Ladies and Gentlemen of the Civil Affairs Regiment, we live in interesting times. Terms like unprecedented, drastic or challenging lose their meaning when the state of change is near constant, when flux is normal and uncertainty is an accepted state of affairs. Our collective branch is little more than a decade old, our Commandant Directorate has become a Proponent Directorate and for the last year we have spent a great deal of our time and effort as a regiment on a Force Modernization Assessment meant to challenge our preconceptions, and seek relevance, in a rapidly modernizing army serving a nation in a burgeoning multi-polar world.

That TRADOC approved, and TRAC-Leavenworth supported, Force Modernization Assessment is nearing completion. The Functional Solutions Assessment was completed in early November ‘19 and its results are currently being drafted into the FSA report. This is the last study event and marks the beginning of the compilation of the final FMA report slated to be complete at the end of second quarter FY 20. Consequently, the proponent has shifted primary responsibility to UFMC for organizational change and modernization while focusing on internal updates to tasks and doctrine. The proponent will continue to support and coordinate the outputs with the CA capabilities manager under UFMC, and will play a significant role in the rollout of the final report in order to meet the requirements of 2028 and beyond. Further, the results of our efforts in the study will be taken into account as we finalize the update to ATP 3-57.50, Civil Information Management, ATP 3-57.60, Civil Affairs Planning, and ATP 3-57.70, Civil-Military Operations Center. We are in the process of updating all three publications, and the field will begin to see these publication for staffing in late FY 20.
Your Proponent Directorate will focus on the following near term and enduring priorities:

**Near Term**

1. Support the Army endorsed Force Modernization Assessment (FMA) to validate capability gaps and initiate foundational capability enhancement.
2. ATP 3-57.50, Civil Information Management, and ATP 3-57.60, Civil Affairs Planning, ensuring alignment with FM 3-0 and FM 5-0; Revise FM 3.57
3. Improve CA accessions to ensure we attract, select, train, and retain the CA professionals required to meet the Army’s challenges today and in the future

**Enduring Priorities**

1. Improve CA’s integration into the Army to ensure both conventional and SOF maneuver commanders consistently receive the necessary CA capability required to succeed across the Army’s four strategic roles.
2. Implement technical solutions that enable CA professionals to integrate civil knowledge and be a central part of the Army’s solution to the Army’s Warfighting Challenge #1 – Situational Understanding.

The remainder of the newsletter will provide you with detailed information on our ongoing efforts on behalf of CA. Please do not hesitate to contact us if you have questions or comments. I remain motivated by the tremendous work that Civil Affairs personnel are doing around the world.

*Thank you for your hard work and Merry Christmas!*
The Civil Information section, along with Esri and the Intelligence Information Warfare Directorate, are developing a Commercial Civil Affairs Solution-Army (CCAS-A). It is a web accessible, app-enabled website which enables CA civil survey collection via personal electronic devices and laptops via the commercial internet. This is a solution for the entire CA force that mitigates the delayed fielding of the Defense Common Ground System - Army (DCGS-A).

What’s CCAS-A and why would I use it?

The Commercial Civil Affairs Solution – Army (CCAS-A) is intended to solve at least three historical issues for the Civil Affairs force. First, the ability to scrape publicly available information to create civil layers of information to visualize the environment. This can be done from home station on a non-classified system, and will allow Civil Affairs to see correlations in the operational environment to develop purpose driven collection plans. Secondly, provide the ability to connect to, and integrate, the United Nations Humanitarian Hub’s Humanitarian Data eXchage (HDX) system. The HDX consists of over 9,000 NGO organizations with extensive geographically relevant data for our consideration, and the ability to share data with these organizations. This eliminates the long standing challenge of bringing the NGO to us; while exerting complicated CAC enabled requirements. Finally, we will have a centrally located data storage repository within the DCGS-A architecture. CCAS-A will eventually promote CA data to the DCGS-A NIPR repository, which will then promote CA data to the DCGS-A SIPR repository. Development of specific CA tools that can be used for analysis at the unclassified level will become a part of the CA Module in both the NIPR and SIPR DCGS-A platforms. CCAS-A consists of the following applications:

1. An online geospatial information system (GIS) hosted in Amazon Web Services (AWS)
2. A field data collection application for non-PII Civil Surveys using Esri’s Survey123
3. A spatially enhanced Open Data Harvester which scrapes the internet for data pertaining to the civil survey categories
4. An auto-generated Civil Affairs Information Matrix (CAIM) that categorizes Publicly Available Information and collected civil surveys into ASCOPE/PMESII-PT/DIME-FIL
Civil Information Section (Continued)

5. An auto-generated gap analysis to assist the Civil Information Collection Plan


7. A data repository for historical Area Studies

8. An automatic geospatial data feed from CCAS-A to UNOCHA’s Humanitarian Data eXchange (HDX)

The CCAS-A uses civil surveys for data collection based on MILSTD-2525D taxonomy. There are 119 FOUO survey forms currently under review for release by SWCS G2/JAG. Portions of the 119 forms are being released as unclassified, non-PII civil surveys, and are part of the CCAS-A system. This system is fully customizable down to the CAT level and will display civil surveys and CA data across all COCOMs. An export routine allows for the CCAS-A civil surveys to be shared across any analytical or visualization tool currently being used by units throughout the CA branch.

What’s next for CCAS-A?

