

Joint Planning Process (JPP) Worksheet

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Module 5: Joint Planning Process

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STEP 1: INITIATION & APPENDIX C: JIPOE

I. DEFINE THE OPERATIONAL ENVIRONMENT. (4111K Workbook, p. C-3)

Joint Area of Operations (JOA)

The JOA encompasses Borneo/East Malaysia-Brunei and the surrounding maritime/air approaches necessary for CJTF PACTEAK's air/sea control, JFE, and follow-on land operations (bounded by the coordinates below).

Approved PACIFIC TEAK JOA (LAT/LONG):

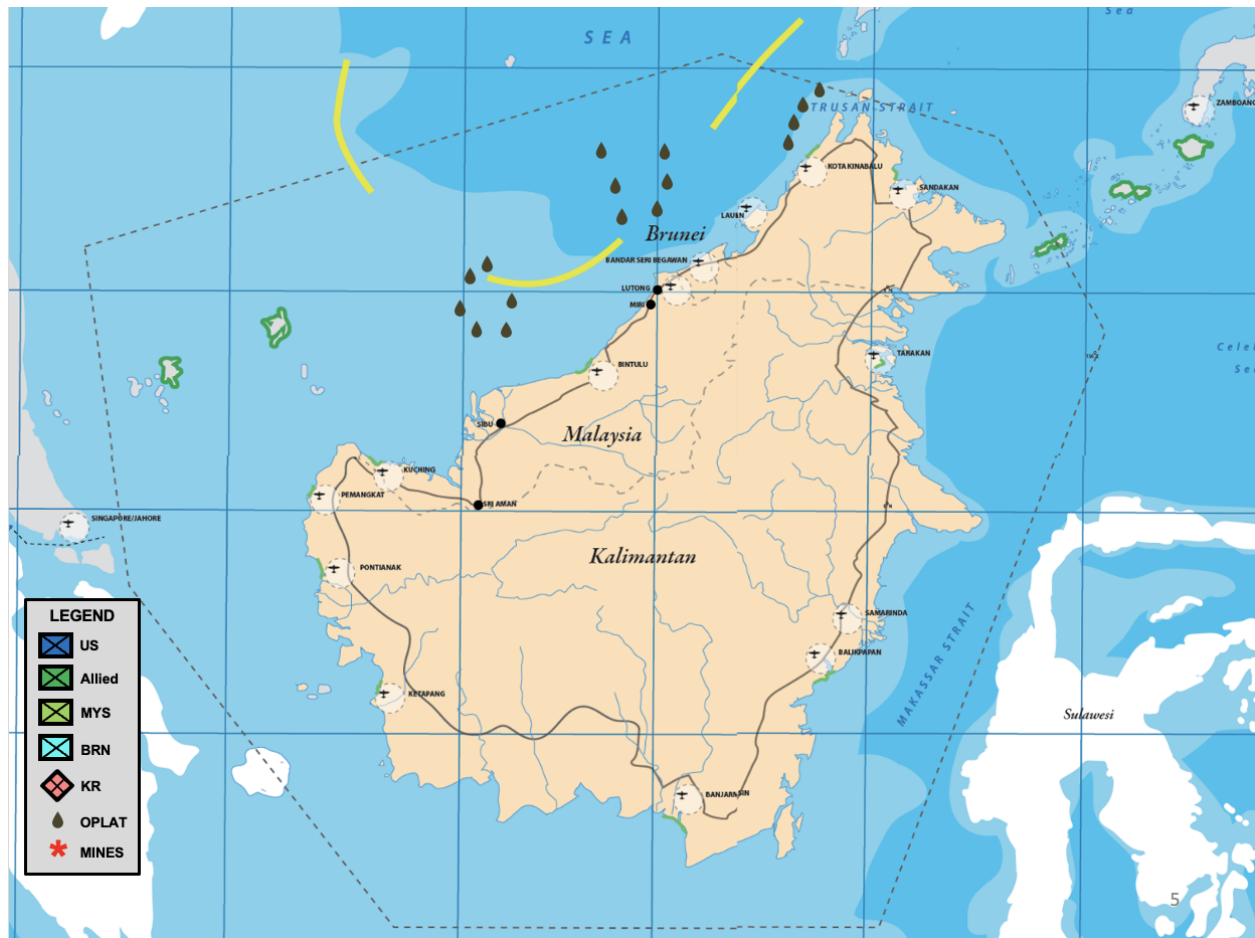
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Geographically, the environment is dominated by dense jungle terrain, limited road networks, sea routes that are full of narrow passages where ships have no choice but to pass through tight, crowded areas. The key coastal urban centers whose control enables both land maneuver and sea control. The Trans-Borneo Highway, major ports such as Kuching and Sandakan, offshore energy infrastructure, and restricted straits create decisive terrain that links land operations to maritime outcomes. The adversary further defines the environment. Kalimantan has an integrated anti-access approach creating a maritime battlespace where sea control is temporary and localized, and where friendly forces must fight to gain and maintain access across multiple domains simultaneously.

Politically and militarily, the environment is coalition dependent and diplomatically constrained. Malaysia and Brunei are under direct threat and request assistance, while regional actors such as Indonesia impose restrictions on transit, and China's posture introduces escalation risk without

direct engagement. This constrains basing, overflight, and maneuver options and requires careful integration of coalition capabilities and authorities.

Finally, the operational environment is shaped by time and force availability. INDOPACOM forces are dispersed, strategic lift is finite, and higher-priority contingencies elsewhere in the theater compete for assets. These factors force deliberate sequencing of operations, acceptance of risk in some domains, and reliance on naval forces to hold the line while joint and coalition combat power builds



Area of Interest (AOI)

The AOI includes the JOA plus adjacent and supporting areas whose political/military developments affect PACTEAK, to include:

- **Indonesia and its archipelagic waters/territorial sea/airspace**, given declared neutrality and operating-rights constraints (critical for routing, overflight, and deconfliction).

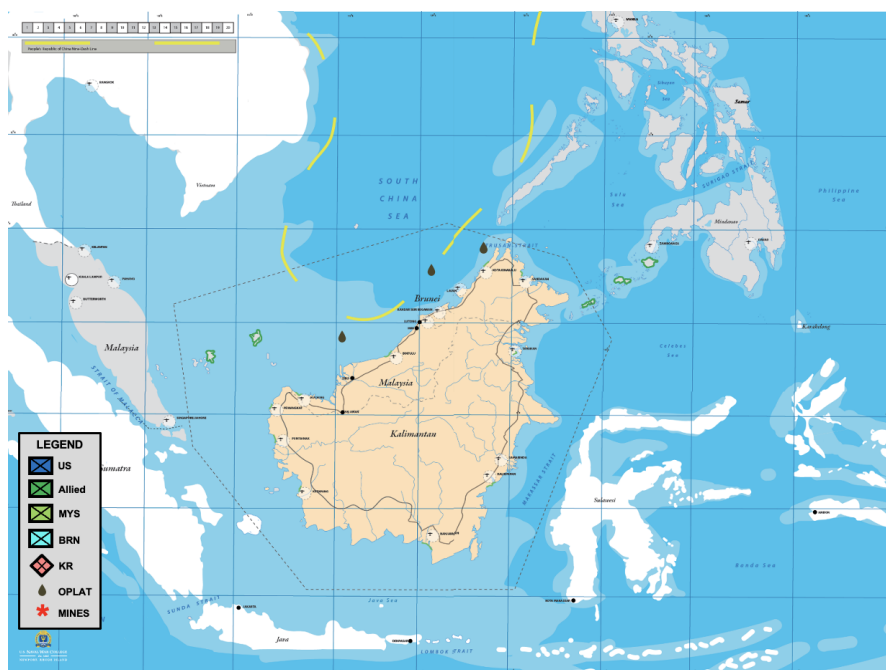
- **Regional coalition/support nodes and sea/air lines of communication**, including key regional ports and access locations used for staging and sustainment (e.g., Singapore; Thailand ports; Brunei/Malaysia ports; Philippines ports; Guam/Marianas).
- **The broader INDOPACOM context** driving force availability and timing, including competing priority demands elsewhere in theater (e.g., high-end contingency focus in Northeast Asia).
- **Political/targeting limitation sensitivities** in and around the operating area that shape escalation risk and permissible actions (e.g., restrictions on certain preemptive strikes).

The area of interest includes the entirety of Borneo, the surrounding maritime approaches, and the regional land, sea, air, and information spaces from which friendly, adversary, or third-party actors can influence operations. While combat operations are focused in Malaysian Borneo (Sarawak and Sabah), the AOI expands outward to capture the full system that affects outcomes.

Maritime space is central to the AOI. The South China Sea, Sulu Sea, Celebes Sea, and the Strait of Malacca are all included because adversary naval forces, submarines, and sea lines of communication operating in these waters can directly affect access, sustainment and freedom of maneuver. Offshore energy infrastructure, ports, and chokepoints within these waters are also part of the AOI due to their economic and strategic significance

The AOI also extends to Kalimantan, where adversary ground forces, missile units, air bases, logistics hubs, and command and control nodes are located. Even forces not immediately committed to the ground fight influence friendly planning through their potential to reinforce, escalate, or threaten maritime and air operations. Beyond Kalimantan, regional air and naval bases used by adversary or coalition partners are included because they shape force generation and response timelines.

Finally, the AOI includes the information and cyber environment across the broader Indo-Pacific, as regional actors, external powers, and global audiences influence legitimacy, escalation dynamics, and coalition cohesion. Actions taken outside the immediate AO, diplomatic pressure, information campaigns, or cyber activity, can alter decision making inside the AO.



Note: People's Republic of China (PRC) - The AOI, can be expanded to include the southern ports of China so intelligence can monitor possible shipments of firearms and other military supplies to Kalimantan.

II. DESCRIBE OPERATIONAL ENVIRONMENT EFFECTS. (C-5 to C-9)

Key Elements of the Factors of Space

Below are the spatial conditions that most directly shape PACIFIC TEAK. They highlight where geography, access, and theater posture constrain freedom of action, drive timelines, and create predictable points of friction for both friendly and adversary operations.

- **Theater geometry/distances:** INDOPACOM forces are dispersed across the AOR; distance is a major driver of deployment times, force cycling into the JOA, and sequencing of combat actions.
- **Terrain and Physical Environment:** Dense jungle, mountains, and limited road networks restrict land maneuver. Few ground lines of communication, key routes become decisive terrain, coastal and littoral complexity constrains naval movement and increases vulnerability .
- **Maritime environment (SLOC dependence):** The fight is shaped by access to and protection of sea lines of communication and maritime approaches to Borneo; Narrow seas and straits complicate sea control and logistics; Limited airspace access due to enemy defenses and scarce airfields; Malaysia/Brunei explicitly require SLOC security and protection of offshore energy production.
- **Adversary maritime posture:** Kalimantan naval forces have effectively controlled portions of the South China Sea littoral near Sarawak and have conducted reconnaissance, interdiction, boarding/search/seizure, and missile strikes against shipping.
- **Key operational corridors/nodes:** Ground operations are canalized along limited routes (e.g., Trans-Borneo highway) and hinge on key ports/airfields and coastal infrastructure (APOD/SPOD and port/airfield survivability drive options). Evidence in the scenario repeatedly links operational progress to port/airfield availability and littoral access.
- **Neutrality/access constraints (Indonesia):** Indonesia recognizes archipelagic sea-lane transit but denies foreign military aircraft overflight and suspends innocent passage for warships in archipelagic waters/territorial sea creating predictable routing constraints and potential diplomatic friction.
- **Competing theater priorities (“human space” + resource allocation):** Most air and intelligence assets are focused on a potential Korea/Japan high-end contingency; PACIFIC TEAK occurs in an “essential but secondary” theater affecting ISR, air power, and enabling support availability.
- **Basing and infrastructure constraints:** limited ports, airfield, and logistics infrastructure; key nodes are exposed and politically sensitive, driving reliance on sea basing and distributed operations. Water purification outside of Malaysia/Brunei urban areas is questionable and may require sterilization before drinking.
- **Operational Implication:** space favors maritime forces and joint integration. Requiring careful sequencing, protection of corridors, and sustained access rather than rapid massing.

- **Weather and Climate constraints:** Cyclone tracks in the South China Sea run along the coast of East Malaysia and Brunei. During April and May the likelihood of a cyclone is less than 15%, but in June that likelihood increases to a less than 25% chance. Relative humidity is 85-95% and rainfall throughout the year is typical with an average monthly rainfall of 7 to 10 inches. The average daily high/low temperature is 90/74 degrees Fahrenheit.
- **Navigational Hazards and constraints/ KRGCN:** The ocean depth surrounding Borneo is typically less than 200 meters, preventing U.S. submarines from operating around most of the coastal waters, except for the eastern coast between Bongao Island and the equator. The presence of reefs and significant navigational hazards in Eastern Malaysia and the East Coast of Kalimantan are not suitable for amphibious landings outside of a few resort hotel beaches. However, the ports of most major cities can receive large transport vessels. The KRGCN have a formidable coastal defense force of 90 fast inshore attack craft (FIAC) and operates 10 Houbei class-guided missile patrol craft. The KRGCN have also employed an unknown number of wave runners and pleasure craft in vicinity of Pontianak. Posing a significant threat to surface forces operating in the littorals surrounding Borneo.

Key Elements of the Factor of Time

Below are the time-related conditions that most directly shape PACIFIC TEAK. They capture the key timelines and decision windows that drive operational tempo, expose risk during force closure, and determine when friendly actions can outpace or be overtaken by adversary moves.

- **Enemy operational timeline:** JIOC assesses Kalimantan is in an operational pause and can resume large-scale ground operations as soon as early June, with projected advances into late June/early July along key axes.
- **Enemy reinforcement timeline:** 5th ID equipment loading completes around 6 June, ships could arrive off Kuching/Sandakan ~9 June, and advance forces could influence combat operations ~17 June.
- **Friendly time-force mismatch:** Malaysia requires 60–120 days to deploy significant forces to Borneo (depending on APOD/SPOD availability); meanwhile, Malaysia may be overrun as early as June creating an immediate coalition urgency problem.
- **Coalition reinforcement timeline:** Australia's infantry battalion arrives ~21 May 2022; this is an early but limited ground reinforcement.
- **Friendly readiness/availability constraints:** Friendly forces in the WARNORD may be restricted by readiness/training/outside tasking; KA22 MEB in Thailand is directed to terminate and prepare for combat operations affecting earliest employment and sequencing.

Example of Operational Environment Effects on Enemy and Friendly COAs (C-9 to C-10)

<u>Item:</u> REDLAND is bounded on three sides by neutral nations, and water on the fourth side.	<u>Effect on ECOAs</u> Enemy can minimize Force deployments on those neutral borders.	<u>Effect on friendly COAs</u> Friendly Lines of Operation will be predictable.
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Key Influences of Time/Space on ECOAs and Potential Friendly COAs

SITUATION	EFFECT ON ADVERSARY COAs	EFFECT ON FRIENDLY COAs
Item: Decisive objective is Brunei/BSB–Lutong energy complex; 1st–3d IDs committed forward; 4th/5th IDs are reserve/reinforcement; SOF/IO + maritime interdiction are constant shaping.	All ECOAs seek to isolate Brunei and compress CJTF decision time; axis varies (south / north / converging), but scheme relies on (1) shaping (SOF/IO), (2) maritime/air support to protect or extend the advance, and (3) timed arrival/offload of 4th/5th IDs to enable the decisive push.	Forces CJTF to prioritize I&W on 4th/5th ID movement and likely offload nodes (Kuching/Sandakan), defend or deny key ports/airfields, and contest maritime approaches early (escort/MCM/sea control) to prevent isolation of Brunei before force closure.
Item: Indonesia neutrality restrictions constrain routing (air overflight denied; warship passage restricted).	Adversary can exploit sanctuary effects and predictable coalition routing; may use proximity to neutral waters/airspace to complicate interdiction and targeting; can pressure coalition diplomatically by operating near Indonesian boundaries.	Friendly LOOs become more predictable and longer; increases need for diplomatic action, alternate basing/routing, and careful deconfliction; constrains air mobility and maritime maneuver options.
Item: Kalimantan has effective sea control/interdiction activity near Sarawak (missile strikes, boarding/search/seizure, shipping losses).	Enables continued pressure via SLOC interdiction, mining, and attacks on resupply shipping; supports an operational approach that isolates Borneo and accelerates collapse.	Forces early emphasis on sea control, convoy/escort, MCM, port defense, and protection of maritime sustainment before/while conducting JFE and land operations.

Item: Enemy time advantage; can resume major offensive as early as early June; reinforcements arrive mid-June.	Incentivizes a rapid follow-on offensive to seize remaining objectives before coalition mass arrives; supports a two-prong push toward Brunei/Miri petro-resources while coalition is still flowing in.	Requires “fight for time” actions (forward defense, immediate maritime/air posture, early-arrival capabilities), strict sequencing, and risk acceptance to prevent a fait accompli before June.
Item: Friendly ground reinforcement lag; Malaysia needs 60–120 days to build counterattack capacity; APOD/SPOD availability is critical.	Adversary can plan on limited near-term Malaysian counteroffensive capability; may prioritize strikes/mining against remaining ports/airfields to prolong friendly inability to mass.	Forces coalition to shoulder the main effort early; drives COAs that (1) preserve APOD/SPOD, (2) open/defend LOCs, and (3) create conditions for Malaysian force generation over time.
Item: SLOC/LOC. Topography and infrastructure make Southern Offensive most likely	Topography of Sarawak is primarily coastal plains and undulating countryside with a good road network (Trans-Borneo Highway), making for better maneuvering versus the more mountainous and forested Sabah region.	Coalition forces can focus ISR, strike, and interdiction efforts on the most predictable route that the Kalimantan forces will be forced to travel. Slowing AKR advancement and sustainment capabilities.

II. EVALUATE THE ADVERSARY (The factor of Force).

Evaluate the Adversary (C-11 to C-12)

Summarize the Key Elements of the Factor of Forces (Adversary):

Kalimantan’s operational approach rests on a combined-arms force that can generate rapid ground pressure in Sarawak/Sabah while leveraging air, coastal defense missiles, and maritime interdiction to constrain coalition access and sustainment. The key adversary force elements below highlight what most directly affects PACIFIC TEAK planning: the capabilities that enable

the offensive, the systems that threaten LOCs and entry operations, and the constraints the CJTF can exploit.

- **Force development and external enablement:** Kalimantan rapidly expanded to five infantry divisions and grew air and naval forces with significant PRC military sales, training, and technical assistance; PRC naval modernization includes surface combatants, submarines, missiles, mines, and ISR/ECM investment.
- **Integrated A2/AD-style coastal defense:** Kalimantan employs mobile coastal defense cruise missiles (C-802A) and an anti-ship ballistic missile variant (Fateh-110) with cueing/targeting from joint sensors and third-party sources; systems are truck-mounted and typically hidden/defended by SAM point defenses.
- **Air defense and tactical air power:** Kalimantan forward-based fighters/strike aircraft from Kuching and fielded S-300PMU-1 SAM coverage (Kuching) that extends protection over key ground LOCs; tactical air can expand to anti-shipping and strikes on ports/airfields/population centers.
- **Maritime forces and demonstrated sea control effects:** KRN has effectively controlled portions of the littoral and executed reconnaissance, interdiction, boarding/search/seizure, and missile strikes; Malaysian naval losses and damaged/sunk merchant traffic indicate credible anti-shipping capability and operational reach enabled by dispersed “hideout” bases.
- **Submarine/mine warfare capability (with a noted gap):** KRN operates Kilo and Song diesel submarines suited to sea denial/ASUW and mine-laying near SLOCs; however, ASW is assessed as a capability gap relative to ASUW/AAW priorities.
- **Current ground disposition and operational posture:** In Sarawak, AKR 1st and 2nd IDs hold Kuching/Simanggang with five combat brigades available (after occupation requirements); forces are preparing to resume multi-brigade operations along the Trans-Borneo highway.
- **Reinforcements and timelines (near-term risk driver):** AKR expects 5th ID equipment loading complete ~6 June with arrival as early as ~9 June and advance elements influencing combat ~17 June; in Sabah, 3d ID is deployed and postured for follow-on operations after logistics preparations, with potential additional amphibious lift from 4th ID as early as early June (destination/intentions uncertain).
- **Logistics and sustainment friction:** Kalimantan’s ground forces are assessed as exhausted/out of supplies after the Sarawak push; prior Malaysian SOF attacks delayed sustainment, and KRN efforts to build a Kuching logistics hub have been hampered by limited deployable maintenance/logistics capacity, an exploitable constraint if targeted properly.
- **Cyber/information operations:** Kalimantan fields a dedicated cyber force (KISF) capable of defensive security and offensive exploitation/attack (capability level uncertain).

but assessed “low-tier”); cyberattacks against Malaysian C2 nodes have occurred and degraded command and control in the maritime fight.

IV. DETERMINE ADVERSARY COAs. (C-16 to C-28)

Adversary Center of Gravity Determination

1a. Desired End State A unified Borneo under Kalimantan political control achieved by coercing/neutralizing Brunei’s regime and securing the Bandar Seri Begawan–Lutong/Miri energy complex while consolidating gains in Sarawak and Sabah.	
1b. Strategic Objective(s) Kalimantan will consolidate and legitimize its sovereignty claims across Borneo by compelling political outcomes favorable to President Riady, securing control over offshore energy production and associated maritime approaches (especially in the Miri–Brunei sector), and forcing Brunei’s capitulation to seize key petro-resource infrastructure before coalition combat power can close.	
1c. Operational Objective(s) Kalimantan will resume major offensive operations along a selected axis to isolate and seize the Brunei objective area (BSB-Lutong/Miri approaches) while using SOF, influence operations, and maritime interdiction to disrupt coalition timelines and set conditions for the decisive ground decision.	
2a. Critical Strengths • Forward-positioned divisional combat power (2nd ID + elements of 1st ID) already staged for renewed offensive operations. • Effective littoral sea-control/interdiction capability with	2b. Critical Weaknesses • Operational reach constrained by sustainment shortfalls like the naval logistics hub effort at Kuching hampered by lack of deployable maintenance/logistics units. • ASW remains a capability gap

demonstrated success against warships and logistics shipping. • Integrated maritime fires network (CDCM/ASBM cueing) and layered SAM coverage protecting key nodes and complicating friendly air/maritime freedom of maneuver.	(training/proficiency limitations) that can be exploited to contest their maritime picture and sea-control confidence. • Joint integration is uneven at the operational level, raising risk of desynchronization when forced into complex, contested sequencing.
3a. Strategic COG President Riady's regime decision authority and its ability to sustain political will and external enabling support for the Borneo campaign.	
3b. Operational COG AKR's forward-deployed, multi-brigade ground combat power in Sarawak (2nd ID + elements of 1st ID), enabled by protected basing and sustainment that allows continued offensive maneuver along the Trans-Borneo axis.	
4. Critical Capabilities • Reinitiate and sustain multi-brigade offensive ground operations to seize key nodes and advance toward the Miri/Brunei energy complex. • Control/interdict the Sarawak littoral and expand maritime pressure toward Brunei as the ground fight moves north/east. • Shield the forward scheme with SAM coverage and coastal/maritime strike fires to raise costs for friendly intervention. • Kalimantan secures and exploits key lodgments and operational nodes (ports, airfields, main supply routes, population centers) to enable rapid movement of the 4th/5th Infantry Divisions and sustained maneuver. • Kalimantan establishes local sea control and sea denial in the littorals and approaches to protect friendly movement, threaten offshore energy infrastructure, and constrain coalition reinforcement and resupply into the JOA.	
5. Critical Requirements • Completed logistics preparations and timely arrival/integration of 5th ID reinforcements (mass + sustainment for continued tempo).	6. Check CVs • Forward naval reach is sustainment-limited; Kuching maritime logistics effort is explicitly hampered by maintenance/log

- Secure forward basing and protected air defense network (Kuching as a key enabling node). - Sufficient maritime sustainment to maintain sea control at extended ranges (logistics/maintenance support forward). - Secure logistical routes to provide sufficient ground forces sustainment.	shortfalls. - ASW capability gap reduces their ability to protect sea lines and high-value units against undersea pressure. - Reinforcement flow is time-bound and port/airfield dependent (Banjarmasin load-out; Kuching/Sandakan arrival points), creating predictable windows to disrupt massing and tempo. - Forward deployed Kalimantan SAM sites are concentrated in vicinity of Kuching and Sandakan airports with little redundancy if they were destroyed. Resulting in degraded A2AD capability.
7. Decisive Points 5th ID fails to arrive on schedule or cannot integrate due to interdiction or degraded reception/staging. - KRN cannot extend sea control north/east as the offensive progresses (loss of ability to threaten Brunei shipping/offshore energy fields). - Forward basing/air defense at Kuching is neutralized or suppressed sufficiently to expose AKR maneuver forces and disrupt operational tempo.	

Friendly Center of Gravity Determination

1a. Desired End State Kalimantan forces in and around the JOA are defeated; Malaysia's territorial integrity is restored; Kalimantan military forces return to Kalimantan; conditions set for turnover of the battlespace to Malaysian forces and restoration of regional stability.
1b. Strategic Objective(s) The joint force will enable Malaysian-led restoration of territorial integrity and stability in East Malaysia through follow-on operations, defeat Kalimantan forces while preserving freedom of navigation and overflight in disputed areas, protect critical energy infrastructure with minimal

civilian harm, and maintain coalition cohesion and flexibility as a secondary INDOPACOM effort.

1c. Operational Objective(s)

The joint force will establish air superiority and sea control to enable forcible entry and sustainment into the JOA, rapidly defeat Kalimantan maneuver forces in the decisive land battle, secure Brunei's key ports, airfields, and oil facilities to preserve operational access and deny adversary leverage, and transition battlespace control to Malaysian forces once Kalimantan forces are defeated or withdrawn.

2a. Critical Strengths

- Superior ability to generate joint combat power: credible air and maritime forces to gain air/sea control and enable JFE.
- Coalition legitimacy and access (Malaysia/Brunei supported; multiple partners contribute forces).
- Professional operational art and joint C2 capacity under CJTF PACTEAK with established component frameworks (JFACC/JFMCC/CFLCC). High-end ISR/precision targeting potential (when apportioned) and strong mobility/logistics enterprise (TRANSCOM enablers).

2b. Critical Weaknesses

- Exterior lines and time-space-force stress: dispersed forces and long distances drive risk in sequencing and force closure.
- PACIFIC TEAK is a secondary effort in theater; air and ISR are constrained by competing priority demands.
- Dependency on a limited set of ports/airfields and protected LOCs; vulnerable to interdiction, mines, and missile threats.
- Coalition political and ROE friction risks (civilian harm sensitivity; infrastructure protection requirements).

3a. Strategic COG

Coalition political cohesion and strategic freedom of action under USINDOPACOM leadership to sustain the intervention long enough to restore Malaysian territorial integrity without escalation or loss of legitimacy.

3b. Operational COG

CFLCC land forces (the decisive land combat capability) once forcibly inserted and sustained in the JOA, able to maneuver at tempo and defeat Kalimantan ground forces.

4. Critical Capabilities

- Gain air superiority and sea control to reduce risk to JFE and protect LOCs.
- Conduct JFE and rapidly build combat power ashore.
- Defeat Kalimantan ground forces through speed, movement, and maneuver.
- Secure/retain key ports, airfields, and energy infrastructure while limiting civilian harm.
- Transition battlespace control to Malaysian forces and set conditions for follow-on stability.

5. Critical Requirements

- Sufficiently protected APOD/SPOD and assured LOCs (maritime security, MCM, air/missile defense, port/airfield defense).
- Timely force flow / RSOI / sustainment to overcome exterior-line disadvantages and maintain tempo.
- Effective joint/combined C2 and interoperability across components and partners.
- ISR and targeting processes that enable discrimination, protect civilians, and preserve legitimacy.
- Logistics capacity ashore to sustain land maneuver and exploit opportunities.

6. Check CVs

- Dependence on a small number of ports/airfields and predictable LOCs (disruption delays force closure and tempo).
- Long force-flow timelines and sequencing risk (late arrival of key land capabilities increases probability of adversary fait accompli).
- Limited theater air/ISR apportionment due to competing contingencies; CJTF may operate with constrained ISR and air power at decisive moments.
- Political/legitimacy exposure if civilian casualties or energy infrastructure damage occurs (can fracture coalition and constrain operations).
- JFE risk window prior to air/sea control being firmly established.

7. Decisive Points

- Achieve air superiority and sea control to a level acceptable for JFE.
- Successful JFE and establishment of a secure lodgment enabling rapid buildup of CFLCC combat power.
- Retain/secure Brunei key ports, airfields, and oil facilities (prevents operational strangulation and strategic leverage loss).
- Defeat/force withdrawal of Kalimantan maneuver forces from the JOA and transition

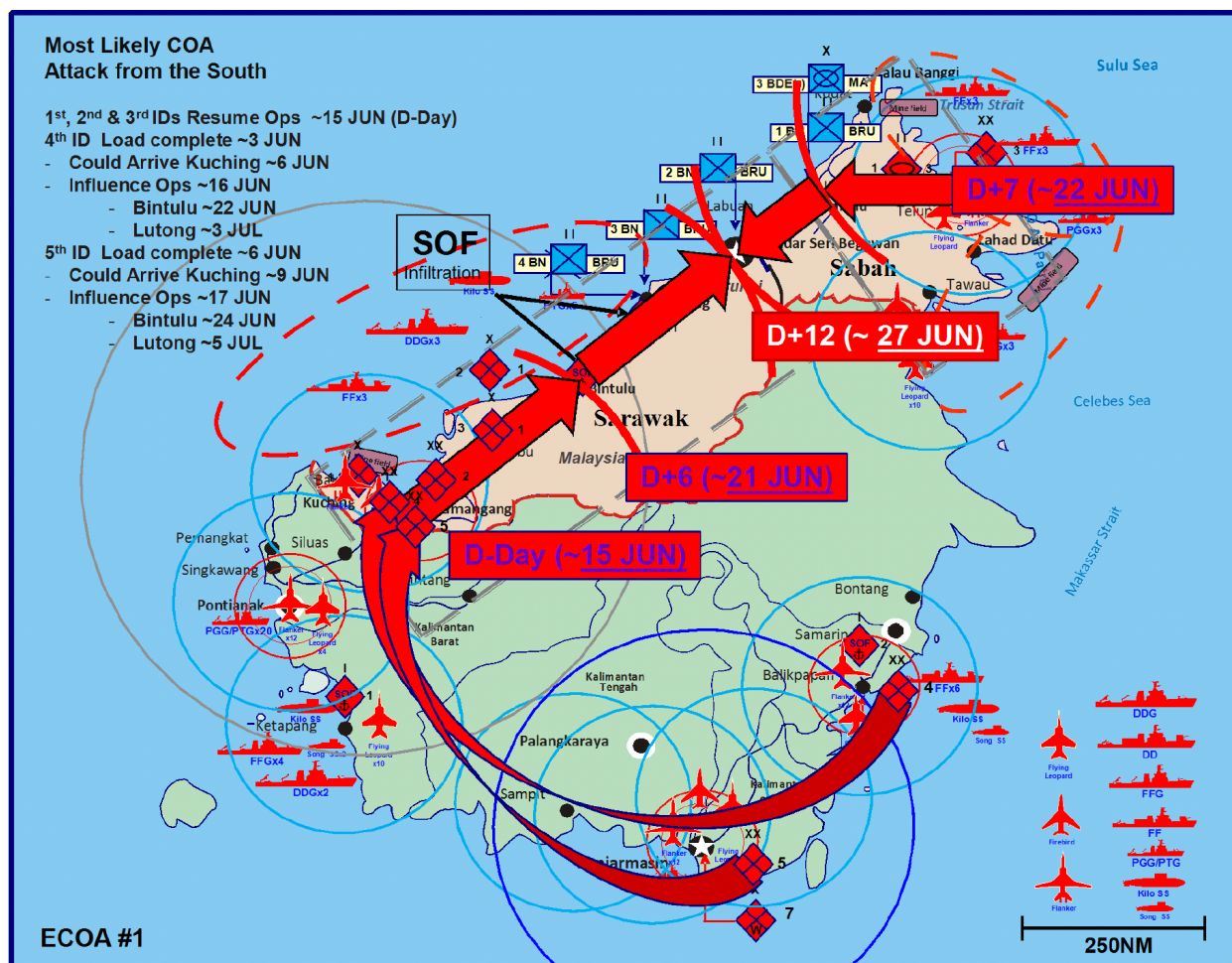
- to Malaysian control.
- Maintain legitimacy (civilian harm mitigation + infrastructure protection) sufficient to preserve coalition freedom of action.

