appropriate HQ USEUCOM planners will complete the preliminary sections of their Staff Estimates, (see CJCSM 3122.01 Enclosure T) and be prepared to brief their findings. This preliminary information is required to accurately bound course of action development.

d. **Publish Calling Message.** The Plan OPR will publish a message to USEUCOM Staff elements, Components, and potential supporting CINCs and/or agencies announcing the initial planning conference. This message will include requirements for organization representation as well as any taskings and responsibilities at the conference.

3. **During Conference.** The Plan OPR should ensure the following steps are accomplished during the conference:

a. Conduct Mission Analysis:

(1) Analyze the mission and intent of higher order/tasking.

(2) Conduct Initial Intelligence Preparation of the Battlespace (IPB)

- (a) Define the battlespace or operational environment
 - (b) Describe battlespace effects (include terrain, weather, infrastructure and demographics in the AO).
 - (c) Evaluate the Threat. Analyze enemy: Order of Battle (OB) / Disposition / Capabilities.
 - (d) Determine possible threat COAs.
- (3) Determine center of gravity/decisive points.
 - (4) Determine specified, implied, and essential tasks.
 - (5) Review available assets or forces available.
 - (6) Determine constraints and limitations.
 - (7) Identify facts and assumptions.
 - (8) Conduct risk analysis.
 - (9) Determine CCIR (PIR, EEFI, FFIR).
 - (10) Develop restated mission (Task[What], Purpose(Why), When, Where, Who, and sometimes How [usually, 'How' developed later]).
 - (11) Develop commander's intent.
 - (12) Develop COAs.
- b. Course of Action (COA) Briefing. The Director, Plans and Policy (ECJ5) receives the COA briefing and determines whether planning may proceed.
- (1) If ECJ5 approves the brief and further course of action (COA) development is not required, the conference will adjourn.
 - (2) If further COA development or refinement is required, the conference will continue and the plan OPR will seek ECJ5 approval after additional COA development/refinement (after the conference adjourns).

4. After the Conference.

a. **Staff Estimates.** Staff estimates will be accomplished following the guidance contained in CJCSM 3122.01 Appendixes C and T.

b. **Commander's Estimate.** The Plan OPR will use the staff estimates to build a Commander's Estimate (see CJCSM 3122.01, Appendix J).

(1) This information will be presented to the Chief of Staff (ECCS) who will decide which course of action is to be taken.

(2) Once a COA is selected, the Plan OPR will begin development of the CINC's Strategic Concept. Unless required by the CoS, there will be no formal publication of Commander's Estimate.

c. **CINC Strategic Concept.** The CSC will be forwarded to USEUCOM staff and components along with the planning directive. These will provide the staff with the guidance necessary to complete plan development.

NOTE: All of the above steps are in line with Joint Doctrine; however, situations may warrant deviating from doctrine. When this occurs, planners must advise their chain of command of the deviation and the associated risks.

Appendix B Staff Review Procedures

1. **Normal Draft Review and Approval Process.** Deliberate planning packages normally go through a three-step review process to reach final approval.

a. **First Draft Review.** The first draft will be distributed via electronic SSRS to HQ USEUCOM Staff and Components for Planner Level (O-6) review and comment. Chief of Plans Division (ECJ5-P) approval is required on the SSRS and four weeks is normally given to accomplish this review. The plan OPR will consolidate all comments and incorporate them as appropriate into the final draft and, instead of using revision marks, provide a summary of the major changes to facilitate final draft coordination. Comments and recommended changes not incorporated into the final draft will be coordinated with the staff section/component that made the recommendation.

b. **Final Draft Review.** The final draft will be distributed via electronic SSRS to HQ USEUCOM Staff and Components for FO/GO Level review and comment. The SSRS requires Director, Plans and Policy (ECJ5) approval and should be built to record both the FO/GO review **and** Command Group approval. Normally, three weeks is given to accomplish this review. The plan OPR will consolidate all comments and incorporate them into the approval-and-publication draft as appropriate.

c. **Approval and Signature.** Comments and recommended changes incorporated from the FO/GO review will be listed as a separate enclosure to the SSRS requesting FO/GO signatures. This will immediately identify those changes incorporated in the approval-and-publication draft. Approval will normally be accomplished within **one** week.