Today, CCAS-A includes a sampling of the overall 119 FOUO civil surveys. Over the next few months, the Civil Information Section will expand the quantity of non-PII civil surveys in the system and introduce a Quick Capture data collection capability, as well as a CCAS-A Explorer app for CA Commanders.

There are several research and development efforts underway within the Proponent to assist with the commercialization of broad multi-domain analytics that will create better situational understanding within the human domain. Most recently, the Proponent submitted an artificial intelligence/machine learning (AI/ML) proposal and was selected by the OSD Office of Comparative Technology for a FY20-21 effort that supports situational understanding using imagery fused with sensor data. Our proposal ranked in the top 8 of 70 proposals and qualified for FY19 “jump start” funding. The goals of this effort are as follows:

- Determine level of adoption vs. adaptation for AI/ML to support an array of pattern of life recognition ranging from refugee migration to supply chain management using Deep Neural Network technologies.
- Perform integration of AI/ML capabilities into CAS-A infrastructure to align with DoD intelligence architectures
- Use live experimentation to ensure CA workflows implementing this capability will provide actionable information about Civil Considerations to support the Military Decision Making Process.
If you would like to access CCAS-A, please go to: https://swcs.maps.arcgis.com. From the splash screen, you can launch into one of the COCOMs or access the Training Module. There is no username or password required to view data within the system. However, if you are a data contributor, you will need publishing permissions to the system. Permissions will be granted based upon your AOR. Please select the “Submit Request to Publish Data” link and fill out the online form. Someone from the Civil Information Section will contact you with further instructions. For questions or concerns, please contact CCASsupport@socom.mil.

What happened to DCGS-A?

The Distributed Common Ground System-Army (DCGS-A) is the Army Materiel Solution for Civil Affairs and currently provides a SIPR solution to CA. Fielding of the SIPR system began in Feb 2017. The DCGS-A NIPR solution is still going through the accreditation process. PM DCGS-A will be performing operational testing of their NIPR system in Aug 2019 with an estimated fielding start date in 4QFY19. Neither the SIPR or NIPR DCGS-A solution have specific tools designed for CA. The CA analyst must use existing software applications within DCGS that are based on intelligence requirements. Furthermore, because the schoolhouse will not be fielded until 4QFY19, current DCGS-A training occurs only in NET unless the unit has made additional arrangements for more in-depth training. This is the reason why the Civil Information Section is working the development of a specifically designed CA module within the DCGS-A suite. The first possible implementation of this module within NIPR DCGS-A could occur in FY21. Therefore, in an attempt to give the CA branch an earlier implementation of CA specific tools, the Army CA Proponent petitioned PM DCGS-A for the use of their Esri ArcGIS software entitlements that would allow for an early creation of a CA commercial solution. PM DCGS-A agreed and thus the development of the Commercial CA Solution-Army (CCAS-A) began. Once DCGS-A NIPR is accredited, CCAS-A will be ingested into NIPR DCGS-A allowing us to push CA data into the DCGS-A suite of tools, both NIPR and SIPR.

Please contact lynn.m.copeland@socom.mil or Jennifer.b.sheridan@socom.mil for additional information.
In the last newsletter, we focused on the Civil Affairs Force Modernization Assessment and Total Army Analysis 22-26. In this edition, we will provide an update on those topics and summarize some other initiatives in which the Directorate is leading or participating.

**Civil Affairs Force Modernization Assessment (CA FMA)**

The CA FMA remains the proponent’s top near term priority and is the main effort of the CA Force Modernization Directorate through the end of 2nd Quarter, FY20. As mentioned in the last newsletter, the second step of the FMA process – the Functional Needs Analysis (FNA) – took place at Fort Bragg from 17-28 June 2019. Based on the results of the FNA workshop, the FMA team identified 126 total capability gaps, 87 of which were identified as either high or extremely high risk to the CA force. Gaps were identified by finding common themes among tasks with deficiencies, summarizing the lack of capabilities which resulted in the task deficiencies, identifying the operational impact of the task deficiencies, summarizing the deficiencies in a single gap statement, and assigning an overall gap operational risk based on the operational risk associated with each deficiency. Further, gaps from sub-tasks were systematically reviewed and consolidated to eliminate redundancy and meet the CA Commandant’s intent to calibrate tasks with regards to the level of task analysis within the task hierarchy while maintaining the comprehensiveness of the data produced from the FNA workshop. In addition, the CA functional areas and required capability areas were reanalyzed and gaps/tasks were regrouped under a new set of emerging required capability area (RCA) hierarchy which better represented the full range of CA capabilities and better encompassed the groups of CA tasks/gaps. The new set of RCAs included the following: Develop and Leverage Civil Networks (CNDE), Conduct Stabilization (STAB), Perform Mission Command (MC), Conduct Irregular Warfare (IW), and Tailor Tactical Proficiency to the Environment (TACT).
**FORCE MODERNIZATION (CONTINUED)**

The Functional Solutions Analysis (FSA) took place at Fort Bragg from 28 October-7 November 2019. The FSA is an assessment of potential materiel and non-materiel approaches to solving or mitigating capability gaps previously identified in the FNA. The design of the FSA utilized vignettes from Scenario 7 to either validate or dispose of proposed solutions as they were tested during the wargame event. During that time, the FMA team examined and assessed the potential DOTMLPF-P solutions and policy approaches that can eliminate, or at least mitigate, one or more of the capability gaps identified in the approved FNA. The results of the FSA influence the future direction of integrated architectures and provide input to established capability area frameworks, or whatever organizational and/or functional groupings of capabilities currently used by the Futures and Concepts Center (FCC) at Army Futures Command (AFC).