Rank Adversary COAs

Common thread across ECOA 1-3: Regardless of axis, the decisive objective is Brunei (BSB/Lutong energy complex), enabled by 4th/5th Division movement while 1st–3d Divisions remain committed forward, and shaped by persistent SOF/influence operations plus air/maritime interdiction to isolate the objective area.

- **Objective remains Brunei** (decisive objective: seize/neutralize Brunei regime and key infrastructure around Bandar Seri Begawan/Lutong area).
- **1st-3rd Divisions are already committed forward; 4th and 5th Divisions are the operational reserve/reinforcement** that enable the decisive push.
- **Multi-domain shaping is constant:** SOF infiltration, air/maritime interdiction, and efforts to isolate the objective area before the ground decision.
- **Common adversary deception focus across ECOAs:** mislead CJTF on axis, timing, main effort, and reserve commitment long enough to enable freedom of maneuver and successful interdiction/preemption of CJTF force flow.

Adversary COA #1 (Most Likely COA): Attack from the South



Description: Adversary conducts a southern-based ground offensive from SW Sarawak (Kuching area) driving east/northeast toward key objectives in Sarawak and onward pressure toward Brunei/Sabah. SOF + influence ops precede the main effort; naval/air forces provide fires, ISR, and protection.

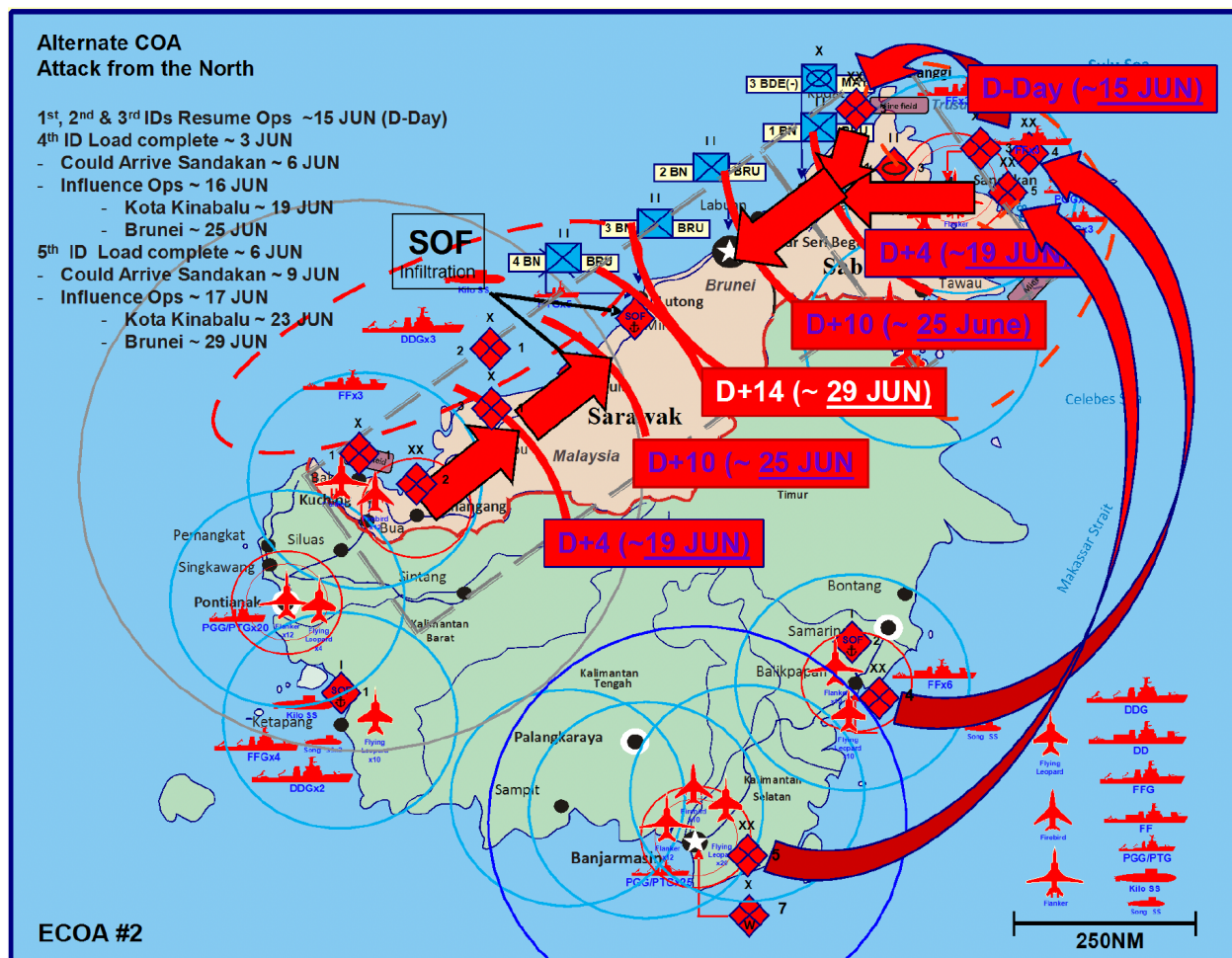
Purpose: Seize/secure ground lines of communication and key infrastructure, build momentum, and set conditions to threaten Brunei.

Key timing (notional): D-Day ~15 JUN; 4th ID arrive Kuching ~6 JUN; 5th ID arrive Kuching ~9 JUN; IO ~16–17 JUN; Bintulu ~22–24 JUN; Lutong ~3–5 JUL.

Primary indicators: Increased sealift/staging into Kuching; SOF activity and information ops in SW Sarawak; air/maritime posture shifts supporting Sarawak corridor.

Potential adversary deception/denial concept: Kalimantan may portray the main effort as northern/Brunei-focused (or as limited probing) while covertly massing for a southern ground push. Likely methods include OPSEC/EMCON, controlled signatures, decoys/demonstrations along alternate avenues, and information effects to delay CJTF recognition of the true axis and D-Day sequencing. What they're trying to mislead us about: main effort + axis + timeline.

Adversary COA #2 (Alternate): Attack from the North



Description: Adversary conducts a northern-based ground offensive from Sabah (Sandakan/Kota Kinabalu area) driving west/southwest toward Brunei. SOI + influence ops shape the battlespace; naval/air forces support and protect offload and advance.

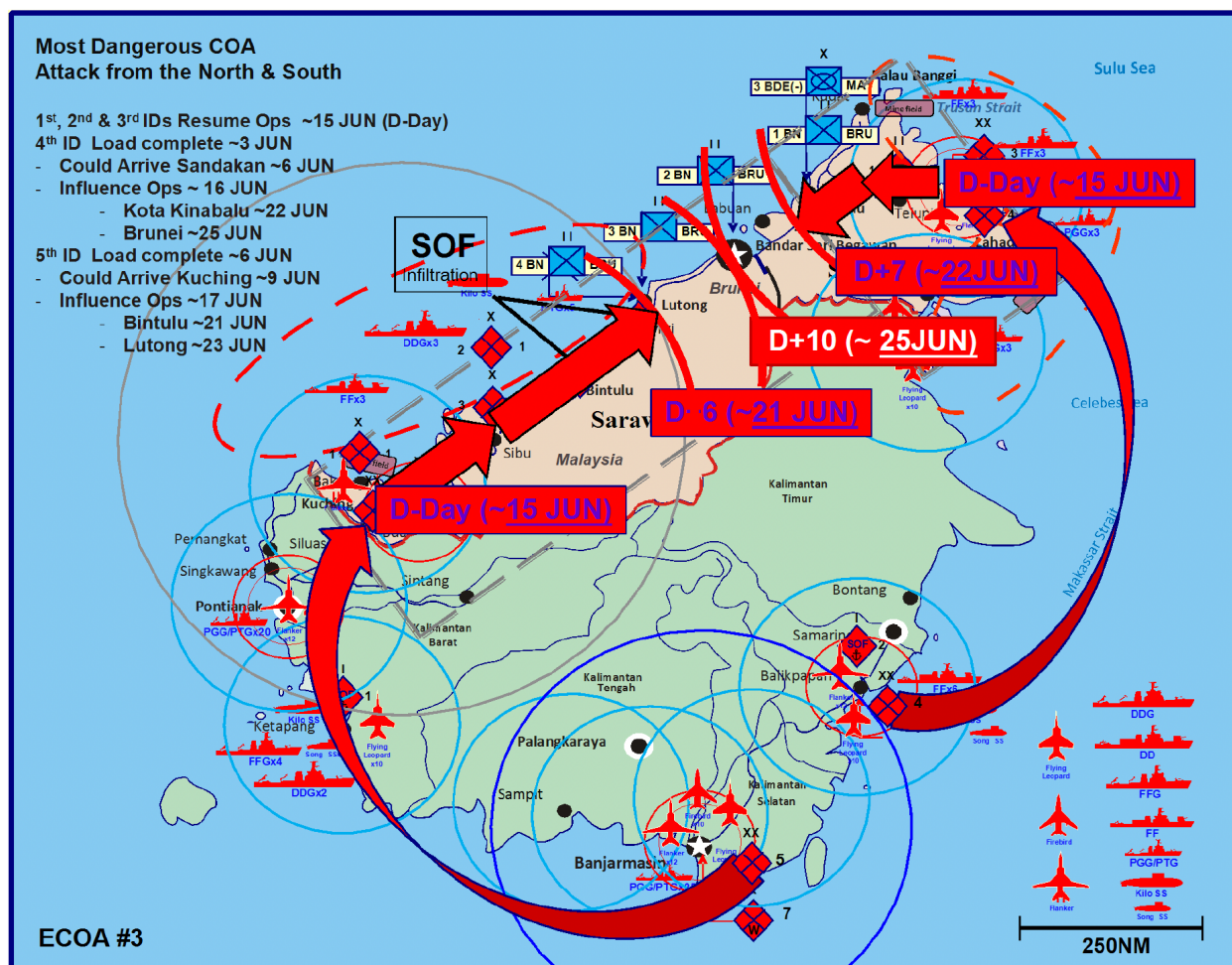
Purpose: Rapidly threaten/isolate Brunei by approaching from Sabah while fixing defenders away from Sarawak.

Key timing (notional): D-Day ~15 JUN; 4th ID arrive Sandakan ~6 JUN; 5th ID arrive Sandakan ~9 JUN; IO ~16–17 JUN; Kota Kinabalu ~19–23 JUN; Brunei ~25–29 JUN.

Primary indicators: Increased sealift/staging into Sandakan/Kota Kinabalu; port/airfield prep and air defense posture in Sabah; SOF activity along the Sabah–Brunei axis.

Potential adversary deception/denial concept: Kalimantan may mask northern staging and lodgment preparations by emphasizing activity in the south and/or implying a later execution timeline. Likely methods include signature control, selective movement patterns, demonstrations elsewhere to draw ISR, and information effects to obscure the lodgment location and follow-on force flow priorities. **What they're trying to mislead us about:** lodgment location + force flow priorities + timeline.

Adversary COA #3 (Most Dangerous): Attack from the North & South (Converging)



Description: Adversary executes simultaneous converging offensives from Sarawak (south) and Sabah (north) to split coalition defenses, compress decision time, and force a multi-axis response. SOF/influence ops expand across multiple nodes; naval/air forces support both axes.

Purpose: Overwhelm defenses through simultaneity and achieve decisive effects against Brunei by forcing coalition to fight in two directions.

Key timing (notional): D-Day ~15 JUN; 4th ID Sandakan ~6 JUN; 5th ID Kuching ~9 JUN; IO ~16–17 JUN; follow-on pushes toward Brunei ~22–29 JUN.

Primary indicators: Concurrent staging/sealift to both Kuching and Sandakan; synchronized air/maritime activity supporting two corridors; broad IO/SOF signature across Sarawak + Sabah.

Potential adversary deception/denial concept: Kalimantan may seek to create ambiguity over which axis is decisive and obscure when/where they will commit operational reserves, forcing CJTF to split attention and misallocate combat power. Likely methods include synchronized

multi-axis demonstrations, false indicators, and denial measures (OPSEC/EMCON, decoys) to conceal phasing and reserve commitment. **What they're trying to mislead us about:** decisive axis + phasing + reserve commitment.

	Retained Adversary COAs (Prioritized)	Vulnerabilities
Adversary COA #1 (Most Likely – Attack from the South)	Resume ops ~15 JUN (D-Day). 4th ID load complete ~3 JUN; could arrive Kuching ~6 JUN; influence ops ~16 JUN (Bintulu ~22 JUN; Lutong ~3 JUL). 5th ID load complete ~6 JUN; could arrive Kuching ~9 JUN; influence ops ~17 JUN (Bintulu ~24 JUN; Lutong ~5 JUL). Main effort is a southern approach that drives north/northeast into the JOA with supporting naval/air fires; SOF infiltration precedes and enables the ground advance.	Predictable staging/sequencing: Reliance on load complete + arrival windows (Kuching) creates a detectable timeline and targetable staging areas (ports, marshalling, MSRs). MSR chokepoints: Movement north along limited routes enables interdiction (bridges, passes, key junctions). SOF/influence dependency: Early SOF infiltration/influence ops are enabling actions; disruption degrades tempo and local control. Air/naval reliance: Requires sustained air cover and maritime support; degradation increases risk to advancing ground forces.
Adversary COA #2 (Alternate – Attack from the North)	Resume ops ~15 JUN (D-Day). 4th ID load complete ~3 JUN; could arrive Sandakan ~6 JUN; influence ops ~16 JUN (Kota Kinabalu ~19 JUN; Brunei ~25 JUN). 5th ID load complete ~6 JUN; could arrive Sandakan ~9 JUN;	Longer exposure in Sabah approaches: Northern lodgment and push toward Brunei increases sustainment burden and exposes SLOCs/MSRs. Restricted avenues of approach: Terrain and

	influence ops ~17 JUN (Kota Kinabalu ~23 JUN; Brunei ~29 JUN). Main effort is a northern approach (Sabah axis) supported by naval/air; SOF infiltration precedes and shapes the environment for the advance toward Brunei.	limited corridors create predictable routes (good for shaping/interdiction). Port/airfield dependency: Dependence on Sandakan/Kota Kinabalu nodes creates decisive targets. SOF shaping requirement: If infiltration is detected/neutralized early, the northern push loses surprise and local advantage.
Adversary COA #3 (Most Dangerous – North & South Converging)	Resume ops ~15 JUN (D-Day). 4th ID load complete ~3 JUN; could arrive Sandakan ~6 JUN; influence ops ~16 JUN (Kota Kinabalu ~22 JUN; Brunei ~25 JUN). 5th ID load complete ~6 JUN; could arrive Kuching ~9 JUN; influence ops ~17 JUN (Bintulu ~21 JUN; Lutong ~23 JUN). Conducts simultaneous multi-axis operations to overwhelm defenses and compress friendly decision time; SOF infiltration and influence ops support both thrusts.	Complex command/control: Multi-axis operations increase coordination friction and risk of desynchronization. Sustainment strain: Two major thrusts stress logistics (fuel/ammo/medical/maintenance), increasing vulnerability to interdiction. Critical timing linkages: If either axis is delayed (weather, interdiction, port disruption), the “most dangerous” effect collapses into two separable fights. Higher signature: Multi-axis posture generates more indicators and warning opportunities (shipping, air activity, comms, SOF activity).

STEP 2: MISSION ANALYSIS

Determine Planning Facts (4111K Workbook, page 2-4)

Source(s) of the Mission:

CDR USINDOPACOM WARNORD SER 001-22 (DTG 030100Z MAY 22) for OPERATION PACIFIC TEAK, with CJCS WARNORD SER 001-22 (NOTAL) as the higher authority reference.

- **CDR USINDOPACOM WARNORD SER 001-22 (OPER/PACIFIC TEAK), DTG 030100Z MAY 22:** primary tasking document directing CJTF PACTEAK to plan and execute operations in the PACIFIC TEAK JOA.
- **Higher authority reference within the WARNORD:** CJCS WARNORD SER 001-22 (NOTAL) cited as REF/A in the INDOPACOM WARNORD (establishes HHQ direction underlying INDOPACOM tasking).

Operational/Intelligence context sources explicitly cited by the WARNORD: REF B (NWC 1062O) / Regional Intelligence Summary and current INTSUMs used to frame the situation and planning assumptions (supporting facts for mission analysis).

- Status of Forces Agreement (SOFA) with Brunei, Palau, Australia, New Zealand, Papua New Guinea, and the Philippines.
- CJCSI 3121.01B, 13 Jun 05 (or NWC 1062A CJCS Standing ROE and RUF)

Analyze the Higher Commander's Mission: (p. 2-4)

Higher Commander's Mission:

On order, USINDOPACOM conducts multinational/interagency operations in the region to defeat Kalimantan (KM) aggression, defend East Malaysia and Brunei from external aggression, and facilitate follow-on operations by Malaysian and Bruneian forces to restore territorial integrity, regional stability, and civilian control. Because Pacific Teak is a secondary theater, the commander must apply forces economically, rely on coalition partners, and prioritize enabling Malaysian and Bruneian forces rather than sustaining a large U.S. presence.

State the Higher Commander's Intent: (2-4 to 2-6)

Higher Commander's Intent:

Purpose: Prevent Kalimantan from quickly seizing territory and lock in gains before a response can be mounted. Facilitate follow-on operations by Malaysia to restore territorial integrity and stability in East Malaysia.

Method: Defeat Riady/Kalimantan forces in the field. The decisive battle is on land, with the joint force focused on forcible entry, speed, movement, and maneuver to enable the land component to defeat Kalimantan forces. Sequence naval and air forces early to establish access and deterrence, integrate coalition partners to share burden and legitimacy, and transition responsibility to Malaysian and Bruneian forces as conditions permit. The operation is envisioned in three stages: (1) establish air and sea control, (2) decisive land battle, and (3) turnover of the battlespace to Malaysian forces.

End State: Kalimantan forces retreat into their territory, and Malaysian forces control their territory, and U.S. forces retain the ability to disengage or re-posture without committing to a long-term occupation. Kalimantan forces have no immediate ability to reconstitute forces to significantly disrupt CJTF PACTEAK or partner forces, to include conventional and cyber threats.

Identify HHQ Assumptions / Create Own Assumptions: (pp. 2-6, 2-7)

Higher Command's Assumptions:

Per the INDOPACOM WARNORD / COMPACFLT assumptions, higher headquarters directs the following planning assumptions:

- Singaporean Air Force is available for HVAA support.
- East Malaysia and Brunei NEO currently underway are completed before 25 MAY.
- Amphibious assault must occur NLT 6 June due to local weather considerations; anticipate rapid backload of 3d MEB forces to resume tasking as CFC/USFK theater strategic reserve.
- PRC and Russia will not overtly interfere with U.S. efforts.
- The KRN Eastern Fleet will reinforce the Western Fleet as required.
- CINCUNC/USFK remains the decisive effort in the Pacific theater.
- Kalimantan forces will be declared hostile before the commencement of combat operations.

- Malaysia and Brunei will formally request and sustain U.S. and coalition support, providing political legitimacy required for intervention.
- Coalition partners will contribute forces and access.
- Key ports, airfields, and sea lines of communication will remain accessible or can be secured early to enable force flow and sustainment.
- Strategic lift and high demand assets will be limited due to competing global priorities, requiring careful sequencing and acceptance of some operational risk.

Own Assumptions:

1. Access and posture (Malaysia/Brunei)

- Validate:** Continued access to named ports/airfields/staging areas; host-nation support; any caveats/conditions or ROE constraints.
- Mechanism:** Diplomatic/coordination RFIs via POLAD, Country Teams, HN liaison teams; legal/ROE working group.
- Owner:** CJTF J5 (plans) + J9 (civil-military) + POLAD.
- Decision deadline:** Before COA comparison (must know what we can actually use).

2. Coalition coherence (partners remain available as tasked)

- Validate:** Partner force availability, mission sets, readiness dates, national caveats, and command relationships.
- Mechanism:** Coalition RFIs via combined coordination cell; liaison officers; formal force offer confirmation.
- Owner:** CJTF J5 + J3 + coalition LNOs.
- Decision deadline:** Before COA selection (force mix drives feasibility).

3. Force flow feasibility (APOD/SPOD + LOCs remain usable)

- Validate:** APOD/SPOD status (operable capacity, damage risk), mine/sea denial risk to approaches, throughput constraints, and alternate nodes.
- Mechanism:** JIPOE collection; maritime recon; port/airfield assessments; MCM survey planning.
- Owner:** J4 (logistics) + J3/JFMCC + J2.
- Decision deadline:** Before finalizing sequencing/phasing and main effort.

4. Indonesia neutrality remains consistent

- Validate:** Current neutrality posture; enforcement actions; any changes to overflight/archipelagic passage; redlines for operating near boundaries.
- Mechanism:** POLAD/State/DATT RFIs; regional liaison; strategic messaging assessment.
- Owner:** POLAD + J5 + J2.
- Decision deadline:** Before selecting routing/basing options; impacts every COA.

5. Threat employment

- a. **Validate:** Locations/status of coastal defense missiles/SAMs; maritime interdiction patterns; mining indicators; C2 and targeting support.
 - b. **Mechanism:** ISR collection plan; SIGINT/IMINT fusion; pattern-of-life; maritime domain awareness.
 - c. **Owner:** J2 (lead) + J3 fires + JFMCC/JFACC.
 - d. **Decision deadline:** Before committing to JFE window and force protection posture.
- 6. Time window for initiative (friendly sequencing beats adversary resumption)**
- a. **Validate:** Updated adversary readiness to resume offensive; reinforcement movement indicators; friendly force closure timeline vs. adversary timeline.
 - b. **Mechanism:** J2 indications & warning; J4 TPFDD validation; J3 readiness checks; daily time-phased comparison.
 - c. **Owner:** J2 + J4 + J3.
 - d. **Decision deadline:** Drives “go/no-go” windows and risk acceptance.
- 7. C2/interoperability sufficient for combined JFE**
- a. **Validate:** Comms paths (SATCOM/Link/JWICS/SIPR equivalents), coalition interoperability, liaison integration, ROE alignment, and battle rhythm.
 - b. **Mechanism:** Comms checks; C2 rehearsals; liaison manning confirmations; ROE working group output.
 - c. **Owner:** J6 + J3 + J5 + legal.
 - d. **Decision deadline:** Before execution of Phase I (air/sea control) and JFE.

Identify the “Supported” and “Supporting Commanders” and Agencies:
(p. 2-7)

Supported commander (for PACIFIC TEAK):

- CJTF PACIFIC TEAK (CJTF PACTEAK) (Commander, U.S. Pacific Fleet designated as CJTF PACTEAK) is the supported commander for this operation, identified as a secondary effort in the USINDOPACOM theater. Priority of support is USFK/CINCUNC first, then CJTF PACTEAK.

Supporting commanders (per WARNORD):

- CPF (PACFLT), PACAF, USARPAC, MARFORPAC, SOCPAC
- USSTRATCOM, USTRANSCOM, USCYBERCOM, FLTCYBERCOM, CUSFJ

Key supporting agencies/enablers to note (explicit in WARNORD tasking/guidance):

- USINDOPACOM J2 / USINDOPACOM JIOC (intelligence production and processing of external augmentation/support requests)

- USSTRATCOM JFCC-ISR (ISR coordination for requirements)
- 613th Air Operations Center (supporting AOC for the air component construct)

Identify Externally Imposed Limitations (p. 2-8)

Restraints (Can't Do):

- No operations inside neutral states unless KM conducts hostilities in neutral areas; otherwise actions inside neutral states are prohibited except for personnel recovery.
- Do not preemptively strike targets in KM, Brunei, and Malaysia.
- Respect Indonesia's neutrality/sovereignty limits: coalition forces are limited to peacetime transit rights and may not use Indonesian territory/waters as a base of operations.
- In Indonesian archipelagic waters/territorial sea: no visit and search, no capture/destroy of merchant ships, and no mining.
- No public release of information about the operation until CDR USINDOPACOM approves.
- During transit: observe strict EMCON/OPSEC; until KM forces are declared hostile, unit self-defense ROE applies.

Constraints (Must Do):

- Limit targeting of KM infrastructure to avoid driving KM into a failed-state condition.
- Integrate coalition partners into planning and execution (combined approach is not optional).
- Account for logistics reality: space constraints at Brunei/Malaysian SPODs may require trans-loading.
- Maintain coalition unity and legitimacy throughout the operation. Planning and execution must remain aligned with coalition political objectives and agreed command relationships to preserve legitimacy and freedom of action.
- Protect civilian population and critical infrastructure to support the end state of regional stability and civilian control.
- Must actively support, train and enable Malaysian and Bruneian forces to assume follow-on operations, shaping force posture and transition criteria.

Determine specified, implied, and essential tasks (pp. 2-8 to 2-9)

Specified Task(s):

- Conduct multinational/interagency operations to defeat Kalimantan (KM) aggression, defend East Malaysia and Brunei, and set conditions for Malaysian/Bruneian follow-on operations to restore territorial integrity, stability, and civil control.
- Execute the operation in three stages: (1) establish air and sea control, (2) conduct the decisive land battle (forcible insertion and defeat of KM forces), and (3) turn over the battlespace to Malaysian forces.
- Retain control of key ports, airfields, and oil facilities; limit civilian casualties and damage to oil industries; preserve freedom of navigation and overflight for U.S. naval forces in disputed areas.
- **Stage One:** gain air superiority and then sea control sufficient to insert land forces; defeat KM forces in the JOA to reduce risk to JFE operations; establish/execute component roles (JFACC/JFMCC; ACA responsibilities; protection of maritime shipping).
- **Stage Two:** insert land forces (CFLCC/CATF/CLF designated) to defeat KM forces.
- **Stage Three:** conduct stability activities with Malaysian/Bruneian forces to facilitate return to civil authority.
- Provide supporting products: supporting plans NLT C-DAY, recommended IO themes/deception concepts, candidate cyber target list, ISR coordination/production, and phase transition/conflict termination criteria recommendations.
- Secure and protect sea lines of communication and force flow corridors to enable uninterrupted movement of joint and coalition forces.
- CJTF PACTEAK will submit domain-specific requests for supplemental ROE IAW procedures.
- Integrate coalition command and control and liaison structures early to ensure unity of effort and shared situational awareness.

Implied Task(s):

- Stand up/operate CJTF planning and C2: establish the CJTF battle rhythm, integrate component planners, and align execution with the commander's staged approach (air/sea control → land defeat → turnover).
- Coordinate and integrate coalition partners (Malaysia, Brunei, Australia, Philippines) into planning and execution; ensure national command relationships are respected while enabling effective coordination (especially for transition/turnover).
- Execute the force-generation/force-request mechanics: exchange LNOs, identify required forces, submit RFFs as needed, and manage assigned/available forces for planning and execution.

- Plan and synchronize JRSO&I, basing, protection, and movement under constraints (e.g., limited port capacity/trans-loading considerations; limited satellite capacity; OPSEC/EMCON during transit).
- Translate “known limitations” into executable controls (targeting, geography, coalition integration, escalation management), including compliance with no-preemptive-strike guidance and restrictions on actions in neutral states absent triggers.
- Build the protection plan around the commander’s priorities (ports/airfields/oil facilities; civilian harm mitigation; protection of U.S./friendly maritime shipping) and incorporate ROE timelines (hostile declaration on D-Day).

Essential Task(s):

- Achieve air superiority and sea control in the JOA sufficient to enable joint forcible entry and sustainment.
- Forcibly insert land forces and defeat KM forces in/around the JOA to compel withdrawal and restore Malaysian territorial integrity.
- Secure/retain key ports, airfields, and energy infrastructure while limiting civilian casualties and damage to oil facilities.
- Protect U.S./friendly maritime shipping and preserve freedom of navigation/overflight in disputed areas throughout execution.
- Transition/turn over the battlespace to Malaysian forces and set conditions for rapid reduction of U.S. presence once termination criteria are met.
- Protect US and partner forces from from unconventional and asymmetric threats that could disrupt operations, including terrorism, crime, and information and data threats.

State the Purpose (p. 2-10)

Purpose:

Defeat Kalimantan aggression in East Malaysia and Brunei to restore Malaysian territorial integrity and set conditions for Malaysian-led follow-on operations and return to civil control, while preserving regional stability and freedom of navigation/overflight.

Analysis of Available Forces and Assets: (p. 2-11)

Forces Available and Noted Shortfalls by Task or Function

The following force packages are available in the scenario and can be mapped to key mission tasks/functions, along with initial observations on potential shortfalls and risk areas for planning.

- **Task/Function: Establish operational C2 for the JOA (JTF/JFMCC/JFACC/JFSOCC integration).** Observation: Standing theater C2 nodes are available (e.g., COMSEVENTHFLT/JFMCC and PACAF/JFACC structures), enabling rapid stand-up, but effectiveness will depend on early liaison, battle rhythm, and authorities alignment across components.
- **Task/Function: Provide credible land component capability for defense, shaping, and follow-on operations.** Observation: I Corps with multiple BCT options (Stryker, light, and airborne) provides flexible ground maneuver choices; however, time-distance and lift/R SOI assumptions will drive when decisive combat power is actually available.
- **Task/Function: Force entry/lodgment options (amphibious and airborne).** Observation: Multiple MEU/ARG/ESG packages provide forcible/expeditionary entry options and operational reach; risk is competing demands across distributed maritime operations and the sequencing of amphibious forces against higher-priority maritime tasks.
- **Task/Function: Sustainment and endurance for joint force operations.** Observation: Dedicated sustainment formations are identified (e.g., sustainment brigade, theater sustainment command elements), but sustainment feasibility remains sensitive to strategic lift capacity/availability and the timeline to close logistics in-theater.
- **Task/Function: Air C2, airspace control, tanker support, and high-end enablers.** Observation: PACAF/JFACC with AOC plus tanker/rescue/E-3/F-22/B-52 elements provides strong theater-level enabling capability; shortfall risk is “low-density/high-demand” competition for assets and the need to prioritize apportionment/allocation early.
- **Task/Function: Maritime control, strike, and sea-based maneuver.** Observation: Seventh Fleet maritime C2 with multiple naval task groupings (carrier, surface action, submarine, logistics, and amphibious) provides breadth; shortfall risk is geographic dispersion and the time required to converge forces into the JOA based on stated force flow assumptions.
- **Task/Function: ISR and maritime domain awareness.** Observation: Dedicated maritime patrol and HALE ISR elements (P-8A and MQ-4C) are available; shortfall risk is coverage density across multiple maritime approaches and the requirement to protect these assets against air/missile threats.
- **Task/Function: Special operations (access, reconnaissance, and specialized effects).** Observation: SOCPAC can establish a SOJTF and has tailored aviation and ground elements available; shortfall risk is scale—SOF will be decisive for select tasks but cannot substitute for broader conventional capacity.

- **Task/Function: Mine countermeasures and maritime security.** Observation: A dedicated MCMRON is identified, enabling clearance/support to assured access; shortfall risk is the inherently time-consuming nature of MCM and the need to prioritize key sea lines and approaches while managing low density of MCMRON 7.
- **Task/Function: Operational timelines (deployment/transit/RSOI).** Observation: The scenario provides simplified force flow rules (in-theater readiness, CONUS deployment timelines, RSOI assumptions) that should be explicitly used to identify where the plan is schedule-driven and where risk accumulates.

Conduct an Initial Risk Assessment: (p. 2-14)

Initial Risk Assessment:

Below are the initial apparent risks (with preliminary mitigation measures; refined in Step 3 COA Development).