2. **CINC Approval.** The package, consisting of the FO/GO Chop SSRS, the document (ready-for-approval-and-publication CSC or Plan) and a one-page executive summary, will be forwarded through Director ECJ5 to the Command Group (Chief of Staff, Deputy CINC, and CINC). CINC approval normally takes 30 days.

3. **Abbreviated Coordination Process.** When the situation warrants, the Normal Draft Development/Review Process may be streamlined to expedite plan development. Plan OPRs should use their best judgment during such circumstances.

Appendix C

Staff Planning Responsibilities

1. The following is a detailed listing of the responsibilities for planning within Headquarters USEUCOM extracted, in part, from ED 20-1. Where there is a conflict between this appendix and ED 20-1, ECJ1-P, in conjunction with ECJ5-P, will resolve the difference.

JOPEs Area of Responsibility	OPR	REMARKS
NATO-oriented contingencies (general war)	ECJ5	
Non-NATO-oriented contingencies (less than general war)	ECJ5	Except where specifically provided otherwise in this table
Foreign Internal Defense	ECJ3	
Intelligence Plans and Operations	ECJ2	
Civil Affairs	ECSO	SOCEUR
Special Operations	ECSO	SOCEUR
Logistics (to include relocation of facilities/assets)	ECJ4	
Command and Control Systems	ECJ6	
Noncombatant Evacuation	ECJ3/ECJ5	
Reconnaissance	ECJ3	
Continuity of Operations	ECJ5	
USCINCEUR Personnel Policies	ECJ1	
Religious Support Planning	ECCH	
Escape and Evasion	ECJ3	May or may not meet criteria of operations planning
Psychological Operations	ECJ3	
Disaster Relief and Other Special Plans	ECJ5-P	As directed
Humanitarian Relief	ECJ5	Counter Drug, Counter Terrorism
Crisis Action	ECJ35	

JOPES Area of Responsibility	OPR	REMARKS
Coordination of Automated Planning Systems and Data Bases. (Less JOPES planning reference files below)	ECJ6	To include: system reconfiguration for priority requirements; command unique software support and resolution of file space requirements
Aerial Ports and Air Operating Bases File	ECJ4	
Environmental Considerations, Annex L	ECJ4	
Characteristics of Transportation Resources File	ECJ4	
Port Characteristics File	ECJ4	
Geolocation File	ECJ3	
Logistic Factors File	ECJ4	
Force Requirements Generator/DART	ECJ5	
Movement Requirements Generator/LOGSAFE	ECJ4	
Transportation Feasibility Estimator/JFAST	ECJ4	
Civil Engineering Support Plan	ECJ4	
Consequence Management	ECJ5-T	
Nuclear Operations	ECJ5-T	
Medical Planning	ECJ4-MR	
Nonunit Personnel Generator Module	ECJ1	
Library of Plans and Plan Summaries	ECJ5-P	OPR and ECJ5 will maintain a complete current library of supported and supporting plans to include ACE and SHAPE MSC GDP's
Promulgation of USCINCEUR Index of Plans	ECJ5-P	All directorates charged with the preparation of plans will provide input to the Index of Plans report
Plan Execution	ECJ3	Supported by entire staff

Table C-1, Plan Responsibilities

2. Staff Planning Responsibilities.

PLAN ELEMENT(1).....	OPR
Security Instructions and Record of Changes.....	ECJ5-P
Plan Summary (less following paragraphs).....	ECJ5-P
Para 8, Logistic Appraisal.....	ECJ4
Para 9, Personnel Appraisal.....	ECJ1
Classification Guidance.....	ECJ5-P
Table of Contents and List of Effective Pages.....	ECJ5-P
Glossary [optional].....	ECJ5-P
Basic Plan (less following paragraphs).....	ECJ5-P
Para 1d, Enemy Forces.....	ECJ2
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Notes:

- (1) Identification and construction of plan elements below the Tab level are the responsibility of the Tab OPR.
- (2) Distributed to Joint Staff Only.
- (3) ECJ6 will provide information on CRYPTO courier data and courier service to ECJ1 for inclusion in this appendix.

Appendix D

Identification of Operation Plans

1. **General.** Deliberate Plan identification is required for both USCINCEUR Plans and TPFDDs. The Plans Division, ECJ5, assigns plan identification numbers (PIDs).