**Total Army Analysis (TAA) 22-26**

The Army opened 3rd Quarter, FY19, with a series of resourcing panels designed to assess emerging growth requested by Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs). The panels also developed a 1-n list for unit reductions across every organization type in the Army to offset the requested growth and additional new structure requirements directed by Army Senior Leaders (ASLs) and the Office of the Secretary of Defense (OSD). As reported in the last newsletter, MG Kurt Sonntag, the Army Force Modernization Proponent for Civil Affairs, presented options on 26 April 2019 for potential growth of active component CA formations in TAA 22-26 to set conditions for establishing the ideal MDO CA force. Due to competing requirements and limited end-strength authorizations, these recommendations were not considered in this TAA and, for a time, the 83rd CA Battalion was included on the 1-n reduction list as a potential billpayer. Ultimately, the 83rd CA Battalion was not required to offset growth elsewhere in the Army in this TAA.

The Army concluded the quarter with a series of TAA briefs to Army Senior Leaders in June and July 2019, which also included structure requirements to correct 17 critical gaps related to the Army’s ability to conduct future multi-domain operations. Because of ongoing changes in Army leadership, the Army staff captured tentative force structure decisions and will codify ASL decisions in a TAA Decision Memorandum to be published in the August-September timeframe. We anticipate a formal Army Structure Memorandum, or AR-STRUC, for FYs 22-26 will be published by the end of this year.

The proponent will continue to address options for active component growth in TAA 23-27, which kicks off in August 2019 with a review of force structure rules of allocation used in modeling force requirements for FYs 23-27. Recommended growth will be informed by the results of the Functional Solutions Analysis of the CA Force Modernization Assessment. Focus will be on reorganizing and modernizing the CA force to execute Multi-Domain Operations and conduct Unified Land Operations.
Force Modernization (Continued)

Echelons Above Brigade (EAB) Limited Objective Experiment (LOE) #7.

- The CA proponent’s Joint/Army Experimentation Division (J/AED) participated in EAB LOE #7 at the Fort Leavenworth Mission Command Battle Lab (MCBL), 15-25 October 2019. The focus of this event was to address three questions associated with the development of EAB force structure for a Multi-Domain Operations (MDO)-ready force operating in INDO-PACOM:

  1. How does the Army posture in the competition period to respond to potential threats from limited contingency to large scale combat?
  2. How do Army forces employ intelligence, surveillance, and reconnaissance (ISR) and MDO Strike capabilities to penetrate and disintegrate adversary anti-access/area denial (A2AD) and exploit the initiative?
  3. How do Army forces plan convergence of lethal and non-lethal effects to defeat enemy systems to enable freedom of maneuver (any sensor, and shooter, and node, near real time)?

- This experiment looked heavily at conducting MDO against a near-peer adversary during periods of competition and conflict. The observations and insights will be shared and incorporated into future experiments. The final report is pending release, but below are a few CA insights that were observed by participants during the experiment:

  1. Access to, and responsiveness of, the Compo 3 (U.S. Army Reserve) portion of conventional CA forces may be limited by mobilization policies.
  2. Civil Affairs lacks the capacity to map the operational environment and build civil networks without mobilization of the reserve component (RC).
  3. Long term RC mobilizations affects continuous operations.

Corps HQS Redesign

- The Combined Arms Center and the Mission Command Center of Excellence are redesigning Corps HQS to address the high risk gaps associated with the Corps’ role as the senior tactical headquarters in LSCO. Guidance from the CSA was to redesign the Corps HQs with no personnel growth in the HQs. All 38A and 38B authorizations were retained in the redesign; there was no degradation of CA capability in the redesigned Corps HQs.
**Force Modernization (Continued)**

**FY20 Future Study Program.**

- A major focus for J/AED this year will be to participate in, and integrate CA operational and organizational (O&O) concepts into the Army Futures Command (AFC) Futures and Concepts Center (FCC) FY20 Future Study Program. FCC conducts the annual year-long study in order to evaluate the application of MDO concepts in the INDO-PACOM area of responsibility (AOR) to drive refinement of the MDO-Capable force of 2028 and development of the MDO-Ready force of 2035. The study consists of four major events beginning in November 2019 and ending in August 2020. The year-long experiment enterprise studies three major areas within MDO: 1) Intelligence, Surveillance, and Reconnaissance / Strike (ISR/Strike); 2) Multi-Domain Command and Control (C2); and 3) Sustainment and Protection. The ISR/Strike Tabletop Exercise (TTX) will develop requirements for complementary, reinforcing, and resilient ISR/Strike systems to penetrate, dis-integrate, and exploit windows of superiority by examining how Army and joint forces stimulate, see, strike, and assess layered threat A2AD systems in the INDO-PACOM Theater in the 2035 timeframe. The C2 TTX will refine organizational structures, technical requirements, control measures, and identify implications to multi-domain command and control in the INDO-PACOM Theater in the 2035 timeframe. The last TTX, Sustainment/Protection, will determine how Army forces, as part of the joint force, best sustain operations and preserve freedom of action by assessing the effectiveness of distributed battlefield sustainment and adaptive basing sustainment and protection in the INDO-PACOM Theater in the 2035 timeframe.