- **If** Kalimantan resumes its offensive earlier than assessed (or accelerates force generation during the operational pause), **then** CJTF may be forced into a premature entry or may arrive too late to prevent loss of key terrain and petro-resources, increasing cost and duration of the decisive land battle.
 - **MITIGATION:** Accelerate ISR indications/warnings and adjust time-phased force deployment data (TPFDD) triggers; pre-position enabling forces/logistics; pre-approve decision points for earlier JFE execution; establish “fight tonight” defensive posture in key objective areas to buy time (delay/disrupt) until CJTF arrives.
- **If** air superiority and sea control are not achieved quickly enough to enable joint forcible entry, **then** the entry window compresses, force flow slows, and Kalimantan gains time to harden defenses, mine approaches, and shape the battlespace against the lodgment.
 - **MITIGATION:** Sequence operations to prioritize air/sea control early (SEAD/DEAD, counter-maritime); employ deception and EMCON to preserve freedom of action; increase standoff fires and maritime escort capacity; identify alternate entry options (different APOD/SPOD, distributed lodgments) and rehearse branch plans.
- **If** key APOD/SPOD nodes or primary LOCs are disrupted (strikes, mining, congestion, or denial), **then** force closure and sustainment will be delayed, tempo will degrade, and CFLCC may be unable to build sufficient combat power ashore for the decisive land battle.
 - **MITIGATION:** Diversify ports/airfields (primary/alternate/contingency/emergency) and pre-arrange throughput; increase

MCM and port clearance capability; implement convoy/escort and route sanitization; build logistical endurance (stockpiles afloat/ashore) to absorb delays; harden and defend critical nodes.

- **If PACIFIC TEAK remains a “secondary effort” and high-demand air/ISR assets are constrained by higher priority contingencies, **then** CJTF will accept higher risk in targeting, maritime security, and protection of the force and critical infrastructure, potentially extending Phase I and increasing casualties/damage.**
 - **MITIGATION:** Request/justify priority allocation early via higher HQ with clear decision points and risk tradeoffs; identify minimum essential ISR/air packages and substitutes (allied/coalition, unmanned, commercial ISR where allowed); implement “economy of force” measures and tighter collection management.
- **If coalition integration (access, caveats, command relationships, ROE alignment) is slower or more restrictive than planned, **then** CJTF options narrow, operational tempo slows, and the transition/turnover conditions become harder to achieve within the desired timeline.**
 - **MITIGATION:** Establish early combined coordination mechanisms (liaison teams, combined boards, ROE alignment working group); identify caveat-driven seams and assign compensating tasks; build a coalition “plug-in” scheme of maneuver (modular roles); rehearse comms/IA and cross-domain information sharing procedures.
- **If civilian casualties or damage to oil infrastructure occur at scale, **then** coalition legitimacy and political will may fracture, INDOPACOM freedom of action may be constrained, and follow-on Malaysian stabilization/turnover could be delayed.**
 - **MITIGATION:** Tighten target vetting and collateral damage estimation thresholds; designate restricted fire areas/no-strike lists and protected critical infrastructure; integrate IO/public affairs messaging and host-nation coordination; prioritize precision/low-CDE options and defensive protection for energy nodes.
- **If restrictions associated with Indonesian neutrality constrain routing and limit operational flexibility more than anticipated, **then** CJTF LOCs become more predictable, increasing vulnerability to interdiction and delaying force closure.**
 - **MITIGATION:** Plan multiple routing options that respect neutrality (air/sea corridors, timing windows); negotiate access/deconfliction early through diplomatic channels; reduce predictability via distributed staging and flexible sequencing; increase escort/security for predictable corridors; pre-stage sustainment outside constrained areas.
- **If PRC or Russia overtly interfere despite higher HQ assumptions, **then** USINDOPACOM may be forced to shift forces and priorities, reducing support to CJTF and increasing the probability that PACIFIC TEAK objectives cannot be achieved on the required timeline.**

- **MITIGATION:** Establish escalation management/strategic messaging lines early; request higher HQ guidance on thresholds and response options; posture for force protection and counter-interference (air/maritime defense, cyber defense); build branch plans for reinforcement/prioritization shifts; leverage coalition/diplomatic pressure to deter further involvement.

Commander's Critical Information Requirements (CCIRs) (pp. 2-15 to 2-16)

Initial CCIR:

Priority Intelligence Requirements (PIR)

PIR 1 - Adversary timeline/intent: What indicators, including the loading, movement, and deployment of Kalimantan's 4th and/or 5th Infantry Divisions, confirm that Kalimantan is about to resume (or has resumed) major offensive operations into East Malaysia, and along which axis and main effort (South/Sarawak, North/Sabah, or converging two-axis)?

1. **PIR 2 - A2/AD threat to entry:** What is the current status/location/readiness of Kalimantan coastal defense missiles, air defenses, and maritime strike assets that can prevent/attrit air superiority, sea control, or the forcible entry?
2. **PIR 3 - Maritime denial risk:** Is Kalimantan preparing to mine approaches or surge interdiction against the sea lines and port approaches required for force flow/sustainment and protection of commercial shipping?

Friendly Force Information Requirements (FFIR)

4. **FFIR 1 - Force closure feasibility:** What is the confirmed availability/capacity/survivability of required APOD/SPOD nodes and LOCs (including any congestion, damage, or access limitations) to meet the planned force closure timeline?
5. **FFIR 2 - Coalition/access constraints:** What coalition force contributions are confirmed (readiness dates, mission sets, national caveats), and what host-nation access/ROE constraints materially affect COA feasibility and phasing (especially transition/turnover)?

Essential Elements of Friendly Information (EEFI)

6. **EEFI 1 - Protect the entry concept:** Prevent adversary collection on D-Day/JFE timing, selected axis, intended lodgment/entry location(s), and main effort sequencing (air/sea control actions, force flow priorities), to reduce risk of preemption, mining, or strikes against ports/airfields.

Develop Proposed Mission Statement: (pp. 2-10 to 2-11 and 2-17 to 2-18)

Restated Mission Statement:

On order, CJTF PACTEAK conducts joint and combined operations in the PACIFIC TEAK JOA (East Malaysia/Brunei) to establish air superiority and sea control, forcibly insert land forces, and defeat Kalimantan (KM) forces threatening East Malaysia and Brunei in order to compel KM withdrawal, secure key ports, airfields, and critical energy infrastructure, and set conditions for Malaysian-led follow-on operations and transition to civil control while limiting civilian casualties and damage to oil facilities and preserving freedom of navigation/overflight.

Conduct Mission Analysis Briefing (pp. 2-18 to 2-20)

MISSION ANALYSIS BRIEFING

BRIEFER

SUBJECT

Chief of Staff for J5/J3

- Purpose and agenda
- Area of Operations (Joint Operations Area)

J2

- Initial intelligence situation brief (could also include elements of the Joint Intelligence Preparation of the Operational Environment)

J5/J3

- Commander's mission, intent and concept of operations
- Forces currently available (US and multinational)
- Assumptions
- Limitations — Must do and cannot do
- Centers of gravity/decisive points — Enemy and friendly
- Tasks to be performed

	-- Specified -- Implied -- Essential - <u>Initial</u> JTF force structure analysis - Risk assessment - End state - Proposed mission statement - Proposed Initial CCIR* - Time analysis—including projected planning milestones
J1**	- Facts, assumptions, conclusions -- Personnel actions -- Personnel services -- Other personnel related support
J4**	- Facts, assumptions, conclusions - Supply - Services - Health services - Transportation - Others
J6**	- Facts, assumptions, conclusions
Others**	- Others as appropriate to the mission
* Optional—depends on SOP ** Should only be amplifications that each of these staff sections believe <u>necessary</u> for the Commander to hear. The COS is the deciding authority.	

Mission Analysis Briefing (CJTF PACTEAK)

1) Chief of Staff / J5-J3 (Purpose, agenda, AO/JOA)

- **Purpose:** Present mission analysis results and secure commander decisions/guidance to proceed to COA development.
- **Agenda:** AO/JOA; intel situation; mission/intent; forces; assumptions; limitations; tasks; risks; end state; proposed mission statement; initial CCIR; time analysis / milestones.
- **AO/JOA (operational framing):** Operations focus on **East Malaysia and Brunei** and

adjacent maritime/air approaches required to achieve air/sea control, protect SLOCs, and enable forcible entry and sustainment. (Display on map.)

2) J2 (Initial intelligence situation / JIPOE highlights)

- **Enemy situation (summary):** Kalimantan has conducted aggression against East Malaysia/Brunei; adversary capability includes maritime interdiction and missile strike threats against shipping and key nodes; enemy likely seeks to consolidate gains prior to coalition response.
- **Operational environment effects:** Time-distance, SLOC dependence, and limited key nodes (ports/airfields) drive both friendly force flow and enemy interdiction opportunities; neutrality constraints (Indonesia) create predictable routing and political risk.

What we still must confirm: Enemy timeline to resume offensive; location/readiness of A2/AD systems; mining/interdiction preparations (ties directly to PIRs).

3) J5/J3 (Mission, intent, CONOPS, forces, assumptions, limits, COG/DPs, tasks, JTF structure, risk, end state, mission statement, CCIR, time)

A. Commander's mission / higher intent (from WARNORD)

- **Higher mission:** Defeat KM aggression; defend East Malaysia/Brunei; set conditions for Malaysian/Bruneian restoration of territorial integrity, stability, and civil control.
- **Operational concept (staged):** (1) air/sea control, (2) decisive land battle/forcible insertion, (3) turnover to Malaysia.

B. Forces currently available (U.S. + multinational)

- **U.S. joint force elements** available across maritime, air, land, SOF, ISR, sustainment, and MCM; primary planning sensitivity is **time-distance and force closure** (when combat power is actually available in the JOA).

C. Assumptions

- **Higher HQ assumptions:** (as stated in WARNORD—insert exact bullets from your HHQ assumptions block).
- **Own assumptions:** Access and coalition availability hold; APOD/SPOD and LOCs remain usable; enemy employs A2/AD; CJTF can seize initiative within the available time window.
- Enemy will employ SOF/influence operations and maritime interdiction (to include potential mining) to shape coalition access and delay force flow prior to and during resumed ground offensive operations.

D. Limitations (externally imposed)

- **Restraints:** No preemptive strikes in KM/Brunei/Malaysia; restrictions on operations in neutral states; Indonesia neutrality restrictions; strict OPSEC/public release approval.
Constraints: Integrate coalition partners; limit infrastructure targeting to avoid failed-state dynamics; plan for SPOD constraints/trans-loading.

E. Centers of gravity / decisive points (initial)

- Provide initial friendly/enemy COG hypotheses and 2–3 decisive points focused on: gaining air/sea control; securing key ports/airfields; isolating/defeating KM maneuver forces; protecting energy infrastructure. (Refine in COA development/wargaming.)

F. Tasks

- **Specified:** Execute three-stage campaign; establish air superiority/sea control; protect key nodes and maritime shipping; force entry/land defeat; turnover to Malaysia; deliver supporting products (IO themes, cyber targets, termination criteria, etc.).
Implied: Coalition integration; force flow/JRSO&I; node defense; compliance with neutrality constraints; C2/interoperability readiness.
- **Essential:** Achieve air/sea control; forcibly insert and defeat KM forces; secure key nodes/energy infrastructure; enable turnover/transition.

G. Initial JTF force structure analysis

- Recommended component structure: JFMCC (Seventh Fleet), JFACC (PACAF/AOC), CFLCC (I Corps), SOJTF (SOCPAC), CATF/CLF (as designated), with coalition coordination cell/LNO integration.

H. Risk assessment (top risks)

- Enemy resumes offensive sooner than assessed on an unexpected axis (south, north, or converging), compressing JFE timing and forcing entry under degraded conditions; delay in air/sea control; disruption/denial of APOD/SPOD/LOCs via strikes, SOF action, maritime interdiction, or mining delaying force closure and sustainment; LD/HD asset scarcity due to secondary theater; coalition caveats; civilian harm/oil infrastructure damage; Indonesia neutrality friction.

I. End state (operational framing)

- KM aggression defeated; East Malaysia/Brunei secured; critical nodes protected; Malaysian forces positioned to restore civil control; freedom of navigation/overflight

preserved; conditions set for rapid reduction of U.S. presence consistent with termination criteria.

J. Proposed mission statement

- On order, CJTF PACTEAK conducts joint and combined operations in the PACIFIC TEAK JOA (East Malaysia/Brunei) to establish air superiority and sea control, forcibly insert land forces, and defeat Kalimantan (KM) forces threatening East Malaysia and Brunei in order to compel KM withdrawal, secure key ports, airfields, and critical energy infrastructure, and set conditions for Malaysian-led follow-on operations and transition to civil control while limiting civilian casualties and damage to oil facilities and preserving freedom of navigation/overflight.

K. Proposed initial CCIR

- PIR 1 (enemy timeline/intent) Specifically, is the main effort developing from the south (Sarawak), the north (Sabah), or a converging two-axis approach?
- PIR 2 (A2/AD threat),
- PIR 3 (mining/interdiction prep);
- FFIR 1 (APOD/SPOD/LOC capacity),
- FFIR 2 (coalition access/caveats);
- EEFI 1 (protect JFE timing/location and main effort sequencing).

L. Time analysis / projected milestones

- Use scenario force flow rules and the three-stage concept to show:
 - NLT planning products (supporting plans, IO themes, cyber targets)
 - Phase I window (air/sea control)
 - Entry window (JFE / lodgment)
 - Phase transitions and termination/turnover decision points
- Planning timeline must account for enemy resumption window (~mid-June) and associated shaping actions (SOF/influence + maritime interdiction), requiring Phase I (air/sea control) and JFE sequencing decisions early.

4) J1 (amplifications only, if needed)

- Personnel posture, key manning shortfalls, casualty reporting, personnel services impacts to sustain tempo (only what commander must decide).

5) J4 (amplifications only, if needed)

- Supply/transportation constraints; SPOD/APOD throughput and trans-loading; medical support posture; key sustainment risks that drive COA feasibility.

6) J6 (amplifications only, if needed)

- Comms/interoperability risks; coalition connectivity; critical C2 dependencies and mitigations.

Commander decisions/guidance requested at end of brief (what we ask for)

- Confirm mission statement and end state framing.
- Confirm acceptable risk/priority between speed of entry vs. force protection.
- Confirm coalition integration approach and any redlines on neutrality/escalation.
- Confirm CCIR priority order.
- Confirm planning milestones and required COAs (e.g., 2–3 COAs with distinct main efforts).

Commander's Intent (pp. 2-20 to 2-21)

Commander's Initial Intent:

Purpose:

Defeat Kalimantan aggression against East Malaysia and Brunei to restore territorial integrity and set conditions for Malaysian-led follow-on operations and a return to stable civil control, while preserving regional stability and freedom of navigation/overflight.

Method:

Rapidly establish air superiority and sea control to protect the force and enable joint forcible entry; then concentrate combat power to defeat Kalimantan forces ashore and deny their ability to sustain or reinitiate offensive operations. Throughout, protect key ports, airfields, and critical energy infrastructure, integrate coalition partners, and manage escalation and political constraints to preserve legitimacy and coalition cohesion.

End State:

Kalimantan forces withdrawn or rendered incapable of renewed offensive action; East Malaysia and Brunei secured; key nodes and energy infrastructure protected with minimal civilian harm and limited damage to oil facilities; maritime shipping and freedom of navigation/overflight

preserved; Malaysian forces postured to assume control and transition to civil authority, enabling a rapid reduction of U.S. presence consistent with termination criteria.

Commander's Planning Guidance: (pp. 2-21 to 2-22)

Commander's Planning Guidance:

Time is not on our side initially. The CJTF must rapidly flow forces into the JOA to prevent Kalimantan from completing the conquest of East Malaysia and Brunei, and to buy time for Malaysian ground forces to deploy. Securing the major APODs/SPODs at Kota Kinabalu and Brunei is a top priority. Strategic lift will be limited, so prioritize forces that can move quickly and be sustained easily, and identify any additional required forces as early as possible. Initial planning should focus on establishing maritime superiority over key avenues of approach (southern South China Sea and Sulu Sea) and air superiority over defended areas of East Malaysia and Brunei. Once sufficient ground forces are in place to prevent a Kalimantan victory, CJTF air, maritime, and SOF forces should carry the fight to the enemy by targeting key vulnerabilities, especially Kalimantan units in occupied territory, to shape the battlespace for decisive ground operations once Malaysian forces deploy. ISR and EW are critical enablers, and cyber and information activities must support legitimacy and coalition cohesion. Integrate coalition forces, especially Malaysia and Brunei, to the maximum extent possible while minimizing civilian casualties, damage to civilian infrastructure, and disruption to globally significant shipping lanes. Plan against the enemy's most dangerous COA, with an option for the most likely. Organize operations in four phases: Deploy/Deterrence, Defend, Offensive Operations, and Stabilize/Redeploy, ensuring Phase 3 and Phase 4 are nested. Also complete AMCIT/friendly NEO planning within 72 hours.

Planning must comply with key limitations: no operations inside neutral states unless triggered by Kalimantan hostilities there (personnel recovery exception), no preemptive strikes in Kalimantan, Brunei, or Malaysia, and respect Indonesia's neutrality and sovereignty limits (no basing, and additional restrictions in Indonesian archipelagic waters). Planning must integrate coalition partners early, protect civilian populations and critical infrastructure, and actively support, train, and enable Malaysian and Bruneian forces to assume follow-on operations and transition to civil authority.

Planning priorities and emphasis:

1. Prioritize speed of force flow into the JOA to prevent a rapid Kalimantan decision and buy time for Malaysian ground force deployment.
2. Establish air superiority and sea control early to enable forcible entry, protect force flow, and preserve freedom of navigation and overflight.

3. Secure and protect critical ports, airfields, APODs, SPODs, and energy infrastructure, with emphasis on access nodes supporting follow-on forces.
4. Integrate coalition operations from the outset and remain within political constraints, including Indonesia neutrality considerations and information and messaging requirements.
5. Plan early for transition and turnover to Malaysian-led follow-on operations once conditions-based objectives are achieved.

COA framing and phasing:

- Use a phased concept aligned to the PLANORD and ensure Phases III and IV are nested to enable transition and stabilization.
- Establish decision points that support rapid entry, protection of key infrastructure, decisive ground operations, and turnover.

Constraints and risk guidance:

- Minimize civilian casualties and damage to critical infrastructure.
- Avoid disruption to globally significant shipping lanes and maintain legitimacy and coalition cohesion.
- Assume adversary information operations and outside support may increase adversary ISR, EW, and targeting effectiveness; account for cyber and information domain risk.

ISR priorities and initial CCIR:

- Prioritize collection to confirm adversary axis and timing of renewed offensive operations, status and readiness of A2/AD systems, maritime denial activities, and movement and deployment indicators for key Kalimantan maneuver formations.
- Prioritize friendly force flow feasibility and survivability of key APODs, SPODs, LOCs, and sustainment capacity needed to meet force closure timelines.

Fires, effects, and protection priorities:

- Prioritize effects that enable entry and freedom of maneuver, degrade adversary integrated air defenses and maritime strike capability, and protect the force flow and key infrastructure.
- Use joint air, maritime, SOF, and information activities to isolate Kalimantan forces in occupied territory and set conditions for the decisive land decision.

Transition guidance:

- Define conditions for turnover to Malaysian forces early and plan a deliberate transition framework that supports stabilization and redeploy or re-posture of coalition forces as conditions allow.

STEP 3 : COURSE OF ACTION (COA) DEVELOPMENT

Generate Options (4111 Workbook, pp. 3-1 to 3-20)

The tentative Courses of Action:

COA #1:

Sarawak as Main Effort with Sabah Economy-of-Force defense; early transition to Malaysian-led follow-on operations.

COA #2:

Professor's COA - Simultaneous attack in Sarawak and Sabah. Prioritizes establishing local superiority to defend Brunei and the Northern Front.

COA #3:

Sabah as the Main Effort, prioritizing the destruction of the Kalimantan Republic forces in the north to secure the region's capital, Kota Kinabalu, and safeguard critical energy infrastructure in the Sulu Sea.

Test for Validity (pp. 3-24 to 3-25)

Each COA should be adequate, feasible, acceptable, distinguishable, and complete.

COA #1:

Adequate: Accomplishes the mission and complies with commander guidance by sequencing air/sea control → defend nodes/force closure → decisive Sarawak ops → transition, while protecting key ports/airfields and energy infrastructure.

Feasible: Uses assigned maritime/air/amphib forces to rapidly establish localized sea and air control, defend APOD/SPOD throughput, and sustain a Sarawak-focused counteroffensive within lift constraints. (Feasibility remains tentative pending wargame results and force-flow timing.)

Acceptable: Trades speed for survivability and legitimacy: minimizes civilian harm and protects shipping lanes and critical infrastructure, while managing coalition/political constraints and reducing risk of over-commitment in Sabah.

Distinguishable: Clearly differs from “dual offensive” options by weighting Sarawak as the decisive effort and treating Sabah as containment/defense, with explicit early transition conditions.

Complete (Who/What/When/Where/How/Why): Specifies components, 4-phase timeline, Sarawak ME / Sabah SE geography, joint employment (fires, maneuver, protection, coalition integration), and purpose tied to restoring sovereignty and enabling Malaysian follow-on.

COA #2:

Adequate: Accomplishes the mission and complies with commander guidance by establishing air/sea control to deter then defend nodes/force closure. The plan then moves on to offensive operations in Sarawak and Sabah to remove KAL forces for area stabilization all while protecting key ports/airfields and energy infrastructure.

Feasible: Uses assigned maritime/air/amphib forces to rapidly establish localized sea and air control, defend APOD/SPOD throughout, and sustains dual front counteroperations in Sarawak and Sabah within lift constraints. (Feasibility remains tentative pending wargame results and force-flow timing.)

Acceptable: With time constraints being a major factor in this operation, this COA is the fastest method to a total decisive victory, but will require precise coordination and risks forces being spread too thin on either battle front.

Distinguishable: This COA differs from either COAs as they lean towards a single decisive battle in either the north or south, whereas this COA opts for a split battle in both the north and the south to defeat all KAL forces simultaneously.

Complete (Who/What/When/Where/How/Why): Specifies components, 4-phase timeline, Sarawak ME / Sabah SE geography, joint employment (fires, maneuver, protection, coalition integration), and purpose tied to restoring sovereignty and enabling Malaysian follow-on.

COA #3:

Adequate: . It directly accomplishes the mission to defeat KM aggression and defend East Malaysia and Brunei. It adheres to the Commander's intent by following the prescribed three-stage sequence: establishing air/sea control, engaging in a decisive land battle, and preparing for a turnover to Malaysian forces. By focusing on the AKR 3d and 4th IDs in Sabah, it addresses the immediate threat to the regional capital and energy infrastructure.

Feasible: . It utilizes available task-organized units, including the Carl Vinson Strike Group, the America ESG with the 31st MEU, and the Ronald Reagan Strike Group. The CVSG and AMAESG arrive in the JOA by June 3-4, which allows for operations to commence before the June 6 deadline imposed by local weather consideration. The plan leverages Clark Air Base and Subic Bay for logistics, utilizing the limited basing support offered by the Philippines.

Acceptable: . By placing a "fixing forcing" on the Southern Front to protect the Miri and Brunei oil fields, the plan minimizes damage to critical energy infrastructure, a key national concern. While a Joint Forcible Entry at Kudat is high-risk, it is mitigated by the preliminary neutralization of Kalimantan's S-300P and CDCM batteries and Sandakan and the use of MCMRON SEVEN to clear the Trusan strait.

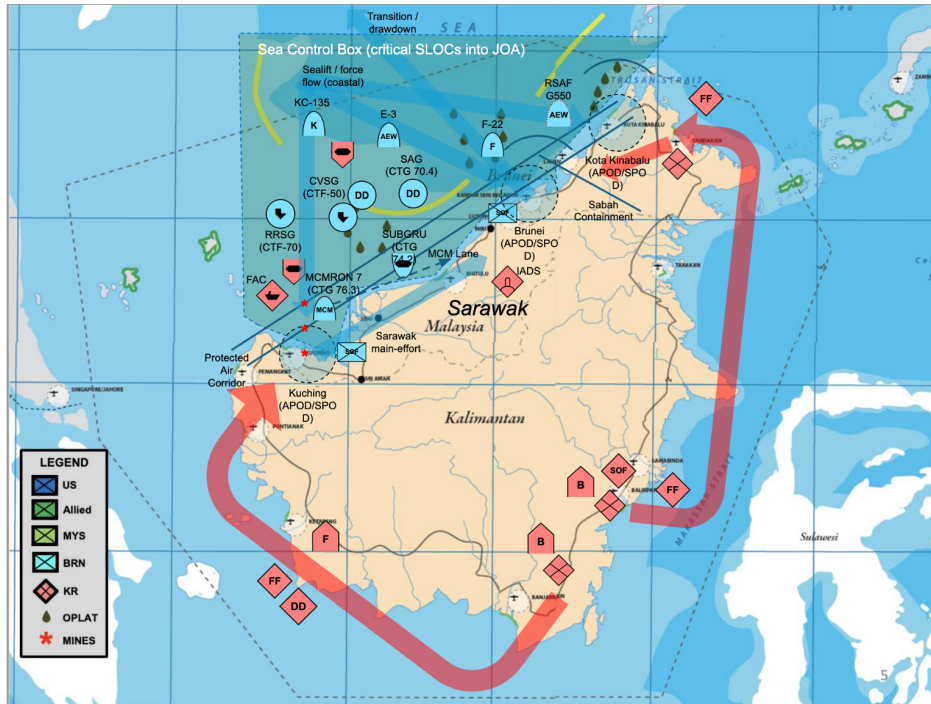
Distinguishable: . It prioritizes a northern axis of attack through Kudat, which is a departure from a standard overland defense or a Sarawak-centric operation. It uses an economy of force on the Southern Front to maximize combat power in Sabah, creating a unique tactical dilemma for the Kalimantan Eastern Military District.

Complete (Who/What/When/Where/How/Why): CJTF PACTEAK, partnered with Singapore's Air Combat Command and leveraging CVSG, AMAESG (31st MEU), RRSB, and I Corps, will launch a major offensive in early June (amphibious assault at Kudat NLT 6 June) to neutralize KM land forces in Sabah while containing them in Sarawak. This is intended to restore Malaysian territorial integrity, protect Brunei, and compel Kalimantan's retreat to its original borders, enabled by SEAD, strait clearance, an amphibious JFE, and logistics interdiction along the Sandakan–Telupid road.

Develop the COA statement and sketch for each COA. (pp. 3-20 to 3-23)

Proposed Course of Action #__1__ : (Main Effort Sarawak; Economy of Force Sabah; Early Transition)

SKETCH:



COA #1: Main Effort Sarawak; Economy of Force Sabah; Early Transition

FORCES

Blue = Friendly
Red = Enemy

PHASES

Phase I (Deploy/Deterrence):
Air–Sea Control to Enable Entry

Phase II (Defend): Secure APOD/SPOD Gateways and Force Closure

Phase III (Offensive Operations): Sarawak Main-Effort Counteroffensive

Phase IV (Stabilize/Redeploy):
Transition to Malaysia Lead and Drawdown

COA STATEMENT:

Operation PACIFIC TEAK is a four-phase, conditions-based campaign that weights Sarawak as the decisive main effort and treats Sabah as economy of force, using early air and sea control to enable joint forcible entry, protect SLOCs, and defeat Kalimantan A2/AD. The concept sequences air and maritime control to open protected corridors and sustain force flow, defends and hardens critical APODs/SPODs and offshore energy infrastructure to enable force closure, executes a Sarawak-focused counteroffensive to restore territorial integrity while containing in Sabah under coalition constraints, and then transitions rapidly to a Malaysia-led follow-on with coalition support shifting to enabling functions and a reduced U.S. footprint tied to clearly defined transition conditions.

Phase I (Deploy and Deter)

In Phase I, the coalition's pacing requirement is localized air superiority and sea control sufficient to protect APOD and SPOD access, secure key SLOCs, and enable early force flow. PACAF JFACC and the 613 AOC establish initial DCA and CAP, initiate SEAD and DEAD, and employ F-22s, E-3 airborne C2, and KC-135R tanking, with CVW-5 (RRSG) and CVW-2 (CVSG) as tasked, plus partner HVAA support such as RSAF G550 AEW&C. In parallel, COMSEVENTHFLT (JFMCC) postures RRSB (CTF-70), CVSG (CTF-50), Stethem SAG (CTG

70.4), SUBGRU (CTG 74.2), and MCMRON 7 (CTG 76.3) to establish sea control boxes, execute ASW and AAW screening, and clear and mark approach lanes against mining and submarine threats, supported by maritime ISR including P-8A via CPRW Det 1 (CTG 72.2). Amphibious forces remain over the horizon as an operational reserve, shaping through demonstrations and feints while preserving flexibility for contingency response.

- **JFACC/PACAF/613 AOC:** DCA/CAP; SEAD/DEAD; airborne C2; tanking (F-22, E-3, KC-135R, etc.).
- **JFMCC/7th Fleet:** sea control screen (RRSG/CVSG/SAG/SUBGRU); MCMRON 7; maritime ISR (P-8A det, etc.).
- **JFSOCC:** SR/targeting support as already described.

Phase II (Defend)

Phase II overlaps by design and shifts the weight of effort to node defense and throughput at Brunei and Kota Kinabalu while establishing the Kuching sustainment gateway for the Sarawak main effort. ARFOR and JFLCC commit 25th Infantry Division elements alongside Malaysian and Bruneian forces to defend critical nodes, set TAAs and routes, and prioritize base defense and route security over maneuver until stability is achieved. MARFOR keeps amphib forces as a protected reserve for raids, demonstrations, and contingency reinforcement of key nodes, while NAVFOR and JFMCC continue escort and screening for sealift, sustain sea control near SPODs, and employ MIO to reduce gray-zone disruption, with MCMRON 7 maintaining priority lane clearance. AFFOR and JFACC sustain persistent CAP and DCA over Brunei and Kota Kinabalu, execute SEAD to protect lodgments, and harden basing and tanking against OCA attempts and EW. JFSOCC supports SR to cue interdiction and conducts DA against launchers and LOC chokepoints, while JPOTF emphasizes civil-military coordination to reduce civilian friction around ports and airfields.

- **CFLCC/ARFOR:** 25ID (and partner ground forces) focused on APOD/SPOD defense, route security, and establishing Kuching gateway.
- **MARFOR:** amphib as protected reserve/QRF/demonstrations.
- **JFACC/JFMCC:** continue protection of nodes/lanes and throughput.

Phase III (Offensive Operations)

In Phase III, once throughput is stable and sufficient forces are staged, the coalition initiates the Sarawak counteroffensive with Malaysia in the lead and coalition enabling effects. I Corps (CFLCC) anchors the Sarawak lodgment and enables a Malaysia-led main effort designed to defeat and attrit enemy maneuver forces threatening Sarawak and Brunei approaches, while holding Sabah as a supporting effort with clear criteria for reinforcement. AFFOR and JFACC transition to OCA and interdiction, maintain SEAD, and provide CAS to support the Malaysia-led ground scheme, including B-52 standoff shaping against key nodes and LOCs.

NAVFOR and JFMCC sustain sea control and employ naval fires to isolate enemy reinforcement routes by sea, while MARFOR remains an operational reserve that threatens the enemy rear and littoral to fix forces and enable limited raids if conditions permit.

- **CFLCC:** Sarawak main effort package (I Corps/CFLCC + 25ID elements) and the supporting effects required (CAS/ISR/interdiction; sea isolation; SOF enabling), NEO IVO Kota Kinabalu
- **JFACC:** shift weight to OCA/interdiction + CAS, maintain required air superiority.
- **JFMCC:** sea isolation, fires as applicable, protect sustainment.

