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THE STRYKER BRIGADE COMBAT TEAM

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HEADQUARTERS
DEPARTMENT OF THE ARMY

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PREFACE

*The Stryker brigade combat team (SBCT) is designed to be a **full spectrum, early entry combat force**. It has utility in all operational environments against all projected future threats. It possesses significant utility for divisions and corps engaged in a major-theater war; however, the SBCT is optimized to meet the challenges of smaller-scale contingencies.*

This manual describes how the SBCT optimizes organizational effectiveness while balancing lethality, mobility, and survivability against requirements for rapid strategic deployability. The SBCT includes a cavalry squadron (reconnaissance, surveillance, and target acquisition [RSTA]), intelligence, surveillance and reconnaissance (ISR) integration capability, imbedded human intelligence (HUMINT), psychological operations (PSYOP), civil affairs (CA), and robust combined arms infantry battalions. This manual provides the commander and staff with the tactics and techniques to exploit these elements and ensure the SBCT's versatility across the full range of potential requirements, from providing the security necessary to conduct stability operations during peacetime military engagements to conducting offensive and defensive operations in a major theater war against localized threats.

Although this manual does not implement any international agreements, the material presented herein is in accordance with related international agreements.

The proponent of this publication is the US Army Infantry School. Send comments and recommendations to doctrine@benning.army.mil or on DA Form 2028 directly to Commandant, US Army Infantry School, ATTN: ATSH-ATD, Fort Benning, Georgia 31905-5593.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

CHAPTER 1

OVERVIEW OF THE STRYKER BRIGADE COMBAT TEAM

The Stryker brigade combat team (SBCT) is a full-spectrum combat force that provides division, corps, or joint task force commanders a unique capability across the spectrum of conflict. The SBCT balances lethality, mobility, and survivability against the requirements for rapid strategic deployability. The SBCT's cavalry squadron (reconnaissance, surveillance, and target acquisition [RSTA]); robust intelligence, surveillance, and reconnaissance (ISR) integration capability; and combined arms infantry battalions ensure its versatility across the full range of operations (offense, defense, stability, and support). This chapter highlights the capabilities and limitations of the SBCT, discusses likely scenarios in which the SBCT may be employed, and provides an overview of the SBCT's organizational structure.

Section I. CAPABILITIES

The SBCT can be deployed rapidly and can be sustained by an austere support structure for up to 72 hours of independent operations. The SBCT conducts operations against conventional or unconventional enemy forces in all types of terrain and climate conditions and all spectrums of conflict (major theater war [MTW], smaller-scale contingency [SSC], and peacetime military engagement [PME]). During continuous operations, leaders and soldiers must think faster, make decisions more rapidly, and act more quickly than the enemy. Refer to Appendix A, Continuous Operations, for a detailed discussion of the effects of extended continuous operations on soldiers and leaders. The SBCT can perform its mission throughout the entire spectrum of military operations (offensive, defensive, stability, and support) but may require some augmentation for certain missions. The SBCT may deploy as part of an early entry force and may fight by itself or as part of a division or corps. The SBCT's operational capabilities are--

- Combined arms assault in the close fight.
- Mobility.
- Reach.
- Enhanced common operational picture (COP).
- Lethality.
- Force protection and survivability.
- Joint, multinational, or interagency operability.
- Full-spectrum flexibility and augmentation.
- Simultaneous operations.

1-1. COMBINED ARMS ASSAULT IN THE CLOSE FIGHT

The SBCT achieves decisive action with combined arms at the infantry company level by applying the effects of direct fires from the mobile gun system (MGS), indirect fires from mortars and artillery, and joint effects of other services to support the infantry assault.

The SBCT possesses a substantial capability, through its infantry and reconnaissance, surveillance, and target acquisition units, to place units and soldiers in positions of advantage throughout the area of operations.

1-2. MOBILITY

Strategically, the SBCT is capable of rapid deployment by air into any theater of operations. Operationally, the SBCT is capable of intra-theater deployment by ground, by sea, or by air transport. Tactically, the SBCT has versatile mobility with the Stryker vehicle that combines the best capabilities of mechanized and light infantry organizations. (Refer to Appendix B, Assured Mobility, for further information on SBCT mobility.) The Stryker allows the SBCT to maintain mobility through complex, close urban terrain, and it allows for a rapid repositioning capability that light infantry forces lack. The Stryker enhances tactical mobility and allows the SBCT to strike the enemy in depth, reposition its reserve rapidly, secure lines of communications, and conduct nonlinear company and battalion fights and essential RSTA operations in noncontiguous areas of operation. While the Stryker enhances the SBCT's mobility, subordinate units are not tethered to the vehicles.

1-3. REACH

Reach is the ability of a deployed military force to rapidly access information, conduct collaborative information-sharing with, and receive support from, other units deployed in-theater but not in the chain of command and from out of theater assets unconstrained by geographic proximity, echelon, or command relationship. The SBCT's capability for reach enhances its force effectiveness by allowing the SBCT commander and staff to exploit a multitude of non-organic resources to accomplish assigned missions.

a. The SBCT executes reach on a routine, deliberate basis as a combat power and sustainment multiplier in five primary areas: fires and effects; intelligence and information; planning and analysis; force protection; and sustainment. In addition to enhancing the SBCT's ability to accomplish its assigned mission, reach also enhances its operational agility. Reach is executed primarily through the Army force (ARFOR), although the ARFOR may authorize direct linkages between the SBCT and resource providers when it is prudent and efficient to do so. Staffs must understand the capabilities available through reach and how best to employ them for mission success.

b. Reach allows the supporting headquarters to provide detailed analytical support to the SBCT commander and staff. This support includes anticipating and initiating collection against long lead-time requirements, synthesizing available information on the area of operation (AO), orchestrating the collection efforts of existing intelligence organizations, and sophisticated computer analysis of a course of action (COA) to help speed the military decision-making process (MDMP). The degree of support needed depends on the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) and should be tailored, as the operation develops, to ensure seamless intelligence support.

1-4. ENHANCED SITUATIONAL UNDERSTANDING

The SBCT employs a multi-level, integrated suite of intelligence, reconnaissance, and surveillance assets to develop and share a common operational picture throughout the

force. These information systems (INFOSYS) provide the SBCT commander with a unique capability to visualize, describe, and direct the brigade through the full spectrum of operations and terrain in which the unit may be operating.

a. The COP is an operational picture tailored to the SBCT commander's requirements for information of friendly forces, enemy forces, and the terrain. It is based on common data and information shared with subordinate (or adjacent) commands. Analysis of the COP together with a commander's application of his experience, expertise, intuition, and judgment establishes a relationship among the factors of METT-TC that leads to situational understanding. Situational understanding facilitates decision-making by identifying opportunities for mission accomplishment, threats to the force and mission accomplishment, and gaps in information. Although critical information may be available via national and theater reach assets, the cavalry squadron (RSTA) (organic to the SBCT) is the primary force for providing data and combat information to build the knowledge base necessary for the SBCT to achieve situational understanding. Organic human intelligence (HUMINT) assets provide in-depth understanding of the local and regional nonmilitary (civil considerations) factors that typically influence the outcome of operations within a smaller-scale contingency.

b. Due to its extensive reach capabilities, the SBCT's ISR analytical and management assets have access to intelligence and analysis from sources above the SBCT in addition to its organic HUMINT collectors and unmanned aerial vehicles (UAVs). Situational understanding enables the force to avoid surprise, make rapid decisions, control the time and place to engage in combat, shape the battlespace with fires and effects, and achieve decisive outcomes. The SBCT is equipped with the Army battle command system (ABCS) family of systems in order to carry out effective information management and achieve the quality of information sharing needed for effective planning, preparation, and execution of assigned missions.

1-5. LETHALITY

The SBCT's lethality is derived from its ability to focus overmatching combined arms support to the infantry assault at identified decisive points. Its array of direct and indirect fire systems allows the SBCT to shape the AO and achieve decisive outcomes using the MGS; tube-launched, optically tracked wire-guided (TOW) IIA/B antiarmor missiles; Javelin antiarmor missiles; 120-mm, 81-mm, and 60-mm mortars; and 155-mm artillery. Direct fire systems focus on destroying hardened and or fortified positions in support of infantry assaults. Battalion-, squadron-, and company-level organic mortars enhance timely and effective indirect fire engagements by providing immediate support and the ability to maximize the effects of high-angle fires. The antiarmor capability (antitank company and Javelin missiles) within the SBCT mitigates the presence of enemy armored forces within the area of operations.

1-6. FORCE PROTECTION

Force protection encompasses those actions taken to prevent or mitigate hostile actions against personnel, resources, facilities, and critical information. These actions conserve the SBCT's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the force while degrading opportunities for the enemy. The

SBCT meets force protection challenges through the application of a variety of capabilities including mobility, enhanced situational understanding, and tactical deception.

1-7. FORCE EFFECTIVENESS

The SBCT achieves force effectiveness by exploiting the abilities of its skilled soldiers and capable leaders. In addition to the human dimensions, the enhanced tactical mobility afforded by the infantry carrier vehicle (ICV) and the fidelity of the COP provided by the technological advances in command, control, communications, computers, intelligence, surveillance, and reconnaissance, allow the SBCT commander to see the friendly, see the enemy, see the terrain, conduct rapid effective decision-making, and bring effects and or forces to bear at identified decisive points.

1-8. JOINT/MULTINATIONAL/INTERAGENCY INTEROPERABILITY

Although the SBCT is expected to always operate under ARFOR command, the SSC environment may require it to maintain direct links with multinational forces and US and foreign governmental and non-governmental organizations involved in the conflict, crisis, or instability. In many situations, the SBCT will benefit from exploiting the knowledge and capabilities residing within these organizations. Effective interaction is especially important in an environment where the adversary is primarily employing unconventional capabilities rather than conventional military power to achieve an end. In some circumstances, the SBCT headquarters or subordinate elements actively participate in civil-military activities and may operate subordinate to civil-military organizations. Interoperability with these organizations is essential and is best facilitated through the exchange of a liaison officer (LNO). The fact that the SBCT's communications systems may not be compatible with the civil-military organization increases the need for an exchange of knowledgeable LNOs properly equipped to communicate in accordance with (IAW) the table of organization and equipment (TOE).

1-9. FULL-SPECTRUM FLEXIBILITY

The SBCT is primarily manned and equipped to conduct operations in an SSC. However, conditions may develop that require added capabilities not resident within the SBCT. When the SBCT participates in an MTW, it will do so as a subordinate element of a division or corps. Its mobility and organic ISR assets make it invaluable to a division or corps commander in an MTW. As with any brigade, adjustments to task organization may be required. Likely additions to the SBCT task organization may include aviation, armor, engineers, and air defense. The SBCT may be required to give portions of its cavalry squadron (RSTA) or military intelligence company (MICO) to other divisional or corps units.

1-10. SIMULTANEOUS OPERATIONS

The SBCT's INFOSYS and organizational structure allow it to plan and execute operations simultaneously. This capability is critical to the brigade's success in SSCs and PMEs as these environments require a wide range of tasks to be executed in conjunction with one another. It is highly likely that during a typical SSC the brigade will have its RSTA cavalry squadron (RSTA) conducting a relief in place with a legacy force while

one infantry battalion is escorting relief convoys and the other two infantry battalions are executing combat operations within an urban area. The brigade has the capability to successfully plan and execute several types of missions simultaneously.

Section II. HOW THE SBCT FIGHTS

The frequency of joint contingency operations in the 1990s sharply increased the significance of the strategic responsiveness of the US military's force structure. Although the Army was capable of full-spectrum dominance, it had not optimized its organization and force structure for discrete and rapid strategic response in the face of an increasingly broad range of operational demands posed by its participation in an MTW, SSC, or PME (Figure 1-1). Meeting these requirements demands a rapidly deployable, highly integrated combined arms force. This force must be able to achieve overmatching combat power against an increasingly sophisticated enemy in any terrain. The SBCT is equipped, manned, and designed to provide this capability.

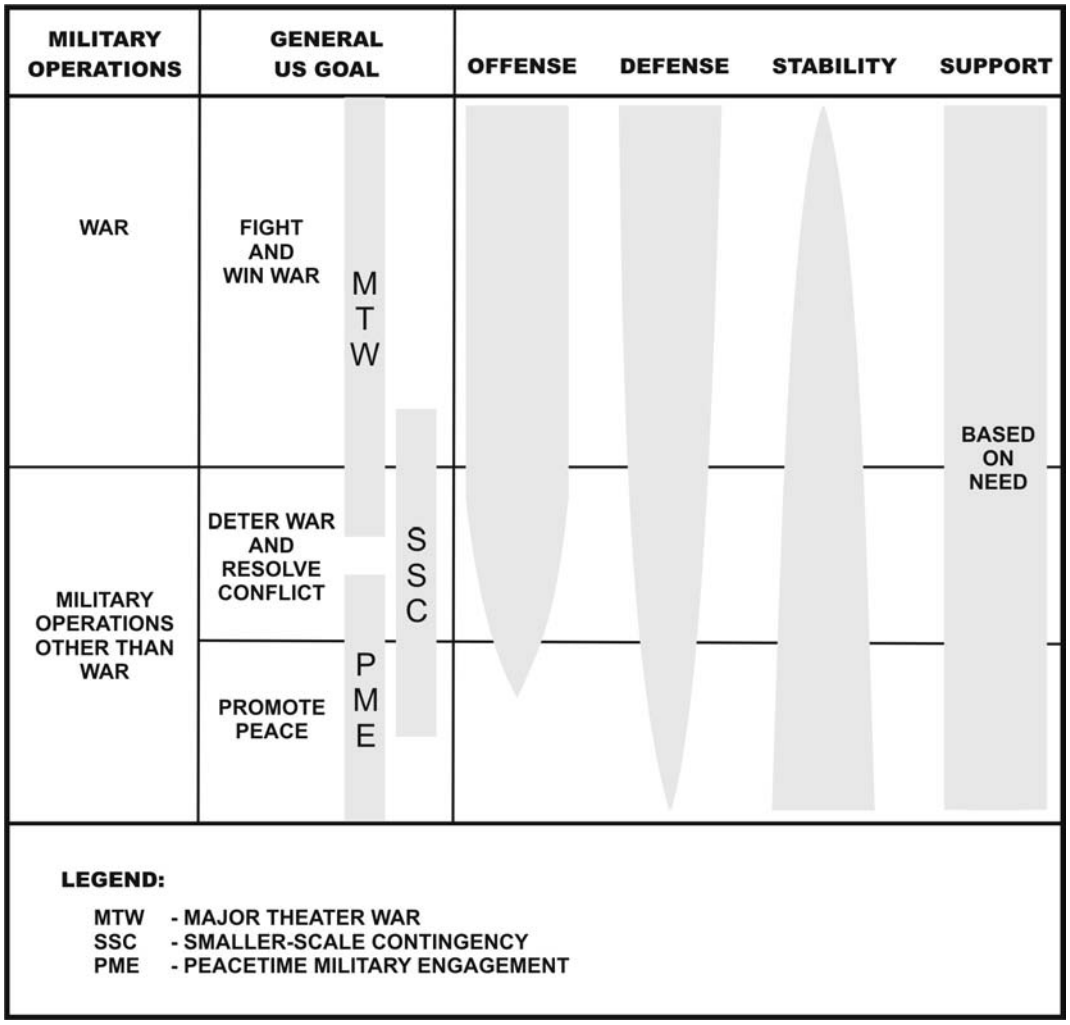


Figure 1-1. Full spectrum of conflict.

1-11. MAJOR THEATER WAR

A major theater war represents the most serious conventional military scenario that the Army may face. An MTW has the greatest potential of occurring in regions containing moderate to well-developed infrastructures (especially roads, rail, and bridges), large complex urban areas, and diverse weather patterns. With the vital interests of the nation at stake, it is the one scenario that must result in victory. Although current assessments project MTW as the least likely to occur, many current regional powers could pose a substantial challenge to the United States, possibly with little warning.

a. **The Enemy.** Enemy forces likely will be advanced industrial-age forces with some high technology niches characterized by mechanized, motorized, and light forces. These forces will be equipped with newer generation tanks and infantry fighting vehicles and will have significant numbers of antitank guided missile (ATGM) systems, man-portable air defense (MANPAD) weapons, advanced fixed and or rotary wing aviation assets, missiles, rockets, artillery, mortars, and mines. They will possess an integrated air defense system and a robust military and civilian communications capability. Additionally, they will likely possess weapons of mass destruction (WMD). These forces are capable of long term, sustained, high tempo brigade- and division-level operations. They can also conduct sustained unconventional combat operations and limited duration (limited objective) attacks. Current and predicted trends indicate that these enemy forces will acquire more sophisticated and advanced information technology.

b. **Full-Spectrum Operations in an MTW.** An MTW involves operations across the full range of offensive, defensive, stability, and support operations; however the operational focus is on offensive and defensive operations (Figure 1-2). The SBCT can conduct all four types of offensive operations (attack, movement to contact, exploitation, and pursuit). The SBCT can conduct both linear and nonlinear defenses within the area defense, mobile defense, and retrograde concepts. Humanitarian issues such as overpopulation, resource shortages, natural disasters, and inadequate response capability (local, regional, or global) would probably complicate operations during an MTW. Stability operations or support operations will address these problems.

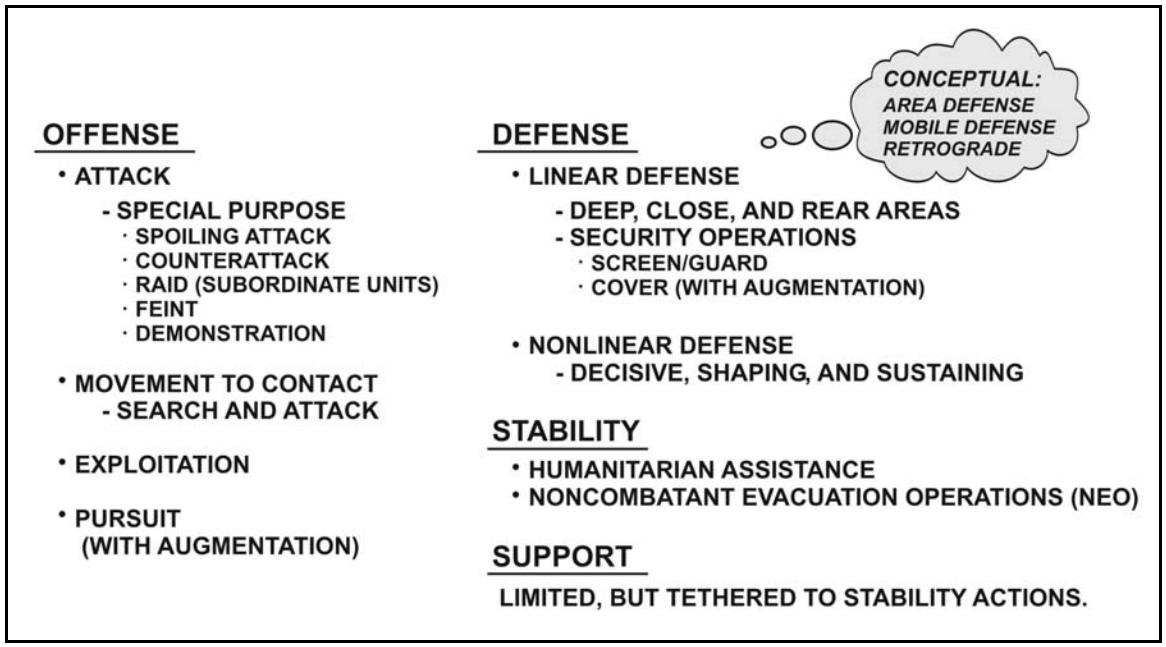


Figure 1-2. Major theater war.

1-12. SMALLER-SCALE CONTINGENCY

A smaller-scale contingency is an operation, limited in terms of duration and geography, which is short of a major theater war. Left unchecked, an SSC can quickly escalate into an MTW. The physical environment of an SSC may include a range of complex and challenging features, such as very restrictive or urbanized terrain, a weak transportation and logistical infrastructure, environmental hazards, and diverse weather patterns. The political situation in the operational area may be uncertain, with varying levels of acceptance among local populations and a range of participation by coalition, interagency, and nongovernmental organizations partners. In such situations, potential adversaries may avoid open terrain in order to degrade the proven effectiveness of our target acquisition capabilities and standoff precision fires.

a. **The Enemy.** Enemy forces in these environments will employ middle- to low-end industrial-age forces characterized by limited armored forces, mostly equipped with small numbers of early generation tanks, some mechanized forces, but predominately motorized infantry. Guerrillas, terrorists, paramilitary units, special purpose forces, special police, and local militias will be present in the environment. These forces are primarily equipped with ATGM systems, MANPAD systems, mortars, machine guns, and explosives. These forces are expected to have robust communications using conventional military devices augmented by commercial equipment such as cell phones. These forces are not capable of long term, sustained, high tempo combat operations. They are capable of conducting long term, sustained, unconventional terrorist and guerrilla operations. Current and predicted trends indicate the presence of more sophisticated and advanced information technology.

b. **Full-Spectrum Operations in an SSC**. An SSC involves operations across the full range of offensive, defensive, stability, and support operations (Figure 1-3, page 1-8). At their most demanding, SSCs may require the simultaneous execution of offensive and defensive combat operations against the armed forces of lesser military powers (possibly

not on the scale of an MTW) as well as stability operations in support of a broader mandate. The wide range of SSC operations also includes the increasing likelihood of stability actions such as peace enforcement, implementation of peace accords, evacuation of US nationals, or the provision of humanitarian relief. Given the complex nature of an SSC, it is likely that an SBCT mission may initially take the form of offensive or defensive operations with subordinate stability operations. An SBCT may eventually transition to focus on stability operations with subordinate offensive and defensive operations. As mentioned earlier, one of the brigade's significant capabilities is its ability to plan and execute simultaneous operations.

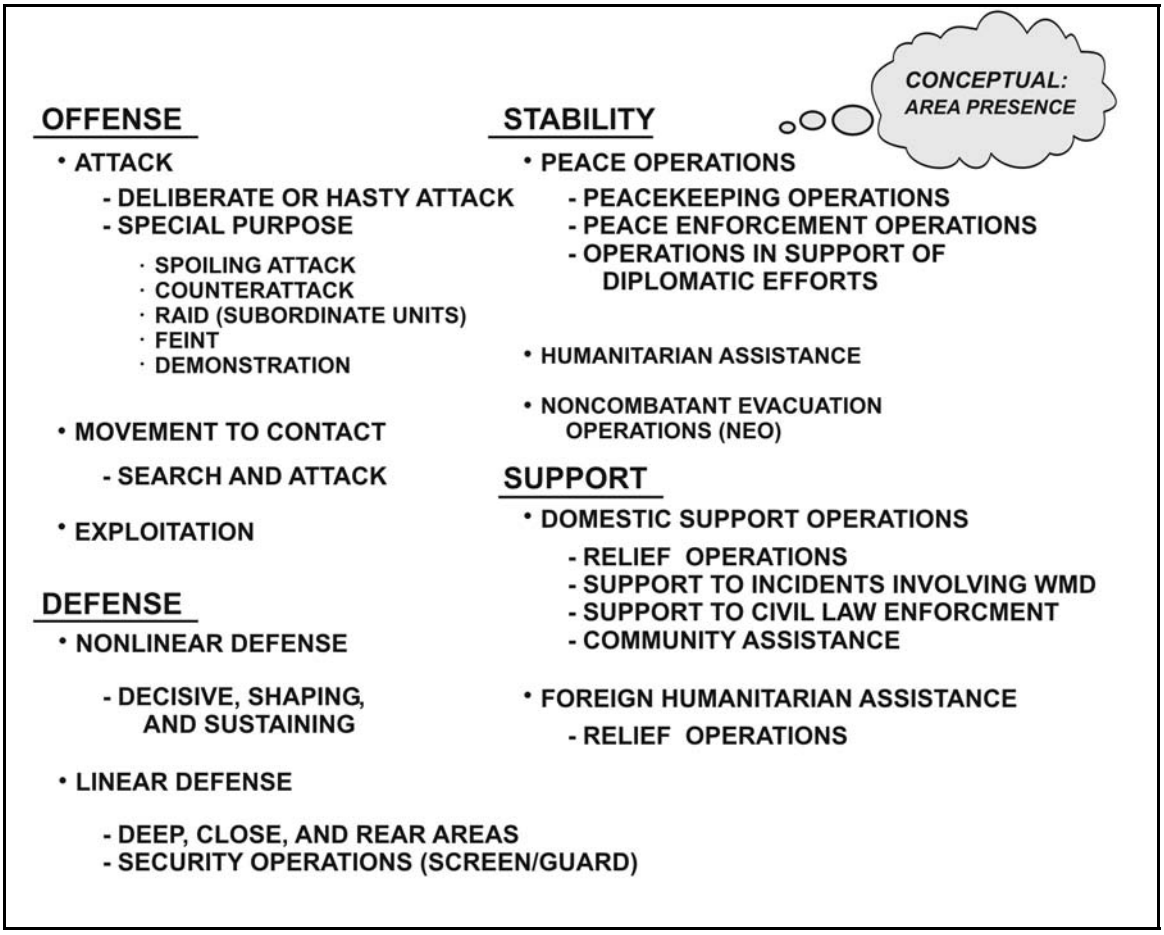


Figure 1-3. Smaller-scale contingency.

1-13. PEACETIME MILITARY ENGAGEMENT

A peacetime military engagement encompasses all military activities that involve other nations and is intended to shape the security environment in peacetime. PMEs include programs and exercises that the US military conducts with other nations to shape the international environment, improve mutual understanding with other countries, and improve interoperability with treaty partners or potential coalition partners. Operations in support of peacetime engagement are normally interagency in character and are designed to address the fundamental causes of instability that can lead to regional conflict. A PME

further serves to demonstrate US resolve to allies and adversaries alike, conveying democratic ideals, deterring aggression, and helping to relieve sources of instability.

1-14. BATTLEFIELD ORGANIZATION

Battlefield organization is the allocation of forces in the AO by purpose of operation, which consists of three all-encompassing categories: decisive, shaping, and sustaining. Commanders may choose to use the "decisive point," "main effort," "supporting effort" method to articulate his organization of forces if this better facilitates the commander's ability to visualize, describe, and direct actions. These purposes form the basis of the commander's concept of operations.

a. **Decisive Operations.** Decisive operations at any echelon (accomplished by a designated main effort) directly achieve the purpose of the mission of the higher headquarters. The decisive operation conclusively determines the outcome of battles and engagements. At the SBCT level, there is only one decisive operation. However, multiple actions conducted simultaneously throughout the depth of the AO may facilitate a decisive operation. The decisive operation is normally weighted while economizing on the effort allocated to concurrent shaping operations.

b. **Shaping Operations.** Shaping operations (or supporting efforts) establish the conditions for the success of the decisive operation.

(1) When expressing his intent, the commander clearly and succinctly defines how the effects of shaping operations support the decisive operation. Shaping operations use the full range of military power to neutralize or reduce enemy capabilities and create the conditions that contribute to the success of a decisive operation. Shaping operations may occur simultaneously or in sequence with the decisive operation and may involve any combination of forces. Normally the commander economizes on the amount of force devoted to shaping operations that occur simultaneously with the decisive operation. At times, however, the commander may determine that the preponderance of military forces must be devoted to shaping operations in order to produce conditions and effects for a decisive operation to be successful.

(2) If the commander determines that the force available does not permit simultaneous decisive and shaping operations, he sequences shaping operations around the decisive operation. Commanders of shaping operations designate units to accomplish their own decisive, shaping, and sustaining operations. Regardless of the type of operation, a shaping operation may become the decisive operation if circumstances or opportunity demand. Therefore, the commander weights the new decisive operation at the expense of other concurrent shaping operations.

(3) Shaping operations can take many forms including support to attacks and defenses, security, actions of the reserve before commitment, and the movement of friendly forces to positions of advantage from which to launch subsequent decisive operations.

c. **Sustaining Operations.** Sustaining operations are those that assist the shaping and decisive operations by assuring freedom of action and continuity of operations, combat service support (CSS), and command and control (C2). Sustaining operations include CSS, sustainment base security and maintenance, movement control, terrain management, infrastructure development, and rear area and base security (line of communication [LOC] protection and headquarters protection). Sustaining operations are

inseparable from decisive and shaping operations, although they are not by themselves decisive or shaping. Sustaining operations occur throughout the area of operations and not only within a designated rear area. Failure to sustain normally results in failure of the overall effort. Sustaining operations underwrite the tempo of the overall operation, assuring the ability to take advantage of any opportunity without hesitation or delay. Commanders of sustaining operations designate main and supporting efforts.

1-15. DEEP, CLOSE, AND REAR AREAS

While the SSC environment will typically be characterized by noncontiguous areas of operation, there will be situations, primarily MTW, where the commander must describe decisive, shaping, and sustaining operations in spatial (linear) terms and time. Traditional linear situations involve conventional combat and linear arrangement of maneuver forces. Ground forces share boundaries and orient against a similarly organized enemy force while protecting sustainment functions. In some multinational operations, the capability and doctrine of coalition or alliance partners may dictate spatial organization of the battlefield. In such situations, the commander directs and focuses operations in deep, close, and rear areas. In a noncontiguous environment, the most decisive results occur when the commander carefully designs decisive, shaping, and sustaining operations to act simultaneously in combinations against the enemy throughout the AO.

a. **Deep Areas**. The deep area is an area designated away from the close area for the purpose of shaping enemy forces prior to their arrival in the close area. Thus, the deep area relates to the close area not only by proximity, but also in terms of time and space. The SBCT may have a "deep fight" in terms of space or time. If so, an infantry battalion would conduct close combat to shape the enemy force. Advanced information technology and modern weapons systems continue to increase the pertinence and lethality of conducting operations in a deep area. In the past, deep strikes were aimed at slowing and disrupting the advance of enemy forces. SBCT forces may engage and defeat entire formations at substantial distances from the close area via joint or organic lethal effects. This capability gives the SBCT greater depth and allows for simultaneous action. Commanders of forces operating within the deep area may designate their own close, deep, and rear areas, depending upon circumstance.

b. **Close Areas**. The close area is that area where the commander envisions close combat taking place or being imminent. Close combat includes the activities of forces in direct support of the elements engaging in close combat, such as direct support field artillery. Within the close area, the commander synchronizes overmatching effects with the intent of using maneuver and direct supporting fires in decisive action. Within the close area, one unit will be designated the main effort, while other units are supporting efforts. Commanders of forces engaged in the close area may designate subordinate deep areas, close areas, and rear areas.

c. **Rear Areas.** Rear areas at any echelon in a linear sense are those areas behind close areas that are normally designated for support activities. The rear area may be contiguous with combat areas or may be geographically separate from them. Operations in rear areas assure freedom of action and continuity of operations, sustainment, and C2. The SBCT normally designates a rear area, but a battalion does not. When employed in an MTW, the SBCT is a force multiplier to a division or corps because of its ability to conduct rear area security operations over a large geographic region. On the nonlinear

battlefield that typifies an SSC, it is difficult to define "rear areas" spatially in a traditional sense. In essence, rear areas are those locations from which sustaining operations occur.

1-16. RULES OF ENGAGEMENT AND RULES OF INTERACTION

Effective command guidance and a detailed understanding of rules of engagement (ROE) and rules of interaction (ROI) are critical to the SBCT's mission accomplishment across the spectrum of conflict. ROE are directives that explain the circumstances and limitations under which US forces initiate and continue combat engagement with forces encountered. These rules reflect the requirements of the laws of war, operational concerns, and political considerations when the operational environment shifts from peace to conflict and back to peace. ROI embody the human dimension of combat. They lay the foundation for successful relationships with the myriad of factions and individuals that play critical roles in the SBCT's operations. ROI encompass an array of interpersonal communication skills, such as persuasion and negotiation.

a. Rules of engagement are always significant to the ability of commanders and soldiers to successfully accomplish the mission. They may originate in law, treaty, or settlement terms and commanders' guidance. They are closely related to force protection. While they vary considerably between missions, ROE always allow soldiers to protect themselves from deadly threats. The SBCT's operations incorporate ROE throughout the full spectrum of military operations (offensive, defensive, stability, and support).

(1) Numerous legal issues require close coordination with the brigade operational law team (BOLT). The ROE must consider these legal issues; they must be worded in a simple, easy-to-understand manner. Broad limitations may consist of restrictions on aviation operations at particular times and in specified areas, prohibitions on crossing political boundaries, and requirements to refrain from apprehending or limiting the movement of designated groups or individuals.

(2) On the other hand, ROE commonly rule out the use of some weapons and may impose special limitations, such as the requirements for warning shots and single shot engagements. The SBCT's sniper elements provide this capability. SBCT soldiers must be trained to interpret and apply the ROE effectively in all full-spectrum operations. It is imperative that everyone understand the ROE thoroughly since small-unit leaders and individual soldiers must make politically-critical ROE decisions promptly and independently. ABCS tools support effective distribution of ROE and can assist commanders in confirming conditions that the ROE identify as threatening or innocuous.

b. Rules of interaction are directives that govern the SBCT soldiers' interaction with civilians. ROI lay the foundation for successful relationships with the many factions and individuals that play key roles throughout the SBCT's AO. ROI, like ROE, will be common to all SBCT operations throughout the full spectrum of operations.

(1) ROI are tools (both limiting and permissive) that enable the soldier to deal with the nontraditional situations that will be prevalent throughout MTW, SSC, and PME. ROI enhance the soldier's ability to survive in uncertain situations by giving him a clearly defined set of parameters on interaction. Simultaneously, ROI serve to aid the SBCT in mission accomplishment by ensuring even-handed interaction with civilians throughout the AO.

(2) ROI are linked to ROE for each particular operation. ROI will likely come from the higher headquarters and can be made more, but not less, restrictive by the SBCT. ROI must be tailored to the specific region, culture(s), and or populations affected by the operation. Like ROE, ROI can be effective only if they are thoroughly rehearsed and understood by every member of the SBCT.

Section III. SBCT ORGANIZATION

As a full-spectrum combat force, the SBCT organization allows commanders to scale their force to accept like-type forces such as additional infantry or intelligence organizations. The SBCT commander can also accept augmentation of units or elements that are not organic to the SBCT structure such as lift and or attack aviation, armor, rocket artillery, air defense, military police, civil affairs, psychological operations, combat and construction engineers, and additional command and control systems assets with requisite CSS support for each system. The ability to scale his force also allows a commander to deploy without all of his organic assets or, once deployed, to use only the combat power required by mission analysis. For example, the SBCT commander may decide to attack without his vehicles. This organizational flexibility allows the SBCT to function in its primary role as the major participant in an SSC, in a MTW as part of a division or corps structure, or to serve as a "guarantor combat force" in a stability or support operation.

1-17. THE STRYKER BRIGADE COMBAT TEAM

The SBCT has an approximate personnel strength of 3,500 soldiers and is pre-configured in ready-to-fight combined arms packages. The design includes embedded unit-based capabilities such as military intelligence, signal, engineer, antitank, artillery, and CSS elements (Figure 1-4). This design allows the SBCT to fight combined arms down to company level to create combat power with flexibility in complex and urban terrain. The following paragraphs provide an overview of some key organic assets available to the SBCT.

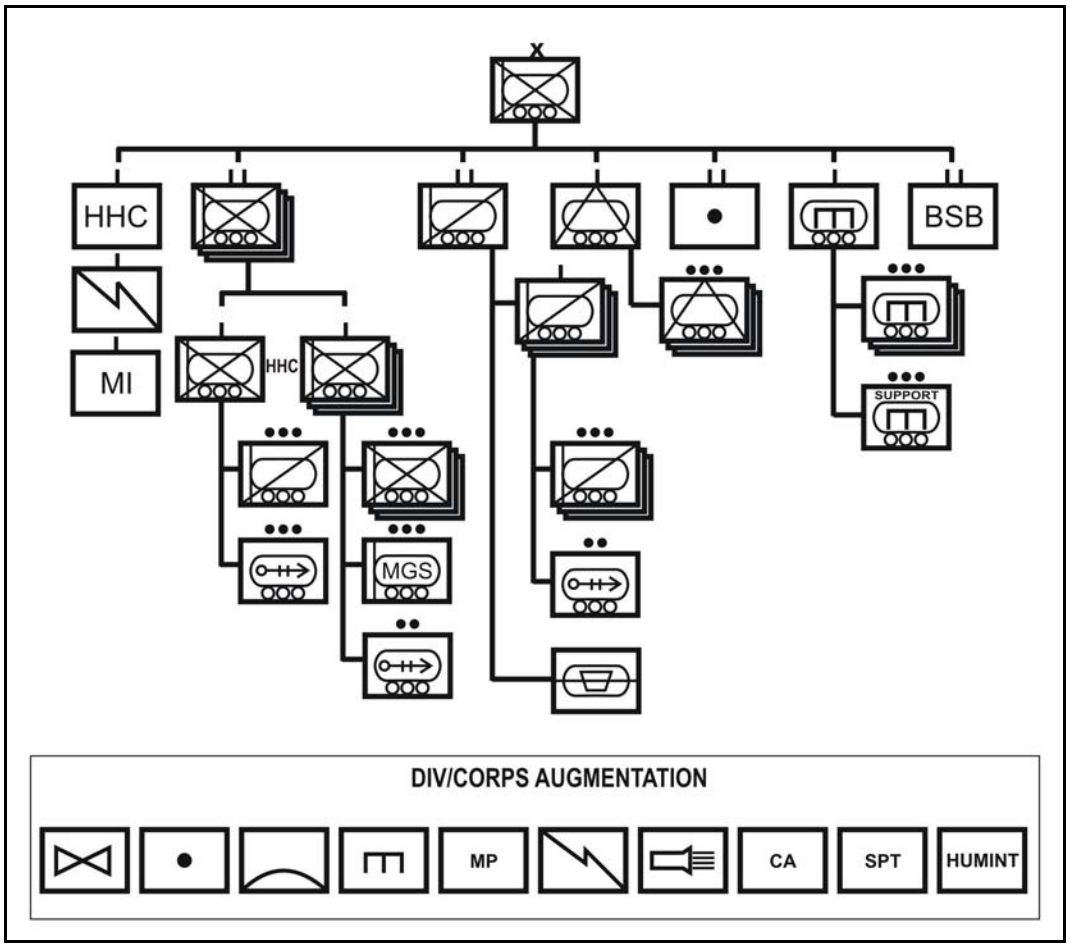


Figure 1-4. The Stryker brigade combat team.

1-18. INFANTRY BATTALIONS

The infantry battalions (Figure 1-5, page 1-14) serve as the primary maneuver force for the brigade and are designed as a three-by-three organization of three rifle companies with three rifle platoons each. Companies fight as combined arms teams with an section of organic 81-mm mortars, an MGS platoon, and a sniper team. The infantry battalion mission is to close with and destroy or defeat enemy forces within the full spectrum of modern combat operations. The battalions are organized to maintain tactical flexibility within restricted and severely restricted terrain. All of the SBCT's INFOSYS and data collection capabilities are enabled in order to get the infantry battalions to the decisive place and time in accordance with the commander's intent.

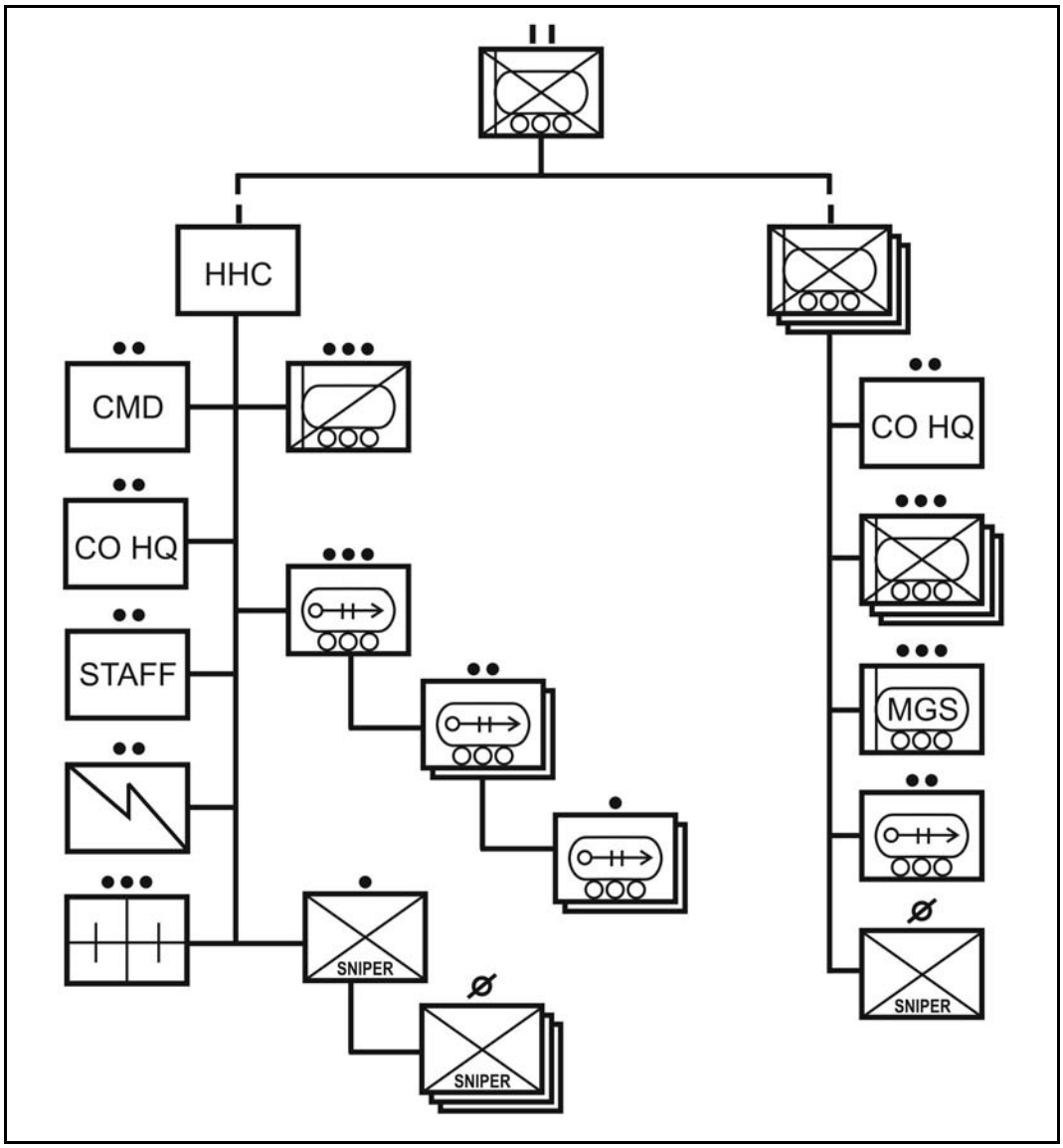


Figure 1-5. SBCT infantry battalion.

1-19. CAVALRY SQUADRON (RECONNAISSANCE, SURVEILLANCE, AND TARGET ACQUISITION [RSTA])

The cavalry squadron (RSTA) of the SBCT is carefully designed to provide accurate and timely information over a large operating environment (Figure 1-6). (See FM 3-20.96 for a more detailed discussion of cavalry squadron [RSTA] capabilities.) This environment is characterized by a new enemy armed with equipment advances in global weapons proliferation and unconventional terrorist and or guerilla operating tactics. The geographical area in which these enemies choose to operate is characterized by varying terrain ranging from complex urban sprawl to weak infrastructure supported by inferior roads, bridges, and transportation networks. The cavalry squadron (RSTA) provides a great deal of the information required by the commander and staff to conduct proper planning, direct operations, and visualize the future battlefield. The squadron possesses robust capabilities to successfully meet the varied and unique intelligence, surveillance,

and reconnaissance challenges inherent in smaller-scale contingency operations and in major theaters of war. The cavalry squadron (RSTA) has an extensive HUMINT capability and acts as the eyes and ears of the commander. In addition, RSTA operations allow the commander to shape the battlefield, accepting or initiating combat at the time and place of his choosing.

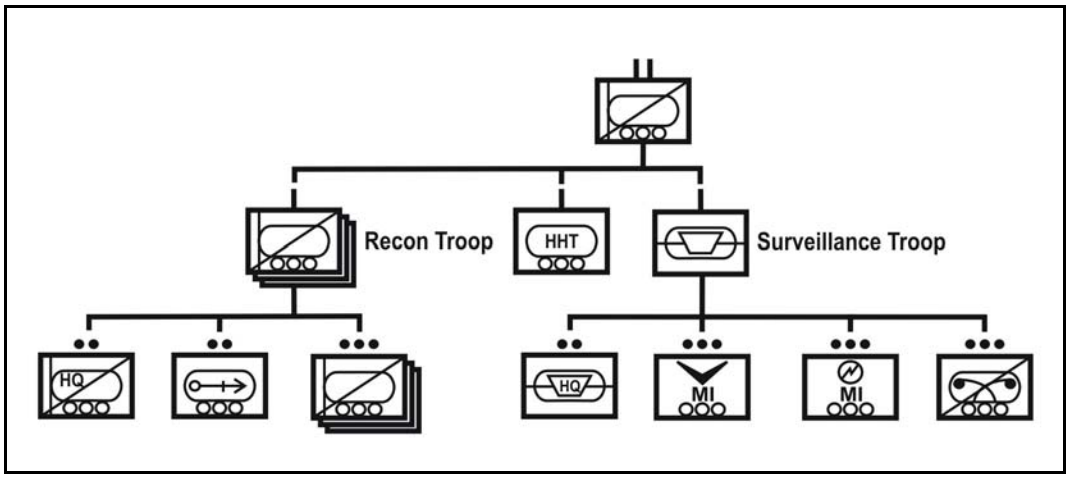


Figure 1-6. Cavalry squadron (RSTA).

1-20. FIELD ARTILLERY BATTALION

The field artillery battalion (Figure 1-7) is the SBCT commander's direct support (DS) artillery. Three batteries of M-198 towed 155-mm artillery provide DS fires and effects. (See FM 6-50 for a more detailed discussion of field artillery battalion capabilities.)

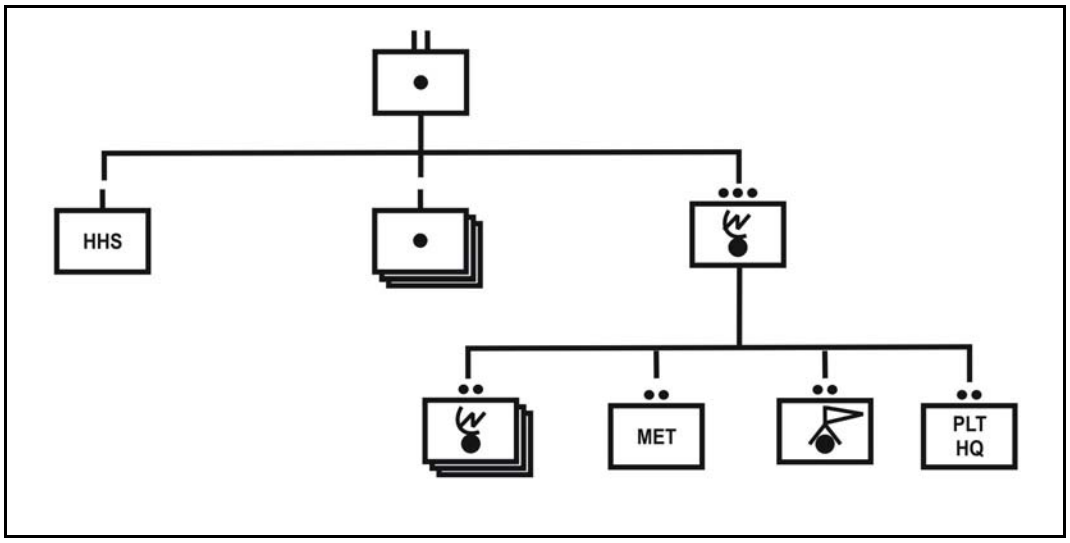


Figure 1-7. Field artillery battalion.

1-21. ANTITANK COMPANY

The antitank company (Figure 1-8) serves as the SBCT's primary tank-killer by providing standoff fires against enemy armor, particularly in open terrain. The company

consists of three platoons, each with three ATGM vehicles. (See FM 3-21.91 for a more detailed discussion of antiarmor company capabilities.)

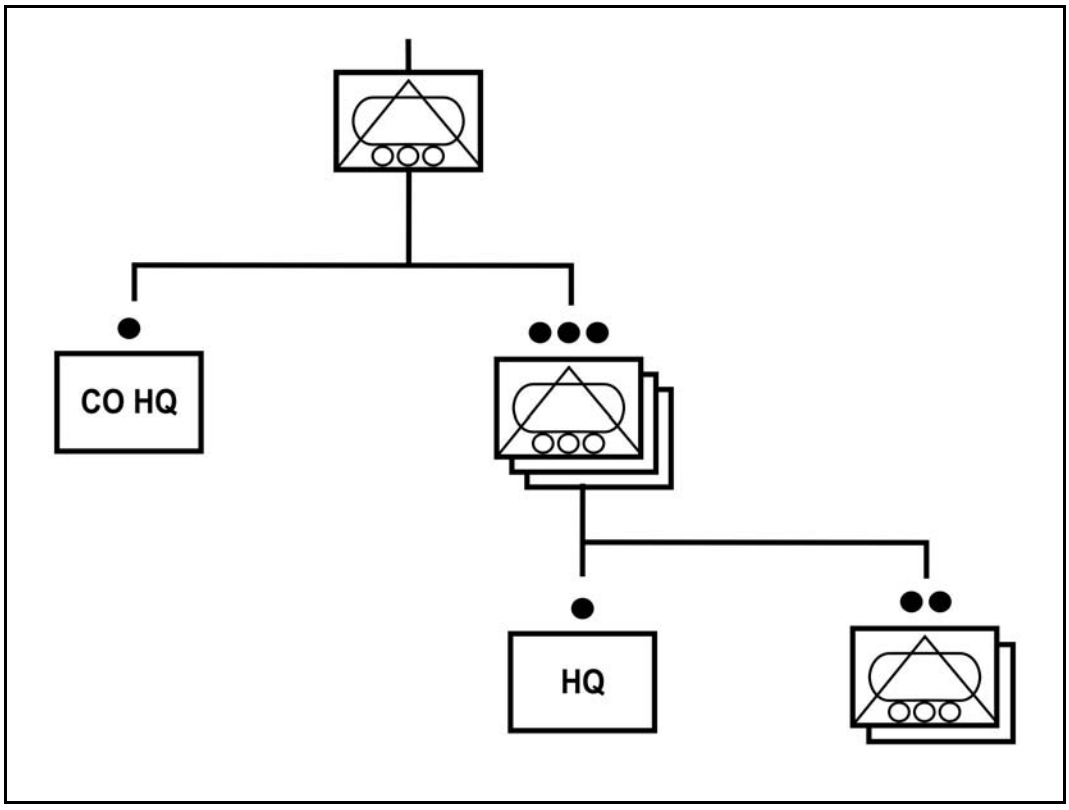


Figure 1-8. Antitank company.

1-22. ENGINEER COMPANY

The engineer company (Figure 1-9) serves as the SBCT's primary means for mobility. Contingencies requiring survivability or construction will require that the SBCT be augmented with additional engineer assets. The engineer company consists of three engineer mobility platoons and one mobility support platoon. (See FM 3-34.221 for a more detailed discussion of the SBCT engineer company capabilities.)

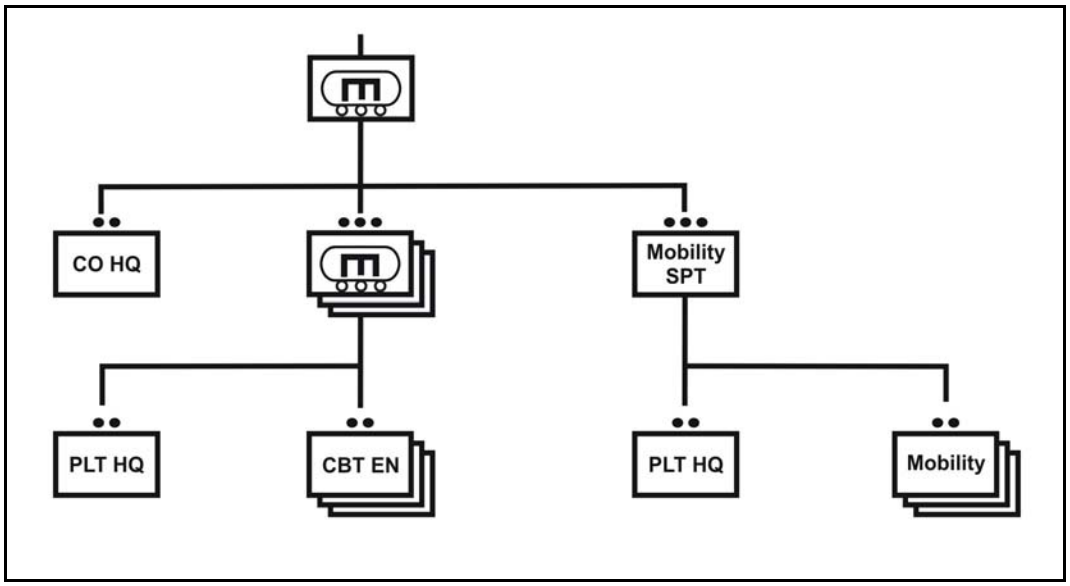


Figure 1-9. Engineer company.

1-23. SIGNAL COMPANY

The signal company (Figure 1-10) is organic to the SBCT and provides its C2 operations support. The company installs, operates, and maintains the SBCT wide area network (WAN). The company configures and manages the tactical internet (TI) and command post to command post data networks. The network operations (NETOPS) section establishes a network operations and security center (NOSC) at the SBCT main command post (CP) and at the tactical command post (TAC CP). The company's nodal platoon establishes an alternate NOSC at the SBCT rear CP. The signal company is responsible for connecting the SBCT to the global information grid (GIG). (See FM 6-02.2 for a more detailed discussion of the SBCT signal company capabilities.)

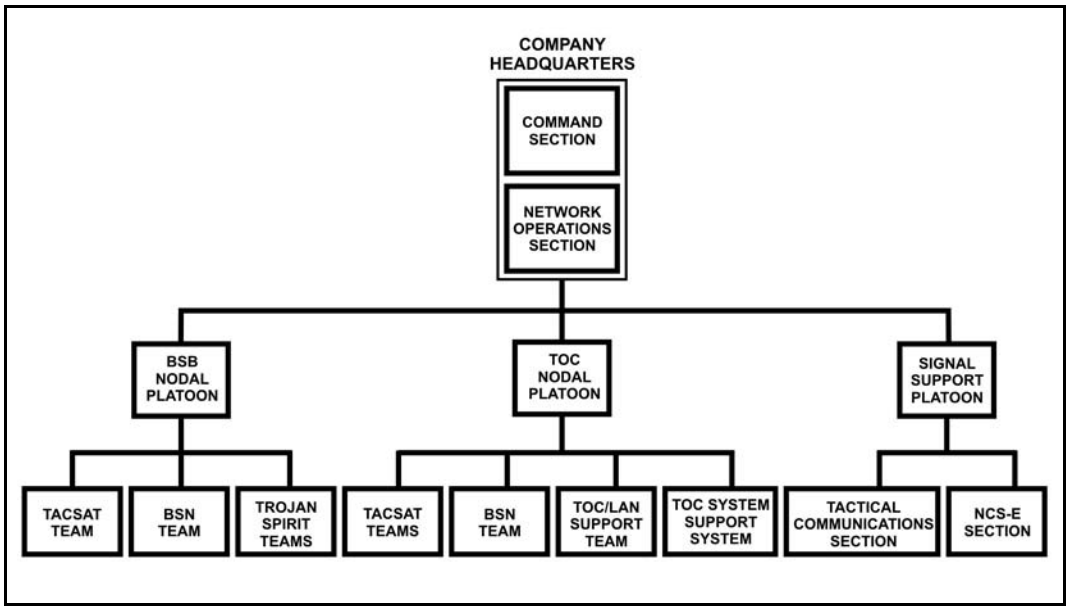


Figure 1-10. Signal company.

1-24. MILITARY INTELLIGENCE COMPANY

The military intelligence company consists of a small headquarters section, an ISR integration platoon, an ISR analysis platoon, and a tactical HUMINT platoon (Figure 1-11). The ISR analysis and ISR integration platoons are operational control (OPCON) to the SBCT S2 and provide support to the development of the SBCT COP, targeting effects, situation development, and intelligence preparation of the battlefield (IPB). They integrate and analyze cross-battlefield operating systems (BOS) reconnaissance and surveillance reporting to develop intelligence products in response to priority information requirements (PIR). The tactical HUMINT platoon provides the SBCT with an organic capability to conduct HUMINT collection (interrogation, debriefing, tactical questioning, tactical source operations, and limited document exploitation) and counterintelligence (CI) activities (CI assessments, CI analysis, preliminary investigations, and counterintelligence force protection source operations). The HUMINT capability is directed toward assessing the enemy and environmental and civilian considerations (answering PIR). The CI capability is directed toward identifying and recommending countermeasures for enemy intelligence collection (protecting essential elements of friendly information [EEFI]). (See FM 2-19.402 for a more detailed discussion of the SBCT military intelligence company capabilities.)

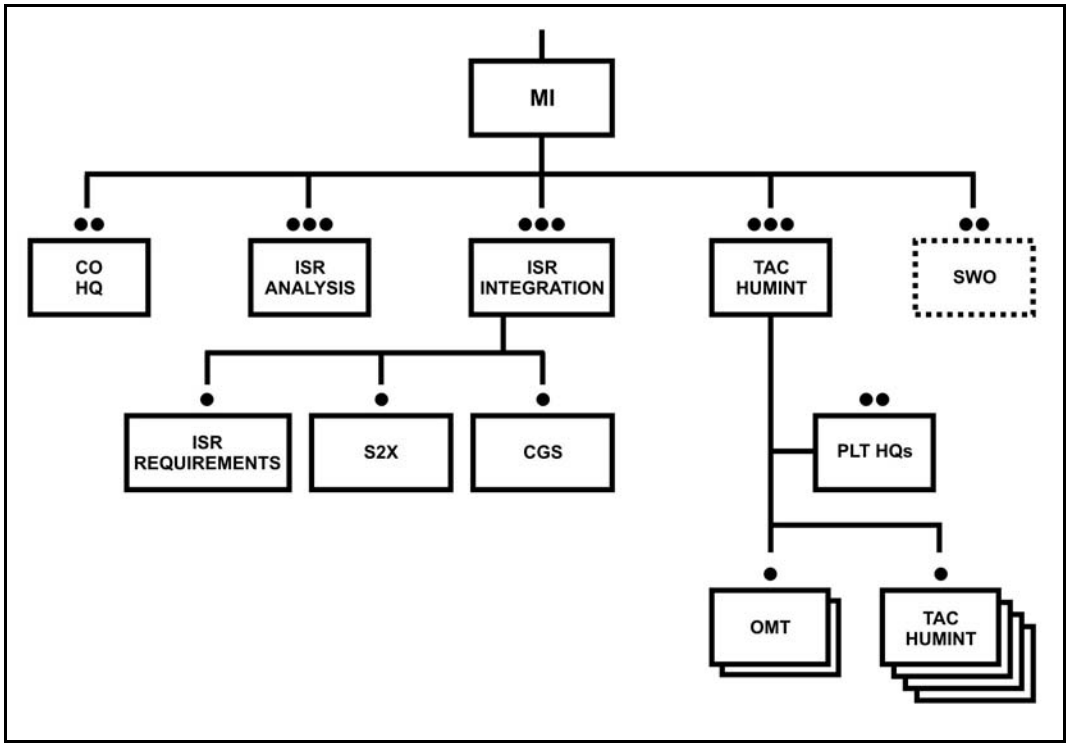


Figure 1-11. Military intelligence company.

1-25. BRIGADE SUPPORT BATTALION

The brigade support battalion (BSB) performs distribution-based and centralized logistics while providing health service support (HSS) and Class VIII resupply for the brigade. The small size of the battalion significantly minimizes its footprint (Figure 1-12). However, the BSB will maintain enough CSS capability for self-sustained operations for

72 hours of combat operations. The BSB commander also serves on the SBCT commander's special staff. (See FM 4-93.7 for a more detailed discussion of SBCT brigade support battalion capabilities.)