**CA Force Modernization Directorate move to the USASOC Force Modernization Center (UFMC)**

- Shortly after the USAJFKSWCS change of command on 16 August 2019, it was announced that USASOC was establishing a UFMC as the single entity responsible to CG, USASOC, for Capability Development and Force Modernization. A memo signed by the CG, USAJFKSWCS/SOCoE, on 27 Aug 2019, announced, “The USAJFKSWCS/SOCoE duty positions of “Commandant” for Special Forces, Civil Affairs, and Psychological Operations are re-designated as “Proponent Manager” with a grade-plate adjustment from Colonel (O-6) to Lieutenant Colonel (O-5). Going forward, the only Commandant for SF, CA, and PO is the USAJFKSWCS CG, who is designated as the ARSOF Commandant.” A subsequent memorandum from CG, USASOC, issued instructions outlining how the UFMC would be designed to “combine diverse force modernization functions and governance” – formerly executed by elements across the USASOC staff and within the Special Operations Center of Excellence (USAJFKSWCS) – “under a single center reporting to CG, USASOC, (to) eliminate parallel governance activities, and optimize coordination and execution of force modernization functions, both internally across the USASOC enterprise and externally with Army and USSOCOM.”
**FORCE MODERNIZATION (CONTINUED)**

- Under this new construct, the UFMC now “executes” USASOC processes to continually assess Army Special Operations Forces (ARSOF), Civil Affairs, and Psychological Operations capabilities, identify capability gaps, and to determine, document, implement, synchronize, and field Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facility, and Policy (DOTMLPF-P) solution sets in the near (0-2 year), mid (3-7 year), and far term (8 years and beyond) to ensure USASOC remains the world’s premiere Special Operations Force.” Although not explicit, the reference to “Civil Affairs” in the previous sentence includes the conventional portion of the total CA force.

- As a result of the USASOC memorandum, the CG, USAJFKSWCS/SOCoE is no longer designated as the USASOC Deputy Commanding General for Force Modernization and Development. Additionally, several organizations were realigned to the USASOC Force Modernization Center, including the G8 Directorate, G9 Directorate, Headquarters Process Management Team, and Artificial Intelligence Division from USASOC, all USAJFKSWCS Liaison Officers to Army Futures Command, and all elements within USAJFKSWCS primarily engaged in Force Modernization.

- The move of the CA Force Modernization Directorate was delayed to allow the Directorate to complete the FSA portion of the CA FMA in November. The Directorate expects to relocate to new facilities once they become available in early 2nd Quarter FY 20.
1. **DA PAM 600-25:** Both active and reserve component portions of DA PAM 600-25 were reviewed and updated. Updates included a more realistic 38B AGR Career Map. All updates have been sent to DA G1 for final review and publishing.

2. **Direct Commission:**
   - Capitalizing on new authorities granted in the National Defense Authorization Act of 2019, the Talent Management Task Force has partnered with every Proponent to design a Direct Commissioning (DC) program across the Army. This authority will allow the Civil Affairs Branch to recruit highly talented individuals directly into the Civil Affairs force, both Reserve and Active Component, at a rank commensurate with their educational and professional experience.
   - The stated purpose of the authority is to attract and acquire talent to maintain the US Army’s human capital advantage.
   - The DC initiative is not designed to make up for production shortfalls, or to bypass currently existing programs to commission Soldiers and NCOs. It exists specifically to competitively attract highly skilled individuals to serve in a capacity that will directly benefit from their Knowledge, Skills and Behaviors.

**HOW WILL IT WORK?**

Although the EXORD will not be published until December 2019, the general outline of how DC will work is established. Eligible individuals cannot currently hold a commission, including in the IRR. Based upon their educational qualifications in relevant subjects and civilian work experience in relevant fields, applicants will be assigned a calculated credit month total which will determine whether or not they meet the threshold of their target rank. Candidates for Active Component CA will attend CAAS as civilians prior to receiving an offer of commission. DC officers will enter at the minimum TIS equivalent for their entry rank. All DC officers will complete a Direct Commissioning Course to serve as a BOLC-A equivalent, followed by rank and CMF-specific training.

**RECRUITING RAMIFICATIONS**

A DC marketing campaign will begin in early 2020; Civil Affairs is well-positioned to take full advantage of this program and access exceptional talent from across the population. In advance of the official marketing, we can begin interviewing candidates and assembling packets now at the Proponent level now.
Personnel Division (Continued)

2. Recruiting Initiatives

The 95th CA BDE (A) has initiated a new recruiting incentive policy to generate increased grassroots level recruiting among the force. All enlisted CAAS attendees are now given the opportunity to note an influential CA Field Recruiter, i.e. a CA Soldier or officer other than a SORB recruiter who was influential in their decision to attend CAAS. In June 2020, the totals of Field Recruiter names submitted will be calculated, and the individual who is named most often will be awarded a seat to attend the Military Freefall Parachutist Course (2E-SI4X/ASI4X/011-ASIW8).

Civil Affairs Prior Service Accessions (PSA) Program: The Civil Affairs Personnel Division has received 9 PSA packets, 4 Soldiers were scheduled for FY20 Civil Affairs and Assessment and Selection (CAAS) courses. The Civil Affairs Personnel Division is still accepting applications for the PSA Program. Contact the CA Personnel Division at swcscapersonnel@socom.mil for further details.
Doctrine is the body of professional knowledge that guides how Soldiers perform tasks related to the Army’s role: the employment of landpower in a distinctly American context. Doctrine establishes the language of the profession. Doctrine is not a catalogue of answers to specific problems. Rather, it is a collection of fundamentals, TTP for thinking about military problems, which operations are the most complex, and what actions best solve them. Doctrine is not what to think or how to solve specific problems.