2. **TPFDD Identification System.**

a. TPFDDs will be identified by the corresponding Plan number with one-digit fiscal year suffix. For example: TPFDD 41020 would be the TPFDD constructed to support Plan 4102-00. TPFDDs may be created for component slices and they will have a unique numbering scheme identified in the TPFDD LOI.

b. **Preconflict Options.** If a preconflict TPFDD is developed for a Plan, the TPFDD is identified by the corresponding Plan number with a one-letter suffix added. For example, the first preconflict TPFDD for Plan 4102 would be 4102A.

3. **Long Titles.** The long title of each operation plan will be classified appropriately and will express the general purpose of the plan. For example, "OPLAN 4500, USCINCEUR Support to Multinational Operations" would be an appropriate long title.

4. The USCINCEUR plan identification system is set forth below.

<u>NUMBER BLOCK</u>	<u>TYPE PLAN</u>
4000	USCINCEUR Standard Plan (ESP)
4001-4099 (w/suffix X)	Exercises
4100-4199	NATO Oriented Contingency Plans
4200-4299	Non-NATO Oriented Contingency Plans
4300-4349	Foreign Internal Defense/Special Plans
4350-4359	Command and Control Systems
4360-4999	As Assigned

Table D-1, Plan IDs

Appendix E

TPFDD Development Procedures

1. General.

a. The TPFDD reflects a more detailed level of planning. Development begins with determining the required “fighting force” (drawn from the JSCP apportionment of “above-the-line” forces) and when they have to arrive at their destination (CINC’s Required Delivery Date (CRD)). Once the operational force is defined, combat support and combat service support (CS/CSS) forces required to support the “fighting force” are identified. Additional planning is then conducted to determine movement requirements (e.g., POEs, PODs, earliest and latest arrival dates) to sequence the forces into the area of operations.

b. TPFDD development then shifts to support planning to identify the quantities of supplies, equipment, and replacement personnel required to sustain the forces identified during force planning. The quantities are determined using computer planning models to derive gross quantities in terms of weights and volumes and phasing into the theater that drive additional strategic deployment requirements.

c. The final phase of TPFDD development occurs by simulating the strategic movement using the apportioned strategic transportation resources and then simulating the Joint Reception, Staging, Onward movement, and Integration. This simulation is called a “Transportation Feasibility Study” and is an iterative process that attempts to derive a feasible end-to-end deployment concept.

d. TPFDD refinement conferences are held during each of the three TPFDD planning phases to coordinate and refine movement requirements. The TPFDD conferences are the supported commander’s responsibility and are normally hosted by USTRANSCOM. Any unresolved shortfalls that cannot be corrected through adjustments to movement requirements are identified to higher level decision makers for corrective action or are accepted with any associated risk by the CINC.

e. The final TPFDD is networked through the JOPES database to make it available for review in conjunction with the Plan. Concurrent with TPFDD refinement, planning continues to develop the remainder of the required plan elements until all of the required Plan documentation is completed and approved by the CINC for submission to the Chairman.

2. TPFDD Review.

a. Administrative and technical processing for review of the TPFDD is the same as for any other portion of the Plan.

b. Administrative and technical processing for review of TPFDD data provided in machine usable form is the responsibility of the directorate having review responsibility. Throughout the review process technical assistance may be received from ECJ6 as described on page B-3.

c. When the TPFDD is determined to be sufficiently free from error, copies and selected printouts are furnished, upon request, to staff directorates participating in the review process.

d. Substantive review. Headquarters USEUCOM responsibility for substantive review of TPFDDs is delineated below:

<u>REVIEW TASKS</u>	<u>OPR</u>	<u>REMARKS</u>
Overall responsibility for specific TPFDD	Plan OPR	OPR compares JSCP apportionments plan requirements.
Review of major combat force and combat support force structure and time phasing	Plan OPR	OPR determines if forces are adequate to accomplish the mission assigned and if the time phasing and sequencing of such forces in relation to other forces is appropriate. Staff coordination (e.g., ECJ3 comments on Special Ops Forces) should be accomplished. Exceptions to this overall review responsibility are cited below in this table.
Review of combat service support force structure and time phasing	ECJ4	Determines if services support forces are adequate to insure logistic feasibility and if time phasing and sequencing of such forces in relation to other forces is appropriate. ECCH should coordinate religious support requirements. Review by other staff agencies may be further delegated by ECJ4 where appropriate.
Review of facilities/ports/airports	ECJ4	ECJ4, in conjunction with USTRANSCOM and the Warrior Prep Center, determines if facilities ports and airports employed in listing are adequate/logistically feasible and appropriate.