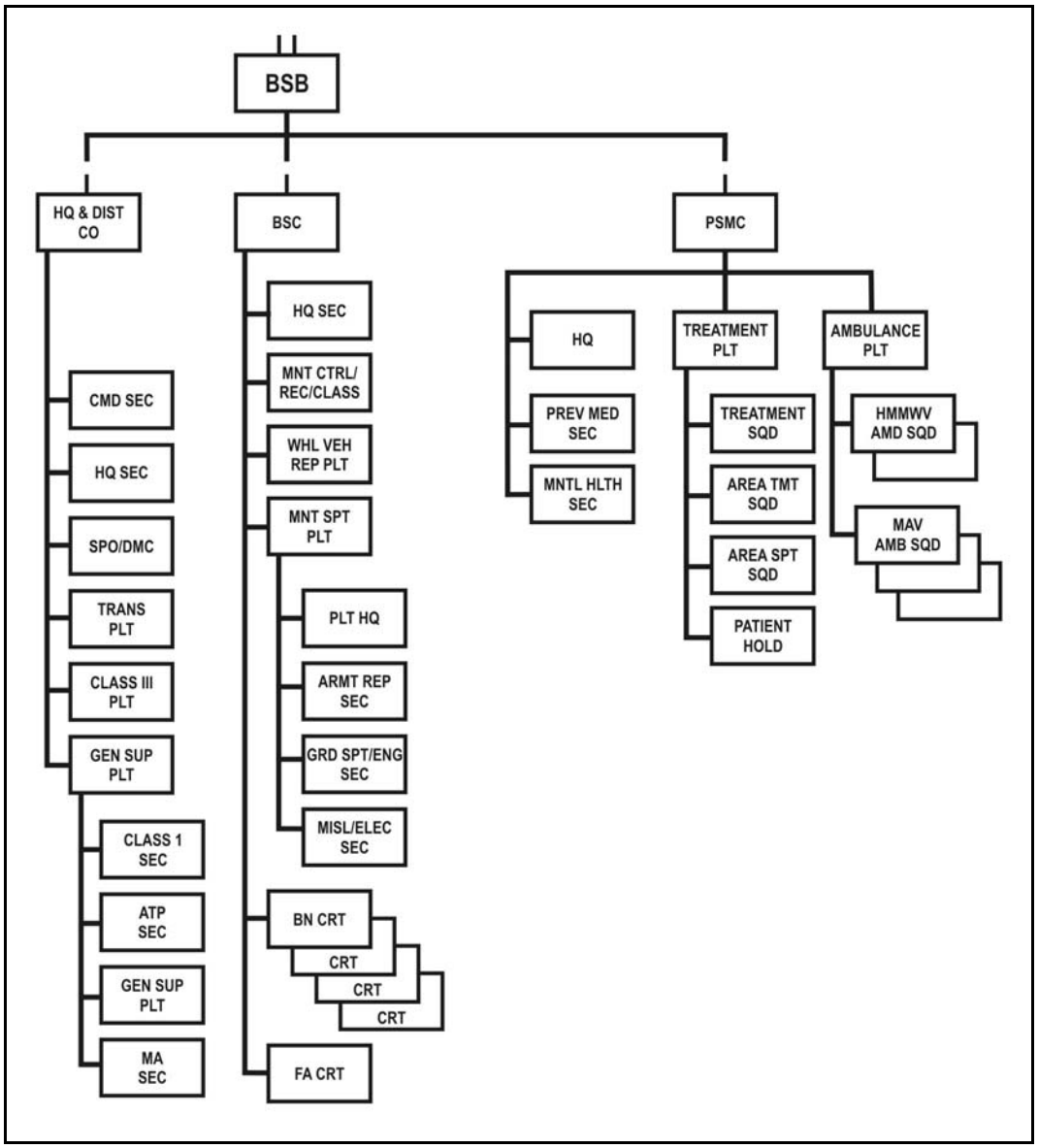


Figure 1-12. Brigade support battalion.

1-26. BRIGADE HEADQUARTERS AND HEADQUARTERS COMPANY.

The headquarters and headquarters company (HHC) commander works closely with and answers to the SBCT executive officer (XO) (Figure 1-13, page 1-20). The HHC commander is responsible for the training of assigned personnel; maintenance of organic equipment; and the support, security, and movement of the SBCT main CP and TAC CP IAW unit standing operating procedures (SOP).

a. **Headquarters Company.** Commanded by a captain, the headquarters company provides administrative and logistical support to each headquarters section.

b. **Headquarters Section.** The HHC headquarters section provides the personnel, equipment, and staff expertise to command and control and provides information management and communications capabilities that enable the brigade commander to plan and execute missions. The brigade commander and brigade staff reside in this section.

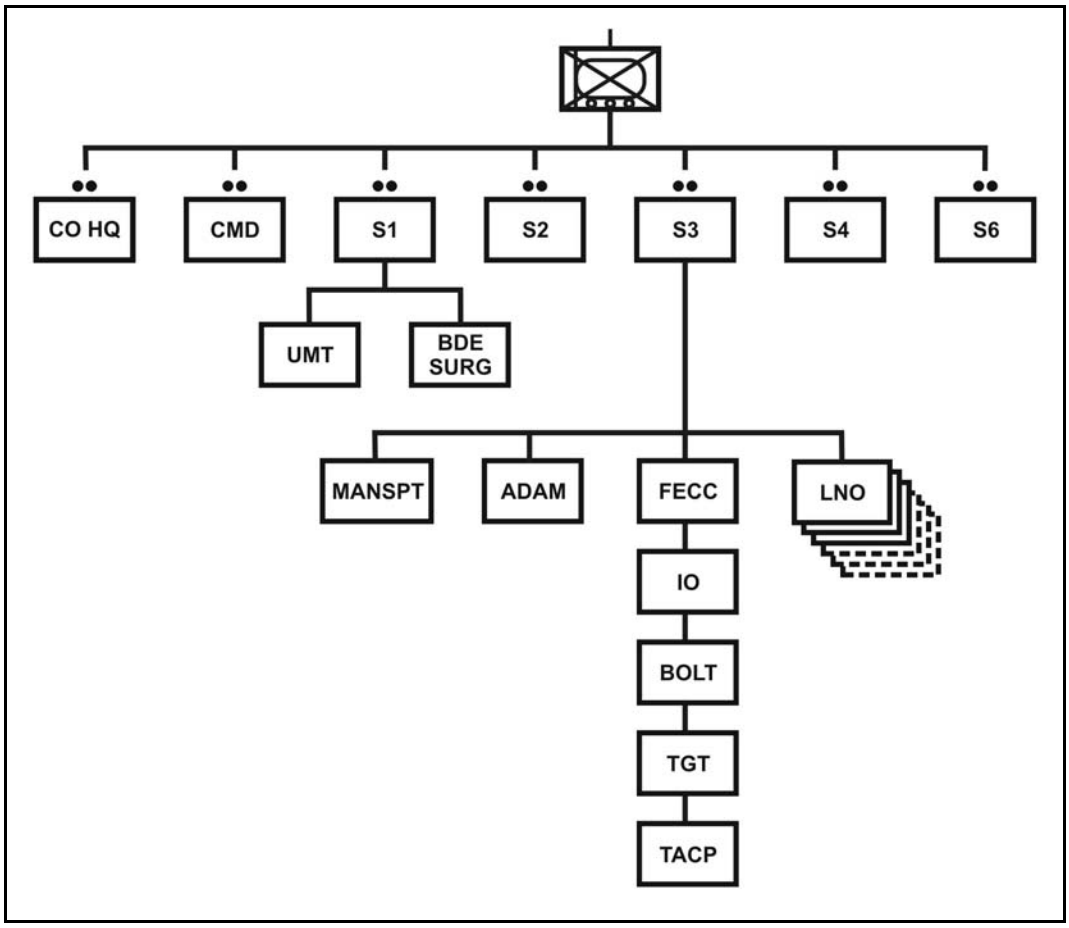


Figure 1-13. Headquarters and headquarters company.

1-27. SBCT COMMAND STRUCTURE

The commander's staff must function as a single, cohesive unit. Each staff member must know his duties and responsibilities and be familiar with the duties and responsibilities of other staff members. The staff focuses on assisting the commander in mission accomplishment. The staff contributes to the commander making and executing timely decisions (Figure 1-14).

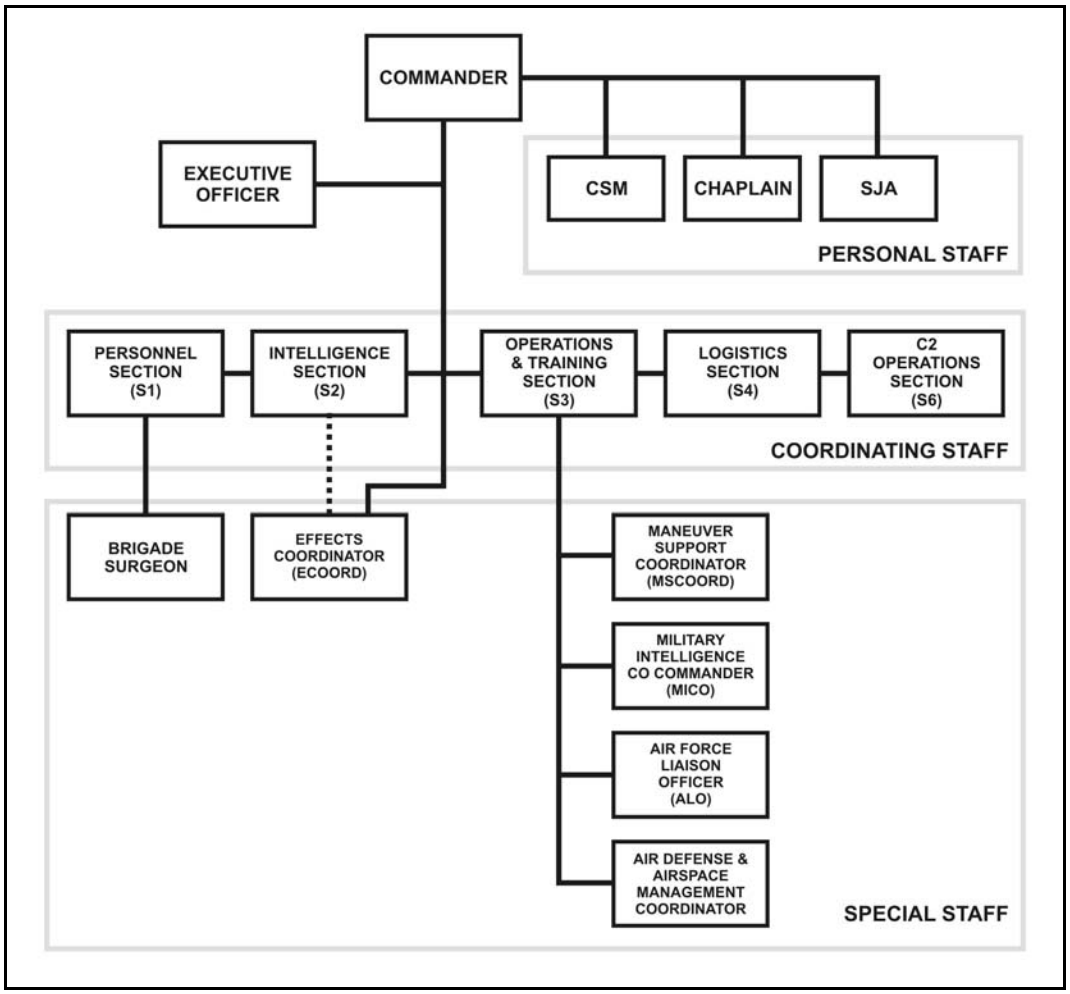


Figure 1-14. SBCT staff structure.

a. **Brigade Commander.** The commander has total responsibility and accountability for the SBCT and its actions. This includes the authority and responsibility for effectively using all available resources for planning, organizing, coordinating, and controlling all military forces in accomplishing assigned missions. He provides his subordinates with missions, resources, and a clear statement of his intent.

b. **Executive Officer.** The executive officer directs, coordinates, supervises, and trains the staff. The XO is responsible for all staff activities, such as the development of orders. He is responsible for the operations of the main CP. The XO integrates and synchronizes combat support (CS) and CSS to support all operations. He manages the information flow within the SBCT to include the commander's critical information requirements (CCIR). Additionally, because of the XO's unique relationship with the commander, he understands the commander's intent better than, or at least as well as, the subordinate commanders. The XO is prepared to assume command of the SBCT at any time. In addition, he oversees the support and employment of separate company and smaller size CS units.

c. **Staff.** The staff exists to assist the commander with making and implementing decisions. The staff aids the commander with recognizing and anticipating battlefield

events so he can make better decisions and act on those decisions faster than the enemy can act. Once a decision is made, the commander depends on his staff to communicate his decision to subordinates, synchronize and coordinate supporting actions, and supervise execution to ensure his decision is carried out according to his intent.

1-28. SBCT STAFF STRUCTURE

The staff structure of an SBCT consists of a personal staff group, coordinating staff group, and special staff group. The commander organizes his staff within a command group, TAC CP, main command post (main CP), and SBCT support area (brigade support area [BSA] CP) in order to plan, prepare for, and execute combat operations. Staff duties, functions, and procedures are defined in FM 101-5. The following provides a description of the key responsibilities of staff officers during combat operations.

a. **Personal Staff.** Personal staff members work under the commander's immediate control and directly assist him in the exercise of command (Figure 1-15). The commander establishes guidelines or gives specific guidance when a personal staff officer should inform or coordinate with the XO or other members of the staff.

Figure 1-15. Personal staff.

(1) ***Command Sergeant Major***. Primarily, the command sergeant major (CSM) advises the commander on all matters concerning the enlisted soldiers of the SBCT. He enforces established policies and standards concerning enlisted personnel performance and conduct and mission preparations of the SBCT. He performs other duties that the commander prescribes, to include receiving and orienting newly assigned enlisted personnel and helping to inspect command activities. He monitors the morale and discipline of the SBCT and recommends actions, as necessary. The CSM focuses his attention on functions critical to the success of the operation.

(2) ***Chaplain***. The chaplain serves as a confidential advisor to the commander on the spiritual fitness and the ethical and moral health of the command. The chaplain exercises staff supervision and technical control for religious support throughout the SBCT's area of operations. He is responsible for the development, implementation, and coordination of religious support assets, operations, and activities. He provides and coordinates privileged and sensitive personal counseling and pastoral care to the unit's command, soldiers, authorized civilians, and families.

(a) The unit ministry team (UMT) is composed of a chaplain and one enlisted chaplain assistant (Figure 1-16). The UMT facilitates and coordinates religious support across the AO. The UMT advises the commander on humanitarian aspects and the impact of command policies on indigenous religions. It locates where it can best coordinate, communicate, and facilitate religious support.

(b) The chaplain assistant is an active member of the unit's noncommissioned officer (NCO) support channel for religious support issues and soldier welfare. He assesses interpersonal and spiritual well being that can affect unit morale.

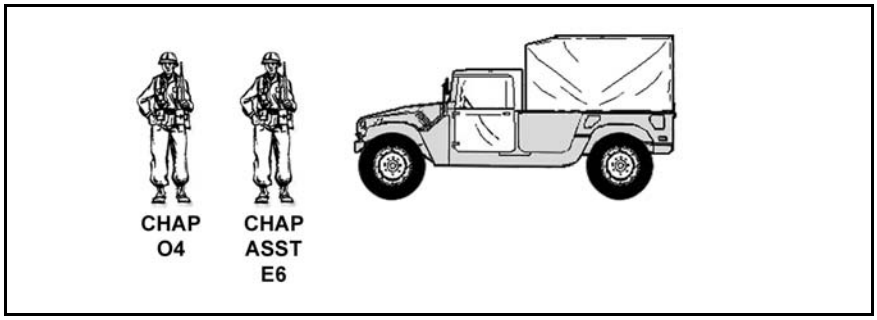


Figure 1-16. Unit ministry team.

(3) ***Staff Judge Advocate.*** The SBCT staff judge advocate (SJA) is an assigned brigade legal advisor who serves under the technical supervision of the division staff judge advocate as a brigade personal and special staff officer. The SBCT SJA is also the chief of the brigade operational law team located in the fires and effects coordination cell (FECC) information operations (IO) section. The BOLT functions as part of the FECC and as the SBCT's legal team.) The SBCT SJA provides operational law advice to the commander. He also provides legal advice during the military decision-making process regarding ROE, targeting, and other legal aspects of operations. Additionally, the SBCT SJA provides legal advice regarding international law and the law of war, and either provides or coordinates legal services in military justice, administrative and civil law, contract and fiscal law, claims, and legal assistance. The BOLT consists of the SBCT SJA and the legal NCO and is co-located in the FECC IO section (Figure 1-17).

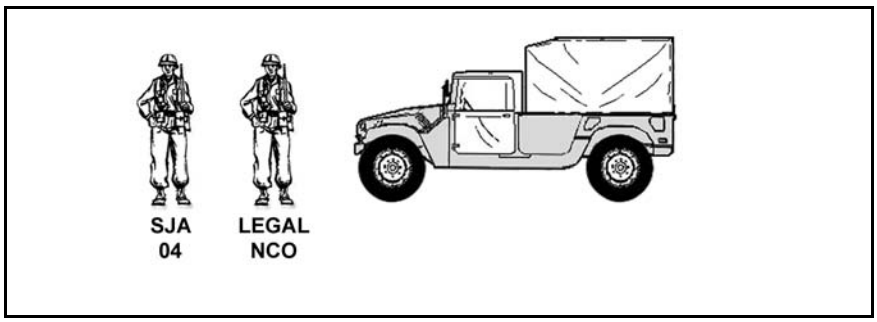


Figure 1-17. Brigade operational legal team.

b. **Coordinating Staff.** Coordinating staff members have primary staff responsibility for one or more broad fields of interest and are the commander's principal staff assistants (Figure 1-18, page 1-24).

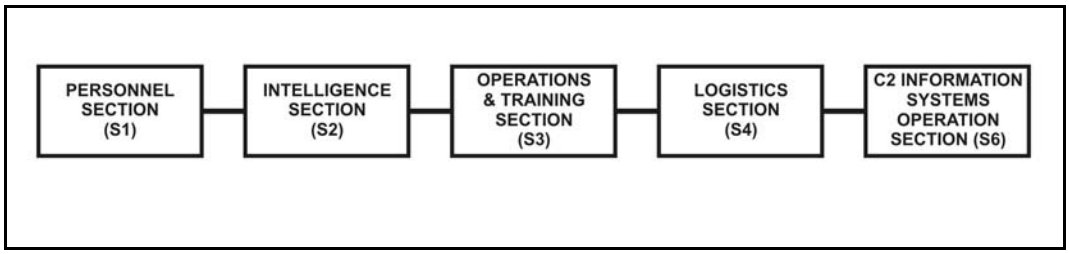


Figure 1-18. Coordinating staff.

(1) ***Personnel Section***. The personnel section (S1) is responsible for all matters concerning human resources to include personnel readiness, personnel services, and headquarters management (Figure 1-19). Key functions of the S1 section include--

- Monitoring and analyzing personnel strength and projecting future personnel requirements.
- Requesting, receiving, processing, and delivering replacement personnel.
- Managing casualty operations.
- Planning and supervising morale support activities, postal services, awards, and administration of discipline.
- Providing personnel service support including finance and legal services.

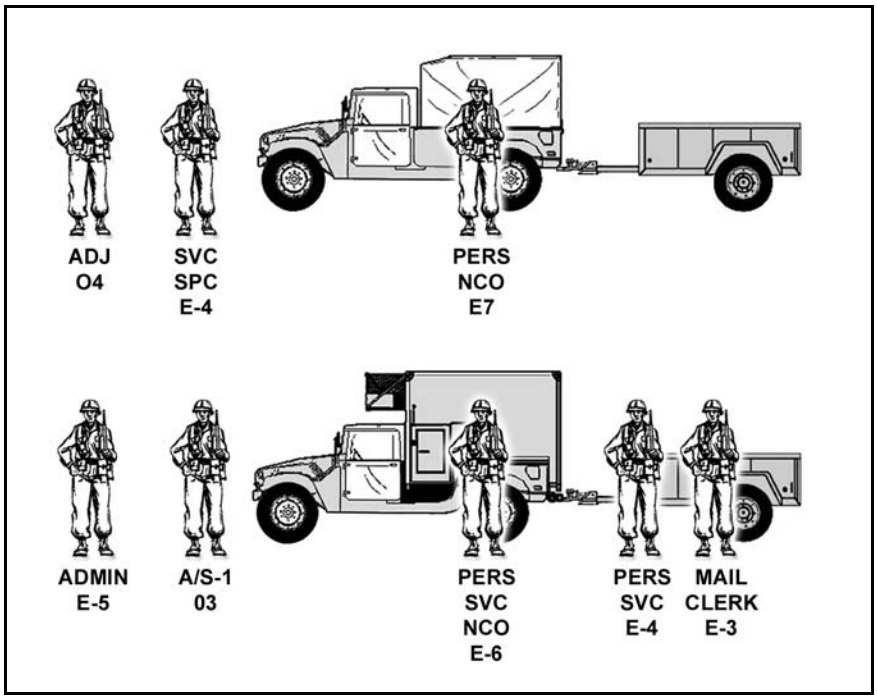


Figure 1-19. S1 section.

(2) ***Intelligence Section***. The intelligence section (S2) is the staff element responsible for all matters concerning military intelligence (MI), counterintelligence, and security operations (Figure 1-20, page 1-26). Included within the intelligence section is the S2x team. This team functions as the coordinator for all HUMINT and CI functions within the SBCT (see FM 2-19.402 for a detailed discussion of the S2x and S2x team). The

intelligence cell gathers, analyzes, and disseminates information collected on the enemy, terrain, and civilian population and maintains the enemy component of the COP. The cell works under the direction of the SBCT S2 and consists of the tactical intelligence officer (TIO), the S2x, intelligence analysts, and possibly the MICO commander. The intelligence cell works with the current operations and future planning cells as well as the cavalry squadron (RSTA) commander, S3, and S2 to plan and synchronize the reconnaissance and surveillance plan in support of the PIR. The cell also works closely with the FECC in the execution of targeting and combat damage assessment. Key functions of the S2 section include--

- Coordinating the IPB for staff planning, decision making, and targeting.
- Coordinating with the entire staff and recommending PIR for the CCIR.
- As the brigade collection manager, nominating collection taskings for all the SBCT's collection assets to the S3.
- Supporting planning for reconnaissance and surveillance operations in coordination with the XO, S3, cavalry squadron (RSTA) commander, and MICO commander.
- Providing all-source intelligence that answers the PIR.
- Maintaining the current situation regarding enemy and environmental factors and updating IPB and the intelligence estimate.
- Identifying and evaluating intelligence collection capabilities as they affect the AO security, counter-surveillance, signal security, security operations, and force protection.

The S2x is the intelligence staff officer for HUMINT and CI activities. The S2x provides focus and technical support for all CI and HUMINT activities. He ensures the collection, analysis, and dissemination of HUMINT and CI-related intelligence and information is in concert with the commander's critical information requirements.

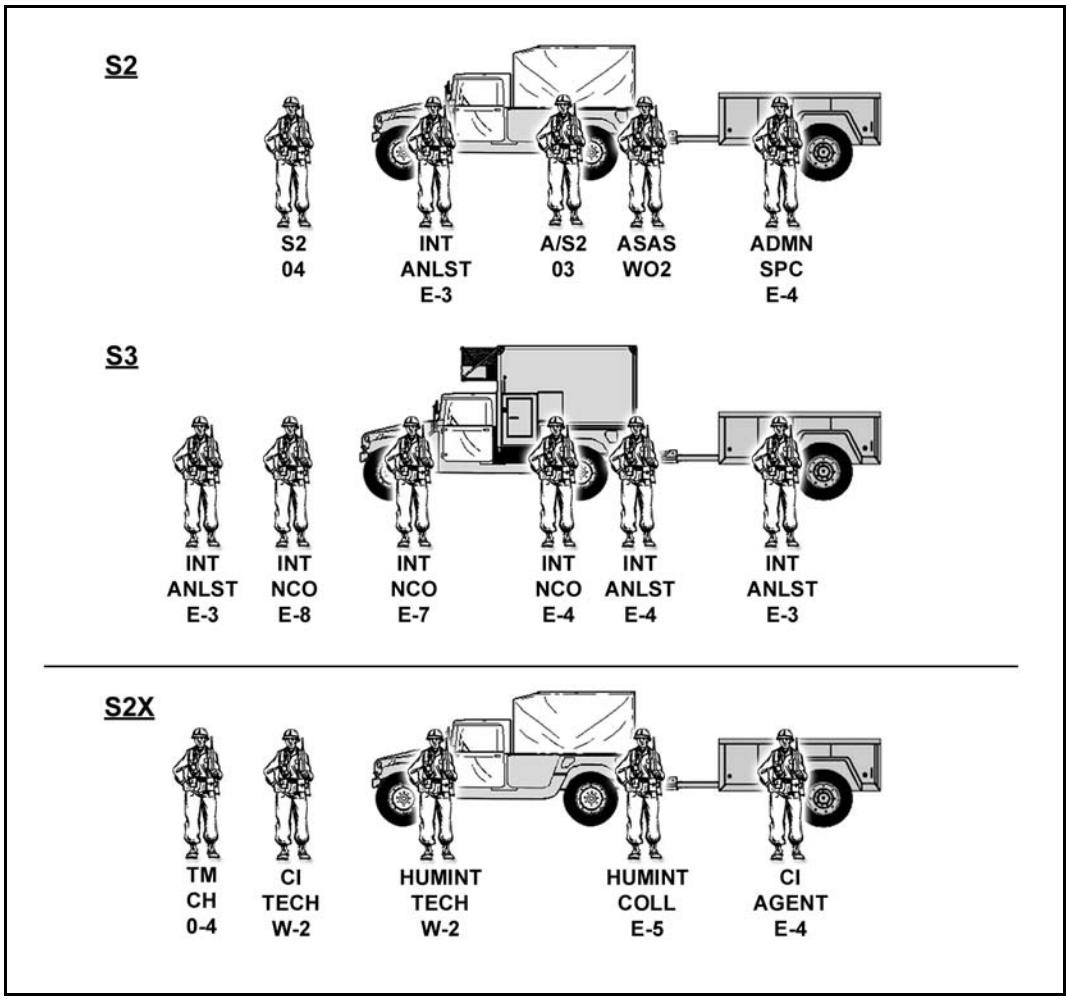


Figure 1-20. S2 section.

(3) ***Operations and Training Section.*** The operations and training section (S3) is the principal staff element responsible for all matters concerning plans, operations, and training (Figure 1-21, page 1-28). Key functions of the S3 section include--

- Preparing, coordinating, authenticating, publishing, and distributing the command SOP, operation orders (OPORDs), fragmentary orders (FRAGOs), warning orders (WARNOs), and other products involving contribution from other staff sections.
- Planning for ISR operations in coordination with the XO, S2, cavalry squadron (RSTA) commander, and MICO commander.
- Synchronizing tactical operations to include reviewing and coordinating subordinate plans and actions.
- Coordinating and directing terrain and airspace management.
- Recommending priorities for allocating critical command resources and support.
- Directly assisting the commander in controlling preparation for, and execution of, operations.

- Staffing, executing, and supervising operational security (OPSEC).
- Coordinating civil and military operations in the absence of the S5.

(a) *Current Operations Cell.* The current operations cell monitors and controls operations throughout the SBCT AO and maintains the COP. It coordinates with higher and adjacent units, analyzes relevant information, and provides recommendations to the commander. The cell is normally manned by two battle captains (S3 and S2), the S3 sergeant major, battle staff NCOs, liaison teams, and communications personnel. The current operations cell also maintains contact with the plans cell in the rear CP. This allows it to anticipate future ISR requirements and keep the commander informed of planning being conducted beyond 24 hours.

(b) *Plans Cell.* The future plans cell maintains a current and projected view of the situation and plans operations to be conducted beyond 24 hours based on the orders from higher headquarters, projected outcomes of the current operation, and the SBCT commander's guidance. The cell consists of two S3 plans officers and battle staff NCOs; it is augmented by the other staff sections (or cells) as required during planning. At a minimum, the cell should include representatives from the cavalry squadron (RSTA), intelligence cell (to include the S2x team), FECC, maneuver support (MANSPT) cell, and the BSB. The cell works closely with higher headquarters to enhance parallel and collaborative planning.

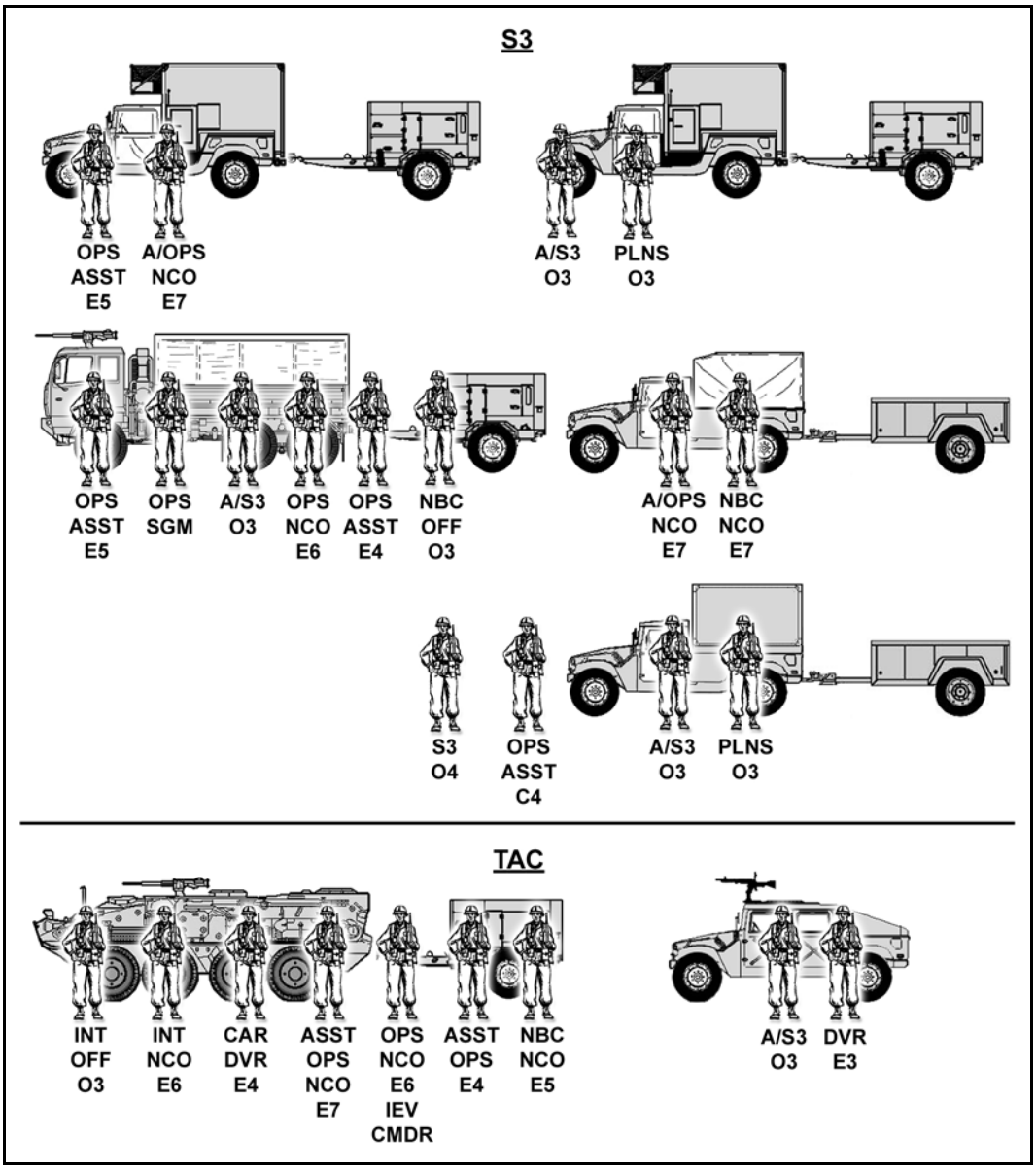


Figure 1-21. S3 section.

(c) *Brigade Liaison Teams.* Also resident within the brigade S3 section are the brigade liaison teams (Figure 1-22). During operations and during normal daily activity, these teams provide liaison between units to help facilitate communications, preserve freedom of action, and maintain flexibility. Liaison ensures that the SBCT, along with adjacent commands, remains aware of respective tactical situations by providing them with exceptional, critical, or routine information; verification of information; and clarification of operational questions. Liaison teams also can provide a digital communications link and COP to analog units that are not equipped with a comparable ABCS capability.

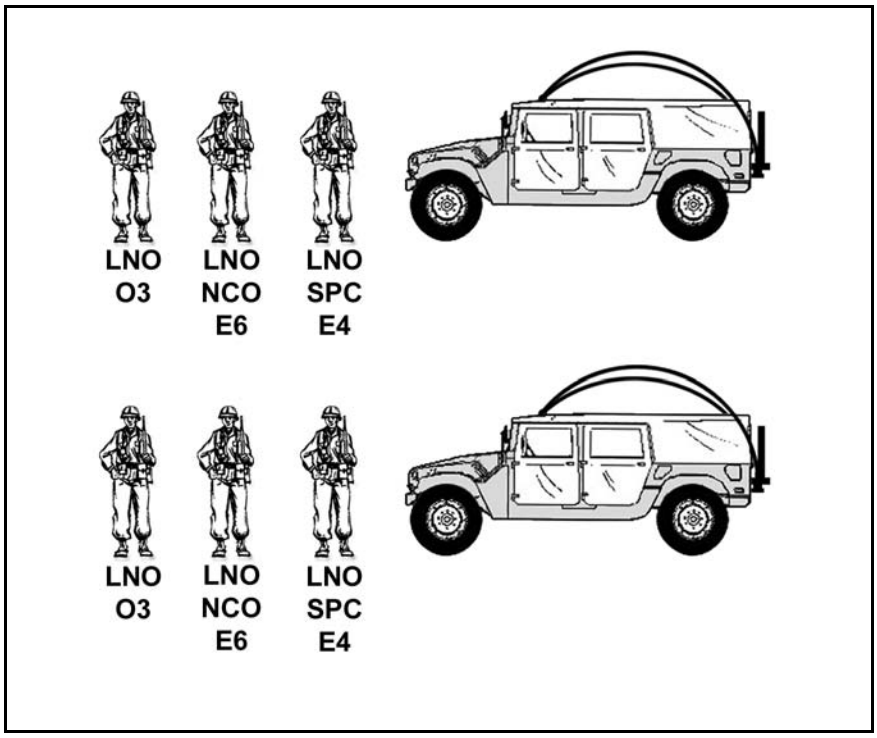


Figure 1-22. Liaison team.

(4) ***Logistics Section.*** The logistics section (S4) is the principal staff element responsible for coordinating the logistics integration of supply, maintenance, transportation, and services for the brigade. The S4 section is the link between the BSB and subordinate units (Figure 1-23, page 1-30). Key functions of the S4 section include--

- Recommending and coordinating locations for main supply routes (MSRs) and logistics support areas.
- Projecting requirements and coordinating all classes of supply, except Class VIII (medical), according to the commander's priorities.
- Monitoring and analyzing the equipment and logistics readiness status of the brigade.
- Developing and synchronizing CSS to include supply, transportation, maintenance, and services.
- Directing and controlling the operations of the BSB CP.

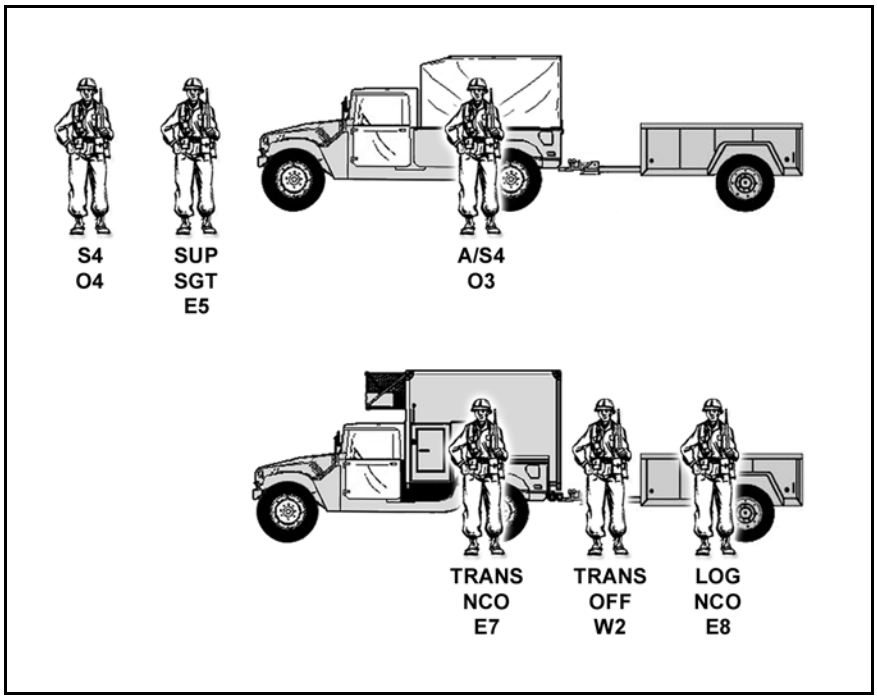


Figure 1-23. S4 section.

(5) ***Signal Section.*** The signal section (S6) is primarily responsible for all command and control information systems (C2 INFOSYS) operations including network management, automation management, and information security. The S6 works closely with the signal company to provide support to all SBCT command and control nodes and attached or assigned elements (Figure 1-24). Key functions of the S6 section include--

- Advising the commander on communications requirements.
- Establishing, managing, and maintaining communications links, including reach communications.
- Planning and coordinating network terminals.
- Determining system requirements needed for support based on the tactical situation.
- Informing the commander of primary and alternate communications capabilities.
- Recommending database configurations.
- Establishing and enforcing network policies and procedures.
- Preparing signal estimates.
- Developing Annex H (Signal) to the OPORD.
- Advising the commander and other users on the requirements, capabilities, and use of the available systems.
- Coordinating signal interfaces with those elements not operating with ABCS.
- Monitoring the status of communications, to include WAN, combat net radio (CNR), near-term digital radio (NTDR), enhanced position locating reporting system (EPLRS)/TI, and global broadcast service (GBS).

- Monitoring network performance and database configuration and planning system reconfigurations caused by changes in the tactical situation, communications connectivity, and system initialization instructions.
- Reporting network changes to the commander.
- Training users on automation information systems.
- Training users to establish and interconnect networks.
- Preparing communications network security plans, instructions, and SOPs.
- Developing security policies and procedures for network operations.
- Reporting threats to network security.

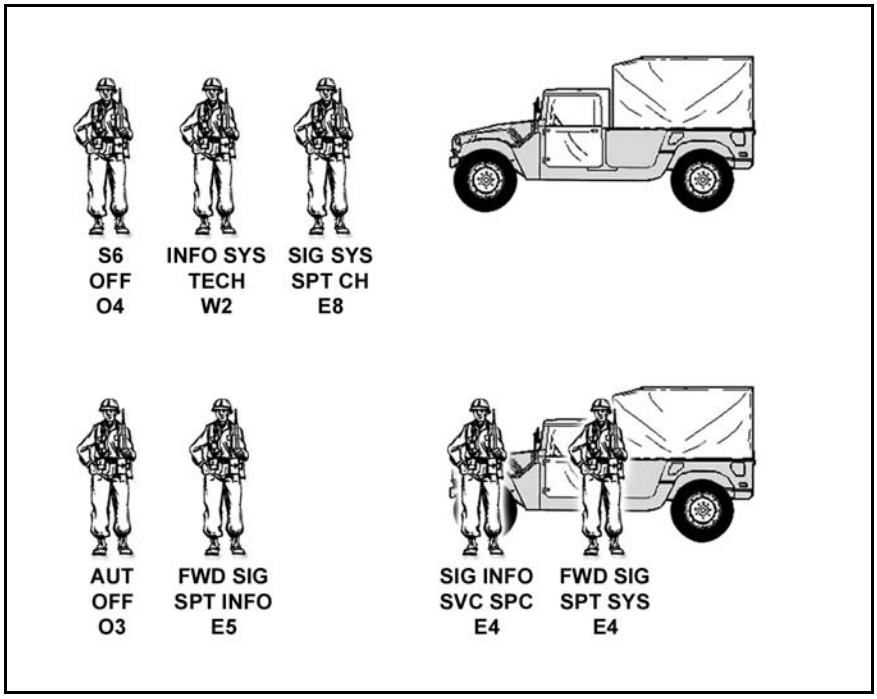


Figure 1-24. S6 section.

c. **Special Staff Officers and Elements.** Special staff officers and elements help the commander and other members of the staff in their professional or technical functional areas (Figure 1-14, page 1-21). They also assist in the IPB process by providing input on their functional areas. The specific number and type of special staff officers depends on the brigade's task organization. Special staff officers are organized according to functional areas. In some cases, a special staff officer is a unit commander. Typical special staff officers and elements that will support the SBCT include the following:

(1) ***Effects Coordinator.*** The field artillery battalion commander serves as the SBCT effects coordinator (ECOORD). He is responsible for all fires and effects planning and coordination for the SBCT. He advises the SBCT commander on the capabilities and employment of fires and effects and is responsible for obtaining the commander's guidance for desired effects and their purpose. The ECOORD is part of the command group and locates where he can best execute the SBCT commander's intent for fires and effects. The deputy effects coordinator (DECOORD) is the principal fire support (effects)

staff planner in the SBCT main CP and works in the effects coordination cell (Figure 1-25.

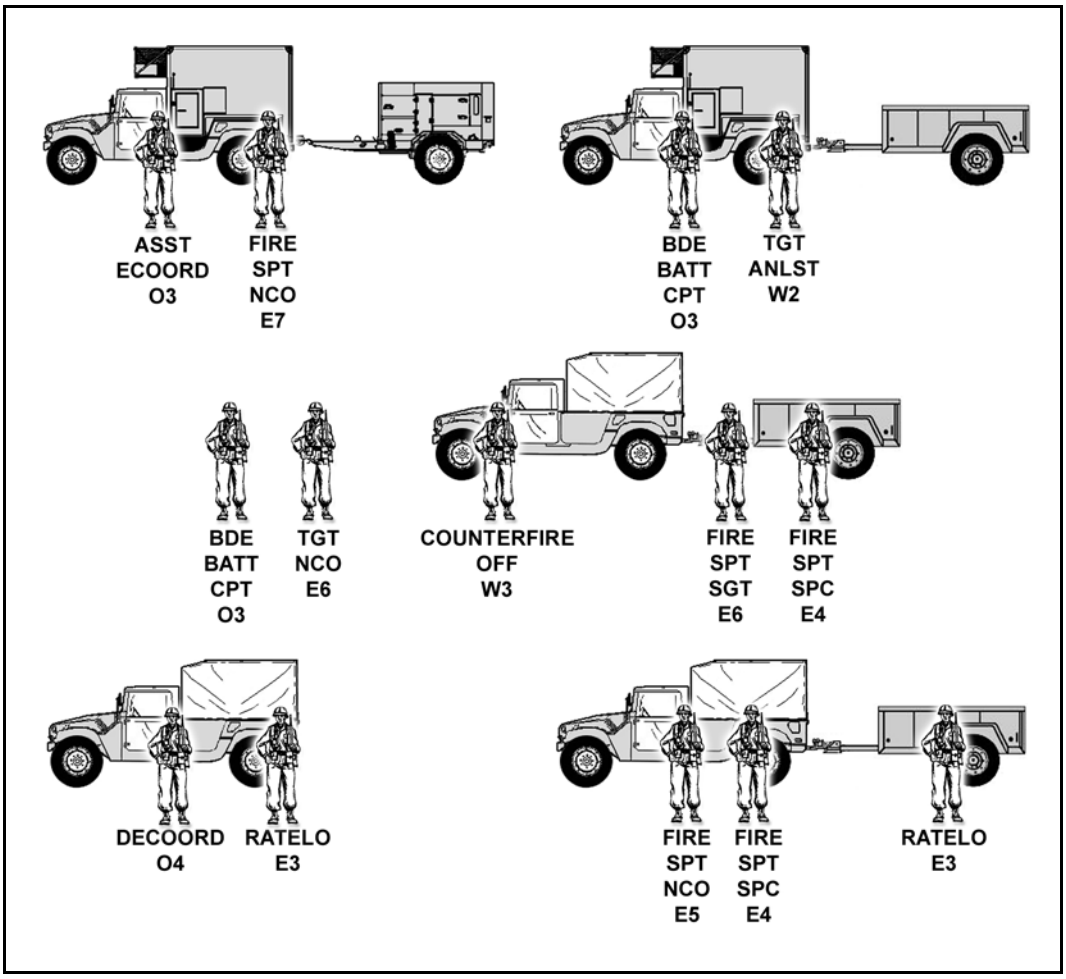


Figure 1-25. Fires and effects coordination cell.

(2) ***Fires and Effects Coordination Cell.*** The fires and effects coordination cell coordinates all fires and effects for the SBCT and assists both the current operations and future plans cells. It serves as a liaison between the SBCT and the artillery battalion, IO, civil affairs (CA), psychological operations (PSYOP), and intelligence and electronic warfare (IEW) assets. The FECC is a product of the effects-based fires concept and is a standing organization within the SBCT headquarters. The cell works under the direction of the ECOORD (the artillery battalion commander) and consists of a fire and effects section, a targeting and counterfire (T&C) section, an IO section, and the TACP. The FECC is led and directed by the deputy effects coordinator.

(a) *Deputy Effects Coordinator.* The DECOORD is a field artillery major that plans, coordinates, and orchestrates full-spectrum fires and effects in time, space, and purpose against high pay-off targets (HPTs) within the AO to support the SBCT commander's intent. His primary means to plan, integrate, and orchestrate fires and effects is via FECC. The DECOORD serves as the primary assistant to the effects coordinator and is the permanent full-time liaison between any direct support field artillery assets and the

SBCT. He assists the SBCT S3 in integrating fires and effects into the SBCT's maneuver plan (to include reconnaissance and surveillance), and he is responsible for the development of the SBCT fire support plan.

(b) *Fires and Effects Element.* A fire and effects element is embedded within the FECC and is supervised by the DECOORD. The DECOORD is the liaison between the artillery battalion and the SBCT. He works closely with the ECOORD to ensure mutual understanding of all aspects of fires and effects planning, coordination, and execution in support of the SBCT. He represents the ECOORD when he is not available and helps the SBCT S3 integrate fire support into the commander's concept of operation. The mission of the fires and effects element is to plan, coordinate, and synchronize lethal and selected non-lethal (smoke and illumination only) fire support in support of SBCT operations. The focus of these actions is on the attack of valid targets throughout the AO using organic and joint fire support assets to achieve decisive effects on the enemy. The fires and effects element works in coordination with the SBCT S3 to produce the following products for the SBCT order: target selection standards (TSS), attack/effects guidance matrix (A/EGM), essential fires and effects tasks, target/effects synchronization matrix (T/ESM), and field artillery support plan (FASP)

(c) *Targeting and Counterfire Element.* The FECC T&C section's mission is to direct the execution of the targeting process (the detect, deliver, and assess portions) and to execute the counterfire program for the SBCT. Both missions are critical to the success of SBCT operations. The section must be proactive when executing the counterfire program to significantly reduce or eliminate the enemy's indirect fire capabilities before they can be brought to bear against SBCT forces. Important T&C section targeting functions include:

- Collecting and processing battlefield information and intelligence to identify targets.
- Disseminating targeting information.
- Requesting and analyzing combat damage reports.
- Providing assessments that inform and are integrated back into the ongoing targeting process.

Important T&C section counterfire functions include:

- Coordinating and controlling the employment of the SBCT target acquisition assets.
- Coordinating and controlling radar zone coverage for SBCT counterfire radars and any attached radars.
- Providing input into reconnaissance and surveillance planning and execution.
- Processing valid target information for supporting fires and effects assets (including IO assets) to execute in accordance with the T/ESM.

(d) *Air Force Liaison Officer/Tactical Air Control Party*. The air liaison officer (ALO) is the senior Air Force officer of the tactical air control party (TACP) supporting the SBCT. He is responsible for supervising TACP personnel and forward air controllers (FACs) as well as coordinating tactical air (TACAIR) assets and operations for the SBCT. The TACP coordinates close air support (CAS) missions with the FECC and the SBCT S3. It also works with the air defense and airspace management (ADAM) cell to manage airspace in the SBCT's AO to include flying UAVs and deconfliction with USAF aircraft as well as aircraft from other services. The ALO and TACP are normally

located with the rear CP during planning and preparation; during execution, however, the ALO will normally locate with the command group.

(e) *Information Operations Coordinator.* The information operations coordinator (IOCOORD) advises the SBCT commander on all information operations matters. Additionally, the IOCOORD participates in the development of IPB products and works with the fires and effects cell throughout the targeting process. The IOCOORD is a key synchronizer of the SBCT's non-lethal effects.

(f) *Information Operations Element.* An information operations element is embedded within the FECC and consists of information operations, CA, and PSYOP personnel. The IO element plans (within a 24 hour window) and coordinates information operations and other non-lethal battlefield effects in support of the SBCT. The information operations officer coordinates, integrates, and synchronizes information operations elements. These operations include the degradation of enemy command and control, military deception, counterdeception, operations security, information assurance, computer network defense teams, and the use of counterintelligence teams. The IO element works in concert with the SBCT S3 and conducts close coordination with the S2, S6, and other SBCT staff elements as necessary. The IO element is the principal staff element for all matters concerning civil-military operations (the civilian impact on military operations and the impact of military operations on the civilian populace). The IO officer supervises the efforts of augmentation elements such as PSYOP detachments, CA teams, electronic attack teams, special IO teams, and public affairs teams. The IO element may request support for specific functions from higher headquarters. Such functions may include electronic warfare, computer network attack, special information operations, psychological operations, and counterpropaganda (including public affairs and civil affairs) based on METT-TC considerations. The IO element integrates and synchronizes these augmentation assets with reconnaissance and surveillance operations and the maneuver plan.

(3) ***Maneuver Support Coordinator.*** The senior maneuver support officer in the maneuver support cell serves as the principal maneuver support planner in the SBCT main CP. He ensures that coordination is conducted with echelons above division (EAD) engineers and military police and is responsible to the brigade commander for all maneuver support efforts and requirements within the AO.

(4) ***Maneuver Support Cell.*** The MANSPT cell is responsible for planning, integrating, and synchronizing mobility and or survivability and military police (MP) support for all operations (Figure 1-26).

(a) The senior MP planning officer within the MANSPT cell serves as the SBCT MP and is responsible for MP planning, coordination, and synchronization of MP maneuver elements. He serves as the principal advisor to the SBCT commander on matters relating to MP support. He recommends the allocation of resources, tasks, and priority of support. He performs OPCON of any MP assets provided to the SBCT and supervises the execution of any MP missions. Dependent upon METT-TC, the SBCT could receive support ranging from platoon- to company-size units from a division or corps. During offensive operations, MPs best support the brigade's maneuver and mobility by facilitating movement control and refugee, casualty, and or enemy prisoner of war (EPW) evacuation and control. In the defense, MPs are best employed in the area security role to enhance the SBCT's maneuver and mobility. The MP planner, as part of the MANSPT

cell, provides for the synchronization and weighting of the MP effort in support of the SBCT's main effort just as any other asset.

(b) The MANSPT cell also assists the SBCT staff with developing engineer plans to include engineer task organization, scheme of engineer operations, and obstacle plans. The senior engineer officer serves as SBCT engineer and is responsible for engineer planning and coordination. It coordinates all military and civilian engineer efforts within the SBCT's AO and controls engineer assets and units not task organized to the SBCT's subordinate units.

(c) The MANSPT cell also supports the SBCT with terrain analysis products. The digital topographic support (DTS) team provides 24-hour digital terrain data production support and analysis using the digital topographic support system (DTSS).

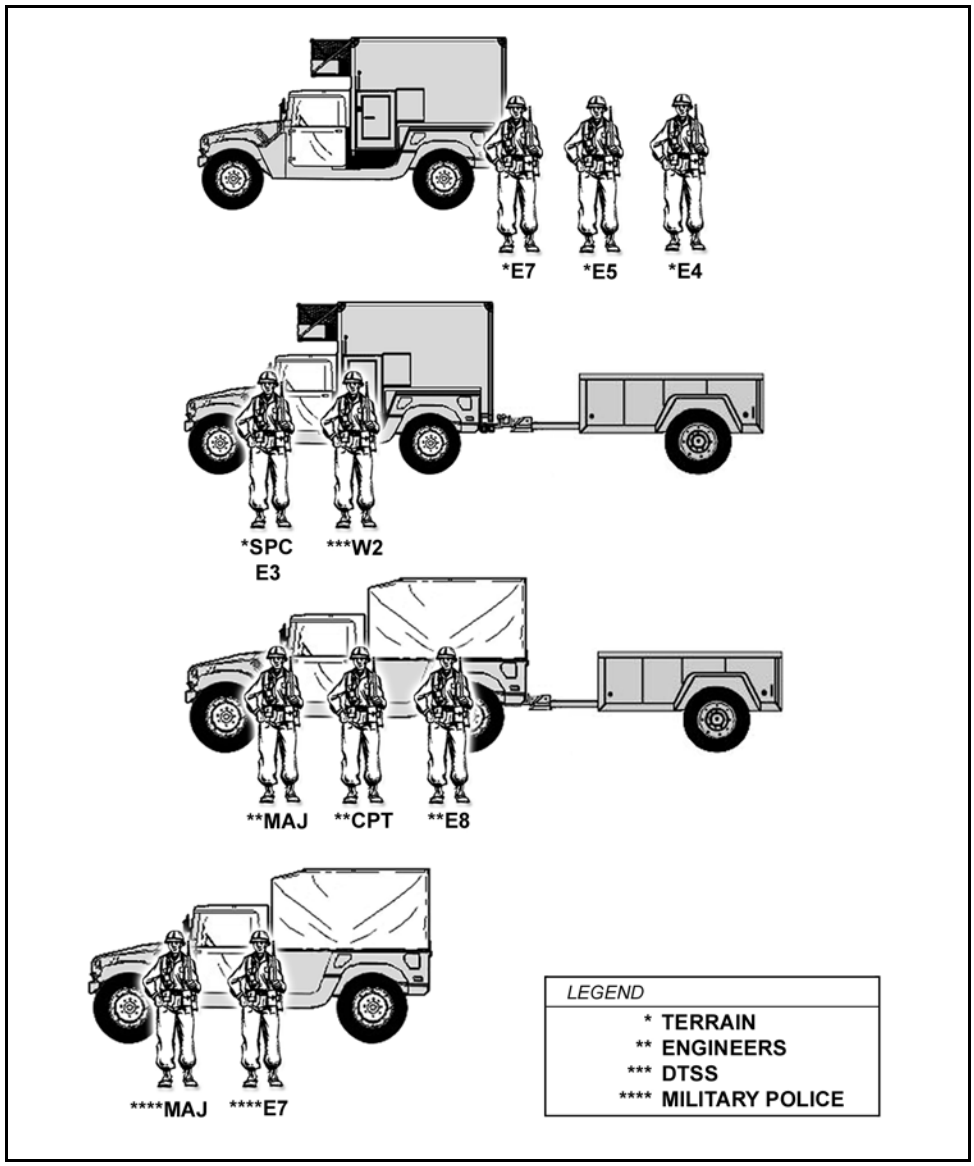


Figure 1-26. Maneuver support cell.

(5) ***Air Defense and Air Space Management Cell Coordinator.*** The senior air and missile defense (AMD) officer within the ADAM cell is the primary air defense and airspace management advisor to the SBCT commander. He coordinates with the SBCT AMD units and divisional and corps staff on all Army airspace command and control (A2C2) aspects.

(6) ***Air Defense and Airspace Management Cell.*** Air defense and aviation personnel man the ADAM cell (Figure 1-27). They provide the commander and staff with special area expertise operating out of either the main or rear CP. The ADAM cell is responsible for planning, coordinating, integrating, and controlling air defense and airspace management for the SBCT, to include developing air defense plans, air defense artillery (ADA) task organization, scheme of air defense operations, and reconnaissance and surveillance planning. This cell also provides control over any ADA assets and units not directly task organized to the SBCT's subordinate units. The ADAM cell also coordinates aviation operations in support of the SBCT, providing the commander with synchronization and control of aviation operations. The ADAM cell assists the staff with these duties, to include A2C2 of UAV operations, airspace management, tactical employment of aviation assets, and positioning of forward arming and refueling points (FARPs).

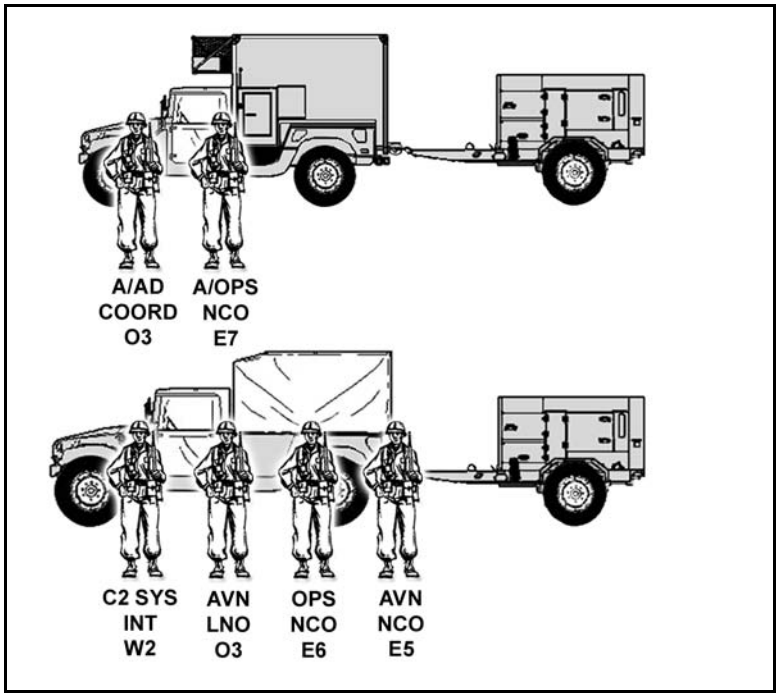


Figure 1-27. Air defense and airspace management cell.

(6) ***Military Intelligence Company Commander.*** The MICO commander responds to the tasking of the SBCT commander. He organizes for combat based on the mission, scheme of support, task organization, and specified and implied tasks contained in the SBCT's order. The MICO commander uses the order to plan, prepare, execute, and assess the MICO's operations. Normally, the ISR analysis and ISR integration platoons are OPCON to the SBCT S2 while providing analysis and intelligence production

capabilities to the S2 and ISR tasking and visualization capabilities to the commander, S3, and S2 in support of SBCT operations. The MICO's tactical HUMINT platoon remains under the command and control of the MICO commander and provides general support (GS) to the SBCT or DS to subordinate elements of the SBCT, dependent on an analysis of the factors of METT-TC. The MICO commander advises the S2 and the SBCT commander on the proper utilization of MICO ISR assets and the proper utilization of any ISR assets attached to the SBCT that are not specifically attached to other SBCT subordinate elements. The MICO commander assists the SBCT S3 and S2, the ECOORD, and the cavalry squadron (RSTA) commander with planning and conducting C2-protect and C2-attack operations. The MICO CP normally locates with or near the SBCT main CP.

(7) ***Brigade Support Battalion Commander.*** The BSB commander is also considered a special staff officer. He advises the SBCT commander on all combat service support matters. Due to the austere CSS structure of the battalions within the SBCT, the BSB commander plays a significant role in sustaining the combat effectiveness of the SBCT as a whole. He commands and controls the BSB to provide the SBCT with essential CSS functions. The BSB commander exercises OPCON over CSS units operating in the brigade support area. The BSB commander's support operations officer serves as the focal point for all logistics support to the SBCT. The support operations officer's primary role is to coordinate, synchronize, and supervise execution of direct logistic support (all classes of supply, maintenance, medical, transportation, and field services) for the SBCT and divisional and or corps units operating within the SBCT AO. The BSB support operations officer and the SBCT S4 work closely in planning and synchronizing CSS.

(8) ***SBCT Surgeon.*** The SBCT surgeon is responsible for the technical control of all medical activities in the command. The brigade surgeon oversees and coordinates HSS activities through the brigade surgeon's section (BSS) and the brigade staff (Figure 1-28). He keeps the brigade commander informed on the status of HSS for brigade operations and on the health of the command. The brigade surgeon and his staff are located within the brigade main tactical operations center (TOC) where they work with the brigade S3 to develop the HSS input to the brigade OPORD and operation plan (OPLAN). For additional information on the BSS (digitized), refer to FM 4-02.21.

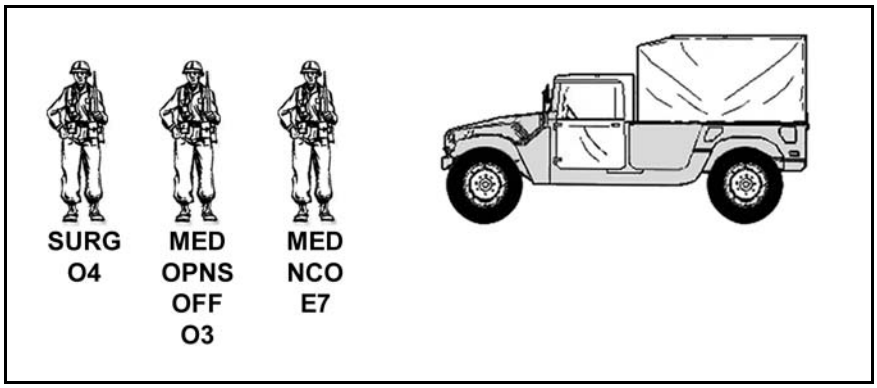


Figure 1-28. SBCT surgeon section.