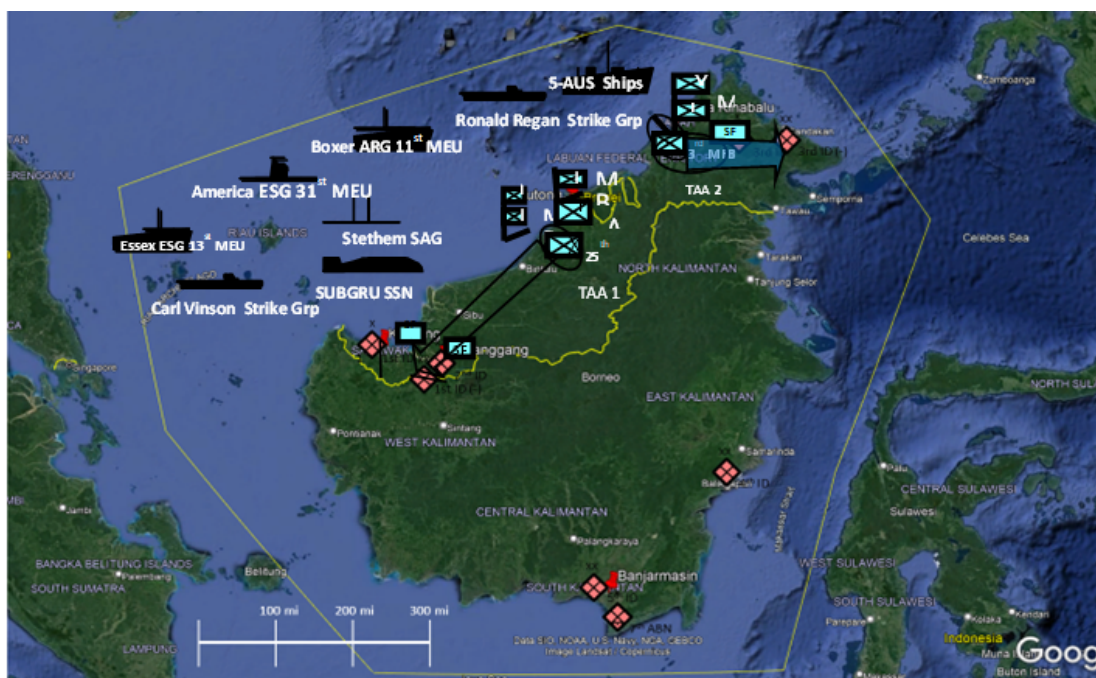
Phase IV (Stabilize, Transition, Redeploy)

Phase IV transitions security tasks and follow-on stability actions to Malaysian-led forces while the coalition reduces footprint under conditions-based redeploy gates and maintains enough air and maritime control to protect the drawdown and commercial shipping. ARFOR and JFLCC hand off security tasks to Malaysian and Bruneian forces while retaining a QRF until stability is assessed, and MARFOR keeps Marines as a flexible QRF and overwatch during transition and retrograde. NAVFOR and JFMCC continue sea control, escort, MIO, and MCM to deter renewed aggression and document violations, while AFFOR and JFACC maintain CAP as needed and provide ISR overwatch to blunt opportunistic harassment. JFSOCC shifts to FID and security force assistance to protect partners, and JPOTF supports the civil-military handoff, humanitarian stabilization priorities, and protection of restoration of critical infrastructure.

- **Transition to Malaysia lead** with coalition enabling/overwatch, retained sea/air control as required to protect retrograde and deter harassment.

Proposed Course of Action #__2__ : (Simultaneous Sarawak + Sabah)

SKETCH:



COA STATEMENT:

Operation PACTEAK will be conducted in four Phases: **Phase I:** Deployment/Deterrence; **Phase II:** Defend, **Phase III:** Offensive Operations; and **Phase IV:** Stabilize/Redeployment. During the Deployment/Deterrence Phase US/Coalition Maritime and Air Forces establish Sea Control and Air Superiority to allow follow on forces to secure operational footholds in East Malaysia while simultaneously conducting CAP and maritime ASW/ASUW protecting critical oil production facilities and ensuring FON. The Defend Phase encompasses ground forces defending key SPODS/APODS and forward tactical assembly areas in preparation to support Malaysian Offensive Operations while compelling KAL force withdrawal. During the Offensive Phase U.S/Coalition ground forces will attack in zone in Sarawak and Sabah to defeat KAL forces and reestablish original territorial integrity. During Stability Phase Coalition forces conduct SASO operations IAW HN priorities, and when directed redeploy to original bases & stations. The end state of Phase Four is restoration of East Malaysian sovereignty and regional stability.

Phase I (Deploy and Deter)

Deploy Ronald Reagan SG and Boxer ARG/11st MEU WNW of Brunei in South China Sea (SCS) conduct CAP, gain Air Superiority, screen NW Energy Platforms, TRAP, control northern approaches. Boxer ARG, 11st MEU GOPLAT missions. America ESG 31st MEU take station north of Stethem SAG as OP Reserve. Stethem SAG deploy W (Bintulu) SCS est. sea control, ASUW, AAW, ASW, MIO show force shape JOA. SUBGRU deploy W (Bintulu) SCS conduct ASW along western coast. AUS/Ship TF deploy north of Kudat est. sea control, AAW, ASW, MIO, MCM from Sulu Sea into SCS. Establish picket line to control entrance into JOA and BPT

conduct escort duties ISO FON. Carl Vinson SG will deploy to station South of Riau Island to reinforce Reagan Air Operations. ESSSEX ESG 13th MEU to take station to the north of Carl Vinson SG. 199th FW to Bandar, gain Air superiority, CAP, protect coalition ground and naval forces in SCS, East Malaysia/Brunei; I&W enemy 4th & 5th ID. 11th Bomber to Singapore taskings to support operational fires. SOF bases out of Bandar to conduct pre hostility SR/DA, I&W, FID, CSAR, and hostage rescue. AUS Inf Bn secure APOD/SPOD Bandar & RSOI. 3rd MEB FIE Kota Kinabalu secure APOD/SPOD then offload MPF/RSOI. 25th INF DIV to Bandar RSOI to Lutong. MAY/BRU INF BDE/BN's in place provide security and regenerate. All ground forces show of force/active defense when RSOI completed.

Phase II (Defend)

Ronald Reagan SG conduct defensive counter air (DCA), CAP, SEAD, interdiction, CAS, TRAP, and protect NW Energy Platforms; protection of ground/naval forces. Boxer ARG/11st MEU conduct Amphib Demonstration NW Sibutu IOT distract & deter enemy movement. America ESG 31st MEU OP Reserve. Stethem SAG maintain sea control by conducting ASUW, AAW, ASW, MIO and screen Amphib Dem. AUS/Ship TF control northern approaches, conduct ship escort through western JOA and maintain sea control, AAW, ASUW, MIO, MCM from Sulu Sea into SCS. Ensure passage of maritime shipping free of aggression from any threats. Carl Vinson SG conduct defensive counter air (DCA), CAP, SEAD, interdiction, CAS, TRAP. ESSEX ESG 13th MEU BPT reinforce American ESG. 199th FW, maintain Air superiority, conduct SEAD, CAP, protect coalition ground and naval forces in SCS, East Malaysia/Brunei; I&W enemy 4th & 5th ID. SOF: NSWU-1 conduct special recon between Bintulu & Kuching for possible Amphib Ops and gather intel. 1SFG continue SR/DA, I&W, FID, CSAR, and hostage rescue. All ground forces complete RSOI. 25th Inf Div defense TAA 1, 3rd MEB TAA 2. AUS Bn establish defensive position in Brunei. Ground forces expand security Ops in prep for possible Off Ops. MAY/BRU INF BDE/BN's continue regeneration and establish liaison with U.S. counterparts.

Phase III (Offensive Operations)

Ronald Reagan SG conduct offensive counter air (OCA), Interdiction, Strategic Atk and CAS in JOA. Boxer ARG/11st MEU BPT for Amphib Aslt/or Helo Asslt. America ESG 31st MEU and Essex ESG 13th MEU OP Reserve. Stethem SAG maintain sea control by conducting ASUW, AAW, ASW, MIO; provide NSFS ISO ground forces. AUS/Ship TF deploy maintain sea control, and friendly ship escort in western JOA. Carl Vinson SG conduct offensive counter air (OCA), CAP, SEAD, interdiction, CAS, TRAP. 199th FW, maintain Air superiority, conduct SEAD, OCA, Strategic Atk to protect coalition ground and naval forces in SCS, East Malaysia/Brunei; priority attack on 4th & 5th ID. Provide CAS for US/Coalition ground forces East Malaysia/Brunei. SOF: FID to coalition ground forces, CSAR in high threat areas, DA msns against HPT's. Ground force 25th INF Div along with MAY/BRU Attack in Sarawak zone to defeat and expel enemy forces. AUS BDE maintain defense in Brunei and protect critical oil

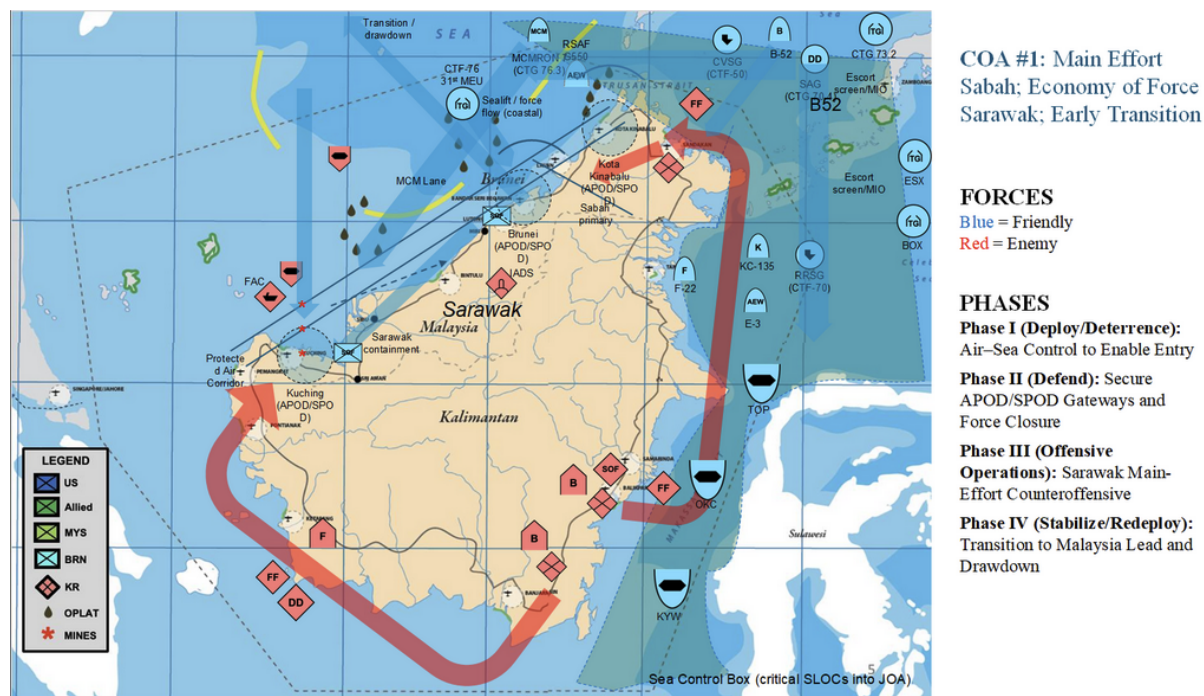
infrastructure. Ground force 3rd MEB along with MAY/BRU Attack in Sabah zone to defeat and expel enemy forces. NEO IVO Kota Kinabalu

Phase IV (Stabilize, Transition, Redeploy)

Ronald Reagan SG maintain SCS conduct CAP IOT maintain Air Superiority for retrograde ops. Boxer ARG/11st MEU Op Reserve. Stethem SAG maintain sea control by conducting ASUW, AAW, ASW, MIO IOT deter further enemy action. AUS/Ship TF redeploy home station. Carl Vinson SG, AMERICA ESG 31st MEU, Essex ESG 13th MEU redeploy to home station. 199th FW/11th bomber redeploy to home station. SOF Grp continue FID with MAY/BRU forces. Coalition forces will redeploy to the following locations: 3rd MEB Kota Kinabalu. Establish secure bases to support MAY/BRU forces/maintain security to reestablish popular government and regional stability. 25th Inf Div redeploy to home station. All units prepare to redeploy to home station once hostilities and MAY/BRU government firmly established.

Proposed Course of Action #__3__ : (Sabah Main Effort / Sarawak Supporting Effort)

SKETCH:



COA STATEMENT:

CJTTF PACTEAK conducts time-constrained joint offensive operations focused on Sabah to decisively defeat KM 3d and 4th Infantry Divisions on the Northern Front through integrated maritime, air, and amphibious maneuver, while maintaining a defensive containment posture on

the Southern Front to fix enemy forces and protect key infrastructure. Beginning in early June, with decisive amphibious actions completed no later than 6 June due to weather constraints, the CJTF leverages sea control, air superiority, and coalition integration to rapidly restore territorial integrity, prevent enemy escalation, and set conditions for transition to stability operations and redeployment.

Phase I (Deploy and Deter)

Focuses on deploying coalition forces and shaping the operational environment to establish local air superiority and sea control necessary to reduce risk for follow-on Joint Forcible Entry operations. Beginning with N-Day on 15 May and C-Day on or about 19 May, forces deploy in accordance with the TPFDD under strict EMCON and OPSEC, operating under the assumption of being located but not targetable, while positioning key reserves such as the 3d MEB for rapid employment. During this phase, coalition forces protect maritime shipping, degrade KM IADS and coastal defense networks through non-kinetic shaping actions, and secure Brunei and Malaysian offshore energy infrastructure, while USINDOPACOM conducts information, cyber, and deception operations to deter further aggression. Operations occur within defined legal and political constraints, including respect for Indonesian neutrality, self-defense-only ROE prior to D-Day, and restrictions on preemptive strikes, with coalition presence reinforcing regional security following failed diplomatic efforts and setting conditions for decisive follow-on operations.

Phase II (Defend)

This phase constitutes the decisive land battle following the establishment of air and sea control, with the primary mission of forcibly inserting coalition land forces to defeat Kalimantan Republic (KM) forces and restore the territorial integrity of East Malaysia and Brunei. Under the CFLCC (I Corps), supported by a joint amphibious task force led by CTF-79 and the 3d MEB as the landing force, coalition and Australian ground forces execute rapid, maneuver-focused operations to seize the initiative and compel KM forces to withdraw into their own territory. Execution is governed by strict operational guardrails emphasizing speed, protection of critical energy infrastructure, minimization of civilian casualties and collateral damage, and prohibitions on preemptive strikes inside Kalimantan proper, ensuring the land campaign defeats KM fielded forces while preserving long-term regional stability and enabling the transition back to host-nation control.

Phase III (Offensive Operations)

25th ID and Malaysian ground forces execute a deliberate counteroffensive to defeat Kalimantan maneuver forces threatening Sabah/Brunei approaches, restore territorial integrity, and break the enemy's ability to sustain operations in the Eastern JOA. Focus on controlling decisive terrain

and nodes (ports/airfields, key road junctions, and approaches to the Brunei objective area). Ronald Reagan CSG employ joint fires, SOF-enabled targeting, and maneuver to isolate enemy forces and compel withdrawal. All while conducting an economy-of-force defense of Sarawak and limiting offensive actions (as required) to contain enemy forces, protect key ports/airfields, and prevent enemy diversionary success. America ESG and Essex ESG standby as reserve force if western flank is threatened by Kalimantan. Maintain coalition cohesion and political constraints by respecting Indonesia neutrality and operating-rights limits, while preserving freedom of navigation/overflight in contested areas. NEO IVO Kota Kinabalu

Phase IV (Stabilize, Transition, Redeploy)

Transition security responsibilities and follow-on stability actions to Malaysian-led forces, with coalition support shifting to enabling functions (ISR, lift, sustainment, training, limited overwatch). Conduct stabilization and restoration tasks in accordance with host-nation priorities, then redeploy coalition forces as directed.

STEP 4: COURSE OF ACTION ANALYSIS AND WARGAMING

List all Friendly Forces: (4111K Workbook, page 4-6)

Ground (JFLCC/CFLCC)	Maritime (JFMCC / COMSEVENTHFL T)	Air (JFACC/PACAF)	SOF (JFSOCC)
US • 1 Corps (CFLCC) / Pearl Harbor • 25th Infantry Division (HQ) / Hawaii • 1x BCT (Stryker) / Fort Lewis • 2x BCT (Stryker) / Hawaii • 3x BCT (Light) / Hawaii • 4x BCT (ABN) / Alaska • 25th Aviation Brigade / Hawaii • 1st Armored Division / Fort Bliss • HQ 45th Sustainment Brigade / Hawaii • 8th Theater Sustainment Command (-) / Hawaii • 500th Military Intelligence Brigade / Hawaii • Det 54th QM Co (Mortuary Affairs) / CONUS (VA) Coalition / Host Nation • Royal Malaysian Army ◦ 3rd Brigade / Kota Kinabalu (Sabah) ◦ 2nd Battalion, 2nd	US • COMSEVENTHFLT (C7F) / Yokosuka (JFMCC) • Afloat C2: USS <i>Blue Ridge</i> (LCC-19) • RRSRG / Sea of Japan • CVSG / Gulf of Aden • BOXARG / Arabian Gulf • ESXESG / W HI • OPAREA • STESAG / Port Marlborough (NZ) • AMAESG / Tasman Sea • SUBGRU / Guam • USS <i>Key West</i> (SSN-722) / Indian Ocean USMC / Amphib forces (included in package) • 3d MEB (MAGTF CE / CLF, CTF-79) / Utaphao • RLT 4 (CTG 79.1) / Okinawa • MAG-12 / Butterworth ◦ F-35B det (as provided) ◦ FA-18D squadron (as provided) ◦ KC-130J det (as provided)	US • PACAF (JFACC) / Pearl-Hickam • 613 AOC / Pearl-Hickam • 3 ASOS (TACP) / Elmendorf • 909 ARS Det (6x KC-135R) / Kadena • 33 RQS Det (3x HH-60G) / Kadena • 961st Airborne Air Control Sq (E-3) / Kadena • 203 ARS Det (6x KC-135R) / Pearl-Hickam • 199th Fighter Sq (F-22) / Pearl-Hickam • 11th Bomb Sq (B-52) / Barksdale AFB, LA Coalition / Host Nation • Singapore Air Combat Command (HVAA protection mission; 30 days) ◦ 111 Sqn (4x G550 AEW&C) ◦ 143 Sqn (5x F-16C + 8x F-16D Blk 52) ◦ 122 Sqn (5x KC-130B) ◦ 149 Sqn (20x	US • SOCPAC establishes SOJTF-Pacific Teak (SOJTF-PT) / Pearl Harbor / N+3 • 353 SOG (-) (2x MC-130H) / Kadena • B/1-1 SFG / Fort Lewis • NSWU ONE Guam / Guam • NSW Task Unit / Guam

• Brigade / Lutong (Sarawak) • Royal Brunei Land Force ○ 1st Battalion ○ 2nd Battalion ○ 3rd Battalion • Australian Army ○ 2nd Battalion, Royal Australian Regiment (2 RAR) / Townsville	Coalition maritime • Philippine Navy (Naval Station Zamboanga) ○ BRP <i>Gregorio del Pilar</i> (FF15) ○ BRP <i>Jose Rizal</i> (FF150) ○ BRP <i>Artemio Ricarte</i> (PS37) ○ BRP <i>Conrado Yap</i> (PS39) ○ BRP <i>Bacolod City</i> (LS550) • Royal Australian Navy (Tasman Sea) ○ HMAS <i>Success II</i> (OR304) ○ HMAS <i>Yarra IV</i> (M87) ○ HMAS <i>Brisbane III</i> (DDG41) ○ HMAS <i>Melbourne III</i> (FFG05) ○ HMAS <i>Newcastle</i> (FFG06)	F-15SG) • Brunei International ○ 4x PC-7 ○ 12x S-70 ○ 1x CN-235	
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Note - Friendly force info should have been recorded during Step 1 - Mission Analysis

List Known Critical Events: (p. 4-7)

Critical Events:

1. Gain localized air superiority + sea control sufficient to open/secure force flow routes (counter A2/AD; protect SLOCs; enable entry).

2. Secure/defend APOD/SPOD nodes at Kota Kinabalu and Brunei (top priority) and establish the Kuching sustainment gateway for Sarawak main effort.
3. Defeat/attrit enemy maneuver forces threatening Sarawak/Brunei approaches (initiate Sarawak counteroffensive; isolate enemy; protect key infrastructure).
4. Transition to Malaysian-led follow-on ops and begin redeployment/force reduction.

War Game the Operation and Assess the Results (pp. 4-8 to 4-15)

HASTY WARGAME METHOD

HASTY WARGAME (critical events / essential tasks)

COA #1:

COA # 1	Critical Event 1: Gain localized air superiority + sea control sufficient to open/secure force flow routes (counter A2/AD; protect SLOCs; enable entry).					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks
1	JFACC establishes initial DCA/CAP over Brunei, Kuching, and Kota Kinabalu and opens protected air corridors for early force flow; initiates SEAD/DE AD and	Kalimantan contests airspace with IADS/fighters and conducts standoff attacks against APOD/SPOD and key nodes to disrupt air corridors and early force	Surge CAP with tanking and airborne C2; adjust routes/altitudes and prioritize SEAD/DE AD against critical emitters and strike enablers; disperse aircraft and sustainmen	D-Day to D+2 (establish air superiority conditions for entry/closure).	PACAF JFACC / 613 AOC; F-22 (CAP/DCA); E-3 (airborne C2); KC-135R (tanker); CVW-5 (RRSG) / CVW-2 (CVSG) as tasked; RSAF G550 AEW&C +	DP1: "Air superiority sufficient to accept major force flow?" If NO, continue SEAD/DE AD + base defense and delay heavy flow; if YES, shift emphasis to Phase II

	ISR to reduce Kalimantan A2/AD threats to entry.	closure.	t stocks at APODs to preserve throughput.		fighters (HVAA protection, time-limited).	node defense and throughput.
2	JFMCC establishes sea control boxes and convoy escort plan along critical SLOCs into the JOA; initiates ASW/AAW screening and maritime ISR to protect sealift and keep shipping lanes open.	Kalimantan attempts sea denial via mining likely approaches, submarine/surface harassment, and maritime strike to disrupt convoys and port access.	Execute MCM to clear/mark approach lanes; tighten ASW screen and prosecute threats using ISR cueing; reroute convoys through cleared corridors and employ SAG escort/screening to maintain convoy integrity.	D-Day to D+4 (establish secure sea lanes + initial sustained sealift arrivals).	COMSEV ENTHFLT (JFMCC); RRSG (CTF-70); CVSG (CTF-50); Stethem SAG (CTG 70.4); SUBGRU (CTG 74.2); MCMRON 7 (CTG 76.3); CPRW Det 1 (CTG 72.2) with VP-16 (P-8A) and VUP-19 (MQ-4C); LOGGRU (CTG 73.2); coalition escort/screen (RAN + Philippine Navy as tasked).	DP: “Approach lanes verified safe + convoy flow sustainable?” If mining threat persists, expand MCM effort and throttle nonessential sealift until lanes are cleared.
3	CATF/CLF posture amphibious	Kalimantan reallocates	Continue deception/demonstration	D+1 to D+5 (shaping	America ESG (CTF-76/C	If a critical node is threatened

	s forces as operational reserve and conduct demonstrations to shape adversary disposition, protect littoral approaches, and preserve flexibility without committing to a full amphibious lodgment unless required.	forces to defend perceived amphib threat or accelerates ground pressure in Sabah/Sarawak to create a fait accompli before coalition combat power closes.	ions to fix enemy units; use joint ISR and fires to punish exposed maneuver forces; retain MEU as rapid-response reserve for limited raids, emergency reinforcement of key nodes, or contingency lodgment if conditions degrade.	while force closure ramps).	ATF) + 31st MEU; Boxer ARG (CTF-56) + 11th MEU; Essex ESG (CTF-36) + 13th MEU; CVW-5/CVW-2 as tasked; SOJTF-PT SR/targeting support (as available).	or an opportunity emerges, branch to limited amphib raid / reinforcement; otherwise maintain afloat reserve to reduce operational risk and control escalation.
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COA # 1	Critical Event 2: Secure/defend APOD/SPOD nodes at Kota Kinabalu and Brunei (top priority) and establish Kuching sustainment gateway for Sarawak main effort.					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks
1	Establish defended lodgments at Kota Kinabalu, Brunei critical nodes, and Kuching; initiate base	Kalimantan conducts standoff fires / sabotage / raids against port and airfield operations to disrupt	Disperse aircraft/supplies, harden key facilities, implement layered base defense and rapid repair;	D+1 to D+4	I Corps (CFLCC) / 25th ID elements for node defense; PACAF CAP (F-22) + E-3 + KC-135;	DP2: "APOD/SPOD throughput stable?" If NO, throttle force flow and shift priority to protection/

	defense, local security zones, and throughput operations to enable force closure.	closure and create congestion.	prioritize throughput to Sarawak gateway while maintaining KK/Brunei minimum essential defense.		RRSG/CV SG for sea-based air/strike as tasked; LOGGRU for sustainment at sea; MCMRON 7 for port approaches	repair; if YES, accelerate follow-on forces to Kuching and transition to Phase III prep.
2	Open and protect main LOCs/MSRs from Kuching gateway to Sarawak ME staging areas; establish convoy/route security and mobility support.	Enemy attempts interdiction along limited road network (ambushes, fires, chokepoints) to isolate Kuching and delay massing.	Engineer route clearance and alternate routing; ISR cueing and precision fires to defeat interdiction; tighten security posture on key junctions.	D+2 to D+6	25th ID elements; 25th Aviation Bde (mobility/ISR as available); SOJTF-PT SR for corridor confirmation; JFACC ISR and strike; logistics nodes supported by 8th TSC (-) / 45th Sustainment Bde	Key risk is mobility friction. Treat any LOC interdiction as a trigger to commit reserve or shift routes, not a reason to pause the entire ME.
3	Maintain Sabah economy-of-force defense while force closure prioritizes Sarawak; establish	Enemy attempts a diversionary push in Sabah to force coalition reallocation away from	Maintain ISR + fires coverage; reinforce Sabah only if critical thresholds are crossed; keep	D+2 to D+7	Stethem SAG / escort elements for Sabah approaches; JFACC CAP over KK; coalition/lo	Branch: If Sabah threat becomes decisive, branch to “reinforce Sabah” with MEU/airm

	quick-reaction criteria for reinforcement.	Sarawak.	Sarawak ME resourced.		cal ground under national command with liaison; SOF for early warning; RRSB/CV SG as tasked	obile options; otherwise accept calculated risk to preserve Sarawak ME.
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COA # 1	Critical Event 3: Defeat/attrit enemy maneuver forces threatening Sarawak/Brunei approaches (initiate Sarawak counteroffensive; isolate enemy; protect key infrastructure).					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks
1	Upon “force closure green,” I Corps (CFLCC) initiates the Sarawak Main Effort counteroffensive from the Kuching lodgment to seize decisive terrain/nodes on the Sarawak approaches and relieve pressure on	Kalimantan concentrate s maneuver forces to defend key terrain and attempts to fix coalition forces with delaying actions and fires, aiming to preserve freedom of action near Brunei approaches .	Use ISR-driven targeting to expose concentrations; apply interdiction and precision fires to isolate the battlefield; defeat enemy mass with coordinated maneuver and joint fires while maintaining force protection of the	D+7 to D+12 (or upon DP2 “throughput stable + forces staged”).	I Corps (CFLCC); 25th ID maneuver elements; JFACC interdiction /CAS; RRSB (CTF-70) / CVSG (CTF-50) air and maritime fires; SOJTF-PT SR/targeting; LOGGRU sustainment.	Commit operational reserve (MEU/air mobile) only if enemy attempts a decisive counterstroke against the Sarawak lodgment/LOCs or if a breakthrough opportunity emerges. Red employs mining and

	Brunei critical infrastructure.		lodgment and LOCs. Blue counters Red mining and ASM pressure with layered maritime defense (Aegis-enabled coverage), MCM/ASW screening, and convoy escort to preserve sea control, keep the CSG inside effective support range, and sustain CAS/fires in support of CFLCC.			ASM pressure to push the CSG offshore; Blue counters with layered maritime defense (Aegis-enabled coverage) to preserve freedom of maneuver and sustain CAS/support to CFLCC.
2	Maintain Sabah economy-of-force defense while the Sarawak ME advances; employ limited spoiling	Kalimantan attempts a diversionary push in Sabah (or increased standoff attacks on KK) to force coalition	Keep CAP and maritime escort in place; reinforce Sabah only if predefined thresholds are crossed (node	D+7 to D+14 (parallel to Sarawak offensive).	Stethem SAG (CTG 70.4) escort/screen; JFACC CAP over Kota Kinabalu; ISR (P-8A / MQ-4C) cueing; coalition/lo	Branch: Maintain MEU afloat as a branch option; execute on predefined Sabah threshold(s) to restore balance

	actions and persistent ISR to prevent a diversionary Sabah success from drawing forces away from Sarawak.	reallocation and slow Sarawak momentum.	defense at risk); otherwise defeat diversion with ISR-to-fires and maintain Sarawak ME priority.		cal defense under national command with CFLCC liaison; SOF early warning.	without collapsing the Sarawak main effort (ME). Reinforce Sabah with MEU reserve / airlifted elements only if thresholds are crossed; otherwise defeat the diversion with ISR-to-fires and maintain Sarawak ME priority.
3	As enemy maneuver forces become decisively defeated/withdrawn, transition from offensive to stabilize and set conditions for turnover, emphasizing protection of	Enemy shifts to residual disruption (sabotage, raids, IO) to undermine coalition legitimacy and complicate turnover.	Tighten security on key nodes and infrastructure; sustain overwatch ISR and rapid response capacity; integrate information operations and civil-military coordination	D+12 to D+21 (transition window into Phase IV).	I Corps (CFLCC) + liaison teams; SOJ TF-PT conducts targeted disruption/early warning and FID (partner advising, enabling, liaison) to build Malaysian capacity for Phase	Sets DP4 (Turnover Trigger): enemy combat power degraded + key nodes secure + Malaysian forces ready to assume lead; once met, execute Phase IV handoff and phased

	civilians, restored access to ports/airfields/energy infrastructure, and preparation for Malaysian-led follow-on.		n to reinforce Malaysian legitimacy and reduce risk of a “narrative win” by the adversary. SOF conducts FID to enable Malaysian forces and accelerate transition to stability; integrate partner capacity-building early to reduce insurgency and IO vulnerability during turnover.		IV security and governance tasks; JFACC ISR/limited overwatch; JFMCC sea control residual; LOGGRU sustainment and re-posture; MCMRON 7 maintains safe approaches .	redeploy.
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COA # 1	Critical Event 4: Transition to Malaysian-led follow-on ops and begin redeployment/force reduction.					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks
1	Establish transition framework : shift security tasks and	Enemy attempts residual disruption (sabotage/IO/terror-st	Maintain overwatch ISR and quick-reaction capacity;	D+14 to D+30 (or upon completion of Phase III	CFLCC liaison teams; SOJTF-PT advisory/liaison;	DP4: “Conditions met for turnover?” If NO, delay

	governance support to Malaysian-led forces; coalition pivots to enabling support (ISR, logistics, training, limited overwatch)	yle attacks) to undermine the transition and claim political victory.	secure critical infrastructure and key population centers; synchronized information strategy reinforcing legitimacy and Malaysian lead.	objectives)	JFACC ISR and limited overwatch; JFMCC sea control residual; logistics drawdown via LOGGRU	redeploy and maintain overwatch; if YES, execute phased redeploy with continued protection of critical nodes.
2	Begin phased redeployment of coalition forces while maintaining sea/air control sufficient to protect drawdown and commercial shipping.	Enemy attempts to exploit drawdown timing to re-infiltrate or strike high-visibility targets.	Keep a defined rear-guard posture (sea control box + CAP) until final lift; continue MCM assurance and maritime escort where needed.	D+21 to D+45	RRSG/CV SG (as retained); Stethem SAG; MCMRON 7; F-22 CAP + E-3 + tankers as retained; LOGGRU	Keep withdrawal conditions tied to “no loss of control of key nodes + no successful enemy narrative win.”
3	Transition from combat operations to steady-state posture (security	Adversary shifts to gray-zone pressure and information operations.	Establish persistent ISR baseline, regular maritime presence patrols,	D+30 and beyond	Coalition maritime presence; ISR (as allocated); liaison elements	This becomes a sequel plan (follow-on OPLAN/C ONPLAN refinement).

	cooperation / assurance / monitoring).		and partner integration; formalize lessons learned for follow-on planning.			
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COA #2:

COA # 2	Critical Event 1: Gain localized air superiority + sea control sufficient to open/secure force flow routes.					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks
1	The RRSF and Boxer deploy WNW of Brunei in the SCS to conduct CAP, TRAP, and GOPLAT missions.	SAG A deploys to the west-north west of Brunei to reinforce and protect the 3ID, while the KRGCN West Fleet moves to Kota for ASW.	The Philippine Navy (BRP Gregorio del Pilar and BRP Jose Rizal) moves to Luban to take up a blocking position.	24 Hours	Surface Assets	This action blocks KAL forces from reinforcing Brunei and protects energy resources.
2	SUBGRU deploys west of Bintulu in the SCS to conduct ASW.	3rd Submarine Squadron (Ketapang) deploys to Bintulu to conduct ASW.	PACAF (199th Fighter Wing and P-8s) deploys to Bintulu to affirm air superiority and	48 Hours	Submarine Assets	Critical to prevent submarine interference on the western coast.

			provide ASW support.			
3	CVSG and ESXESG deploy south of Riau Island for reinforcement.	The KRGCN West Fleet moves to disrupt operations, while the KRAF 1st Strike Squadron launches air interdiction missions.	The Singapore Air Combat Command (149 Squadron F-15SGs) assists with high-value airborne asset protection.	24 Hours	Surface Assets	Forces aim to maintain sea and air control while reinforcing Ronald Reagan Strike Group air operations.