<u>REVIEW TASKS</u>	<u>OPR</u>	<u>REMARKS</u>
Transportation feasibility	ECJ4	ECJ4, in conjunction with USTRANSCOM and the Warrior Prep Center, conducts transportation feasibility analysis to determine whether transportation resources available will deliver the requirements of Time Phased Force and Deployment Data (TPFDD), including sustaining supply/resupply to the theater of operations. Recommends changes to ensure a feasible plan.
Review of nonunit filler/replacement numbers and time phasing of personnel services units	ECJ1	ECJ1 determines adequacy of nonunit fillers and replacements and personnel service units and if their time phasing is appropriate based upon medevac and other personnel loss factors. Analysis of PODs in relation to processing/reception capability is also a function of ECJ1 for nonunit fillers/replacements and personnel service units.
Review of Intelligence units and structure	ECJ2	
Review of Civil Affairs units and structure	EC SO	
Review of Signal/Communication forces and structure	ECJ6	
Review of Health Service Support Structure	ECJ4-MR	
Review of Comptroller type units and structure	ECCM	
Review of Public Affairs units and structure	ECPA	
Review of Legal units and structure	ECJA	

<u>REVIEW TASKS</u>	<u>OPR</u>	<u>REMARKS</u>
Overall responsibility for specific nonunit related data (e.g., resupply, sustaining supply, supply buildup) and time phasing.	ECJ4	
Review of Psychological Operations units and structures	ECJ3	
Review of SOF units and structures	ECSO	Army, Navy, and Air Force
Review of Religious Ministry Support Personnel	ECCH	

Table E-1, TPFDD Responsibilities

e. TPFDD submissions from supporting/subordinated commanders which are to be incorporated into USCINCEUR TPFDDs will be submitted IAW the schedule published in the TPFDD Letter of Instruction (LOI) published by HQ USEUCOM.

Appendix F

Supporting Plan Review Guide

1. **Procedures.** Overall guidelines for the review of operation and functional plans are provided in CJCSM 3141.01A, Procedures for the Review of Operation Plans, 15 February 1999 (Note: CJCS Plan Review Guide located at http://www.eucom.smil.mil/eccs-or/library/jcs/Plan_review_guide/Plan_review_guide.html).

2. **General Standards.**

a. The general standards for approval of a supporting operation plan are adequacy, feasibility, and acceptability, as well as consistency with joint doctrine.

b. Content/Format. At a minimum, supporting plans will address the specific tasks assigned in the USCINCEUR Plan (using CJCSM 3122.03 format and guidance). In addition, components should address Reception, Staging, Onward Movement & Integration (RSOI), and sustainment of their forces, using the concept of operations and planning factors provided.

3. **Responsibilities.**

a. **General.** In collaboration with appropriate directorates from HQ USEUCOM, the Director, Plans and Policy (ECJ5), through the Plans Division (ECJ5-P), is responsible for USEUCOM's Deliberate Planning Process and is the OPR for all supporting plan reviews.

(1) Director, Operations (ECJ3) oversees execution.

(2) Deployment and sustainment are monitored by the Director, of Logistics and Security Assistance (ECJ4).

b. **Specific Tasks for Plan Review.** The supported plan OPR will build the package seeking HQ USEUCOM review and approval of all supporting plans. The responsibilities for reviewing supporting plan elements are as follows:

(1) **ECJ5-P.** Plan Summary, Overall Basic Plan, Task Organization (Annex A), Command Relations (Annex J), Execution Checklist (Annex X), Distribution (Annex Z).

(2) **ECJ1.** Personnel issues in Plan Summary and Basic Plan and the Personnel Annex (Annex E and Postal Appendix to Annex E) and Processing of Formerly Captured, Missing, or Detained U.S. Personnel Appendix (Appendix 2 to Annex E).