(9) ***Medical Plans and Operations Cell.*** The medical plans and operations cell is assigned to the BSS. It is staffed with a medical plans officer and a medical operations

sergeant. The medical plans and operations cell is under the supervision of the brigade surgeon. This cell collocates with the future plans cell either at the main or rear CP. In coordination with the health services support officer (HSSO) and the health services materiel officer (HSMO) of the BSB support operations section, it is responsible for the development of the HSS portion of the brigade OPLAN and OPORD. The BSS coordinates the GS and DS relationships of the organic medical units and medical units and elements under OPCON or attached to the SBCT. The BSS is also responsible for--

- Developing HSS staff estimates for supporting brigade operations.
- Developing and coordinating the medical brigade HSS plan with the brigade staff, forward support battalion (FSB), forward support medical company (FSMC), and maneuver battalion medical platoons.
- Developing the HSS annex of the brigade OPLAN and OPORD.
- Coordinating through higher headquarters for corps medical support reinforcement and or augmentation, as required.
- Verifying emergency supply requests and taking the necessary action to expedite delivery.
- Monitoring Class VIII resupply levels to ensure adequate stockage for support of brigade operations.

CHAPTER 2
BATTLE COMMAND

Battle command is the exercise of command in operations against a hostile, thinking enemy. It is employed to link the leadership element of combat power to operations. Battle command principally is an art that employs skills developed by professional study, constant practice, and considered judgment. Commanders, assisted by staff, visualize the operation, describe it in terms of intent and guidance, and direct the actions of subordinates within their intent. They direct operations in terms of the battlefield operating systems and directly influence operations by their physical presence supported by their command and control system. Command of the SBCT remains a personal function. The capabilities provided via the information systems infrastructure provide the commander with an ability to lead and make decisions from anywhere on the battlefield while remaining closely tied to planning and preparation ongoing in the main command post.

Section I. THE ART OF COMMAND

Command is the authority that a commander lawfully exercises over subordinates by virtue of rank and assignment. Leaders possessing command authority strive to use it with firmness, care, and skill. Command is more an art than a science, although it exhibits characteristics of both. The "art of command" requires expert performance of a specific skill using intuitive faculties that cannot be gained solely by study or education. Command also requires a conscious and skillful exercise of authority to fulfill command responsibilities through decision-making and leadership.

2-1. ROLE OF THE COMMANDER

The SBCT commander’s knowledge, experience, and personality determine how he interacts with his unit through command and control. The commander decides what he needs to do and the best method to do it. He leads his unit through the process in mission accomplishment. He drives the process through mission command. He establishes a command climate for his unit, prepares it for operations, commands it during operations, and assesses his subordinates. The commander refines the SBCT’s command and control system and operates it based upon his personality. Within the limitations of current C2 systems architecture, he establishes a system to meet the unique demands that he places on it, the abilities and personalities of his subordinates, and the capabilities of the equipment in the SBCT.

2-2. MISSION COMMAND

Mission command is the conduct of military operations through decentralized execution based on mission orders for effective mission accomplishment. Mission orders leave the “how” of mission accomplishment to the subordinates by allowing them maximum freedom of planning and action to accomplish missions. Successful mission command results from subordinate leaders exercising disciplined initiative to accomplish missions within the commander's intent. Mission command requires an environment of trust and

mutual understanding. The four elements of mission command are commander's intent, subordinate initiative, mission orders, and resource allocation.

a. **Commander's Intent**. Commander's intent is a clear, concise statement of what key tasks the unit must do and what conditions the unit must meet to succeed with respect to the enemy, terrain, and to the desired end state. The commander formulates and communicates his intent to ensure unity of effort during operations, allowing subordinates to exercise disciplined initiative.

b. **Subordinate Initiative**. Initiative is the assumption of responsibility to decide and initiate independent actions when the commander's concept or order is no longer applicable or when an unanticipated opportunity leading to the accomplishment of the commander's intent presents itself. Subordinates decide how to achieve their assigned missions within the delegated freedom of action and the exercise of disciplined initiative during execution; however, they have an absolute responsibility to fulfill the commander's intent.

c. **Mission Orders**. A mission order is a technique for completing combat orders to allow subordinates maximum freedom of planning and action to accomplish missions that leave the "how" of mission accomplishment to the subordinate. The commander intervenes to direct coordination, restore operations, or exploit success. At a minimum, mission orders state--

- Task organization.
- Commander's intent and concept of operations.
- Unit mission.
- Subordinate unit missions.
- Mission essential coordinating instructions.

d. **Resource Allocation**. The commander allocates appropriate resources to subordinates to enable them to accomplish their missions. The commander also must consider information (or the C2 INFOSYS infrastructure) as a resource and share it through all levels of his command.

2-3. LOCATION OF THE COMMANDER

Previously, the commander was torn between the conflicting requirement to visualize the battlefield and the requirement for his physical presence in the main or tactical command post to participate in the MDMP. This dilemma slowed the planning and execution of operations while frustrating the commander’s efforts to “get out of the command post.”

a. All commanders within the SBCT have the ability to visualize their battlespace in all dimensions and to share a COP. They also have the ability to precisely locate and track high payoff targets and conduct simultaneous operations employing lethal and non-lethal means while operating with joint and multinational forces. In addition, SBCT commanders retain the ability to recognize and protect their own and other friendly forces. The commander cannot, however, fully visualize the battlefield while directing and synchronizing the efforts of his SBCT from only a computer screen at a CP. He must move from the command post to assess the situation face-to-face with subordinate commanders and their soldiers. The INFOSYS within the SBCT permit a commander to position himself where he can best command without depriving himself of the ability to respond to opportunities and changing circumstances.

b. The commander can be virtually anywhere on the battlefield to best affect ongoing operations without disrupting the planning and preparation for future operations. Near real-time information updates, continuous assessment, and command decisions can be briefed, approved, and disseminated from SBCT to company level via the command and control infrastructure.

2-4. COMBINING THE ART OF COMMAND AND THE SCIENCE OF CONTROL

The commander is the key to command and control in the SBCT. Foremost among his roles is his ability to combine the art of command and the science of control. He must use a methodology of visualizing the battlespace, describing his visualization to subordinates, directing action to achieve results, and leading the unit to mission accomplishment, while continually assessing the situation.

a. **Visualize**. The commander's visualization is the core mental process that supports his decision-making and is the key by which the commander combines the art of command and the science of control. It is the process of achieving a clear understanding of the SBCT's current state with relation to the enemy and the environment, developing a desired end state which represents mission accomplishment, and determining the sequence of activities that moves the SBCT from its current state to the end state. The commander begins to visualize the desired end state when he receives a mission or perceives a change in the mission. He applies his current situational understanding to the received or perceived mission. As he analyzes or receives staff analysis of the mission, he develops a mental image of the friendly forces in relation to the enemy, the environment, and possible future operations at the conclusion of the operation, or the end state. The commander's visualization is his assessment tool throughout the operation, and he should focus on three main factors.

(1) ***Understand the Current State of Friendly and Enemy Forces.*** This is situational understanding (SU), which the commander derives from applying his judgment, experience, expertise, and intuition to the information provided to him by the staff in the form of the COP. This SU includes physical factors, human factors, and the relationships between friendly and enemy forces and the environment that represent potential opportunities or threats for the SBCT.

(2) ***Foresee a Feasible Outcome.*** The commander must identify a feasible outcome to the operation that results in mission success and leaves the SBCT postured for the next operation.

(3) ***Visualize the Dynamics Between Opposing Forces.*** The commander must identify the dynamics throughout the sequence of actions. This includes evaluating possible enemy reactions and friendly counteractions. This evaluation may lead to the identification of possible decision points throughout the operation.

b. **Describe**. The commander describes his visualization by participating in the MDMP during planning and preparing for an operation and during execution. Specifically, his commander's intent, planning guidance, anticipated decision point(s), and his CCIR all serve to guide and to focus the command and control system to support his decision-making and communicate his decision for execution. The command and control system infrastructure is available to assist the commander in describing his visualization. However, he should not accept the products of the system unquestioned. He

must apply his judgment, experience, expertise, and intuition before making a decision and describing that decision to subordinates. During preparation, the commander uses the rehearsal to further describe his intent and concept to his subordinates, to identify and discuss options at decision points, to synchronize activities within the SBCT and among subordinate units, and add to his own visualization. During execution, the commander continues to visualize the implication of events, and he describes his conclusions to his staff and subordinates through updated CCIR and guidance.

c. **Direct**. The commander directs when he has made a decision and communicates that decision to his subordinates through an order.

(1) ***Plan.*** Orders should enable subordinates to understand their situation, their commander's mission and intent, and their own mission. The order (WARNO or OPORD) should provide unity of effort in exercising disciplined initiative by subordinate commanders. Clear direction is essential to mission success; however, commanders must strike a balance between *necessary, but minimum direction* and *overly detailed direction*. The commander (or the staff) assigns graphical, written, or procedural control measures (permissive or restrictive) to prevent units from impeding one another and to impose necessary coordination. The commander should impose only the minimum control measures necessary to provide essential coordination and deconfliction among units.

(2) ***Prepare.*** During preparations, the commander must update and validate his visualization as the results of reconnaissance and surveillance operations become available. He must determine whether new information (on enemy forces, friendly forces, or the environment) invalidates his plan, requires him to adjust the plan, or validates the plan with no further changes. The earlier the commander identifies the need for modifications, the easier it is for him to incorporate and synchronize changes into his plan. He describes the implications of his visualization and directs actions to effect his changes to the plan through an order (WARNO, OPORD, or FRAGO).

(3) ***Execute.*** Execution includes a continuous process of assessing the current state of the operation and making adjustments to exploit opportunities and to account for unforeseen enemy actions. Combining the art of command and the science of control is most evident during execution. The commander exercises judgment and initiative continuously, assessing the situation and making decisions, often with incomplete, conflicting, and vague information. Waiting for perfect information is rarely an option. During execution, the commander uses his visualization, continuously updated with a current COP, to ensure that subordinate units execute appropriate measures for the actual situation. A major part of the "art of command" is to know when the plan must change, what criteria point toward a need for changes, and then determining what required changes will get the maximum effectiveness from the unit. The commander directs these actions primarily through a FRAGO.

Section II. COMMAND AND CONTROL

Command and control consists of two components: the commander and the command and control system. The commander uses the command and control system to exercise C2 over forces to accomplish a mission.

2-5. THE COMMAND AND CONTROL SYSTEM

The command and control system is the arrangement of personnel, information management, procedures, and equipment and facilities essential to the commander to plan, prepare for, execute, and assess operations.

a. **Personnel**. The command and control system in an SBCT begins with people. No amount of technology can reduce the importance of the human dimension since combat involves soldiers.

b. **Information Management**. Information management (IM) consists of the C2 INFOSYS and relevant information (RI). The C2 INFOSYS provide the commander with a vehicle for exercising command and control. These systems provide an accuracy and reliability that can accelerate decision-making within the SBCT. The C2 INFOSYS also make mission execution efficient and effective, allowing the commanders and staffs to spend more time and energy on the art and human dimension of command and control.

c. **Procedures**. Procedures are standard and detailed sequences of activities within the SBCT to accomplish tasks. They govern actions within the command and control system to effectively and efficiently exercise command and control. Adhering to procedures minimizes confusion, misunderstanding, and hesitance as commanders rapidly shift forces to meet contingencies.

d. **Equipment and Facilities**. The equipment and facilities provide sustainment and a work environment for the other elements of the command and control systems.

2-6. COMMAND AND CONROL SYSTEM INFRASTRUCTURE

Command and control infrastructure is a system of intelligence, surveillance, and reconnaissance doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications and computers. It is designed to collect, process, store, display, and disseminate the information needed to develop a common operating picture in support of a commander's mission, and it supports a commander's exercise of command and control across the range of military operations through regulation of forces and functions IAW the commander's intent.

a. The command and control infrastructure (Figure 2-1, page 2-6) provides the commander and staff with the ability to plan, prepare, and execute using resilient voice and data communications networks (a portion of the INFOSYS) to enable effective command and control on the battlefield. This capability includes the conduct of operations from alert through redeployment. It also includes conduct of counterintelligence operations to deny the adversary's ability to do the same. The SBCT integrates the command and control infrastructure through maneuver, fires and effects, logistics, force protection, information operations, and intelligence.

b. The SBCT's command and control infrastructure is organized to leverage fully the opportunities presented by near real-time access to all RI and a near-complete COP through the available INFOSYS. The command and control organization provides all commanders within the SBCT with the capability to "see" and understand their AO in all its dimensions. It provides a shared COP of the situation, precisely locates and tracks critical targets, synchronizes simultaneous operations with lethal and nonlethal means, operates with joint and multinational forces, and recognizes and protects its own forces. This capability allows significantly enhanced synchronization of widely dispersed, highly mobile forces in execution as well as in planning to mass effects. The SBCT's INFOSYS

employ "smart technology" to enable organizations to identify and adapt to the changing patterns of a nondoctrinal or difficult-to-template enemy.

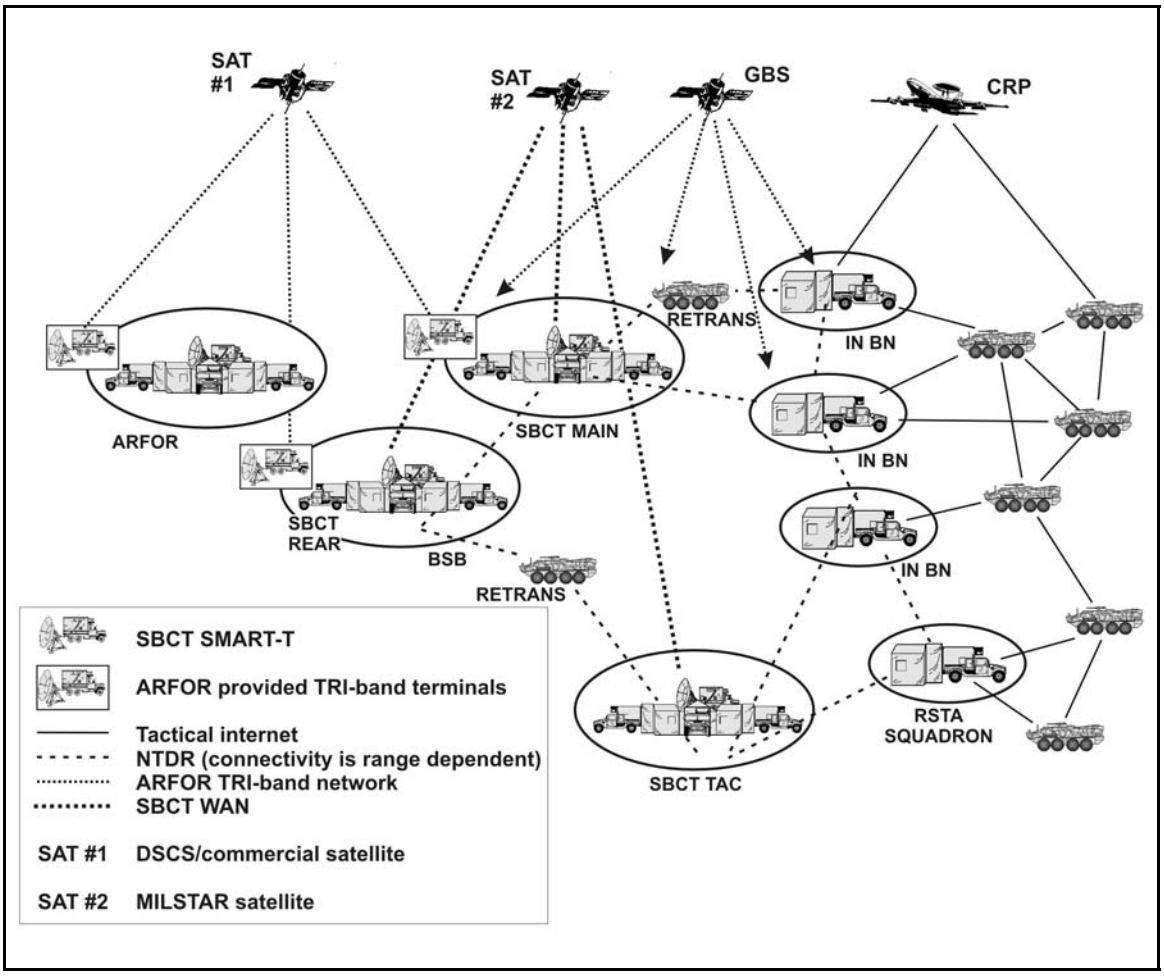


Figure 2-1. Command and control system infrastructure.

2-7. EXERCISING COMMAND AND CONTROL

The SBCT commander must place the command and control system into action to exercise command and control. Exercising command and control is dynamic throughout the operations process.

a. Although planning, preparing, executing, and assessing occur continuously in operations, they need not occur sequentially. The SBCT must prepare to perform all four actions simultaneously, with the commander at the center of the process (Figure 2-2).

b. The operations process is execution-focused rather than planning focused. The command and control INFOSYS compress planning to allow more time to focus on execution. The INFOSYS do this in two ways.

(1) The INFOSYS allow better collaborative and parallel planning among echelons within the SBCT.

(2) The INFOSYS provide a more accurate COP, allowing forces to execute faster with less detailed planning.

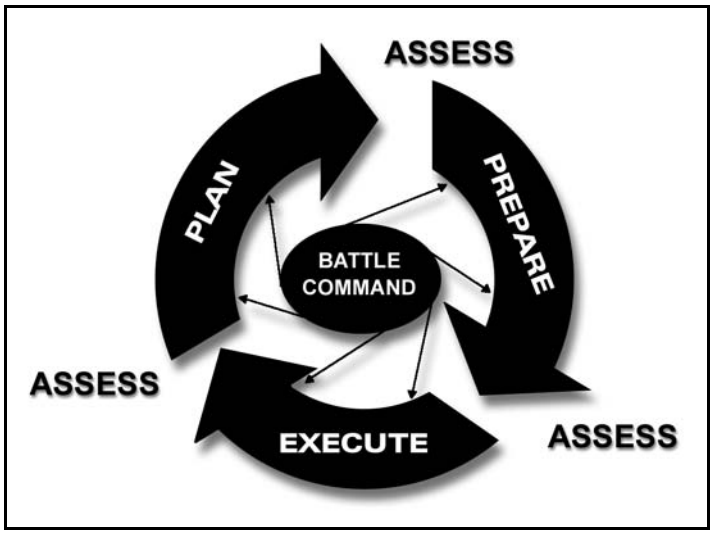


Figure 2-2. The operations process.

2-8. DISTRIBUTION OF SBCT COMMAND AND CONTROL

The SBCT's staff sections normally are distributed among four command and control organizations: the command group and or TAC CP, main command post, and rear command post. The SBCT commander organizes the staff within each command post to perform essential staff functions to aid him with planning and in controlling operations. Enhanced command post capabilities allow the commander to maintain CP functionality regardless of the spatial positioning of the staff. The modularized design of each function (for example, plans, effects, maneuver support) provides the commander with the flexibility to tailor his command posts based on his assessment of the current and future situation. These command and control organizations are normally positioned within the SBCT's AO to maintain flexibility, redundancy, survivability, and mobility.

a. **Command Group**. The command group exists primarily as a portion of the TAC CP. While the commander can separate his command vehicle (CV) from the TAC CP and maintain a minimum of connectivity to the SBCT's INFOSYS, his ability to maintain a comprehensive flow of information from the staff and subordinates is limited. The command group normally lacks the ability to sustain itself beyond 12 hours and its security must also be considered. The command group, deployed with the TAC CP in its entirety, provides the commander with full INFOSYS capability and increased sustainability and security. The command group normally consists of the commander and other key staff officers as directed by the commander. Its purpose is the direct command and control of the SBCT. The command group is not a permanent organization; rather, it is formed anytime the SBCT commander goes forward to control an operation. The command group is equipped to operate separate from the TAC CP wherever the SBCT commander feels it is necessary to influence operations with rapid decisions and orders. The commander determines the actual placement of personnel within the command group.

(1) The commander fights the battle from the command group and normally locates near the most critical event, normally with the main effort headquarters. From this forward location, the commander is better able to observe critical events, maintain communications, and sense the battle. Despite the increased capability provided by the

C2 INFOSYS, command remains a personal endeavor. The commander should leverage the C2 INFOSYS to untether himself from the main CP so he can physically "see" his subordinates and the terrain he is to fight on without affecting his decision-making ability.

(2) The commander considers the following in determining his location on the battlefield:

- Linkage of the ABCS network to make timely decisions, including the ability to judge the progress, condition, and morale of his forces. Within technical limitations, communications systems adapt to the needs of the commander, not vice versa.
- Time and location of critical events and or decision points that have the greatest impact on mission accomplishment. Ideally, the commander selects a location where he can observe the conditions that aid in making a critical decision.
- Security for the command group, including the commander's personal protection.

b. **Tactical Command Post**. The tactical command post is a temporary C2 organization that directly assists the commander with controlling current operations. The S3 is responsible for the activities and employment of the TAC CP.

(1) The TAC CP organization is simpler, smaller, and more austere than the main CP. It operates as one integrated cell that provides intelligence, current operations, and effects. It is composed of those elements that the commander deems necessary. When not deployed, the TAC CP personnel assist operations in the main CP. Its small size and high mobility allow frequent displacement and a comparatively low electronic signature to maintain security. The TAC CP is normally manned with--

- The SBCT S3.
- A current operations officer, normally the assistant S3.
- An intelligence officer, normally the assistant S2.
- DECOORD/ALO.
- Other staff area representatives such as MANSPT and or ADAM, if directed by the S3 or SBCT commander.

(2) In addition to controlling current operations, the TAC CP serves the following functions:

- Provides the command group with combat information and intelligence.
- Relays the commander's decisions and instructions, as required.
- Provides the net control station for the SBCT command radio net and backup net control station for the operations and intelligence (OI) radio net.
- Provides a forward location for issuing orders.
- Provides a forward planning facility, if necessary.
- Serves as the main CP when the main CP is displacing or unable to function.
- Exercises command and control over special operations such as a passage of lines, relief in place, shift of the main effort, or construction of a strongpoint.
- Provides command and control for a special task force.

c. **Main Command Post**. The main CP has a broader and more capable current operations battle tracking capability than the TAC CP. The main CP has a greater ISR

planning and controlling capability, which allows it to process data received from the cavalry squadron (RSTA), the military intelligence company, and other ISR assets. The fires and effect coordination cell is also located at the main CP; this allows the ECOORD to monitor ongoing lethal and non-lethal effects and provide the commander with recommendations on the execution and assessment of the targeting process within the brigade AO. The main and rear CPs are able to maintain constant awareness of the other's actions through the SBCT C2 INFOSYS. The SBCT XO is responsible for supervising all staff activities and functions within the main CP. The main CP operates from a stationary position and moves as required to maintain control of the operation. In linear operations environments, it locates behind the infantry battalion CPs and, if possible, out of enemy medium artillery range. In nonlinear operations (noncontiguous areas of operations), it locates where it can best support SBCT operations and is least vulnerable to potential hostile actions. This may be within the AO or from "sanctuary" (a location outside the immediate AO). The main CP provides the following functions:

- Controls current operations when the TAC CP is not deployed.
- Assumes functions of the TAC CP if it is destroyed or incapable of functioning.
- Synchronizes combat, combat support, and combat service support activities in support of the overall operation.
- Provides a focal point for the development of intelligence.
- Supports SBCT and subordinate commander's decision-making by monitoring, analyzing, and disseminating information.
- Monitors and anticipates the commander's decision points.
- Coordinates with higher headquarters and adjacent units.
- Keeps the higher headquarters informed.
- Provides net control station for the OI radio net and backup net control station for the command radio net.
- Produces and disseminates the commander's FRAGOs for execution within the current 24 hour window.
- Controls reconnaissance and surveillance operations.

The cavalry squadron (RSTA) command posts (the TAC CP or command group) locate where they can synchronize reconnaissance and surveillance with ongoing operations. Possible options include the following:

- Collocate with the SBCT TAC CP when deployed as an early entry force.
- Locate in the AO to conduct reconnaissance operations while the main CP resides in "sanctuary."
- Locate in an assigned AO, especially during stability (or support) operations.
- Locate at a passage of lines to perform liaison and command and control.

d. **Rear Command Post.** The rear CP controls and coordinates the administrative and logistical support for the SBCT. The rear CP consists of the SBCT S1, S4, and any attached military police elements. The rear CP collocates with the BSB support operations section in the BSA. The SBCT S1 and S4 work closely with the BSB support operations officer to coordinate combat service support for the SBCT. The rear CP is under OPCON of the BSB commander for defense of the BSA. The rear CP serves the following functions:

- Tracks the current battle.
- Provides combat service support representation to the plans cell for planning and integration.
- Sustains operations.
- Forecasts and coordinates future requirements.
- Serves as the entry point for units entering the SBCT rear area.
- Monitors MSRs and controls combat service support traffic.
- Coordinates the evacuation of casualties, equipment, and EPWs.
- Coordinates the movement of the BSA with the main CP.

Section III. PLANNING FOR OPERATIONS

Planning for operations leads to a commander making decisions during execution. At its core, decision-making is knowing "if" to decide, then "when" and "what" to decide. It includes understanding the consequence of decisions. Decisions are the means by which the commander translates his vision of the end state into action. Decision-making is both science and art. Many aspects of military operations--movement rates, fuel consumption, weapons effects--are quantifiable and, therefore, part of the *science* of war. Other aspects--the impact of leadership, complexity of operations, and uncertainty regarding enemy intentions--belong to the art of war. The MDMP is an established and proven analytical process. The MDMP adapts the Army's analytical approach to problem solving. It is a tool that assists the *commander* and staff in developing estimates and a plan. The digitization of our Army and its battlefield operating systems has not changed the steps of the MDMP; it has enhanced them. While the formal problem-solving process described in this chapter may start with the receipt of a mission, and has as its goal the production of an order, the analytical aspect of the MDMP is continuous during operations (including execution) with constant feedback and updates of information.

2-9. INFORMATION SYSTEMS ENHANCEMENT TO DECISION-MAKING

The C2 INFOSYS will enhance both the science and the art of war in two primary ways.

a. First, the INFOSYS will provide commanders and staffs with a better understanding of their battlespace. Information will be--

- Collected more effectively.
- Processed faster and more accurately.
- Stored in a manner that provides instant access through distributed databases.
- Displayed in a more useable, tailored, and current format.
- Disseminated to the right place faster, with fewer errors, and less lag time than analog systems.

The systems include the ability to access analytical expertise and databases of Army, national, and civilian institutions and the ability to create virtual staffs. Virtual staffing, the bringing together of organic and non-organic elements independent of locations in or out of the area of operation, can be used to develop and update the staff database and refine courses of action and the plan. The C2 INFOSYS and information management will make estimates more accurate, complete, and current than was possible with analog systems. Creating and maintaining a current, complete COP is essential to the MDMP and is the foundation for all estimates.

b. The second area where these systems improve the MDMP is in parallel and collaborative planning. Parallel planning occurs when two echelons conduct their planning nearly simultaneously. Parallel planning can only happen when the higher headquarters produces timely warning orders and shares information with subordinate headquarters as it becomes available. Parallel planning allows each echelon to make maximum use of time available, and it requires significant interaction between echelons. Collaborative planning (Paragraph 2-26, Coordination and Liaison) is the real-time interaction of commanders and staffs at two or more echelons. It is facilitated by C2 INFOSYS that allow real time exchange of data, voice, and video so that commanders and staffs can work together during all phases of planning.

(1) The INFOSYS facilitate both parallel and collaborative planning. These systems make sharing information much easier through a COP; distributed databases; increased speed and accuracy of dissemination of orders, plans, and guidance; and improved connectivity between echelons for the sharing of information and the passing of questions and answers with greater speed.

(2) Collaborative planning must be used judiciously. While it is a powerful planning tool, it can also be a negative factor. Collaborative planning is not appropriate for all situations.

(a) Collaborative planning is most appropriate when time is scarce and a limited number of options are being considered. It is particularly useful when the commander and his staff can benefit from the input of subordinate commanders and staffs.

(b) Collaborative planning is not appropriate in cases where the staff is working a large number of courses of action or branches and sequels, many of which will be discarded. Involving subordinates in this instance will waste precious time working options that are later discarded. Collaborative planning is also not appropriate in many cases during ongoing operations where extended planning sessions will take commanders and staffs away from conducting current operations.

(c) As a rule of thumb, if the commander is directly involved in time sensitive planning, some level of collaborative planning is probably called for. The commander, not the staff, must make the decision to conduct collaborative planning. Only the commander can commit subordinate commanders to using their time for collaborative planning.

c. The INFOSYS will improve the time lines to conduct full planning and will assist the commander with his situational understanding. Figure 2-3, page 2-12, illustrates the cognitive hierarchy. The commander and staff must process the information available to them. Processing raises the meaning of information from data to understanding. The data is organized and processed to create the databases of information. Processing then takes the data in the database and adds meaning to the relevant information with progressively higher levels of complex and cognitive methods that create a common operational picture.

d. Processing also includes lower-level mechanical methods such as organizing, collating, plotting, and arranging data and information. However, effective processing requires analysis and evaluation (higher-level cognitive methods) for data to become knowledge. Through its estimates, the staff creates knowledge for the commander. The commander then applies his judgment to the staff estimates and COP and formulates his situational understanding. Processing depends primarily on well-trained and adaptive

analysts to provide insight. To achieve understanding, decision-makers apply judgment to the knowledge and the staff estimates. Understanding enables informed decisions with less-than-perfect data. Understanding generates action. With situational understanding and a mission, commanders can then visualize their battlespace and take action by issuing their commanders' guidance, intent, and selection of CCIR.

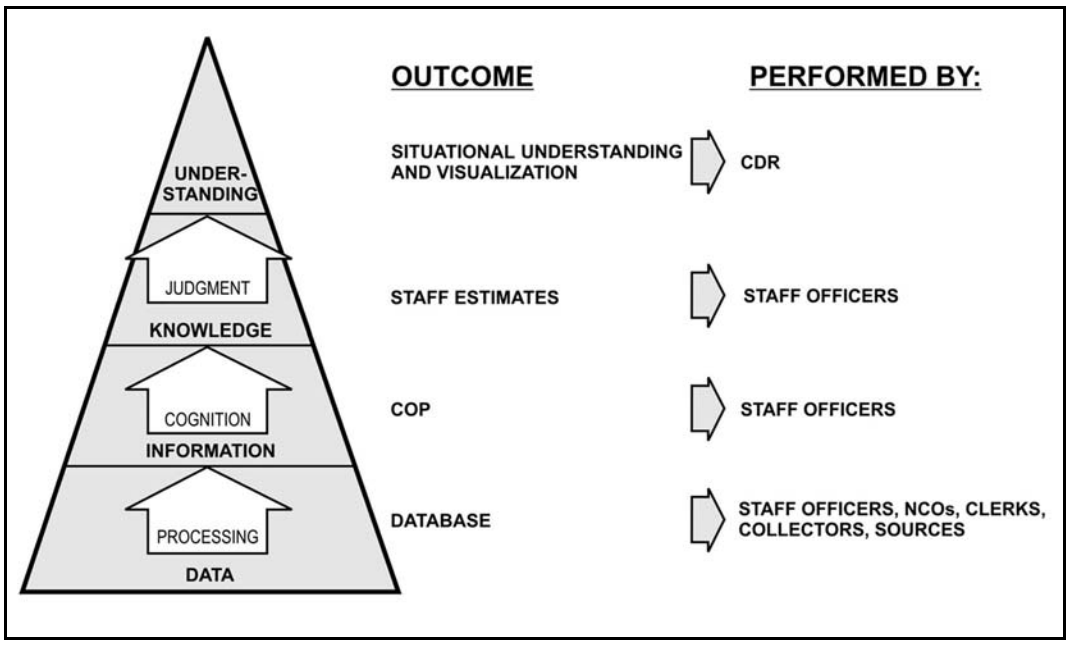


Figure 2-3. Cognitive hierarchy.

2-10. THE MILITARY DECISION-MAKING PROCESS

The MDMP is a detailed, deliberate, sequential, and time-consuming process used when adequate planning time and sufficient staff support are available to develop and thoroughly examine numerous friendly and enemy courses of action. This examination typically occurs when developing the commander's estimate and operation plans, when planning for an entirely new mission, and during extended operations. The underlying concurrent processes of IPB, risk assessment, targeting, force protection, and military deception planning provide the information that is used as part of the standardized planning in the MDMP. The MDMP helps the *commander* and staff to examine a specific situation and, by applying thoroughness, clarity, sound judgment, logic, and professional knowledge, reach a logical decision. The MDMP is the foundation on which planning in a time-constrained environment is based. The products created during the MDMP can and should be used during subsequent planning sessions when time may not be available for a thorough reexamination but where significant parts of existing information and analysis of the factors of METT-TC have not changed substantially. (See Section IV for a detailed explanation of the MDMP and the use of MDMP in a time-constrained environment.)

a. The MDMP relies on doctrine, especially the terms and symbols (graphics) consolidated in FM 101-5-1. The professional understanding of a defined common lexicon particular to the profession of arms and the Army are essential to the MDMP. Using approved terms and symbols facilitates the rapid and consistent assessment of the

situation and creation and implementation of plans and orders by minimizing confusion over the meanings of terms and symbols used in the process.

b. Using the unabbreviated MDMP provides the following advantages:

- It analyzes and compares multiple friendly and enemy COAs in an attempt to identify the best possible friendly COA.
- It produces the greatest coordination and synchronization for an operation and minimizes the risk of overlooking a critical aspect of the operation.
- It results in a detailed operation order or operation plan.

c. The disadvantage of using the unabbreviated MDMP is that it is a time-consuming process.

2-11. ROLES OF THE COMMANDER AND EXECUTIVE OFFICER

The commander is in charge of the military decision-making process. He decides what procedures within the MDMP to use in each situation, including whether or not to use collaborative planning. The commander's intent is the driving force behind the MDMP. The planning process hinges on a clear articulation of his commander's visualization. The C2 INFOSYS provide the commander with an unprecedented level and quality of information that will help focus his attention on the critical elements of the situation and enable him to better understand the environment in which he is operating.

a. The commander is personally responsible for planning, preparing, and executing operations. *From start to finish, the commander's personal role is central: his participation in the process provides focus and guidance to the staff*. However, there are responsibilities and decisions that are the commander's alone. The amount of his direct involvement is driven by the time available, his personal preferences, and the experience and accessibility of the staff. The less time available, the less experienced the staff, and the less accessible the staff, the greater the commander's involvement. When the commander is linked with his staff by the C2 INFOSYS, he is more accessible and has more tools to provide guidance and to stay involved in the process, regardless of his location within the area of operation. (See Paragraph 2-20, Decision-Making in a Time-Constrained Environment, for a discussion of increased commander involvement in the decision-making process.)

b. The commander uses the entire staff during the MDMP to explore the full range of probable and likely enemy and friendly courses of action and to analyze and compare his own organization's capabilities with those of the enemy. This staff effort has one objective: to collectively integrate information with sound doctrine and technical competence to assist the commander in his decisions, leading ultimately to effective execution. Through the use of C2 INFOSYS, the commander guides not only the staff but subordinate commanders as well and uses the C2 INFOSYS to access additional data, from national or higher echelons, to help in analyzing both the environment in which he is operating and the enemy.

c. The XO manages, coordinates, and disciplines the staff's work and provides quality control. He must understand the commander's guidance and intent because he supervises the entire process. He ensures the staff has the information, guidance from the commander, and facilities it needs. He determines timelines for the staff, establishes briefback times and locations, enforces the information management plan, and provides any unique instructions to guide the staff to completing the MDMP process.

d. By issuing guidance and participating in formal and informal briefings, the commander and XO guide the staff through the decision-making process. In a collaborative environment, the commander can extend this participation directly to subordinate commanders and staffs. Warning orders are used to facilitate parallel planning. Such interaction helps the staff and subordinates to resolve questions and involves them in the complete process. The selected course of action and its implementing operation order are directly linked to how well both the commander and the staff accomplish each step of the MDMP.

2-12. THE ROLE OF INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE

The SBCT commander deploys the cavalry squadron (RSTA) early in the planning process to facilitate early intelligence collection. However, the cavalry squadron (RSTA) should not be deployed without first considering, as a minimum, the reconnaissance and surveillance planning factors found during mission analysis (Paragraph 2-14).

a. The commander and staff analyze the information collected from the cavalry squadron (RSTA), MICO, and other ISR assets and incorporate this information into the planning process. The commander and staff ensure ISR operations are continuous while planning, preparing for, and executing the mission. Information collected during reconnaissance and surveillance may result in initial plans or courses of action being modified or even discarded. The earlier the need for modifications can be identified, the easier the modifications can be incorporated and synchronized into the plan. Further, when the plan changes, the commander must modify his reconnaissance and surveillance objective to support the new plan.

b. ISR operations assist significantly in developing courses of action. Conducted early in the planning process, it can help confirm or deny the commander's initial assessment (visualization). Information may also allow him to immediately focus on a specific course of action, or eliminate courses of action that the reconnaissance shows to be infeasible. When conducting ISR operations, the commander must determine if the benefits outweigh the risks.

Section IV. THE MILITARY DECISION-MAKING PROCESS

The MDMP is a single, established, and proven analytical process. It is an adaptation of the Army’s analytical approach to problem solving that assists the commander and his staff in describing the commander’s visualization and expressing his directives in the form of an OPLAN or OPORD (Figure 2-4). The complete MDMP is described in FM 101-5. It is a seven-step process that is summarized in this section.

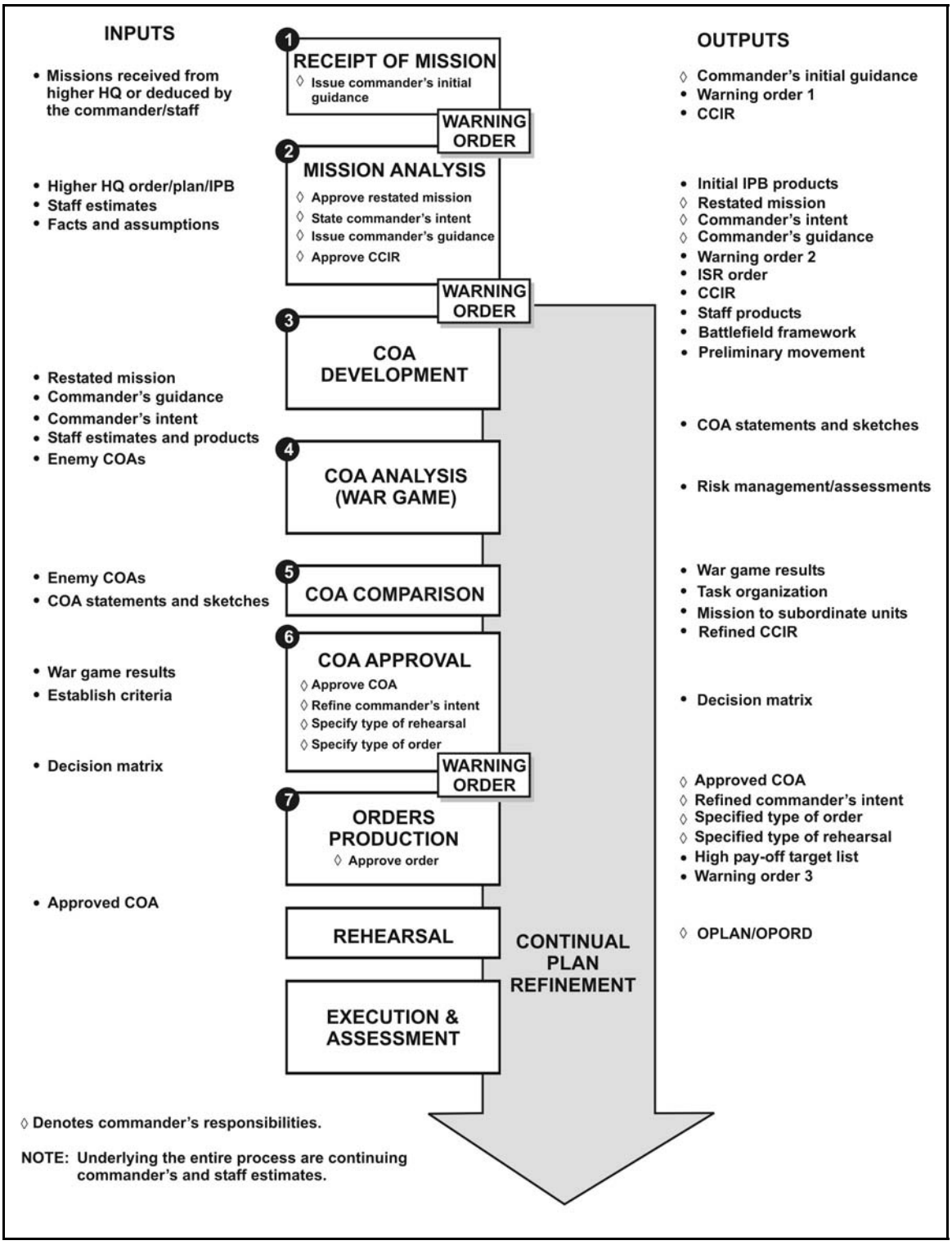


Figure 2-4. The steps in the MDMP.

2-13. RECEIPT OF MISSION

The staff receives a new mission in the form of an OPORD from a higher headquarters, or the commander recognizes an opportunity that requires a significant change to the

current operation. The staff begins to collect the data and resources necessary to conduct mission analysis. The XO develops the timeline to structure the staff's efforts, and the commander issues initial guidance to his staff that focuses them on developing initial CCIR, authorized movement, level of detail required in the MDMP, and initial ISR requirements. The result of this step is a WARNO that alerts subordinate units to an impending mission change.

2-14. MISSION ANALYSIS

Mission analysis is crucial to the MDMP. It allows the commander to begin his commander's visualization (FM 6-0). Mission analysis consists of 17 tasks, not necessarily sequential, and results in the staff formally briefing the commander. Analysis of the higher headquarters mission is the start point that generates the intelligence preparation of the battlefield (IPB) as described in FM 2-91.3. The staff analyzes the specified, implied, and essentials task laid out in the higher headquarters' order. It reviews the available assets, and identifies critical facts and assumptions. The commander makes an initial assessment of where he might take tactical risk (FM 100-14). The commander and staff identify non-tactical risk hazards and make an initial assessment of the risk level for each hazard. (See Appendix C, Risk Management and Fratricide Avoidance, and Appendix D, Environmental Concerns and Compliance.) The results of mission analysis are the initial CCIR, an ISR plan, the SBCT's mission, the commander's initial intent for the operation, and the commander's guidance for the staff on developing COAs. These products are distributed to subordinates in the form of WARNO #2 and an ISR order.

2-15. COURSE OF ACTION DEVELOPMENT

The staff develops COAs for analysis and comparison. This begins with analyzing relative combat power and generating maneuver options. The staff arrays initial forces to accomplish critical tactical tasks and develops the scheme of maneuver that synchronizes the tasks using the battlefield framework. The final result is a COA statement and sketch that clearly portrays how the SBCT will accomplish the mission and explains the scheme of maneuver. The COA statement and sketch serve as the basis for the COA analysis war game.

2-16. COURSE OF ACTION ANALYSIS (WAR GAME)

The staff develops a set of standards used to evaluate each COA. The standards may be based on the principles of war, commander's guidance, doctrinal principles for the operation being conducted, or whatever measure is deemed important by the commander. The staff conducts a war game of each COA using an action, reaction, and counteraction methodology. This allows them to view the likely outcome of the battle, allocate resources, synchronize BOS, and develop control measures. The results of each war game are assessed using evaluation criteria established by the commander and recorded for comparison against other COAs.

2-17. COURSE OF ACTION COMPARISON

The staff evaluates each COA and the advantages and disadvantages of each COA to determine which COA best accomplishes the mission without undue risk. Each COA is

briefed to the commander, and the staff makes its recommendation on the most preferred option**.**

2-18. COURSE OF ACTION APPROVAL

The commander selects a COA, modifies it as required to better meet his intent, or rejects all of them and has the staff develop new ones. The commander then finalizes his intent and CCIR based on the chosen COA. He gives guidance to the staff on the type of order to produce, rehearsals to conduct, and priorities for CS and CSS assets. The staff issues WARNO #3 reflecting these changes.

2-19. ORDERS PRODUCTION

The staff finalizes the plan based on the commander's approval guidance and prepares to publish a written order, brief an oral order, transmit a digital order, or a combination thereof. The order includes graphical overlays and staff annexes as appropriate.

2-20. DECISION MAKING IN A TIME-CONSTRAINED ENVIRONMENT

The MDMP is the foundation on which planning in a time-constrained environment is based. The products created during the MDMP can and should be used during subsequent planning sessions when time may not be available for a thorough reexamination but where significant parts of existing information and analysis of the factors of METT-TC have not changed substantially. The focus of any planning process should be to quickly develop a flexible, tactically sound, fully integrated, and fully synchronized plan that increases the likelihood of mission success with the fewest possible casualties. However, any operation may go beyond the initial plan. The most detailed staff estimates cannot anticipate every possible branch or sequel, enemy action, unexpected opportunities, or changes in mission directed from higher headquarters. Fleeting opportunities or unexpected enemy actions may require a quick decision to implement a new or modified plan.

Before a unit can conduct decision-making in a time-constrained environment, it must master all of the steps in the MDMP. A unit can only shorten the MDMP if it fully understands the role of each and every step of the process and the requirements to produce the necessary products. Training on these steps must be thorough and result in a series of staff battle drills that can be tailored to the time available. Training on the MDMP must be stressful and replicate realistic conditions and time lines. Although the task is difficult, all staffs must be able to produce a simple, flexible, tactically sound plan in a time-constrained environment. Any METT-TC factor, but especially limited time, may make it difficult to follow the entire MDMP. An inflexible process used in all situations will not work. The MDMP is a sound and proven process that can be modified with slightly different techniques to be effective when time is limited. There is still only one process, however, and omitting steps of the MDMP is not the solution. *Anticipation, organization, and prior preparation* are the keys to success in a time-constrained environment.

The commander decides how to abbreviate the MDMP. What follows are suggested techniques and procedures that will save time. They are not exhaustive nor the only ways to save time, but they have proven useful. These techniques are not necessarily sequential in nature, nor are all of them useful in all situations. What works for a unit depends on its

proficiency and the factors of METT-TC in a given situation. The commander can use these, or techniques of his own choosing, to abbreviate the process. Figure 2-5 is an example of an abbreviated MDMP outline.

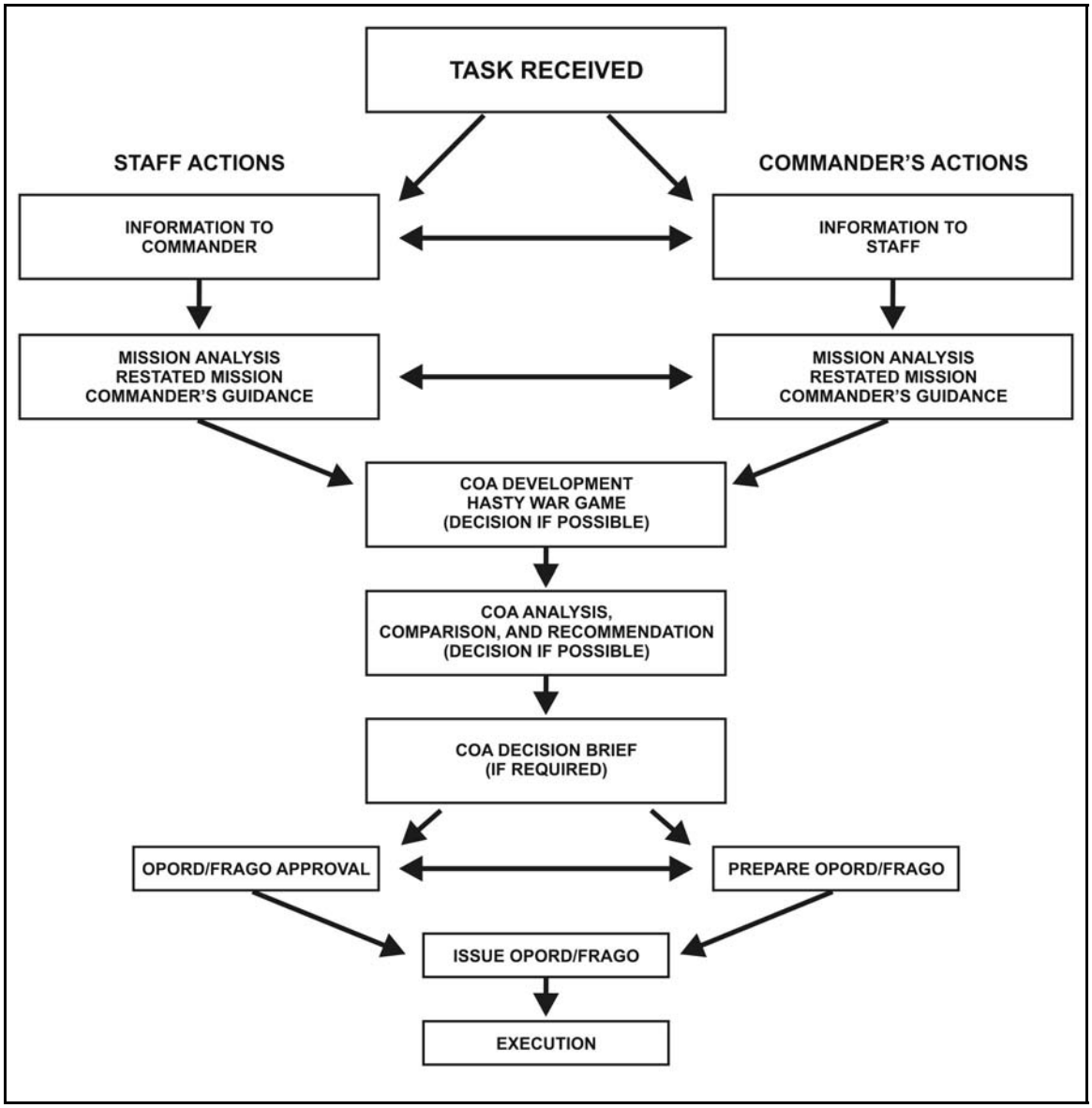


Figure 2-5. Example of an abbreviated MDMP outline.

a. **General Considerations**. The MDMP is abbreviated when there is too little time for a thorough and comprehensive application of the process. The most significant factor to consider is time. It is the only nonrenewable, and often the most critical, resource.

(1) There are four primary techniques to save time.

(a) The first is to increase the SBCT commander's involvement, allowing him to make decisions during the process without waiting for detailed briefings after each step.

(b) The second technique is for the commander to become more prescriptive in his guidance by limiting options. This saves the staff time by focusing members on those things the commander feels are most important.

(c) The third technique, and the one that saves the most time, is for the commander to limit the number of courses of action developed and war-gamed. The goal is an acceptable course of action that meets mission requirements in the time available, even if it is not optimal. He can also direct that the staff refine only one course if he has personally and mentally conducted the MDMP to come up with his acceptable course of action.

(d) The fourth technique is to maximize parallel planning. Although parallel planning is the norm during the MDMP, maximizing its use in a time-constrained environment is critical.

(2) In a time-constrained environment, the importance of warning orders increases as available time decreases. A verbal warning order now followed by a written order later (or posted to a database) is worth more than a written order one hour from now. The same warning orders used in the MDMP should be issued when abbreviating the process.

(3) In addition to warning orders, units must share all available information with subordinates, especially IPB products, as early as possible. The C2 INFOSYS greatly increase this sharing of information and the commander’s visualization through collaboration with his subordinates.

(4) While the steps used in a time-constrained environment are the same, many of them may be done mentally by the SBCT commander or with less staff involvement than during the MDMP. The products developed when the process is abbreviated may be the same as those developed for the MDMP; however, they may be much less detailed and some may be omitted altogether. Unit SOPs tailor this process to the commander’s preference for orders in this environment.

(5) When developing the plan, the staff may initially use the MDMP and develop branches and sequels. During execution, they may abbreviate the process. A unit may use the complete process to develop the plan while a subordinate headquarters abbreviates the process.

b. **The Commander's Role**. The SBCT commander decides what adjustments to make to the MDMP, giving specific guidance to the staff to focus the process and save time. If the commander has access to only a small portion of the staff or none at all, he will need to rely even more on his own expertise, intuition, creativity, and understanding of the environment and the art and science of warfare. He may have to decide on his course of action, mentally war-game the outcome, and confirm his decision to the staff all in a relatively short time. If so, his decision will be based more on his experience than on a formal integrated staff process. The commander may elect to have his staff spend most of its time developing, refining, and war-gaming his course of action rather than developing multiple courses of action.

(1) The commander should avoid changes to his guidance unless a significantly changed situation dictates major revisions. Frequent minor changes to the guidance can result in lost time as the staff makes constant minor adjustments to the plan.

(2) The commander should consult with subordinate commanders before making a decision, if possible. Subordinate commanders are closer to the fight and can more accurately portray the enemy's situation and that of their own unit. Additionally,

consulting with subordinates will give them insight into the upcoming operation and allow them to maximize parallel planning. The use of the C2 INFOSYS greatly enhances this concept of maximizing parallel planning between the SBCT and the subordinate units.

(3) In situations where the SBCT commander must decide quickly, if time is available he should contact his higher headquarters and advise them of his selected course of action because it may affect the branches and sequels that his superiors are planning. However, the SBCT commander should not sacrifice exploiting an opportunity if he cannot contact higher headquarters.

c. **The Staff's Role**. The importance of staff estimates increases as time decreases. Decision-making in a time-constrained environment almost always takes place after a unit has entered into the area of operation and has begun to execute operations. This means that the IPB, an updated COP, and some portion of the staff estimates should already exist. Detailed planning before operations provides the basis for information that the commander will need to make decisions as operations continue. Staff members must keep their estimates up to date so that when planning time is limited they can provide accurate assessments quickly and move directly into course of action development. When time is short, the commander and staff use as much of the previously analyzed information and products from earlier decisions as possible. Although some of these products may change significantly, many (such as the IPB that is continuously updated) will remain the same or require little change.

(1) The staff must use every opportunity to maximize parallel planning with the unit's higher headquarters. Maximizing parallel planning can save significant time, but if not carefully managed, it can also waste time. As a general rule, the staff must never get ahead of the higher headquarters in the planning process. The majority of the planning time should be spent developing the foundation of the plan, such as mission analysis. The staff should not develop and analyze courses of action without specific guidance and approval from higher headquarters.

(2) Collaborative planning may be used to further speed up decision-making. Collaborative planning facilitates subordinate parallel planning and takes advantage of the subordinates' intimate knowledge of their area of operation and associated threats and opportunities. Collaborative planning among staffs is plausible; however, there will often be tension between taking a commander away from an ongoing fight and the need to involve him in collaborative planning. Only the SBCT commander can determine which takes precedence and require a subordinate commander to participate in a collaborative planning session.

d. **Receipt of Mission**. This part of the process does not change in a time-constrained environment. However, the commander decides at this step whether or not to abbreviate the MDMP and, if so, specifies how he wants to do it.

e. **Mission Analysis**. The commander's direct involvement is essential to saving time during mission analysis. He must personally supervise and manage the mission analysis. If time is not available to conduct a detailed mission analysis, the commander, his staff, and subordinate commanders (if collaborative tools are available) will rapidly perform mission analysis. In extreme circumstances, mission analysis may be a mental process conducted by the commander and key staff. *This should be the exception rather than the norm.*

(1) The IPB process requires constant attention. Many delays during mission analysis can be traced to poorly conducted IPB. The S2 must quickly update the IPB based on the new mission and changed situation. This is critical to focus the cavalry squadron (RSTA) and other ISR assets early to collect information that confirm adjustments to the initial plan. Event templates must be as complete as possible prior to the mission analysis briefing. Because event templates are the basis for war gaming, they must be constantly updated as new information becomes available.

(2) Staff officers conduct as formal a mission analysis briefing as time allows. However, they may be forced to brief their estimates orally, covering only information that has changed from the last staff estimate, placing the remainder of the information on a shared database. When severely time-constrained, they brief only critical information that directly affects the new mission. If the commander has been directly involved in the mission analysis, he may decide to skip the mission analysis briefing completely.

f. **Commander's Guidance**. One way to save time is in the issuance of the commander's guidance. The elements of the commander's guidance may be the same as the MDMP, but the guidance is much more detailed and directive. The commander can provide detailed information outlining what he expects in each course of action developed, including tentative task organization, decision points, and scheme of maneuver. He may also determine which enemy courses of action he wants to war-game against as well as the branches or sequels he wants incorporated in each course of action. Detailed guidance keeps the staff focused by establishing parameters within which to work. Commander's guidance must be constantly reviewed and analyzed. As the situation changes and information becomes available, the commander may need to update or alter his guidance. This type of detailed guidance limits the staff's flexibility and initiative to save time, but it allows the staff more time to synchronize the course of action during the war gaming session. Once the guidance is issued, the staff immediately sends a WARNO to subordinate units. Alternatively, if subordinate commanders and staffs are part of a collaborative process, they will get this updated guidance during the collaborative session. However, the staff must still capture this guidance and publish it in a WARNO.

g. **Course of Action Development**. A significant amount of time is gained by increased commander involvement in course of action development, resulting in detailed and directive commander's guidance. The greatest savings in time for the MDMP comes from the commander directing the staff to develop only a few courses of action (or a single course of action) instead of many.

- The commander and selected staff (to include selected subordinate commanders and staffs, if collaborative tools are available) save additional time by conducting a hasty war game once the courses of action are developed.
- From the hasty war gaming session, the commander can make an early decision, allowing him to refine his course of action and make any necessary adjustments prior to the detailed war game.
- The hasty war game can also be used to select a single course of action for further development. It allows the staff to concentrate on synchronizing the course of action rather than on continuing to develop it during the detailed war gaming session.

- When time is severely limited, the quickest process comes from the commander personally deciding to immediately begin developing one COA, with branch plans against the enemy's most probable course of action.
- The commander determines which staff officers are critical to assist him in this process, depending on the type of operation being planned. As a minimum, he normally includes the XO, S3, S2, and ECOORD.
- Limiting the number of COAs is a risky approach and provides the staff with little flexibility to apply its creativity and to explore options.

h. **Course of Action Analysis**. The commander and staff must war-game the courses of action to ensure all elements are fully integrated and synchronized. An early decision to limit the number of courses of action to be war-gamed, or to develop only one course of action, saves the greatest amount of time in this process. When war-gaming the courses of action, it is best to do so against all feasible enemy courses of action. At a minimum, the actions at the decisive point must be war-gamed against the enemy's most probable course of action. The commander's direct involvement saves significant time in this step by allowing the staff to focus on only the most essential aspects of the war game.

- The commander can supervise the war gaming session and be prepared to make decisions, provide guidance, delete unsatisfactory concepts, and assist in keeping the staff focused.
- The commander must always assess risk. He must evaluate the course of action to ensure it will not render the force incapable of anticipated operations or lower the unit's combat effectiveness beyond acceptable levels.
- The commander and staff must identify and prioritize the critical events they want analyzed. Analyzing essential tasks can identify these critical events.
- Staff officers save time if they specifically define and limit the evaluation criteria before they begin the war gaming session.
- The commander can greatly increase effectiveness by specifying the most critical factors to his selected course of action and their weighting.
- The staff works to support the commander's plan. If the staff determines that it cannot support the commander's plan, a new course of action must be developed.
- The use of recorders is particularly important. The INFOSYS greatly simplify this process as information can be entered in preformatted forms in shared databases that represent either briefing charts or actual appendices to orders.
- The location used for the war gaming session must be prepared and configured by the time the staff is ready to conduct the war gaming session.
- Automated briefing products must be updated, digital terrain maps for the area of operation loaded in the appropriate INFOSYS, and automated tools for war-gaming must have correct data entered.
- When only one course of action is developed, the purpose of the course of action analysis is to verify, refine, synchronize, and integrate the commander's course of action and recommend modifications as necessary.

In a severely time-constrained environment, and if digital tools allow, units may combine the war gaming process with the rehearsal in a virtual environment, including both the command and staff and subordinate commanders and staffs.

i. **Course of Action Comparison**. If the commander decides to war-game only one course of action, or if he chooses one during the war gaming session, no course of action comparison is needed. If multiple courses of action have been war-gamed and the commander has not made a decision, the staff must conduct the course of action comparison. Limiting the evaluation criteria and weighting factors is the only significant shortcut in this step.

j. **Course of Action Approval**. If the commander has observed and participated in the planning process, the decision may be rapidly apparent and the commander can make an on-the-spot decision. If the commander has not participated in the process to this point, or has not made a decision, a decision briefing is required. Good course of action comparison charts and sketches assist the commander in visualizing and distinguishing between each course of action. The staff must ensure the courses of action meet the course of action criterion, *Complete*. Time can also be saved by limiting the course of action briefing to only the decisive action and or selected critical points. If only one course of action was developed, no decision is required unless the developed course of action becomes unsuitable, infeasible, or unacceptable, in which event another course of action must be developed.

k. **Orders Production**. In a time-constrained environment, time is important and a verbal FRAGO may be issued first versus a written order. However, the staff must capture all the information in any verbal orders and warning orders and post a written order in a shared database to follow up on any previously issued orders. Once the decision is made not to issue a verbal order, the staff immediately sends out a WARNO.

Section V. PREPARING FOR OPERATIONS

The SBCT's preparation activities improve its ability to successfully conduct contemplated operations. At a minimum, these activities include: plan refinement, rehearsals, reconnaissance and surveillance, coordination, inspections, and movement. Preparation occurs anytime the SBCT is not executing. Ideally, preparation begins with the receipt of an order (as does planning) and ends as execution begins. Assessment during preparation monitors the progress of readiness to conduct operations. The commander evaluates preparations against his criteria for success to determine variances and to forecast the significance of those variances for mission accomplishment.