COA # 2	Critical Event 2: Defending key SPODS/APODS and forward tactical assembly areas in preparation to support Malaysian Offensive Operations.					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks
1	AUS Infantry Battalion secures the APOD/SP OD at Bandar and begins RSOI.	KAL 2nd ID (Sarawak) attacks toward Bandar; KRAF 1st Coastal Patrol Sq inserts troops	The 199th FW conducts defensive counter-air and close air support to protect the APOD.	24 Hours	Air Assets	AUS Battalion establishes defensive positions in Brunei.
2	3rd MEB to Kota Kinabalu to secure the APOD/SP OD and	KAL 3rd ID (Sabah) reinforced by 4th ID (Balikpapan) attacks Kota	The 199th Fighter Wing and 11th Bomb Squadron provide close air	72 Hours	Amphibious and Air Assets	3rd MEB establishes Tactical Assembly Area 2 to defend the Sabah

	offload MPF/RSOI	Kinabalu	support and interdiction			zone.
3	25ID moves to Bandar for RSOI and then proceeds to Lutong.	KAL 1st ID moves to engage; Reinforced by 1st Air Defense Brigade.	The Boxer ARG and 11th MEU conduct deception ops northwest of Sibu to distract enemy forces.	Amphibiou s	Surface Assets	25ID establishes Tactical Assembly Area 1, while the Boxer ARG demonstrat ion draws enemy attention.

COA # 2	Critical Event 3: Counterattack in Sawarak (west)					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks
1	25ID/MAY OUT OF BINTULU TOWARD SIMANG GANG AND TAKES UP BLOCKIN G POSITION	2ID, 2BDE/11D , AND 5ID MOVE TO ENGAGE 25ID	JFACC COUNTE RS WITH AIR STRIKES AGAINST MASSING TROOPS	36 Hours	Air Assets	OVERLA ND MOVEME NT FROM BINTULU TO SIMANG GAN DIFFICUL T
2	25ID+EN GAGES 2ID & 5ID	K REINFOR CES WITH 1BDE/11D	25ID+FIX ES K FOR FURTHER AIRSTRIK ES AND FOLLOW- ON GROUND	24 Hours	Air Assets	FIXING OPERATI ON WILL BE A POINT OF GREAT RISK

			OPERATIONS			
3	101 AASLT/AUS BN MOVES OUT OF BRUNEI TOWARD KUCHING CUTTING THE KLOCS AND ENVELOPING THE WESTERN FLANK OF THE SARAWAK BASED FORCES	ATTEMPTS TO ATTACK ON ALL FRONTS	25ID+EXP LOITS WEAKNESSES CREATED QUICK	48 hours		101 AASLT MOVEMENT OUT OF BRUNEI IS CRITICAL

COA # 2	Critical Event 4: Counterattack in Sabah (East)					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks
1	3rd MEB and Royal Malaysian Army 3rd Brigade attack from Kota Kinabalu to clear Sabah.	KAL 3ID defends in sector, while the 4ID moves north from Balikpapan to reinforce.	199th Fighter Wing and 11th Bomb Squadron conduct air interdiction against the 4ID movement and provide close air support.	36 Hours	Amphibious and Air Assets	The 3rd MEB is the main effort in the East for a decisive ground battle in Sabah.

2	AUS/SHIP TF Force conducts naval screening and naval surface fire support off the Sabah coast.	KAL SAG B from Balikpapan, and the 2nd Coastal Defense Brigade engages.	CVSG & AUS TF engage SAG B and conduct SEAD against coastal defense sites.	24 Hours	Surface Assets	Important to protect the flank of the 3rd MEB advance and neutralize the naval threat in the Sulu Sea.
3	3RD MEB secures Sandakan and Tawau, pushing remaining forces to the border.	KAL 3ID withdrawal to East Kalimantan while the KEA jams communications.	SOF conduct direct action against high-payoff targets and command nodes, while air power interdicts the retreat.	48 Hours	Amphibious and SOF Assets	Important to restore Sabah's territorial integrity and sets conditions for Phase IV stability.

COA #3:

COA # 3	Critical Event 1: Establish air superiority + sea control/denial sufficient to open/secure force flow routes (counter A2/AD; protect SLOCs; enable entry).					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks

1	JFACC initiates SEAD/DEAD against Sandakan IADS; establish CAP over entry corridors; CSGs establish sea control/denial in Sulu and Celebes Seas.	K activates IADS/fighters and conducts standoff attacks against APOD/SPOD and key nodes to disrupt air corridors and early force closure. Increases ISR and maritime patrols	Employ EW and long-range strike against IADS, use SSNs and DDG escorts for increased ASuW/AAW/ASW coverage	48 hours	PACAF JFACC / 613 AOC; F-22 (CAP/DC A); E-3 (airborne C2); KC-135R (tanker); CVW-5 (RRSG) / CVW-2 (CVSG) as tasked; RSAF G550 AEW&C + fighters (HVAA protection, time-limited).	DP1: "Air superiority sufficient to accept major force flow?" If NO, continue SEAD/DEAD + base defense and delay heavy flow; if YES, shift emphasis to Phase II node defense and throughput.
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2	JFMCC establishes sea control boxes and convoy escort plan along critical SLOCs into the JOA; Deploys MCM to clear path to Kota Kinabalu and Brunei SPODs	K conducts additional mining to likely approaches . Deploys FAC/FIAC to harass Coalition MCM and transports	Prosecute threats using ISR cueing; reroute convoys through cleared corridors and employ SAG escort/screening to maintain convoy integrity.	96 hours	COMSEV ENTHFLT (JFMCC); RRSG (CTF-70); CVSG (CTF-50); Stethem SAG (CTG 70.4); MCMRON 7 (CTG 76.3); CPRW Det 1 (CTG 72.2) with VP-16 (P-8A) and VUP-19 (MQ-4C); LOGGRU (CTG 73.2); coalition escort/screen (RAN + Philippine Navy as tasked).	DP: “Approach lanes verified safe + convoy flow sustainable?” If mining threat persists, expand MCM effort and throttle nonessential sealift until lanes are cleared.
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3	CATF/CLF posture amphibious forces as operational reserve and conduct demonstrations to shape adversary disposition, protect littoral approaches, and preserve flexibility without committing to a full amphibious lodgment unless required.	K reallocates forces to defend perceived amphib threat or accelerates ground pressure in Sabah to create a fait accompli before coalition combat power closes.	Continue deception/demonstrations to fix enemy units; use joint ISR and fires to punish exposed maneuver forces; retain MEU as rapid-response reserve for limited raids, emergency reinforcement of key nodes, or contingency lodgment if conditions degrade.	24 hours	America ESG (CTF-76/CATF) + 31st MEU; Boxer ARG (CTF-56) + 11th MEU; Essex ESG (CTF-36) + 13th MEU; CVW-5/CVW-2 as tasked; SOJTF-PT SR/targeting support (as available).	If a critical node is threatened or an opportunity emerges, branch to limited amphib raid / reinforcement; otherwise maintain afloat reserve to reduce operational risk and control escalation.
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COA # 3	Critical Event 2: Secure/defend APOD/SPOD nodes at Kota Kinabalu and Brunei (top priority) and establish Kota Kinabalu sustainment gateway for Sabah main effort.					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks

1	25th ID elements secure Kota Kinabalu APOD; Establish defensive positions in Kota Kinabalu and Brunei critical nodes.	K repositions 3rd ID to counter 25th ID; use long-range fires against coalition positions	JFACC conducts interdiction; Naval and aviation fires disrupt maneuver columns	48 hours	25th ID, CVW	KK APOD necessary for quick coalition reinforcement via Airlift
2	Coalition positions AAW/ASU W units to harden Brunei energy infrastructure and SPOD	K conducts ASCM strikes against coalition forces	Increase layered air defense; surge CAP;	24 hours	F-22; SAG; CSG escorts	Energy infrastructure tied to coalition legitimacy

3	Sustainment flow established through Kota Kinabalu for Sabah ME. Maintain Sarawak economy-of-force defense.	K attempts SS interdiction of Coalition sustainment assets	Concentrate ASW search patterns around convoys; reroute movement flow; increase number of escorts	48 hours	SAG; SSN; P-8	DP2: "APOD/SPOD throughput stable?" If NO, throttle force flow and shift priority to protection/repair; if YES, accelerate follow-on forces to Kota Kinabalu and transition to Phase III prep.
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COA # 3	Critical Event 3: Defeat/attrit enemy maneuver forces threatening Sabah/Brunei approaches (initiate Sabah counteroffensive; isolate enemy; protect key infrastructure).					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks

1	Initiate Sabah counteroffensive toward Sandakan.	K conducts fighting withdrawal into urban centers.	Conduct long-range fires; deny enemy reinforcement.	24 hours	25th ID; CVW; SOF	Commit operational reserve (MEU/airmobile) only if enemy attempts a decisive counterstroke against the Sabah lodgment/LOCs or if a breakthrough opportunity emerges.
2	Interdict reinforcement routes from Kalimantan.	K attempts to reinforce with 4th and 5th IDs	Conduct interdiction; SEAD; threaten KR logistics nodes	48 hours	B-52; CVW; ISR; SAG	DP3: Enemy commits reserve or shifts main effort DP (ROE/Strike Authority): If higher authority (POTUS/SECDEF) authorizes strikes ashore/in-port → execute surgical strike option to neutralize KR transport/logistics while minimizing collateral.

3	Secure Sandakan lodgment and isolate eastern axis, NEO out of Kota Kinabalu	K shifts effort west to Sarawak.	Maintain Sabah containment ; increase ISR/fires in Sarawak without shifting main effort, including positioning CVSG for operations IVO Kuching-Brunei	96 hours	25th ID, ISR, CVSG, CTF76	Sets DP4 (Turnover Trigger): enemy combat power degraded + key nodes secure + Malaysian forces ready to assume lead; once met, execute Phase IV handoff and phased redeploy.
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COA # 3	Critical Event 4: Transition to Malaysian-led follow-on ops and begin redeployment/force reduction.					
Sequence Number	Action	Reaction	Counter Action	Time	Forces / Assets	Remarks

1	Transition ground security to Malaysian-led operations in Sabah	K attempts residual disruption (sabotage/IO/terror-style attacks) to undermine the transition and claim political victory.	Maintain ISR and maritime overwatch	96 hours	CFLCC liaison teams; SOJTF-PT advisory/liaison; JFACC ISR and limited overwatch; JFMCC sea control residual; logistics drawdown via LOGGRU	DP4: “Conditions met for turnover?” If NO, delay redeploy and maintain overwatch; if YES, execute phased redeploy with continued protection of critical nodes.
2	Begin phased redeployment of coalition forces while maintaining sea/air control sufficient to protect drawdown and commercial shipping.	K attempts to exploit drawdown timing to re-infiltrate or strike high-visibility targets.	Maintain maritime deterrence posture; increase BMD readiness; have ARG standby as reaction force	96 hours	RRSG/CV SG (as retained); Stethem SAG; MCMRON 7; F-22 CAP + E-3 + tankers as retained; LOGGRU	Keep withdrawal conditions tied to “no loss of control of key nodes + no successful enemy narrative win.”

3	Coalition reduces footprint; maintain air/maritime overwatch	K shifts to gray-zone pressure and information operations.	Establish persistent ISR baseline, regular maritime presence patrols, and partner integration; formalize lessons learned for follow-on planning.	96 hours	Coalition maritime presence; ISR (as allocated); liaison elements	This becomes a sequel plan (follow-on OPLAN/CONPLAN refinement).
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War Game Worksheet (Expanded) (pp. 4-16 to 4-19) –
Joint Task Force (JTF)

COA #1 / Phase #I:

Friendly COA	1
Short Name	Deploy/Deterrence Sarawak Main Effort / Sabah Supporting Effort (South Weighted): Establish localized air superiority + sea control to open/protect force flow routes
Enemy COA	Addresses Most Likely and Most Dangerous ECOAs
Time / Phase / Critical Event	D-Day to D+5 / Phase I / Critical Event #1

COMPONENTS		
ARFOR/JFLCC	Action	Pre-position/alert node-defense packages; coordinate MAL/BRN security; begin limited staging for Sarawak gateway.
	Reaction	Attempts to sabotage or strike staging; probes for weak points; accelerates forward movement of 4th/5th IDs to create fait accompli.
	Counteraction	Harden/disperse staging; tighten ROE/defense posture; use deception (fake staging locations) and rapid QRF posture.
MARFOR	Action	ESG/ARG posture for operational reserve and contingency lodgment support; rehearse TRAP/NEO support.
	Reaction	Threatens amphib with coastal missiles/fast attack craft; mines likely approaches.
	Counteraction	Keep amphib over-the-horizon; integrate MCMRON 7 early; use feints/demonstrations to fix enemy ISR.
NAVFOR/JFMCC	Action	Establish sea control boxes: SAG screening + ASW pickets; SUBGRU hunts enemy subs; escort plan for sealift; protect SLOCs.
	Reaction	Submarine ambush attempts; mining of chokepoints; anti-ship missile raids (shore-based/air).
	Counteraction	Layered ASW (SUBGRU + escorts + air ASW), convoy routing changes; MCMRON 7 clears prioritized lanes; surge AAW posture.
AFFOR/JFACC	Action	F-22/E-3/KC-135 CAP/DCA; SEAD/DEAD shaping; ISR to locate SAMs/launchers; establish air corridors to APODs.
	Reaction	Massed SAM employment; OCA attempts on bases/tankers; EW to degrade C2/ISR.

	Counteraction	Reattack IADS nodes; shift CAP tracks; tanker protection; alternate routing; mission command comms (PACE).
JFSOCC	Action	SR on coastal approaches and missile/SAM nodes; limited DA against critical enablers; liaison with MAL/BRN.
	Reaction	Counter-SOF sweeps; decoys/HVT protection; cyber/IO to undermine legitimacy.
	Counteraction	SOF dispersion, alternate infil/exfil; focus on targeting/ISR enabling; IO messaging reinforced (“support Malaysia”).
JPOTF	Action	Track civilian maritime traffic and FON; prep humanitarian/civil-mil coordination cell.
	Reaction	Uses gray zone maritime militia tactics; attempts to provoke collateral/legitimacy loss.
	Counteraction	Clear messaging + rules; avoid civilian harm; document adversary actions; coordinate maritime deconfliction.
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Prioritize ISR on enemy subs, missile batteries, 4th/5th ID movement indicators.
	Reaction	Uses emissions control/decoys; PRC-enabled targeting support.
	Counteraction	Multi-INT fusion; deception detection; persistent ISR with redundancy.
FIRES	Action	Prioritize SEAD/OCA/C2 disruption; standoff strikes (B-52 option) to delay enemy tempo.

	Reaction	Disperses launchers; retaliatory fires on ports/airfields.
	Counteraction	Dynamic targeting; rapid reattack; harden and disperse key nodes.
LOGISTICS	Action	Stage port opening packages; prepare limited-lift force flow; prioritize sustainment that is light + fast.
	Reaction	Interdicts sealift/airlift; strikes ports/airfields to slow closure.
	Counteraction	Redundant nodes; convoy discipline; repair teams; shift to alternate APOD/SPOD as needed.
COMMAND & CONTROL	Action	Stand up JTF C2 w/ coalition integration; establish PACE comms; ISR/fires C2 rhythm.
	Reaction	EW/cyber attacks on C2; misinformation.
	Counteraction	PACE execution; cyber defense; rapid comm restoration; common COP updates.
PROTECTION	Action	Layered defense for shipping lanes and critical nodes; AMD at priority nodes.
	Reaction	Missile raids; sub threats; mining.
	Counteraction	AAW/ASW/MCM integration; point defense at nodes; convoy protection.
MOVEMENT & MANEUVER	Action	Begin controlled force flow into theater; posture RRSB/CVSG/SAG to dominate approaches.
	Reaction	Attempts to force early culmination by threatening multiple axes.

	Counteraction	Maintain flexible maritime posture; hold reserve; deny enemy ability to mass.
INFORMATION	Action	Proactive legitimacy narrative; emphasize defensive support mission; warn against disruption of global shipping.
	Reaction	Propaganda portraying coalition as aggressor.
	Counteraction	Rapid refutation, evidence release, coalition unity messaging.
OTHERS		
INFORMATION OPERATIONS	Action	Establish legitimacy narrative (“support Malaysia/Brunei; protect civilians and global shipping”); synchronize coalition messaging; employ OPSEC/deception themes to mask timing/routes of force flow; counter-disinformation early.
	Reaction	KR/PRC-enabled IO portrays coalition as aggressor; amplifies any incidents; attempts to fracture coalition unity and intimidate regional partners.
	Counteraction	Rapid factual rebuttal with evidence; consistent coalition spokesperson plan; disciplined ROE/civilian harm mitigation messaging; expose KR disruption to shipping.
DECISION POINTS	Action	DP: commit additional air/sea forces if air/sea control not achieved by T+X.
	Reaction	N/A
	Counteraction	N/A

CCIR	Action	PIR: location/readiness of enemy subs + missile batteries; FFIR: APOD/SPOD status/throughput.
	Reaction	N/A
	Counteraction	N/A
BRANCHES	Action	Branch if APOD/SPOD threatened: shift CAP + escort + MCM priority.
	Reaction	N/A
	Counteraction	N/A
SEQUELS	Action	Transition to Phase II once corridors secured + force flow begins.
	Reaction	N/A
	Counteraction	N/A
REMARKS	Action	Notional window D–D+5. Priority is air/sea superiority + lane assurance to prevent a fait accompli and open force flow; accept risk elsewhere to protect APOD/SPOD access and SLOCs.
	Reaction	N/A
	Counteraction	N/A

COA #1 / Phase #2:

Friendly COA	1	
Short Name	Defend Sarawak Main Effort / Sabah Supporting Effort (South Weighted): (Brunei + Kota Kinabalu) and establish Sarawak sustainment gateway	
Enemy COA	Addresses Most Likely and Most Dangerous ECOAs	
Time / Phase / Critical Event	D+1 to D+7 / Phase II / Critical Event #2	
COMPONENTS		
ARFOR/JFLCC	Action	25th ID elements + MAL/BRN defend Brunei/KK; establish Sarawak gateway defensive lodgment; set TAAs and routes.
	Reaction	Converging ground pressure; raids/strikes on APOD/SPOD; attempts to isolate Brunei.
	Counteraction	Active defense; mobile reserves; route security/engineers; prioritize node defense over maneuver until stable.
MARFOR	Action	Amphib forces as reserve, raids/feints to fix enemy; support node defense.
	Reaction	Coastal missile threats; small boat swarms; mines.
	Counteraction	Keep reserve protected; execute deception/feints; integrate naval fires only where appropriate.
NAVFOR/JFMCC	Action	Escort + screening for sealift; maintain sea control near SPODs; MIO to reduce gray-zone disruption.

	Reaction	Sub/AShM threats concentrated on sealift lanes; mining near ports.
	Counteraction	Surge ASW/AAW; MCMRON 7 clears priority lanes; reroute convoys and stagger arrivals.
AFFOR/JFACC	Action	Persistent CAP/DCA over Brunei/KK; SEAD to protect lodgments; CAS/interdiction as required.
	Reaction	OCA attempts on airfields/tankers; IADS reposition; EW.
	Counteraction	Harden basing; shift tanking; reattack IADS; prioritize defense of nodes over deep strikes.
JFSOCC	Action	SR to cue interdiction; DA against launchers/bridges/LOC chokepoints; liaison/FID.
	Reaction	Counter-recon, decoys, sweeps; info ops to erode local support.
	Counteraction	SOF focus on targeting enablement; preserve legitimacy; integrate with MAL/BRN security.
JPOTF	Action	Support civil-mil coordination around ports/airfields; minimize disruption.
	Reaction	Attempts to create civilian congestion and friction.
	Counteraction	Traffic control + humanitarian messaging; rapid incident response.
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Track 4th/5th ID approach, reserve commitment indicators, mining/sub patterns.

	Reaction	Deception, PRC cueing.
	Counteraction	Continuous ISR, cross-cue, rapid dissemination.
FIRES	Action	Interdict enemy movement corridors; prioritize counter-ISR/EW and A2/AD nodes.
	Reaction	Enemy counterfires/strikes on nodes.
	Counteraction	Counter-battery, relocation/dispersal; repair and rapid runway/port recovery.
LOGISTICS	Action	Maximize throughput at Brunei/KK; begin sustainment to Sarawak gateway.
	Reaction	Interdiction creates bottlenecks.
	Counteraction	Alternate offload methods; prioritize essentials; protection for convoys.
COMMAND & CONTROL	Action	Joint fires/airspace/maritime deconfliction; coalition integration.
	Reaction	C2 attack/EW/cyber.
	Counteraction	PACE comms; hardened C2; distributed mission command.
PROTECTION	Action	AMD + base defense; convoy escort; CBRN/EOD readiness.
	Reaction	Missile raids, sabotage.

	Counteraction	Active defense + hardening; QRF; layered security.
MOVEMENT & MANEUVER	Action	Complete RSOI of early-arriving forces; establish defensive positions/TAAAs that protect Brunei/KK and enable Sarawak gateway expansion; maintain mobile reserve to respond to penetrations.
	Reaction	Converging pressure and diversionary pushes to force premature commitment of reserves and pull combat power off node defense.
	Counteraction	Threshold-based reserve commitment; economy-of-force in less decisive sectors; use ISR-to-fires to disrupt enemy mass before contact; preserve Sarawak ME priority.
INFORMATION	Action	Reinforce “defend and enable Malaysia” narrative; emphasize protection of civilians and global shipping; communicate visible MAL/BRN lead at key nodes.
	Reaction	Enemy amplifies civilian harm/“occupation” claims; exploits any port delays or collateral effects to weaken legitimacy.
	Counteraction	Rapid fact-based rebuttal; transparent incident response; unity messaging with MAL/BRN spokespeople; strict discipline on ROE/civilian harm mitigation.
OTHERS		
INFORMATION OPERATIONS	Action	Emphasize defensive posture and host-nation lead; reassure population/partners; communicate port/airfield security measures and humanitarian intent; reinforce “no disruption to commercial shipping” commitment.
	Reaction	Enemy IO claims coalition occupation/attacks civilians; exploits congestion, delays, or collateral effects; targets Malaysian legitimacy and local support.

	Counteraction	Visible MAL/BRN lead in public messaging; rapid incident response/claims verification; transparent damage assessments; proactive civil-military communications to reduce friction.
DECISION POINTS	Action	DP: if APOD/SPOD threatened beyond threshold, shift forces from shaping/offense to node defense.
	Reaction	N/A
	Counteraction	N/A
CCIR	Action	FFIR: APOD/SPOD capacity and damage; PIR: enemy missile launcher status; PIR: reserve movement.
	Reaction	N/A
	Counteraction	N/A
BRANCHES	Action	Branch: shift Sarawak flow to alternate nodes if Brunei/KK degraded.
	Reaction	N/A
	Counteraction	N/A
SEQUELS	Action	Phase III once nodes secured + force closure adequate for counteroffensive support.
	Reaction	N/A

	Counteraction	N/A
REMARKS	Action	Notional window D+1–D+7 (overlaps Phase I by design). Focus is holding key nodes (Brunei/KK) while building combat power; throughput and base defense are pacing functions.
	Reaction	N/A
	Counteraction	N/A

COA #1 / Phase #3:

Friendly COA	1	
Short Name	Offensive Ops Sarawak Main Effort / Sabah Supporting Effort (South Weighted): Defeat/attrit enemy maneuver threatening Sarawak/Brunei approaches; initiate Sarawak counteroffensive (MAL-led main push)	
Enemy COA	Addresses Most Likely and Most Dangerous ECOAs	
Time / Phase / Critical Event	D+7 to D+21 / Phase III / Critical Event #3	
COMPONENTS		
ARFOR/JFLCC	Action	I Corps (CFLCC) anchors Sarawak lodgment; MAL-led ME push with coalition enabling; fix enemy in Sabah (SE) while striking decisive nodes in Sarawak.
	Reaction	Enemy commits reserves; attempts flank/encirclement; counterattack against lodgment; surge fires on LOCs.

	Counteraction	Maintain reserve; protect LOCs; counterattack planning; engineer mobility/countermobility.
MARFOR	Action	Amphib reserve threatens enemy rear/coast to fix forces; limited raids if feasible.
	Reaction	Enemy shifts coastal defenses, mines approaches.
	Counteraction	Keep amphib as problem for enemy; feints over actual assault; exploit ISR.
NAVFOR/JFMCC	Action	Naval fires support; sustain sea control; isolate enemy reinforcement routes by sea.
	Reaction	Attempts to break sea control; sub/AShM concentration on support shipping.
	Counteraction	Surge escort/ASW; re-prioritize sea control boxes supporting ground scheme.
AFFOR/JFACC	Action	OCA/Interdiction; continued SEAD; CAS for MAL-led ground operations; B-52 standoff shaping on key nodes/LOCs.
	Reaction	Dispersed IADS; EW; attempts to attrit CAS.
	Counteraction	Reattack IADS; EW counter-counter; adjust CAS tactics, sustain tanker protection.
JFSOCC	Action	Targeting/HVT interdiction; SR for maneuver corridors; limited DA against key enablers.
	Reaction	Counter-SOF sweeps; decoy HVTs.
	Counteraction	SOF focus on ISR-to-fires; avoid over-commit; preserve legitimacy.

JPOTF	Action	Coordinate civil-military actions in liberated areas and around key nodes to reduce friction during offensive ops; synchronize humanitarian access, displaced-person management, and protection of critical infrastructure with MAL-led operations.
	Reaction	Enemy uses civilians/IDPs to create congestion, delay, and legitimacy friction; amplifies collateral damage narratives and attempts to provoke incidents at population centers/ports.
	Counteraction	Establish civil control measures with MAL authorities, clear public messaging, rapid incident response, and protected humanitarian corridors to maintain tempo while minimizing civilian harm.
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Maintain “eyes on” all formations; confirm reserve commitment; identify collapse points. Assume key threat systems will be dispersed and mobile; require persistent ISR and dynamic targeting to cue fires against moving targets.
	Reaction	Deception, denial.
	Counteraction	Multi-INT and pattern-of-life; rapid intel-to-ops loop.
FIRES	Action	Isolate enemy divisions/LOCs; lethal fires on reinforcements; non-lethal shaping where directed.
	Reaction	Enemy counterfires; relocates launchers.
	Counteraction	Counter-battery; dynamic targeting; protect firing units. Leverage ISR-to-fires loop for dynamic targeting of mobile/dispersed launchers and IADS nodes.

LOGISTICS	Action	Sustain the offensive through Sarawak gateway; keep APOD/SPOD throughput (CE2 may recur here as a DP).
	Reaction	Interdiction of LOCs; port/airfield attacks.
	Counteraction	Redundant routes; repair; convoy protection; prioritize fuel/ammo.
COMMAND & CONTROL	Action	Shift C2 focus to enabling MAL-led offensive: clear supported/supporting relationships, joint fires integration, airspace control measures, and rapid ISR-to-targeting loop while maintaining coalition deconfliction.
	Reaction	EW/cyber and deception target the C2 seams (coalition coordination, fires approval chains, airspace/ground integration) to slow the offensive and cause fratricide risk.
	Counteraction	Execute mission command with PACE comms; simplify authorities/clearance thresholds; maintain redundant liaison (MAL/BRN/AUS); enforce common COP updates and rehearsed fire support coordination.
PROTECTION	Action	Protect LOCs and sustainment throughput supporting Sarawak ME; maintain layered defense of key nodes (APOD/SPOD, C2, fuel/ammo points) and forward elements; emphasize C-UAS/point defense where available.
	Reaction	Enemy shifts to interdiction: strikes on LOCs, ports/airfields, logistics nodes; raids/sabotage; opportunistic missile/air attacks to force operational pause.
	Counteraction	Convoy discipline + route security; redundancy in supply routes; rapid repair/recovery teams; posture mobile reserve/QRF to defeat raids; maintain CAP/SEAD coverage over critical logistics corridors.

MOVEMENT & MANEUVER	Action	Execute Sarawak main effort maneuver (MAL-led) to seize/hold decisive terrain and force KR withdrawal; employ Sabah as supporting effort to fix/contain; commit reserve only at decision points to exploit success or blunt counterattack.
	Reaction	Enemy commits reserve to stop the Sarawak push; attempts flank/counterattack against the lodgment; shifts weight to Sabah to stretch coalition forces.
	Counteraction	Use ISR-to-fires to disrupt reserve movement; adjust axis and tempo; reinforce supporting effort if needed; conduct limited counterattacks to restore the defense if penetrated while preserving ME momentum.
INFORMATION	Action	Frame offensive actions as restoration of sovereignty under Malaysian lead; employ targeted influence (incl. leaflets/messaging) to reduce KR cohesion/tempo; reinforce commitment to civilian protection and shipping lane stability.
	Reaction	Enemy IO focuses on alleged civilian harm and “foreign occupation”; uses staged events and disinformation to slow operations and fracture coalition support.
	Counteraction	Rapid fact-based rebuttal with evidence; disciplined ROE and transparency where appropriate; highlight MAL lead and KR violations; synchronize messaging across coalition partners and local channels.
OTHERS		
INFORMATION OPERATIONS	Action	Frame offensive actions as restoration of sovereignty under Malaysian lead; targeted influence (leaflets/messaging) to reduce KR unit cohesion and tempo; highlight KR violations and isolation of forces from reinforcements.
	Reaction	KR IO focuses on civilian harm narratives; attempts to depict Malaysian gov as puppet; uses staged events and disinformation to slow coalition freedom of action.

	Counteraction	Tight messaging discipline tied to ROE; rapid disclosure when appropriate; reinforce MAL command presence; integrate IO with ISR to expose deception and undermine KR morale.
DECISION POINTS	Action	DP: if APOD/SPOD throughput drops or node threatened, pause/shift assets to restore flow (re-use CE2 as DP/branch).
	Reaction	N/A
	Counteraction	N/A
CCIR	Action	PIR: reserve commitment; PIR: IADS degradation; FFIR: sustainment rates/LOC status.
	Reaction	N/A
	Counteraction	N/A
BRANCHES	Action	Branch: if enemy shifts weight to Sarawak, increase forces IVO Sarawak to support defensive and containment operations.
	Reaction	N/A
	Counteraction	N/A
SEQUELS	Action	Transition to Phase IV once enemy forces expelled + stability conditions set.
	Reaction	N/A

	Counteraction	N/A
REMARKS	Action	Notional window D+7–D+21. Maintain Sabah ME while keeping Sarawak as economy-of-force; treat APOD/SPOD throughput as a Phase III decision point (branch if degraded).
	Reaction	N/A
	Counteraction	N/A

COA #1 / Phase #4:

Friendly COA	1	
Short Name	Stabilize/Redeploy Sarawak Main Effort / Sabah Supporting Effort (South Weighted): Transition to Malaysian-led follow-on operations; begin redeploy/force reduction	
Enemy COA	Addresses Most Likely and Most Dangerous ECOAs	
Time / Phase / Critical Event	D+21 to D+45 / Phase IV / Critical Event #4 (Air + Sea Control to enable entry)	
COMPONENTS		
ARFOR/JFLCC	Action	Hand-off security tasks to MAL/BRN; reduce coalition footprint; maintain QRF until stable.
	Reaction	Insurgent/irregular activity; sabotage; political manipulation.