Doctrine serves as a starting point for thinking about and conducting operations. When leaders and Soldiers allow it to fulfill this role, doctrine makes six basic contributions to the conduct of operations and the development of military professionals. Each is vitally and equally important. Each contributes directly to the conduct of operations and mission effectiveness.
CA Doctrine (Continued)

The CA Doctrine Division functions as the doctrine domain manager for all Army CA forces. The doctrine division develops CA doctrine for the planning and execution of Civil Affairs operations (CAO) by CAO staff officers (G-9/S-9) and sections, CA units and teams, and the civil military operations center (CMOC). We currently manage, develop, write, revise, review, staff, integrate, and publish over 30 CA doctrine products. Through doctrine review of 225 products annually, we not only ensure that CA literature products are consistent with allied, joint, multi-Service, and Army doctrinal publications; but that CA equities are captured and promulgated throughout service and joint doctrine.

When manpower and resources allow we provide operational support to CA units, training centers and exercises. We conduct external engagements with other proponents, combined arms doctrine division (CADD), combined arms center (CAC), USSOCOM, sister services and the interagency. We also provided doctrinal SME support to other DOTMLPF-P domain managers as required.

Overall product development and review workload has grown exponentially with zero realized growth to manpower resources.
CA Doctrine (Continued)

CA Doctrine Products and Status

CA doctrine division produces a body of 30+ products consisting of an FM, ATPs, and GTAs. FMs and ATPs can be found digitally on the Army publishing directorate website; while GTAs can be digitally found on the central Army registry website and hardcopies of most GTAs can be obtained at any local TASC.

BLUF on new information since the last newsletter.

- ATP 3-57.20, FHA should go out for a 90 day staffing in early 2nd QTR 20.
- ATP 3-57.50, CIM comments are being adjudicated through Nov 19.
- ATP 3-57.60, CA Planning should go out for a 90 day staffing in Dec 19.
- ATP 3-57.70, CMOC comments are being adjudicated through Nov 19.
- GTA 41-01-006, CA Organizations and Functions was published 7 Nov 19.

FM 3-57, Civil Affairs Operations

This manual is current and was last published in Apr 19 and is scheduled for the next revision to start in Apr 21. FM 3-57 is written up and out to tell the Army what capabilities the CA branch brings in support of Army operations. The rewrite changed the taxonomy to match language in ADP 1-01 to include role, core competencies, and functions. Some of the other changes within the manual include:

- Common descriptions and language for all core competencies and functions.
- Development of branch characteristics and principles.
- Development of a CA logic chart to tie into FM 3-0 and the Army strategic roles.
- Development of tactical mission tasks for CR and CE.
- Discussion of CAO support to the elements of decisive action and other army mission sets.
- Bullet lists of roles and functions of CA forces supporting each of the listed mission sets.
- Removal of the organizations and functions chapter (Moved to GTA 41-01-006).
- Development of a CA graphics appendix.
CA Doctrine (Continued)

ATP 3-57.20, Civil Affairs Support to Foreign Humanitarian Assistance
This is a revision to the current ATP 3-57.20 dated Feb 13. A pre-draft version of this manual was staffed to a small community of interest (mostly policy) prior to it going into editing. The manual is currently in editing with an estimated worldwide staffing in 2nd QTR 20 with a publication target date of Aug 20. Primary author is Mr. Hill. If you would like to be added to the FHA SME contact list, have vignettes, or pertinent data that you wish to contribute to the production of this manual please contact the author at howard.hill@socom.mil.

ATP 3-57.30, Civil Affairs Support to Nation Assistance
This manual was last published in May 14. Joint doctrine changes (JP 3-0) removing the term nation assistance and replacing it with foreign assistance will require this manual to be assessed for a complete rewrite. Assessment will begin as soon as manpower and other resources become available. If you would like to be added to the foreign assistance SME contact list, have vignettes, or pertinent data that you wish to contribute to the production of this manual please contact the author at ron.vogus@socom.mil.

ATP 3-57.40, Military Government Operations
This publication was originally on hold for information from IMSG with regards to the organization and employment of CA functional specialists for executing transitional military authority. As manpower and other resources become available this manual will be scheduled for initial production to capture the CA branch’s role in transitional military authority and support to civil administration as part of overarching military government operations. CA branch requires a concept for the execution of transitional military authority and the employment of the CA MGO capability before this manual can be completely flushed out. If you would like to be added to the Military Government Operations SME contact list, have vignettes, or pertinent data that you wish to contribute to the production of this manual please contact the author at todd.vajner@socom.mil.