2-21. INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE

Intelligence, surveillance, and reconnaissance integration is fundamental to information superiority. Effective ISR synchronization and coordination eliminates unit and functional collection efforts that are conducted in isolation and which prevent the collective sharing and processing of information and intelligence.

- Intelligence is the product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas and information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding.
- Surveillance involves continuously observing an area to collect information. Wide-area and focused surveillance provide valuable information.

- Reconnaissance assets collect information and can validate current intelligence or predictions. Reconnaissance units, unlike other units, are designed to collect information.

During preparation, the SBCT commander answers his CCIR and improves his knowledge about the enemy and terrain through the cavalry squadron (RSTA) and other ISR assets that may be available to him. An ISR operation is planned and executed with the same level of importance as any operation. Reconnaissance and surveillance is not a static, one-time effort that achieves a single goal and then ends. As the cavalry squadron (RSTA) and other ISR assets gather information (answering the CCIR), the staff should modify the collection plan to account for new information requirements and to redirect efforts to collect additional information. The commander and staff must continuously review intelligence products against the current situation; they redirect the cavalry squadron (RSTA) or other ISR assets to focus on the most important unknowns remaining, emphasizing the current CCIR. The SBCT commander must balance his need for information with the ability of the cavalry squadron (RSTA) to gather it, the risk to the cavalry squadron (RSTA) during collection, the ability to sustain the cavalry squadron (RSTA) over time and distance, the requirement to have the cavalry squadron (RSTA) available at critical times and places to support the decisive action, and the availability (time, type, and quantity) of other ISR assets. (See Chapter 3, ISR Operations.)

2-22. SECURITY

Security measures taken during preparation prevent surprise and reduce uncertainty through local security and OPSEC. Local security and OPSEC prevent the enemy from discovering the SBCT's plan and protect the force from unforeseen enemy actions. The goal in conducting security operations is to prevent the enemy from gathering EEFI. Security operations are a dynamic effort that anticipates and prevents enemy intelligence-gathering efforts.

2-23. FORCE PROTECTION

Force protection includes air and missile defense; nuclear, biological, and chemical defense; antiterrorism; defensive information operations; and security to operational forces and means. Unable to challenge the Army in conventional combat, adversaries seek to frustrate Army operations by resorting to asymmetric means, weapons, or tactics. Force protection counters these threats. The SBCT uses skillful and aggressive counterintelligence and threat assessments to decrease the vulnerability of friendly forces. Dispersion during movement helps reduce losses from enemy fires and asymmetric actors. Camouflage discipline, local security, and field fortifications do the same. Protection of electronic links and nodes is vital to protecting information, information systems, and soldiers. The commander and staff develop and initiate actions during planning but conduct the actions during preparation and execution.

2-24. REVISE AND REFINE THE PLAN

The SBCT commander adjusts plans based on new information. The enemy is also acting while the SBCT is preparing for an upcoming operation. As assumptions prove true or false, as the cavalry squadron (RSTA) (or other ISR assets) confirm or deny enemy

actions and dispositions, and as the status of subordinate units change, the SBCT commander determines whether the new information invalidates the plan, requires him to adjust the plan, or validates his plan.

2-25. COORDINATION AND LIAISON

During preparation, the SBCT conducts necessary coordination with higher, lower, adjacent, and supporting units. This may include sending and receiving liaison teams. Coordination includes the establishment of all communication links to guarantee continuous contact during execution. This is especially critical when the SBCT is a subordinate element of an organization that lacks the C2 INFOSYS and when units who lack the same INFOSYS are subordinated to the SBCT. Coordination is essential for synchronization during execution.

a. **Coordination**. Exchanging information is critical to successful coordination. Coordination may be both internal and external. Internal coordination occurs within the SBCT staff. External coordination involves subordinate and supporting units and or staffs and higher headquarters. External coordination is sometimes referred to as "collaborative planning." Coordination has four objectives.

(1) It ensures an understanding of the commander's intent and an understanding of subordinate and supporting unit roles.

(2) It ensures that all affected and interested personnel have been consulted or informed so they may respond as desired or adjust their plans and actions.

(3) It avoids conflict and duplication of effort among subordinate units, reducing the risk of fratricide and the expenditure of resources.

(4) It ensures that the commander and staff consider all relevant factors and effectively employ all available assets.

b. **Liaison**. Liaison provides a means of direct communications between headquarters. Liaison may begin with planning and continue throughout preparation and execution.

2-26. REHEARSALS

The intent of a rehearsal is to practice actions to improve performance during execution. The extent of rehearsals depends on the time available. Rehearsals allow participants to become familiar with the plan and to translate the plan into a visual impression that orients them to the environment and other units when executing. Rehearsals imprint a mental picture of the sequence of key actions within the upcoming operation. Rehearsals also provide a forum for subordinate and supporting leaders to coordinate. Rehearsals emphasize times, locations, and solutions for coordinating actions to achieve synchronization at critical points during execution.

Section VI. EXECUTION

Execution is putting a plan into action by applying combat power to accomplish the mission using INFOSYS to assess progress and make decisions. Inherent in the dynamic nature of execution is deciding to execute planned actions as well as deciding to adjust the plan based on changes in the situation. Combining the art of command and the science of control is most evident during execution. The commander exercises judgment and initiative continuously, assessing the situation and making decisions, often with

incomplete, conflicting, and vague information. During execution, the commander uses his visualization, continuously updated with a current COP, to assess the progress of operations. His CCIR, continuously updated during the operation, guides his information updates. Decision-making during execution follows an "assess, decide, and direct" model, with the MDMP at its core.

2-27. THE COMMAND AND CONTROL SYSTEM DURING EXECUTION

During execution, the command and control system (Paragraph 2-5) must continuously manage RI. It must compare the COP against the commander's intent, identify variances from the plan, and recommend solutions for the commander to decide, correct, or exploit the variances. Finally, the command and control system must direct actions to execute decisions to counter unforeseen enemy or friendly actions or to exploit opportunities.

2-28. ADAPTING TO CHANGES

The SBCT uses one of two methods to adapt to changes. The first method begins during planning and consists of anticipating changes and developing branches and sequels to the plan to deal with them. Anticipating changes does not end with planning; it continues throughout preparation and execution. The second method of adapting to changes is improvising, taking action, or adopting solutions to unforeseen changes during the operation. While improvisation is not the preferred method, situations frequently arise requiring its use. The real difference between the two methods is time. Anticipation occurs when the enemy actions are foreseen early enough to develop an analytical response. Improvisation occurs when the enemy action is unexpected and does not allow time for formal planning of a response.

2-29. ASSESSMENT

Assessing an operation during execution is an essential and continuing task. It is a deliberate comparison of forecast outcomes to actual events, using the commander's criteria for success to judge operational success at any point during the operation. The commander and staff assess the probable outcomes of the ongoing operation to determine whether changes are required to accomplish the mission, to react to unforeseen threats, or to take advantage of unforeseen opportunities. The commander uses SU to assess the ongoing operation rather than to decide among various courses of action to determine if the current plan is (or is not) still valid.

a. **Monitoring the Operation**. The commander and staff monitor the ongoing operation to determine if it is progressing satisfactorily according to the current plan (including any FRAGO that may have modified it). The staff monitors the various facts and assumptions that were the basis of the plan to ensure these remain valid or to see if there is a need for new facts and assumptions that might affect current and future operations. Monitoring uses RI to develop a clear understanding of the SBCT's current state in relation to the enemy and the environment. The staff processes this RI and presents it to the commander as a clear operational picture.

b. **Evaluating the Criteria for Success**. The commander and staff continue to evaluate the commander's criteria for success during execution. The staff must continuously update its estimates and its source of assessment to supplement and support the commander's visualization. Assessing success results in two outcomes.

(1) The operation is progressing satisfactorily and observed variances between expectations and the current situation are minor or within acceptable levels. Progress meets the commander's intent and the concept of operations is still relevant to the situation. The result is that the operation continues as planned and leads to decisions foreseen by the plan.

(2) The operation as a whole is not proceeding according to expectations. The observed variances endanger the success of the operation. This assessment can result from unforeseen enemy successes or friendly failures, and it also can result if performance of critical indicators is much better than expected, presenting a significant opportunity to the SBCT. The commander makes a decision to eliminate the threat or to take advantage of the unforeseen opportunity.

2-30. DECISIONS

The SBCT commander should not hesitate to modify his plan if it is necessary to save the force, to accomplish the mission, or to achieve greater success. Adhering to a plan when the situation has changed might waste resources and opportunities. The flexibility to adapt to changing situations is the hallmark of a good commander. The SBCT must train to take advantage of unforeseen opportunities and to leverage the C2 INFOSYS to disseminate decisions quickly. Deciding during execution consists of two basic types of decisions: execution decisions and adjustment decisions.

a. **Execution Decisions**. These decisions implement anticipated actions and are directed by the order. The most basic form of this type of decision is applying combat power or conducting activities as outlined within the plan, or within the commander's intent. Executing branches and sequels are execution decisions.

(1) ***Critical Routine Functions.*** The SBCT must accomplish routine tasks during execution. Although these tasks occur routinely, the commander must consciously consider them during execution. Failure to consider these routine tasks can waste resources, squander opportunities, or lead to mission failure.

(a) *Conduct Continuous ISR Operations.* ISR operations are a continuous process that feed the commander information to assist his decision-making. The SBCT commander should never keep the cavalry squadron (RSTA) and other ISR assets in reserve. During execution, these assets should be focused on answering the commander's CCIR and looking for opportunities for the SBCT to exploit.

(b) *Adjust IR and CCIR Based on the Situation.* The commander and staff must continue to review the CCIR during execution. The staff continues to analyze IR against the mission and updated commander's intent to identify those indicators that may directly affect the commander's decision-making. As CCIR are answered or the situation changes, the commander must develop new CCIR. The staff must disseminate these new CCIR to subordinate and supporting units. The staff must develop a new collection plan and allocate assets (cavalry squadron [RSTA] or other ISR assets) to answer the commander's new CCIR.

(c) *Track the Battle.* Battle tracking monitors designated elements of the COP that are tied to the commander's criteria for success. Battle tracking requires special attention on the part of all staff officers. The XO and S3 must continue to monitor the progress of movement and recommend changes as required.

(d) *Refine the Targeting Process*. The commander's decisions provide the basis for targeting decisions made in support of the continuing operation (execution). The commander remains alert to situations when he must give or modify targeting guidance to the staff. His guidance will synchronize the targeting process to continue achieving effects (lethal and or non-lethal) on the enemy.

(e) *Manage the Movement and Positioning of Combat Support and Combat Service Support Units.* Massing the effects of combat power at a decisive point requires not just the maneuver of combat forces but also the movement of combat support and combat service support forces. Using combat support and combat service support forces to shape must not interfere with the movement of combat forces to the decisive point. In the heat of executing a mission, it is easy to lose sight of the time required to reposition combat support and combat service support forces. The commander and staff must ensure that the movement of combat units does not outpace the movement of combat support and combat service support units. The commander's visualization should include the time required to move all of the SBCT assets to get to the right place at the right time.

(f) *Continue Terrain Management.* The SBCT must carefully track the location and land utilization of all units within the area of operations. Deconflicting land use among units in the SBCT's area of operations is difficult but necessary during execution. The staff must ensure that adequate space, including the use of routes, is available at the right time to support critical activities. The commander's visualization should determine what space is required for what force at what time to support the decisive action.

(2) ***Planned Actions.*** The commander or staff must recognize that a particular event or action directed by the OPORD has met preconditions (events or triggers) for execution and direct the execution of this planned action. Modifying planned actions to fit the current situation is still considered a planned action. Branches and sequels to an order (or plan) are planned actions.

b. **Adjustment Decisions**. Adjustment decisions modify the plan to respond to unanticipated threats or opportunities. Typically, a commander's adjustment decision requires further synchronization across the BOS. The commander describes his visualization of the adjustment through additional guidance. He must pay particular attention to the effects of adjustment decisions on targeting and give sufficient guidance to support the targeting process. Adjustments take one of three forms: reallocation of resources, changing the concept, and changing the mission.

(1) ***Reallocation of Resources.*** The simplest adjustment is to reallocate resources. The commander can allocate additional combat support or reinforce a combat unit with additional combat forces. The commander should reinforce success if it creates the opportunity for more success.

(2) ***Changing the Concept***. Changing the concept of the operation adjusts the way in which the operation is conducted without changing the mission. Most often, this modifies the decisive action to exploit an unforeseen opportunity or to counter an unexpected threat. The commander's most important adjustment decision is the commitment of the reserve. Employing the reserve successfully requires anticipation and visualization. These allow the commander to task-organize, position, and move the reserve force in a manner that minimizes any loss of momentum with its commitment.

(3) ***Changing the Mission***. The commander may opt to change his mission if, during execution, he sees that he cannot resolve a problem to accomplish his mission by

reallocating resources or changing the concept. He should only do this as a last resort, and the change to the mission must still accomplish the higher commander's intent. Synchronizing the SBCT's new actions is the greatest problem this type of decision presents.

(4) ***Adjustment Decision Methods.*** When making adjustments to a unique or complex situation, and if time is available, the MDMP is preferred. When there is not sufficient time for the MDMP or during fast-paced combat operations, decision-making may become more intuitive for the commander. Intuitive (or recognition) decision-making emphasizes the commander's knowledge, judgment, experience, education, intellect, boldness, perception, and character.

(a) *Using the MDMP*. The commander may opt to use an abbreviated MDMP, focusing the staff on one course of action. This method also uses intuitive decision-making. It begins with the commander using his current SU to visualize and mentally formulate a single course of action that solves the unforeseen problem. He directs the staff to analyze and refine the COA. The commander resolves any inadequacies the staff detects through its analysis by revising or modifying the given course of action rather than developing a new one.

(b) *Recognition Decisions.* This type of decision-making requires the greatest involvement of the commander and the least involvement from the staff. It relies on the commander's experience in the use of intuitive decision-making to be successful. The commander visualizes the solution to a problem immediately, with little or no analysis of alternatives or outcomes necessary. Recognition decisions do not necessarily follow the MDMP; however, the commander's decisions are well grounded in an understanding of the enemy and terrain, the updated commander's estimate and staff estimates, and the OPORD that began the operation. This approach focuses on SU, assessing significant variances, and selecting and or refining an acceptable decision mentally instead of comparing multiple options to select the optimal answer.

2-31. DIRECTING ACTION

Any decision to change a plan requires a change in the application of combat power and a resynchronization to mass effect on the enemy. The SBCT commander must direct action that applies combat power to effect execution or adjustment decisions. The FRAGO is the normal means to direct changes during execution. The C2 INFOSYS give the command and control system the capability to automate orders (and graphics) production and dissemination, especially for execution decisions that use data and information stored on a shared database.

a. **Synchronize Operations**. After the SBCT commander makes a decision during execution, his staff must resynchronize the ongoing operation to maximize the application of combat power against the enemy. This resynchronization includes informing subordinates, integrating assets, incorporating the decision into the targeting process, and deconflicting subordinate actions. The staff uses the INFOSYS to reduce duplication, confusion, and problems that may occur from the change. Resynchronization should be used only to the extent required to ensure mission accomplishment. Excessive synchronization may waste valuable resources and opportunities.

b. **Maintain Continuity**. Continuity (fewest changes) allows for a greater chance of successful execution. Continuity does not inhibit flexibility; the SBCT commander and

his staff should only make changes to current operations necessary to solve a problem. Maintaining the current plan as much as possible allows subordinates to focus on only a few discrete changes. The commander and staff should avoid changes that may preclude options for future operations.

CHAPTER 3

INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE PLANNING

The Army has conducted reconnaissance and surveillance tasks since its inception. The production of intelligence (the product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning an enemy force or area of operation) has always been critical to successfully accomplishing the mission. ISR is the term currently applied to a combined arms enabling operation that combines what has previously been described as reconnaissance and surveillance (a maneuver or collection task) with the production and dissemination of intelligence (a staff task). ISR is a constant, continuous, and optimized operation that focuses on the collection of relevant information that is analyzed to create intelligence to support the commander's and or leader's situational understanding and the operational cycle.

This chapter is intended to serve as a guide to understanding the ISR operation and its associated planning process. Staff planners need to understand the relationships between IPB, collection management, and the decision-making process to successfully plan effective ISR operations. The information presented in this chapter is arranged and discussed sequentially to reflect the order of these processes.

Section I. THE MDMP AND THE ISR OPERATION

Intelligence, surveillance, and reconnaissance operations are used to collect information about the enemy, terrain, weather, and other aspects of the AO that will affect friendly combat operations.

3-1. OVERVIEW

Within the SBCT, ISR combines the *product* (intelligence) with the information-gathering *actions* of reconnaissance and surveillance. ISR operations are conducted to answer information requirements (for example, confirmation or denial of enemy courses of action, targeting information) and maintain the SBCT common operational picture. Additionally, ISR goes a step further to facilitate situational understanding. Where reconnaissance and surveillance answered the "what," "where," and "when" on the battlefield, ISR has the additional requirement of answering "why." The two primary organic ISR elements of the SBCT are the cavalry squadron (RSTA) and the MI company.

a. While not mutually exclusive, the following characteristics describe successful ISR operations:

- Enabling operation.
- Combined arms operation.
- CCIR-focused.
- Continuous operation.
- Facilitates commander's visualization and decision-making.

- Facilitates the application of the other four elements of combat power.
- Orients on the area of operations.
- Requires a staff or analysis capability.

b. The ISR process is driven by IPB and centers on the commander's information requirements. The ISR synchronization matrix serves as the baseline for ISR operations and as a guide for preparation of the ISR OPORD. The SBCT staff develops and monitors the ISR tasking matrix, with input from commanders and other staff members. The SBCT S3 and staff, in conjunction with the cavalry squadron (RSTA), develop the ISR OPORD, and the commanders implement it. The ISR OPORD must be synchronized with current and future operations. The ISR OPORD must provide for the rapid shifting and diversion of resources as the situation develops or alters or as tasks and requirements are satisfied.

c. The IPB process is integral to the development of the ISR plan. The IPB process will not be discussed in detail in this chapter. FM 34-130, FM 34-2-1, and FM 34-80 contain additional information on the IPB process, collection management, and ISR planning.

3-2. RESPONSIBILITIES

The SBCT XO or S3 should designate an *ad hoc* ISR planning cell to conduct planning and dissemination of ISR orders. In the past, development of the ISR plan habitually fell on the SBCT S2 since he normally coordinated ISR assets and was the primary user of ISR products. With the advent of national and tactical intelligence sensors, an increased emphasis is being placed on the S2 and his ability to fuse both national and tactical intelligence to target enemy units and disseminate the results. This will allow the commander to place indirect fires on the enemy to impede, harass, or attrit him, then employ maneuver forces to destroy him.

a. **S2.** The SBCT S2 and S3 must work in concert with the entire staff and cavalry squadron (RSTA) to identify collection requirements and implement the ISR plan. The S2 determines collection requirements and develops the ISR matrix with input from the staff BOS representatives and continues to work with the staff planners to develop the ISR order.

(1) The S2 section coordinates with subordinate units, primarily the cavalry squadron (RSTA), infantry battalions, and MI company in development of the ISR plan in order to meet the needs of the subordinates and the commander. Coordination with higher headquarters is essential to ensure that higher collection tasks are met and that the ISR effort at all echelons is integrated.

(2) The S2 and S2x identify those ISR assets (HUMINT, imagery intelligence [IMINT], measurement and signatures intelligence [MASINT], or signals intelligence [SIGINT]) which can provide answers to the commander's PIR and CCIR. Assets required to answer the commander's intelligence requirements may be tasked within the SBCT or they may be requested through the SBCT S2 to the G2 at division, joint task force (JTF) headquarters, adjacent units, and cooperating forces.

b. **S3**. The S3 is the primary ISR integrator within the SBCT. He coordinates and directs the ISR operations planning and execution. Through the plans cell, the S3 collaboratively plans the ISR operation and ensures its synchronization with the full support of all the SBCT's capabilities. The S3 should appoint a battle captain from the S3

section as the ISR battle captain, whose sole duty is to implement, track, and synchronize support to and for ISR operations.

c. **ISR Battle Captain**. The battle captain works closely with the S2, collection manager, and cavalry squadron (RSTA) staff planners during execution of the ISR operation. He must, therefore, have a total understanding of all intelligence gathering assets, their tasks, and status. On execution of the ISR OPORD, he monitors task compliance and, as required, works with the S2 and collection manager to ensure that all intelligence gaps and requirements are covered by an ISR asset. For example, he may re-task assets to observe a named area of interest (NAI) which cannot be covered by an in-place asset (such as a RSTA reconnaissance platoon) due to restrictive terrain, or he may re-task assets to replace a destroyed collector. The battle captain must understand the functionality of the digital systems with which he will work as well as the automated tools at his disposal to accomplish ISR synchronization. (See FM 2-19.401/ST, *Digital Brigade Intelligence Operations,* Chapter 2.) He should have the authority to coordinate, task, and support ISR assets as required; he monitors the implementation of the current ISR order, directing changes as required.

d. **Fires and Effects Coordination Cell.** The FECC coordinates the lethal and non-lethal effects that will support the conduct of the SBCT's ISR operations. Early positioning of assets in the ISR planning process is critical and should be treated as a battle drill within the unit's tactical SOP for ISR operations.

e. **Maneuver Support Cell**. The SBCT commander will often require information concerning the trafficability of roads, bridges, and urban areas. The maneuver support cell must be able to not only support the units conducting ISR operations but also direct subject matter experts to answer information requirements for the commander.

f. **S4**. The S4 directs and synchronizes the logistical support of the SBCT ISR operation.

g. **BSB**. The BSB positions assets to support the cavalry squadron (RSTA) and other SBCT assets conducting ISR operations within the AO. These include emergency classes of supply (such as Class III, Class IV) and medical assets.

3-3. ISR PLANNING

ISR operations require a continuous, collaborative, and parallel planning process between the SBCT staff and the cavalry squadron (RSTA) and MICO. The following paragraphs present a generic outline of how this collaboration could work.

a. Upon receiving initial ISR guidance from the brigade (for example, general concept of the impending mission, initial information requirements, time constraints), the cavalry squadron (RSTA) staff identifies the tools and techniques required to answer PIR and CCIR for the brigade commander. In collaboration with the SBCT staff, it integrates other brigade assets into an overall ISR plan. That plan forms the basis for the squadron internal OPORD and drives early employment of RSTA and brigade assets to answer information requirements that are then fed back into the MDMP to refine and focus the emerging SBCT operation order. Critical to successful ISR operations is the early identification of information requirements within the MDMP cycle. These requirements may change over time, but the SBCT's ISR assets (for example, the cavalry squadron [RSTA]) will be postured to adjust to the changing information demands.

b. In order to support an ISR OPORD, the initial ISR plan is developed early during the decision-making process (Figure 3-1). The ISR plan for the next operation should be developed for implementation as a portion of the later phases of the current operation. Time is the critical factor. The all source analysis system-remote work station (ASAS-RWS), maneuver control system (MCS), and other digital systems greatly enhance the SBCT's ability to conduct parallel planning to assist in overcoming the time limitations placed on the staff. The RSTA and other assets must receive the SBCT plan early enough to conduct their own planning and rehearsals to achieve the desired results.

c. The SBCT commander must be intimately involved in the ISR planning process and must quickly and clearly articulate his CCIR to the staff. He charges the XO, S3, S2, and other key staff officers with preparation of the ISR plan and development and dissemination of the ISR OPORD (Figure 3-2, page 3-6). Once the ISR plan is formulated and the ISR OPORD executed, the CCIR and PIR drive any modifications needed to answer intelligence requirements. If required, modifications to the ISR OPORD will be identified by the S2 and staff and executed by the S3.

d. From an ISR perspective, ISR planners need to know what intelligence assets (for example, sensors) are available to them as well as their capabilities and limitations in fulfilling needed intelligence requirements since these are critical to successful ISR operations. See Section IV for a list of collectors, processors, and dissemination systems available to the SBCT in support of ISR operations.

e. ISR operation planning requires several subtle changes from the historical reconnaissance and surveillance planning conducted by legacy forces. Once the SBCT commander perceives or receives a new mission, he and the SBCT staff develop the initial information requirements to support it. This guidance is delivered to the cavalry squadron (RSTA) as soon as it is available and may or may not be formally published in a WARNO. The SBCT S2 conducts an initial assessment of the initial requirements to determine what SBCT-level assets (MICO, S2x, for example) can fill them. Requirements appropriate for the assets of the cavalry squadron (RSTA) and MICO are forwarded for their refinement and planning.

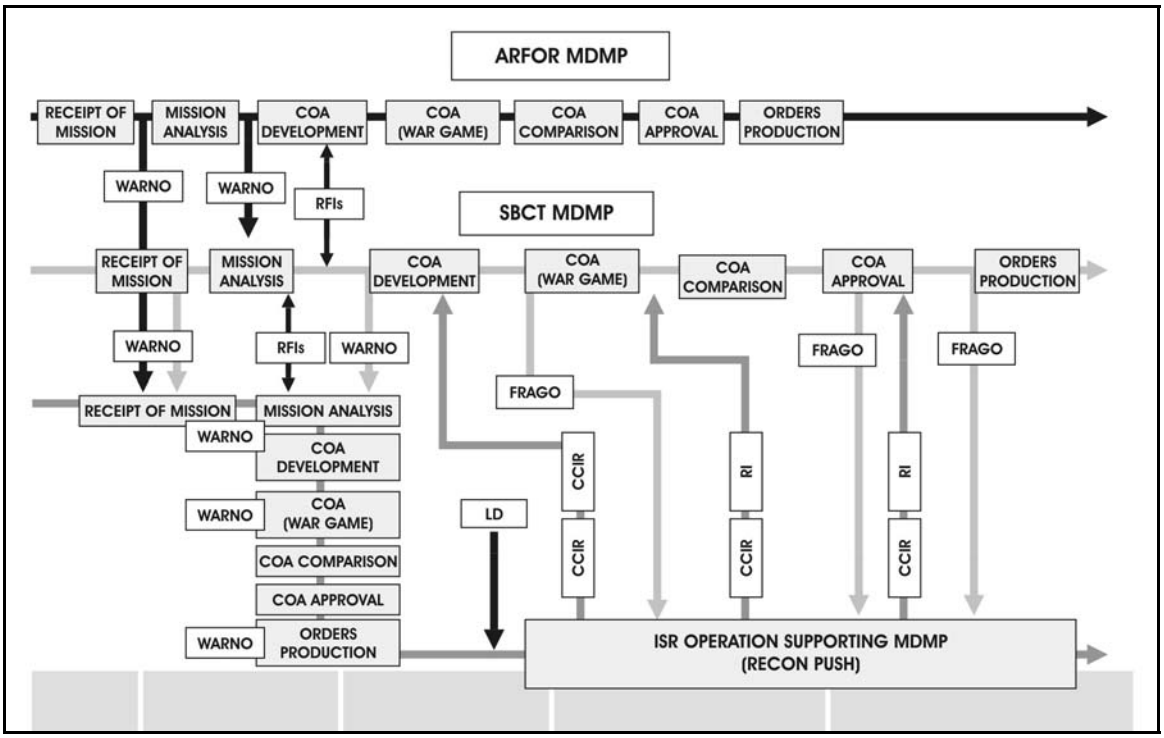


Figure 3-1. The ISR decision-making process.

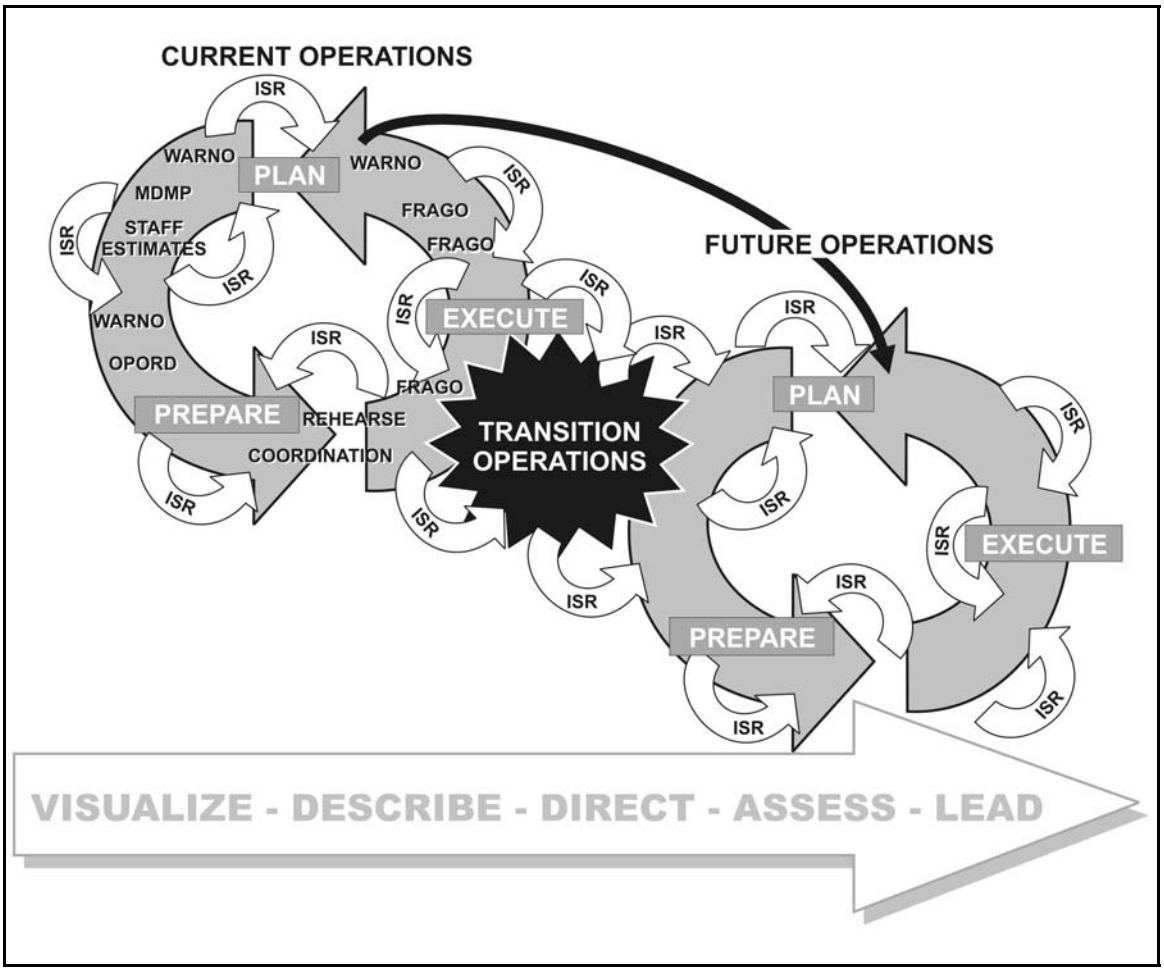


Figure 3-2. The planning cycle.

3-4. ISSUE THE WARNO

The commander and his staff need not wait until planning is completed before issuance of the WARNO. Operations can commence with minimal information needed to set the operation in motion and details related to the operations provided in the ISR OPORD. The WARNO should include a sufficient amount of detail related to ISR activities to allow ISR planning to commence and allow the squadron and battalion commanders to begin their planning process (MDMP). At a minimum the WARNO provided to the cavalry squadron (RSTA), infantry battalions, MICO, and attached ISR assets should include the task organization, the zone or AO the ISR assets will operate in, CCIR, and an initial location of any critical operations identified by the commander. If this information is not available at the time the WARNO is issued, the S3 may prepare and issue a second WARNO.

3-5. DEVELOP AND ISSUE ISR ORDER

After receiving the WARNO, the cavalry squadron (RSTA) commander and staff then develop a more detailed ISR plan. This should be accomplished in a collaborative manner with the SBCT plans cell, allowing the plan to develop as an SBCT operation. Once the plan is completed, it is recommended that an ISR planning meeting be held (either

virtually or in person) at the SBCT level. This will allow the SBCT staff (under the direction of the XO or S3) to integrate and synchronize the cavalry squadron (RSTA) plan at the SBCT level. All members of the SBCT staff should be represented at the meeting to provide for a true combined arms effort focused on answering the SBCT commander's information requirements.

a. Once the ISR plan is completed, it is communicated to the SBCT in the form of a WARNO. The order should not be tied to a specific timeline within the SBCT's planning process, as its publication will be situation dependent. However, the ISR plan must be communicated to provide for enough time to posture the SBCT's assets to support the information needed for COA development and analysis. This would normally require the issuance of the order prior to the SBCT's mission analysis brief to the commander. As CCIR and other information requirements are answered and changed, the SBCT plans cell and cavalry squadron (RSTA) staff adjust the ongoing ISR operation to support the new needs.

(1) Once the adjustments are made (such as new NAIs, changes in effects support, movement of logistical assets), the SBCT plans cell publishes it as an additional WARNO. To those units already executing the ISR operation, this order may appear more as a FRAGO; however, within the SBCT planning process it remains a WARNO. These orders are published as necessary to maintain the ISR operational focus of the SBCT. They include the ISR instructions found within the SBCT's OPORD.

(2) ISR operations continue throughout the SBCT's execution of the mission and are re-focused based on the SBCT commander's informational needs that support his current decision-making and those needs that will drive the next mission (Figure 3-2). The SBCT XO or S3 must ensure that, as the ISR focus shifts, it does not lose its combined arms nature at the SBCT level.

b. The OPORD should include the commander's guidance, TAIs, NAIs, PIR, and or specific information requirements (SIR), tentative locations of critical observation posts (OPs), known friendly and enemy obstacles, and tasking requirements for specific ISR assets. The OPORD will establish boundaries, AOs, or "limits of responsibility," movement instructions, and where subordinate units can conduct ISR operations. It may also direct subordinate units to secure their AO from enemy observation and prepare for enemy reconnaissance forces entering their sector. It also must contain the necessary synchronization at the SBCT level to ensure a combined arms effort is generated.

c. Key elements of successful ISR operations are their continuous nature and the ability of units and collectors to rapidly transition from one mission or phase to the next. Plans must anticipate and address the sustainment and rapid reconstitution of ISR assets. Some operations may permit reconstitution after each phase or during redeployment as units are retasked. Some plans may provide for early relief from low priority missions, echeloning, sequencing, or phasing of ISR assets to permit reconstitution or placing assets in reserve in order for them to adequately prepare for the next mission or phase of the operation.

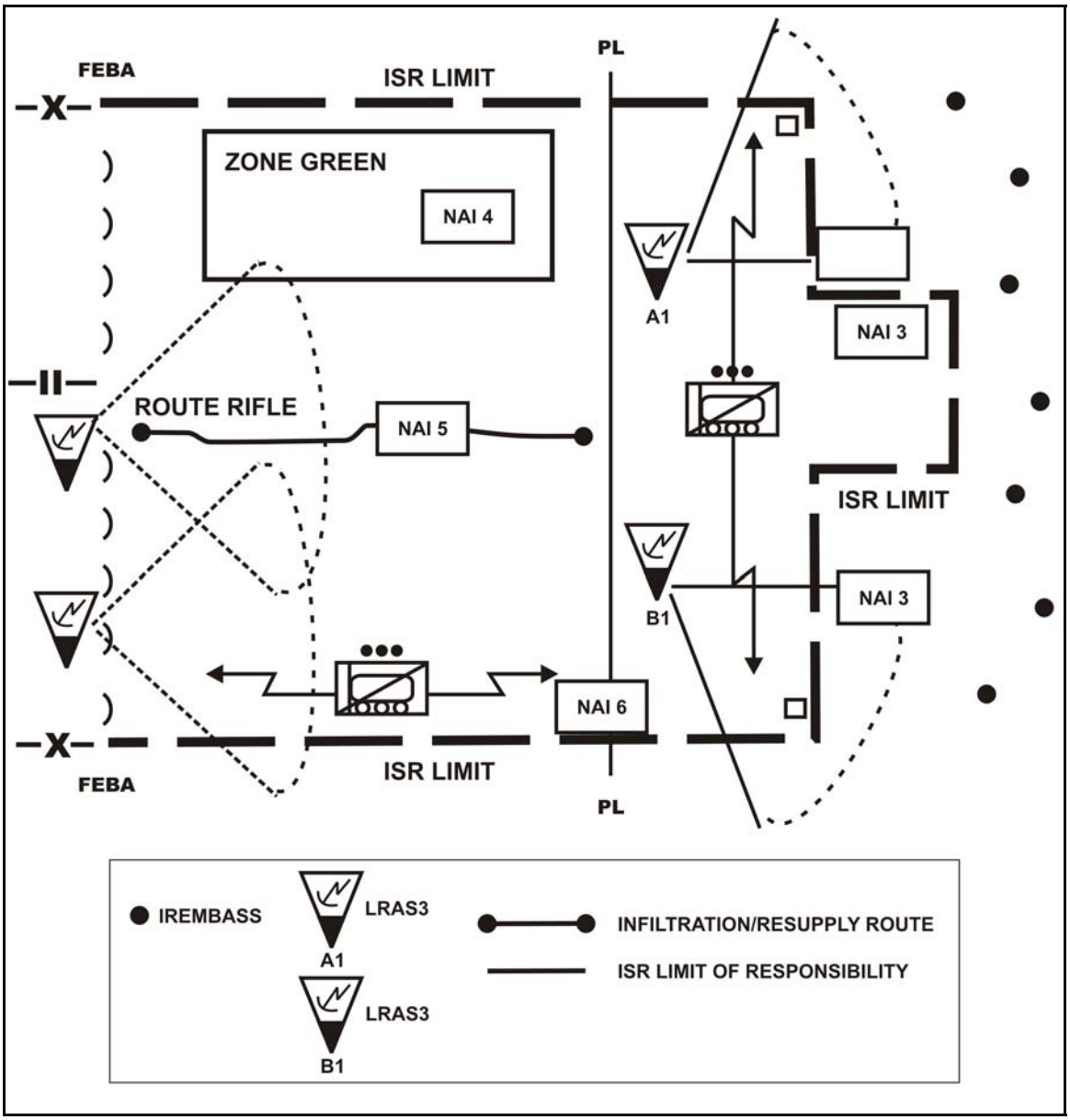
d. Additionally, ISR operations must be supported by indirect fires, and this requires the development of a detailed fires and effects plan. Positioning, ammunition requirements, and the reconstitution needs of the SBCT's fire support assets must also be considered and included in the plan.

3-6. THE ISR OVERLAY

The ISR overlay (digital or hard copy) is the ISR plan in graphic form (Figure 3-3). The purpose of the ISR overlay is to show both the assets and the key staff officers exactly where the ISR assets are operating. Overlay graphics and symbols can be extracted from FM 101-5-1.

a. There are two parts to the ISR overlay. The first part is the graphic display of deployed or planned deployment of ISR assets. The second part is the marginal data consisting of the legend, administrative data, specific instructions to each asset, and the distribution list. (Refer to FM 34-2-1 for specifics.) The ISR overlay, at a minimum, should contain:

- Friendly boundaries.
- Limits of responsibilities.
- NAIs, TAIs, CAS target boxes (CTB), field artillery (FA)/mortar targets.
- Current and planned fire support coordination measures (FSCMs).
- Start points, release points, checkpoints.
- Infiltration routes, exfiltration routes, and resupply routes.
- Known friendly and enemy obstacles, natural obstacles, restrictive terrain, and gaps.
- Graphics depicting zone, area, or route reconnaissance.
- Primary, alternate, and supplementary positions.
- Sectors of scan for sensors.
- Restricted operations zone (ROZ), air corridors, and other A2C2 control measures.



DRAFT Figure 3-3. Revised overlay figure.

b. After the ISR assets deploy to collect against their NAIs, onboard precision lightweight global positioning system receivers (PLGRs) and or global positioning system (GPS) are used to automatically update their location. Upon receipt of this information, the SBCT staff sections and subordinate commanders will update their digital maneuver, CS, and CSS overlays in their respective digital systems.

NOTE: Fratricide from indirect fires is a major danger to ISR assets operating forward of the forward edge of battle area (FEBA) or in non-contiguous AOs. Unit SOPs for reporting, tracking, and establishing restrictive fire support coordinating measures are required to protect ISR assets from friendly fire.

NOTE: The ISR plan is never a finished product. Like the collection plan, it undergoes continuous revision as dictated by changes to the situation or modification of the commander's PIR and or IR. However minor the adjustments might be, the basis of the plan is formed from the thorough analysis of the decision support template (DST) and the commander's CCIR.

Section II. COLLECTION MANAGEMENT PROCESS

Collection management synchronizes the activities of the SBCT's information-gathering assets to provide intelligence to the SBCT commander needed to confirm his COA selection and targeting requirements. Integral to this process is the S2 collection manager, who acquires the information that satisfies the commander's intelligence requirements within timelines that support operational decisions. The S2, in coordination with the S3 and the staff, ensures all available collection resources are providing the required intelligence information and recommends adjustments to asset locations, if required.

3-7. INTELLIGENCE REQUIREMENTS

Intelligence requirements generally focus on meeting the commander's intelligence needs in order to--

- Prevent surprise.
- Support war gaming and planning.
- Support decisions related to friendly COAs.
- Engage high payoff targets in support of friendly COA.

Collection management is cyclic in nature. At SBCT and battalion level, the S2, collection manager (in concert with the S3), and staff will follow the steps listed below to develop and refine the intelligence collection plan.

a. **Step 1. Develop Requirements.** This step involves the identification, prioritization, and refinement of uncertainties concerning the enemy and battlefield environment that must be resolved to accomplish the SBCT mission. The overall purpose of this step is to receive, analyze, and prioritize the intelligence requirements from higher, subordinate, and adjacent units.

(1) The IPB process facilitates the identification of unknowns related to weather, terrain, and the enemy (disposition, organization, equipment). What is known about the enemy has targeting implications and may result in identifying TAIs; what is not known has reconnaissance implications and may require development of NAIs to focus and control reconnaissance activities. The gaps in this knowledge will generate information requirements, which form the basis of the commander's CCIR. Normally, these gaps are identified during mission analysis in the decision-making process. The commander's guidance given at the end of the mission analysis brief provides directions to the SBCT staff. He also provides the staff with his intent for the operation and the CCIR that support his intent.

(2) The commander states PIR and IR, or they are recommended by the staff and approved by the commander. PIR and IR provide focus to the collection plan. For example, a PIR may be to determine that the enemy has selected a COA. When answered, this requirement provides the commander with the time to make decisions and maneuver or execute the desired effects inside the enemy's decision cycle.

(3) The SBCT commander's intent for fires, mobility, or other battlefield effects and the SBCT's deep battle plan provide additional requirements that must be included in the ISR plan. The identification and attack of HPTs requires the establishment of TAIs; targets; observation posts; and the assignment of assets to find, engage, and provide battle damage assessments (BDAs). The results of these fires also provide valuable information and help the commander to make timely decisions.

(4) When the staff receives intelligence requirements from higher, subordinate, and adjacent units, it should prioritize and consolidate them with the commander's PIR. Once all requirements have been identified, they are converted into specific taskings for ISR assets. When a requirement cannot be feasibly collected by a collection asset, the S2 must provide an explanation to the requester.

b. **Step 2. Develop ISR Synchronization Plan.** This step involves the selection, integration, and synchronization of the best ISR collectors to cover each intelligence collection requirement based on resource availability and capability. With the linkage of ISR sensors through force XXI battle command brigade and below (FBCB2) and other digital systems, the SBCT S2 can develop and disseminate a timely and highly accurate picture of the enemy. Integration and synchronization are accomplished through development and refinement of the ISR matrix. This matrix is the graphic representation of the SBCT's collection strategy and the assets used to execute that strategy. During this step, staff representatives, the collection manager, the ISR analysis and integration platoons, and the SBCT's FECC initiate a close working interface related to mission management. The S2 collection manager is the resident expert on collector capabilities and limitations and knows the status and availability of collectors and processors. These may be organic to the SBCT, may be coordinated through division or JTF, or may be digitally downlinked to the ISR integration platoon's command ground station (CGS).

c. **Step 3. Task or Request Collection.** This step involves the implementation of the intelligence collection plan through execution of system-specific taskings or requests for collection. The tasking process provides the selected collection unit with specific, prioritized requirements. The staff becomes intimately involved in the intelligence collection process. The ISR OPORD is the tool that identifies the SBCT commander's collection strategy to higher, subordinate, and adjacent units. When collection tasks or requests are passed to units, they must provide specific details that clearly define the collection requirement and make sense to the collector. These requirements are--

- Clearly defined collection requirements in either pre-formatted taskings or free text messages.
- Latest time the information is of value.
- Reporting instructions (format).
- When and how long to collect.

d. **Step 4. Disseminate.** This step involves the delivery of intelligence, combat information, and targeting data to the user who requested or needs it. Digitization allows a very high volume of data to be received, correlated, analyzed, and viewed graphically. With digitization, information can be disseminated to flow directly from the collector or processor to the requester in near real-time. Information must be passed from collector to analytical elements for rapid fusion, evaluation, and analysis. Critical information/intelligence must be rapidly identified and disseminated to avoid becoming filtered out or lost in a database. In addition, information not relevant to the SBCT's

information needs only clogs the system and serves to slow the processing and dissemination process. Direct dissemination is especially important for intelligence that supports maneuver decisions and targeting efforts. The S2 must determine which information to send the consumer/user based on individual need, security requirements, and data perishability. Information must be distributed as soon as possible via voice, FBCB2, MCS, ASAS-RWS, or any other BOS digital systems. See FM 34-2, *Collection Management and Synchronization Planning,* for dissemination techniques and methods.

NOTE: The optimal mix is to send graphics and or text immediately via digital means with a notice that voice clarification can be accomplished if the digital traffic is not understood. Under all circumstances, it is important to ensure that the recipient received the information sent.

e. **Step 5. Evaluate Reporting.** Step five determines how well the ISR systems are satisfying the SBCT's intelligence requirements as well as those of subordinate, adjacent, and higher units. The S2, in coordination with the ISR analysis and integration platoons, must continually evaluate information produced as a result of the ISR collection process to ensure it is satisfying the commander's PIR and or IR. It is important to determine if the collection asset is accurately reporting what it sees based on its capabilities and if the report answers the original question. If the PIR and or IR are not being answered, and based on the S2's recommendation, the S3 may task the relocation of sensors or the collection manager will request support from higher headquarters to answer specific information requirements. The objective is to fully satisfy intelligence requirements in a timely manner while keeping the intelligence system fully synchronized. It is vitally important that both the S3 and the S2 collection manager remain aware of the status of collection systems and the requirements levied on them. Additionally, it is imperative to determine when collection requirements have been satisfied or are no longer of value. Units and collectors tasked with obsolete or outdated requirements can then be identified as available for other collection requirements.

f. **Step 6. Update Collection Planning.** As the current tactical situation changes, adjustments to the overall collection plan are made to keep intelligence efforts synchronized to optimize collection and exploitation capability. Intelligence requirements are constantly updated to ensure that intelligence gathering efforts are synchronized with current operations while also supporting future operations planning. As PIR and IR are answered, the ISR collection plan/synchronization matrix is updated. The collectors are repositioned and or re-focused to begin answering other intelligence questions.

3-8. THE RECONNAISSANCE AND SURVEILLANCE TASKING MATRIX

It is important to include detailed instructions for each ISR collector shown on the overlay. The ISR tasking matrix is the tool used. Figure 3-4, page 3-14, shows an example of an ISR tasking matrix.

a. The first column shows the priority of each mission and depicts which ones are the commander's PIR.

b. The next column provides the asset with terrain focus through the NAI number or grid coordinate.

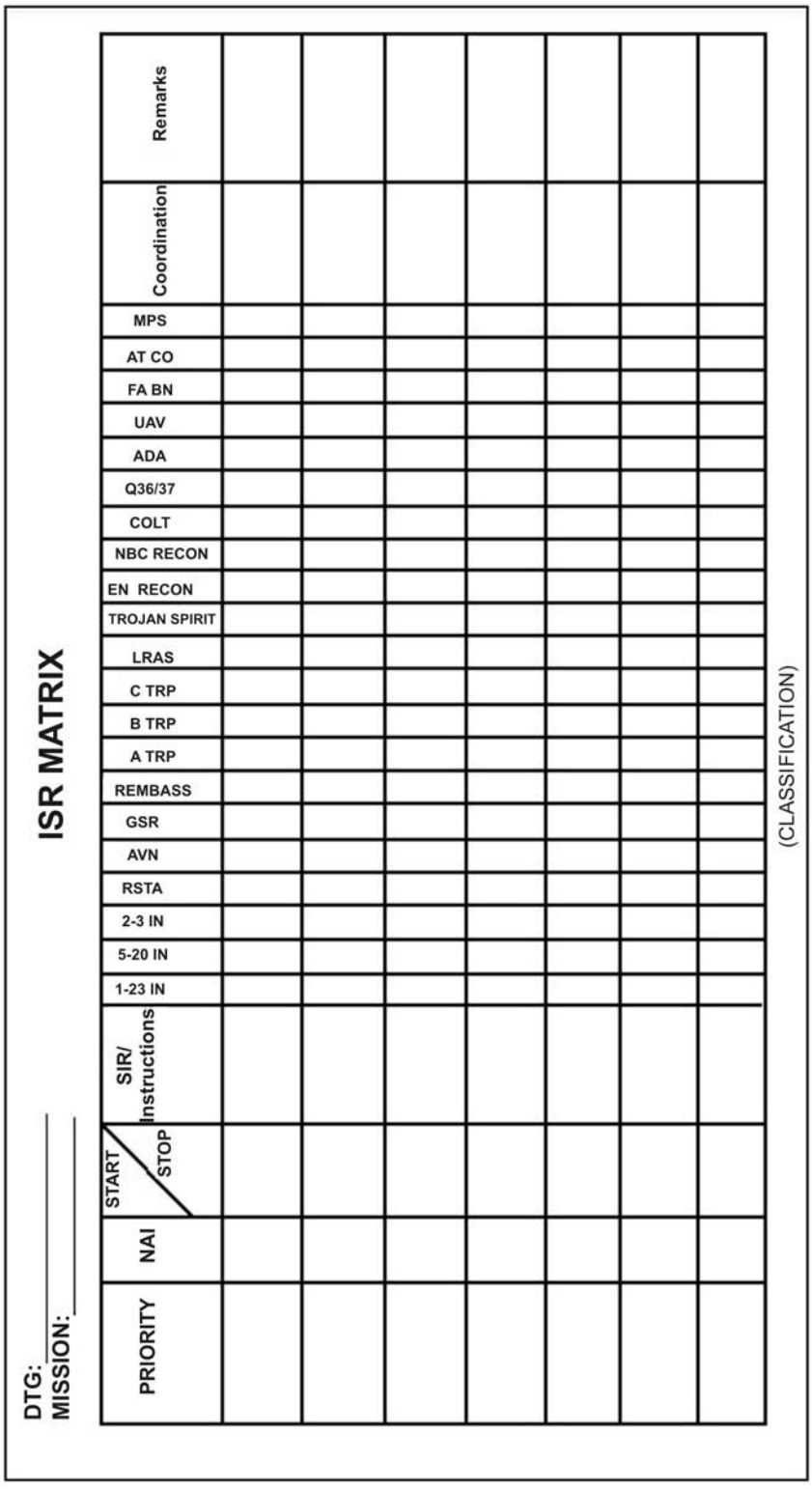
c. The start/stop column informs the asset of the times for the mission.

d. The SIR column explains to the assets exactly what they are to obtain, look, or listen for (target).

e. The next set of columns lists the unit or assets tasked to conduct each mission. An "X" placed under an asset identifies the tasking.

f. The coordination column tells the assets which units to coordinate with for the mission.

g. The last column provides the assets with reporting requirements.



DRAFT Figure 3-4. Sample ISR tasking matrix.

Section III. BATTLETRACKING ISR

Regardless of the type of CP or tactical operations center, each must be able to record and display the combat information and intelligence received from higher, subordinate, and

adjacent units. Additionally, the CP or TOC must assist with the dissemination of time sensitive targeting- and decision-focused information.

3-9. PROCESS THE INFORMATION

The CP and or TOC must have an ability to quickly process the information, record and post it, and disseminate critical information needed by users to enhance their battle planning and decision-making.

a. The SBCT ISR plan and PIR provide the commander with the capability to anticipate the enemy's intent and maintain the initiative on the battlefield. The staff must be able to track the battle using its digitized systems and automated tools to provide the commander timely and pertinent information.

b. Information flow between staff members and subordinate units begins upon the receipt of information. With digitization, information can be quickly shared at all command levels and among all staff members. Digitization enhances the ease by which the primary and special staff can conduct war gaming, coordinate and synchronize actions, and conduct needed cross talk prior to and during battle. The unit must develop SOPs that promote intra- and inter-staff operations and negate duplication of effort and information. The commander must be provided accurate and timely information on which to base his combat decisions.

3-10. RECEIVE AND RECORD THE MESSAGE

The SBCT and battalion CPs receive combat information from top down and bottom up communications feeds.

a. At the battalion level, the bottom up feeds will generally be supplied via FBCB2 in the form of spot and or size, activity, location, unit, time, and equipment (SALUTE) reports. Both top down and bottom up intelligence and combat information are fused by the S2 in concert with the ISR analysis platoon. This intelligence information is then provided immediately to the user, ASAS-RWS, or other C2 INFOSYS.

b. For those subordinate units that are not digitally equipped, voice or message traffic will be used to provide needed intelligence or intelligence updates.

c. BDA is an important part of the battletracking and recording process. The results of the BDA are integral to the S2's assessments of enemy strength and ability to sustain combat operations. When the requirement within a PIR concerns an HPT, the collector must ensure that post-strike battle damage is assessed and accurately reported. If the collector observing the target area is unable to provide the BDA due to METT-TC factors, the S3 tasks another collector to assess the resultant damage.

3-11. FILTER THE INFORMATION

In a digitized environment, all commanders and staff officers at SBCT and battalion level can expect to receive voluminous amounts of data prior to, during, and after the start of battle. Procedures must be in place to filter critical information. The battle captain, along with the S2 and the ISR analysis and integration platoons, plays a key role in this process. He must be able to quickly review incoming combat information, sort it according to criticality and user need, and prioritize it for integration and fusion. The ASAS-RWS can be used to track the commander's PIR and will automatically alert the operator when information is received regarding PIR specifics. In addition, TOC personnel must be

aware of the CCIR. CCIR consist of EEFI, friendly force information requirements (FFIR), and PIR. CCIR, when answered, require an immediate alert to the commander.

3-12. POST THE INFORMATION

As the situation develops, the S2 will monitor the enemy situation and update the COP to assist the commanders with their battle evaluation and decision-making. The S2 is also responsible for providing friendly units with the enemy situation via MCS or FBCB2. The S3 is responsible for providing the friendly relevant picture of the battlefield to the S2 via MCS. Units must develop SOPs which clearly define the who, what, when, where, and how combat information will be tracked, posted, and disseminated. The conventional map with overlays will serve as a backup for battletracking and posting of combat information. However, the conventional map and other manual displays may not need to be meticulously posted if the enemy picture resides in the ASAS-RWS database.

3-13. DISSEMINATE THE INFORMATION

Answers obtained to the PIR require immediate dissemination. These answers often influence the commander's decision-making process and force employment. This information can be digitally transmitted and received both horizontally and vertically between the C2 INFOSYS and FBCB2 via the TI. The user of the information received must be aware that the information when collected was in near real-time and must evaluate the value and validity of the data in terms of current events. To prevent information bottleneck, it is the SBCT S2's responsibility to develop procedures and close working ties with the analytical control team (ACT) so that combat information is quickly filtered, analyzed, fused, and disseminated by the fastest means possible to all users within the SBCT. While fused intelligence may be the best intelligence, partially analyzed or raw intelligence may serve to cue the commander as to enemy intentions that were not previously addressed during the war gaming process.

3-14. MODIFY THE ISR PLAN

Whether modifying reporting requirements because of new reporting criteria, new or modified PIR, loss of an asset, or changes in mission, the S2 (in concert with the ISR analysis and integration platoons) must be ready to modify the ISR plan to fit the commander's needs. Modifications to the ISR OPORD will be identified and executed by the XO or S3. During modification of the ISR plan, the following considerations should be addressed:

- What collection assets need to be shifted?
- What is the new collection requirement (for example, focus)?
- What is the target location?
- Must the collector move to a new location?
- What is the risk in moving the collector? Is it worth the potential information to be gained?
- Does the collector functionally match the collection requirement based on METT-TC?
- What and when does the collector report?
- How does the collector report?
- Who does the collector report to?

Situation templates (SITEMPs) updated during previous battle phases can be used as a baseline for re-focusing the ISR effort. ISR assets are re-tasked as appropriate for follow-on missions.

Section IV. RECONNAISSANCE OPERATIONS

Reconnaissance is a focused operation to gather timely and accurate information about enemy forces and the terrain within a specific area. The SBCT, as part of higher headquarters operations, may be assigned reconnaissance missions. The most likely missions for the SBCT are reconnaissance in force and zone reconnaissance. As part of all SBCT operations, the SBCT commander may assign any of the reconnaissance missions to a subordinate unit. Reconnaissance planning and execution in support of SBCT operations is discussed in Chapter 2, Battle Command, and Chapter 4, Offensive Operations.

3-15. RECONNAISSANCE IN FORCE

A reconnaissance in force is a deliberate, limited objective attack by at least a battalion-size force. It uses the method of aggressive reconnaissance, augmenting other ISR assets to obtain information about the enemy. Reconnaissance in force locates and tests the disposition, strength, intention, and reactions of an enemy force. However, as part of a reconnaissance in force, other units may infiltrate enemy positions and conduct reconnaissance. A reconnaissance in force may be assigned when the commander desires more specific information on the enemy and when this information cannot be gathered by any other means.

a. **Organization.** The lack of information about the enemy force may dictate that the SBCT organize a force that is large enough and strong enough to sufficiently develop the situation, protect the force, cause the enemy to react, and put the enemy at some risk. Based on these requirements, the SBCT may be tasked by a higher headquarters (or the SBCT may task a subordinate unit) to conduct a reconnaissance in force. A reconnaissance in force is normally conducted as a movement to contact or a series of attacks across a broad frontage. It may also consist of a series of strong, but small, offensive actions to test the enemy's reactions at selected points in his disposition. The enemy's reaction, or lack thereof, may reveal a weakness. However, the SBCT commander must also recognize that the reconnaissance in force may lead to an engagement of his forces under unfavorable conditions, and it may also reveal future friendly plans to the enemy. For these reasons, the SBCT must produce a plan that provides sufficient detail about the extrication of forces and the exploitation of success.

b. **Exploitation of Gaps or Weak Points.** If the reconnaissance in force finds a gap or a weak point in the enemy's disposition, the higher headquarters must be prepared to immediately exploit that weakness. The SBCT commander can exploit the situation by directing the unit conducting the reconnaissance in force to continue the attack, or he may commit additional forces to pass through and continue the attack.

c. **Task of Reconnaissance in Force.** A unit conducting a reconnaissance in force performs the following tasks within the limits of its capabilities:

- Penetrates the enemy's security zone to determine its size and depth.
- Determines the strength and disposition of the enemy main battle area (MBA) positions.

- Attacks enemy positions and attempts to cause the enemy to react by using local reserves or counterattack routes and forces, employing fire support assets, adjusting positions, and employing specific weapon systems.
- Determines weaknesses in the enemy's dispositions that can be exploited.

d. **Planning Considerations.** The plan for conducting a reconnaissance in force must include--

- Defined objectives.
- Commander's intent.
- Limitations (to include a limit of advance).
- Augmentation of additional combat and ISR assets.
- Risk specified in terms of friendly strengths and operational reach.
- Key terrain to seize, to retain, or to control.
- Actions for the commitment of follow-on forces.
- Control measures such as boundaries, objectives, and phase lines to focus the operation.
- Known and templated obstacles.

3-16. ZONE RECONNAISSANCE

Zone reconnaissance is a directed effort to obtain detailed information concerning all routes, obstacles, terrain, and enemy forces within an AO. A zone reconnaissance is assigned when the enemy situation is vague or when information concerning cross-country mobility, not along a specified axis of advance, is desired. The SBCT commander, through his intent, may focus the reconnaissance on the enemy, the terrain, or a combination of the two. Zone reconnaissance is a precursor to subsequent combat operations.

a. **Time-Consuming Operation.** A zone reconnaissance is a deliberate, time-consuming process; it takes more time than any other reconnaissance mission. If time is a constraining factor to accomplishing the zone reconnaissance, the SBCT commander must focus his reconnaissance particularly at the enemy or other objectives defined by the higher commander. Each situation requires a certain minimum time for adequate reconnaissance and an acceptable level of risk. The commander must direct the pace of operations based on his risk analysis.

b. **SBCT-Level Zone Reconnaissance.** An SBCT-level zone reconnaissance is normally force-oriented. A force-oriented zone reconnaissance will not spend time collecting data about bridges or fords unless specifically directed or required to do so. The SBCT should direct its reconnaissance efforts to find all of the elements that satisfy PIR, as well as identify massed enemy formations and other enemy forces that are specifically a danger to the higher headquarters but are not listed as PIR. This type of reconnaissance usually has a specific time by which the reconnaissance must be completed. The SBCT normally conducts a zone reconnaissance by dividing its AO into subordinate AOs (contiguous or noncontiguous) and assigning reconnaissance or offensive tasks to subordinates. Since this form of the zone reconnaissance is principally constrained by time, the SBCT will need to designate objectives and NAIs to properly focus the reconnaissance of subordinates.