	Counteraction	Security cooperation/FID; intelligence-led sweeps; maintain limited coalition overwatch.
MARFOR	Action	Maintain MEU/Marines as flexible QRF and overwatch during transition; support partner enablement (FID) and protection of key sites during retrograde.
	Reaction	Irregular threats/sabotage target partners and retrograde points; enemy attempts to create a “last strike” narrative.
	Counteraction	Maintain mobile response posture; intelligence-led security sweeps with partners; visible-but-limited presence to deter spoilers while enabling conditions-based drawdown.
NAVFOR/JFMCC	Action	Continue sea control for retrograde; keep SLOCs safe; deter renewed aggression.
	Reaction	Harassment/gray-zone actions; mining.
	Counteraction	MIO + escort + MCM; document and message violations.
AFFOR/JFACC	Action	Maintain CAP as needed during retrograde; ISR overwatch.
	Reaction	Opportunistic strikes/harassment.
	Counteraction	Defensive posture; rapid response; phased drawdown tied to conditions.
JFSOCC	Action	FID, security force assistance; support stabilization priorities.
	Reaction	Attempts to target local partners.

	Counteraction	Partner protection; intel-sharing; targeted disruption ops.
JPOTF	Action	Support transition to civilian control: coordinate humanitarian stabilization priorities, protect critical infrastructure restoration, and manage civil-military handoff mechanisms.
	Reaction	Disruption campaigns to inflame unrest or discredit the handoff; staged incidents to portray instability as coalition failure.
	Counteraction	Partner-led civil engagement, rapid stabilization messaging, coordinated incident response, and transparent restoration milestones.
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Shift ISR focus to residual threats: sabotage networks, arms caches, cross-border infiltration indicators, and maritime harassment patterns.
	Reaction	Enemy reduces signature; uses IO and deniable actors; attempts to hide behind civilian patterns.
	Counteraction	Multi-INT fusion; HUMINT/partner reporting; pattern analysis; maintain watch on key nodes and retrograde routes.
FIRES	Action	Transition fires posture to defensive/contingency: quick-response strikes only for imminent threats; retain standoff options as deterrent.
	Reaction	Enemy probes with low-signature attacks and then attempts to escalate if coalition posture appears weak.
	Counteraction	Preplanned defensive fires; rapid targeting cycle; demonstrate capability without escalation; integrate with protection/QRF.
LOGISTICS	Action	Retrograde plan; equipment accountability; port/airfield flow sequencing.

	Reaction	Interdict retrograde routes.
	Counteraction	Protect retrograde corridors; alternate nodes; keep reserve lift.
COMMAND & CONTROL	Action	Execute conditions-based handoff to MAL lead; simplify coalition C2 footprint; maintain liaison and a small joint cell to coordinate overwatch and retrograde sequencing.
	Reaction	Enemy exploits reduced footprint to attack seams; cyber/IO seeks to create confusion during transition.
	Counteraction	Maintain redundant liaison channels; protected comms; clear authorities and triggers for re-intervention; rehearsed handoff battle rhythm.
PROTECTION	Action	Protect retrograde corridors (ports, airfields, convoys); maintain base defense until last movement; partner protection at critical sites.
	Reaction	Sabotage of infrastructure, attacks on convoys, mining/harassment of shipping lanes to disrupt redeploy.
	Counteraction	Layered security; route clearance/escort; MCM/escort continued until redeploy complete; rapid repair teams to keep nodes open.
MOVEMENT & MANEUVER	Action	Phased redeploy by priority (non-essential first); reposition remaining forces to cover key nodes and retrograde routes; preserve QRF until final handoff.
	Reaction	Enemy attempts to time attacks to the “thin” period mid-redeploy; tries to force reversal of redeploy.
	Counteraction	Conditions-based gates; maintain reserve mobility; adjust sequencing and timing; surge overwatch if threat indicators rise.
INFORMATION	Action	Reinforce legitimacy narrative; support civilian transition and stability operations.

	Reaction	Propaganda to claim victory or undermine government.
	Counteraction	Visible MAL lead; coalition messaging aligned; rapid rebuttal.
OTHERS		
INFORMATION OPERATIONS	Action	Transition narrative to stabilization and civilian control; emphasize coalition drawdown and MAL-led governance; deter renewed aggression through visible maritime/air overwatch messaging.
	Reaction	Residual KR/irregular IO claims “coalition retreat” or seeks to delegitimize the settlement; attempts to incite unrest and sabotage.
	Counteraction	Conditions-based redeploy messaging; highlight restored sovereignty and civilian transition milestones; maintain rapid response to disinfo and publicize disruption attempts.
DECISION POINTS	Action	DP: conditions-based redeploy gates (security, governance, maritime safety thresholds).
	Reaction	N/A
	Counteraction	N/A
CCIR	Action	FFIR: partner force readiness; PIR: emerging threats; PIR: sabotage indicators.
	Reaction	N/A
	Counteraction	N/A

BRANCHES	Action	Branch: reintroduce limited forces if security deteriorates.
	Reaction	N/A
	Counteraction	N/A
SEQUELS	Action	Follow-on planning for long-term partner enablement / deterrence posture.
	Reaction	N/A
	Counteraction	N/A
REMARKS	Action	Notional window D+21–D+45 and conditions-based. End state is MAL-led stability + coalition retrograde while preserving deterrence and protecting SLOCs during redeploy.
	Reaction	N/A
	Counteraction	N/A

COA #2 / Phase #1:

Friendly COA	2
Short Name	Deploy/Deterrence Rapidly posture joint and coalition forces to secure APODs/SPODs, establish early air and maritime control, and deter Kalimantan's converging north-south offensive into Sabah and Sarawak while buying time for decisive Malaysian forces to deploy.

Enemy COA	Kalimantan conducts a coordinated two-axis offensive from the north into Sabah and the South into Sarawak, resuming major ground operations with forward divisions while reinforcing with the 4th and 5th IDs to seize key ports, airfields, and energy infrastructure and consolidate gains before joint and coalition forces can respond.	
Time / Phase / Critical Event	Time: D-14 to D-Day (15 Jun) Phase I Critical Event: Joint and coalition forces deploy into the JOA to secure Brunei and Kota Kinabalu APOD/SPODs and establish early air and maritime control before Kalimantan resumes its converging north-south offensive.	
COMPONENTS		
ARFOR/JFLCC	Action	Rapidly deploys light ground forces and enablers to reinforce Malaysian and Bruneian units, secure APOD/SPODs, and establish forward defensive positions in Sabah and Sarawak to blunt the converging enemy advance.
	Reaction	Kalimantan commits forward elements of its 1st-3rd IDs to probe defenses, fix Malaysian forces, and attempt rapid penetration toward key terrain before full joint effects can be applied.
	Counteraction	ARFOR/JFLCC synchronizes coalition ground defenses with joint fires, ISR, and SOF-enabled targeting to disrupt enemy tempo, delay maneuver, and prevent consolidation while setting conditions for the transition to offensive operations.
MARFOR	Action	Positions the ARG/MEU forward as an afloat operational reserve, secure critical littoral nodes near Brunei and Sabah, and conducts ISR, shaping fires, and limited amphibious demonstrations to deter enemy movement and protect APOD/SPODs.
	Reaction	Kalimantan shifts coastal defenses and maneuver elements to guard likely landing areas,

		reallocating forces from its north-south axes to counter a perceived amphibious threat.
	Counteraction	MARFOR exploits this diversion by maintaining amphibious flexibility, conducting deception and limited raids as required, and enabling joint fires and partner defenses to delay the converging offensive without prematurely committing ground combat power.
NAVFOR/JFMCC	Action	Rapidly postures the CSG, surface combatants, submarines, and coalition naval forces to establish localized sea control, protect SLOCs, secure maritime approaches to Sabah and Sarawak, and enable joint force flow into the JOA.
	Reaction	Kalimantan employs submarines, maritime strike assets, and potential mining to contest sea control, threaten sustainment routes, and delay the arrival of joint and coalition forces.
	Counteraction	NAVFOR/JFMCC concentrates ASW, air and missile defense, ISR and maritime strike to neutralize undersea and surface threats, maintain access to key ports, and deny Kalimantan the ability to disrupt joint operations or reinforce its converging ground offensive.
AFFOR/JFACC	Action	Rapidly employs carrier and land-based airpower to establish air superiority, conduct SEAD and OCA, and provide ISR and fires in support of APOD/SPOD defense and joint force deployment.
	Reaction	Kalimantan activates integrated air defenses, disperses aircraft, and employs electronic attack and influence operations to contest airspace and degrade friendly targeting and situational awareness.
	Counteraction	AFFOR/JFACC intensifies SEAD, EW, and precision strikes against Kalimantan IADS, airfields, and C2 while maintaining continuous ISR to preserve air superiority and enable follow-on joint operations.

JFSOCC	Action	Deploys SOF teams forward to conduct reconnaissance, partner liaison, and target development in Sabah and Sarawak, supporting ISR, fires integration, and early disruption of Kalimantan maneuver forces.
	Reaction	Kalimantan increases counter-reconnaissance, internal security patrols, and information operations to detect SOF presence and limit partner cooperation.
	Counteraction	JFSOCC adapts through low-visibility operations, decentralized teaming with Malaysian and Bruneian forces, and precision targeting to maintain access, preserve situational awareness, and enable joint effects despite increased enemy security.
JPOTF	Action	Initiates coordinated military information support operations to undermine Kalimantan troop morale, delay decision making within forward-deployed units, and reinforce the legitimacy of Malaysian-led defense efforts among local populations.
	Reaction	Kalimantan amplifies counter-messaging and propaganda to portray coalition actions as escalation and to maintain cohesion among its forces and civilian supporters.
	Counteraction	JPOTF adapts messaging and delivery methods to exploit Kalimantan operational setbacks, reinforce coalition legitimacy, and synchronize influence effects with joint fires and maneuver to compound enemy friction.
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Prioritize collection and fusion to track Kalimantan's 4th and 5th Infantry Division movement, submarine activity, and indicators of offensive resumption, providing timely warning to support deployment and deterrence decisions.

	Reaction	Kalimantan employs deception, emission control, and influence operations to obscure force movements, mask intentions, and complicate friendly intelligence assessments.
	Counteraction	Intelligence elements adjust collection plans, integrate multi-domain ISR, and refine indicators and warnings to penetrate deception and maintain decision advantage over the converging enemy offensive.
FIRES	Action	Joint fires are postured and selectively employed to shape the battlespace by disrupting Kalimantan force movement, degrading IADS and C2, and deterring escalation while protecting APOD/SPODs and force flow during deployment.
	Reaction	Kalimantan disperses maneuver units, hardens key nodes, and attempts to use mobility, concealment, and counterfires to reduce the effectiveness of joint fires and preserve offensive momentum.
	Counteraction	Joint fires are retargeted using updated ISR to strike exposed maneuver elements, isolate north-south axes, and synchronize lethal and non-lethal effects to further delay and dislocate Kalimantan operations without overcommitting early.
LOGISTICS	Action	Logistics forces prioritize rapid force flow and sustainment by securing APODs/SPODs at Brunei and Kota Kinabalu, establishing protected sea lines of communication, and positioning sea-based and coalition-supported sustainment to support early deployment and deterrence.
	Reaction	Kalimantan seeks to disrupt sustainment through submarine operations, potential mining, long-range fires, and influence efforts aimed at ports, shipping, and host-nation infrastructure to slow joint force buildup.
	Counteraction	Logistics planners adapt by dispersing sustainment nodes, increasing reliance on sea-based logistics and escorts, adjusting flow priorities, and synchronizing protection with naval and air forces to maintain tempo and avoid being split across

		Sarawak and Sabah.
COMMAND & CONTROL	Action	The joint force establishes a combined, distributed C2 architecture that integrates U.S., Malaysian, Bruneian, and coalition headquarters to synchronize deployment, fires, and maneuver across Sabah and Sarawak while maintaining decision speed.
	Reaction	Kalimantan attempts to disrupt friendly C2 through cyber activity, electronic attack, and information operations to degrade coordination, slow decision-making, and exploit seams between coalition partners.
	Counteraction	The joint force hardens and adapts C2 by employing redundant communications, mission command principles, preplanned authorities, and liaison integration to preserve unity of effort and maintain tempo despite contested conditions.
PROTECTION	Action	Protection forces prioritize defense of APODs/SPODs, key ports, airfields, energy infrastructure, and SLOCs through layered air and missile defense, base security, maritime escort, and force protection measures across Sabah and Sarawak.
	Reaction	Kalimantan targets protection seams using long-range fires, sabotage, influence operations, and maritime threats to undermine confidence in force security and disrupt deployment and sustainment.
	Counteraction	Protection efforts are reinforced by integrating ISR, counter-sabotage, active and passive defenses, and coalition security forces to adapt to emerging threats, reduce vulnerabilities, and preserve freedom of action throughout Phase I.
MOVEMENT & MANEUVER	Action	The joint force conducts coordinated air, maritime, and ground movement to rapidly position forces at decisive locations in Sabah and Sarawak, enabling forward defense and preserving freedom of maneuver across both axes.

	Reaction	Kalimantan attempts to restrict friendly movement through fires, maritime interdiction, mining, and influence operations aimed at delaying force flow and canalizing maneuver.
	Counteraction	The joint force adjusts movement and maneuver by dispersing forces, employing deception and alternate routes, and synchronizing air and maritime control to maintain tempo and prevent Kalimantan from fixing or splitting friendly forces.
INFORMATION	Action	The joint force employs coordinated information activities to reinforce coalition legitimacy, support Malaysian-led defense, and shape regional and local perceptions while synchronizing messaging with visible military actions.
	Reaction	Kalimantan conducts influence and disinformation campaigns to portray coalition actions as escalation, undermine host-nation confidence, and fracture coalition cohesion.
	Counteraction	Information efforts adapt by rapidly countering false narratives, highlighting Kalimantan aggression and coalition restraint, and aligning messaging with operational success to preserve legitimacy and freedom of action.
OTHERS		
INFORMATION OPERATIONS	Action	The joint force integrates information-related capabilities to influence Kalimantan decision-making, delay offensive momentum, and reinforce the legitimacy of Malaysian-led defense efforts among regional and local audiences.
	Reaction	Kalimantan intensifies propaganda, deception, and influence activities to justify its actions, sustain troop morale, and erode coalition and host-nation support.
	Counteraction	Joint IO adapts by synchronizing truthful, timely messaging with military actions, exploiting Kalimantan setbacks, and coordinating closely with partners to counter adversary narratives and

		maintain unity of effort.
DECISION POINTS	Action	DP 1: Commit air and maritime forces to contest control. Decide when to transition from deterrent posture to active employment of air and maritime forces based on indicators of Kalimantan offensive resumption or imminent convergence. DP 2: Reinforce APOD/SPOD defense. Decide whether to surge additional protection forces into Brunei or Kota Kinabalu if ISR indicates increased threat to force flow nodes. DP 3: Shift from shaping to defensive operations. Decide when conditions require transitioning from deploy/deter activities to full Phase II defensive operations in Sabah and Sarawak. DP 4: Commit the amphibious reserve. Decide whether to employ ARG/MEU forces to counter a breakthrough, reinforce threatened terrain, or conduct shaping actions along the littoral. DP 5: Escalate fires and effects. Decide whether to expand fires (lethal or non-lethal) against Kalimantan maneuver forces, LOCs, or C2 based on enemy commitment of 4th/5th Infantry Divisions.
	Reaction	N/A
	Counteraction	N/A
CCIR	Action	PIR 1: Are there confirmed indicators (including loading, movement, or commitment of the 4th and/or 5th Infantry Divisions) that Kalimantan has resumed or is about to resume major offensive operations into Sabah or Sarawak, and along which axis is the main effort? PIR 2: Where are Kalimantan submarines, maritime strike assets, and mining activity relative to key SLOCs and APOD/SPOD approaches? PIR 3: Are Kalimantan influence and cyber operations successfully degrading host-nation

		confidence, coalition cohesion, or APOD/SPOD access? FFIR 1: Are Brunei and Kota Kinabalu APOD/SPODs secure and capable of sustaining planned force flow within required timelines? FFIR 2: Have CSG, ARG/MEU, and key ISR/EW assets arrived and achieved initial operational capability in the JOA as planned? FFIR 3: Are coalition forces integrated and operating within agreed ROE, C2, and interoperability frameworks? EEFI 1: Protect the timing, location, and composition of joint force deployment and amphibious reserve positioning. EEFI 2: Protect intentions regarding escalation thresholds, phase transitions, and employment of decisive fires. EEFI 3: Protect coalition command relationships and political decision-making sensitivities.
	Reaction	N/A
	Counteraction	N/A
BRANCHES	Action	Branch 1 – Enemy Accelerates Offensive Timeline Trigger: PIR indicates Kalimantan commits 1st–3rd IDs early or advances 4th/5th IDs faster than assessed. Response: Accelerate transition to Phase II; commit additional air and maritime fires to delay maneuver forces, surge APOD/SPOD defense forces, and employ the amphibious reserve to reinforce threatened terrain or disrupt enemy momentum. Branch 2 – APOD/SPOD Threatened or Degraded Trigger: FFIR indicates Brunei or Kota Kinabalu APOD/SPOD under direct attack, sabotage, or loss of throughput. Response: Reprioritize force flow, divert sustainment to

		alternate nodes, reinforce base defense, expand maritime security zones, and adjust sequencing to protect sustainment before committing offensive ground operations. Branch 3 – Coalition Friction or Access Constraints Trigger: Changes in partner availability, national caveats, or access restrictions affecting basing, overflight, or maritime operations. Response: Shift to greater sea-based operations, redistribute tasks among remaining coalition forces, tighten C2 integration, and adjust objectives to preserve unity of effort while maintaining pressure on Kalimantan forces.
	Reaction	N/A
	Counteraction	N/A
SEQUELS	Action	Condition: Joint and coalition forces successfully deploy into the JOA, APODs/SPODs at Brunei and Kota Kinabalu are secured, and early air and maritime control prevents Kalimantan from achieving rapid convergence. Sequel: Transition to Phase II – Defend, in which joint and coalition forces shift from deterrent posture to active forward defense alongside Malaysian and Bruneian forces, employing sustained air and maritime control, joint fires, ISR, and information operations to blunt Kalimantan’s resumed north–south offensive while continuing to buy time for decisive Malaysian ground forces to deploy. Condition: Despite rapid deployment and deterrent posture, Kalimantan accelerates its offensive timeline, commits the 4th and/or 5th Infantry Divisions earlier than anticipated, or directly threatens Brunei or Kota Kinabalu

		APOD/SPODs. Sequel: Immediately transition to Phase II – Defend under compressed timelines, committing joint air and maritime fires, reinforcing APOD/SPOD defenses, and employing the amphibious reserve and coalition enablers to blunt enemy advances on both axes while accepting increased operational risk to prevent loss of key terrain and sustainment nodes.
	Reaction	N/A
	Counteraction	N/A
REMARKS	Action	Joint and coalition forces have successfully deployed into the JOA, secured APODs/SPODs at Brunei and Kota Kinabalu, and established initial air and maritime control sufficient to protect force flow and deny Kalimantan rapid consolidation. Kalimantan’s converging north–south offensive timeline has been disrupted, though enemy forces remain capable and committed. The joint force retains the initiative, coalition cohesion is intact, and conditions are set to transition to Phase II defensive operations to blunt the resumed enemy offensive.
	Reaction	N/A
	Counteraction	N/A

COA #2 / Phase #2:

Friendly COA	2	
Short Name	Defend (Blunt and Hold) Joint and coalition forces defend forward in Sabah and Sarawak to blunt Kalimantan’s converging offensive, hold key terrain and infrastructure, and preserve air and maritime control while setting conditions for decisive offensive operations.	
Enemy COA	Kalimantan conducts a coordinated two-axis offensive from the north into Sabah and the South into Sarawak, resuming major ground operations with forward divisions while reinforcing with the 4th and 5th IDs to seize key ports, airfields, and energy infrastructure and consolidate gains before joint and coalition forces can respond.	
Time / Phase / Critical Event	Time: D-Day (15 Jun) to D+10 Phase: Phase II Critical Event: Kalimantan resumes major ground operations along the north–south axes, and joint and coalition forces engage to halt enemy advances, defend key terrain and APOD/SPODs, and prevent convergence while maintaining air and maritime control.	
COMPONENTS		
ARFOR/JFLCC	Action	ARFOR/JFLCC reinforces Malaysian and Bruneian ground defenses in Sabah and Sarawak, integrates joint fires and ISR, and conducts forward defense to blunt Kalimantan’s converging north–south offensive.
	Reaction	Kalimantan concentrates maneuver forces and supporting fires to achieve localized breakthroughs and fix friendly ground forces while attempting to isolate key terrain.
	Counteraction	ARFOR/JFLCC synchronizes coalition ground maneuver with precision fires, ISR, and SOF-enabled targeting to disrupt enemy momentum, deny penetration, and set conditions for transition to offensive operations.

MARFOR	Action	MARFOR maintains the ARG/MEU as an afloat maneuver and reinforcement reserve, secures key littoral terrain and infrastructure, and conducts limited shaping actions to support forward defense in Sabah and Sarawak.
	Reaction	Kalimantan reallocates coastal defenses and maneuver elements to guard against amphibious threats, reducing pressure on some inland axes while attempting to fix MARFOR forces afloat.
	Counteraction	MARFOR exploits this diversion by sustaining amphibious uncertainty, enabling joint fires and partner defenses, and selectively reinforcing threatened areas without committing to a decisive landing.
NAVFOR/JFMCC	Action	NAVFOR/JFMCC sustains localized sea control along the Sabah and Sarawak maritime approaches, protects SLOCs and APOD/SPODs, and supports defensive operations ashore with maritime fires, ISR, and escort operations.
	Reaction	Kalimantan intensifies undersea operations, maritime interdiction, and potential mining efforts to disrupt sustainment and isolate friendly forces supporting the defense.
	Counteraction	NAVFOR/JFMCC concentrates ASW, MCM, and maritime strike, integrates coalition naval forces, and adjusts escort and routing schemes to neutralize threats and preserve freedom of maneuver and sustainment.
AFFOR/JFACC	Action	AFFOR/JFACC sustains air superiority and provides continuous ISR, SEAD, and defensive and offensive counterair to support forward defense and protect key terrain, forces, and APOD/SPODs in Sabah and Sarawak.
	Reaction	Kalimantan increases employment of integrated air defenses, disperses air assets, and leverages electronic attack to contest airspace and degrade friendly air operations.

	Counteraction	AFFOR/JFACC adapts by intensifying SEAD, EW, and precision interdiction against Kalimantan IADS, airfields, and maneuver support nodes to preserve air dominance and enable continued joint defensive operations.
JFSOCC	Action	JFSOCC employs SOF to conduct forward reconnaissance, target development, and partner integration in Sabah and Sarawak, enabling joint fires and disrupting Kalimantan maneuver and sustainment during the defensive fight.
	Reaction	Kalimantan expands counter-reconnaissance, internal security operations, and influences efforts to detect SOF activity and limit partner cooperation.
	Counteraction	JFSOCC adjusts to increased enemy security by operating in a low-visibility, distributed manner, leveraging partner forces and precision targeting to sustain access and preserve decision advantage.
JPOTF	Action	JPOTF expands coordinated information and psychological operations to undermine Kalimantan troop morale, reinforce host-nation confidence, and support the legitimacy of Malaysian- and Bruneian-led defensive operations.
	Reaction	Kalimantan intensifies propaganda and disinformation to portray coalition defense as escalation and to sustain cohesion among its forward-deployed forces and affected populations.
	Counteraction	JPOTF adapts by rapidly countering false narratives, amplifying evidence of Kalimantan aggression and defensive setbacks, and synchronizing influence activities with visible joint military actions to erode enemy resolve and maintain coalition unity.
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Intelligence elements focus collection and analysis on Kalimantan maneuver, fires, and sustainment to provide timely warning of axis shifts,

		breakthrough attempts, and reinforcement of the converging offensive in Sabah and Sarawak.
	Reaction	Kalimantan increases deception, dispersion, and emissions control to mask maneuver intentions and obscure main effort while exploiting the complexity of the two-axis fight.
	Counteraction	Intelligence adapts by refining indicators and warnings, integrating multi-domain ISR, and fusing coalition reporting to penetrate deception and maintain decision advantage during the defensive fight.
FIRES	Action	Joint fires are employed continuously to blunt Kalimantan's converging ground attacks by interdicting maneuver units, degrading C2 and IADS, and isolating north-south axes while protecting friendly forces and key terrain.
	Reaction	Kalimantan disperses forces, accelerates movement, and employs counterfires and deception to reduce the effectiveness of joint fires and regain momentum.
	Counteraction	Joint fires adapt through ISR-driven retargeting, synchronized lethal and non-lethal effects, and tighter integration with ground maneuver to sustain pressure, deny breakthroughs, and set conditions for the transition to offensive operations.
LOGISTICS	Action	Logistics forces sustain forward defense by maintaining protected force flow through Brunei and Kota Kinabalu, prioritizing fuel, munitions, medical support, and repair to enable continuous air, maritime, and ground operations.
	Reaction	Kalimantan seeks to disrupt sustainment through submarine activity, fires, influence operations, and attacks on ports, transportation nodes, and commercial shipping.
	Counteraction	Logistics adapts by dispersing sustainment nodes, increasing sea-based and escorted resupply, adjusting distribution priorities, and synchronizing protection with naval and air forces to preserve operational tempo.

COMMAND & CONTROL	Action	The joint force employs a combined, distributed C2 structure to synchronize multinational defensive operations across Sabah and Sarawak, enabling rapid coordination of fires, maneuver, and sustainment.
	Reaction	Kalimantan attempts to degrade friendly C2 through cyber activity, electronic attack, and information operations to slow decision-making and exploit seams between coalition par
	Counteraction	The joint force mitigates C2 disruption by relying on mission command, redundant communications, predelegated authorities, and liaison integration to maintain unity of effort and tempo under contested conditions.
PROTECTION	Action	Protection forces defend key terrain, APODs/SPODs, population centers, energy infrastructure, and SLOCs through layered air and missile defense, base security, maritime escort, and force protection measures across Sabah and Sarawak.
	Reaction	Kalimantan targets protection seams using long-range fires, sabotage, influence operations, and maritime threats to undermine force security and disrupt defensive cohesion.
	Counteraction	Protection efforts adapt by integrating ISR, counter-sabotage, active and passive defenses, and coalition security forces to close vulnerabilities, reinforce threatened nodes, and sustain freedom of action during the defensive fight.
MOVEMENT & MANEUVER	Action	The joint force conducts controlled movement and maneuver to reinforce threatened sectors in Sabah and Sarawak, reposition forces to block enemy penetration, and preserve flexibility while holding key terrain.
	Reaction	Kalimantan seeks to canalize friendly movement through fires, obstacles, and pressure along both axes to fix forces and exploit seams in the defense.

	Counteraction	The joint force counters by dispersing and repositioning forces, employing deception and alternate routes, and leveraging air and maritime control to sustain maneuver and prevent Kalimantan from achieving a breakthrough.
INFORMATION	Action	The joint force synchronizes information activities to reinforce the defensive narrative, sustain host-nation and coalition confidence, and demonstrate Kalimantan's aggression while joint forces hold key terrain.
	Reaction	Kalimantan intensifies disinformation and intimidation efforts to portray defensive operations as escalation and erode civilian and partner support.
	Counteraction	Information efforts adapt by rapidly countering false narratives, highlighting coalition restraint and defensive success, and aligning messaging with visible operational effects to maintain legitimacy and freedom of action.
OTHERS		
INFORMATION OPERATIONS	Action	The joint force synchronizes information activities to reinforce the defensive narrative, sustain host-nation and coalition confidence, and demonstrate Kalimantan's aggression while joint forces hold key terrain.
	Reaction	Kalimantan intensifies disinformation and intimidation efforts to portray defensive operations as escalation and erode civilian and partner support.
	Counteraction	Information efforts adapt by rapidly countering false narratives, highlighting coalition restraint and defensive success, and aligning messaging with visible operational effects to maintain legitimacy and freedom of action.
DECISION POINTS	Action	DP 1: Commit the amphibious reserve. Decide whether to employ ARG/MEU forces to reinforce threatened sectors, block a breakthrough,

		or conduct shaping actions along the littorals. DP 2: Escalate fires against Kalimantan maneuver forces. Decide when to expand fires to isolate north–south axes, strike deeper sustainment nodes, or degrade reinforcement of the 4th and 5th Infantry Divisions. DP 3: Shift main defensive effort (Sabah vs. Sarawak). Decide whether indicators show Kalimantan’s main effort has shifted, requiring reallocation of joint and coalition forces.
	Reaction	N/A
	Counteraction	N/A

CCIR	Action	PIR 1: Has Kalimantan committed its main effort in Sabah or Sarawak, and are indicators present that the 4th and/or 5th Infantry Divisions are entering the fight or preparing to exploit a breakthrough? PIR 2: Are Kalimantan forces achieving or close to achieving a penetration that threatens APOD/SPODs, key terrain, or coalition force cohesion? PIR 3: Are Kalimantan undersea, maritime, or long-range fires threatening sustainment routes or isolating the JOA? FFIR 1: Can Malaysian, Bruneian, and coalition ground forces continue to hold assigned defensive sectors without reinforcement? FFIR 2: Are air and maritime forces sustaining the required level of control to support defensive operations and protect sustainment? FFIR 3: Are APODs/SPODs and critical infrastructure still fully operational and defensible? EEFI 1: Protect timing and intent for committing the amphibious reserve or transitioning to Phase III offensive operations. EEFI 2: Protect assessments of enemy culmination points and coalition force vulnerabilities. EEFI 3: Protect coalition decision-making timelines and authorities related to escalation and transition.
	Reaction	N/A
	Counteraction	N/A
BRANCHES	Action	Branch 1 – Enemy Breakthrough Imminent Trigger: PIR indicates Kalimantan achieves or is close to achieving a penetration threatening APOD/SPODs or coalition cohesion. Response: Commit the amphibious reserve or reallocate joint fires and maneuver forces to block the

		breakthrough, reinforce threatened terrain, and stabilize the defensive line. Branch 2 – Enemy Main Effort Shifts Trigger: Intelligence confirms Kalimantan shifts its main effort between Sabah and Sarawak. Response: Shift the joint force main effort accordingly, reposition air and maritime fires, adjust ground force task organization, and reinforce the decisive sector. Branch 3 – APOD/SPOD Degraded Trigger: FFIR indicates significant damage, throughput loss, or increased threat to Brunei or Kota Kinabalu APOD/SPODs. Response: Reprioritize sustainment, activate alternate logistics nodes, reinforce base defense, and adjust force flow while maintaining defensive posture. Branch 4 – Undersea / Maritime Threat Escalates Trigger: PIR confirms increased submarine activity or mining along sustainment routes. Response: Surge ASW and MCM assets, tighten escort schemes, reroute logistics traffic, and temporarily delay non-essential movement.
	Reaction	N/A
	Counteraction	N/A
SEQUELS	Action	Condition: Kalimantan's converging offensive is blunted, enemy maneuver forces are fixed or degraded, APODs/SPODs and key terrain remain secure, and coalition cohesion is maintained. Sequel: Transition to Phase III – Offensive Operations, in which joint and coalition forces shift from forward defense to coordinated offensive action to defeat

		remaining Kalimantan forces, restore territorial control in Sabah and Sarawak, and set conditions for Malaysian-led stabilization.
	Reaction	N/A
	Counteraction	N/A
REMARKS	Action	Joint and coalition forces have successfully blunted Kalimantan's converging north-south offensive in Sabah and Sarawak, preserved control of key terrain, APODs/SPODs, and critical infrastructure, and maintained air and maritime superiority despite sustained enemy pressure. Kalimantan maneuver forces are fixed, degraded, and approaching culmination, while coalition cohesion and host-nation legitimacy remain intact. Conditions are now set to transition to Phase III offensive operations to defeat remaining enemy forces and restore territorial control.
	Reaction	N/A
	Counteraction	N/A

COA #2 / Phase #3:

Friendly COA	2
Short Name	Offensive Operations (Defeat and Restore) Joint and coalition forces transition to coordinated offensive action to destroy Kalimantan maneuver forces in Sabah and Sarawak, restore territorial control, and secure critical infrastructure while maintaining air and maritime superiority.
Enemy COA	Kalimantan conducts a coordinated two-axis offensive from the north into Sabah and the South into Sarawak, resuming major ground operations with forward divisions while reinforcing with the

	4th and 5th IDs to seize key ports, airfields, and energy infrastructure and consolidate gains before joint and coalition forces can respond.	
Time / Phase / Critical Event	Time: D+10 to D+30 Phase: Phase III Critical Event: Joint and coalition forces launch coordinated ground, air, and maritime offensives in Sabah and Sarawak to defeat Kalimantan’s remaining maneuver forces, destroy the 4th and 5th Infantry Divisions, restore territorial control, and secure critical infrastructure under sustained air and sea superiority.	
COMPONENTS		
ARFOR/JFLCC	Action	ARFOR/JFLCC, in coordination with Malaysian and Bruneian forces, conducts synchronized ground offensives in Sabah and Sarawak to defeat Kalimantan maneuver forces, seize key terrain, and restore territorial control.
	Reaction	Kalimantan attempts to delay defeat by conducting fighting withdrawals, employing rear-guard actions, and repositioning remaining forces to defend key urban areas and infrastructure.
	Counteraction	ARFOR/JFLCC maintains operational tempo through integrated joint fires, air support, and coalition maneuver to collapse enemy defenses, prevent reconstitution, and force rapid enemy withdrawal or destruction.
MARFOR	Action	MARFOR employs amphibious forces as an operational reserve and conducts amphibious or heliborne assaults as required to seize key littoral objectives, outflank Kalimantan ground forces, and support the joint offensive in Sabah and Sarawak.
	Reaction	Kalimantan reinforces coastal defenses, attempts to reposition forces inland, and employs mines and fires to delay amphibious maneuver.