ATP 3-57.50, Civil Affairs Civil Information Management
This is a revision to the current ATP 3-57.50 dated Sep 13. Publication development began Jan 17. Program directive staffed 30 Jan 17. CIM survey staffed was 14 May – 15 Jul 17. A CIM working group (consisting of over 30 CIM experts from across DOD) was held 21-23 Aug 18 to review and revise the draft manual prior to world wide staffing. The initial draft was sent out for worldwide staffing on 1 Jul 19 with a suspense for comments of 27 Sep 19. We received 287 comments from 21 respondents. We are currently adjudicating comments and should be complete by EOM Nov 19. ATP 3-57.50 has a publication target date of May 20. Primary author is Mr. Vajner. If you would like to be added to the CIM SME contact list for future products contact the author at todd.vajner@socom.mil.
CA Doctrine (Continued)

ATP 3-57.60 Civil Affairs Planning

This is a revision to the current ATP 3-57.60 dated Apr 14. Publication development began Apr 17. Program directive was staffed in Jun 17. A CA planning working group (consisting of over 30 CA planning SMEs from across DOD) was held at Fort Bragg from 14-18 Jan 19. This working group provided feedback to make the author’s draft as close to close to right as possible before worldwide staffing. The manual is currently delayed in Literature Development Directorate (LDD) for creation of the ID with an adjusted estimated worldwide staffing date of 2 Dec 19 with a 90 day suspense. ATP 3-57.60 has a publication target date of Sep 20. Primary author is Mr. Gaweda.

ATP 3-57.70, Civil-Military Operations Center

This is a revision to the current ATP 3-57.70 dated May 14. Publication development began Sep 17 but was delayed due to manpower shortages and the focus on FM 3-57. The author completed the revision of the program directive and staffing letter, and developed a CMOC issue paper for staffing. A CMOC working group (consisting of over 30 CMOC SMEs from across DOD) was held from 25 Feb – 1 Mar 19 to review and revise the manual prior to worldwide staffing. The initial draft was sent out for worldwide staffing on 1 Jul 19 with a suspense for comments of 27 Sep 19. We received 264 comments from 19 respondents. We are currently adjudicating comments and should be complete by EOM Nov 19. ATP 3-57.70 has a publication target date of May 20. If you would like to be added to the CMOC SME contact list for future products please contact the author at ron.vogus@socom.mil.

ATP 3-57.80, Civil-Military Engagement

Original publication was published in Oct 13. This revision is currently in the research phase. The revision, IAW discussions with the 95th CA BDE commander, will focus chapters on specific TTP and best practices by theater/battalion. Authorities will be left to the program manager to promulgate with their regular revisions to the USSOCOM directive. If you would like to be added to the CME SME community of interest please contact the author at howard.hill@socom.mil.
CA Doctrine (Continued)

GTA 41-01-001, CA General Concepts
This GTA is current and was last published in Jan 19. Primary author is Mr. Hill.

GTA 41-01-002, Arts, Monuments and Archives
This GTA is current and was last published in Oct 15. Revision will begin O/A Dec 19. Primary author is Mr. Commendatore.

GTA 41-01-003, Civil Affairs Team Guide
This GTA is current and was last published in Jun 19. Primary author is Mr. Hill.

GTA 41-01-004, CA Reference Guide
This GTA is current and was last published in Sep 16. Revision will begin O/A Dec 19. Primary author is MAJ Rendon.

GTA 41-01-005, Religious factors Analysis
This GTA is current and was last published in Feb 15. Revision will begin O/A Dec 19. Primary author is Mr. Commendatore.

GTA 41-01-006, CA Organizations and Functions
This GTA is current and was just published in Nov 19. Currently the GTA can be found on the Central Army Registry with hard copies becoming available soon. Primary author is Mr. Hill.

GTA 41-01-007, Civil Affairs Project Management
This is a revision to the current GTA 41-01-007 dated Nov 12. Publication development began Jan 17. The ID was reviewed by TJAG and contracting but the FD has been held up in editing since Aug 19. The target publication date is Jan 20. Primary author is Mr. Gaweda.

GTA 41-01-008, Negotiations and Mediation
This GTA is current and was last published in Sep 16. It is available digitally from the Central Army Registry and in hard copy on rip stop/waterproof paper from your local TASC. Revision will begin O/A Sep 20.

GTA 41-01-009, CAO Staff Support (TBD)
This GTA was put on permanent hold by the CA commandant’s office for competing priorities and manpower. As resources become available this GTA will be reassessed for priority by the proponent manager’s office.
CA Doctrine (Continued)

GTA 41-01-010, Civil Affairs Protection Considerations
This GTA is current and was last published in Aug 18. Primary author is Mr. Gaweda.

GTA 41-10-001, PRC General Concepts
This GTA is current and was last published in Aug 15. Revision will begin in conjunction with the rewrite of ATP 3-57.10, Populace and Resources Control.

GTA 41-20-001, FHA General Concepts
This GTA is current and was last published in Sep 16. Revision will begin after the staffing of ATP 3-57.20, Foreign Humanitarian Assistance to synch the GTA with the revised ATP. Primary Author is Mr. Hill.

GTA 41-20-002, Foreign Disaster Relief
This is a new GTA. Publication development began Jan 17. Delayed in development of the authors draft (AD) due to the production of ATP 3-57.20, FHA. Production will resume after the staffing of ATP 3-57.20, FHA to allow the GTA to be properly synced with the manual. Estimated publication target date of Jun 20. Primary author is Mr. Hill.

GTA 41-20-003, Steady State Humanitarian Assistance
This is a new GTA. Publication development began Feb 17. Delayed in the development of the author’s draft due to manpower issues and kept on hold due to the production of ATP 3-57.20, FHA. Production will resume after the staffing of ATP 3-57.20, FHA to allow the GTA to be properly synced with the manual. Estimated publication target date of Jun 20. Primary author is Mr. Hill.

GTA 41-30-001, Foreign Assistance General Concepts
This GTA is current and was last published in Dec 18. Primary author is Mr. Vogus.