3-17. INTEGRATION OF THE CAVALRY SQUADRON (RSTA) AND THE INFANTRY BATTALIONS

There are numerous ways (offensively and defensively) that the cavalry squadron (RSTA) and the infantry battalion's companies and reconnaissance platoons can work together to accomplish the SBCT's reconnaissance objectives. The following are examples of the cavalry squadron (RSTA) and the infantry battalions working together during combat operations:

- During an SBCT movement to contact, the cavalry squadron (RSTA) reconnaissance troops may hand over key observation post positions to battalion reconnaissance platoons as they advance through the AO.
- During an SBCT movement to contact, the RSTA reconnaissance platoons may bring the infantry battalion reconnaissance squads into position and keep them informed about terrain, enemy positions, and obstacles that have already been found.
- During an SBCT attack, the battalion reconnaissance platoons can provide overwatch for the cavalry squadron (RSTA) reconnaissance troops as they continue movement to their next series of OPs or to continue reconnaissance of the area or zone.
- In the defense, the infantry battalion reconnaissance elements may also be integrated into the SBCT's overall counter-reconnaissance operation.
- In counterreconnaissance operations, the infantry battalion reconnaissance and cavalry squadron (RSTA) scouts provide stealthy observation, augmenting other ISR assets and providing early warning of the enemy's reconnaissance elements.
- In counterreconnaissance operations, the reconnaissance elements and scout teams (finders) locate the enemy reconnaissance forces and then move other counter-reconnaissance elements (finishers) to the enemy force (Figure 3-5, pge 3-20).
- In the defense, the infantry battalion and RSTA reconnaissance elements can be employed in depth to provide multiple screens for the counterreconnaissance force.

Infantry battalions may be required to provide some portion of their combat to assist the cavalry squadron (RSTA) in obtaining information requirements or breaking contact from the enemy. The cavalry squadron (RSTA) may also need logistical support for its troops if it is operating in a highly decentralized manner. Due to the large distances between its subordinate elements, the squadron may have difficulty keeping them supplied, and the SBCT commander may task an infantry battalion to assist.

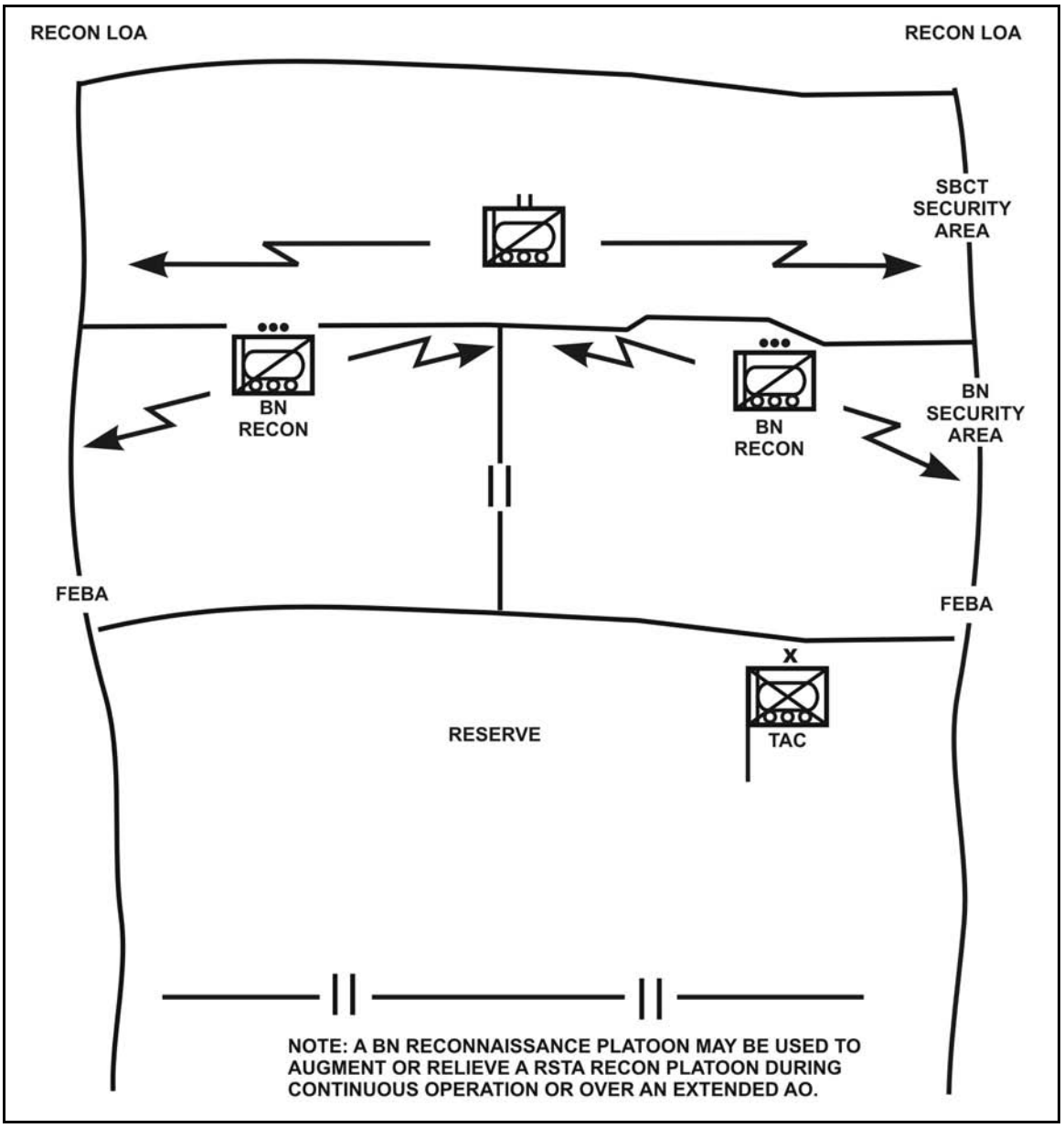


Figure 3-5. Counter-reconnaissance organization of SBCT RSTA and infantry battalion reconnaissance platoons.

In order for an infantry battalion reconnaissance platoon and the cavalry squadron (RSTA) to work together, the infantry battalion, cavalry squadron (RSTA), and SBCT staffs need to coordinate the following:

- C2 INFOSYS infrastructure management.
- Command and control responsibilities.
- Terrain management.
- Collection plan (NAI coverage and intelligence gaps).
- Fires and effects control measures.
- Fratricide avoidance measures.

CHAPTER 4
OFFENSIVE OPERATIONS

An SBCT dictates the nature, scope, and tempo of offensive operations. While the manner in which an SBCT orchestrates offensive operations throughout the full spectrum of conflict will be different in many respects to legacy forces, the doctrinal characteristics of offensive operations remain unchanged. The command and control systems (specifically the INFOSYS) and a capability to access higher echelon information databases allow the SBCT commander to visualize and anticipate opportunities, conduct rapid decision-making, and direct the execution of decisive combat. The C2 INFOSYS, reach capability, and organic force structure allow the SBCT to conduct offensive operations throughout its assigned area of operations.

Section I. CHARACTERISTICS OF THE OFFENSE

While the characteristics of offensive operations remain unchanged, the SBCT's unique capabilities allow it to conduct offensive operations with greater precision and rapidity than other organizations in the past. In past military operations, US ground forces conducting combat operations spent precious lives and extraordinary amounts of munitions and time to develop situations to the point where they had enough clarity to develop the best solution to the tactical problem. The sensors and INFOSYS within the SBCT will allow the commander to visualize the battlefield better than his counterparts, both past and present; however, they will not eliminate casualties or render obsolete dismounted combined arms infantry assaults. The SBCT’s fight will ultimately result in a personal human endeavor wherein fear, uncertainty, and chance still play a part.

4-1. SURPRISE

Surprise is defined as attacking the enemy at a time or place or in a manner for which he is not physically or mentally prepared (FM 3-0). The successful integration of surprise into any offensive operation provides an initial tactical advantage over the enemy by delaying his reactions, confusing his command and control efforts, and forcing him to make decisions for which he is unprepared. Combat actions are particularly complex as the SBCT confronts its opponents at relatively close ranges in restrictive terrain. While satellites, UAVs, and other technological ISR assets may not be readily available to the enemy, global and national news, intelligence from sympathetic countries, local nationals, and discrete reconnaissance and surveillance by belligerents may be available to the enemy. These provide excellent sources of information that could undermine the SBCT's attempts at surprise. The SBCT commander and staff must perform a thorough analysis of EEFI and PIR and guard them in order to preserve the element of surprise while conducting tactical deception and IO to veil intended combat actions.

a. The SBCT has several capabilities that lend themselves to achieving surprise. First, the tremendous potential for the cavalry squadron (RSTA) to gain accurate and timely information on the enemy allows the commander to take advantage of enemy weaknesses and to disrupt enemy movement, allowing combat forces to gain surprise. Second, the mounted speed of the three maneuver battalions provides the SBCT

commander the option to rapidly position combat power, limiting the enemy's ability to react. Finally, the SBCT's ability to attack over various classifications of terrain through any type of weather, day or night, will keep the enemy off-balance.

b. The SBCT can achieve surprise in several ways. IO and tactical deception are a key foundation to encourage the enemy to relax or to gain a false sense of the tactical environment. The SBCT must use tactical deception through feints and demonstrations as a precursor to actual offensive operations. The key to successful deception is to show the enemy what he expects to see. It is not necessary to completely fool the enemy. Often, surprise is achieved by causing the enemy to hesitate physically or in his decision-making, allowing the SBCT to retain the initiative by concentrating forces and adjusting tempo as the tactical situation requires.

4-2. CONCENTRATION

Concentration is defined as the ability to mass the effects of combat power (FM 3-0). While the SBCT commander must concentrate overwhelming effects on the defending enemy force as part of the decisive operation, he must be tactically cautious in massing combat forces to do so. An enemy may stand and fight large formations in open, rolling terrain, or he may rely instead on mines, indirect fire, or some type of terrorist (or other asymmetric) action. It is likely that the SBCT's opponent will seek close combat in urban or severely restricted terrain where it is difficult for US forces to employ fires and bring infantry forces to bear in overmatching numbers. To counter this threat, commanders must plan to defeat the enemy when and where the SBCT is least vulnerable. Most importantly, the commander must optimize the SBCT's ability to operate in a dispersed manner, utilizing its mounted speed to quickly mass forces in operations driven by rapid decision-making based on accurate and timely information from the cavalry squadron (RSTA).

a. The cavalry squadron (RSTA), combined with access to other ISR and higher echelon information databases, clarifies the situation in severely restrictive and urban terrain. This clarification allows the SBCT to conduct maneuver and mass forces and effects at the decisive point to achieve overmatching combat power against the enemy. The ability to mass fires and effects resides throughout the SBCT. It starts with the ability of the cavalry squadron (RSTA) to gain contact (electronic or physical) with the enemy. Near real-time information, not only on enemy disposition, composition, and strength but also on the trafficability of routes into the objective, allows the SBCT to place precision fires and effects on the enemy, jam his communications, isolate any forces attempting to withdraw or reinforce while also allowing the infantry to conduct the decisive operation. Unrestricted maneuver, with assistance from the engineers when needed, allows the infantry to quickly mass the effects (concentration) of direct fire without massing formations for too long.

b. The SBCT has the flexibility to concentrate fires at the lowest level and the ability to fight as a combined arms team at the company level. Concentration of direct fires in a combined arms infantry assault in any terrain is the final component of decisive combat. This is the SBCT's strength.

4-3. TEMPO

Tempo is defined as the rate of military action (FM 3-0). Following the use of surprise to gain the initiative, the attacker controls the tempo in order to maintain relentless pressure on the enemy. Relentless pressure forces the enemy to make decisions for which he is unprepared, to conduct maneuver for which he has not rehearsed, and prevents him from recovering from the initial shock of an attack. The ability to conduct decision-making during execution originates with the development of branches and sequels during planning. The data and information provided by the cavalry squadron (RSTA), combined with the other ISR assets, the INFOSYS, and the mounted speed of the infantry, allows the SBCT commander to execute branches and sequels at predetermined decision points during the course of a battle. The key to maintaining the appropriate tempo is to anticipate enemy reaction during planning and quickly maneuver forces during execution to seize the opportunity it presents.

a. The SBCT's tempo will fluctuate. Tempo will be slow as the cavalry squadron (RSTA) focuses its reconnaissance and surveillance effort to confirm and or deny the PIR for the attack. At the same time, the SBCT can use other ISR assets and access to ARFOR and national assets to compliment the cavalry squadron (RSTA)'s efforts. In combination, these two capabilities provide the SBCT S2 with the ability to clarify the situation for the commander with great accuracy.

b. The SBCT commander must exercise tactical patience as reconnaissance and surveillance is conducted. Once he attains the clarity necessary to allow the appropriate decision, he issues necessary FRAGOs and is able to increase the operational tempo as he transitions the SBCT to the attack.

c. While clarity and SU are necessary to conduct decision-making, the SBCT commander cannot be overly reliant upon technology to the point he expects, and waits for, "perfect" intelligence. The commander must guard against hesitation while waiting for perfect SU or to set the conditions for attack without error or casualties. This situation occurs when the commander and staff attempt to fight the plan instead of a freethinking enemy. To drive the tempo of an offensive operation, the SBCT commander makes tactical decisions quickly, taking prudent risk to seize opportunities as they are presented.

d. At times, and under exceptional circumstances, the reconnaissance and surveillance efforts of the cavalry squadron (RSTA) may not yield the degree of clarity the commander desires to transition into offensive operations with maneuver forces. This is most likely to occur if the enemy adopts something similar to a security zone. The cavalry squadron (RSTA) is not organized to fight for intelligence; therefore, an effective enemy security zone may deny the SBCT commander the fidelity he desires for an attack. In such circumstances, the commander adjusts the tempo of the operation to conduct a reconnaissance in force with his maneuver battalions. The reconnaissance in force maintains tempo while providing the clarity the commander needs to begin maneuvering forces to attack the enemy's decisive points.

4-4. AUDACITY

Audacity is defined as the state of being bold with a reasoned disregard of normal constraints. The willingness and ability of the SBCT commander to execute offensive operations with audacity is a key component to success. Audacious action normally occurs when an unexpected opportunity arises during the course of an attack. Subordinate

commanders must be prepared to act quickly within the SBCT commander's intent to exploit these opportunities by refocusing combat power, committing reserves, increasing the tempo, or whatever maneuver decision is required to overwhelm the defender. It is entirely possible and in fact likely that the path to success will lie on an avenue unanticipated in the plan. In the past, armies have relied upon the "genius" of the commander to anticipate and seize unforeseen opportunities. The SBCT commander will maintain this feel for the battle. However, the cavalry squadron (RSTA), the robust ISR capability available to him, and C2 INFOSYS capability will aid him to an unprecedented degree in this personal responsibility to visualize the upcoming battle.

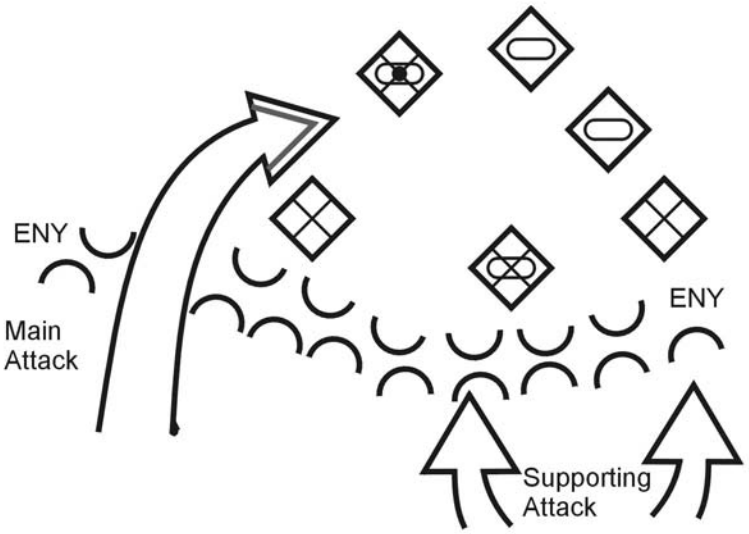
Section II. FORMS OF MANEUVER

The SBCT commander selects the form of maneuver based on his analysis of the factors of METT-TC to develop a course of action. The forms of maneuver are--

- Envelopment.
- Turning movement.
- Infiltration.
- Penetration.
- Frontal attack.

4-5. ENVELOPMENT

The envelopment (Figure 4-1) is the preferred form of maneuver. It seeks to apply strength against weakness, striking a moving or stationary enemy from an unexpected direction (an assailable flank). If an assailable flank does not exist, the SBCT creates one by using another form of maneuver. The preponderance of the SBCT's combat power avoids the enemy where his force is most protected and where his fires are concentrated. The cavalry squadron (RSTA), or other ISR assets, allows the SBCT to develop the situation out of contact. The SBCT can then maneuver out of contact and envelop the enemy on its own terms. Another option is for the SBCT to fix the enemy with one force (task organization is METT-TC dependent) then attack the enemy with a preponderance of the remaining available force.



An envelopment avoids enemy strength by maneuver around or near enemy defenses. The decisive operation is directed against the enemy flanks or rear.

Figure 4-1. Envelopment.

4-6. TURNING MOVEMENT

A turning movement (Figure 4-2, page 4-6) is used to destroy or force the withdrawal of a defending enemy. The SBCT passes around and avoids the enemy's main force and secures an objective in the enemy's rear area along his line of communications, causing him to abandon his prepared defensive positions to address this threat. Turning movement allows the SBCT to fight a repositioning enemy on terms and conditions that are favorable to the SBCT. The SBCT normally will conduct a turning movement as part of a higher headquarters' operation.

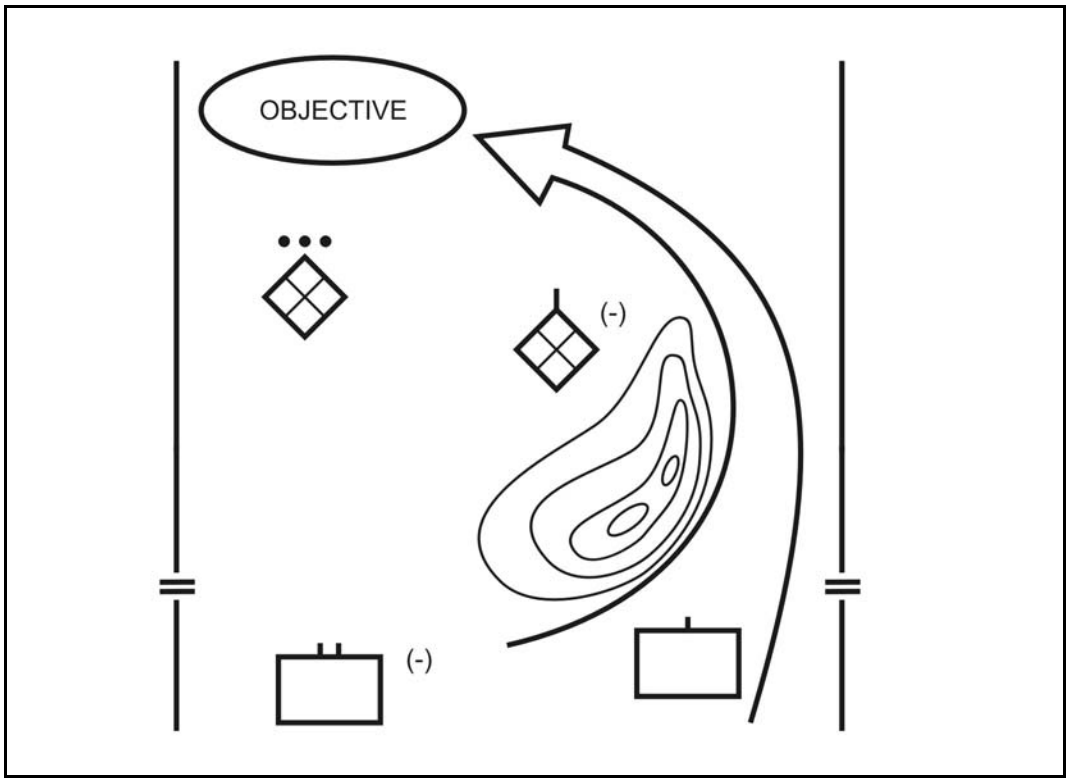


Figure 4-2. Turning Movement.

4-7. INFILTRATION

Infiltration (Figure 4-3) is the covert movement of all or part of the attacking force through enemy lines to an objective in the enemy's rear area. Infiltration normally is used before an attack that is using another form of maneuver. An infiltration may be used to reconnoiter the enemy force or objective, to attack the enemy from an unexpected location, or to seize terrain to support a future attack. The SBCT normally infiltrates ISR assets or infantry to obtain information or to support the attack by destroying vulnerable key targets or seizing key terrain. Planning for an infiltration must be detailed and synchronized.

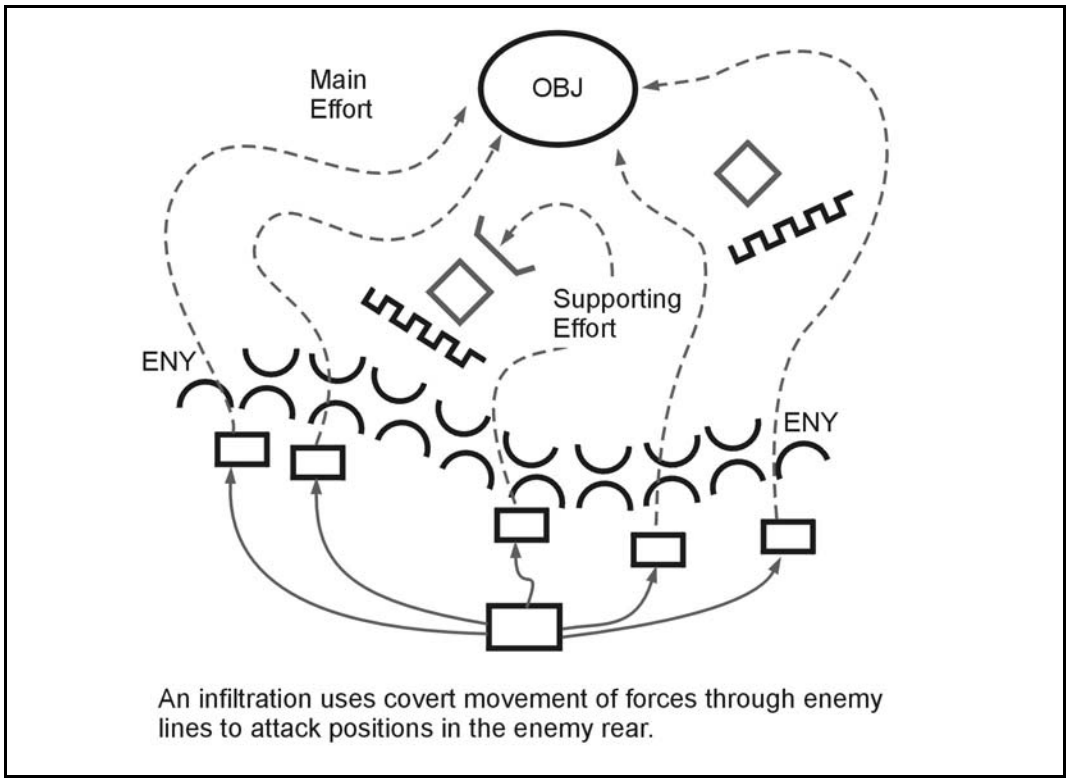


Figure 4-3. Infiltration.

4-8. PENETRATION

The penetration (Figure 4-4, page 4-8) ruptures the enemy defense along a narrow front to create an assailable flank, gain a foothold in the enemy's defense, or gain access to the enemy's rear area. The SBCT's ability to rapidly mass combat power at the point of penetration while achieving surprise as to the intended location of the point of penetration is critical to success.

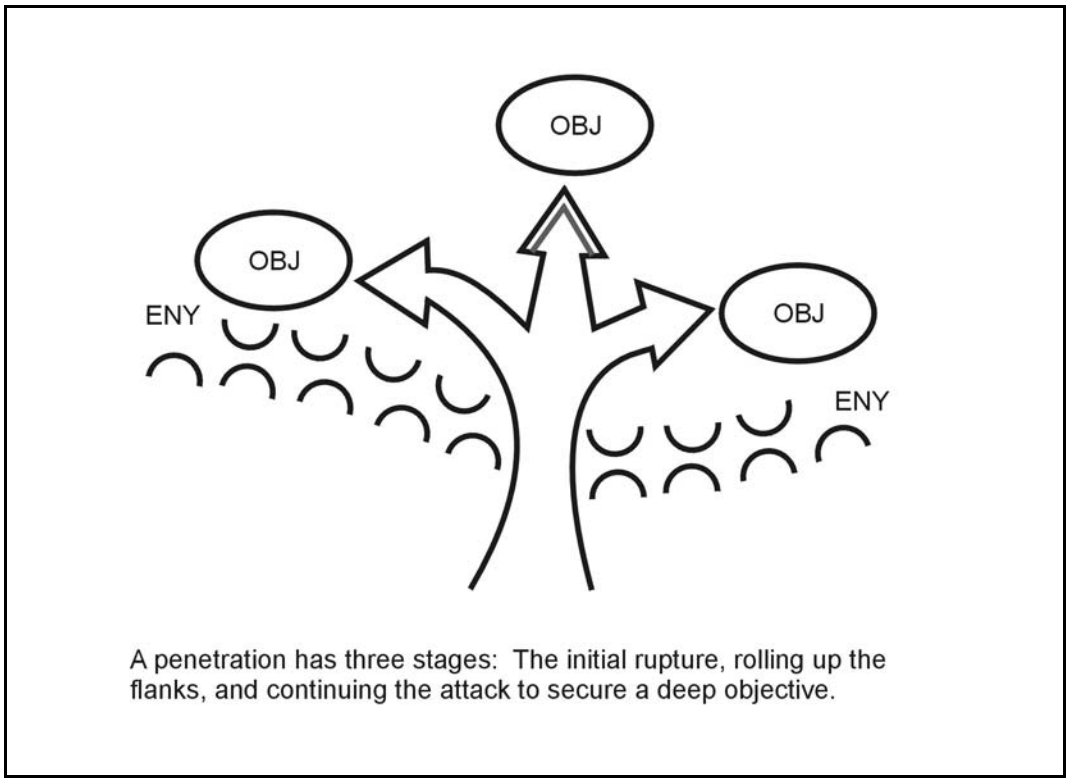


Figure 4-4. Penetration.

4-9. FRONTAL ATTACK

The frontal attack is used to attack the enemy across a wide front and along the most direct approach. It is used to overrun and destroy a weakened enemy or fix the enemy. The SBCT may conduct a frontal attack against a stationary or moving enemy force. Unless a frontal attack is executed with overwhelming speed and combat power against a weaker enemy, it will seldom be decisive.

Section III. FORMS OF TACTICAL OFFENSE

The SBCT conducts, or participates in, movements to contact, attacks, exploitations, and pursuits across the full spectrum of conflict. The SBCTs cavalry squadron (RSTA) and INFOSYS do not negate the need to conduct traditional movements to contact. However, the actual techniques used during a movement to contact may be modified to fit the capabilities found within the SBCT. Attacks, exploitations, and pursuits may be conducted sequentially or simultaneously throughout the SBCT’s AO.

4-10. MOVEMENT TO CONTACT

A movement to contact is an offensive operation designed to develop the situation and gain or reestablish contact with the enemy. It is used when the tactical situation is unclear or when contact with the enemy has been lost. The SBCT's cavalry squadron (RSTA) and other ISR assets may reduce the need to conduct a movement to contact as SU allows the commander to determine where significant enemy forces are located. However, enemy information operations may degrade the accuracy of the commander's SU. In this instance, the SBCT will conduct a movement to contact. A movement to contact develops

the situation and maintains the SBCT commander's freedom of action once contact has been gained. The SBCT may conduct a movement to contact as part of a higher unit's movement to contact, or the SBCT commander may direct a movement to contact any time during an operation. The following are fundamentals of a movement to contact:

- Focus all efforts on finding the enemy.
- Make initial contact with the ISR assets or with the cavalry squadron (RSTA).
- Task-organize the SBCT and use movement formations to attack rapidly throughout the area of operation.
- Plan to facilitate flexible response throughout the AO.
- Maintain contact once contact is made.

The SBCT commander develops an ISR plan that ensures all ISR assets are employed to answer the PIR and facilitate his decision-making. The cavalry squadron (RSTA), augmented by other ISR assets and the SBCT's ability to access higher echelon sensors, observes NAIs throughout the SBCT's AO and area of interest. The cavalary squadron (RSTA)'s efforts may allow the commander to transition the SBCT from a movement to contact to an attack or a defense prior to the infantry battalions making contact with the enemy. The SBCT may apply one of the following techniques when conducting a movement to contact: approach march or search-and-attack.

a. **Approach March Technique.** The approach march technique is the traditional, linear technique for conducting a movement to contact. The technique is an advance of a combat unit when direct physical contact with the enemy is expected and desired. Using this technique, the SBCT will normally organize into a security force, advance guard, main body, flank guards, and rear guard. When the SBCT participates as part of a divisional or corps movement to contact (using the approach march technique) in an MTW, it will likely fill the roles of security force, flank guards, or rear guard. The commander visualizes how the SBCT will be deployed when contact with the enemy is made. Based upon this visualization and the answers to his PIR, he may move the SBCT in a single column or in multiple columns.

(1) ***Security Force.*** This force focuses more on reconnaissance and surveillance than on combat. The SBCT staff develops its reconnaissance and surveillance plan to ensure the appropriate combination of the cavalry squadron (RSTA) and other ISR assets is available to observe NAIs throughout the AO, answer the PIR, and facilitate the commander's decision-making. When possible, the SBCT infiltrates the ISR assets throughout the AO. The cavalry squadron (RSTA) and other ISR assets shape the AO for the SBCT commander and may allow for a timely and efficient transition to an attack or a defense prior to the advance guard making contact with the enemy.

(2) ***Advance Guard.*** The advance guard is a task-organized unit or detachment that precedes a formation to protect the main body from ground observation or surprise by the enemy. The advance guard develops the situation to protect the deployment of the main body when it is committed. The SBCT commander, through his analysis of the factors of METT-TC and his SU during execution, will determine how far forward of the main body the advance guard will operate. The advance guard must operate within the supporting range of the main body in order to not be too vulnerable, but it should operate far enough forward to successfully accomplish its mission. The advance guard provides its own advance guard, flank guards, and rear guard. When the SBCT is moving along

multiple axes, each lead infantry battalion serves as an advance guard. The SBCT may assign the following tasks to the advance guard:

- Reinforce the reconnaissance and surveillance efforts of the security force.
- Destroy enemy security forces within its capabilities.
- Destroy or repel all enemy reconnaissance forces.
- Bypass or breach obstacles along the main body's axis of advance.
- Fix, suppress, or block enemy forces to develop the situation for the main body.

(3) ***Main Body.*** The main body will contain the preponderance of the SBCT's combat power. Based on the commander's intent and concept, the main body keeps a sufficient distance from the advance guard to maintain flexibility. Although some level of security might be felt because of the COP and units to the front, flanks, and rear, the main body must still maintain local security and be prepared to rapidly deploy and attack the enemy. Depending on his visualization, answers to the PIR, and the fidelity of other information, the SBCT commander may designate a portion of the main body as the reserve. The reserve gives the SBCT commander flexibility to react to unforeseen circumstances.

(4) ***Flank and Rear Guards.*** SBCT forces screen or guard the flanks and rear of the SBCT if adjacent units are not protecting the SBCT's flank or rear. Flank and rear guard responsibilities typically reside with the main body force. The flank security forces must be task organized to provide information and early warning, to repel anticipated enemy attacks or to delay enemy attacks long enough for the main body to react. The SBCT commander may task-organize ISR assets to the main body force to enhance the ability of the flank and rear guards to accomplish their missions during movement.

b. **Search-and-Attack Technique.** A search-and-attack is a decentralized movement to contact, requiring multiple, coordinated patrols to locate and destroy the enemy. It is most often used when operating within noncontiguous areas of operation during an SSC. The SBCT conducts this form of the movement to contact to destroy enemy forces, deny the enemy certain areas, to protect the force, or for information collection. Execution of the search-and-attack will typically be by company-sized elements in battalion-sized AOs. During a search-and-attack, the SBCT task-organizes its subordinate units into finding, fixing, and finishing forces, and may task its subordinate units to conduct the following missions:

- Locate enemy positions or habitually traveled routes.
- Destroy enemy forces within its capability or to fix and or block the enemy until reinforcements arrive.
- Maintain surveillance of a larger enemy force through stealth until reinforcements arrive.
- Search urban areas.
- Secure military or civilian property or installations.
- Eliminate enemy influence within the AO.

(1) ***Finding the Enemy.*** Much time may be required to develop relevant information on the enemy. The SBCT must leverage its cavalry squadron (RSTA) and other ISR assets to enhance the commander's understanding. The cavalry squadron (RSTA) may arrive in the AO prior to the remainder of the SBCT. Information on enemy activities in the AO gained through the cavalry squadron (RSTA)'s reconnaissance and surveillance efforts will help the SBCT commander focus the search-and-attack. The commander may

subdivide the SBCT's AO to allow the cavalry squadron (RSTA) to conduct a zone reconnaissance while the infantry battalions, with attached ISR assets, conduct a search-and-attack.

(2) ***Fixing the Enemy.*** The SBCT will task its subordinate units with one of the following actions after the commander has developed his SU:

- Block enemy escape and or reinforcement routes for another unit to attack. The blocking unit maintains contact and positions its forces to isolate or fix the enemy so another unit can attack. The INFOSYS will be critical for the attacking unit to destroy the enemy and prevent fratricide of the blocking unit.
- Conduct an attack. This occurs if it is in line with the commander's intent and concept. The attacking force must be able to generate sufficient combat power for a decisive operation.
- Maintain surveillance. The unit avoids detection and reports enemy composition, disposition, and activities.

(3) ***Finishing the Enemy.*** Once the enemy force has been fixed, the SBCT may task its subordinate units to conduct one of the following:

- Conduct an attack.
- Block an escaping enemy for another unit to attack.
- Continue reconnaissance and surveillance activities with a refined CCIR.
- Employ lethal or non-lethal fires and effects.

4-11. ATTACK

An attack is a type of offensive operation characterized by coordinated movement supported by fires and effects. Attacking is the primary means of destroying or defeating an enemy force, of seizing or securing terrain, or both. Attacks take place along a continuum defined at one end by the issuance of a FRAGO that directs the execution of deliberate offensive operations by forces immediately available . The other end of the continuum is defined by published, detailed orders with multiple branches and sequels, detailed knowledge of all aspects of the enemy's disposition, a force that has been task-organized specifically for the mission, and the conduct of extensive rehearsals. Most attacks fall within the continuum as opposed to its extreme ends. The cavalry squadron (RSTA), other ISR assets, INFOSYS, and reach capability allow the SBCT to apply the best of these extreme ends during planning and execution to facilitate quick decision-making while still maintaining a good doctrinal foundation for a successful attack.

a. **Situational Understanding.** The SBCT commander takes every opportunity to gain and refine data and tactical information regarding the enemy. He uses his cavalry squadron (RSTA) and other ISR assets to gather data and information and process it into the relevant information and intelligence that eventually feed into his understanding. Relevant information and intelligence gathered during planning is especially useful to determine the feasibility and acceptability of a developed course of action. If the SBCT commander feels that he lacks appropriate knowledge of the situation, he may not continue with an attack. Instead, he may conduct a movement to contact or refine his ISR effort.

b. **Intelligence, Surveillance, and Reconnaissance Effort.** The SBCT commander ensures that the ISR effort is continuous throughout the operations process (plan, prepare, execute, and assess) for an attack. The enemy's attempts to modify his defenses will be

detected. This early detection allows the SBCT commander to adjust his scheme of maneuver as the enemy situation becomes clearer. The SBCT commander uses all available ISR assets (HUMINT and technological) separately or in combination with the cavalry squadron (RSTA)'s efforts to provide the inputs to develop his SU. The two fundamental employment techniques for reconnaissance that support an attack are reconnaissance-pull and reconnaissance-push.

(1) ***Reconnaissance-Pull.*** The objective of reconnaissance-pull is to find weaknesses in enemy dispositions that can be exploited by the main body. The cavalry squadron (RSTA) and other ISR assets are deployed over a broad area of operations that allows them to identify enemy weaknesses to exploit and enemy strengths to avoid. Once these have been identified, the SBCT commander exploits the situation by choosing a course of action that allows his decisive operation (main effort) to attack the enemy's weaknesses and penetrate gaps in the enemy's defense. He then commits forces to widen the gap and envelop the enemy. The cavalary squadron (RSTA) and other ISR assets continue to move, avoiding enemy strengths and "pulling" the SBCT deep into the enemy's rear area of operations.

(2) ***Reconnaissance-Push.*** The objective of reconnaissance-push is to identify the obstacles and enemy forces that the main body must overcome to assault the objective in a previously chosen location in accordance with the order that deployed the cavalry squadron (RSTA) (typically WARNO2). Once the cavalry squadron (RSTA) has made contact with the enemy, it develops the situation within its capabilities. If the objective is the enemy force, the cavalry squadron (RSTA) orients on it to maintain contact and determine the enemy's disposition.

c. **Special Purpose Attacks.** The SBCT commander can execute an attack to achieve different results or for special purposes. The SBCT will normally execute special purpose attacks in an MTW or SSC. The commander's intent and an analysis of the factors of METT-TC determine the specific form of special purpose attack. These forms of the attack share the same planning, preparation, and execution considerations as other offensive operations. These subordinate forms of an attack are--

- Raids.
- Counterattacks
- Spoiling attacks.
- Feints.
- Demonstrations

(1) ***Raids.*** A raid is an attack that involves swift, temporary penetration of enemy territory for a specific mission. The SBCT conducts raids to capture prisoners, installations, or enemy materiel; to destroy enemy installations or materiel; to obtain specific information of a hostile force; to liberate captured friendly personnel or materiel; or to deceive or harass enemy forces. A raid is a small-scale attack that always ends with a planned withdrawal. Raids require detailed reconnaissance and surveillance planning and may rely on infantry battalion reconnaissance platoons or ISR assets rather that the cavalry squadron (RSTA) (METT-TC dependent). The SBCT normally assigns raids to subordinate forces. The raiding force may operate within or outside its normal area of operation. The raiding force moves to its objective by infiltration (mounted or dismounted), quick violent attack, or by air. Specific planning considerations for a raid include the following:

- Conduct detailed reconnaissance and maintain constant surveillance of the raid objective to ensure the enemy situation remains unchanged and within the capabilities of the raiding force.
- Position fire support systems to provide responsive fires and effects during the approach, actions on the objective, and the withdrawal.
- Establish clear abort criteria for the raid. These may include loss of personnel, equipment or support assets, or changes in the enemy situation on or near the raid objective.
- Develop contingency plans (branches) for enemy contact prior to and after actions on the objective.
- Plan casualty evacuation and raiding force extraction during the approach, actions on the objective, and the withdrawal.

(2) ***Counterattacks.*** A counterattack is executed from a defense to defeat an attacking enemy force or retake key terrain and regain the initiative. The counterattacking force ultimately conducts the decisive operation in the defense when committed; therefore, it should become the main effort upon its commitment. The SBCT commander may plan counterattacks as part of the SBCT's defensive plan. The SBCT may be the counterattacking force for a higher headquarters' defensive plan, if that higher organization lacks sufficient mobility and firepower in its subordinate units.

(3) ***Spoiling Attacks.*** A spoiling attack is executed from a defense to disrupt the enemy's attack preparations and is executed in the same manner as an attack. Spoiling attacks focus on the enemy's critical systems and forces that would have the greatest impact on the SBCT. These systems and forces include, but are not limited to, command and control systems, ISR assets, fire support forces, and any identified unconventional threat. Spoiling attacks are conducted as often as necessary to deny the enemy adequate attack preparation. The SBCT, with it organic cavalry squadron (RSTA) and other ISR assets, normally conducts spoiling attacks as part of a higher headquarters.

(4) ***Feints.*** A feint is intended to deceive the enemy and draw attention and combat power away from the main effort and force the enemy to employ his reserves away from the main effort or remain in position, attract enemy supporting fires away from the main effort, force the enemy to reveal defensive fires or weaknesses, or to gain surprise. Feints must be of sufficient strength and composition to cause the desired enemy reaction. Feints must appear to be real; therefore, some contact with the enemy is required. The SBCT may execute a feint as part of a higher headquarters' attack or may include a feint as part of its own deception plan. Planning for a feint follows the same sequences as any other attack. Special planning considerations include the following:

- Assign attainable objectives.
- Ensure the feint is resourced to appear as the main effort or as a credible threat to the enemy.
- Establish clear guidance regarding force preservation.
- Ensure adequate means of detecting the desired enemy reaction.
- Designate clear disengagement criteria for the feinting force.
- Issue clear follow-on missions to the feinting force.

(5) ***Demonstrations.*** A demonstration is used for deception. The SBCT executes it with the intention of deceiving the enemy; however, no contact is intended. A demonstration must be made clearly visible to the enemy without being obviously

deceptive to the enemy. Demonstration forces use fires and effects, movement of maneuver forces, smoke, electronic warfare (EW) assets, and communications equipment to support the deception plan. Specific planning considerations include the following:

- Establish a means to determine the effectiveness of the demonstration.
- Establish a limit of advance (LOA) for the demonstration forces that allow the enemy to see the demonstration without being able to effectively engage it with direct or indirect fires.
- Establish other security measures necessary to prevent engagement by the enemy.
- Employ demonstrations to reinforce enemy expectations and contribute to the main effort's success.
- Develop contingency plans (branches) for enemy contact and to avoid decisive engagement with the enemy.
- Issue clear follow-on missions to the demonstration force.

4-12. EXPLOITATION

Exploitation is the bold continuation of an attack to increase success and take advantage of weakened or collapsed enemy defenses. Its purpose is to prevent reconstitution of enemy defenses; prevent enemy withdrawal; secure deep objectives; and destroy enemy C2 facilities, logistics, and forces. The SBCT commander configures his CCIR to facilitate decision-making and to help recognize the existence of this transition point within the offensive framework. The cavalry squadron (RSTA) and infantry battalions will continue to conduct tasks similar to those executed during the attack, and it is only in the condition of the enemy that there will be any noticeable difference. The SBCT commander and staff must maximize the ability to rapidly develop plans that facilitate seamless continuation of the offense as it transitions from attack into exploitation. Thus, ISR efforts for future operations must be tied to, and conducted simultaneously with, ongoing offensive operations. Once the exploitation begins, the enemy is given no relief from offensive pressure. In traditional (linear) combat, should the lead force be unable to continue the mission, follow-and-support forces rapidly assume responsibility. Within nonlinear combat, it is more likely that the SBCT must employ attacks against disorganized enemy units throughout an AO. As the SBCT destroys more enemy forces, it gains greater freedom of movement within the AO. The SBCT commander task-organizes HUMINT ISR assets to directly support the infantry battalions. Increased access to EPWs, noncombatants, and document and or electronic exploitation produces a cascading effect that yields greater clarity on disposition of the remaining enemy.

a. **Form of Exploitation**. The exploitation may take the form of an MTC or a series of attacks during hasty operations. The commander will usually issue a series of FRAGOs that designate--

- Movement formation.
- The positions of each battalion within that formation.
- Any required modification to task organization.
- Bypass criteria.
- Revised or new contol measures that assist the maneuver such as objectives, boundary changes, LOA, and FSCM.

b. **Control Measures.** The commander uses control measures to retain his tactical options to converge on the most important axis or to redirect his exploitation effort on a new axis. These control measures should be flexible and capable of rapid adjustments to reflect changing conditions. For an example of control measure used during exploitation operations, refer to Figure 4-5. The commander balances the need to prevent fratricide with the need to allow his battalion commanders the ability to take advantage of opportunities.

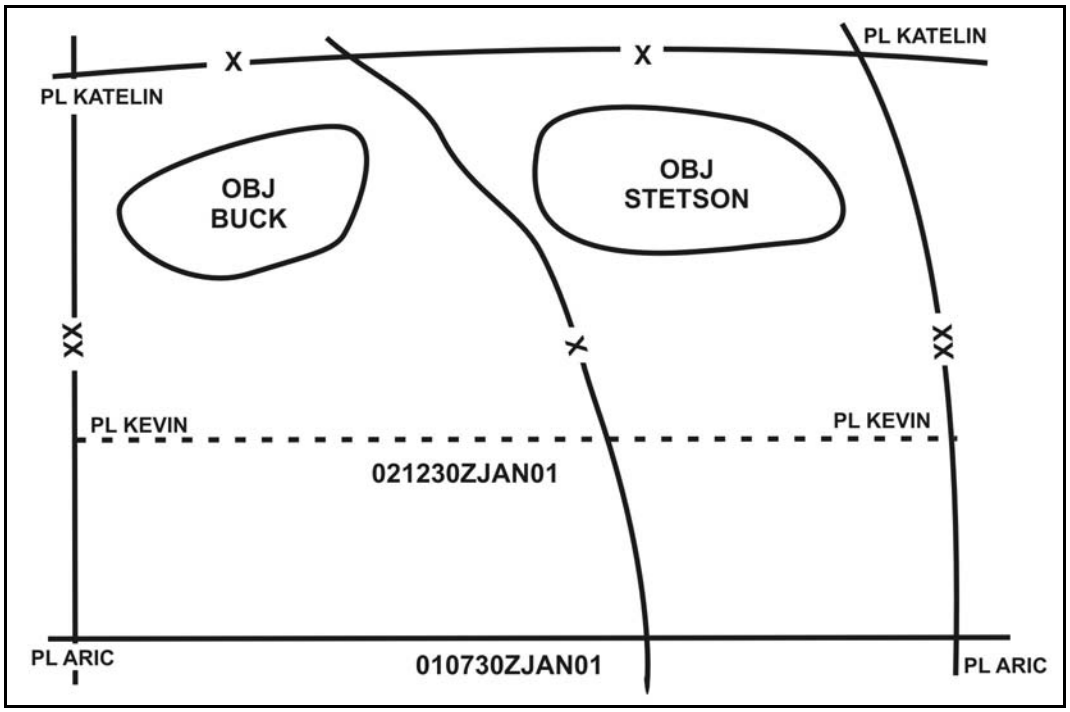


Figure 4-5. Exploitation control measures in a contiguous AO.

c. **Initiation of an Exploitation.** The exploitation is initiated when an enemy force is having difficulty maintaining its position. Although local exploitations may appear insignificant, their cumulative effects can be decisive. Depending on the situation and its task organization, the SBCT can exploit its own success, it can be used as an exploiting force for a higher echelon, or it can follow-and-support another exploiting force. The commander must be ready at all times to use every opportunity afforded by the enemy for exploitation. Updated intelligence is crucial to accurately predicting the exact conditions required to transition from an attack to an exploitation. Such indicators include--

- Higher headquarters reports the threat of use of WMD by enemy forces.
- An increase in prisoners captured.
- An increase in abandoned materiel.
- The overrunning of artillery, command facilities, signal installations, and supply dumps.
- Enemy reconnaissance intensifies.
- Enemy fires decrease in intensity and effectiveness.
- Units become intermingled.
- Reports confirm the capture or absence of enemy leaders.

d. **Transition.** The transition to the exploitation may be abrupt or so gradual it is hardly distinguishable. The commander's primary concern when initiating an exploitation resulting from a successful attack is to shift his force into the appropriate combat formation and task-organize it with additional capabilities and resources to take advantage of a short window of opportunity. The SBCT would normally maneuver on a wide front and may move on two axes. When moving on two axes, each battalion must be task-organized to operate independently. After transition, units should make every effort to continue the advance without halting. They bypass enemy resistance when possible and make the most of available fire support when appropriate targets are presented. Fire support, target acquisition systems, and observers are positioned well forward with lead elements. Key fire and effects considerations are as follows:

- Plan fires and effects to support the attacks.
- Incorporate CAS and attack helicopters, which are well suited for exploitation.
- Establish FSCM between exploiting and converging forces.
- Keep the ECOORD advised of locations of lead elements to facilitate positive clearance of fires.
- Use families of scatterable mines (FASCAM) to delay or fix the enemy.
- Consider the loss of maneuver space.
- Position fire support assets well forward.
- Plan for continous fires and effects.

e. **Follow Through.** Once the exploitation begins, it is carried out to the final objective. The enemy should be given no relief from offensive pressure. Should the lead force be unable to continue the mission, follow-and-support forces must rapidly assume responsibility. Enemy forces encountered are not engaged unless they are a threat to the SBCT or cannot be bypassed. This decision rests with the next higher commander; however, freedom of action is normally delegated to commanders in the exploitation.

f. **Follow-and-Support Forces.** Follow-and-support forces clear the bypassed areas and expand the area of exploitation. Follow-and-support forces are normally battalion or higher formations employed primarily in exploitation and pursuit operations to facilitate maintaining the momentum of the attack. They may also be used in a penetration. A force with a follow-and-support mission is not a reserve but a committed unit. Follow-and-support forces assist attacking units by relieving them of tasks that would otherwise slow their advance. Follow-and-support forces can --

- Widen or secure the shoulders of the penetration by breaking through other enemy defenses.
- Block the movement of enemy reinforcements.
- Destroy bypassed pockets of resistance.
- Relieve elements of the attacking force that have been left to block or contain enemy forces.
- Secure the flanks of a penetration to prevent the enemy from closing it.
- Open and secure lines of communications.
- Secure decisive terrain overrun or bypassed by the attacking unit.
- Protect key installations or areas.
- Guard prisoners of war.
- Reinforce or assume mission of leading force.

- Widen breach lanes.
- Clear MSRs.
- Contol dislocated civilians.

When augmented with additional CSS assets, these follow-and-support forces may also be assigned to control and process refugees and collect and manage casualties.

g. **Decentralized Execution.** Decentralized execution is characteristic of the exploitation; however, the commander maintains enough control to prevent over extension of the command. Minimum control measures are used. Aerial reconnaissance and Army attack or reconnaissance aircraft maintain contact with the enemy movements and keep the commander advised of enemy activities. Close air support aircraft, fires and effects assets, and attack helicopters can attack moving enemy reserves, withdrawing enemy columns, enemy constrictions at choke points, and enemy forces that threaten the flanks of the exploiting force. Security of ground supply columns must be considered and an aerial resupply may be necessary. Exploiting forces take advantage of captured supplies whenever possible.

4-13. PURSUIT

A *pursuit* is an offensive operation designed to catch or cut off an enemy force attempting to escape, with the aim of destroying it (FM 3-90). The pursuit normally follows a successful exploitation and the enemy attempts to conduct a retrograde, The primary function of pursuit is to complete the destruction of the enemy force. As a successful exploitation develops and the enemy begins to lose the ability to influence the situation, the SBCT may be ordered to execute the pursuit. In the pursuit, the SBCT may point its advance toward a physical objective; however, the mission is the destruction of the enemy's main force. The SBCT's ability to share and rapidly disseminate information facilitates the transition into pursuit. Most enemy forces will attempt to flee the area or blend into the local population; however, some enemy forces, motivated by ideology or ethnic and or religious convictions, may hold out. To complete the destruction of those enemy forces attempting to flee the AO, the SBCT designates direct pressure and encircling forces. The commander's analysis of the factors of METT-TC determines the composition of these forces. Infantry, supported by elements of the cavalry squadron (RSTA) or other ISR assets, have the superior tactical mobility to conduct pursuit operations against those enemy forces fleeing the AO.

a. **Indicators of the Enemy's Collapse.** Friendly forces in the exploitation are alert for indicators of an enemy collapse that would permit a pursuit operation. There are several indicators of a weakening enemy:

- Continued advance without strong enemy reaction.
- An increased number of captured prisoners, abandoned weapons, and unburied dead.
- A lessening of enemy artillery fire.
- A lack of enemy countermeasures.

b. **Initiating a Pursuit.** The pursuit is ordered when the enemy force can no longer maintain its position and tries to escape. The commander exerts unrelenting pressure to keep the enemy force from reorganizing and preparing its defenses. The SBCT may be a part of a higher headquarters, functioning as either the direct-pressure or encircling force.

The commander organizes and conducts pursuit operations by designating subordinate commands to produce the effects of a direct pressure force and an encircling force.

(1) ***Direct Pressure Force.*** The mission of a direct-pressure force is to prevent enemy disengagement and subsequent reorganization of the defense and to inflict the most casualties. Leading elements contain or bypass small enemy pockets of resistance that are then reduced by follow-and-support units. At every opportunity, the direct pressure force envelops, cuts off, and destroys enemy elements, provided such actions do not interfere with its primary mission. The enemy is not allowed to break contact.

(2) ***Encircling Force.*** The mission of an encircling force is to get behind the enemy and block his escape so that he can be destroyed between the direct-pressure and encircling forces. The encircling force advances along or flies over routes paralleling the enemy's line of retreat to reach defiles, communication centers, bridges, and other key terrain ahead of the enemy main force. When conditions permit, the SBCT attempts a double envelopment of retreating enemy main forces or their subordinate elements. Enemy rear guards or forces on flank positions are not permitted to divert the main force from its mission. If the encircling force cannot outdistance the enemy, it attacks the enemy main body on its flank. If the enemy's main force establishes itself on a position from which it cannot be easily dislodged, the pursuing commander launches an attack to restore fluidity. The SBCT commander should consider augmenting the encircling force with ISR assets such as UAVs and remote-sensing systems. The cavalry squadron (RSTA)'s HUMINT capability should be augmented from the SBCT's MICO to conduct "pursuit" operations when enemy forces are attempting to blend into the civilian population.

c. **Control Measures.** The commander uses control measures to retain his tactical options to converge on the most important axis or to redirect his pursuit effort on a new axis. These control measures should be flexible and capable of rapid adjustments to reflect changing conditions. For an example of control measure used during pursuit operations refer to Figure 4-6. Centralized planning and decentralized execution characterize the pursuit. The commander balances the need to prevent fratricide with the need to allow his battalion commanders the ability to take advantage of fleeting opportunities.

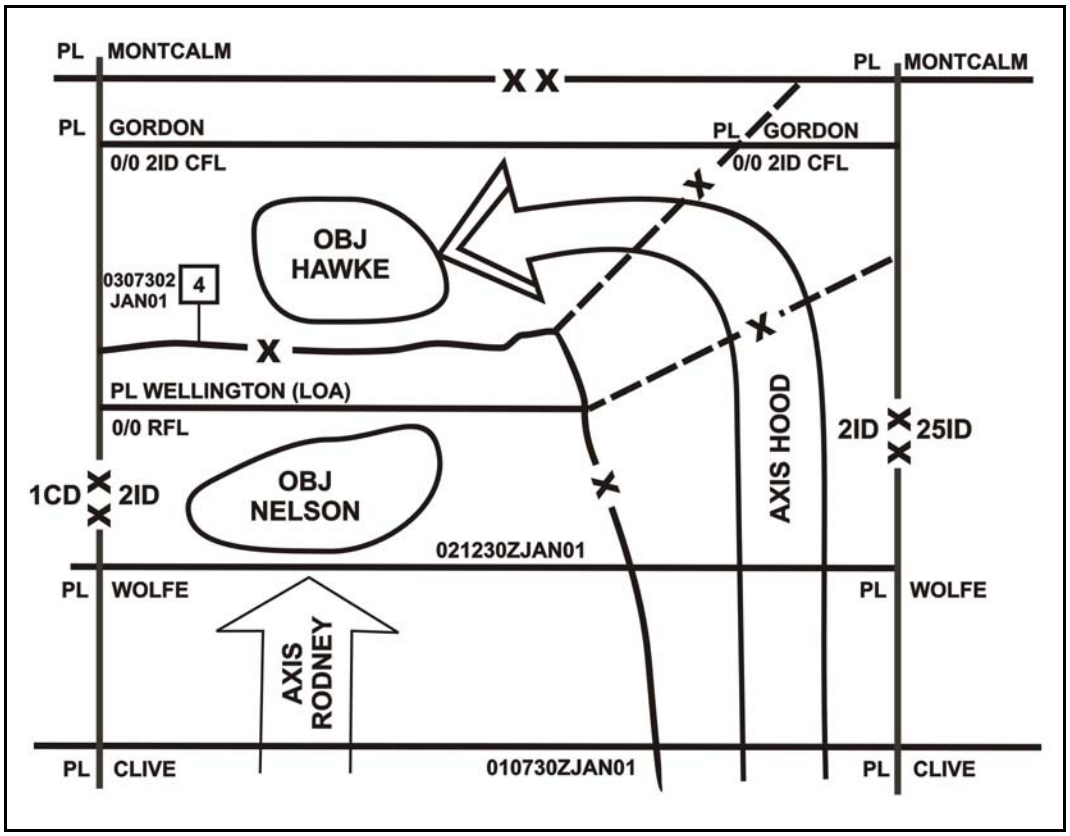


Figure 4-6. Pursuit control measures.

d. **Fires and Effects.** Fire and effects assets are placed well forward with the lead elements of the direct-pressure force. Such positioning facilitates the delivery of fire and effects support for both the direct-pressure and encircling force. Fires and effects assets perform two key tasks in the pursuit: slowing the retreat of enemy forces and preventing resupply and reinforcement of enemy force fires. CSS assets should follow the direct-pressure force to enhance its security. During a pursuit, the SBCT may also serve as a higher headquarters follow-and-support force. (See Paragraph 4-12 on exploitation.)

SECTION IV. OFFENSIVE PLANNING CONSIDERATIONS

The SBCT's unique ISR and the capability to access higher echelon database to retrieve information may alter the manner in which it actually plans, prepares for, and executes an attack and may result in some unique planning considerations (Figure 4-7, page 4-20).

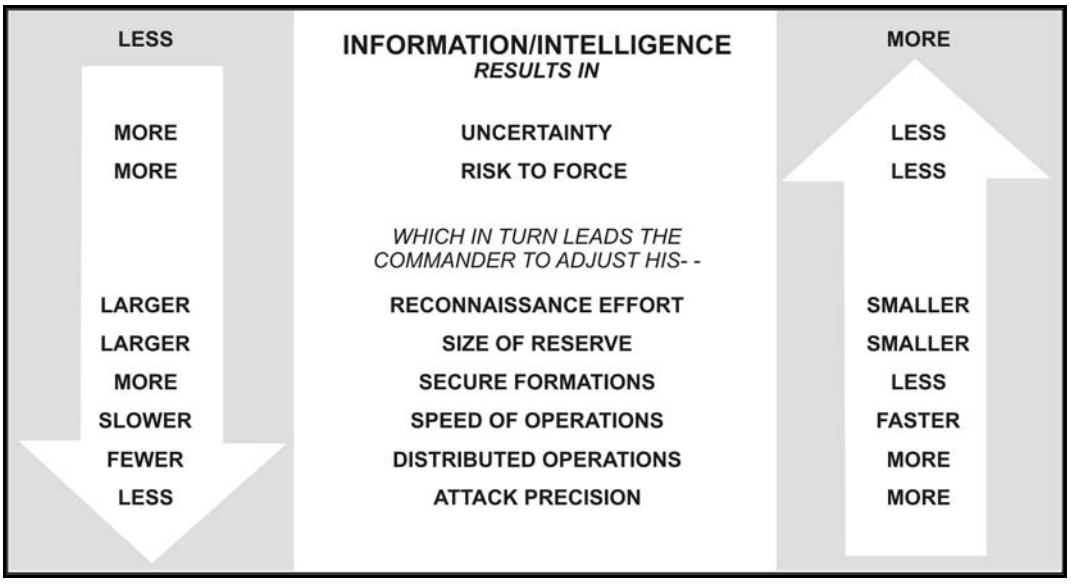


Figure 4-7. Planning considerations.

4-14. FORCE ORGANIZATION

The commander task-organizes forces within the SBCT after he chooses a scheme of maneuver. The task organization allocates sufficient combat power to allow subordinate units to accomplish their assigned purposes. The structure of the SBCT and its INFOSYS reduces the number of unknowns and allows the task organization to be tailored to meet the specific threat.

a. The cavalry squadron (RSTA) primarily executes reconnaissance and surveillance for the SBCT. In instances where the enemy situation remains vague, additional forces are allocated to assist in the reconnaissance effort. The ISR assets of the MICO may be attached to or operate in direct support of the cavalry squadron (RSTA) to facilitate the reconnaissance effort. The S2x section, under the direction of the SBCT S2, has access to higher intelligence collectors and is able to garner those capabilities to help in the ISR effort. When the enemy mounts an effective security zone that denies the cavalry squadron (RSTA) the ability to provide the tactical information that the SBCT commander needs to make decisions during execution, he may direct an infantry battalion to conduct a movement to contact or limited attacks through the enemy security zone. From the SBCT commander's perspective, these operations constitute a reconnaissance-in-force and feed sufficient information to build a level of understanding needed to facilitate decision-making by the commander and obtain decisive combat action.

b. Across the full spectrum of conflict, the SBCT commander carefully considers security force requirements. Unlike an MTW, an SSC will rarely have clearly defined flanks and rear areas. Forces must be allocated to protect critical assets within the SBCT AO against conventional and unconventional attacks. Force organization reduces the amount of dedicated security through a COP and mutual support. Additionally, the cavalry squadron (RSTA) and other ISR assets will provide passive security through the conduct of their operations.

c. The SBCT can conduct both linear and nonlinear operations within contiguous or noncontiguous areas of operations. The mounted speed of the subordinate units within the SBCT allows the SBCT to conduct nonlinear operations while maintaining the ability to

provide mutual support. This flexibility allows the SBCT to conduct battalion-level operations against multiple objectives within the SBCT's areas of operation.

d. The SBCT commander has greater latitude in the designation and composition of his reserve. Reserves should be designated at appropriate levels to address unforeseen events. The amount of combat power allocated to the reserve depends primarily on the level of uncertainty about the enemy. The increased ability of the SBCT to gain a better degree of understanding about the enemy should allow the commander to tailor the reserve to meet the specific threats and opportunities. At times the situation may allow the SBCT to retain only a small, but tailored, force as the reserve because there is little likelihood of catastrophic failure or all of the infantry battalions are conducting significant operations simultaneously. At other times, the SBCT commander may determine that his degree of SU allows him to tailor subordinate forces to a level that will ensure their success and therefore he does not designate a reserve.