	Counteraction	MARFOR counters by exploiting sea control, integrating fires and ISR, and employing deception and maneuver to bypass defended areas, rapidly seize objectives, and maintain pressure on retreating enemy forces.
NAVFOR/JFMCC	Action	NAVFOR/JFMCC maintains sea control and projects maritime combat power by conducting ASUW, AAW, ASW, MIO, and naval surface fires to isolate the battlespace, protect sustainment, and directly support coalition ground offensives.
	Reaction	Kalimantan employs remaining naval, undersea, and coastal defense assets to contest maritime control, disrupt joint fires, and protect withdrawal routes.
	Counteraction	NAVFOR/JFMCC concentrates ISR, strike, ASW, and missile defense to neutralize residual maritime threats, deny Kalimantan freedom of movement at sea, and ensure uninterrupted support to land operations.
AFFOR/JFACC	Action	AFFOR/JFACC executes sustained offensive counterair, SEAD, interdiction, strategic attack, and close air support to destroy Kalimantan maneuver forces, prioritize the 4th and 5th Infantry Divisions, and enable coalition ground advances.
	Reaction	Kalimantan attempts to preserve combat power by dispersing forces, retreating under cover of remaining air defenses, and employing electronic attack to degrade friendly air operations.
	Counteraction	AFFOR/JFACC adapts by maintaining air superiority, intensifying SEAD and precision strikes against retreating and reconstituting forces, and synchronizing airpower with ground maneuver to prevent enemy escape or regrouping.
JFSOCC	Action	JFSOCC conducts direct action against high-payoff targets, enables partner ground offensives through advisory support, and executes CSAR/TRAP in high-threat areas to sustain momentum of the joint attack.

	Reaction	Kalimantan increases internal security, disperses leadership and key assets, and attempts to conceal or relocate high-value targets to avoid SOF-enabled strikes.
	Counteraction	JFSOCC adapts by exploiting real-time ISR, partner access, and precision targeting to maintain pressure on enemy leadership, disrupt withdrawal or reconstitution, and preserve freedom of action for the joint force.
JPOTF	Action	JPOTF intensifies coordinated information operations to exploit Kalimantan battlefield losses, undermine enemy morale and cohesion, encourage surrender or disengagement, and reinforce the legitimacy of Malaysian- and Bruneian-led offensive operations.
	Reaction	Kalimantan attempts to counter defeat narratives through propaganda, denial of losses, and appeals to nationalism in order to sustain resistance and domestic support.
	Counteraction	JPOTF adapts by rapidly amplifying visible coalition successes, highlighting Kalimantan force collapse and isolation, and synchronizing messaging with decisive military actions to accelerate enemy disintegration and support conflict termination.
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Intelligence focuses on locating remaining Kalimantan maneuver forces, leadership nodes, withdrawal routes, and reconstitution efforts—particularly the 4th and 5th Infantry Divisions—to enable decisive targeting and exploitation.
	Reaction	Kalimantan attempts to conceal force disposition through dispersion, civilian masking, degraded communications, and rapid movement to avoid detection during withdrawal.

	Counteraction	Intelligence adapts by integrating multi-domain ISR, coalition reporting, and time-sensitive targeting to penetrate concealment, maintain contact with retreating forces, and enable rapid joint fires and maneuver.
FIRES	Action	Joint fires are massed and synchronized to destroy Kalimantan maneuver forces, interdict withdrawal routes, degrade remaining C2 and air defenses, and provide continuous CAS in support of coalition ground offensives in Sabah and Sarawak.
	Reaction	Kalimantan attempts to mitigate fires by dispersing forces, accelerating withdrawals, using urban and complex terrain for protection, and conducting limited counterfires.
	Counteraction	Joint fires adapt through ISR-driven dynamic targeting, precision engagement of retreating and reconstituting forces, and close integration with maneuver to prevent escape, collapse enemy resistance, and hasten operational defeat.
LOGISTICS	Action	Logistics forces sustain high-tempo offensive operations by prioritizing fuel, munitions, medical support, and maintenance forward, while maintaining secure sea- and air-based sustainment to support joint and coalition maneuver in Sabah and Sarawak.
	Reaction	Kalimantan seeks to disrupt sustainment by targeting logistics nodes, lines of communication, and host-nation infrastructure to slow the offensive and create friction during exploitation.
	Counteraction	Logistics adapts by dispersing sustainment assets, leveraging sea-based and coalition-supported logistics, adjusting distribution priorities, and integrating protection measures to maintain operational momentum through the culmination of enemy forces.
COMMAND & CONTROL	Action	The joint force employs a combined, distributed C2 structure to synchronize high-tempo air, maritime, SOF, and ground offensives across Sabah and Sarawak while enabling rapid exploitation and transition decisions.

	Reaction	Kalimantan attempts to disrupt friendly C2 through cyber activity, electronic attack, and degraded communications as its forces withdraw or fragment under pressure.
	Counteraction	The joint force mitigates disruption through mission command, redundant and resilient communications, predelegated authorities, and robust liaison integration to sustain tempo and unity of effort through decisive operations.
PROTECTION	Action	Protection forces defend maneuvering ground forces, key infrastructure, APODs/SPODs, and SLOCs through layered air and missile defense, base security, maritime escort, and force protection as offensive operations advance.
	Reaction	Kalimantan employs residual fires, sabotage, and irregular actions to inflict casualties, disrupt momentum, and target exposed forces and infrastructure during withdrawal or collapse.
	Counteraction	Protection adapts by integrating ISR, counter-sabotage measures, mobile defenses, and coalition security forces to reduce vulnerabilities, protect advancing forces, and preserve freedom of action through mission completion.
MOVEMENT & MANEUVER	Action	The joint force conducts rapid, coordinated ground, air, and maritime maneuver to exploit Kalimantan culmination, advance along multiple axes in Sabah and Sarawak, and prevent enemy forces from disengaging or reconstituting.
	Reaction	Kalimantan attempts to delay defeat through fighting withdrawals, use of restrictive terrain, and repositioning of remaining forces to preserve combat power or escape encirclement.
	Counteraction	The joint force maintains tempo by synchronizing maneuver with fires, airborne and maritime mobility, and coalition ground advances to bypass resistance, cut withdrawal routes, and collapse remaining enemy formations.

INFORMATION	Action	The joint force synchronizes information activities to reinforce coalition legitimacy, highlight Kalimantan military defeat, and support Malaysian- and Bruneian-led restoration of territorial control during offensive operations.
	Reaction	Kalimantan attempts to counter by denying losses, spreading disinformation, and portraying coalition advances as destabilizing or illegitimate.
	Counteraction	Information efforts adapt by rapidly amplifying visible battlefield successes, exposing Kalimantan force collapse, and aligning messaging with ground gains to accelerate enemy disintegration and set conditions for transition to stabilization.
OTHERS		
INFORMATION OPERATIONS	Action	Joint information operations concentrate on accelerating Kalimantan force collapse by integrating MISO, military deception, OPSEC, EW, and public affairs to exploit battlefield losses, encourage surrender, and reinforce the legitimacy of coalition offensive actions.
	Reaction	Kalimantan attempts last-ditch influence efforts, including denial, misinformation, and nationalist appeals, to preserve morale and justify continued resistance despite mounting defeats.
	Counteraction	Joint IO adapts by synchronizing truthful messaging with decisive offensive results, amplifying evidence of Kalimantan isolation and defeat, and coordinating closely with Malaysian and Bruneian partners to hasten conflict termination and prepare the information environment for stabilization.
DECISION POINTS	Action	DP 1: Commit amphibious or heliborne assault. Decide whether to employ MARFOR to seize key littoral objectives, outflank Kalimantan defenses, or block withdrawal routes in support of ground offensives. DP 2: Expand interdiction and deep fires. Decide when to intensify fires against retreating

		forces, sustainment nodes, and LOCs to prevent enemy reconstitution or escape. DP 3: Prioritize destruction vs. rapid territorial control. Decide whether to focus on annihilating remaining Kalimantan forces or accelerating the restoration of territorial control and transition to stabilization. DP 4: Transition to Phase IV – Stabilize/Redeploy. Decide when Kalimantan forces are sufficiently defeated and conditions are met to shift from offensive operations to stabilization and redeployment. DP 5: Manage escalation and coalition posture. Decide whether changes in political, coalition, or regional dynamics require adjustment of offensive scope or tempo.
	Reaction	N/A
	Counteraction	N/A
CCIR	Action	PIR 1: Are Kalimantan's 4th and/or 5th Infantry Divisions decisively defeated, withdrawing, or attempting to reconstitute, and where are remaining organized resistance or withdrawal routes? PIR 2: Are Kalimantan forces conducting coordinated withdrawals, last-ditch defenses around urban areas or infrastructure, or preparing irregular/sabotage actions? PIR 3: Are external actors providing material, ISR, or political support that could prolong or escalate the conflict during offensive operations? FFIR 1: Are coalition ground forces sustaining offensive tempo without unacceptable degradation in combat power, logistics, or protection? FFIR 2: Are air and maritime forces maintaining sufficient control to enable continued interdiction, CAS, and freedom of maneuver? FFIR 3: Are critical infrastructure sites (ports,

		airfields, oil facilities) secured and capable of supporting follow-on stabilization? EEFI 1: Protect timing, objectives, and axes of advance for amphibious, heliborne, or exploitation operations. EEFI 2: Protect assessments of enemy culmination, transition criteria, and plans for shifting to Phase IV. EEFI 3: Protect coalition political decision-making and agreements related to termination and redeployment.
	Reaction	N/A
	Counteraction	N/A
BRANCHES	Action	Branch 1 – Enemy Attempts Organized Withdrawal Trigger: PIR confirms Kalimantan forces are disengaging in good order toward borders, ports, or defensible urban areas. Response: Accelerate interdiction and maneuver, commit air and maritime fires to cut withdrawal routes, and employ SOF and MARFOR to block escape and prevent reconstitution. Branch 2 – Enemy Collapses Faster Than Expected Trigger: Intelligence indicates rapid degradation of enemy cohesion, mass surrenders, or loss of effective C2. Response: Exploit success by compressing Phase III, bypassing isolated resistance, accelerating territorial restoration, and preparing early transition to Phase IV. Branch 3 – Increased Risk to Critical Infrastructure Trigger: PIR indicates Kalimantan intent to

		sabotage oil facilities, ports, or airfields during retreat. Response: Shift protection and maneuver priorities to secure infrastructure, employ SOF and precision fires against sabotage elements, and adjust tempo to preserve long-term stability objectives. Branch 4 – Opportunity for Decisive Amphibious Action Trigger: ISR identifies an opportunity to outflank or encircle remaining enemy forces via littoral maneuver. Response: Commit MARFOR for amphibious or heliborne assault to seize key terrain, collapse enemy resistance, and accelerate operational defeat.
	Reaction	N/A
	Counteraction	N/A
SEQUELS	Action	Sequel 1 – Transition to Stabilization (Desired Outcome) Condition: Kalimantan maneuver forces are defeated or expelled, key terrain and infrastructure secured, and organized resistance has collapsed. Follow-on: Transition to Phase IV – Stabilize/Redeploy, with Malaysian and Bruneian forces assuming lead responsibility for security, supported by a reduced U.S./coalition presence focused on assurance, ISR, and limited enabling functions. Sequel 2 – Protracted Clearance and Security Condition: Major Kalimantan formations defeated, but residual forces, sabotage risks, or localized resistance persist near urban areas or critical infrastructure. Follow-on: Extend limited offensive and security operations with SOF, coalition ground forces, and ISR support while delaying full redeployment to ensure

		conditions are set for durable stability. Sequel 3 – Early Conflict Termination Condition: Political or diplomatic settlement reached during Phase III. Follow-on: Cease offensive operations, transition immediately to monitoring and assurance activities, and execute controlled redeployment while maintaining air and maritime presence to enforce compliance. Sequel 4 – Enemy Withdrawal without Decisive Engagement Condition: Kalimantan withdraws remaining forces rapidly to avoid destruction, preserving some combat power. Follow-on: Shift emphasis to border security, deterrence posture, and information operations while accelerating political and military measures to prevent re-infiltration or renewed aggression.
	Reaction	N/A
	Counteraction	N/A
REMARKS	Action	Joint and coalition forces have decisively defeated Kalimantan maneuver forces in Sabah and Sarawak, destroyed or expelled the 4th and 5th Infantry Divisions, and restored territorial control while maintaining air and maritime superiority. Key ports, airfields, and critical energy infrastructure are secured, organized resistance has collapsed, and coalition cohesion and legitimacy remain intact. Conditions are set to transition to Phase IV stabilization and redeployment, with Malaysian and Bruneian forces prepared to assume lead responsibility for security and governance.
	Reaction	N/A

	Counteraction	N/A
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COA #2 / Phase #4:

Friendly COA	2	
Short Name	Stabilize and Transition Joint and coalition forces consolidate security, support restoration of civil authority, and redeploy U.S. forces while enabling Malaysian and Bruneian forces to assume full responsibility for long-term stability.	
Enemy COA	Kalimantan conducts a coordinated two-axis offensive from the north into Sabah and the South into Sarawak, resuming major ground operations with forward divisions while reinforcing with the 4th and 5th IDs to seize key ports, airfields, and energy infrastructure and consolidate gains before joint and coalition forces can respond.	
Time / Phase / Critical Event	Time: D+30 and beyond Phase: Phase IV Critical Event: Malaysian and Bruneian forces assume lead responsibility for security and governance as U.S. and coalition forces transition to support roles and execute phased redeployment while maintaining regional deterrence.	
COMPONENTS		
ARFOR/JFLCC	Action	ARFOR/JFLCC shifts from combat operations to security cooperation, advising, and limited support roles to enable Malaysian and Bruneian forces to assume full responsibility for ground security and stability.
	Reaction	Residual Kalimantan elements or local spoilers attempt low-level resistance, intimidation, or sabotage to undermine stabilization and transition efforts.

	Counteraction	ARFOR/JFLCC supports host-nation forces with ISR, planning assistance, and targeted enabling support to contain residual threats while reducing U.S. ground presence in accordance with redeployment timelines.
MARFOR	Action	MARFOR transitions from offensive employment to security support and assurance, maintaining an afloat presence to deter renewed aggression, support stability operations, and enable the orderly redeployment of joint and coalition forces.
	Reaction	Residual Kalimantan elements or regional spoilers attempt limited maritime harassment, information operations, or intimidation to challenge stabilization and test coalition resolve.
	Counteraction	MARFOR counters by sustaining visible maritime presence, supporting host-nation maritime security forces, and remaining postured to rapidly respond to emerging threats while continuing phased redeployment.
NAVFOR/JFMCC	Action	NAVFOR/JFMCC maintains a reduced but persistent maritime presence to ensure freedom of navigation, protect SLOCs and critical infrastructure, support host-nation maritime security forces, and enable the phased redeployment of joint and coalition forces.
	Reaction	Kalimantan or other regional actors test post-conflict conditions through limited maritime provocation, information operations, or attempts to exploit reduced coalition presence.
	Counteraction	NAVFOR/JFMCC sustains localized sea control, conducts presence and assurance operations with coalition partners, and remains postured to rapidly re-escalate maritime forces if required to deter renewed aggression and preserve stability.
AFFOR/JFACC	Action	NAVFOR/JFMCC maintains a reduced but persistent maritime presence to ensure freedom of navigation, protect SLOCs and critical infrastructure, support host-nation maritime security forces, and enable the phased

		redeployment of joint and coalition forces.
	Reaction	Kalimantan or other regional actors test post-conflict conditions through limited maritime provocation, information operations, or attempts to exploit reduced coalition presence.
	Counteraction	NAVFOR/JFMCC sustains localized sea control, conducts presence and assurance operations with coalition partners, and remains postured to rapidly re-escalate maritime forces if required to deter renewed aggression and preserve stability.
JFSOCC	Action	JFSOCC shifts from direct combat operations to low-visibility support, advising, and liaison activities, assisting Malaysian and Bruneian forces with residual threat monitoring, partner capacity building, and sensitive security tasks as U.S. forces redeploy.
	Reaction	Remaining Kalimantan elements or local spoilers attempt isolated attacks, intimidation, or covert activity to disrupt stabilization and challenge host-nation authority.
	Counteraction	JFSOCC supports host-nation forces with targeted intelligence, precision planning assistance, and rapid-response capabilities to neutralize residual threats while maintaining a minimal footprint consistent with transition objectives.
JPOTF	Action	JPOTF shifts information efforts toward stabilization, reinforcing host-nation legitimacy, supporting restoration of civil authority, and communicating coalition transition and redeployment to domestic, regional, and international audiences.
	Reaction	Adversary or spoiler elements attempt to exploit the transition through disinformation, intimidation, or narratives portraying coalition withdrawal as weakness.
	Counteraction	JPOTF counters by coordinating consistent, transparent messaging with host-nation partners, highlighting successful transition milestones, and reinforcing deterrence and legitimacy to prevent

		erosion of stability during redeployment.
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Intelligence elements shift focus to monitoring residual threats, potential re-infiltration, and regional indicators of renewed aggression while supporting host-nation situational awareness and transition planning.
	Reaction	Residual Kalimantan elements and other actors attempt to conceal low-level activities, exploit civilian environments, and test reduced coalition ISR coverage.
	Counteraction	Intelligence adapts by integrating coalition and host-nation reporting, maintaining persistent but reduced ISR, and refining indicators and warning to detect early signs of instability or renewed aggression during redeployment.
FIRES	Action	Joint fires posture shifts from active employment to a deterrent and contingency role, maintaining precision strike capability to respond rapidly to residual threats or renewed aggression while supporting force protection during redeployment.
	Reaction	Residual adversary elements avoid direct engagement, seeking to operate below the threshold of armed response or provoke overreaction during stabilization.
	Counteraction	The joint force retains responsive, discriminate fires options tied to ISR and clear authorities, enabling rapid but measured action to neutralize threats without undermining stabilization or host-nation legitimacy.
LOGISTICS	Action	Logistics shifts from sustaining high-tempo combat to supporting stabilization and redeployment by prioritizing retrograde operations, closing or transferring sustainment nodes, and enabling host-nation forces to assume logistics responsibilities.

	Reaction	Infrastructure constraints, residual insecurity, or political friction create delays or disruptions to redeployment and transfer of logistics functions.
	Counteraction	Logistics adapts by sequencing redeployment deliberately, leveraging sea-based sustainment and coalition support, and maintaining sufficient logistics capacity to support both host-nation forces and a residual deterrent posture until transition is complete.
COMMAND & CONTROL	Action	Command and control shifts from combat-focused synchronization to a streamlined, combined C2 framework that emphasizes host-nation lead, coalition coordination, and oversight of stabilization and redeployment activities.
	Reaction	Reduced coalition presence and evolving authorities create potential seams in coordination, decision-making, and information sharing among remaining forces and partners.
	Counteraction	The joint force mitigates risk by maintaining clear command relationships, sustaining liaison networks, delegating authorities appropriately, and preserving redundant communications to ensure unity of effort through mission transition and termination.
PROTECTION	Action	Protection efforts focus on safeguarding remaining joint and coalition forces, critical infrastructure, and lines of communication during stabilization and phased redeployment while supporting host-nation security forces.
	Reaction	Residual adversary elements or spoilers attempt isolated attacks, sabotage, or intimidation to exploit reduced force presence and challenge post-conflict stability.
	Counteraction	Protection adapts by integrating host-nation security forces, maintaining layered defenses at key nodes, and preserving rapid-response capabilities to deter or neutralize threats without undermining the transition process.

MOVEMENT & MANEUVER	Action	The joint force conducts deliberate, phased redeployment of forces while repositioning remaining assets to support host-nation security and maintain a credible deterrent posture.
	Reaction	Residual adversary elements or regional actors attempt to exploit reduced force density or predict redeployment patterns to create friction or test coalition resolve.
	Counteraction	The joint force mitigates risk by varying movement timelines and routes, maintaining maritime and air mobility flexibility, and retaining maneuver options to respond rapidly to emerging threats during transition.
INFORMATION	Action	The joint force focuses information efforts on supporting host-nation legitimacy, communicating successful transition to civil authority, and reinforcing regional stability as U.S. and coalition forces redeploy.
	Reaction	Adversary or spoiler actors attempt to distort the transition narrative, portray redeployment as abandonment or weakness, and undermine confidence in host-nation governance.
	Counteraction	Information efforts adapt by coordinating transparent, consistent messaging with host-nation partners, highlighting security gains and continued deterrence, and countering disinformation to preserve legitimacy and stability during the transition.
OTHERS		
INFORMATION OPERATIONS	Action	Joint information operations shift to reinforcing host-nation authority, supporting reconciliation and stability narratives, and communicating the legitimacy and success of the transition as U.S. and coalition forces redeploy.
	Reaction	Residual adversary elements and external actors attempt to exploit the transition period with disinformation, intimidation, or narratives

		portraying coalition disengagement as strategic failure. partners.
	Counteraction	Joint IO counters by synchronizing truthful messaging with visible host-nation leadership actions, amplifying successful stabilization milestones, and maintaining coordinated influence efforts to deter renewed aggression and preserve long-term legitimacy.
DECISION POINTS	Action	DP 1: Transition security lead to host-nation forces. Decide when Malaysian and Bruneian forces are capable of assuming full responsibility for security without coalition combat support. DP 2: Adjust redeployment pace. Decide whether conditions allow accelerated redeployment or require retention of additional U.S./coalition forces due to residual threats or instability. DP 3: Retain or reconstitute deterrent posture. Decide the level of air and maritime presence required to deter renewed Kalimantan aggression during and after redeployment. DP 4: Respond to spoiler or residual threats. Decide when isolated adversary actions warrant limited re-engagement or escalation versus host-nation–led response. DP 5: Terminate the operation. Decide when campaign objectives are met and conditions allow formal mission termination or transition to steady-state security cooperation.
	Reaction	N/A
	Counteraction	N/A
CCIR	Action	PIR 1: Are there indicators of renewed Kalimantan military activity, re-infiltration, or external support that could threaten stabilization or require re-escalation? PIR 2: Are residual adversary elements, spoilers, or extremist groups conducting or preparing

		sabotage, intimidation, or attacks against host-nation forces, civilians, or critical infrastructure? PIR 3: Are regional actors or information campaigns undermining host-nation legitimacy or coalition disengagement narratives? FFIR 1: Are Malaysian and Bruneian forces capable of independently sustaining security, logistics, and governance without coalition combat support? FFIR 2: Are remaining U.S. and coalition forces protected and redeploying according to plan without unacceptable risk? FFIR 3: Is the reduced air and maritime posture sufficient to deter renewed aggression and protect freedom of navigation? EEFI 1: Protect redeployment timelines, force disposition, and residual deterrent posture. EEFI 2: Protect host-nation assessments of readiness, vulnerabilities, and internal security gaps. EEFI 3: Protect political decision-making related to mission termination and post-operation presence.
	Reaction	N/A
	Counteraction	N/A
BRANCHES	Action	Branch 1 – Renewed Kalimantan Provocation Trigger: Intelligence indicates Kalimantan military activity, force reconstitution, or coercive actions short of open conflict. Response: Pause or slow redeployment, reinforce air and maritime presence, and re-establish limited joint defensive posture to deter renewed aggression while maintaining host-nation lead. Branch 2 – Host-Nation Capacity Shortfall Trigger: FFIR indicates Malaysian or Bruneian

		forces are unable to independently sustain security, logistics, or governance. Response: Extend advisory and enabling support, retain selected U.S./coalition capabilities (ISR, logistics, protection), and delay full transition until minimum stability thresholds are met.
	Reaction	N/A
	Counteraction	N/A
SEQUELS	Action	Sequel 1 – Mission Termination and Steady-State Presence (Desired End State) Condition: Host-nation forces sustain security and governance independently; no indicators of renewed aggression. Follow-on: Terminate PACIFIC TEAK, redeploy remaining U.S. forces, and transition to routine security cooperation and presence operations to reinforce deterrence and regional stability. Sequel 2 – Enduring Advisory and Deterrence Posture Condition: Stability holds but host-nation forces require continued enabling support or deterrence remains fragile. Follow-on: Maintain a small advisory footprint and periodic air/maritime presence focused on ISR, training, and assurance while avoiding re-escalation or mission creep. Sequel 3 – Renewed Tension or Limited Aggression Condition: Kalimantan conducts coercive actions short of open conflict or attempts re-infiltration. Follow-on: Reinforce regional deterrence, re-establish elements of Phase II defensive posture as required, and elevate decision authority while preserving host-nation lead.

		Sequel 4 – Regional Escalation Beyond PACIFIC TEAK Condition: Broader regional dynamics or external actor involvement alter the strategic context. Follow-on: Transition from CJTF-led operations to theater-level deterrence and crisis response planning, reassessing objectives, force posture, and risk.
	Reaction	N/A
	Counteraction	N/A
REMARKS	Action	Malaysian and Bruneian forces have assumed full responsibility for security and governance in Sabah and Sarawak, residual threats are contained, and civil authority is functioning effectively. U.S. and coalition forces have completed phased redeployment while retaining a credible air and maritime deterrent posture to prevent renewed aggression. Coalition legitimacy and regional stability are preserved, campaign objectives are met, and conditions are set for mission termination or transition to steady-state security cooperation as directed.
	Reaction	N/A
	Counteraction	N/A

COA #3 / Phase #I:

Friendly COA	3
Short Name	Deploy/Deterrence Establish air superiority + sea control/denial sufficient to open/secure force flow routes

Enemy COA	<u>Addresses Most Likely and Most Dangerous ECOAs</u>	
Time / Phase / Critical Event	D-day to D+5 / Phase I / Critical Event #1	
COMPONENTS		
ARFOR/JFLCC	Action	Mobilize and advance elements prepare for APOD seizure
	Reaction	K ISR monitors/sabotages airfields
	Counteraction	OPSEC + deception; rapid force flow
MARFOR	Action	ESG/ARG positioned as visible amphibious reserve in vicinity of Sabah
	Reaction	K reallocates coastal defense assets (ASCMs, FAC)
	Counteraction	Maintain ambiguity; conduct rehearsal/demonstration without committing; DDG escorts screen Amphibs to shoulder surface forces and provide Air Defense
NAVFOR/JFMCC	Action	Establish Northeastern sea control box; begin MCM corridor clearance; SSNs and P-8s patrol for enemy subs; establish protected sea lanes for logistics and sustainment forces to travel
	Reaction	K deploys submarines and FAC, mines approaches to Sabah and Brunei, readies ASCMs, increases ISR

	Counteraction	Expand ASW patrol box; convoy escort; MCM escort; use SAG and AEGIS escorts from ESGs and CSGs for layered Air Defense and anti-surface warfare
AFFOR/JFACC	Action	Deploy ISR to locate K forces SEAD/DEAD against Sandakan IADS; establish CAP over Brunei/Kota Kinabalu;
	Reaction	K activates S-300 intermittently; disperses aircraft to counter ISR location;
	Counteraction	EW + standoff precision strike on IADS; increase ISR targeting
JFSOCC	Action	ISR on Sandakan–Telupid axis; confirm enemy defensive positions
	Reaction	K increases counter-recon patrols; repositions forces
	Counteraction	Low-signature insertion; alternate ISR feeds
JPOTF	Action	Establish personnel recovery alert posture
	Reaction	K attempts exploitation of grey zone tactics
	Counteraction	Maintain CAP during PR windows; secure recovery corridors
OPERATIONAL FUNCTIONS		

INTELLIGENCE	Action	Establish persistent ISR picture
	Reaction	K shifts to concealment
	Counteraction	Multi-domain ISR integration
FIRES	Action	Target IADS nodes
	Reaction	K relocates emitters
	Counteraction	Time-sensitive targeting
LOGISTICS	Action	Open maritime corridor; establish routes for logistics and sustainment forces to infil Borneo
	Reaction	K increases submarine harassment; threatens ASCMs; deploys FAC
	Counteraction	Utilize ASW and AW capable forces to protect logistics flow
COMMAND & CONTROL	Action	Establish JTF C2 and coalition integration
	Reaction	Cyber probing/attacks on C2 infrastructure
	Counteraction	Cyber defense/counter cyber ops

PROTECTION	Action	Harden naval posture through layered defense
	Reaction	ASCM/FAC harassment; mine approaches to Sabah and Brunei
	Counteraction	Utilize the 19 AEGIS assets on station; provide AAW/ASW/ASUW/escorting MCMs
MOVEMENT & MANEUVER	Action	Secure air and sea corridors; begin force flow into JOA
	Reaction	K increases submarine harassment; threatens ASCMs; deploys FAC
	Counteraction	Continuous SEAD; increased ISR; defensive posture; don't overcommit
INFORMATION	Action	Establish legitimacy through support of the Malaysian people
	Reaction	Release negative propaganda to news sources and social media
	Counteraction	Coalition support; clear and transparent messaging
OTHERS		
INFORMATION OPERATIONS	Action	Frame offensive actions as restoration of sovereignty under Malaysian lead; targeted influence (leaflets/messaging) to reduce K unit cohesion and tempo; highlight K violations and isolation of forces from reinforcements.