GTA 41-50-001, CIM General Concepts
This GTA is current and was last published in Oct 15. Revision will begin O/A Dec 19 after the adjudication of comments from worldwide staffing of ATP 3-57.50, CIM. Primary author is Mr. Vajner.

GTA 41-50-002, CIM - Collection
This is a new GTA. Publication development began Jan 17. Currently in editing for the development of the initial draft (ID). Estimated target publication date of Oct 19. Primary author is Mr. Vajner.
CA Doctrine (Continued)

GTA 41-50-003, CIM - Collation

This GTA is current and was last published in Sep 18. Primary author is Mr. Vajner.

GTA 41-60-001, CA Planning Guide

This GTA is current and was last published in Sep 16. Revision will begin O/A Mar 20 to synch GTA content with the revision of ATP 3-57.60, CA Planning. Primary author TBD.

GTA 41-70-001, CMOC General Concepts

This is a new GTA. Publication development began March 17 but was delayed by manpower shortages. Currently in final draft but being held to ensure it coincides with the revision of ATP 3-57.70, CMOC which is currently going through comment adjudication. Target publication date is Jan 20. Primary author is Mr. Vogus.

GTA 41-80-001, CME General Concepts

This is a new GTA. A draft of this GTA was developed but put on hold pending discussions with USSOCOM on a SOCOM CME publication. Production will resume after the staffing of ATP 3-57.80, CME to allow the GTA to be properly synced with the manual. Primary author is Mr. Hill.

SH-3-57-1 – 11, Civil Affairs Doctrine Posters

From MAR – SEP 2019, the Civil Affairs Doctrine Division at USAJFKSWCS produced a set of doctrine posters to help promulgate the new FM 3-57, Civil Affairs Operations. There were 11 total posters in the set that capture the new taxonomy of FM 3-57. The posters were printed as 13x19 semi-gloss posters and shipped, unframed, to CA units on and off Fort Bragg.

The doctrine division has mailed or hand delivered 310 sets of the poster line to every CACOM, CA BDE, and CA BN, as well as SWCS NCOA, TASS BDE, 1st TNG BDE, CGSC, and West Point. A digital version of the posters in PDF was also sent to each unit for additional use. Follow-up will occur in March for feedback on efficacy of the product.

NOTE: 2017 was the last year CA doctrine division was able to start any new doctrine products. With manpower shortages we are only able to maintain and revise the current body of publications unless additional risk is assumed and changes to priorities are made. The organization of publications and GTAs should be revised IAW with the core competencies and functions captured in FM 3-57 but until the current ongoing revisions are complete and the manpower issues are resolved this will not be possible without changes in priority and guidance.
CA Doctrine (Continued)

Doctrine Resources

- CA Doctrine Division Static e-mail: cadoctrine@socom.mil
- Central Army registry: https://rdl.train.army.mil/catalog/catalog/search.html
- Army Training Network: https://atn.army.mil/
1. Operational Environment (OE) Enhancements to CA Training

- TRADOC Pamphlet (TP) 525-92, The Operational Environment and the Changing Character of Warfare (OCT 2019) provides a detailed assessment of the multiple, complex challenges the Army faces in the OE. Its Foreword includes a challenge to the entire Army team to study the OE and states, “Shared understanding of the environment is essential to preparing our people, setting the context for readiness, informing our modernization efforts, and guiding us in reforming our processes to meet new challenges.”

- The new TP illustrates a continuum divided into two distinct timeframes, The Era of Accelerated Human Progress (2017-2035) and the Era of Contested Equality (2035-2050), and depicts different doctrinal and technological challenges that the U.S. Army will face in the near to mid future. It describes both timeframes in detail, accounting for all aspects across the diplomatic, information, military, and economic (DIME) spheres, to allow Army forces to train to an accurate and realistic Operational Environment (OE). The culmination of five-years of effort involving all elements of the U.S. Army’s TRADOC G-2, TP 525-92 supports the collaborative Army transition to an OE developed by TRADOC and United States Army Futures Command (AFC).

- While the Army developed the new TP, Civil Affairs training developers were engaged in a parallel multi-year deliberate effort to ensure that all training products adequately represent the operational environment (OE) as described by TRADOC and Army publications. The result is that all Civil Affairs collective tasks and training courses now use elements of the OE as their context for learning.

2. Training Development Resources for OE Integration

- The OE in the new learning products reflects content in three primary resources that Civil Affairs training developers consulted. First, Field Manual 3-57, Civil Affairs Operations (17 APR 2019) provides an excellent depiction of how Civil Affairs supports unified action and enables civil-military operations in the “Civil Affairs Logic Chart” on page viii. This helped to frame CAO in the OE and provided linkages to FM 3-0.
The second resource that enabled Civil Affairs training developers to integrate OE into courseware is the Decisive Action Training Environment (DATE) Caucasus scenario. This detailed product discusses OE conditions through the Political, Military, Economic, Social, Information, Infrastructure, Physical Environment, and Time (PMESII-PT) variables. Civil Affairs officers and NCOs who have completed various PME courses may recognize the five named nations (Donovia, Gorgas, Limaria, Atropia and Ariana) in the DATE Caucasus scenario. Because many PME courses and training events focus on Atropia, Civil Affairs training developers used other countries as an alternative to what may be too familiar for students. All DATE OE products are available online with CAC through the TRADOC OE Data Integration Network (ODIN) site at https://odin.tradoc.army.mil/.