4-15. INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE

Intelligence, surveillance, and reconnaissance is a broad category of assets designed to support planning, intelligence development, decision-making, and targeting. The ISR effort is a combined-arms maneuver operation that employs the cavalry squadron (RSTA) and other ISR assets to observe, by visual or other detection methods, NAIs and TAIs in order to collect data, information, or combat information. Intelligence encompasses the products shared on the COP and in databases, as well as the processes used to collect, process, and analyze data and relevant information. Surveillance involves the systematic observation of a particular NAI by visual, electronic, photographic, or other means. Target acquisition by specialized and non-specialized ISR assets provides detection, identification, and location of targets in sufficient detail to permit the effective employment of fires and effects.

a. The increased capabilities of the SBCT in intelligence acquisition and rapid precision fires and effects dictate that ISR assets be tightly integrated into a single operation to facilitate mission accomplishment.

b. The S2 integrates IPB and other MDMP products into his analysis of all intelligence and information coming into the main CP from the cavalry squadron (RSTA), other ISR assets, and higher echelon intelligence assets and databases. The S2 attempts to answer the PIR, recommends refined PIR for the commander to consider, confirms probable enemy COAs and intentions, and explains enemy actions in relationship to the current friendly operation. The product of this process is available on a shared database facilitating the ability of the SBCT commander and his subordinate commanders to make timely and effective decisions regardless of their location on the battlefield. Ultimately, reconnaissance and surveillance operations set the conditions for the success of the unit in the close fight.

c. The SBCT conducts reconnaissance and surveillance using organic and supporting HUMINT and technical assets. The data, information, and combat information collected from these assets, when combined with intelligence provided by the higher echelon assets, help the SBCT commander visualize a nearly complete picture of the enemy and environment within the SBCT's battlespace. Specifically, the SBCT employs an appropriate number of its ISR assets throughout its AO in order to identify favorable

terrain and determine the enemy's composition, disposition, activities, strengths, and possible vulnerabilities.

d. The INFOSYS allow information to be passed from the cavalry squadron (RSTA) and other ISR assets to decision-makers and targeting cells in a timely manner. The ISR order (and collection plan) is published early in the MDMP process (not later than WARNO2), with sufficient enemy detail and operational coordination to focus the SBCT's ISR effort. This information allows the SBCT to--

- Seize and maintain the initiative.
- Develop and disseminate effective maneuver and fires and effects plans prior to contact.
- Detect, identify, and destroy high payoff targets early.
- Allow follow-on forces to maneuver rapidly, and without obstruction, to the objective.
- Keep uncommitted forces available as long as possible in preparation for action at decisive points.
- Recognize and exploit fleeting opportunities presented by discovered enemy weaknesses.
- Share a common operational picture.
- Reduce the risk of surprise by enemy operations.

4-16. INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE FUNDAMENTALS

Successful ISR operations depend on the following fundamentals:

- Maintain a continuous ISR effort.
- Focus ISR assets on answering PIR and or IR.
- Integrate the staff in ISR planning.
- Maximize ISR assets.
- Collect, process, and disseminate information rapidly and accurately.

a. **Maintain a Continuous ISR Effort.** Reconnaissance and surveillance is a continuous process. In order to accomplish this, the employment of reconnaissance and surveillance forces and or assets needs to be cycled to provide for continuous reconnaissance and surveillance and rest and maintenance periods. ISR assets are normally not held in reserve. However, with the increase in ISR assets available to the SBCT, commanders must give consideration to their mission, duration, rest, resupply, and subsequent mission requirements. When the SBCT does not have adequate organic resources to achieve or sustain the required reconnaissance and surveillance effort, it requests integration of other ISR assets from division, corps, joint task force, and national systems to cover areas, or time periods, when assistance is needed.

b. **Focus ISR Assets on answering PIR and IR.** The PIR identifies the critical enemy information needed by the commander to support his battlefield visualization and decision-making. The PIR and the staff's IR provide focus to the collection plan and prevent the wasteful employment of ISR assets. The PIR filter information available to the commander and support his decisions that will affect overall mission accomplishment. The IR are requirements for intelligence to fill a gap in the commander's knowledge and understanding of his battlespace. In addition to the PIR, there will also be higher commander's PIR and subordinate units' IR that may influence

the focus of the SBCT's collection plan. The collection plan should focus on collection of information to support the PIR and provide observation of the decision points on the battlefield. The increase in the number of ISR collection assets available to the SBCT increases the importance of a focused and synchronized collection plan. The amount of data and information gained from the increased number of assets may quickly overwhelm the S2 section with superfluous reports that prevent relevant information from getting to the decision makers in a timely manner. Focusing the reconnaissance and surveillance effort ensures that only the PIR and specific IR are answered; therefore, ISR collection assets are not wasted looking for information that is not relevant to the commander's decisions.

c. **Integrate the Staff in ISR Planning.** The S2 and S3 rely upon the entire staff to assist in the planning and execution of reconnaissance and surveillance by providing--

- Subject matter expertise.
- ISR assets.
- CS and CSS support.
- Communications, connectivity, and information management planning.
- IR submissions.

d. **Maximize ISR Assets.** The SBCT maximizes the capabilities of its ISR assets by ensuring that collection requirements specify what needs to be collected, where it needs to be collected, who collects it, and when it needs to be collected and reported in order for the SBCT to successfully accomplish the mission. The cavalry squadron (RSTA) and other ISR assets compliment each other with their different capabilities. For example, a joint surveillance target attack radar system (JSTARS) may have gaps in its area coverage because of terrain features that interrupt line of sight. Once these gaps are identified, they are covered by another asset such as a UAV. Each asset's strength compensates for another asset's weakness. Cross-cueing--using one system to trigger another--is a way to maximize the capabilities of ISR assets. JSTARS only indicates that something is moving. This indication may trigger the employment of a UAV to positively identify the target.

e. **Collect, Process, and Disseminate Information Rapidly and Accurately.** The INFOSYS within the SBCT enhance both the accuracy of the intelligence collected and the timeliness with which it can be processed and disseminated. Once data or information arrives at the collection manager, it is processed and disseminated to users such as the SBCT commander, key staff officers, and the fires and effects coordination cell. This is accomplished through the INFOSYS. Combat information goes directly (unprocessed) to the SBCT commander for his consideration. In order to conduct reconnaissance and surveillance continuously, the SBCT supplements its organic ISR collection assets with intelligence from higher headquarters and additional maneuver, fires and effects, or force protection assets. These assets provide the SBCT with a variety of options to draw upon, each with its own capabilities. Table 4-1 shows the ISR collection assets that are generally direct support to an SBCT.

Asset	Planning Range	Function	Interoperability
IREMBASS	Detection Range Personnel 3-50 m Wheeled 15-250 m Tracked 25-350 m	Detects moving targets: personnel, wheeled & tracked vehicles; sensors: seismic/acoustic/magnetic/ infrared	ASAS-RWS
CGS	300 Km	Receiver/Preprocessor; primary gateway for BDE	G2 /ASAS, ASAS-RWS AQF/ JSTARS, GRCS, A2C2s, UAV GBS/BADD
CI Teams and Interrogators	N/A	Question sources to obtain information to satisfy intelligence requirements	G2/S2, ASAS-RWS
Prophet	300 Km	Controls and receives ESM data from prophet land and air systems.	ASAS-RWS, FBCB2
Sentinel	40 Km	Provides search and track functions against fixed and rotary wing aircraft.	FAADC2I, Linebacker, Avenger
Q-36 RADAR	Arty, Mortars 12km Rockets 24 Km	Mortar and artillery locating radar, optimized for short-range high angle weapons.	AFATDS, FBCB2
Q-37 RADAR	Arty/Rocket 30/50 Km	Long range/low angle weapons.	

Table 4-1. ISR collection assets.

4-17. SCHEME OF MANEUVER

The SBCT directs its decisive operation (or main effort) against an objective, ideally an enemy weakness, to cause the collapse of the enemy. By doing so, the SBCT sustains the initiative and reduces its own vulnerabilities. The SBCT commander seeks to identify an assailable flank, poorly defended avenue of approach, or a smaller unit lacking mutual support that he can exploit to gain a tactical advantage. When attacking a well-prepared enemy defense, the commander normally plans to isolate, then destroy, vulnerable portions of the enemy defense throughout the depth of the zone of attack.

a. The commander and staff develop the plan using a reverse planning process from actions on the objective to the assembly area. They incorporate plans for exploiting success and unforeseen opportunities that may develop during execution. Emphasis is placed on synchronizing maneuver, fires and effects, and support throughout the reconnaissance and surveillance effort and the attack. Reconnaissance and surveillance facilitates maneuver, allowing combat forces to move on specific routes to objectives, without significant enemy contact. The composition, disposition, and strength of the enemy force drive the type of attack that the SBCT conducts (see Paragraph 4-11).

b. The staff considers the enemy's ability to mass combat power, reposition his forces, or commit his reserve. The SBCT develops a scheme of maneuver to mass sufficient combat power to defeat the enemy. The reverse planning process is an essential

tool in building an effective plan to attack an enemy. By starting with actions on the objective and working back to the assembly area, the staff can allocate combat power, mobility assets, and fires and effects (suppression and smoke).

4-18. FIRES AND EFFECTS

The fires and effects coordination cell obtains guidance from the commander regarding the effects desired in time, space, and purpose within the AO; it then plans, coordinates, and achieves the desired effects utilizing organic and attached assets.

a. The integration of fires and effects within the SBCT includes lethal indirect and direct fire systems and non-lethal effects.

(1) Infantry battalion and cavalry squadron (RSTA) mortars provide the majority of obscuration and indirect fires to these elements while the artillery battalion provides fires and effects to the SBCT.

(2) Non-lethal effects include IO, CA, computer network attack/defense (CNA/D), and legal support of civil-military operations. Information operations include OPSEC, EW, PSYOP, military deception, counterpropaganda, and possibly the destruction of infrastructure.

b. The nature of restrictive and urban terrain presents some special considerations. The ability to direct and observe fires and effects within isolated compartments of restrictive and urban terrain is required down to the platoon. Minimum engagement ranges are as important as maximum ranges.

c. Considerations for the fires and effects plan include--

- Movement of the fires and effects assets to enable destruction and or engagement of HPTs.
- Movement of the fires and effects assets to support the reconnaissance and surveillance effort.
- Location and employment of combat observation lasing terams (COLTs) to facilitate precision fires and effects.
- Using deception fires to confuse the enemy as to the location of the decisive operation (or main effort).
- Planning suppressive and obscuring fires and effects at the point of penetration.
- Planning suppressive and obscuring fires and effects in support of breaching operations.
- Planning fires and effects in support of the approach to the objective. These fires engage enemy security forces, destroy bypassed enemy forces, and screen friendly movement.
- Synchronizing fires on the objective to suppress, neutralize, or destroy enemy forces that most affect the SBCT's movement to the objective.
- Planning targets to attack repositioning enemy forces and the movement of enemy reserves.
- Planning fires and effects beyond the objective to support an attack or defense.
- Using fires and effects, or CAS, to delay or neutralize enemy reserves.
- Planning locations of critical friendly fire zones (CFFZs) to protect critical assets such as support forces, breaching efforts, and artillery assets.

- Planning to secure counterfire radars.
- Planning for desired effects on civilian populations
- Planning to break the enemy's will to fight through lethal and non-lethal effects.

Section V. SBCT SUPPORTING A HIGHER HEADQUARTERS

The effective employment of the SBCT with both mechanized and light forces or a JTF headquarters requires detailed and coordinated planning and an understanding of the SBCT's capabilities and limitations. The SBCT may be part of a division, corps, or JTF decisive operation or main effort. However, it is more likely to execute an attack as part of a higher headquarters shaping operation, act as a reserve, conduct economy-of-force operations, or (if attached to a mechanized force) conduct offensive operations in restrictive or urban terrain while other elements operate in open and somewhat unrestricted terrain. A higher headquarters has many options on how to employ an attached SBCT. For more information on the integration of heavy and light forces, refer to Appendix E, Integration of Special Operations, Mechanized, and Light Forces.

4-19. BOS PLANNING CONSIDERATIONS

The SBCT commander must be ready to advise the higher commander how to best employ his force. Critical areas in the planning process include the command and support relationship, the composition of the CS and CSS support, and the effective use of terrain. A common SOP or understanding of each unit's SOP is essential to the synchronization of combat, CS, and CSS units.

a. **Intelligence.** Given the significant capabilities of its ISR assets, the SBCT can expect to detach elements of the cavalry squadron (RSTA) or MICO to the higher headquarters. The SBCT commander should brief the higher commander that this may degrade the expected capabilities of the SBCT. Unless supporting a digitized force, the SBCT must provide the supported headquarters with a robust LNO command and control package. The J3/G3 must consider the capabilities of the SBCT in severely restricted terrain and urban areas. The J2/G2 must recommend to the higher commander as PIR the enemy assets or intentions that are particularly dangerous to the SBCT. Reconnaissance and surveillance plans should be developed jointly between the SBCT and the higher headquarters. When working with higher headquarters that are not yet digitized, the SBCT commander must plan for a different tempo and possibly more physical contact with the enemy when developing plans in conjunction with that force.

b. **Maneuver.** Mechanized forces are better suited for unrestricted than restricted terrain. The SBCT retains this same mobility; however, with a larger number of infantrymen, it provides the versatility to fight in restrictive and severely restrictive terrain (much like a light force) where enemy mobility is limited and long-range precision fires are muted.

(1) The SBCT does not have the protection requisite to fight and maneuver against armored opponents in unrestricted terrain. The higher commander must consider that it is possible to move (infiltration or air assault) the SBCT infantry battalions so far that the SBCT begins to lose the characteristics that make the SBCT commander uniquely able to share a COP, gain SU, and make decisions. While some of the SBCT has a limited ability to take components of the INFOSYS across the forward line of own troops (FLOT)

during infiltrations and air assault operations, the SBCT will function in a degraded mode. Aerial retransmission of voice and data must be redundant and carefully planned and coordinated. Similarly, the higher commander must consider the nature of the objective and the duration of the operations that take the SBCT's forces away from their Stryker vehicles and sustaining bases for lengthy periods of time. The SBCT will require resupply of ammunition and batteries within 48 hours of crossing the FLOT.

(2) The digital INFOSYS capability also presents a challenge. The SBCT will know the location of its subordinate elements and have an unprecedented level of clarity on enemy forces within the AO. Analog units working with the SBCT provide the requisite lethality, protection, and sustainment but may not be able to tie into the INFOSYS, thereby degrading the SBCT. The SBCT commander and staff must aggressively query analog units for information so as not to degrade the tempo of information flow, mission planning, and execution of combat tasks. These units will require LNO teams with INFOSYS to communicate information with the SBCT.

(3) The SBCT cannot fight comparably sized mechanized and or armor forces in open rolling terrain. The SBCT antitank company provides a limited antiarmor capability to the SBCT. The SBCT will require augmentation if intended to fight a comparably sized mechanized and or armor force. This augmentation will likely take the form of an armor or mechanized task force that incorporates tank, antitank, engineers, and mechanized infantry elements.

(4) The cavalry squadron (RSTA) may be required to screen or conduct reconnaissance and surveillance against an armored threat. This may require augmentation of the cavalry squadron (RSTA) with antiarmor systems, a robust fires and effects element, or armored and or mechanized forces.

(5) Aviation augmentation from JTF, corps, or division is required to conduct air assault operations, assist in casualty evacuation, support attacks, and conduct reconnaissance and surveillance. (See Appendix F, Aviation Support of Ground Operations.) The augmenting aviation force should have the capability to move one infantry company in one lift, provide extensive antiarmor protection across the AO, extend the range of reconnaissance, and expand considerably the SBCT's flexibility. It could also add a countermobility capability by distributing air-delivered mine fields. Aviation augmentation will normally be OPCON for a specific duration and then return to the higher headquarters' control.

c. **Fires and Effects.** The SBCT may detach all or part of the artillery battalion to participate in the higher headquarters' fires and effects plan. If the SBCT is required to conduct an attack, the higher commander must recognize that the cavalry squadron (RSTA) and other ISR assets will precede the ISR effort, and that effort must be supported by a detailed and synchronized fires and effects plan.

(1) The SBCT is vulnerable to artillery fires. The higher headquarters' fires and effects plan must prioritize the suppression of those systems that threaten the SBCT during its employment in an attack.

(2) The SBCT may receive fires and effects augmentation from the higher headquarters. Augmentation may be in the form of reinforcing field artillery, additional target acquisition capabilities, or a higher priority of fires, especially for the conduct of proactive counterfire or to support SBCT offensive operations. Assured linkages to plan

and employ joint fires and information operations capabilities will enhance the SBCT commander's ability to shape the battlespace.

d. **Air Defense.** The SBCT ties into the higher headquarters' air defense plan via the ADAM cell, equipped with the air and missile defense work station (AMDWS), in the main CP. Since the SBCT has no active air defense capabilities beyond point defense with its Stryker self-defense weapons and its crew-served weapons, it would require coverage from the higher unit's air defense assets. When employing attached air defense assets within the SBCT AO, the commander ensures their effects afford redundant protection of those key INFOSYS nodes necessary for successful mission accomplishment. It is essential that the attached ADA assets are tied into the SBCT's INFOSYS to ensure that they enhance the fidelity of the COP by sharing information provided from their related ADA BOS COP.

e. **Mobility, Countermobility, and Survivability.** The SBCT must plan to receive engineer augmentation when part of a mechanized force. The SBCT's mechanical breaching assets are best suited for obstacles associated with the situations in an SSC. The light force commander, with his limited engineering capability, may not augment the SBCT. However, a higher commander must consider that breaching or gap crossing by the SBCT will take time, and he should provide the appropriate level of support in order to maintain the correct tempo of the overall force.

(1) Additional engineer capabilities across all engineer battlespace functions will be required--mobility, countermobility, survivability, reconnaissance, and sustainment support. In essence, engineer augmentation will require an engineer battalion (versus the organic company) that can be task-organized to provide improved direct support to maneuver elements and to accomplish the other significant engineer tasks inherent within an offensive operation. (Refer to FM 3-34-221 for additional information.) Augmentation requirements include improvement in general engineering, engineer reconnaissance, terrain visualization, and expanded staff support at SBCT and battalion levels. Engineer augmentation will be provided from the higher headquarters and its employment integrated by the MANSPT cell. In a linear battlefield, engineers do not typically perform general engineering tasks while in the offense. However, in a non-contiguous environment, engineers could perform tasks across the full spectrum of operations, to include general engineering.

(2) The SBCT likely will be augmented by an MP company that is capable of expanding capabilities for area security; EPW operations; police intelligence operations; route, logistical, and physical security; counterreconnaissance; crowd control; law and order; and criminal investigation. A smoke and decontamination company with a biological detection platoon will be required to add capabilities for thorough fixed-site decontamination; large area, long duration obscuration; biological detection and early warning; and expanded nuclear, biological, and chemical (NBC) reconnaissance.

f. **Command and Control.** The SBCT and higher headquarters must exchange LNO teams. Analog units lack the capabilities inherent in the C2 INFOSYS. When the higher headquarters is analog, the SBCT commander must account for a requirement to physically locate with the higher headquarters throughout the planning. There will be greater demands on the SBCT commander and his staff to physically attend meetings and briefings that will affect the normal battle rhythm of the SBCT. Detailed briefbacks are required at the SBCT level of attached analog combat, CS, and CSS units to ensure

timing, synchronization, and understanding of intent. The SBCT commander and commanders and staffs of analog units must understand the capabilities and limitations of the other's units and their command and control systems. The S6 from each unit ensures connectivity and interoperability during combined arms operations. An exchange of unit tactical and digitized SOPs and signal operating instructions (SOI) must occur immediately on attachment.

g. **Combat Service Support.** The BSB will require comprehensive augmentation from JTF, division, or corps across all functional areas of support. The CSS augmentation package will need to be tailored to overcome SBCT sustainment requirements for a variety of systems and vehicles not resident within the higher headquarters' logistics structure, an expanded area of operations, potentially higher operational tempo, and probable requirements to establish direct support with maneuver elements.

4-20. FLANK GUARD

The SBCT can secure an exposed flank for an attacking force in restrictive terrain by clearing severely restricted areas or small urban areas along the axis of advance. In the same vein, the SBCT can secure key terrain that dominates a mechanized or light force's approaches to the objective. This utilization of the SBCT in a large-unit attack frees the mechanized or light force commander from drawing on any of his maneuver forces and limited number of infantrymen required on the objective. It also allows the mechanized force to maintain a fast tempo during movement, giving the defender less time to react and synchronize. For the SBCT, this would still be an attack. The SBCT is uniquely manned and equipped to fight in such terrain, thus providing the higher commander with a force that is optimized for this type of mission. The SBCT's tactical mobility allows it to easily join the mechanized force at a later point in the operation if required to do so.

4-21. SECURE KEY TERRAIN

The SBCT can secure choke points and clear restrictive terrain astride the mechanized force's axis of advance. Conducting such operations in restricted terrain is both time consuming and resource intensive. Higher commanders must account for the time and resources required as the SBCT approaches the AO, clarifies the situation, and conducts attacks. Higher commanders must also ensure that the SBCT has sufficient combat power to successfully accomplish the mission. The SBCT's ability to conduct this type of mission facilitates the unimpeded advance of mechanized forces during their movement.

a. The SBCT may conduct an *infiltration* in order to secure key terrain, interrupt enemy lines of communication, or destroy a high payoff target. The SBCT has an adequate amount of infantrymen and firepower to infiltrate and attack. The information-gathering capability of the cavalry squadron (RSTA) and other ISR assets provide critical information necessary to successfully conduct an infiltration. This form of maneuver is a viable option for the mechanized force commander to employ the SBCT due to the ability of the SBCT's infantry forces to infiltrate (mounted or dismounted) during hours of limited visibility and communicate adjustments to the tactical plan through the INFOSYS.

b. The SBCT can also conduct an *air assault* operation to seize key terrain. An air assault gives a commander the ability to position forces deep when no feasible infiltration (mounted or dismounted) routes are available and there is a need to attack a target

quickly in severely restricted terrain. As with the infiltration, the cavalry squadron (RSTA) and other ISR assets give the SBCT the ability to gather timely and accurate data and information on a far objective and then establish observation posts around the objective during execution. This allows the infantry battalions to focus on the objective knowing that adequate early warning through the ISR assets is available.

4-22. CONDUCT FOLLOW-AND-SUPPORT

The SBCT can conduct follow-and-support missions with a mechanized or light force. This allows the mechanized or light force the tactical freedom to bypass small pockets of resistance and maintain the momentum of the operation with the assurance that its lines of communication are secure. Consequently, the mechanized or light force can focus on its subsequent objectives during an exploitation or pursuit. The cavalry squadron (RSTA) and other ISR assets give the SBCT the unique ability to observe multiple NAIs and routes, thus providing the SBCT and higher commander with an unprecedented degree of fidelity of their COP regarding isolated or bypassed enemy units. The mounted speed and firepower of the infantry battalions provide the necessary tactical flexibility to focus or refocus combat power as the situation is clarified by the cavalry squadron (RSTA) and other ISR assets.

4-23. MAIN EFFORT IN THE ATTACK

The SBCT can be the main effort for a mechanized force when the objective is in an urban area or when it is in terrain that severely restricts employment of combat vehicles. The mechanized force would serve as a supporting force to isolate the objective area and augment the SBCT as needed. The ability of the SBCT to support itself in close operations throughout the depth of the AO and its strong infantry force make the SBCT the best choice to conduct an attack against an enemy defending in restrictive or urban terrain. The SBCT can also be the main effort for a light force when the objective is distant and the terrain favors the mobility of the Stryker platforms within the organization. The light force may infiltrate or conduct an air assault operation to isolate the objective area or augment the SBCT as needed.

4-24. COUNTERATTACK IN THE DEFENSE

The SBCT can be an effective force for use as a counterattack. The SBCT's tactical mobility and INFOSYS enable it to react quickly and decisively when called upon to execute a counterattack in support of a defense. The SBCT is best used in such a role in situations that maximize its strengths. The best example of where a commander might dedicate an SBCT as a counterattack force is in restrictive terrain (urban or complex) where the enemy situation appears fluid. Such a situation allows the SBCT to employ its ISR assets to clarify the situation as the enemy attacks and then move the infantry battalions rapidly through terrain that appears severely restrictive to a position of advantage. In this manner, the SBCT is able to gain tactical surprise against the enemy force and achieve a decisive result in favor of its higher headquarters. The SBCT can also be effective in less restrictive terrain, but its lack of antiarmor protection and organic mobility and countermobility assets prevents it from truly maximizing its strengths.

4-25. CONDUCT FOLLOW-AND-ASSUME AS AN EXPLOITATION OR PURSUIT FORCE

In certain situations the SBCT is well suited to follow and assume the mission of either a heavy or light force. While a higher commander rarely dedicates a force to exploit or pursue, he can direct his staff to plan such an offensive operation as a branch or sequel.

a. By placing an SBCT in the follow-and-assume role, the commander can easily direct efforts to either a pursuit or exploitation. Additionally, based on the SBCT's ISR capability, the SBCT commander is better able to identify an enemy force preparing to withdraw or regroup. Once the commander identifies those conditions, the SBCT can rapidly move forward and either begin a pursuit (in the case of a withdrawing enemy) or continue an exploitation (if the enemy defenses have been broken). The SBCT commander can then move his infantry battalions out of direct contact with the enemy to either seize key terrain or to strike an enemy force as it attempts to conduct a retrograde. In either case, the SBCT is able to maintain constant pressure on the enemy through mobility and enhanced fidelity of its common operational picture of the enemy and terrain through its organic INFOSYS.

b. The SBCT is best suited to conduct these operations in more restricted areas. A withdrawing or broken enemy can use restricted terrain to regroup and prepare its defenses. The SBCT's infantry battalions are well equipped to assault these positions before they are well established. In open and rolling terrain, the SBCT may be challenged to generate the combat power required to maintain a pursuit or exploitation if the enemy is able to position heavy forces in well-prepared defenses. In that case, the higher commander should augment the SBCT with additional combat power (armor, mechanized infantry, artillery support, CAS) in order to maintain offensive pressure or choose to establish defensive positions until he is able to get his other units forward to continue the mission. As the SBCT continues to exert pressure on the enemy, the higher commander can transition his other units and prepare them to continue the offense once the SBCT has culminated.

CHAPTER 5
DEFENSIVE OPERATIONS

The immediate purpose of defensive actions is to resist, defeat, or destroy an enemy attack and gain the initiative for the offense. Defensive actions alone may not be decisive--they must be combined with or followed by offensive action. As part of higher echelon's defensive operations, the SBCT may defend, delay, withdraw, or counterattack. It may also perform security tasks. The SBCT may defend as part of the higher headquarters's MBA, as a separate brigade, or it may conduct autonomous defensive operations or stability operations within an SSC. The higher headquarters conducts operations to create the conditions for the SBCT's success by controlling the introduction of enemy forces into the MBA and weakening the enemy prior to close combat.

Section I. FUNDAMENTALS OF THE DEFENSE

This section discusses the fundamentals of the defense in the context of the SBCT's particular operational style.

5-1. PURPOSE OF THE DEFENSE

The main purpose of the defense is to force or deceive the enemy into attacking under unfavorable circumstances, defeat his attack, and regain the initiative. The defending commander seeks to dictate where the fight will occur by preparing the terrain and the conditions to his advantage while simultaneously denying the enemy adequate intelligence. Defense is a temporary measure used to identify or create enemy weaknesses. Use of the defense provides the opportunity to change to the offense. In general, the SBCT defends to--

- Defeat or destroy an attacking enemy.
- Increase the enemy's vulnerability by forcing him to concentrate his forces.
- Gain time.
- Deny enemy entry into an area or retain terrain.
- Economize forces in one area to apply decisive force elsewhere.
- Prepare to resume the offensive.
- Develop favorable conditions for offensive actions.
- Reduce the enemy's capability for offensive operations.

5-2. ORGANIZATION OF DEFENSIVE ACTIONS

The SBCT normally organizes defensive battlefields in a contiguous manner with forces arrayed in a security area, main battle area, and rear area (Figure 5-1, page 5-2).

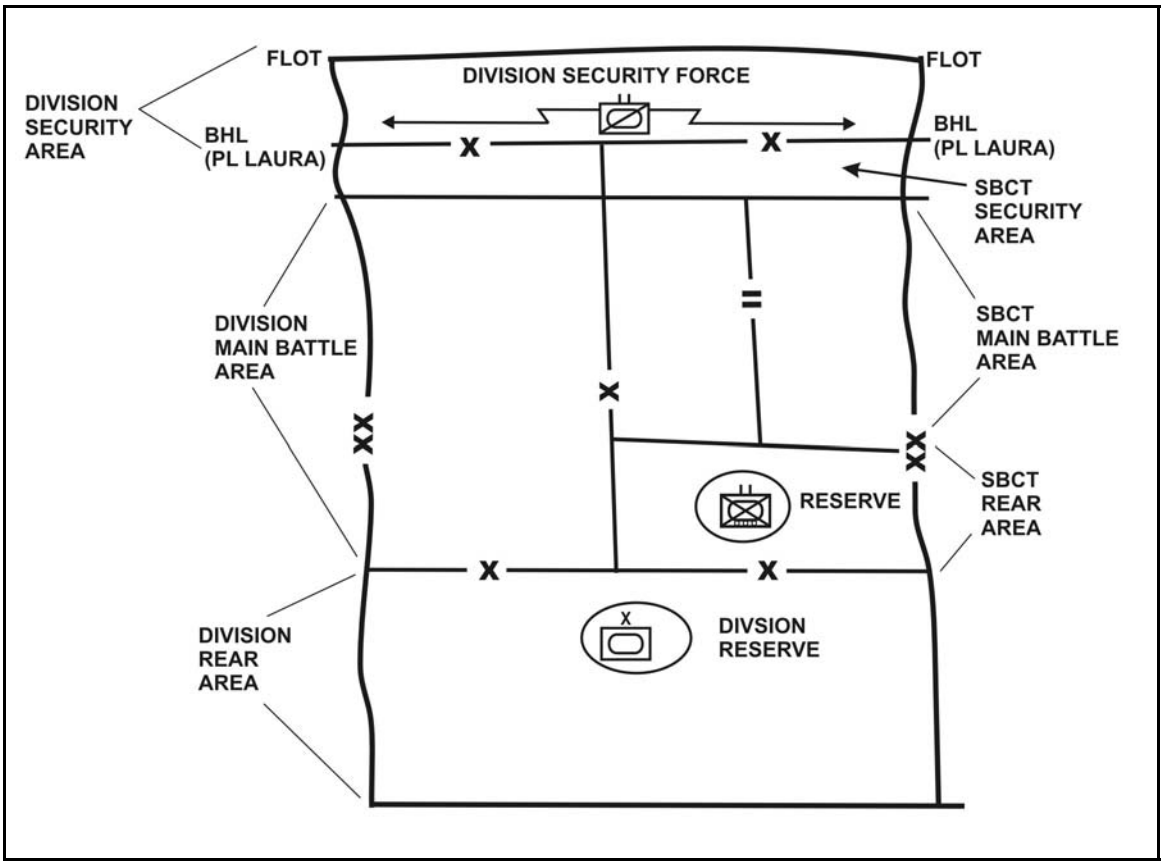


Figure 5-1. Typical organization of a defensive battlefield.

a. **Security Area.** As the enemy attack approaches the AO, the SBCT commander and staff monitor the situation via ISR operations and the COP to anticipate the enemy's arrival and the timing of other friendly events such as passages of lines and battle handover. The commander may also make final adjustments to his defensive plan during this time. When the higher echelon establishes a security force, the SBCT's security forces assist the rearward passage of lines for these forces and accept battle handover. Security forces maintain contact with advancing enemy forces and report critical information. The SBCT often uses security forces, fires and effects, and obstacles within the security area to disrupt the enemy's momentum and weaken his forces. As the enemy advances into the SBCT's security area, MBA forces make final preparations for the ensuing battle.

(1) ***Specific Guidance and Tasks.*** No matter what task organization he implements, the SBCT commander should provide the force with specific guidance and tasks. These may include--

- Duration of the mission.
- Results to be achieved against the enemy.
- Specific CCIR with associated NAIs and TAIs.
- Avenues of approach to be monitored with PIR and last time information is of value (LTIOV).
- CS and CSS.

- Disengagement and withdrawal criteria and rearward passage coordinating instructions.
- Follow-on tasks or missions.

(2) ***Simultaneous Missions.*** Using SBCT resources to establish a security area while simultaneously requiring the SBCT to defend the MBA is risky and divides the attention of the commander. Whenever possible, this should be avoided.

b. **Main Battle Area.** The battle is fought in the MBA. The SBCT uses defending forces and reserves supported by obstacles, fires, and a viable deception plan to cause the enemy attack to culminate within the MBA.

(1) Defending MBA forces normally identify the enemy's main attack, reduce his combat power, and shape his advance. Reserves are used to counterattack or contain enemy penetrations. Depending on the purpose of the defense, success is achieved by retention of a designated area or by the defeat and or destruction of an enemy force. In a delay, success is achieved by controlling the enemy advance, causing him to repeatedly deploy and maneuver, and inflicting maximum damage on his force. Friendly forces immediately reorganize and prepare for an enemy counterattack or follow-on missions upon conclusion of a successful defense.

(2) The SBCT and its battalions deploy the bulk of their combat power in the MBA. The SBCT MBA extends from the FEBA to the forward battalions' rear boundaries. Battalion main battle areas are subdivisions of the SBCT's MBA. The FEBA marks the foremost limit of the areas in which the preponderance of ground combat units deploy, excluding the areas in which security forces are operating.

(3) The SBCT commander assigns the battalion MBAs by establishing unit boundaries. SBCT and battalion commanders establish areas of operation, battle positions, or strong points to implement their concepts of operations. As in all operations, commanders promote freedom of action by using the least restrictive control measures necessary to implement their tactical concepts.

c. **Rear Area.** The rear area of any SBCT is where the majority of the echelon's sustaining operations occur. The SBCT commander designates a rear area regardless of whether he has organized his AO into contiguous or noncontiguous subordinate AOs.

(1) When designated in the context of contiguous areas of operation, the rear area for any particular command is the area extending forward from its rear boundary to the rear of the area assigned to the next lower level of command. This area is provided primarily for the performance of support functions (FM 3-0).

(a) The SBCT commander designates an individual responsible for conducting his sustaining operations within the rear area after considering the factors of METT-TC. He provides that individual with the necessary command and control resources to direct the echelon's sustaining operations. Doctrinally, that individual will be the brigade support battalion commander.

(b) Regardless of the specific sustaining operations performed by an organization occupying the rear area, its focus on other than combat operations leaves them more vulnerable than combat organizations in close areas. Commanders may protect rear areas with combat forces to defend CS and CSS units and facilities. Geography or other circumstances may cause the commander to designate a noncontiguous rear area; however, this increases the challenge associated with providing rear area security due to

the physical separation from combat units that would otherwise occupy a contiguous area.

(2) On the noncontiguous battlefield typical of most SSC operations, the rear area may be difficult to define. A commander has a noncontiguous area of operations when one or more of his subordinate forces' areas of operation do not share a common boundary (FM 3-0).

(a) In essence, a rear area exists wherever combat forces are *not present* within the SBCT's defensive AO. During the MBA fight, protection of rear areas is necessary to ensure freedom of maneuver and continuity of operations. The threat to the rear area is even more important in a noncontiguous area when the SBCT may be forced to defend in a nonlinear fashion.

(b) The commander must employ some elements of the cavalry squadron (RSTA) and other ISR assets to ensure the viability of moving counterattack forces upon the interior lines of his area defense. When analysis reveals the threat in the "rear area" to be significant enough to threaten the C2 INFOSYS infrastructure, the SBCT may be forced to constrict the defense and utilize some of its own combat forces to provide protection.

5-3. CHARACTERISTICS OF THE DEFENSE

Much like offensive operations, the SBCT in defense differs from its more traditional counterparts only in its operational style. The characteristics of the defense remain largely unchanged. Due to its advantages in information, lethality, and mobility, the SBCT can defend in linear as well as nonlinear frameworks (Figure 5-2). The ISR capabilities within the SBCT structure enable the SBCT to locate and discern the enemy's decisive and shaping operations and the means by which he will conduct these operations. Preparation, security, disruption, massing effects, decentralized operations, and flexibility continue to characterize SBCT defensive operations.

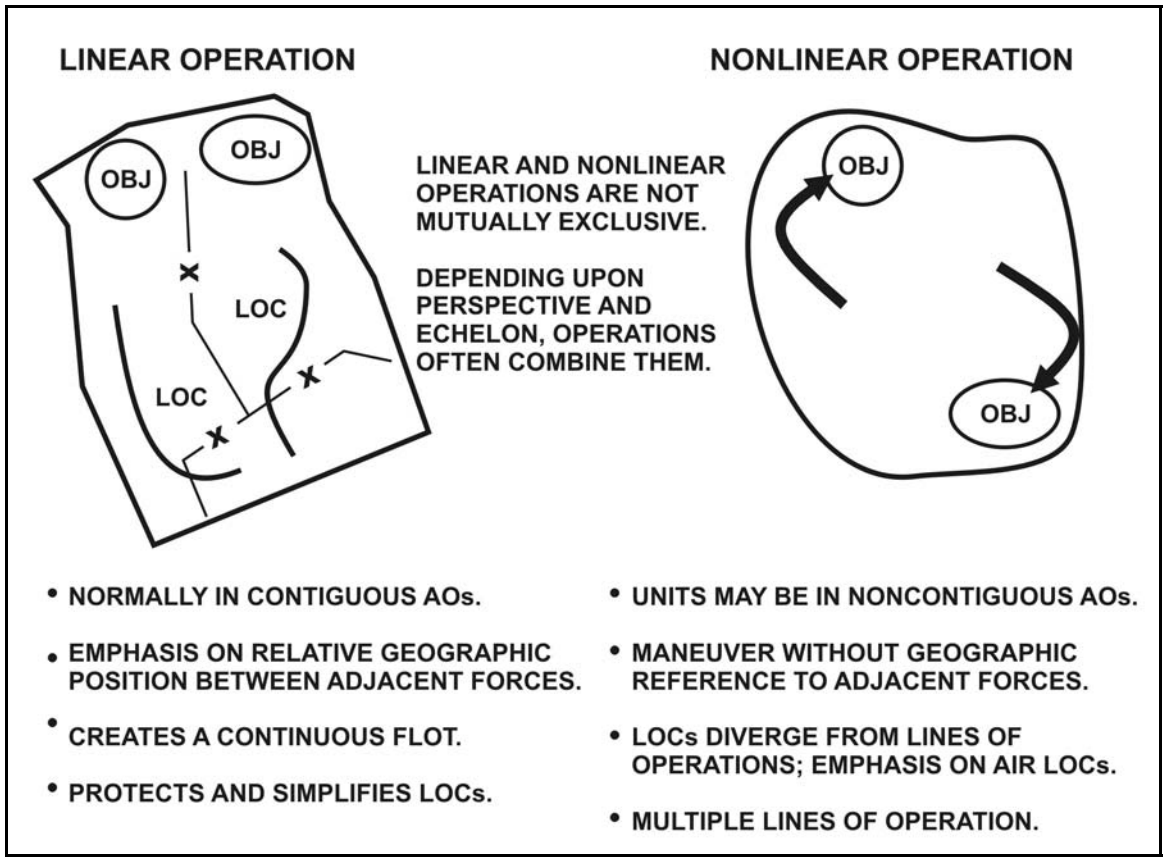


Figure 5-2. Linear and nonlinear operations.

a. **Preparation.** Against an opponent operating in a more conventional style, the SBCT commander determines likely enemy avenues of approach, likely enemy schemes of maneuver, where to kill the enemy, unit positioning, integration of both obstacles and indirect fires, and he assigns missionsaccordingly.

(1) The S2, S3, and BOS representatives execute the MDMP under the XO's supervision for the commander's approval. The C2 INFOSYS architecture allows the commander to circulate on the battlefield while issuing guidance and approving products throughout the process. C2 INFOSYS capability allows the staff to access higher echelon's sophisticated computer analyses of enemy COAs and friendly plans.

(2) Defensive preparations include the following:

- Enact force protection measures, which involve action against conventional threats (preparation of fighting positions, digging in C2 INFOSYS nodes, and so forth) as well as asymmetric threats (terrorist attacks and WMD employment).
- Designate a reserve.
- Conduct rehearsals.
- Position forces in depth, whether the defense is in a contiguous or noncontiguous AO (Figure 5-3, page 5-6). They may have operational combinations of both linear and nonlinear in a contiguous and noncontiguous AO (Figure 5-4, page 5-6).
- Reinforce terrain to favor the defender.

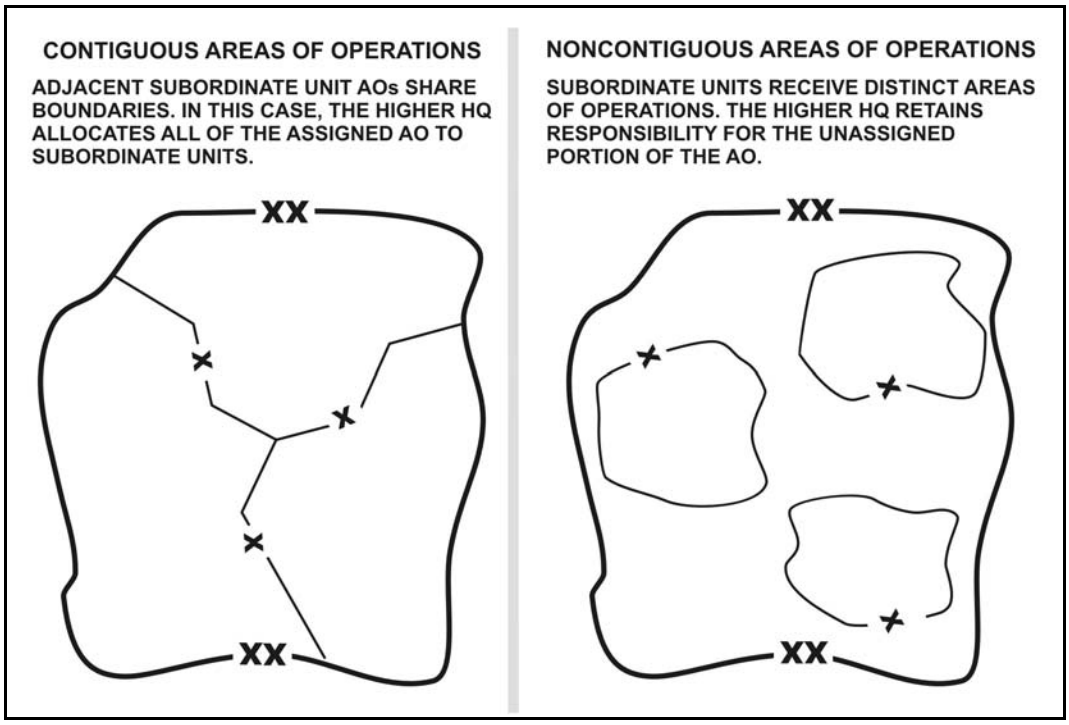


Figure 5-3. Contiguous and non-contiguous areas of operation.

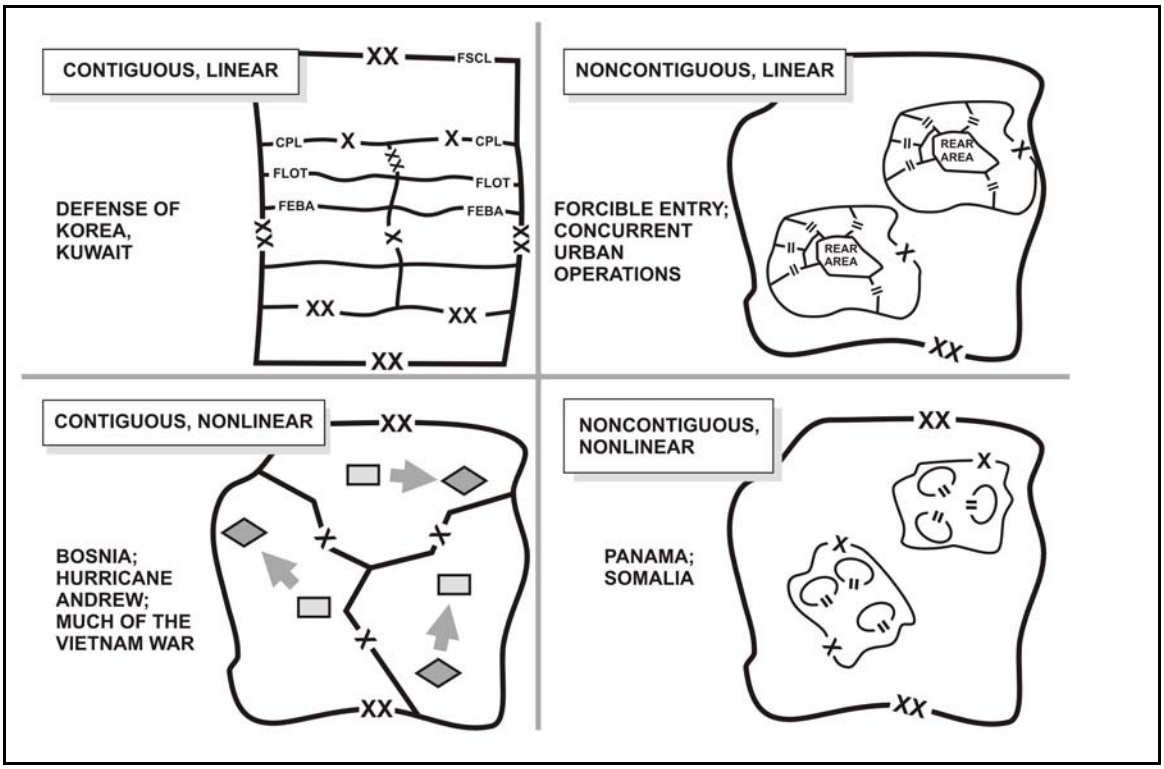


Figure 5-4. Operational combinations.

b. **Security.** Since a force defends to conserve combat power for use elsewhere or at a later time, commanders must secure the force. The SBCT secures the force through integrated security operations tied to the cavalry squadron (RSTA) and ISR assets. The SBCT ensures security by employing reconnaissance elements throughout the depth and breadth of its assigned AO. The cavalry squadron (RSTA), sensor, and HUMINT assets at the SBCT level conduct reconnaissance to define and confirm the threat spatially (at extended ranges) and in terms of time and manner. Deception and information operations confuse the enemy as to the SBCT's manner of defense and aid in securing the force.

c. **Disruption.** Defenders disrupt an attacker's tempo and synchronization by countering his initiative and preventing him from massing overwhelming combat power. Disruption attacks the enemy's will to fight. Deep precision fires, scatterableminefields (SCATMINEs), unexpected defensive positions, decentralized operations, local counterattacks at all levels, as well as deliberate or hasty attacks delivered by a highly mobile reserve force combine to disrupt the enemy's attack and break his will to continue offensive operations. Repositioning forces, aggressive local force protection measures, random employment of roadblocks, ambushes, checkpoints, and information operations combine to disrupt the threat of asymmetrical attack. Priority targets for deep fires include the enemy's indirect fire systems, breaching and bridging assets, and C2 INFOSYS. Attacks on these disrupt enemy efforts to fight as a combined arms team. Maneuver units deceive the enemy as to the nature of their defense and employ local combined arms counterattacks to break the tempo of his attack. The SBCT's integrated ISR capability produces dominant information that allows the commander to see and prevent the enemy from fully preparing his attack.

d. **Massing Effects.** The SBCT shapes and decides the battle by massing the effects of overwhelming combat power. Effects should be synchronized in time and space and be rapid and unexpected so that they break the enemy's offensive tempo and disrupt his attack. The commander employs integrated ISR to shift the effects of fires and maneuver forces so that they are repeatedly focused and refocused to achieve decisive, destructive, and disruptive effects upon the enemy's attack. The commander must be bold in achieving overwhelming combat effects at the decisive point by employing dominant SU to take acceptable risks in other areas.

e. **Flexibility.** The defender gains flexibility by sound preparation, disposition in depth, retention of reserves, and effective command and control. The defense is characterized by rapid simultaneous and collaborative planning with flexible execution. Contingency planning permits flexibility. Flexibility also requires that the SBCT commander "see the battlefield" to detect the enemy's scheme of maneuver early. IPB determines likely enemy actions, and security elements verify which actions are occurring.

Section II. TYPES OF DEFENSIVE OPERATIONS

There are three types of defensive actions: area defense, mobile defense, and retrograde operations. (See Section III for a discussion of retrograde operations.) Each of these types of defensive actions contains elements of the others and usually contains both static and dynamic aspects. Battalions serve as the primary maneuver elements or terrain-controlling units for the SBCT in all types of defensive operations. They may defend

AOs or positions or may serve as security forces or reserves as part of a synchronized defense by a higher headquarters.

5-4. AREA DEFENSE

The area defense concentrates on denying an enemy force access to designated terrain for a specific time. Outright destruction of the enemy may not be a criterion for success. The focus is on retaining terrain where the bulk of the defending force positions itself in mutually supporting positions, controlling the terrain between positions. The defeat mechanism is fires into engagement areas, usually supplemented by intervention of a reserve. The commander uses his reserve force to reinforce fires, add depth, block penetrations, restore positions, or counterattack to destroy enemy forces and seize the initiative. Area defenses are conducted when--

- The mission requires holding certain terrain for a specific period of time.
- There is enough time to organize the position.
- The battalion or SBCT has less mobility than the enemy.
- The terrain limits counterattacks to a few probable employment options.
- The terrain affords natural lines of resistance and limits the enemy to a few well-defined avenues of approach, thereby restricting the enemy's maneuver.

a. The SBCT commander selects one of two general positioning techniques for an area defense: forward or defense in depth. However, the higher commander may define the general defensive scheme for the SBCT. The specific mission may impose constraints such as time, security, and retention of certain areas that are significant factors in determining how the SBCT will defend.

(1) ***Forward Defense.*** The intent of a forward defense is to prevent enemy penetration of the defense. Due to its lack of depth, a forward defense is the least preferred form of maneuver. The SBCT deploys the majority of its combat power into forward defensive positions near the FEBA (Figure 5-5). The SBCT fights to retain its forward position and may conduct counterattacks against enemy penetrations or to destroy enemy forces in forward engagement areas (EAs). Often, counterattacks are planned forward of the FEBA to defeat the enemy. A forward defense is used when--

- Terrain forward in the AO favors the defense.
- Strong existing natural or man-made obstacles, such as a river or a rail line, are located forward in the AO.
- The assigned AO lacks depth due to the location of the area or facility to be protected.
- Cover and concealment in the rear portion of the AO is limited.
- Higher headquarters directs the SBCT to retain or initially control forward terrain.

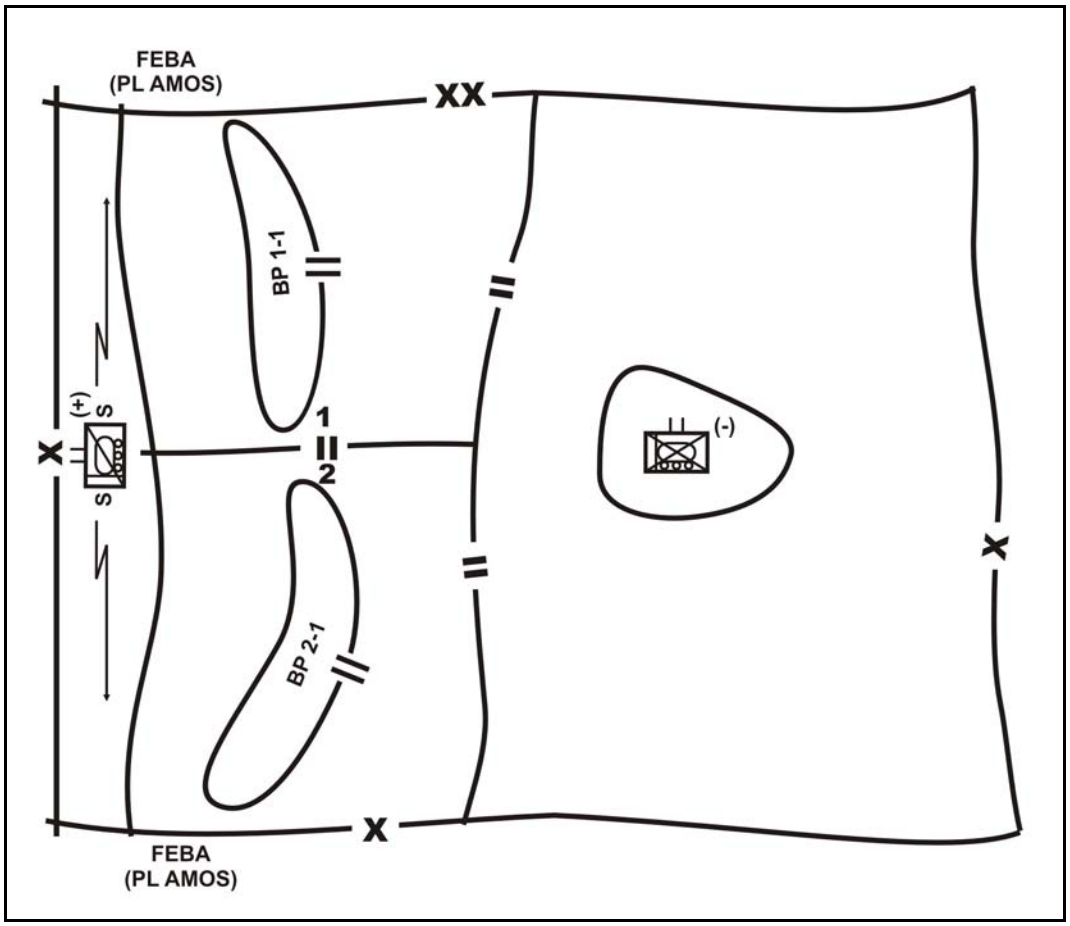


Figure 5-5. Example of a forward defense.

(2) ***Defense in Depth.*** An in-depth defense is the preferred form of maneuver. It reduces the risk of the attacking enemy force quickly penetrating the defense. The enemy is unable to exploit a penetration because of additional defensive positions employed in depth. The in-depth defense provides more space and time to defeat the enemy attack. It provides the commander more time to gain information about the enemy's intentions and likely future actions before decisively committing to a plan of his own (Figure 5-6, page 5-10). An in-depth defense is used when--

- The mission allows the SBCT to fight throughout the depth of the AO.
- The terrain does not favor a defense well forward and there is better defensible terrain deeper in the AO.
- Sufficient depth is available in the AO.
- Cover and concealment forward in the AO is limited.
- WMDs may be used.

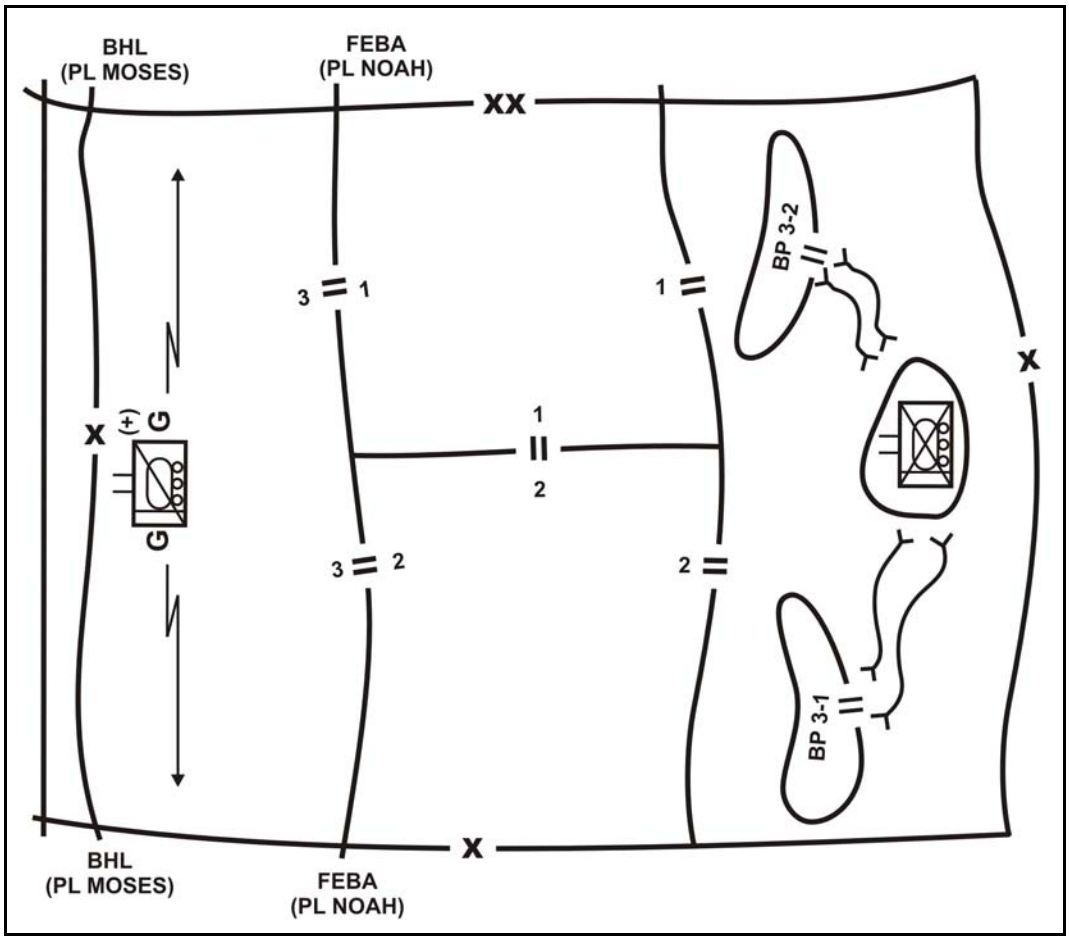


Figure 5-6. Defense in-depth.

b. **Planning.** The commander must consider all the factors of METT-TC in order to determine how best to concentrate his efforts and economize forces. Detailed analysis of terrain may be the most important process that the commander and his staff complete. A successful defense relies on a complete understanding of terrain in order to determine likely enemy courses of action and the optimal positioning of the SBCT's assets to counter them. The commander's keys to a successful defense are--

- Capability to concentrate effects.
- Depth of the defensive area.
- Security.
- Ability to take full advantage of the terrain.
- Flexibility of defensive operations.
- Timely resumption of offensive action.
- Support.

c. **Preparation.** During preparation, the commander and staff monitor preparatory actions and track the higher and adjacent unit situations and the enemy situation. They must update and refine plans based on additional reconnaissance and updated intelligence information. They conduct much of the preparation phase simultaneously with security operations, continuing even as forward-deployed forces gain contact with the enemy. The SBCT and higher headquarters' staffs must assure that battalions defending maintain a

highly accurate view of the enemy, the environment, and significant civilian factors. Some sensors and their downlinks may be directly assigned for these operations. Elements of the SBCT reconnaissance and higher echelon aviation assist the SBCT in defending large AOs, assuming responsibility for specified enemy forces as the situation develops. Maintaining contact with the enemy and sustaining surveillance of every part of the SBCT's area of interest is of special importance in a defense. The loss of reconnaissance coverage demands immediate attention.

5-5. MOBILE DEFENSE

The mobile defense is a type of defensive operation that concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force (FM 3-0). A division or corps most frequently conducts a mobile defense, but the SBCT is also capable of doing so.

a. **Depth.** A mobile defense requires considerable depth in the area of operations in order for the commander to shape the battlefield, causing the enemy to extend his lines of communication and support, expose his flanks, and dissipate his combat power. The terrain must allow the commander to maneuver to attack an enemy flank or rear. Mobile defense focuses on destroying the attacking force by permitting the enemy to advance into a position that exposes him to counterattack and envelopment. The commander holds the majority of his available combat power in a striking force for his decisive operation, a major counterattack. He commits the minimum possible combat power to his fixing force that conducts shaping operations to control the depth and breadth of the enemy's advance. The fixing force also retains the terrain required to conduct the striking force's decisive counterattack.

(1) The factors of METT-TC may dictate that a unit conducts a mobile defense when defending against an enemy force with greater combat power but less mobility. A commander may also employ a mobile defense when defending a large area of operations without well-defined avenues of approach such as flat, open terrain. The mobile defense is preferred in an environment where the enemy may employ weapons of mass destruction because this type of defense reduces the vulnerability of the force to attack and preserves its freedom of action.