	Reaction	Frame coalition/ United States as imperialists who want to bully K and all of Borneo
	Counteraction	Coalition support; clear and transparent messaging
DECISION POINTS	Action	DP1 – Air superiority sufficient to open APOD/SPOD?
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
CCIR	Action	PIR: Status of Sandakan IADS? Location of KR submarines? FFIR: APOD operational? Attrition rates acceptable?
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
BRANCHES	Action	Rapid reinforcement west if K shifts effort early.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>

SEQUELS	Action	Transition to Phase II node defense.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
REMARKS	Action	Opening air fight is decisive risk. Maritime control timeline drives entire operation.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>

COA #3 / Phase #2:

Friendly COA	3	
Short Name	Defend Secure/defend APOD/SPOD nodes at Kota Kinabalu and Brunei (top priority) and establish Kota Kinabalu sustainment gateway for Sabah main effort.	
Enemy COA	<u>Addresses Most Likely and Most Dangerous ECOAs</u>	
Time / Phase / Critical Event	D+5 to D+15 / Phase 2 / Critical Event #2	
COMPONENTS		
ARFOR/JFLCC	Action	25ID and coalition forces establishes blocking positions along Telupid axis

	Reaction	K accelerates 3ID movement
	Counteraction	Interdiction fires + spoiling attack
MARFOR	Action	MEU reinforces critical infrastructure defense (Brunei node)
	Reaction	K increases harassment of energy sites with long-range fires and mining
	Counteraction	Integrate with host-nation defense; harden perimeter with ESG escorts
NAVFOR/JFMCC	Action	Protect sustainment convoys; maintain sea control/denial near SPODs
	Reaction	Increase submarine/FAC/ASCM harassment
	Counteraction	Surge ASW; adjust convoy routes;
AFFOR/JFACC	Action	Continuous CAP and interdiction of maneuver columns; constant ISR coverage over Malaysia and Brunei
	Reaction	K disperses and shifts to night movement; OCA on coalition forces and logistics
	Counteraction	ISR fusion; night precision strike; tanker protection

JFSOCC	Action	Target K C2 and logistics nodes supporting 3ID
	Reaction	K relocates command posts
	Counteraction	Persistent ISR tracking; follow-on strike
JPOTF	Action	Maintain PR coverage over forward maneuver corridor
	Reaction	Increased gray zone tacticts
	Counteraction	Suppress localized threats; positive messaging
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Identify reserve movement
	Reaction	K concealment/deception
	Counteraction	Continuous ISR; SOF confirmation
FIRES	Action	Mass fires on maneuver columns
	Reaction	K dispersion

	Counteraction	Logistics targeting; strike known reinforcement nodes
LOGISTICS	Action	Sustainment via Kota Kinabalu
	Reaction	Increase sub threat; targeted attacks on KK SPOD/APOD
	Counteraction	Escort expansion; shift force flow through Brunei SPOD/APODs
COMMAND & CONTROL	Action	Joint fires/airspace/maritime deconfliction; coalition integration.
	Reaction	Cyber attack on C2 Infrastructure; locate C2 center
	Counteraction	Harden cyber defenses; relocate HQ if needed
PROTECTION	Action	Harden energy sites; defend SPOD/APODs from fires
	Reaction	Missile harassment
	Counteraction	Layered defense
MOVEMENT & MANEUVER	Action	Take up defensive positions at SPOD/APODs; continue to stage coalition forces for future counteroffensive in Sabah while simultaneously maintaining position in Sarawak

	Reaction	Movement deception/concealment
	Counteraction	Do not overcommit too early
INFORMATION	Action	Continue strategic messaging
	Reaction	Spread negative propaganda about occupying force
	Counteraction	Coalition narrative emphasis
OTHERS		
INFORMATION OPERATIONS	Action	Emphasize defensive posture and host-nation lead
	Reaction	Reiterate how coalition forces are using the war to occupy Malaysia with the hopes to bring them in under their wing
	Counteraction	Unified coalition messaging
DECISION POINTS	Action	DP2: “APOD/SPOD throughput stable?”
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>

CCIR	Action	PIR: Movement of 4ID? FFIR: Sustainment throughput levels?
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
BRANCHES	Action	Rapid counterattack if K breakthrough occurs. Shift to Sarawak primary effort if K buildup in West.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
SEQUELS	Action	Initiate Phase III offensive once isolation achieved.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
REMARKS	Action	Highest operational vulnerability before full combat power closure.
	Reaction	<u>N/A</u>

	Counteraction	<u>N/A</u>
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COA #3 / Phase #3:

Friendly COA	3
Short Name	Offensive Defeat/attrit enemy maneuver forces threatening Sabah/Brunei approaches
Enemy COA	<u>Addresses Most Likely and Most Dangerous ECOAs</u>
Time / Phase / Critical Event	D+15 to D+30 / Phase 3 / Critical Event #3

COMPONENTS

ARFOR/JFLCC	Action	Counteroffensive toward Sandakan; isolate 3ID
	Reaction	K fighting withdrawal into urban terrain. Counterattack incoming coalition forces; launch long-range fires onto oncoming formations.
	Counteraction	Utilize cover and concealment. Encircle urban center and cut off reinforcement.
MARFOR	Action	Conduct amphibious demonstration east of Sandakan; prepare limited raid option
	Reaction	K reallocates coastal defense

	Counteraction	Maintain pressure; exploit diversion if enemy shifts forces
NAVFOR/JFMCC	Action	Maritime strike on reinforcement routes and logistics hubs
	Reaction	K missile and FAC harassment on naval assets
	Counteraction	Harden formations; increase standoff distance; AAW/ASUW posture; strike enemy positions
AFFOR/JFACC	Action	OCA; CAS; SEAD
	Reaction	Dispersed IADS; EW; attempts to attrit CAS.
	Counteraction	Escalate SEAD; strike ports/log hubs
JFSOCC	Action	Target leadership nodes and ISR systems
	Reaction	K increases EW and HVT deception
	Counteraction	Redundant ISR feeds; alternate targeting methods
JPOTF	Action	Rapid PR response capability during offensive push
	Reaction	K attempts to exploit civilian casualties and damage to infrastructure

	Counteraction	Clear messaging to local and international audience
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Maintain “eyes on” all formations; confirm reserve commitment; identify collapse points.
	Reaction	Deception, denial.
	Counteraction	Multi-INT and pattern-of-life; rapid intel-to-ops loop.
FIRES	Action	Long-range fires on K formations and lodgements
	Reaction	Reserve commitment; counter-fires
	Counteraction	Reposition; Precision strike against K fires
LOGISTICS	Action	Sustain force flow; establish follow-on logistics after coalition forces secure territory
	Reaction	Target SPODs/APODs and LOCs
	Counteraction	Deception; establish alternate resupply routes
COMMAND & CONTROL	Action	Coalition maneuver integration

	Reaction	Cyber attacks on C2 infrastructure
	Counteraction	Execute mission command with PACE comms; simplify authorities/clearance thresholds; maintain redundant liaison (MAL/BRN/AUS); enforce common COP updates and rehearsed fire support coordination.
PROTECTION	Action	APOD/SPOD protection; maintain layered defense
	Reaction	Missile attack; sabotage
	Counteraction	Increase security at APOD/SPODs;
MOVEMENT & MANEUVER	Action	Maneuver to isolate 3ID and gain territory in Sabah. Contain K forces in Sarawak.
	Reaction	Urban fallback; reinforce with reserve forces
	Counteraction	Bypass & attrit; use long-range fires to target reserve formations
INFORMATION	Action	Continue to spread coalition messaging; promoting the actions of coalition forces
	Reaction	Release images of civilian casualties and damage left in the coalition's wake
	Counteraction	Clear and transparent messaging; validating source of images; focus on Malaysian-led coalition

OTHERS		
INFORMATION OPERATIONS	Action	Frame offensive actions as restoration of sovereignty under Malaysian lead; targeted influence (leaflets/messaging) to reduce K unit cohesion and tempo; highlight K violations and isolation of forces from reinforcements.
	Reaction	K IO focuses on civilian harm narratives; attempts to depict Malaysian gov as puppet; uses staged events and disinformation to slow coalition freedom of action.
	Counteraction	Tight messaging discipline tied to ROE; rapid disclosure when appropriate; reinforce MAL command presence; integrate IO with ISR to expose deception and undermine K morale.
DECISION POINTS	Action	DP3 – Reserve commitment threshold met?
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
CCIR	Action	PIR: Status of KR 3ID combat effectiveness? FFIR: Casualty threshold exceeded?
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>

BRANCHES	Action	Amphibious raid if reinforcement detected. Shift effort west if Sarawak deteriorates.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
SEQUELS	Action	Malaysian-led Sarawak offensive.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
REMARKS	Action	Decisive phase. Isolation + destruction of 3ID collapses eastern axis.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>

COA #3 / Phase #4:

Friendly COA	3
Short Name	Stabilize / Transition Transition to Malaysian-led follow-on ops and begin redeployment / force reduction

Enemy COA	<u>Addresses Most Likely and Most Dangerous ECOAs</u>	
Time / Phase / Critical Event	D-Day to D+5 / Phase 4 / Critical Event #4	
COMPONENTS		
ARFOR/JFLCC	Action	Transfer ground security tasks to Malaysian forces
	Reaction	K insurgent-style harassment
	Counteraction	Maintain QRF; ISR overwatch
MARFOR	Action	Maintain amphibious presence as deterrent and contingency force
	Reaction	K probing actions along coast
	Counteraction	Limited presence patrols; visible coalition deterrence
NAVFOR/JFMCC	Action	Maintain maritime deterrence posture
	Reaction	Harass naval forces
	Counteraction	Maintain alert and defensive posture
AFFOR/JFACC	Action	Reduced CAP; maintain ISR overwatch posture

	Reaction	Sporadic harassment
	Counteraction	Maintain surge capacity
JFSOCC	Action	Advise/assist Malaysian counter-insurgency posture
	Reaction	K covert infiltration attempts
	Counteraction	Intelligence sharing; targeted disruption
JPOTF	Action	Maintain reduced PR posture
	Reaction	Isolated harassment
	Counteraction	Quick reaction capability retained
OPERATIONAL FUNCTIONS		
INTELLIGENCE	Action	Use ISR to monitor insurgent threat
	Reaction	Transition to more grey zone tactics
	Counteraction	Multi-intelligence fusion

FIRES	Action	Limited overwatch
	Reaction	Seize window of opportunity to maneuver forces and equipment
	Counteraction	Utilize fires on known hostile lodgements
LOGISTICS	Action	Drawdown sequencing
	Reaction	Interdict LOCs; secure/destroy coalition material and equipment
	Counteraction	Increase security of logistic forces; shift routes
COMMAND & CONTROL	Action	Transfer C2 to Malaysia; drawdown the supporting coalition staff
	Reaction	Launch cyber operations into Malaysian C2 infrastructure.
	Counteraction	Retain resources and key coalition personnel to counter K cyber attacks
PROTECTION	Action	Protection forces defend maneuvering ground forces, key infrastructure, APODs/SPODs, and SLOCs through layered air and missile defense, base security, maritime escort, and force protection as offensive operations advance. Kalimantan employs residual fires, sabotage, and irregular actions to inflict casualties, disrupt momentum, and target exposed forces and infrastructure during withdrawal or collapse.

		Protection adapts by integrating ISR, counter-sabotage measures, mobile defenses, and coalition security forces to reduce vulnerabilities, protect advancing forces, and preserve freedom of action through mission completion.
	Reaction	Protection forces defend maneuvering ground forces, key infrastructure, APODs/SPODs, and SLOCs through layered air and missile defense, base security, maritime escort, and force protection as offensive operations advance. Kalimantan employs residual fires, sabotage, and irregular actions to inflict casualties, disrupt momentum, and target exposed forces and infrastructure during withdrawal or collapse. Protection adapts by integrating ISR, counter-sabotage measures, mobile defenses, and coalition security forces to reduce vulnerabilities, protect advancing forces, and preserve freedom of action through mission completion.
	Counteraction	Protection forces defend maneuvering ground forces, key infrastructure, APODs/SPODs, and SLOCs through layered air and missile defense, base security, maritime escort, and force protection as offensive operations advance. Kalimantan employs residual fires, sabotage, and irregular actions to inflict casualties, disrupt momentum, and target exposed forces and infrastructure during withdrawal or collapse. Protection adapts by integrating ISR, counter-sabotage measures, mobile defenses,

		and coalition security forces to reduce vulnerabilities, protect advancing forces, and preserve freedom of action through mission completion.
MOVEMENT & MANEUVER	Action	Maneuver to gain operational momentum
	Reaction	Retreat along north-south LOCS IVO Sabah
	Counteraction	Bypass & attrit
INFORMATION	Action	Emphasize sovereignty restoration
	Reaction	Emphasize sovereignty violation
	Counteraction	Deny, Degrade and destroy enemy information assets
OTHERS		
INFORMATION OPERATIONS	Action	Joint information operations shift to reinforcing host-nation authority, supporting reconciliation and stability narratives, and communicating the legitimacy and success of the transition as U.S. and coalition forces redeploy.
	Reaction	Residual adversary elements and external actors attempt to exploit the transition period with disinformation, intimidation, or narratives portraying coalition disengagement as strategic failure. partners.

	Counteraction	Joint IO counters by synchronizing truthful messaging with visible host-nation leadership actions, amplifying successful stabilization milestones, and maintaining coordinated influence efforts to deter renewed aggression and preserve long-term legitimacy.
DECISION POINTS	Action	DP4 – Conditions set for redeployment?
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
CCIR	Action	PIR: Evidence of organized insurgency? FFIR: Malaysian forces ready for full handoff?
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
BRANCHES	Action	Stability surge if unrest spreads.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
SEQUELS	Action	Coalition deterrence posture in SCS.

	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>
REMARKS	Action	Transition risk window requires ISR persistence and measured drawdown.
	Reaction	<u>N/A</u>
	Counteraction	<u>N/A</u>

STEP 5: COURSE OF ACTION COMPARISON

DECISION MATRIX (4111K Workbook, pp. 5-1 to 5-4)

Standard 1–3 score (1 = weak, 2 = adequate, 3 = strong), and computing weighted totals = WT × score.

EVALUATION CRITERIA	WT	COA #1		COA #2		COA #3	
MASS	3	3	9	2	6	2	6
OBJECTIVE / RISK TO MISSION	3	3	9	2	6	2	6
OFFENSIVE	2	2	4	3	6	3	6
SECURITY / RISK TO FORCE	3	3	9	2	6	1	3
ECONOMY OF FORCE	2	3	6	2	4	2	4
MANEUVER	2	2	4	2	4	3	6
UNITY OF COMMAND/EFFORT	2	3	6	2	4	2	4
SURPRISE	1	2	2	1	1	2	2
SIMPLICITY	1	2	2	2	2	1	1
RESTRAINT	1	3	3	2	2	2	2
LEGITIMACY	1	3	3	2	2	2	2

PERSEVERENCE	2	3	6	2	4	2	4
MINIMIZE CASUALTIES	2	3	6	2	4	1	2
SPEED OF FORCE BUILD-UP	3	3	9	2	6	2	6
FLEXIBILITY	3	3	9	2	6	2	6
INITIATIVE	2	2	4	2	4	3	6
SUSTAINMENT	3	3	9	2	6	2	6
TEMPO	3	2	6	3	9	3	9
TOTAL		47		38		35	
WEIGHTED TOTAL			108		82		84

Governing Factors

Name of Governing Factor	Definition of Factor	Condition of Factor
Mass	The ability to concentrate combat power at the decisive place and time (e.g., the main effort in Sarawak or Sabah) to achieve decisive results.	Greater concentration of effects at the decisive point is better (Score 3) than dispersed or diluted power (Score 1).
Objective / Risk to Mission	The likelihood of achieving the strategic end state (restoration of Malaysian territorial integrity and protection of Brunei) despite adversary actions and friction.	Higher probability of mission success with fewer critical dependencies is better (Score 3) than high risk of failure (Score 1).
Offensive	The ability to seize, retain, and exploit the initiative to force the enemy to react, rather than reacting to the enemy.	Proactive action that dictates the terms of battle is better (Score 3) than reactive or defensive postures (Score 1).
Security / Risk to Force	Measures taken to protect the force, including key APODs/SPODs and sea lines	Lower risk to friendly forces and better protection of key nodes is better (Score 3) than high vulnerability (Score 1).

	of communication, from enemy sabotage, surprise, or attack.	
Economy of Force	The prudent allocation of minimum essential combat power to secondary efforts (e.g., the supporting axis) to preserve combat power for the main effort.	Efficient allocation that maximizes power for the main effort is better (Score 3) than wastefully spreading forces evenly (Score 1).
Maneuver	The movement of forces in relation to the enemy to secure a position of advantage that forces the enemy to fight on unfavorable terms.	Positional advantage that threatens the enemy's center of gravity is better (Score 3) than frontal assaults or disadvantageous positioning (Score 1).
Unity of Command/ Effort	The coordination and cooperation toward common objectives, particularly regarding the integration of coalition partners (Malaysia/Brunei) and interagency elements.	Unified command structures with clear relationships are better (Score 3) than fragmented or confusing command chains (Score 1).
Surprise	Attacking the enemy at a time, place, or in a manner for which they are unprepared to achieve a psychological or tactical advantage.	High likelihood of catching the enemy off guard is better (Score 3) than predictable actions (Score 1).
Simplicity	Avoiding unnecessary complexity in organizing, preparing, and conducting operations to minimize friction.	Straightforward plans with fewer dependencies are better (Score 3) than complex, intricate schemes (Score 1).
Restraint	Adherence to Rules of Engagement (ROE) to limit collateral damage to critical infrastructure (oil facilities) and minimize civilian casualties.	Strict adherence that preserves infrastructure and lives is better (Score 3) than indiscriminate effects (Score 1).
Legitimacy	The perceived legality, morality, and rightness of the operation in the eyes of the host nation, the coalition, and the international community.	Stronger host-nation support and international approval is better (Score 3) than actions that erode coalition cohesion (Score 1).
Perseverance	The capability to endure effective combat operations and sustain political will for the duration required to achieve objectives.	Greater ability to sustain long-duration operations against resistance is better (Score 3) than a plan that requires a quick win to succeed (Score 1).
Minimize Casualties	The extent to which the COA protects friendly personnel and civilians from death or injury.	Fewer predicted casualties (friendly and civilian) are better (Score 3) than high casualty estimates (Score 1).
Speed of Force Build-up	The velocity at which combat power can be flowed into the Joint Operations Area (JOA) and integrated for employment.	Faster closure rates that beat enemy timelines are better (Score 3) than slow or delayed build-up (Score 1).
Flexibility	The ability of the force to respond to unexpected enemy actions or shifts in the	More options/branches available to the commander is better (Score 3) than

	operational environment (e.g., weather, political changes).	a rigid plan with single points of failure (Score 1).
Initiative	Setting or changing the terms of battle by action, forcing the enemy to conform to friendly will.	Greater ability to force the enemy to react is better (Score 3) than ceding the initiative to the enemy (Score 1).
Sustainment	The ability to provide continuous logistics support (fuel, ammo, medical) to the force throughout the operation, especially across distributed axes.	Robust and secure logistics lines that ensure continuous operations are better (Score 3) than fragile or insufficient support (Score 1).
Tempo	The relative speed and rhythm of military operations over time with respect to the enemy.	Faster operational tempo that overwhelms the enemy's decision cycle is better (Score 3) than sluggish or paused operations (Score 1).

Compare the Advantages and Disadvantages With Modifications (p. 5-4)

COA	ADVANTAGES	DISADVANTAGES	MODIFICATIONS
COA 1: South Weighted (Sarawak Main Effort; Sabah Economy-of-Force)	• Best aligns with commander's risk posture: protects APOD/SPOD/LOCs while avoiding over-commitment on two fronts; supports restraint/legitimacy with coalition partners. • Clear sequencing (sea control + air superiority → defend forward / force closure → decisive Sarawak ops → transition) supports nested Phase III/IV turnover and redeploy guidance.	• Slower to decisive victory than a dual offensive; Sabah remains a managed risk during the Sarawak decision window. • Requires disciplined economy-of-force in Sabah plus robust ISR/fires to prevent enemy opportunism and protect Brunei/APOD-SPOD.	• Incorporate COA 2: Add sequenced decision points so Sabah remains shaping/containment until sea/air control + APOD/SPOD security are confirmed; surge limited reinforcement only on defined triggers, preventing two main efforts. • Incorporate COA 3: Add a north shaping/tempo package (targeted isolation fires on key LOC nodes + limited-objective amphib/airmobile raid option) to reduce Sabah risk without shifting the main effort from Sarawak.

	• Strong sustainment feasibility: concentrates main logistics and supporting effects on one decisive ground effort, reducing friction and competing priorities.		• Establish an amphib/airmobile operational reserve with explicit commit criteria (enemy breakthrough toward Brunei/APOD-SPOD, or a high-payoff counterstroke opportunity). • Accelerate Phase I shaping: early OCA/SEAD/C2 + MISO against forward IDs, plus a defined APOD/SPOD protection force-flow package before expanding offensive tempo.
COA 2: Balanced (Simultaneous Sarawak + Sabah Offensives)	• Highest tempo potential; could compress the campaign timeline if synchronization holds. • Applies immediate pressure across both axes, potentially reducing enemy ability to regroup or shift reserves.	• Highest coordination burden/C2 complexity and highest risk of being spread thin across two simultaneous main efforts. • Sustainment and force protection risks rise because both fronts compete for air, maritime, fires, ISR, lift, and medical/CS support.	• Reframe simultaneous into sequenced decision points: (1) secure sea/air control + APOD/SPOD, then (2) surge one axis to decisive conditions while the other remains shaping/containment until a trigger is met. • Tighten supported/supporting relationships by phase (no enduring dual main efforts). • Add a standing reserve + reallocation drill to shift fires/ISR/air defense quickly between axes based on enemy reactions.

COA 3: North Weighted (Sabah Main Effort; Secure Kota Kinabalu / Energy Infrastructure)	• Strong offensive/initiative in the north; directly addresses the threat to the regional capital and Sulu Sea energy infrastructure. • Can generate rapid local success if the entry operation and follow-on maneuver are executed cleanly with effective fires and air support.	• Creates mission risk elsewhere: Sarawak/Brunei axis can become a second front problem while the main effort is committed north. • Higher operational risk if the entry operation or sustainment corridor becomes contested (A2/AD, submarines, interdiction), potentially stalling momentum.	• Add a stronger Sarawak fixing / protection framework (fires + ISR + coalition ground defense) with clear thresholds for shifting assets if Sarawak/Brunei approaches are threatened. • Explicitly resource ASW/MCM + convoy escort early to protect sustainment routes before expanding inland tempo. • Reduce C2 friction by narrowing objectives to a limited set of decisive points, with a planned pause/transition to nest Phase IV stabilization tasks.

STEP 6: COA APPROVAL

The Decision (Select a COA)

COA Decision Brief (page 6-1)

Higher Commander's Intent:

- Restore Malaysian territorial integrity, secure Brunei, and re-establish a stable regional security environment by defeating KR forward land forces and compelling withdrawal to pre-conflict boundaries.
- Establish and maintain sea control and air superiority to enable force closure, protect SPOD/APOD, and preserve coalition freedom of action.
- Maintain coalition legitimacy and restraint; minimize civilian harm while employing lethal and non-lethal fires to isolate KR divisions/LOCs and delay the offensive.

Mission:

CJTTF PACTEAK conducts a four-phase joint operation to deploy/deter, defend forward with BR/MY forces while establishing air/sea control, then execute decisive offensive operations to defeat KR forces (main effort Sarawak) and transition to stability/redeployment, restoring Malaysian sovereignty, protecting Brunei, and setting conditions for follow-on deterrence posture.

Status of Friendly Forces:

- **Maritime:** CSG and Amphibious forces moving into/operating within the JOA; initial sea control tasks prioritized (ASW/MCM/convoy escort) to protect force flow and LOCs.
- **Air:** JFACC building the air tasking posture for early SEAD/OCA/C2 attack, ISR persistence, and APOD/SPOD defense package.
- **Land:** I Corps, 25th ID, and coalition land forces oriented to defend forward and set conditions for Sarawak main effort; economy-of-force in Sabah established.
- **SOF / IO:** JSOTF positioned for ISR, targeting, and enabling effects; MISO messaging begins immediately against KR forward IDs.

JIPOE (updates only)

- **Enemy (KR) posture:** Forward land forces remain the primary near-term threat; likely seeks to exploit gaps between Sarawak/Sabah defense and threaten Brunei/LOCs.

- **Most dangerous:** Coordinated push to seize/pressure Brunei APOD/SPOD and disrupt coalition lodgment while employing subs/sea denial to interdict sustainment.
- **Key uncertainty:** Submarine locations and timing of reinforcement flows; requires continuous ISR and ASW collection focus (“eyes on all KR formations and subs”).

COAs (assumptions, staff estimates, advantages/disadvantages of each)

Assumptions (common):

- Coalition access to BR/MY basing and overflight remains in place; APOD/SPOD throughput is feasible if defended.
- KR maritime interdiction/sub threat is credible; sea control tasks are prerequisite to sustained build-up.
- Time is a constraint; Phase III and Phase IV must be nested to enable transition and redeploy.

COA summary (titles):

- **COA 1:** South-Weighted Decisive Sarawak Counteroffensive with Sabah Economy-of-Force and Ready Amphib Reserve
- **COA 2:** Balanced Dual-Axis Offense (Sarawak + Sabah) with High Synchronization Demand
- **COA 3:** North-Weighted Sabah Main Effort to Secure Key Northern Nodes and Infrastructure

Staff estimates (key distinctions):

- **JFMCC:** COA 1 best supports early sea control/convoy escort while retaining an amphib reserve; COA 2 creates competing maritime demands on two axes; COA 3 increases northern sustainment-route exposure if contested.
- **JFACC:** COA 1 prioritizes SEAD/OCA/C2 and APOD/SPOD defense to enable force closure; COA 2 stresses sortie allocation across two fronts; COA 3 enables rapid northern effects but elevates risk elsewhere.
- **JFLCC:** COA 1 supports a decisive Sarawak main effort with manageable Sabah economy-of-force; COA 2 risks dilution and coordination friction; COA 3 risks Sarawak/Brunei becoming a second front.
- **JFSOCC/IO:** COA 1 supports immediate MISO against forward IDs and targeted shaping; COA 2 increases synchronization burden; COA 3 favors high-tempo northern shaping but requires stronger Sarawak fixing.
- **Logistics:** COA 1 is most sustainable (single decisive axis) with clear throughput priorities; COA 2 is highest sustainment risk; COA 3 depends on protecting northern LOCs and mitigating interdiction/sub threats.

Advantages / disadvantages (most significant):

- **COA 1 (South-weighted):**
 - **Advantages:** Best balance of mission success and risk; strongest sustainment and flexibility; supports defend-forward + APOD/SPOD protection while setting conditions for decisive Sarawak offensive.
 - **Disadvantages:** Sabah remains a managed risk during Sarawak decision window; slower to decisive victory than a dual-front offense.
- **COA 2 (Balanced):**
 - **Advantages:** Broad pressure across both axes; potential to compress timeline if fully synchronized.
 - **Disadvantages:** Highest C2/synchronization burden; increased force protection and sustainment risk due to competing demands.
- **COA 3 (North-weighted):**
 - **Advantages:** Highest northern initiative/tempo; directly addresses key northern nodes/infrastructure.
 - **Disadvantages:** Risk of Sarawak/Brunei becoming a second-front problem; higher operational risk if entry/sustainment corridor is contested.

Decision Matrix result (Step 5): COA 1 ranks highest (weighted total 108) and best fits commander's directives and risk posture; COA 3 second (84); COA 2 third (82).



COMMANDER'S DECISION: COA 1 LT William Voulgaris

Synchronization Matrix (in class, for the selected COA only)

(4111K Workbook, p. 4-20 & Appendix I)

	<i>PRE-PHASE I OPERATION S</i>	<i>PHASE I Deterrence</i>	<i>PHASE II Shaping OPS</i>	<i>PHASE III Decisive OPS</i>	<i>PHASE IV Transition</i>
<i>TIME C-DAY/D- DAY /H-HOUR</i>	C-Day - D-Day	D - D+5	D+1 - D+7	D+7 - D+21	D+21 (transition window into Phase IV is D+12–D+21)
JFLCC	Prep forward defense w/ BR/MY; stage follow-on; identify Sarawak decisive points; establish Sabah economy-of-force positions.	Rapid force closure into defended lodgment; rehearse transition to counteroffensive; coordinate with coalition ground defense.	Defend forward; block/contain KR; set conditions for Sarawak attack; integrate fires/ISR to prevent Sabah opportunism.	Main effort executes Sarawak counteroffensive to defeat/isolate KR; supporting economy-of-force holds Sabah; commit reserve if trigger met.	Transition to BR/MY handoff; stability tasks; route security; begin redeploy / reconstitution .
JFMCC	Move CSG/Amphib into JOA; posture ASW/MCM; protect sea LOCs.	Establish sea control; escort convoys; protect SPOD; enable amphib reserve options.	Maintain sea control; isolate KR divisions/LOCs via maritime fires; protect sustainment.	Sustain offensive; maritime fires to isolate west/east KR divisions; interdict reinforcements.	Maintain maritime security; support redeploy; deterrence posture set.
JFACC	ISR surge; target development; prepare SEAD/OCA/C2	Execute early SEAD/OCA/C2 strikes; establish air	Continuous CAS/AI/ISR; suppress KR maneuver;	Support Sarawak decisive ops w/ CAS, AI,	Shift to overwatch, ISR, show-of-force

	<i>PRE-PHASE I OPERATIONS</i>	<i>PHASE I Deterrence</i>	<i>PHASE II Shaping OPS</i>	<i>PHASE III Decisive OPS</i>	<i>PHASE IV Transition</i>
	strike plan; stand up APOD/SPOD defense.	superiority; defend APOD/SPOD; support force flow.	support denial of KR LOCs; protect friendly concentration s.	ISR; increase interdiction to isolate divisions/reinforcements.	; support handoff/redeploy.
JFSOCC	ISR and targeting; enable MISO delivery; prepare limited-objective raids (branch).	Recon/target KR formations; support counter-mobility; advise coalition.	Identify seams; enable precision targeting; support reserve commit triggers.	Direct action / targeting to collapse KR C2/LOCs; enable tempo increases without broad force dispersion.	Support stability, partner enablement; redeploy/reconstitute.
PSYOPS/CA	Begin MISO immediately against forward IDs; set legitimacy narrative w/ BR/MY.	Leaflets/messaging to delay/disrupt KR offensive; reduce will to fight; reinforce coalition legitimacy/retain.	Expand non-lethal effects against 1st/2d/3d IDs; support civilian risk reduction.	Support surrender/defection messaging; stabilize narrative during decisive ops.	Transition messaging to restoration/stability; support handoff.
INTEL	Priority: eyes on all KR formations + subs; establish NAIs/TAIs; ISR allocation plan.	Persistent ISR; BDA for SEAD/OCA; ASW cues; track reinforcement indicators.	ISR to prevent Sabah opportunism; confirm isolation effects on LOCs; support CCIRs.	ISR to enable tempo and target isolation; confirm KR division separation; monitor reserves.	ISR for transition risk window; monitor unrest/branch triggers.
C2	Establish joint C2 architecture; coalition integration;	Battle rhythm; component sync; establish decision points and commit	Tight supported/supporting; prevent “two mains”;	C2 focuses on Sarawak decisive sequencing; maintain	Transition C2 to stability/hand off; redeploy planning.

	<i>PRE-PHASE I OPERATIONS</i>	<i>PHASE I Deterrence</i>	<i>PHASE II Shaping OPS</i>	<i>PHASE III Decisive OPS</i>	<i>PHASE IV Transition</i>
	ROE/restraint guidance.	criteria for reserve.	manage risk and resource contention.	reserve control and branch options.	
LOGISTICS	Open/prepare APOD/SPOD; protection plan; initial stock posture; convoy plan.	Force flow protection package; throughput management; prioritize sustainment for Sarawak main effort.	Sustain defense; build combat power for Phase III; manage competing demands w/ Sabah economy-of-force.	Sustain decisive Sarawak ops; maintain LOC security; surge if reserve committed.	Drawdown, retrograde, reconstitution ; handoff sustainment to partners.
<i>DECISION POINT</i>	DP1: When to commit CSG/Amphib into JOA (threat thresholds).	DP2: When air/sea control is sufficient to accelerate force closure.	DP3: Commit reserve? (KR threat to Brunei/APOD-SPOD; Sabah breakthrough ; high-payoff counterstroke).	DP4: Shift supporting effort north for limited-objective seizure/raid? (conditions met, Sarawak stable).	DP5: Handoff timing to BR/MY; redeploy trigger based on security indicators.

Develop Concept of Operations

(Depending upon instructor preference, may be completed in Block 5 instead)

Concept of Operations:

COA 1 conducts a four-phase operation that first deploys and deters by moving the CSG and amphibious forces into the JOA, establishing early ASW/MCM and force-flow protection, and posturing air and missile defenses to protect Brunei APOD/SPOD. In Defend, the joint force defends forward alongside BR/MY ground forces, rapidly establishes air superiority and sea

control, and employs lethal and non-lethal fires, ISR persistence, and MISO to delay and disrupt KR forward IDs while preventing opportunistic KR action in Sabah through an economy-of-force defense. In Offensive Operations, the joint force transitions to a south-weighted decisive counteroffensive in Sarawak as the main effort, using JFE and sustained interdiction to isolate west/east KR divisions and sever LOCs/reinforcements, while keeping an amphib/airmobile reserve available with explicit commit criteria to preserve freedom of action. In Stabilize/Redeploy, Phase III and Phase IV remain nested by transitioning security tasks to BR/MY forces, sustaining legitimacy and restraint, maintaining ISR coverage through the transition risk window, and executing a measured drawdown and redeployment while establishing a follow-on coalition deterrence posture.

STEP 7: PLAN OR ORDER DEVELOPMENT

See OPORD SEPCOR.