(3) **ECJ2.** Intelligence issues in Plan Summary and Basic Plan, the Intelligence Annex (Annex B), and Annex M (Mapping, Charting, and Geodesy).

(4) **ECJ3.** Operations issues in Plan Summary, the Basic Plan, the Operations Annex (Annex C and Appendices), Meteorological and Oceanographic Services (Annex H), Space Operations (Annex N), Special Technical Operations (Annex S).

(5) **ECJ4.** Logistics issues in Plan Summary and Basic Plan, Logistics (Annex D), Environmental Considerations (Annex L), Host-Nation Support (Annex P).

(6) **ECJ5-T.** Nuclear Operations issues (Appendix 1 to Annex C), chemical issues (Appendix 2 to Annex C), and Explosive Ordnance Disposal (Appendix 13 to Annex C).

(7) **ECJ6.** Command, Control, Communications, and Computer System issues in Plan Summary and Basic Plan, C4 Systems (Annex K).

(8) **ECJ4-MR.** Medical Services issues in Plan Summary and Basic Plan, Medical Services (Annex Q).

(9) **ECJA.** Legal issues in Plan Summary, Basic Plan, Legal Appendix to Annex E, and Rules of Engagement (Appendix 6 to Annex C).

(10) **ECCH.** Chaplain guidance/issues in Plan Summary, Basic Plan, and Chaplain Activities Appendix (Appendix 6 to Annex E). Review and offer the effects of indigenous religious customs and cultures as asymmetrical threats to the mission.

(11) **ECPA.** Public Affairs guidance/issues in Plan Summary, Basic Plan, and Public Affairs (Annex F).

(12) **ECSM.** Force Protection issues in Plan Summary, Basic Plan, and Force Protection Appendix (Appendix 15 to Annex C). Also Enemy Prisoners of War, Civilian Internees, and Other Detained Persons Appendix (Appendix 1 to Annex E).

(13) **ECSSO.** Special Operations issues (Appendix 4 to Annex C) and Civil Affairs (Annex G).

(14) **ECRA.** Reserve component issues in Basic Plan, Plan Summary, and Annex A (shortfalls).

(15) **ECCM.** Finance and Disbursing issues in Basic Plan, Plan Summary, and Finance and Disbursing Appendix (Appendix 3 to Annex E).

Appendix G

Distribution List for Deliberate Plans

1. **General.** This appendix provides guidelines for the distribution of deliberate plans developed in USEUCOM. The primary means of distribution for completed/approved plans will be electronic means. In cases where plans require CJCS review, the plan OPR will be required to forward paper copies to specified members of the Joint Planning and Execution Community (JPEC).
2. **Distribution.** The primary means of distributing plans is electronic media. The distribution of electronic plans is one per organization listed below. Instructions for obtaining electronic copies of USEUCOM plans will be provided in the letter of transmittal for each plan. Additionally, electronic copies of USEUCOM plans may be requested via the following link: <http://www2.eucom.smil.mil/Hq/J5/Plans/PlansLogin.cfm>. The hard copy original of each plan will be maintained at HQ USEUCOM/ECJ5-P.

JOINT STAFF

Joint Staff J7 (CWPD)

HQ USEUCOM

ECJ1	ECJ2	ECJ3
ECJ4	ECJ5	ECJ6
ECCH	ECCM	ECCS-OR
ECIG	ECJA	ECJ4-MR
ECSO	ECPA	ECRA
ECSM	ECPLAD	JAC
MTMC LNO	MSC LNO	SPACECOM LNO
TRANSCOM LNO	DISA-EUR	

DEFENSE AGENCIES

DIA	CIA
NSA/CSS (NCEUR)	DLA
NIMA	DISA

SECRETARY, JOINT STAFF

JS	HQ DA DAMO-SSW
CNO N5	CMC PL7
HQ USAF XOYW	

OTHER ORGANIZATIONS

USCENTCOM J5

USPACOM J5

USSOCOM J5

USCINTRANS

AMC DOX

MSC

MTMC

USSTRATCOM J5/TCC

MTMCEUR

USJFCOM J35

USSOUTHCOM J5

USSPACECOM J5

HQ USAREUR AEAGC

HQ USAFE XP

HQ MARFOREUR G5

HQ USNAVEUR N5

MSCEUR