(2) FBCB2 improves the ability of the friendly force to gain and maintain a COP, which reduces the risk associated with this type of defense.

b. **Striking Force.** The mobile defense concentrates on the destruction or defeat of the enemy through a decisive counterattack. The focus is on defeating or destroying the enemy by allowing him to advance to a point where he is exposed to a decisive counterattack by the striking force. The striking force is a dedicated force composed of the bulk of the combat power and weighted with the majority of the available combat multipliers.

c. **Fixing Force.** A fixing force shapes the battlefield and the enemy, setting the conditions for the striking force. (See Chapter 4 for a discussion on offensive operations.) The SBCT most often conducts a force-oriented attack against a stationary enemy that has been stopped by the area defense and reserve. The SBCT may conduct a force-oriented attack against a moving enemy if the area defense cannot stop the enemy's advance. During these attacks, the SBCT or its battalions may act as the security, main body, or reserve force.

5-6. PERIMETER DEFENSE

The commander can employ the perimeter defense as an option when conducting an area or mobile defense. A perimeter defense is a defense oriented in all directions (Figure 5-7). The SBCT uses it for self-protection. The SBCT establishes a perimeter defense when it must hold critical terrain in areas where the defense is not tied in with adjacent units. The SBCT may also form a perimeter when it has been bypassed and isolated by the enemy and must defend in place.

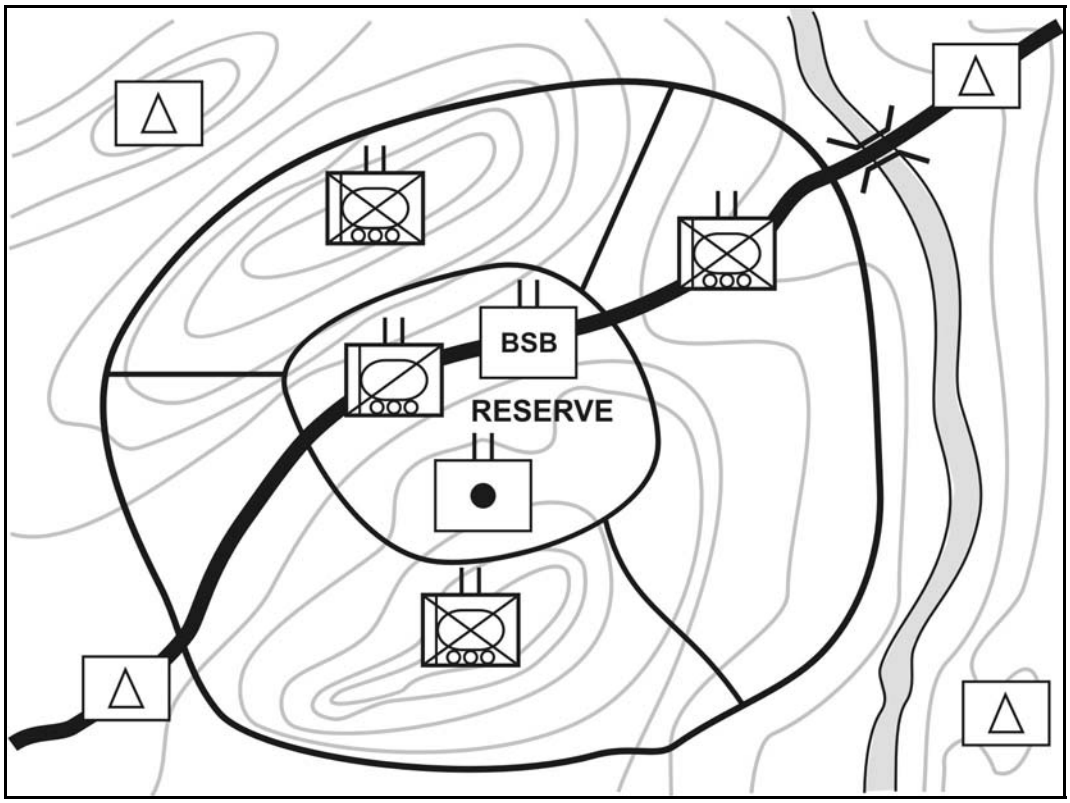


Figure 5-7. Perimeter defense.

a. **Planning Considerations.** While in a perimeter defense, the SBCT should consider--

- Providing as much depth as the diameter of the perimeter allows through the location of security elements and reserve.
- Planning obstacles to fix or block the enemy so he can be engaged effectively.
- Maintaining an antiarmor heavy reserve.
- Controlling surrounding areas to a range beyond that of enemy mortars and rockets and direct fire weapons.
- Providing mutual support between defending forces to allow integration of observation, surveillance, prearranged indirect fires, and sensors.
- Positioning of reserves to permit reaction to any threat.
- Use of natural defensive characteristic of the defense.

b. **Retention of Key Terrain**. The SBCT retains terrain that is key to facilitating future operations such as linkup, extraction, or breakout. The commander employs a security force outside the perimeter for early warning.

c. **Command and Control.** If the SBCT forms the perimeter because of isolation, then combat, CS, and CSS elements from other units come under the tactical command of the senior combat commander in the perimeter. The commander assigns missions to these elements based on support capabilities.

d. **Combat Service Support.** CSS elements may support from inside the perimeter or from another location depending on the mission and status of the SBCT, the type of transport available, the weather, and the terrain. All CSS assets inside the perimeter should be in a protected location from which they can provide continuous support. Because resupply is often by air, the position should include or be near a landing or drop zone. The availability of landing zones (LZs) and drop zones (DZs) protected from the enemy's observation and fire is a main consideration in selecting and organizing the position. Since aerial resupply is vulnerable to weather and enemy fires, commanders must emphasize supply economy and protection of available stocks.

e. **Reserve.** The reserve is a force that is withheld from action in order to be committed at a decisive moment. It provides the commander with the flexibility to exploit success or deal with a tactical setback and the flexibility to respond in situations where there is a great deal of uncertainty about the enemy. Situational obstacles, fires, CAS, and attack aviation will increasingly be used to augment reserve forces.

(1) The choice of a force designated to be a reserve depends upon the factors of METT-TC.

(2) The reserve’s likely tasks are issued as planning priorities and may include one or more of the following:

- Counterattack locally.
- Defeat enemy air assaults.
- Block enemy penetrations.
- Reinforce a decisively engaged battalion.
- Secure high-value assets.

(3) During defensive preparations, the SBCT commander may employ his reserve in other tasks such as security operations, defense of a portion of the second line of defense behind the perimeter elements, or rear area security. The reserve must have the mobility to react to enemy action in any portion of the perimeter. It is positioned to block the most dangerous avenue of approach and is assigned on-order positions on other critical avenues. If the enemy penetrates the perimeter, the reserve blocks the enemy penetration or counterattacks to restore the perimeter. After committing the reserve, the commander must decide whether to designate a new reserve force based on METT-TC. The commander must balance the need for additional reserves with the constraints that will incur upon a subordinate commander’s requirement to conduct his mission.

(4) The commander and staff must determine where and under what conditions the reserve force is likely to be employed in order to position it effectively and give it appropriate planning priorities. The reserve force commander must analyze his assigned planning priorities, conduct coordination with the SBCT and ensure coordination has been conducted with units that will be affected by his maneuver and commitment, and

provide information to the commander and staff on routes and employment times to designated critical points on the battlefield.

f. **Counterattack.** The SBCT may conduct local counterattacks to restore or preserve defensive integrity. Unless defensive operations have left the SBCT largely unscathed, the SBCT may lack the ability to conduct a significant counterattack by itself. Within the context of the higher echelon's operations, the SBCT may execute a counterattack to support the defensive posture, or as part of a larger force seeking to complete the destruction of the enemy's attack, or as part of a transition to offensive operations.

Section III. RETROGRADE OPERATIONS

A retrograde operation is a forced or voluntary movement away from an enemy force or to the rear. Retrograde operations are conducted to improve a tactical situation or to prevent a worse situation from developing. SBCTs normally conduct retrogrades as part of a larger force but may conduct independent retrogrades as required, such as when conducting an area or point raid. In either case, the SBCT's higher headquarters must approve the operation. Retrograde operations--

- Resist, exhaust, and defeat enemy forces.
- Draw the enemy into an unfavorable situation.
- Avoid contact in undesirable conditions.
- Gain time.
- Disengage forces from battle for use elsewhere in other missions.
- Reposition forces, shorten lines of communication, or conform to movements of other friendly units.

5-7. FORMS OF RETROGRADE OPERATIONS

The three forms of retrograde operations are delay, withdrawal, and retirement.

a. **Delay.** This operation trades space for time and preserves friendly combat power while inflicting maximum damage on the enemy.

b. **Withdrawal.** A withdrawal is a planned, voluntary disengagement from the enemy, which may be conducted with or without enemy pressure.

c. **Retirement.** A retirement is an operation in which a force that is not in contact with the enemy moves to the rear in an organized manner.

NOTE: Maintenance of morale is essential among subordinate leaders and troops in a retrograde operation. Movement to the rear may seem like a defeat or a threat of isolation unless soldiers have confidence in their leaders and know the purpose of the operation and their roles in it.

5-8. DELAY

In a delay, the SBCT trades space for time and inflicts maximum damage on the enemy. Inflicting damage is normally secondary to gaining time. The SBCT may execute a delay when it has insufficient combat power to attack or defend or when the higher unit's plan calls for drawing the enemy into an area for a counterattack. Delays gain time to--

- Allow other friendly forces to establish a defense.
- Cover a withdrawing force.

- Protect a friendly force's flank.
- Function as an economy of force effort to allow other forces to counterattack.

a. **Two Forms of Delay.** Based upon the commander's intent and METT-TC factors, a delay mission can have essentially two forms: delay within an area of operations or delay forward of a specific control measure.

(1) ***Delay within an Area of Operations.*** The SBCT may be assigned a mission to delay within an area of operations. The higher commander normally provides guidance regarding intent and desired effect on the enemy, but he minimizes restrictions regarding terrain, time, and coordination with adjacent forces. This form of a delay is normally assigned when force preservation is the highest priority and there is considerable depth to the SBCT or higher headquarters area of operations.

(2) ***Delay Forward.*** Delay forward is used to slow an enemy advance for a specific period of time or defeat specified enemy formations within an area to support the higher commander's concept of operations. It often involves the decisive engagement of a part of, or the entire, unit. Delay forward presents a high risk to the unit. The SBCT may be assigned a mission to delay forward of a specific control measure for a specific period of time. This mission would be assigned when the higher headquarters or SBCT must control the enemy's attack and retain specified terrain to achieve some purpose relative to another element, such as setting the conditions for a counterattack, for completion of defensive preparations, or for the movement of other forces or civilians. The focus of this delay mission is clearly on time, terrain, and enemy destruction. It carries a much higher risk, with the likelihood of part of the SBCT becoming decisively engaged. The timing of the operation is controlled graphically by a series of phase lines with associated dates and times to define the desired delay-until period.

b. **Culmination of the Delay.** Delay missions usually conclude in one of three ways: a defense, a withdrawal, or a counterattack. Planning options should address all three possibilities.

c. **Delay Organization.** Unless operating independently, the SBCT organizes its forces based on the factors of METT-TC. It normally organizes into a security force, main body, and reserve, but a wide AO may preclude the use of SBCT-controlled security forces and reserves. In this case, the SBCT may direct its battalions to organize their own security, main body, and reserve forces. The SBCT commander can designate a battalion as the security or reserve force for the SBCT.

d. **Delay Planning Considerations.** The delay requires close coordination of forces and a clear understanding of the scheme of maneuver and commander's intent by subordinates. The potential for loss of control is high in delay operations, making cross-talk and coordination between subordinate leaders extremely important. Subordinate initiative is critical, but it must be in the context of close coordination with others. Plans must be flexible, with control measures throughout the AO allowing forces to be maneuvered to address all possible enemy options.

(1) ***General Considerations.*** The commander determines the end state of the delay based on the higher commander's intent and specific parameters of the higher headquarters' delay order. The commander considers the factors of METT-TC, especially the effects of the terrain, to identify advantageous locations from which to engage the enemy throughout the depth of the AO. Specific delay planning considerations the commander and staff must determine include--

- Force array and allocation of combat multipliers, particularly fires and obstacles.
- Where and when to accept decisive engagement.
- Acceptable level of risk for each subordinate force.
- Form of delay and control measures (companies delay in sector, control by battle positions, or some other method).
- Integration of obstacle intent and essential fires and effects tasks (EFETs).
- Likely subsequent mission, transition point(s), and conditions.

(2) ***SBCT Order***. The SBCT order must clearly articulate the parameters of the delay mission. It specifically addresses subordinate missions in terms of space, time, and friendly strength. It also provides directions for actions if the subordinate unit is unable to meet the terms of its delay mission. Table 5-1 gives an example of the parameters of a delay mission order issued to a subordinate battalion.

"Inf Bn 1-2 delays forward of PL BLUE (space) until 020900 FEB XX (time) to allow Inf Bn 2-2 to prepare its defense. Do not lose more than 30% combat power (friendly strength). If unable to meet mission parameters provide at least a 30 minute warning before initiating rearward passage of lines and battle handover with Inf Bn 2-2 along PL BLUE. Upon completion of RPOL, assume the SBCT reserve."

Table 5-1. Example of the parameters of a delay.

(3) ***Effects of Terrain.*** The staff analyzes the effects of terrain and the anticipated enemy situation to identify positions that offer the best opportunity to engage, delay, and inflict damage on the enemy force. As the staff develops delay positions and control measures, it calculates enemy closure rates and compares them to friendly displacement rates between positions. Time and space factors dictate the amount of time subordinate units have to engage the enemy and move before becoming decisively engaged; these factors are calculated for each avenue of approach. The staff should develop triggers for displacement to positions in depth.

(4) ***Enemy Vulnerabilities.*** The staff analyzes the terrain and expected enemy situation to identify advantageous locations from which to engage the enemy at existing obstacles such as chokepoints or urban or complex terrain. They also consider possible locations to plan counterattacks. Situational and event templates must tell the commander and staff where the enemy is likely to be at certain times. This helps them decide where to emplace obstacles, where to mass fires, and if or where decisive engagement is likely or required.

(5) ***Maneuver Considerations.*** The staff considers maneuver actions, fires, obstacles, and the employment of other supporting assets necessary to degrade the enemy's mobility and support friendly forces' disengagement to subsequent positions. This is especially critical at locations and times when battalions or the entire SBCT may become decisively engaged with the enemy. As the staff develops and refines the plan, it develops decision points for key actions, including triggers for the employment of fires and situational or reserve obstacles; displacement of subordinate units to subsequent positions; and

movement of indirect fire assets, C2 INFOSYS facilities, and CSS units. The staff also selects routes for reinforcements, artillery, CPs, and CSS elements to use and synchronizes their movements with the delaying actions of forward units.

5-9. DELAY SCHEME OF MANEUVER

The scheme of maneuver must allow the SBCT to dictate the pace of the delay and maintain the initiative. The commander selects positions that allow his forces to inflict maximum damage on the enemy, support their disengagement, and enable their withdrawal. He may choose to delay from successive or alternating delay positions, depending on the strength of the battalions and the width of the AO.

a. **Areas of Operations.** Areas of responsibility are defined by establishing AOs or battle positions (BPs) for each battalion and developing control measures to ensure adequate control while supporting decentralized freedom of action. Deep, parallel AOs are normally assigned to delaying battalions. AOs are assigned in the same manner as discussed previously in Section I. Each enemy avenue of approach is assigned to only one subordinate unit. Boundaries are used to define battalion AOs. When boundaries are drawn, terrain that provides fields of fire and observation into an area is assigned to the unit responsible for that AO or BP. Contact points and other control measures are established to support flank unit coordination. The commander and staff make provisions for coordinated action along avenues of approach that diverge and pass from one subordinate AO to another

b. **Control Measures.** The SBCT's battalions organize their maneuver in a similar fashion. The SBCT commander may decide to add additional control measures, to include phase lines, battle positions, engagement areas, or attack-by-fire positions that allow the SBCT commander to direct the fight more closely and give subordinates a clearer picture of how he envisions fighting the delay.

c. **Delay Positions.** When determining the scheme of maneuver, positions should incorporate as many of the following characteristics as possible:

- Good observation and long-range fields of fire.
- Covered or concealed routes of movement to the rear.
- A road network or areas providing good cross-country trafficability.
- Existing or reinforcing obstacles to the front and flanks.
- Maximum use of highly defensible terrain.

5-10. MAXIMIZING THE USE OF TERRAIN IN A DELAY

Delay positions should be on terrain that controls likely enemy avenues of approach, allows engagements against the enemy where his movement is most canalized, and facilitates maximum delay with minimum forces. Long-range direct fires are highly desirable because they force the enemy to deploy and move carefully and because they reduce the likelihood of unintended decisive engagement of companies and platoons. Integrating force positioning and movement with terrain, fires, and situational obstacles helps inflict maximum damage on the enemy while allowing friendly freedom of maneuver and disengagement. If not constrained by commander's guidance and rules of engagement, the cover and movement restrictions of urban areas should be extensively exploited if they cannot be readily bypassed.

5-11. FORCING THE ENEMY TO DEPLOY AND MANEUVER IN A DELAY

Engagement at maximum ranges of all weapons systems causes the enemy to take time-consuming measures to deploy, develop the situation, and maneuver to drive the delaying force from its position. An aggressive enemy commander will not deploy if he correctly determines that friendly forces are delaying; he will use his mass and momentum to develop sufficient pressure to cause friendly forces to fall back or become decisively engaged. Therefore, the delay must include the deadly integration of direct and indirect fires and situational obstacles to make the enemy doubt the nature of the friendly mission and leave him no choice but to deploy and maneuver.

5-12. AVOIDING DECISIVE ENGAGEMENT IN A DELAY

A key to a successful delay is to maintain a mobility advantage over the attacking enemy and avoid decisive engagement. The SBCT seeks to increase its mobility while degrading the enemy's ability to move. The SBCT improves its mobility by--

- Maintaining contact with the enemy, maintaining reconnaissance and security on flanks, and coordinating with adjacent units to prevent forces from being isolated.
- Reconnoitering routes and BPs.
- Improving routes, bridges, and fording sites between delay positions, as time and resources permit.
- Using indirect fires and obstacles to support disengagement and to cover movement between positions.
- Task-organizing and positioning breaching assets within subordinate formations to breach enemy obstacles rapidly.
- Using multiple routes.
- Controlling traffic flow and restricting refugee movements to unused routes.
- Keeping logistical assets uploaded and mobile.
- Caching ammunition on rearward routes. Ensure that units know the locations of these supply points (create a supply point icon in FBCB2). If possible, the supply point should be guarded and prepared for destruction if not used by delaying forces.
- Task-organizing additional medical and equipment evacuation assets to the battalions to increase their ability to disengage and displace rapidly.
- Positioning available air defense assets to protect bridges and choke points on rearward routes.

The SBCT degrades the mobility of the enemy by--

- Maintaining continuous pressure on the enemy throughout the area of operation.
- Attacking logistics as well as maneuver and fire support assets.
- Occupying and controlling chokepoints and key terrain that dominate high-speed avenues of approach.
- Destroying enemy reconnaissance and security forces, which blinds the enemy and causes him to move more cautiously.
- Engaging at maximum ranges.
- Employing a combination of directed situational and reserve obstacles.

- Employing indirect fires, smoke, and CAS, if available.
- Using deception techniques such as dummy positions.
- Attaching enemy engineer assets.

5-13. PARAMETERS OF THE DELAY ORDER

An order for a delay mission must specify certain parameters.

a. The order must direct one of two alternatives--delay throughout the depth of the AO or delay forward of a specific line or area for a specific period of time.

(1) A mission of delay within an AO implies that force integrity is a prime consideration. In this case, the battalion delays the enemy as long as possible while avoiding decisive engagement.

(2) If the delaying force is ordered to hold the enemy forward of a given phase line (PL) for a specified time, mission accomplishment outweighs preservation of the force's integrity. Such a mission may require the force to defend a given position until ordered to displace.

b. The order must specify acceptable risk. Acceptable risk ranges from accepting decisive engagement in an attempt to hold terrain for a given period of time to avoiding decisive engagement in order to maintain the delaying force's integrity. The depth available for the delay, the time needed by the higher headquarters, and subsequent missions for the delaying force determine the amount of acceptable risk.

c. The order must specify whether the delaying force may use the entire AO or whether it must delay from specific BPs. A delay using the entire AO is preferable, but a delay from specific positions may be required to coordinate two or more units in the delay.

d. The SBCT order and commander's intent should define for the battalions what the scheme of maneuver is, what the priorities are, and how much freedom the subordinate leaders have in maneuvering their forces. During delay operations, the SBCT commander usually gives the battalions very little freedom. Unless the battalion is delaying on an avenue of approach that is essentially isolated, he specifies constraints on maneuver and requirements for coordination. The SBCT commander defines the criteria for disengagement, movement to subsequent positions or areas, checkpoints, or phase lines from which, or forward of which, the company must fight.

5-14. ALTERNATE AND SUBSEQUENT POSITIONS IN A DELAY

If during planning the commander chooses to delay using battle positions, he can use either alternate positions or subsequent positions. In both techniques, the delaying forces maintain contact with the enemy between delay positions. Table 5-2, page 5-20, shows the advantages and disadvantages of the two techniques.

METHOD OF DELAY	USE WHEN. . .	ADVANTAGES	DISADVANTAGES
Delay from subsequent positions.	AO is wide. Forces available are not adequate to be positioned in depth.	Reduced fratricide risk. Ease of C2. Repeated rearward passages not required.	Limited depth to the delay positions. Easier to penetrate or isolate units. Less time is available to prepare each position. Less flexibility.
Delay from alternate positions.	AO is narrow. Forces are adequate to be positioned in depth.	Allows positioning in depth. Harder for enemy to isolate units. More flexibility.	More difficult C2; requires continuous coordination. Requires passage of lines, increasing vulnerability and fratricide potential.

Table 5-2. Comparison of methods of delay.

a. **Delay by Alternate Positions.** In a delay by alternate positions (Figure 5-8), two or more units in a single AO occupy delaying positions in depth. As the first unit engages the enemy, the second occupies the next position in depth and prepares to assume responsibility for the operation. The first force disengages and passes around or through the second force. It then moves to the next position and prepares to reengage the enemy while the second force takes up the fight. Both the SBCT and battalion can use this scheme of maneuver. At the SBCT level, if the AO is narrow, the SBCT employs battalions in depth occupying alternate positions. This enables the SBCT to develop a strong delay, with forces available to counterattack or assist in the disengagement of the battalion in contact. At the battalion level, using alternate positions helps maintain pressure on the enemy and helps prevent platoons or companies from being decisively engaged. A delay from alternate positions is particularly useful on the most dangerous avenues of approach because it offers greater security and depth than a delay from subsequent positions. However, it also poses the highest potential for fratricide and vulnerability as units pass through or near each other.

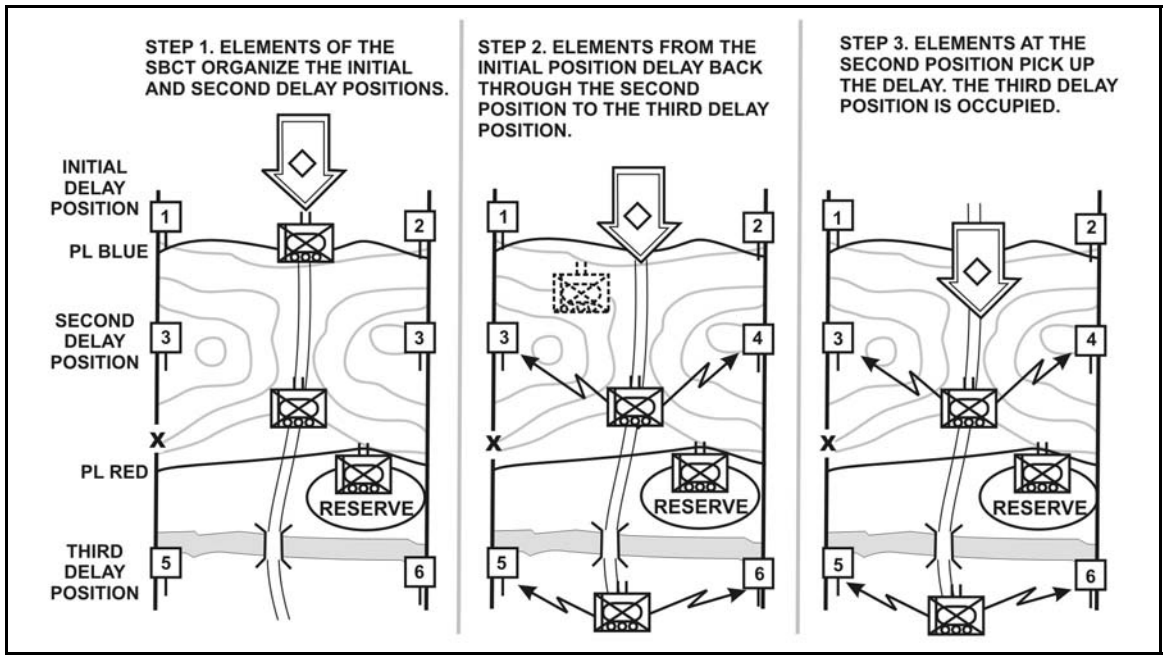


Figure 5-8. Delay by alternate positions.

b. **Delay by Subsequent Positions.** The battalion uses a delay by subsequent positions (Figure 5-9, page 5-22) when the assigned AO is so wide that available forces cannot occupy more than a single tier of positions. This is the more common form of a delay operation given the expanded AOs in which the SBCT and battalions normally operate. In a delay from subsequent positions, the majority of forces are arrayed along the same PL or series of BPs. The forward forces delay the enemy from one PL to the next within their assigned AOs. At battalion level, this is the least preferred method of delaying since there is a much higher probability of forces becoming isolated or decisively engaged, particularly if the delay must be maintained over more than one or two subsequent positions. Additionally, the battalion has limited ability to maintain pressure on the enemy as it disengages and moves to subsequent positions unless the battalion has been allocated additional (and adequate) indirect fire support.

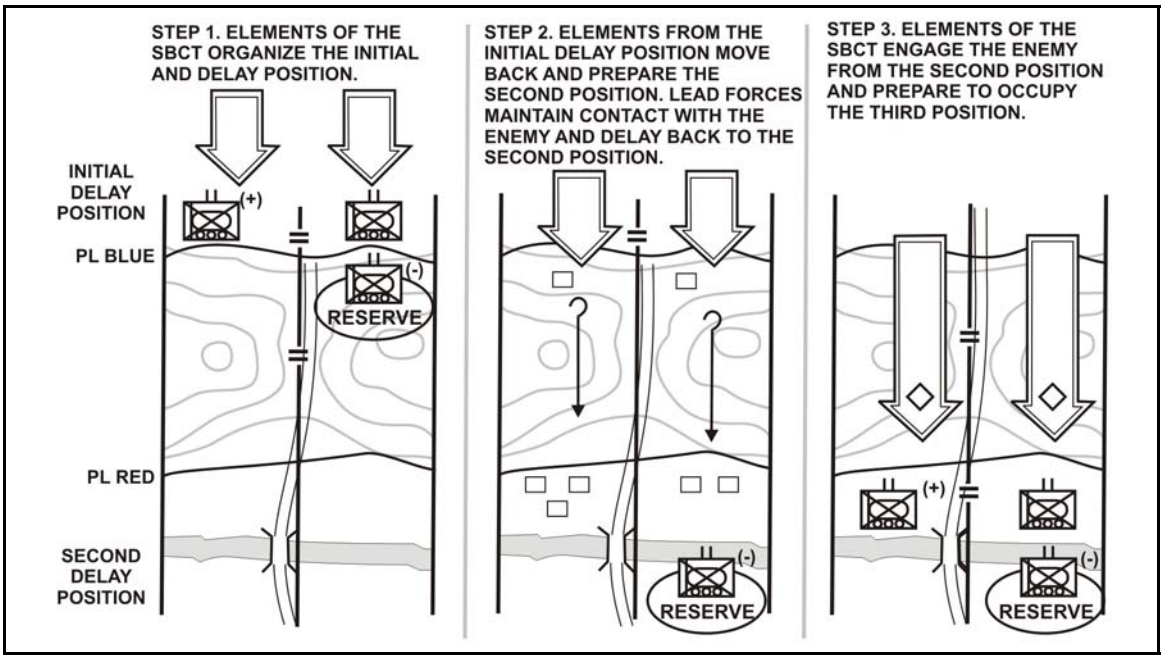


Figure 5-9. Delay by subsequent positions.

5-15. SUPPORT CONSIDERATIONS IN A DELAY

For a delay mission to be successful, the SBCT will need to use the discrete capabilities of its supporting units.

a. **Fire Support.** Key considerations for the fire support plan include the following:

- Attack the enemy throughout the AO.
- Engage the enemy with fires to inflict casualties and disrupt his approach before he gets to friendly delaying positions. Plan final protective fires (FPFs) for each series of delaying positions to support disengagement.
- Mass fires on high-payoff targets and canalizing terrain to limit the momentum of the enemy's attack.
- Ensure fires are tied to obstacles.
- Plan and designate priority targets along routes from one delaying position to the next.
- Mass all available fire support (and effects) to support disengagements.
- Use smoke to screen friendly movements and for deception.

b. **Engineer Support.** Key considerations for the scheme of engineer operations include the following:

- When operating in a wide AO, task-organize countermobility assets to the companies, decentralizing control and execution.
- Task-organize mobility assets to companies to support mobility requirements. Consider logistical requirements and support of CSS assets in task-organizing mobility assets.
- Develop the obstacle plan to support disengagement of delaying forces and to shape the enemy's maneuver to meet the commander's intent.
- Consider countermobility requirements for all delaying positions throughout the depth of the AO.

- Integrate SCATMINEs at delay positions to support disengagement and movement to subsequent positions.
- Consider the impact of the obstacle effort on the movement of friendly forces and future operations.
- Develop obstacle restrictions, establish lanes and guides, and employ obstacles to support mobility requirements.
- Provide for closing lanes behind friendly forces with scatterable or hand-emplaced mines.
- Develop clear criteria for execution of reserve and situational obstacles and Integrate decisions for their execution in the decision support template.
- Construct survivability positions in depth, as required, to support repositioning forces.

c. **Air Defense.** Key considerations for the available air defense plan include--

- Synchronize the movement and positioning of air defense artillery assets with the delaying forces.
- Plan for adequate air defense coverage of friendly forces during movements from one delaying position to another.
- Consider protection along movement routes, chokepoints, and bridges that friendly forces intend to use.

d. **Nuclear, Biological, and Chemical Support.** SBCT planning defines NBC operations in the delay. Battalions may coordinate for reconnaissance assets if available in the SBCT. Decontamination operations in the delay focus on individual and crew operational decontamination procedures until the conclusion of the operation, when thorough decontamination can be accomplished. If smoke generators are available, the battalion may employ them for deception, obscuring movement and positions, or obscuring portions of the battlefield to reduce enemy visibility and ease of movement.

e. **Combat Service Support.** CSS for a delay is particularly complex. Communication within the CSS system, accurately tracking the battle, and anticipating support requirements are especially important. Key planning considerations include--

- Keep the CSS assets mobile and supplies uploaded.
- Request heavy equipment transports (HETs) to support rapid evacuation of damaged equipment.
- Emphasize maintenance support forward with short evacuation times; use all available assets (to include firepower-damaged vehicles) to evacuate damaged vehicles to the rear.
- Synchronize refueling and resupply operations with the scheme of maneuver and the anticipated enemy situation to ensure continuity of support.
- Increase emergency Class III and V supplies positioned forward.
- Do not coordinate for throughput too far forward; doing so might cause assets to be caught in the fight or add to route congestion. Depending on the situation, this may not apply during the initial preparations for the delay.
- Plan routes for CSS assets that do not conflict with maneuver elements.

f. **Health Service Support.** Providing HSS for the delay may also be difficult since enemy actions and the maneuver of combat forces complicate forward area acquisition of patients. Planning considerations for HSS should include--

- Positioning a Stryker medical evacuation vehicle (MEV) with each of the companies and requesting medical evacuation augmentation support from the brigade support medical company (BSMC).
- Integrating the evacuation routes with the obstacle plan.
- Marking CCPs and evacuation routes for day and night operations.
- Positioning treatment elements forward but to the rear of the maneuvering forces.
- Identifying alternate treatment, casualty collection point (CCP), and ambulance exchange point (AXP) sites with triggers to reposition.
- Planning for the use of both standard and nonstandard evacuation platforms.
- Rehearsing casualty evacuation (CASEVAC) procedures using nonstandard platforms and medical evacuation (MEDEVAC) procedures with standard platforms.
- Observing time and the means available to remove patients from the battlefield. In either a stable situation or in the advance, time is important only as it affects the physical well-being of the wounded. In a delay, time is important. As available time decreases, the use of nonstandard evacuation platforms will increase, and companies must be prepared to withdraw, moving their casualties with them.
- Integrating the effective use of air assets into the MEDEVAC plan is essential.

5-16. DELAY PREPARATIONS

Defensive planning considerations discussed in Section II also apply as the SBCT prepares to conduct the delay.

a. **Inspections.** The commander inspects planning and preparations of his subordinate units to ensure--

- Maneuver, fire, and obstacle plans are consistent with his intent.
- Flank coordination between delaying battalions is conducted to maintain cohesion and mutual support during the delay.
- Defensive preparations are proceeding according to established timelines.
- All leaders have a clear understanding of the scheme of maneuver and the commander's intent.

b. **Rehearsals.** When conducting a rehearsal for a delay, key leaders practice the operation against all feasible enemy COAs to promote flexibility of decision-making, plans, and execution. The SBCT commander examines each subordinate unit commander's plan as he fights the delay during the rehearsal and pays close attention to the following:

- Direct and indirect fire instructions.
- Timing of movements and delaying actions from one position to the next with special attention paid to the disengagement criteria.
- Means and methods of disengaging from the enemy and maintaining contact with the enemy as the force moves to subsequent positions.

- Execution of situational and reserve obstacles to include closure of lanes.
- Movement times, routes, and positioning of CS and CSS assets.

The SBCT commander also rehearses plans to deal with potential reverses, enemy penetrations, and unanticipated decisive engagement. The rehearsal serves to further synchronize the movement of combat forces, CS, and CSS units. It is especially important to portray movement times and required routes realistically during the rehearsal to identify potential conflicts.

5-17. EXECUTION OF A DELAY

The SBCT moves key forces and support to prepare for the delay. This initial movement includes movement into the security area and MBA.

a. **Security Area Actions.** The SBCT deploys security forces forward of the initial delay positions to give early warning and reaction time of the enemy's approach. The security force normally detects and destroys enemy reconnaissance and security elements without risking decisive engagement. The security force relies heavily on indirect fires and CAS to engage enemy forces, screen movements, and support disengagement. Forward battalions are normally responsible for conducting the forward security mission. As the enemy approaches, security forces detect the attack and report enemy maneuver and locations. Enemy information is entered into the COP, which enhances the capability of the entire force. The commander uses this information, combined with other available intelligence about the enemy, to determine the enemy's composition, strength, and direction and rate of attack.

b. **Main Battle Area Engagement.** The SBCT forces the enemy to deploy and attack by its use of fires and obstacles, massing effects quickly for a short period to inflict the maximum damage on the enemy at the maximum range. To avoid decisive engagement, the SBCT must disengage before the enemy can breach obstacles or mass effective fire on the delay position. Observers positioned to the flanks in depth continue to observe and shift indirect fires as forces delay to subsequent positions. Companies may move by bounds within the SBCT or battalion to maintain direct fires on the enemy and cover movement. Short, intense engagements at near maximum range with sustained indirect fires and covering obscurants are the key to successful delay operations.

c. **Controlling the Delay.** The SBCT commander must closely control the disposition, displacement, and maneuver of his forces in order to maintain the cohesion of the delay operation and keep the entire SBCT synchronized with the remainder of the higher headquarters. FBCB2 represents a major advantage in force tracking. Given the potential for loss of positive control, it is critical that the SBCT commander clearly establish parameters for displacement.

(1) As it executes the delay, the SBCT and battalion commanders must continually assess their situation and requirements to displace with the following considerations:

- What are the size, activity, and location of attacking enemy forces? Are elements of the SBCT threatened with decisive engagement or bypass?
- What is the status of adjacent units?
- Are supporting assets, particularly artillery and mortars, postured to support movement? If not, how long will it take them to be ready?
- Are the obstacles supporting the present position still intact and effective?
- Are direct and indirect fires effective?

- How strong is this position in relation to other positions the force might occupy?
- What is the ammunition status?
- Are displacement routes clear?

(2) The SBCT must always make decisions about displacement and timing in the context of the higher echelon commander's intent and priority for the delay (for example, is time more important than force preservation, or vice versa). In many instances, the SBCT or elements of it must accept decisive engagement to execute the mission and then break contact as the situation permits or in conjunction with another force's counterattack.

d. **Counterattacks.** The SBCT can rarely execute a substantial counterattack during a delay by itself unless it is part of the higher headquarters scheme of maneuver. Generally, counterattacks executed by the SBCT in its own scheme of maneuver are company- to possibly battalion-size counterattacks designed to support disengagement of forces or to destroy penetrations. Whenever possible, the SBCT executes counterattacks to counter penetrations, to gain a temporary degree of initiative or freedom of action, and to avoid a predictable pattern of operation.

e. **Decisive Engagement.** The SBCT and battalions avoid becoming decisively engaged except when necessary to prevent the enemy from reaching a specified area too early or when a part of the force must be risked to protect the entire force. If elements of the SBCT are threatened with decisive engagement or have become decisively engaged, the SBCT commander may take actions to support their disengagement. In order of priority, he may do any of the following:

- Allocate priority of all supporting fires to the threatened unit. This is the most rapid and responsive means of increasing the unit's combat power.
- Employ CAS or attack helicopters to suppress the enemy and restore freedom of maneuver to the SBCT.
- Reinforce the unit. In a delay mission, particularly over a wide AO, the SBCT may not be able to do this quickly enough with ground maneuver forces.
- Conduct a counterattack to disengage the unit.

Once forces have become decisively engaged, they must not break contact without adequate measures by the SBCT to prevent the enemy from rapidly pursuing and destroying the force piecemeal.

f. **Terminate the Delay.** A delay mission ends with another planned mission such as a defense, withdrawal, or attack. Ideally, an SBCT that has been delaying conducts a rearward passage of lines through the established defense of another friendly force. Digitized C2 INFOSYS make this difficult operation far less dangerous than it is with analog means. The battalion executes its actions in the context of the SBCT's actions. If it defeats the enemy attack during the delay, the SBCT may--

- Maintain contact while another force counterattacks.
- Withdraw to perform another mission.
- Transition to the offense.

In all cases, the commander must plan for the expected outcome of the delay based on the situation and the higher commander's plan.

5-18. WITHDRAWAL

Withdrawal is a planned operation in which a force in contact disengages from an enemy force. Withdrawals may or may not be conducted under enemy pressure. The two types of withdrawals are assisted and unassisted.

a. **Assisted.** The assisting force occupies positions to the rear of the withdrawing unit and prepares to accept control of the situation. It can also assist the withdrawing unit with route reconnaissance, route maintenance, fire support, and CSS. Both forces closely coordinate the withdrawal. After coordination, the withdrawing unit delays to a battle handover line, conducts a passage of lines, and moves to its final destination.

b. **Unassisted.** The withdrawing unit establishes routes and develops plans for the withdrawal, then establishes a security force as the rear guard while the main body withdraws. CSS and CS elements normally withdraw first, followed by combat forces. To deceive the enemy as to the friendly movement, the SBCT or battalion may establish a detachment left in contact if withdrawing under enemy pressure. As the unit withdraws, the detachment left in contact disengages from the enemy and follows the main body to its final destination.

5-19. WITHDRAWAL ORGANIZATION

As with the delay, the SBCT normally organizes into a security force, main body, and reserve. It may elect to use a single battalion or elements of a battalion as the security or reserve force. It may also organize a detachment left in contact or stay-behind forces if required by the enemy situation. If operating independently, the SBCT organizes itself in the same manner. FBCB2 is a major asset in withdrawals, and the SBCT should plan for its continuous operations before withdrawals.

a. **Security Force.** The security force maintains contact with the enemy until ordered to disengage or until another force takes over the task. It simulates the continued presence of the main body, which requires additional allocation of combat multipliers beyond that normally allocated to a force of its size. When withdrawing under enemy pressure, the security force establishes or operates as a detachment left in contact to provide a way to break contact from the enemy sequentially. When conducting the withdrawal without enemy pressure, the security force acts as a rear guard because the most probable threat is a pursuing enemy.

b. **Detachment Left In Contact.** The detachment left in contact (DLIC) is an element that is left in contact as part of the previously designated (usually rear) security force while the main body conducts its withdrawal. Its purpose is to remain behind to deceive the enemy into believing the SBCT or battalion is still in position while the majority of the unit withdraws. The detachment left in contact should be one of the strongest of the subordinate units with the most capable leadership. It will be the unit under the greatest pressure, and the success of the withdrawal often depends on its effectiveness. The commander must establish specific instructions about what to do if the enemy attacks and when and under what circumstances to delay or withdraw. The SBCT organizes a detachment left in contact in one of three ways (Figure 5-10, page 5-28).

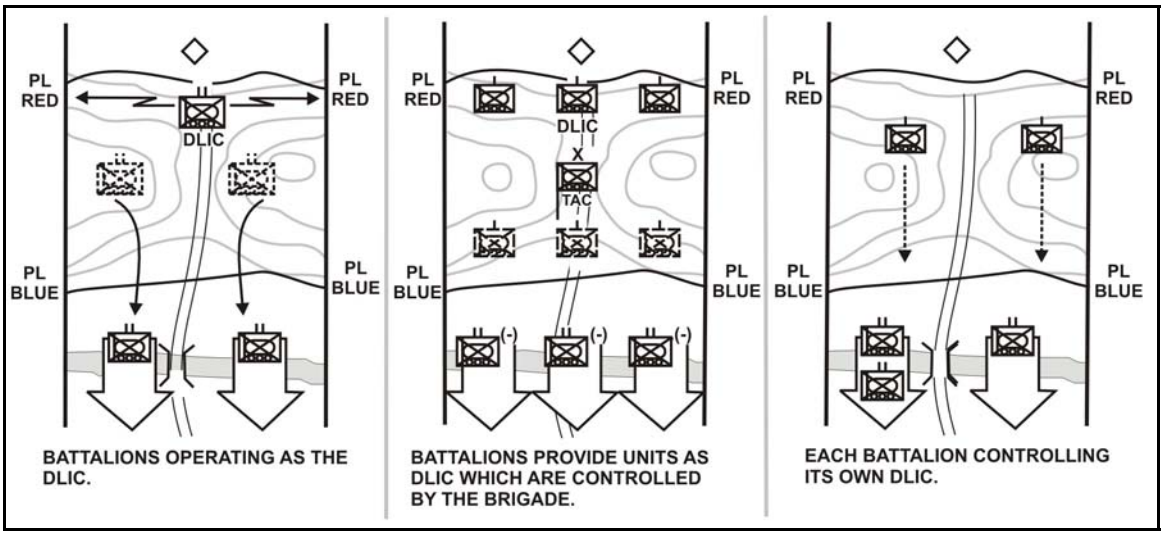


Figure 5-10. Detachment left in contact.

(1) ***Single Battalion.*** A single battalion operates as the detachment left in contact. This is the most effective option since it provides for effective task organization and C2.

(2) ***DLIC Element Formed from Each Battalion.*** Each battalion provides forces for the detachment-left-in-contact mission. The resulting DLIC element then operates under the SBCT's control. This is the least desirable option since it complicates C2 and task organization and requires significant changes to the communications architecture. The SBCT most commonly uses this option when the subordinate battalions have lost significant portions of their command and control capabilities.

(3) ***Battalion Control of Separate DLICs.*** Each battalion establishes and controls its individual DLIC. The SBCT uses this option when it is operating over a wider area or one with multiple corridors in the withdrawal AO. It allows for effective dispersion of forces while maintaining standard C2 relationships.

5-20. WITHDRAWAL PLANNING CONSIDERATIONS

Because the force is most vulnerable if the enemy attacks, the commander and staff normally plan for a withdrawal under enemy pressure. It also develops contingency plans for a withdrawal without enemy pressure.

a. **Planning Considerations.** During planning, the commander and staff specifically consider the following:

- Disengagement criteria (time, friendly situation, enemy situation).
- Plan for a deliberate break in contact from the enemy.
- Plan for deception to conceal the withdrawal for as long as possible.
- Rapid displacement of the main body, safeguarded from enemy interference.
- Selection and protection of withdrawal routes and alternates.
- Siting of obstacles behind the DLIC to complicate pursuit.

b. **Commander's Intent.** The commander develops his vision of the battle based on withdrawing under enemy pressure. He must determine the composition and strength of the security force, main body, and reserve. The commander must clearly define how he intends to deceive the enemy as to the execution of the withdrawal; how he intends to

disengage from the enemy (use of maneuver, fires, and obstacles); and the final end state of the operation in terms of time, location, and disposition of forces.

5-21. WITHDRAWAL SCHEME OF MANEUVER

A withdrawal may be assisted or unassisted and may take place with or without enemy pressure (Figure 5-11, page 5-30). The plan considers which of the variations the SBCT faces based on the higher headquarters' order and the enemy situation.

a. **Assisted Withdrawal.** In an assisted withdrawal, the staff coordinates the following with the assisting force:

- Actions of the assisting security force that the battalion will pass through or around.
- Reconnaissance of withdrawal routes.
- Forces to secure choke points or key terrain along the withdrawal routes.
- Elements to assist in movement control, such as traffic control points.
- Required combat, CS, and CSS to assist the withdrawing battalion in disengaging from the enemy.

b. **Unassisted Withdrawal.** In an unassisted withdrawal, the SBCT establishes its own security and disengages itself from the enemy. It reconnoiters and secures routes that it uses in its rearward movement while sustaining itself during the withdrawal.

c. **Withdrawal under Enemy Pressure.** In a withdrawal under enemy pressure, all units other than the rear guard or DLIC withdraw simultaneously when available routes allow. The following factors influence the decision to withdraw simultaneously:

- Subsequent missions.
- Availability of transportation assets and routes.
- Disposition of friendly and enemy forces.
- Level and nature of enemy pressure.
- Degree of urgency associated with the withdrawal.

(1) ***Transition.*** The element that will be the DLIC or rear guard must transition to cover the SBCT's AO. Simultaneously, the SBCT must prepare its CSS assets and the remainder of the force to begin a rapid withdrawal to the rear. The SBCT should seek to move on two routes to gain speed and shorten formations. Using more than two routes exceeds the ability of the SBCT to maintain security. Often, only a single route will be available.

(2) ***Breaking Contact.*** The SBCT commander has essentially two options for breaking contact: break contact using deception and stealth or break contact quickly and violently under the cover of supporting fires reinforced by obstacles to delay pursuit. He bases his choice on the factors of METT-TC.

d. **Withdrawal without Enemy Pressure.** When conducting a withdrawal without enemy pressure, the commander can focus the plan on the best method to displace forces rapidly. He has the option of taking calculated risks that increase his force's displacement capabilities. He may order the main body to conduct a tactical road march instead of moving in tactical formations, or he may move on as many routes as are available with reduced security in order to gain speed.

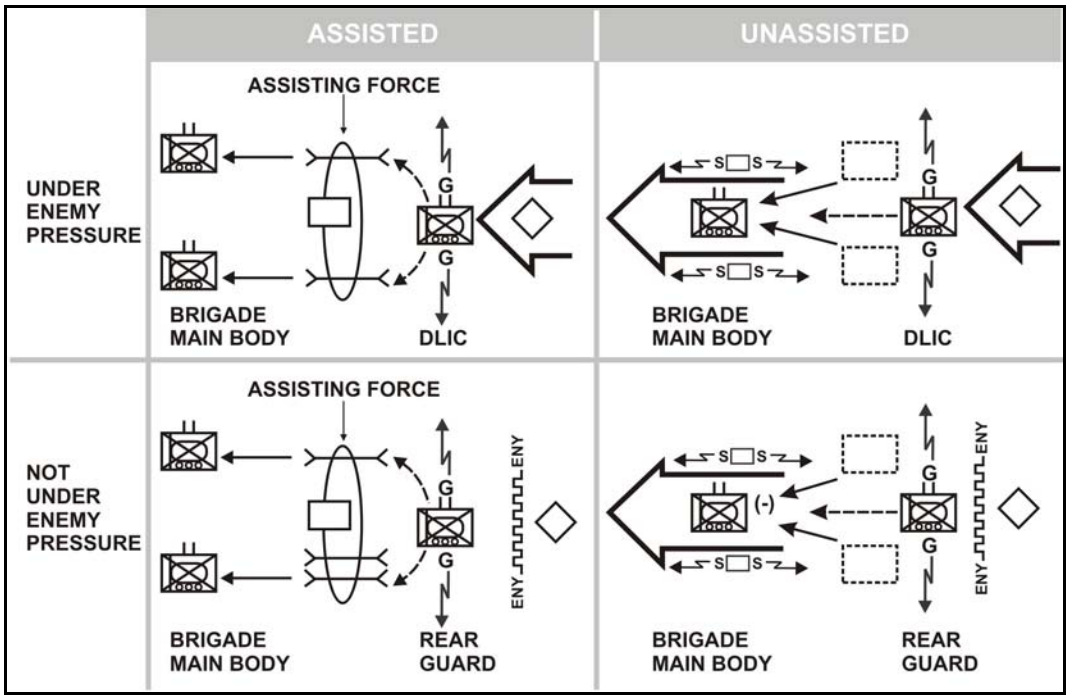


Figure 5-11. Types of withdrawals.

5-22. WITHDRAWAL PREPARATION

The commander prepares the SBCT for the withdrawal through inspections and rehearsals in the same fashion as discussed with other defensive operations. Inspections for this mission focus on subordinate unit preparations to ensure a clear understanding of the scheme of maneuver and his intent. During an assisted withdrawal, the SBCT commander ensures adequate coordination for battle handover and passage of lines. The focus of the rehearsal for the withdrawal is actions to maintain security, disengagement from the enemy, and the movement of forces. When possible, key leaders or liaisons from the assisting force should attend the rehearsal. The commander ensures control measures, to include fire support coordination measures, fully support the withdrawal. Leaders rehearse the plan against the full range of possible enemy actions. They rehearse contingencies for reverting to a delay, commitment of the reserve, and enemy interdiction of movement routes.

5-23. WITHDRAWAL EXECUTION

Execution of the SBCT withdrawal essentially follows this pattern:

- Task-organizing and positioning security and deception forces.
- Reconnaissance of withdrawal routes and subsequent positions.
- Preparation of obstacles to support the DLIC and withdrawal.
- Preparing wounded soldiers and damaged equipment and nonessential supplies for movement.
- Moving nonessential CS and CSS units to the rear.
- Positioning MPs and other assets for traffic control.
- Initiating movement, leading with forward security forces.
- Breaking of DLIC's contact and movement as a rear guard.

5-24. CONCEALING THE WITHDRAWAL

The first priority is to conceal the withdrawal from the enemy. As the SBCT initiates the initial movement of forces, measures must be taken to maintain OPSEC. The following actions assist in maintaining OPSEC:

- Use military deception, to include feints and demonstration, to cause the enemy to believe the SBCT intends to attack or defend.
- Maintain communication and information security.
- Avoid establishing patterns of movement that may indicate friendly intentions.
- Establish security focused on destroying enemy reconnaissance forces.
- Use multiple withdrawal routes.
- Move during limited visibility and along covered and concealed routes.

5-25. DISENGAGEMENT IN A WITHDRAWAL

The security force remains in position and maintains a deception while the main body moves as rapidly as possible rearward to intermediate or final positions. After the main body withdraws a safe distance, the SBCT commander orders the security force to begin its rearward movement. Once the security force begins moving, it assumes the duties of a rear guard. The security element must balance security and deception with speed as it disengages. It maintains tactical movement and security techniques until it is clear that the enemy is not pursuing and contact has been broken; it then withdraws as rapidly as possible. The main body moves rapidly on multiple routes to designated positions. It may occupy a series of intermediate positions before completing the withdrawal. Usually CS and CSS units, along with their convoy escorts, move first and precede combat units in the movement formation. The staff enforces the disciplined use of routes during the withdrawal. Despite confusion and enemy pressure, subordinate units must follow specified routes and movement times.

5-26. ACTIONS ON CONTACT IN A WITHDRAWAL

Security forces counter any enemy attempts to disrupt the withdrawal or pursue the SBCT. If the security force and the reserve cannot prevent the enemy from closing on the main body, the SBCT commander commits some or all of the main body to prevent the enemy from interfering further with the withdrawal. The main body delays, attacks, or defends as required by the situation. In this event, the withdrawal resumes at the earliest possible time. If the enemy blocks movement to the rear, friendly forces shift to alternate routes and bypass the interdicted area. Alternatively, they may attack through the enemy.

5-27. TERMINATING THE WITHDRAWAL

Once the SBCT successfully disengages from the enemy, it normally has the following options:

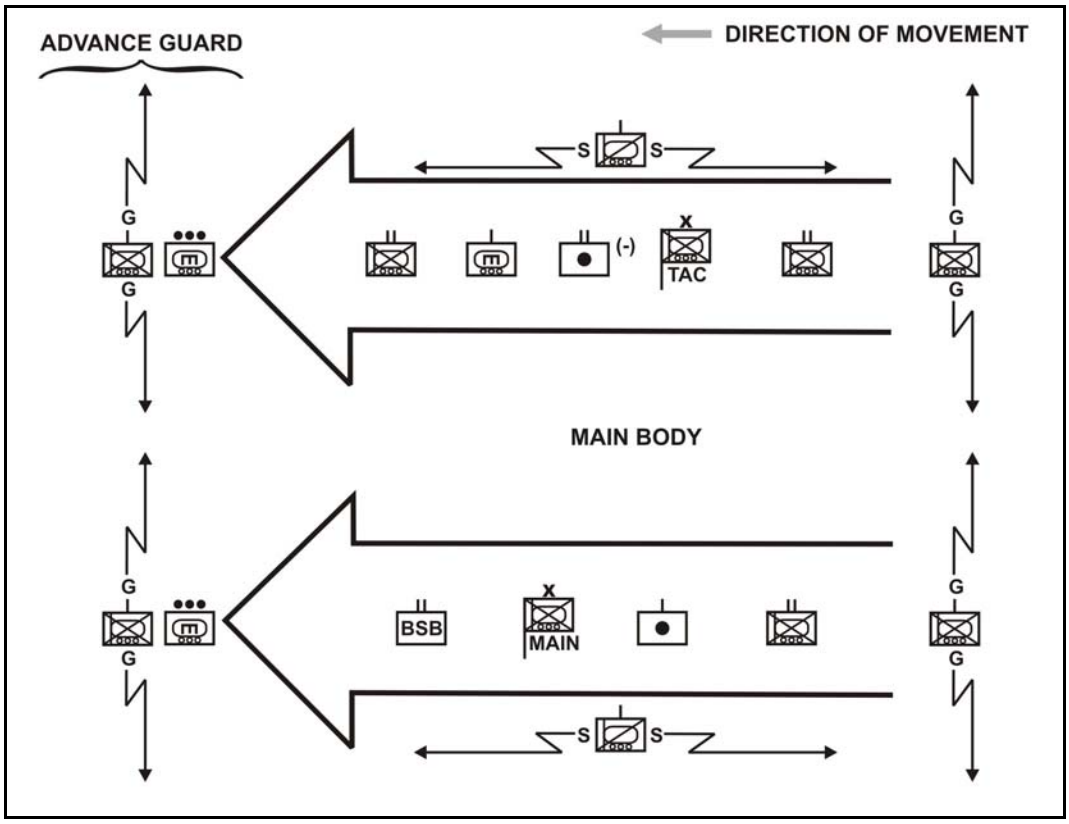
- Rejoin the overall defense.
- Transition into a retirement.
- Continue moving away from the enemy and towards its next mission area.

The higher headquarters defines the next mission. Follow-on missions are normally planned as the withdrawal is being planned or executed.

5-28. RETIREMENT

A retirement is a retrograde operation in which a force that is not in contact with the enemy moves to the rear in an organized manner. The battalion conducts a retirement as part of the SBCT to reposition for future operations.

a. **Organization.** The commander and staff develop a movement plan based on the terrain and enemy situation. They develop the movement formation and order of movement to balance the need for security and speed. Security forces are established to protect the main body from surprise, harassment, or attack by any pursuing enemy forces. Each march column normally maintains an advance guard, rear guard, and flank security (Figure 5-12). The main body may organize into an approach march or tactical road march if speed is most important and the need for security is low.



DRAFT Figure 5-12. Retirement operations.

b. **Planning Considerations.** The commander and staff develop a movement plan based on the terrain, friendly situation, commander's guidance, and enemy situation. They develop the movement formation and order of movement to balance the need for security and speed. Security forces protect the main body from surprise, harassment, or attack by any pursuing enemy forces. Each march column normally maintains an advance guard, rear guard, and flank security, depending on the situation with adjacent friendly forces and the likelihood of enemy interference. The main body may organize into an approach march or tactical road march if speed is most important and the need for security is low.

c. **Preparation.** During preparations, the SBCT and subordinate units conduct rehearsals and prepare for the movement. OPSEC and security operations are maintained. Advance priorities and quartering parties are dispatched as required.

d. **Execution.** During a retirement, the SBCT and its subordinate units normally move to assembly areas to prepare for future operations. Battalions move in accordance with established movement times and routes. Strict adherence to the movement plan is essential to avoid congestion. The staff closely supervises the execution of the movement plan. CSS and CS units usually move to the rear first.

Section IV. DEFENSIVE PLANNING CONSIDERATIONS

This section contains planning considerations applicable for defensive operations. Sections II and III contain additional considerations specific for area defense and retrograde operations.

5-29. DEFENSIVE PLANNING STEPS

Planning a defensive operation is a complex effort requiring detailed planning and extensive coordination.

a. **Commander's Vision.** The first step is the expression of the SBCT commander's visualization of anticipated enemy actions integrated with the staff's IPB. The IPB should not differ significantly between the SBCT commander and his higher headquarters, but it should provide the SBCT commander and staff with a clear understanding of how the higher headquarters commander envisions the enemy will fight and his plan for the operation. From that, the SBCT commander and staff refine the IPB to focus on the details of the operation in the SBCT AO. The higher commander normally defines where and how the SBCT will defeat or destroy the enemy. The SBCT commander defines how he envisions the SBCT will execute its portion of the higher echelon fight.

b. **How and Where to Defeat the Enemy.** The SBCT commander and staff base their determination of how and where to defeat the enemy on where they believe the enemy will go, the terrain, and the forces available. The SBCT commander may define a defeat mechanism that includes use of single or multiple counterattacks to achieve success. The subordinate commander and staff analyze their unit's role in the SBCT fight and determine how to achieve success. In an area defense, the SBCT usually achieves success by massing the cumulative effects of obstacles and fires to defeat the enemy forward of a designated area, often in conjunction with a higher echelon counterattack. In a delay operation, success is achieved by combining maneuver, fires, obstacles, and the avoidance of decisive engagement until conditions are right to achieve the desired effect of gaining time or shaping the battlefield for a higher echelon counterattack.

c. **Forces and Assets Available.** The commander and staff analyze the forces and assets available, paying particular attention to the obstacle assets and fire support allocated by the SBCT. The staff must define the engineer and fire support allocation in terms of capability. For example, they should define engineer capability in terms of the number of obstacles of a specific effect engineers can emplace in the time available. Fire support analysis should include the number of targets that can be engaged with an expected result at what point in the battle.

d. **Effects.** With a definitive understanding of the assets available, the SBCT commander and staff determine what effects forces, fires, and obstacles must achieve on

enemy formations by avenue of approach and how these effects will support the SBCT's defeat mechanism. They define the task(s) and purpose for subordinate units and establish priorities for CS and CSS. They develop obstacle and fire support plans concurrently with the defensive force array, again defining a task and purpose for each obstacle and target in keeping with the commander's stated essential fires and effects tasks and intended obstacle effects. The desired end state is a plan which defines how the commander intends to mass the effects of direct and indirect fires with obstacles and use of terrain to shape the battlefield and defeat or destroy the enemy.