Finally, although the OE is much more than threat, training developers recognized the need for info to support realistic live training that includes both lethal and nonlethal threats. For training and education scenarios that require an OPFOR in large scale combat operations, training developers have used Danovia Military Forces order of battle information from the ODIN website. When the scenario is based on the Multidomain Operations (MDO) concepts of Competition and Return to Competition, training developers determined the Threat 2025+ Hybrid Threat Blueprint Five “Irregular Force Destablizing Megacity” product produced by TRADOC G-2 ACE Threats Integration met all requirements for scenarios. It is also malleable for use in multiple OEs, both physical and virtual.
Training Development Division (Continued)

3. Collective Training Products

- All Civil Affairs collective tasks approved in FY19 and FY20 include a conditions statement that The CA element is conducting operations in a dynamic and complex operational environment (OE) against a hybrid threat. While a specific OE is not directed, these tasks provide requirements for determining the OE in which the task is to be trained and evaluated.

- Complex OE requires a minimum of four (Terrain, Time, Military (Threat), and Social (Population)) or more operational variables, including Political, Military, Economic, Social, Infrastructure, Information, Physical Environment and Time (PMESII-PT) to be replicated in varying degrees based on the task being trained.

- Dynamic OE requires Operational variables and Threat TTPs for assigned counter-tasks to change in response to the execution of this task. A Hybrid threat consists of a diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and/or criminal elements unified to achieve mutually benefiting effects.

- Since July 2019, collective training developers have gained approval for twenty-one (21) collective tasks. These and other approved collective tasks are available on the Central Army Registry—CAR (formerly the Reimer Digital Library—RDL) with CAC at https://atiam.train.army.mil/mthp/.
Training Development Division (Continued)

4. **38B Civil Affairs Specialist Training and NCO PME**
   - The 38B Civil Affairs specialist Advanced Individual Training (AIT) and MOS Training (MOS-T) STX and FTX events rely on a legacy Common Framework of Scenarios Haiti context in Pineland. The newest TRADOC REG 350-6, Enlisted Initial Entry Training Policies and Administration (AUG 2019) requires DATE as the scenario for initial entry training (IET). The relocation of the 38B AIT course to Fort Jackson, South Carolina will facilitate realigning its scenario in the future.
   - Students in the 38B Advance Leader Course (ALC), whether in the USAJFKSWCS Active Component MOS course or the TASS Reserve Component course, will learn about civil component analysis using the Limaria. This DATE Caucasus nation is also used for the CA vignettes in the CA Core Competencies module. During the MDMP module, students will apply learning in a Gorgas-based scenario in FY20.
   - Students who attend the TASS Reserve Component 38B Senior Leader Course (SLC) will use all five DATE Caucasus countries in their systems analysis for civil component analysis module, with each group analyzing a different country). The planning scenario, which is used through the rest of the course, is based on LSCO in the DATE Caucasus.

5. **38A Civil Affairs Officer Training and PME**
   - Both the Active Component and Reserve Component Captains Career Courses (CCCs) will use DATE Caucasus during two PLANEX practical applications beginning in FY20. PLANEX 1 is a Competition-based/Theater Security Cooperation scenario that places students in Gorgas and requires them to conduct MDMP. PLANEX 2 is a second MDMP iteration based on a transition to LSCO in Gorgas, where the students are members of a CAPT supporting a U.S division conducting operations to defeat a Danovian incursion.
   - Training developers adapted PLANEX 2 for the CG CAC-directed Branch Preparation block for resident CGSOC students. In order to better prepare them to plan branch capabilities during the Advanced Operations Course, students were placed in an immersive scenario from 12-15 NOV 2019 that required them to plan CAO based on the LSCO Danovian incursion in Gorgas. Specifically, they analyzed how Civil Affairs supports/enables a Passage of Lines, Wet Gap Crossing, Hasty Defense and Security Zone Operations.
In addition to reading TRADOC Pamphlet (TP) 525-92 and using the resources on the ODIN site, members of the Civil Affairs Corps who are interested in how the Army defines the OE should consult TRADOC PAM 3-8, Multi-Domain Combined Arms Operations at Echelons Above Brigade 2025-2045 (DEC 2018). Joint Operating Environment (JOE) 2035 (JUL 2016) provides a different and useful perspective by describing the future security environment and projecting the implications of change for the Joint Force so it can anticipate and prepare for potential conflicts.
**IMPORTANT DATES**

- 06-07 DEC 2019: Maneuver Enhancement Brigade (MEB) Senior Leaders Forum
- 06-07 DEC 2019: Commemoration of the 30th Anniversary of Operation JUST CAUSE, ASOM
- 10-13 DEC 2019: Cyber CCoE Concept Development Initial Planning Meeting, Fort Gordon, GA
- 14 DEC 2019: Army/Navy Game
- 16-31 DEC 2019: USASOC 1/2 Day Schedule
- 1000hrs 18 DEC 2019: CA AIT Class 001-20 Graduation, JFK Auditorium
- 19 DEC 2019: All things Reserves Meeting, HQ’s, USACAPOC
- 27-31 JAN 2020: Silent Quest 20 LOE #3
- 06 FEB 2020: 38G Board
- 12 FEB 2020: CA DMOR/HMOR Nominations Suspense
- 24-28 FEB 2020: CA DMOR/HMOR Board
- 30 MAR - 03 APR 2020: Silent Quest LOE #4