5-30. INTELLIGENCE PREPARATION OF THE BATTLEFIELD

As with all tactical planning, IPB is a critical part of defensive planning. It helps the commander to define where to concentrate combat power, where to accept risk, and where to plan potential decisive actions. The staff integrates intelligence from the higher echelon's collection efforts and from units operating forward of the SBCT. This includes intelligence from spot reports (SPOTREPs), tactical unmanned aerial vehicles (TUAVs), JSTARS, and other higher-level collection assets. Early warning of enemy air attacks, air mobile insertions, and infiltration also are vitally important to provide adequate reaction time to counter these threats as far forward as possible. To aid in the development of a flexible defensive plan, the IPB must present all feasible enemy courses of action. The essential areas of focus are--

- Terrain analysis.
- Determination of enemy force size and likely COAs with associated decision points.
- Determination of enemy vulnerabilities.

a. **Terrain Analysis.** The staff determines ground and air mobility corridors and avenues of approach to determine where the enemy can maneuver to reach his likely objectives and to identify limitations on friendly maneuver and positioning. Identification of terrain such as chokepoints that create potential enemy vulnerabilities and opportunities for friendly attack is critical. The SBCT engineer can provide terrain analysis products utilizing the DTSS, which can help in identifying critical terrain and in positioning weapons systems and intelligence assets. Once they receive their area of operation for reconnaissance or preparation, subordinate units can conduct their own terrain analysis using physical reconnaissance and the line-of-sight analysis function in FBCB2. The terrain analysis must achieve a level of fidelity that allows for effective positioning of direct fire weapons systems and observers. It must identify intervisibility lines, fields of fire, and dead spaces and integrate the effects of weather. The higher headquarters staff can assist the SBCT staff by supplying weather impact on trafficability, visibility, and systems operations through data generated by the integrated meteorological system (IMETS) at higher echelons. The result of the terrain analysis should be modified combined obstacle overlay (MCOO) and identification of defensible areas. The SBCT staff should transmit results of the analysis digitally to subordinate units. When it has analyzed the SBCT's assigned AO, the staff should expand its analysis to adjacent AOs and areas forward and to the rear of the SBCT.

b. **Determine Enemy Force Size, Likely COAs, and Decision Points.** The staff determines the size of enemy force that each avenue of approach and mobility corridor can support. The expected size of the enemy force drives determination of friendly force

allocation, fires, and obstacle efforts. It also assists the commander and staff in understanding how the enemy will utilize his forces and the terrain. The enemy COAs developed must be feasible and reflect the enemy's flexibility and true potential. All COAs should define the following:

- Likely enemy objectives.
- Enemy composition, disposition, and strength.
- Schemes of maneuver, to include routes, formations, locations and times the enemy may change formations, possible maneuver options available to the enemy, and key decision points.
- Time and distance factors for the enemy's maneuver through the area of operation.
- Likely employment of all enemy combat multipliers including artillery, air defense, obstacles, chemical strikes, dynamic obstacles, and attack aircraft.
- Likely use of all enemy reconnaissance assets and organizations to include likely reconnaissance objectives, reconnaissance avenues of approach, times to expect enemy reconnaissance, and likely locations of enemy observers and observation posts.
- Identification and likely locations of enemy HVTs, such as artillery formations, reserves, and C2 INFOSYS nodes.
- Likely locations, compositions, strength, employment options, and time and distance factors for enemy reserves and follow-on forces.
- Locations of enemy decision points that determine selection of a specific course.
- Likely breach sites, strike areas, and points of penetration.

The staff should graphically portray the results of this IPB step on a situation template with a COA statement and appropriate notes. The S2 and staff use this to develop the initial ISR plan that initiates reconnaissance and security operations. As planning progresses, they must update the plan to include fire support operations, resulting in a complete ISR plan. The staff should distribute all products digitally to the entire staff and subordinate units to support parallel planning.

c. **Determine Enemy Vulnerabilities.** The staff identifies potential enemy vulnerabilities based on the enemy's tactics, friendly and enemy capabilities, the terrain, and the weather. To engage the enemy where the terrain puts him at a disadvantage, the staff identifies--

- Restrictive terrain that may slow the enemy's attack, cause a separation of forces, create difficulties in command and control, or force the enemy to conduct defile drills (for example, narrow valleys, passes, or urban areas).
- Chokepoints or natural obstacles that may cause a loss of momentum, a potential fragmenting of forces, or a vulnerable concentration of forces (for example, rivers and canals).
- Terrain that canalizes enemy formations into areas that provide defending forces good fields of fire, observation, and flanking fires.
- Areas dominated by key or defensible terrain that allows massing of fires.

To be successful at providing IPB products to support the commander and subordinate units, the entire staff must participate as a whole. They must be knowledgeable in friendly and enemy capabilities and terrain analysis and be able to execute the process

rapidly. The results must be detailed, legible, and disseminated quickly to support planning at all echelons.

5-31. COURSE OF ACTION DEVELOPMENT

The following paragraph focuses on specifics of COA development for defensive operations. (FM 101-5 discusses the planning processes in detail.)

NOTE: This process is often abbreviated depending on the situation and the commander. Frequently, the commander may develop the course of action himself and have the staff focus on war gaming and synchronization.

a. **Analyze Relative Combat Power.** The commander and staff analyze friendly and enemy combat power to gain insight on capabilities, limitations, and weaknesses associated with both forces. They consider the elements of combat power (maneuver, firepower, protection, leadership, and information) along with the effects of combat multipliers (smoke, chemical, IEW, and logistical capabilities). In the defense, they pay particular attention to the potential created by the terrain and the SBCT's countermobility and survivability capabilities and to the enemy's actual ability to employ forces in each defended area. They analyze each avenue of approach. This analysis, coupled with higher commander's intent and analysis of the terrain, often determines whether the SBCT defends forward in the AO or integrates delay actions into the defensive scheme in order to shape the battlefield and maintain adequate force ratios.

b. **Generate Options.** Defensive COAs must account for all possible enemy actions and must provide for the full extent of the SBCT fight. Since the defender cedes the initiative at first and generally fights at a numerical disadvantage, full utilization of available combat power can be a major concern. The following guidelines can help generate defensive options.

(1) Ensure the entire staff understands the mission and the results of the mission analysis process.

(2) Determine the desired end state of the mission in terms of the higher and SBCT commander's intent, concept of the operation, and the factors of METT-TC. The end state may focus on retention of terrain or defeat of an enemy force, depending on the purpose of the defense.

(3) Study the terrain and feasible enemy COAs to determine where and how to defeat the enemy attack. This should result in--

- Determination of the MBA, security area, and rear area.
- Determination of the defeat mechanism (main effort), including task(s) and purpose.
- Identification of the enemy's probable decisive and shaping operations required to create conditions for his successful attack. This includes fires and obstacles and must include the task(s) and purpose(s).
- Determination of key terrain the SBCT must retain or control.
- Determination of where to engage enemy formations.
- Determination of areas of risk.

c. **Array Initial Forces.** The commander and staff array forces within the MBA, security area, and rear area, starting with the main effort followed by each supporting effort. Some guidelines for this process include the following:

- Based on the probable size enemy force on each avenue of approach, identify the required combat forces, the EFETs, and the obstacle effects required for each effort (main or supporting) to accomplish its task.
- Allocate the number and type forces required by each effort to accomplish its task and purpose. Allocate only the minimum combat power to ensure that the decisive operation has overwhelming combat power.
- Balance the required combat forces, EFETs, and obstacle effects with available capabilities based on the commander's guidance and the most likely enemy COA.
- Array battalion-size maneuver units, usually against brigade-size avenues of approach. Consider allocation of maneuver companies.
- Array CS and CSS assets based on requirements, not sizes of units.
- Allocate the types of forces to each effort that make best use of the forces' capabilities and available weapons systems.
- Weight the decisive operation with sufficient combat power to ensure it can achieve its task and purpose.
- Allocate minimum combat power required for supporting efforts to achieve their assigned tasks.
- Array and allocate reconnaissance and security forces.

NOTE: The SBCT can overcome shortfalls in combat power by modifying the COA, changing task organization, increasing the use of combat multipliers, or using economy of force elsewhere.

d. **Develop the Scheme of Maneuver.** The commander and staff develop the scheme of maneuver by refining the initial array of forces to coordinate the operation and showing the relationship of friendly forces to each other, the enemy, and the terrain. They develop and refine other supporting plans, such as fire support and engineer support, simultaneously. It is critical that the plan developed is sufficiently flexible to succeed against all feasible enemy COAs and is capable of defeating major enemy efforts along unlikely avenues of approach or against supporting efforts. The scheme of maneuver also must address how to exploit defensive success. A fully developed defensive scheme--

- Identifies where and when the commander will accept risk.
- Identifies critical events and, if required, phases of the operation.
- Designates the main effort with associated task(s) and purpose(s), by phase.
- Designates supporting efforts with associated task(s) and purpose(s), defining how they support the main effort.
- Designates the reserve and its planning priorities.
- Defines reconnaissance and security operations.
- Provides for withdrawal of the security force.
- Outlines the movement and positioning of forces.
- Describes the concept of fires.

- Integrates obstacle effects with maneuver and fires.
- Establishes the priority of support for CS and CSS units.
- Identifies the maneuver options that may develop during execution.
- Identifies means and mechanisms for exploiting defensive success.

e. **Assign Headquarters.** With the scheme of maneuver developed, the commander and staff determine the task organization and C2 INFOSYS arrangement of subordinate headquarters. The task organization must account for the entire battlefield framework and include arrangements for special operations such as passage of lines. The assignment of headquarters must pay particular attention to the impact on the tactical internet and the requirements to move unit affiliations within the communications architecture.

f. **Prepare COA Statements and Sketches.** The staff develops a COA sketch and explanatory statement for each completed COA. All COAs must meet the criteria of suitability, feasibility, acceptability, distinguishability, and completeness as defined in FM 101-5. The staff should develop supporting plans (fire support, engineer, air defense) simultaneously.

Section V. SEQUENCE OF THE DEFENSE

As the commander and staff plan a defensive mission, they generally consider preparation and execution. Preparation normally consists of occupation and establishment of security and defense preparation and continued security operations. Execution consists of security area engagement, MBA engagement, and follow-on missions. The following general sequence of operations applies to planning and executing all defensive operations.

5-32. OCCUPATION AND ESTABLISHMENT OF SECURITY

The commander and staff must plan how the SBCT will move into its AO and establish security. The SBCT may assume a defensive mission at the conclusion of an offensive operation or may move into an area to prepare for an anticipated enemy attack. The SBCT may conduct a movement to contact, approach march, or tactical road march to occupy the AO. The enemy situation and time available are the driving factors in this decision. The establishment of security is the first priority. Commanders should consider the impact of local populations on security and work (in conjunction with CA teams) with local civil-military authority to reduce or negate that impact. Normally, the higher headquarters has established some form of security before the SBCT moves into the area. However, the unit must still provide for it's own security, especially on expanded or complex terrain. If transitioning from an offensive operation, the SBCT establishes the security area well beyond the desired main battle area in order to prevent the enemy from observing and interrupting defensive preparations and identifying unit positions. If it cannot push the security area forward to achieve this, the SBCT may have to hold its position initially as it transitions and then withdraw units to the defensive main battle area, establishing a security force in the process.

a. **Movement into Unsecured Area of Operation.** The commander and staff must plan, supervise, and resource defensive preparations to build the strongest possible position prior to the enemy's attack. Defensive preparations include setting the communication architecture and digital network, positioning weapon systems, positioning ISR assets, constructing obstacles, developing fire plans, fortifying positions, maintaining

routes, and rehearsing plans. During this phase, the SBCT maintains security through the use of forces conducting screen, guard, and or area security missions. OPSEC, information security, obstacle protection, and air defense are also vital to the overall security effort. The preparation phase may last from a few hours to days, depending on the enemy situation. After clearing the SBCT's rear area and the area where the battalions will be positioned, the security force should position itself to--

- Prevent enemy observation of defensive positions.
- Defeat infiltrating reconnaissance forces.
- Prevent the enemy from delivering direct fires into the SBCT defenses.
- Provide early warning of the enemy's approach.

b. **Positioning of Forces.** In contiguous or linear defenses, the SBCT commander normally organizes and defines the security area forward of the FEBA, assigning the battalions their own AOs or BPs to prevent gaps in the SBCT security. The key is to integrate operations at the higher echelons and again at the SBCT level, using all available resources to execute security operations.

c. **Leaders' Reconnaissance.** When feasible, the commander and subordinate leaders conduct a reconnaissance of the AO to develop most of the plan based on their view of the actual terrain. The commander and staff develop a plan for the leaders' reconnaissance that includes provisions for security, leaders and key staff members required to participate, designation of a recorder, areas to be reconnoitered, and time allocated for the reconnaissance. When available, the SBCT commander may use aviation assets to conduct the leaders' reconnaissance.

5-33. PREPARATION AND CONTINUED SECURITY OPERATIONS

Preparation of the defense includes planning and plan refinement, positioning of forces, constructing obstacles, planning and synchronizing fires, positioning logistics, and conducting inspections and rehearsals. Throughout the preparation phase, security operations must continue without interruption. Security forces may be assigned any combination of screen, guard, and area security missions. The cavalry squadron (RSTA) as well as higher headquarters assets may be positioned to screen and provide early warning along most likely enemy avenues of approach, reinforced in depth with sections or platoons from the companies.

a. **Security.** Security is a consideration throughout the area of operations. The SBCT must array security forces in depth to provide protection and to reduce the potential for enemy infiltration. It must also secure the main battle area to prevent enemy reconnaissance, reduction of obstacles, targeting of friendly positions, and other disruptive actions. Companies must secure obstacles, battle positions, and hide positions. Elements in the SBCT rear area must provide their own security, augmented by vehicles that are being repaired. With extended lines of communication, the SBCT may also secure logistical elements moving forward from the BSA to support the SBCT.

b. **Dispersion.** Forces should be widely dispersed and hidden to reduce vulnerability and to aid in OPSEC.

c. **Integration.** Integrate reconnaissance and ground maneuver units in the security forces. Utilize reconnaissance forces primarily to locate enemy elements and attack them with indirect fires but not to engage in direct fire attack except in self-defense. Clearly

establish the C2 headquarters and communication architecture for the security force (this can be one of the most challenging missions in terms of tactical internet management).

5-34. SECURITY AREA ENGAGEMENT

As the enemy attack approaches the AO, the commander and staff monitor the situation via ISR operations and the COP to anticipate the enemy's arrival and timing of friendly events such as passages of lines and battle handover. The commander may also make final adjustments to his defensive plan during this time. When the higher headquarters establishes a security force, the SBCT's security forces assist the rearward passage of lines for these forces and accept battle handover. Security forces maintain contact with advancing enemy forces and report combat information. The SBCT often uses security forces, fires (lethal and non-lethal), and obstacles within the security area to disrupt the enemy's momentum and weaken his forces.

a. As the enemy advances into the SBCT's security area, MBA forces make final preparations for the ensuing battle. The SBCT normally establishes a security area to provide early warning and reaction time, deny enemy reconnaissance efforts, and protect the MBA. The forward security mission is normally executed as a guard or screen. There are three general options for organizing the security force (Figure 5-13):

- Forward defending battalions establish their own security areas.
- Battalions provide security forces that operate with the cavalry squadron (RSTA) under the SBCT's direct control.
- A battalion operates the SBCT's security force.

b. The higher echelon commander defines the depth of the SBCT's security area through control measures and his concept of operations. The SBCT's security area extends from the FEBA to the SBCT's forward boundary. Depth in the security area provides forces in the MBA more reaction time and allows the security force more area in which to detect and engage enemy forces. A very shallow security area may require more forces and assets to provide the needed reaction time. The SBCT commander must clearly define the objective of the security area. He states the tasks of the security force(s) in terms of time required or expected to maintain security, results to achieve against the enemy, disengagement and withdrawal criteria, and follow-on tasks. He identifies specific avenues of approach and NAIs that the security force must cover. Security forces also assist the rearward passage of lines of higher echelon security forces at the battle handover line (BHL).

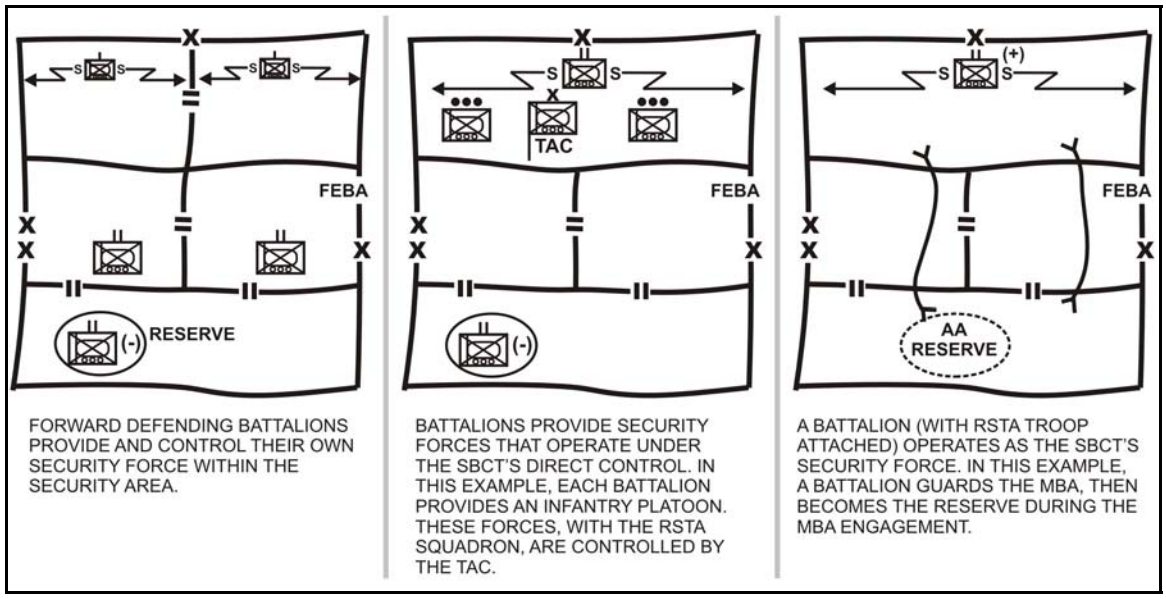


Figure 5-13. Options for organizing the security area.

c. **Transition.** As security area engagements transition into the main battle area, security area forces withdraw to initial MBA or reserve positions. Some elements may maneuver to the flanks to maintain surveillance on enemy avenues of approach, providing early warning and execution of fires against following enemy forces.

5-35. MAIN BATTLE AREA ENGAGEMENT

The MBA is where the SBCT deploys the bulk of its combat power against the enemy.

a. The SBCT's MBA extends from the FEBA to the forward battalions' rear boundary. The commander selects his MBA based on the higher commander's concept of operations, IPB, initial ISR results, and his own estimate of the situation. The commander assigns responsibilities within the MBA by assigning boundaries to subordinate battalions. If the commander does not assign boundaries to subordinate battalions, the SBCT is responsible for terrain management, security, clearance of fires, and coordination of maneuver within the entire AO. The commander may control his forces by assigning battalions an AO, BP, or strongpoint.

b. An AO gives battalions freedom of maneuver and fire planning within a specific area. A defense in the AO allows the battalion commander to distribute his fires to suit the terrain and anticipated enemy situation. Battalion AOs are situated against enemy brigade-sized avenues of approach. A battalion's AO must provide adequate depth based on its assigned tasks, the terrain, and the anticipated size of the attacking enemy force. An AO requires continuous coordination with flank units for security and to maintain a coherent defense. The commander cannot allow subordinate battalions total freedom to develop their defenses if the SBCT's defense is to remain cohesive. Control measures such as PLs, EAs, obstacle belts, and BPs are used to coordinate battalion defenses within the MBA (Figure 5-14, page 5-42). During defensive preparations, the commander and staff use confirmation briefs, back briefs, inspections, and supervision to ensure battalion defenses are coordinated and that unacceptable gaps do not develop.

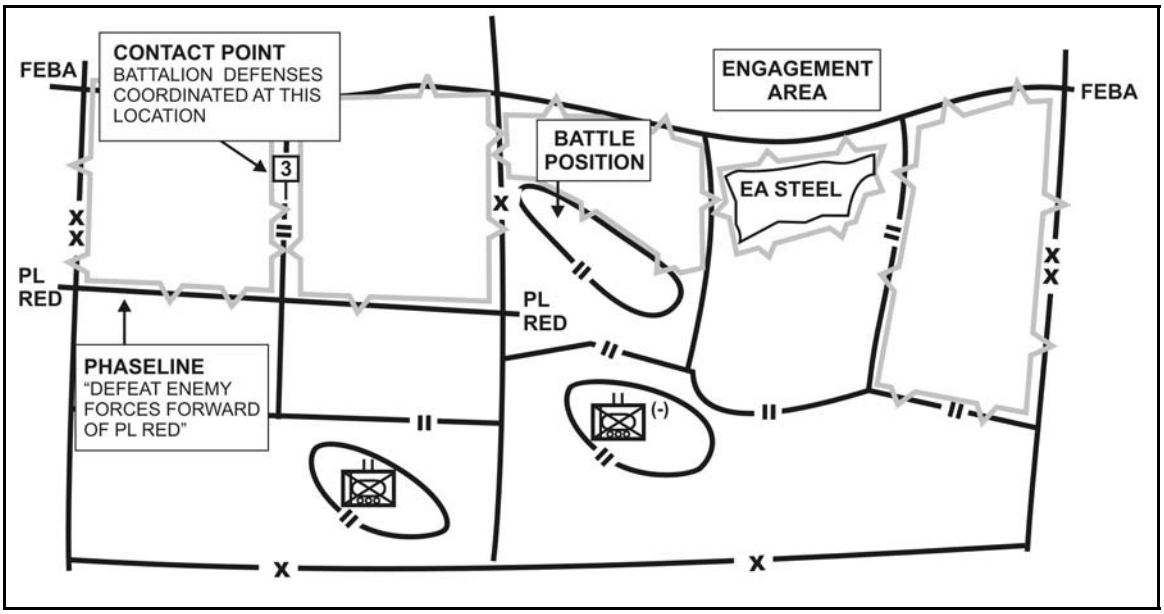


Figure 5-14. Example control measures used to coordinate defense by AO.

c. The commander assigns a battalion a BP when he wishes to control its fires, maneuver, and positioning. Boundaries are normally still assigned to provide space for battalion security, CS, and CSS elements that normally operate outside a BP. When the commander does not establish unit boundaries, the SBCT is responsible for fires, security, terrain management, and maneuver between positions of different battalions. The BP prescribes a primary direction of fire by the orientation of the position. Battalion BPs are positioned and oriented on well-defined enemy brigade-size avenues of approach. A battalion BP must provide sufficient space for dispersion and depth of weapon systems, supplementary and alternate positions, and flanking fires, if possible. The commander defines when and under what conditions the battalion can displace from the BP or maneuver outside it. The use of prepared or planned BPs with the associated tasks of prepare or reconnoiter also provides flexibility to rapidly concentrate forces and adds depth to the defense.

d. A strongpoint is a heavily fortified BP tied into a natural obstacle or restrictive terrain to create an anchor for the defense. A strongpoint implies retention of terrain with the purpose of controlling key terrain and or blocking, fixing, or canalizing enemy forces. Defending units require permission from the higher headquarters to withdraw from a strongpoint. Strongpoints are prepared for all-around defense.

5-36. FOLLOW-ON MISSIONS

Following a successful defense, there may be a period of confusion that the defender can exploit. Given the information-gathering capabilities of the SBCT, counterattacks based on branches and sequels to the plan can be executed quickly before the enemy can secure his gains or organize a defense. METT-TC and the higher commander's concept of operations dictate the SBCT's follow-on mission. If the situation prevents offensive action, the SBCT continues to defend. As in the initial establishment of the defense, gaining an area in which to conduct security operations is critical. Even if the SBCT is to maintain the defense, a local counterattack can provide space for a security area and time

to reorganize. Any attack option must pay particular attention not only to the terrain and enemy, but also to friendly obstacles (and their self-destruction times or neutralization times, if applicable) and areas where dual-purpose improved conventional munitions (DPICM) or bomblets have been used. If it cannot counterattack to gain an adequate security area, the SBCT may have to direct one battalion to maintain contact with the enemy and guard the AO while others move to reestablish the defense farther to the rear. Whether continuing to defend or transitioning to offensive operations, the SBCT must quickly reorganize

Section VI. MOBILITY, COUNTERMOBILITY, AND SURVIVABILITY INTEGRATION

Much of the strength of a defense rests on the integration and construction of reinforcing obstacles, exploitation of existing obstacles, and actions to enhance the survivability of the force through construction of fighting positions and fortifications. The commander's intent focuses mobility/survivability (M/S) planning through his articulation of obstacle intent (target, relative location, obstacle effect) and priorities and establishment of priorities for survivability and mobility. Guided by that intent, the SBCT engineer develops a scheme of engineer operations (SOEO) that includes engineer task organization, priorities of effort and support, subordinate engineer unit missions, and M/S instructions for all units. Chapter 10 contains information on engineer systems and capabilities.

5-37. COUNTERMOBILITY

The commander and staff develop the obstacle plan concurrently with the fire support plan and defensive scheme, guided by the higher commander's intent. They must integrate into the intelligence collection plan the use of intelligent minefields such as intelligent munitions systems (IMS), if allocated. The commander's intent for countermobility should contain three elements: target, effect, and relative location.

a. **Target.** The target is the enemy force that the commander wants to affect with fires and tactical obstacles. The commander identifies the target in terms of the size and type of enemy force, the echelon, the avenue of approach, or a combination of these methods.

b. **Effect.** This is the intended effect that the commander wants the obstacles and fires to have on the targeted enemy force. Tactical obstacles produce one of the following effects: block, turn, fix, or disrupt (Table 5-3, page 5-44). In order for the obstacle(s) to achieve their desired effect, they must be covered by observed indirect and direct fires. The obstacle effect drives integration, focuses subordinate fires, and focuses the obstacle effort.

c. **Relative Location.** The relative location is where the SBCT commander wants the obstacle effect to occur against the targeted enemy force. Whenever possible, the commander identifies the location relative to the terrain and maneuver or fire control measures to integrate the effects of obstacles with fires.

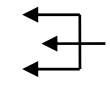
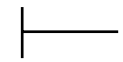
OBSTACLE EFFECT	PURPOSE	FIRES AND OBSTACLES MUST:	OBSTACLE CHARACTERISTICS
 DISRUPT ❶	Break up enemy formations. Interrupt the enemy's timetable and C2. Cause premature commitment of breach assets. Cause the enemy to piecemeal his attack.	Cause the enemy to deploy early. Slow part of his formation while allowing part to advance unimpeded.	Do not require extensive resources. Difficult to detect at long range.
FIX ❷	Slow an attacker within an area so he can be attrited. Generate the time necessary for the friendly force to disengage.	Cause the enemy to deploy into attack formation before encountering the obstacles. Allow the enemy to advance slowly in an EA or AO. Make the enemy fight in multiple directions once he is in the EA or AO.	Arrayed in depth. Span the entire width of the avenue of approach. Must not make the terrain appear impenetrable.
TURN ❸	Force the enemy to move in the direction desired by the friendly commander.	Prevent the enemy from bypassing or breaching the obstacle belt. Maintain pressure on the enemy force throughout the turn. Mass direct and indirect fires at the anchor point of the turn.	Tie into impassable terrain at the anchor point. Consist of obstacles in depth. Provide a subtle orientation relative to the enemy's approach.
 BLOCK ❹	Stop an attacker along a specific avenue of approach. Prevent an attacker from passing through an AO or EA. Stop the enemy from using an avenue of approach and force him to use another avenue of approach.	Prevent the enemy from bypassing or penetrating through the belt. Stop the enemy's advance. Destroy all enemy breach efforts.	Must tie into impassable terrain. Consist of complex obstacles. Defeat the enemy's mounted and dismounted breaching effort.

Table 5-3. Obstacle effects.

d. **Tactical Obstacles.** Obstacles are force-oriented combat multipliers. The SBCT employs tactical obstacles to attack the enemy's ability to move, mass, and reinforce directly. Tactical obstacles are integrated into the scheme of maneuver and fires to produce specific obstacle effects. Obstacles alone do not produce significant effects against the enemy; obstacles must be integrated with fires to be effective. The engineer

section in Chapter 10 provides information on engineer capabilities. The following are the three types of tactical obstacles.

(1) ***Directed Obstacles.*** The SBCT directs obstacles as specified tasks to the maneuver battalion through the use of obstacle groups. The battalion may use the same technique, but more likely will be specific about the location and type of obstacle. The commander may use directed obstacles or obstacle groups to achieve specific obstacle effects at key locations on the battlefield. In this case, the staff plans the obstacle control measures and resources and determines measures and tasks to subordinates to integrate the directed obstacles with fires.

(2) ***Situational Obstacles.*** Situational obstacles are obstacles that the SBCT or battalion plans and possibly prepares before an operation; however, they do not execute the obstacles unless specific criteria are met. Situational obstacles are "be-prepared" obstacles and provide the commander flexibility for employing tactical obstacles based on battlefield developments. The commander may use engineer forces to emplace tactical obstacles rapidly, but more often he relies on scatterable mine systems. The SBCT staff normally plans situational obstacles to allow the commander to shift his countermobility effort rapidly to where he needs it the most, based on the situation. Execution triggers for situational obstacles are integrated into the decision support template. (See FM 90-7, Chapter 7.) Situational obstacles must be well integrated with tactical plans to avoid fratricide. Given the changes in engineer force structure, tactical concepts, and capabilities, situational obstacles are increasingly used in lieu of conventionally emplaced obstacles.

(3) ***Reserve.*** Reserve obstacles are obstacles for which the commander restricts execution authority. These are "on-order" obstacles. The commander specifies the unit responsible for constructing, guarding, and executing the obstacle. Examples of reserve obstacles include preparing a bridge for destruction or an obstacle to close a lane. Units normally prepare reserve obstacles during the preparation phase. They execute the obstacle only on command of the authorizing commander or when specific criteria are met. (See FM 90-7, Chapter 6.) It is critical for the unit to understand and rehearse actions to execute reserve obstacles.

NOTE: In addition to tactical obstacles, units also employ protective obstacles. Protective obstacles are a key component of survivability operations, providing friendly forces with close-in protection. (See FM 90-7.)

e. **Tactical Obstacle Planning.** Detailed obstacle planning begins during COA development. The engineer focuses on the following five specifics in his SOEO for the obstacle plan.

(1) ***Direct and Indirect Fire Analysis.*** The direct and indirect fire analysis examines how engineers can best use obstacles to enhance the direct and indirect fire plan. The engineer must have a fundamental understanding of the direct and indirect fire and maneuver plans and the SBCT's organization of the EA to integrate obstacles effectively. The engineer must consider SBCT and battalion EAs, target reference points (TRPs), indirect fire targets, unit locations, enemy formations, avenues of approach, and the higher commander's obstacle intent in order to effectively integrate obstacles.

Synchronization of direct and indirect fires with obstacles multiplies the relative effect on the enemy.

(2) ***Obstacle Intent Integration.*** The engineer plans directed obstacle groups during the COA development process. Obstacle groups integrated into the COA sketch graphically depict the commander's obstacle intent to support the maneuver plan. Obstacle groups target specific enemy elements based on the SITEMP. The engineer generally allocates an obstacle group against a battalion-sized avenue of approach with respect to the EAs, TRPs, indirect fire targets, unit locations, enemy formations, and AAs assessed during the direct fire analysis. This process parallels the staff's placement of a company against the same size enemy force. The intent of the obstacle groups supports subordinate unit task and purpose. The engineer recommends specific obstacle group effects to the commander based on terrain, resources, time available, and the SBCT commander's obstacle intent.

(3) ***Obstacle Priority.*** The staff determines the priority of each obstacle group. The commander's intent and the most likely enemy COA clearly influence the priority. The obstacle priority should reflect the battalion's most critical obstacle requirement. The battalion engineer considers flank protection, weapons types and ranges, and the overall commander's intent for the entire force before placing obstacle priority on the main EA. Priorities assist the engineer in allocating resources and ensuring that the most critical obstacle groups are constructed first.

(4) ***Mobility Requirements.*** The engineer identifies the SBCT mobility requirements by analyzing the scheme of maneuver, counterattack (CATK) options, reserve planning priorities, CS and CSS movement requirements, and adjacent and higher unit missions, maneuver, and movement. The engineer integrates this analysis into obstacle group planning and avoids impeding friendly maneuver whenever possible. Because the bulk of the engineer force is committed to countermobility and survivability during defensive preparation, the SBCT commander uses clear obstacle restrictions on specific areas within the SBCT AO to maintain mobility. If obstacles must be constructed along a mobility corridor that primarily supports friendly movement, a lane or gap (and associated closure procedures) must be planned and rehearsed. These lanes or gaps may be closed with situational or reserve obstacles.

(a) Beyond preparing and marking lanes and gaps through obstacles, engineers normally perform mobility tasks once defensive preparations are complete. Mobility assets may then be positioned to counter templated enemy situational obstacles or be task-organized to the reserve, CATK force, or any other unit that must maneuver or move subsequent to the execution of the defense. To do this effectively, the engineers and the supported maneuver unit must integrate, prepare, and rehearse. Since this manner of mobility support is critical to the success of the maneuver plan, timely linkup and coordination must be factored into the overall defensive preparation timeline.

(b) Sometimes the SBCT may require significant mobility support during defensive preparation. Examples may include route clearance, road repair or maintenance, and LZ and pick-up zone (PZ) clearance. SBCT engineers are adequately resourced to perform this type of mobility support, but they clearly cannot concurrently prepare the defense and execute these tasks. Thus, the SBCT requires augmentation from a divisional multifunction engineer battalion. These engineers perform general engineering tasks, leaving the SBCT engineers available to construct the SBCT defense.

5-38. SURVIVABILITY

Survivability operations in support of ground maneuver elements are increasingly limited given force structure and tactical concepts. Digging in combat vehicles is a technique that still has value in many situations, but the increasing need for mobility in defensive operations and the proliferation of precision munitions reduce the effectiveness of static, dug-in forces. Survivability efforts within the SBCT should focus on protection of assets that must remain relatively static (such as communication nodes), support of logistical and decontamination operations, and survivability for defending dismounted infantry.

Section VII. TRANSITION OPERATIONS

During the planning for the defensive battle, the SBCT commander and staff must discern from the higher headquarters operations order what the follow-on missions will be and how they intend to achieve them. They must set the conditions for successful transition before the defensive battle is joined. The SBCT reorganizes after the battle and normally exercises one of two options: continue the defense or attack. The period immediately after a successful defense can be a period of confusion and vulnerability for both enemy and friendly forces. This period is a contest for the initiative and control of the situation. Both forces will attempt to regain balance, reorganize, and resume coordinated operations. The SBCT normally attempts to exploit the situation through offensive action. The enemy will likely attempt to consolidate, hold gains, and defend. If the SBCT is able to attack prior to the enemy being able to consolidate, the enemy is kept off balance and reactive to the SBCT. However, if the SBCT is unable to consolidate and establish a defense, the enemy gains a significant tactical advantage. The force that ultimately gains the initiative and control of the situation is the one that reorganizes and acts the quickest. Therefore, it is imperative that the SBCT develops plans early in the planning cycle for exploiting success through immediate offensive action.

5-39. REORGANIZATION

The SBCT must quickly reorganize to continue the defense or transition into follow-on missions. Reorganization includes all measures taken to maintain the combat effectiveness of the SBCT or return it to a specified level of combat capability. All units undertake reorganization activities during the defense, as the situation allows, to maintain their combat effectiveness. More extensive reorganization is normally conducted after the SBCT defeats an enemy attack. The following tasks normally are included in reorganization:

- Establish and maintain security.
- Destroy or contain enemy forces that still threaten the SBCT.
- Reestablish a coherent defense. This may include moving forces, adjusting boundaries, changing task organization, and coordinating with flank units.
- Replace or shift reconnaissance assets and observers.
- Reestablish the SBCT chain of command, key staff positions, and C2 INFOSYS facilities lost during the battle.
- Treat and evacuate casualties.
- Conduct emergency resupply operations.
- Recover and repair damaged equipment.

- Send relevant logistics and battle reports by FM voice and digital means (if so equipped).
- Process EPWs as required.
- Repair or emplace additional obstacles and construct additional fighting positions.

5-40. EXPLOIT

In a successful defense, the enemy reaches his culminating point within the MBA. The defensive plan must address missions following successful operations and how the SBCT commander envisions the transition to the offense. The higher headquarters' follow-on missions for the SBCT govern this plan. The staff must begin planning for future offensive operations as it develops defensive and obstacle plans. The commander and staff must develop maneuver plans, control measures, obstacle restrictions, and CSS plans that enable the SBCT to quickly transition to follow-on offensive missions. Once minimum reorganization activities are completed, the commander orders his forces to attack key objectives that are the most damaging to the enemy and that posture the SBCT for future operations (Figure 5-15). As the objective of the attack is reached, the SBCT consolidates and continues more extensive reorganization to prepare for future operations.

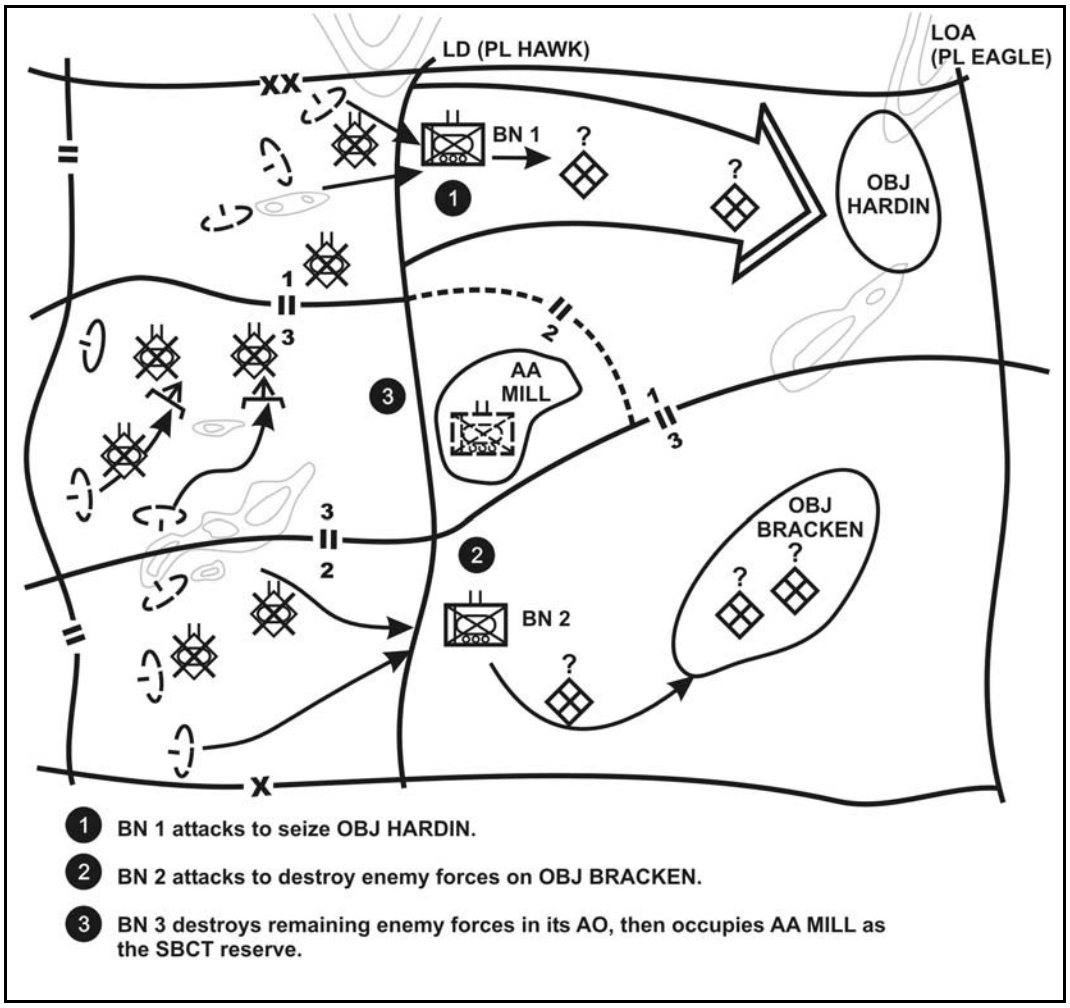


Figure 5-15. Exploiting success.

5-41. DEFEND

The SBCT continues to defend when follow-on enemy forces are continuing to attack or when the SBCT's strength prevents resumption of the offense. It may be necessary for the SBCT to reestablish its defense deeper in the AO, or the SBCT may reestablish its defense along its original positions. The time available and condition of the SBCT normally dictate which defensive option the SBCT will employ. The commander (aided by his staff) develops branches and sequels during the initial planning process that prepare the SBCT for the eventuality of continued enemy attacks. The commander transmits the refined plan via a FRAGO, and the SBCT then consolidates, reorganizes and prepares to continue the defense.

CHAPTER 6

URBAN OPERATIONS

Urban environments include some of the world's most difficult terrain in which to conduct military operations. Urban terrain confronts commanders with a combination of difficulties rarely found in other environments. Cities vary immensely depending on their history, the cultures of their inhabitants, their economic development, the local climate, available building materials, and many other factors The urban environment, like all environments, is neutral and affects all sides equally. The leader that can best understand and exploit the effects of the urban area has the best chance of success.

The US has worldwide interests that directly relate to global security. As a result, US forces will be deployed into urban environments to neutralize or stabilize extremely volatile political situations or defeat an enemy force that has sought protection afforded by urban terrain. The SBCT is uniquely equipped and manned to confront the challenges of defeating an asymmetrical threat from an enemy force operating in an urban environment. This chapter provides the tools necessary for planning and executing missions in an urban environment as an SBCT.

Section I. THE SBCT'S ROLE IN URBAN OPERATIONS

Although the close combat during urban operations (UO) is infantry-centric, SBCT, armor, and mechanized units operate as an integral force in both shaping and decisive operations. SBCT, armor, and mechanized units are the optimal forces to isolate or prevent enemy reinforcement during urban operations. They operate with light infantry forces in the close fight by providing precise and overwhelming firepower and the ability to gain positional advantage over the enemy.

6-1. ISOLATION

Isolation holds the key to victory in urban operations. If the attacker fails to isolate the urban area, the defender can reinforce and resupply his forces, protracting the operation and significantly decreasing the attacker's resources and his will to continue. If the defender becomes isolated, the attacker will seize the initiative and can force the defender to take considerable risk (such as a breakout or executing a counterattack) to survive. SBCT, armor, and mechanized forces are optimal for executing isolation operations because they possess the speed, agility, firepower, and protection necessary to successfully shape the urban area for offensive or defensive operations.

6-2. CLOSE COMBAT

The SBCT operates with infantry forces in the close fight providing fires and shock effect to defeat the enemy and his will to resist. Historically, the close fight in urban combat has consisted of street-to-street fighting resulting in high casualties and high expenditure of resources. The SBCT possesses the capability to use precision fires and maneuver to gain positional advantage and seize the initiative away from the enemy. The SBCT uses FBCB2, maneuver, and situational understanding to properly position forces and destroy

the enemy as he reacts to threats from multiple directions. The SBCT relies on its capability to maneuver as a result of its enhanced situational understanding to destroy the enemy. This capability affords the SBCT a primary advantage in accomplishing assigned missions in urban environments.

Section II. FUNDAMENTALS OF URBAN OPERATIONS

Urban operations are among the most difficult and challenging missions a brigade can undertake. To understand the complexity of the urban battlefield, the SBCT commander and his staff apply the following tactical fundamentals.

6-3. PERFORM FOCUSED INFORMATION OPERATIONS AND AGGRESSIVE ISR OPERATIONS

The density of noncombatants and information sources make effective IO a necessity when confronted with any mission in an urban area. The SBCT may be highly successful in its execution of tactical operations on a consistent basis, but a failure to control the information flow from within the urban area could result in overall mission failure. The SBCT must leverage the IO capability found in the FECC in order to gain and maintain information superiority throughout all phases of the urban operation. In order to develop an effective course of action, the SBCT commander and his staff must initiate aggressive ISR operations. Urban operations require significant HUMINT reconnaissance because sensors and other technological devices may not be as effective in such environments. The SBCT has a significant HUMINT capability that is coordinated by the S2x through the HUMINT operations cell. Additionally, the SBCT can leverage the HUMINT assets found within the cavalry squadron (RSTA) to accomplish its ISR goals. Using the C2 INFOSYS, the staff can develop urban maps that include a common reference system (such as numbering buildings) to assist subordinate units with C2.

6-4. UNDERSTAND THE HUMAN DIMENSION

The human dimension of the urban environment often has the most significance and greatest potential for affecting the outcome of UO. The SBCT commander must carefully consider and understand how to influence the allegiance and morale of a civilian population that may decisively affect operations. The SBCT commander must assesses the attitudes, culture, and factional allegiances present in the urban environment when planning his COA.

6-5. SEPARATE NONCOMBATANTS FROM COMBATANTS

Promptly separating noncombatants from combatants facilitates UO by reducing some of the restrictions on firepower and enhancing force protection. Using attached PSYOP and CA units, the SBCT can diminish some of the enemy's asymmetrical advantages. This important task becomes more difficult when the adversary is an unconventional force that can mix with the civilian population. The SBCT commander should also consider coordinating with international organizations if large numbers of refugees are expected.

6-6. AVOID THE ATTRITION APPROACH

UO that use linear and methodical COAs based on firepower normally result in high casualties and significant collateral damage. Enemy forces tend to encourage this

approach to lengthen the operation, expend US resources, and challenge our will to sustain attritional engagements. SBCT commanders should only consider this approach if required to do so or when attempting to gain contact or fix enemy forces as part of a larger operation.

6-7. CONTROL THE ESSENTIAL

Many urban areas are too large to be completely occupied or even effectively controlled by either friendly or enemy forces. The SBCT focuses its efforts on controlling only those areas that are essential to mission accomplishment. At a minimum, this requires control of terrain whose possession or control provides a marked advantage. In the urban environment, key terrain may be determined by its functional, political, or social significance. By controlling what is essential, the SBCT commander can concentrate combat power where it is needed. This decision implies risk in those areas that he chooses not to control in order to mass overwhelming combat power in other areas.

6-8. MINIMIZE COLLATERAL DAMAGE

By employing the C2 INFOSYS, the SBCT commander develops an understanding of the urban AO. The SBCT commander refines his visualization and, with the staff, develops COAs that maximize fires and effects without inflicting unnecessary collateral damage. The SBCT commander determines what firepower restrictions are necessary that will still allow for mission accomplishment, and he then compensates for them through information operations, PSYOP, or CA operations.

6-9. CONDUCT CLOSE COMBAT

Urban operations require closing with the enemy and decisively defeating him. Close combat in UO is resource intensive, requires properly trained and equipped forces, and has the potential for high casualties. The SBCT must use close combat as its decisive operation only after shaping the urban area through aggressive ISR, isolation, and the use of precision fires. While close combat is essential for defeating a determined enemy, the SBCT commander leverages his knowledge of the enemy to avoid costly house-to-house fighting. By maintaining a COP with his subordinate commanders, the SBCT commander can direct the infantry battalions to move out of direct contact with the enemy to a position of advantage and choose the place and time where he wants to join the enemy in close combat.

6-10. TRANSITION CONTROL

UO must be planned to accomplish assigned missions in the most expeditious manner. The end state of UO is the transfer of control to civilian or other agency control. The SBCT must thoroughly develop a transition plan that ensures the restoration of peaceful conditions and avoids further disruption to stability within the AO.

6-11. RESTORE ESSENTIAL SERVICES

The SBCT commander must plan to restore essential services that may fail to function upon their arrival or cease to function during an operation. Essential services include power, food, water, sewage, medical care, and law enforcement. When planning for and conducting Army UO, units can use less destructive munitions and capabilities to keep

potentially vital infrastructure intact. Initially, the SBCT may be the only element able to restore or provide essential services. Failure to do so may result in serious health problems for the civilians, which can affect the health of the SBCT and negatively impact overall mission success. The SBCT must be prepared to transfer responsibility for providing essential services to other agencies, international organizations, or the local government as quickly as possible.

6-12. PRESERVE CRITICAL INFRASTRUCTURE

The SBCT commanders must analyze the urban area to identify critical infrastructure and attempt to preserve the critical elements for post-combat sustainment operations, stability operations, support operations, or the health and well-being of the indigenous population. Urban areas remain in the AO after combat operations have ceased. Post-combat UO are unavoidable. The SBCT may have to initiate actions to prevent an enemy or a hostile civilian group from removing or destroying critical infrastructure. Such infrastructure may include cultural resources such as religious and historical places. In some cases, preserving the infrastructure may be the assigned objective of the urban operation.

Section III. TACTICAL CHALLENGES

The SBCT will face a number of challenges during the planning, preparation for, and execution of urban operations.

6-13. CONTIGUOUS AND NONCONTIGUOUS AREAS OF OPERATIONS

The SBCT must be prepared to conduct full spectrum operations in both contiguous and non-contiguous AOs.

a. The SBCT conducts contiguous operations in an AO that facilitates mutual support of combat, CS, and CSS elements. Contiguous areas of operation have traditional linear features including identifiable, contiguous frontages and shared boundaries between forces. For the SBCT, operations in contiguous environments are characterized by relatively close distances between subordinate units and elements.

b. In noncontiguous areas of operation, subordinate units may operate in isolated pockets, connected only through integrating effects of an effective concept of operations. Noncontiguous areas of operation place a premium on initiative, effective information operations, decentralized security operations, and innovative logistics measures. Operations in noncontiguous environments complicate or hinder mutual support of combat, CS, and CSS elements because of extended distances between subordinate units and elements. The SBCT may be required to provide C2 to subordinate battalions and elements over extended distances, which may include deploying battalions individually in support of operations in the SBCT's area of influence or interest outside of the SBCT's AO.

6-14. ASYMMETRICAL THREATS

The SBCT must be prepared to face threats of an asymmetrical nature. Asymmetric threats occur when an enemy initiates operations against which friendly forces cannot respond effectively due to dissimilar values, organization, training, or equipment. The enemy may use the civilian population and infrastructure to shield it from fires. The enemy may also attack the SBCT and civilian population with weapons of mass

destruction. An enemy employing asymmetrical threats is most likely to be based in and target urban areas to take advantage of the density of civilian population and infrastructure. Other examples of an enemy employing asymmetrical threats include terrorist attacks; EW, to include computer-based systems; criminal activity; guerilla warfare; and environmental attacks.

6-15. COLLATERAL DAMAGE AND NONCOMBATANT CASUALTIES

During urban operations, SBCT commanders may be required to minimize unnecessary collateral damage and noncombatant casualties. This must be balanced with mission accomplishment and the requirement to provide force protection. SBCT commanders must be aware of the ROE and be prepared to request modifications when the tactical situation requires them. Changes in ROE must be rapidly disseminated throughout the SBCT. Commanders and leaders must ensure that changes to the ROE are clearly understood by all soldiers within the SBCT. All personnel must have an understanding of the laws associated with land warfare and the requirements of the Geneva Conventions.

6-16. TRANSITION FROM STABILITY OPERATIONS TO COMBAT OPERATIONS

SBCT commanders must be able to transition their forces quickly from stability to combat operations and vice-versa. For example, it may be tactically wise for commanders to plan a defensive contingency with on-order offensive missions for certain stability operations that may deteriorate. Subordinate commanders and leaders must be fully trained to recognize activities that would initiate this transition.

6-17. ENEMY THREAT

The SBCT will most likely face enemies that are supported by weak national economies and infrastructures seeking to achieve regional objectives that challenge US national objectives. Trends indicate an increasing availability and integration of more sophisticated technology and unorthodox operational approaches (asymmetry) by potential adversaries focused on the diversity and time sensitivity of humanitarian issues. Offsetting their inherent weaknesses, enemy forces will seek advantage in urban and restrictive terrain to remain dispersed and decentralized, adapting their tactics to provide them the best success in countering a US response. The enemy may apply several key principles to oppose US forces operating in urban environments. These principles include--

- Oppose entry into theater.
- Neutralize technological overmatch.
- Control the tempo.
- Change the nature of the conflict.
- Cause politically unacceptable casualties.
- Allow no sanctuary.
- Conduct dispersed and decentralized operations

These principles are discussed in detail in FM 90-10. The SBCT focuses on the tactical level of enemy urban operations. The enemy, in addition to conventional forces, may consist of--

- Unconventional forces.
- Paramilitary forces.
- Militia and special police organizations.
- Organized criminal organizations.
- Local civilians.

6-18. ENEMY TACTICS

While the composition of enemy forces may vary widely, many techniques will remain common to all (Figure 6-1). The following paragraphs set forth tactical tenets that may be used against US forces in the urban environment.

Figure 6-1. Urban enemy tactics tenets.

a. **Use the Population to Advantage.** Enemy forces will use the population to provide camouflage, concealment, and deception for their operations. Guerilla and terrorist elements will look no different than any other member of the community. Even conventional and paramilitary forces will often adopt a civilian look to confuse friendly forces. The civilian population will also provide cover for enemy forces, enhancing their mobility in proximity to US positions. Enemy forces will take advantage of US moral responsibilities and attempt to make the civilian population a burden on logistical and force protection resources. The civilian population may also serve as a key intelligence

source for enemy forces. They will attempt to use civilians with access to US bases or perimeters to gain information on dispositions, readiness, and intent.

b. **Win the Information War.** Enemy forces will take advantage of the media presence to turn the sentiments of other countries against US forces. Video cameras, media reporters, Internet websites, and cellular phones are examples of tools the enemy may use to influence popular opinion. The enemy force's urban campaigns do not rely solely on tactical successes; they need only make the opposition's campaign appear unpalatable to domestic and world support to weaken its legitimacy.

c. **Manipulate Key Facilities.** Enemy forces will identify and use key facilities to shape the AO in their favor. Telecommunication sites, water treatment plants, as well as power generation and transmission sites are typical facilities enemy forces will target to gain a position of advantage against the SBCT. The force that controls media stations significantly improves its information operations abilities.

d. **Use All Dimensions of the Physical Environment.** Enemy forces will use all dimensions of the urban environment to attack the SBCT. Rooftops and tall buildings afford vantage points and ambush positions that exceed the maximum elevation of many weapons. Top attack positions allow the enemy to strike at vehicle vulnerable points and use enfilading fire against exposed, dismounted soldiers. Basement and other subterranean areas provide covered and concealed positions that allow access throughout the AO. Many positions will be below the minimum depression elevations of vehicle self-defense weapons.

e. **Employ Urban-Oriented Weapons.** Whether they are purpose-built or adapted, many weapons may have greater than normal utility in an urban environment while others may have significant disadvantages. The enemy's employment of weapons in an urban environment is inventive and varied. Small, man-portable weapons, along with improvised munitions, will dominate the urban environment. Figure 6-2, page 6-8, lists examples of enemy weapons favored during UO.

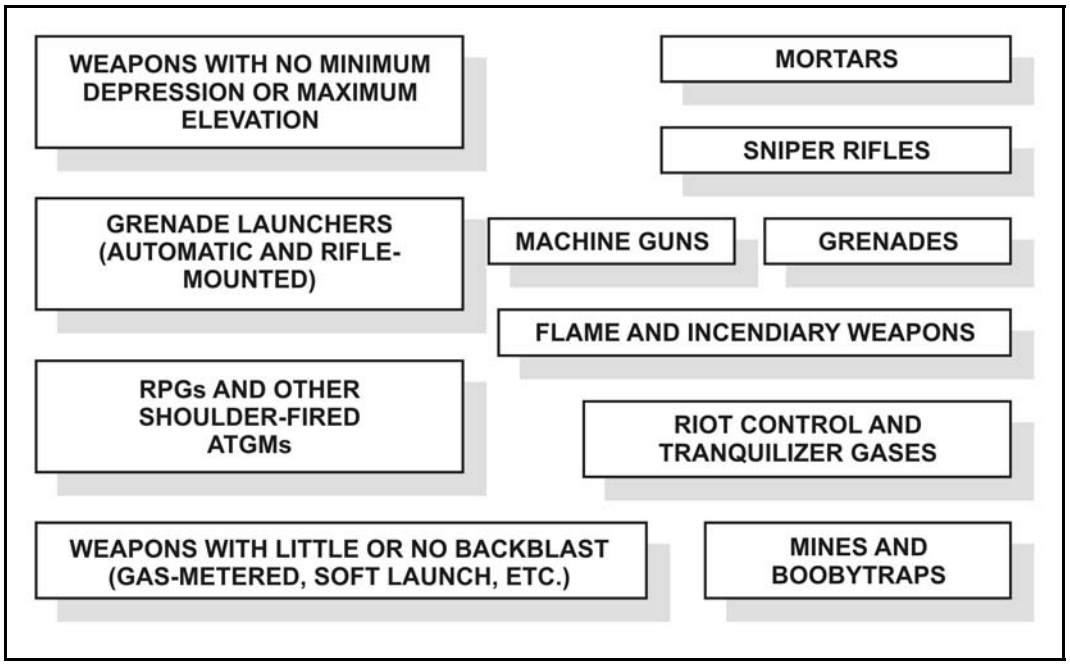


Figure 6-2. Favored enemy weapons

f. **Engage Entire Enemy Force.** Enemy forces may "hug" SBCT forces operating in an urban area to avoid the effects of high-firepower standoff weapon systems. Additionally, they may attempt to keep all or significant portions of the SBCT engaged in continuous operations to increase their susceptibility to stress-induced illnesses. UO, by their nature, produce an inordinate amount of combat stress. Casualties and continuous operations exacerbate this problem. Enemy forces that employ this tactic often maintain a large reserve to minimize the psychological impacts on their own forces.

g. **Focus Attacks on Rear Areas, Isolated Groups, and Individuals.** Enemy forces may seek to target support areas, small groups, and individual soldiers. Their focus on forces conducting resupply, casualty evacuation, and other sustainment activities in combination with the terrain and navigation challenges of the urban battlefield make these locations and soldiers more susceptible to enemy ambushes and raids. The aim of attacks on theses areas and groups is to inflict maximum casualties and induce psychological stress.

6-19. POTENTIAL ENEMY THREATS

The most dangerous potential enemy threats will remain those forces that have the capacity to prosecute full-scale combat actions. Weapons of mass destruction will be present and used where possible. Special operations forces (SOF), state controlled terrorist organizations, and paramilitary or guerilla forces will be a part of a strategy of simultaneous, distributed operations both inside and outside of the AO. The enemy may use mines and unexploded ordinance (UXO) to demoralize and hamper US forces.

6-20. URBAN MAPPING

Prior to entering an urban environment, the SBCT obtains or develops urban maps to assist in C2. The SBCT should attempt to gain access to city planner or civil engineer

maps that provide detailed information of the urban area. The urban maps, available through the supporting DTSS, whether digital, photographed, or sketched, include a reference system to identify buildings and streets (Figure 6-3). Naming conventions should be simple and allow for ease of navigation and orientation in the urban environment (for example, odd number buildings on left side of street, even numbers on right street). Street names should not be used as references as the signs can be missing or changed to confuse friendly forces. Initial map and aerial photograph reconnaissance pinpoint key terrain and other important locations that can be identified in the AO, to include--

- Safe havens.
- Hospitals.
- Police stations.
- Embassies.
- Other (friendly) facilities.
- Hazardous areas.
- Construction sites.
- Dangerous intersections.
- Bridges.
- Criminal areas.
- Major terrain features.
- Parks.
- Industrial complexes.
- Airports.

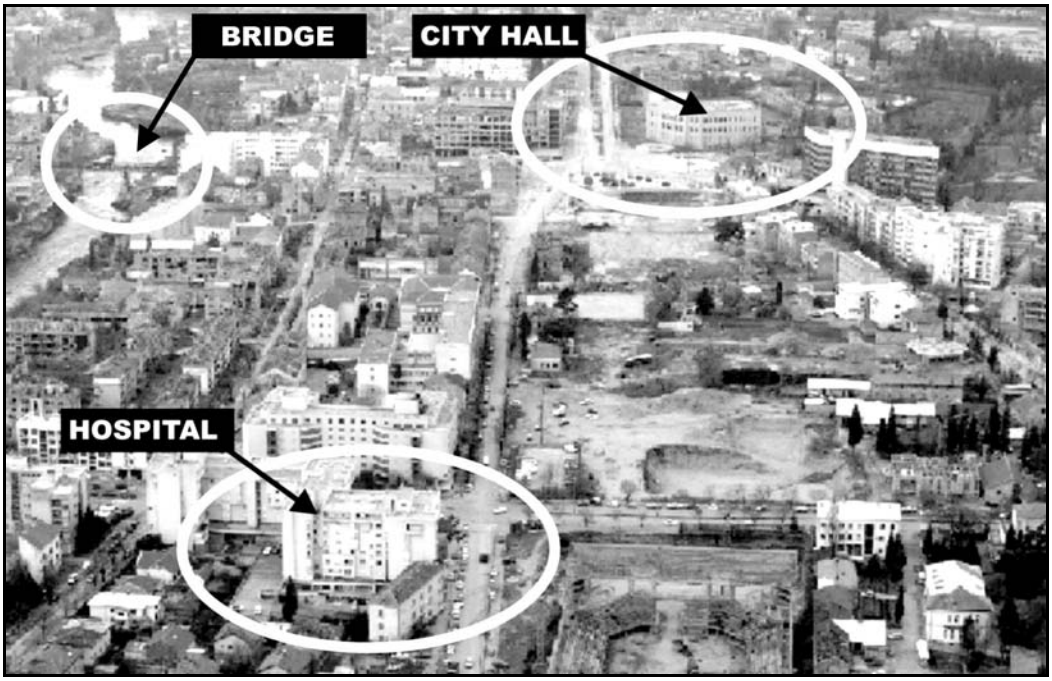


Figure 6-3. Urban mapping using a photgraph.

The urban map also facilitates control in tracking units with greater detail and obtaining precise location updates since digital systems may be affected by urban terrain. The SBCT uses ISR assets or its reach capability to confirm and update the urban maps. Since most maps do not provide the level of detail necessary to conduct tactical operations within an urban environment, urban maps are critical. Specifically, the SBCT assesses avenues of approach in the urban AO. Included with the maps are overlays that categorize sections of the urban area by ethnicity, religious affiliation, and other prevailing characteristics that could affect operations (Figure 6-4, Figure 6-5, page 6-12, Figure 6-6, page 6-13, and Figure 6-7, page 6-14).

NOTE: Although urban mapping techniques are useful tools, the urban battlefield and noncombatant/social delineations will not be as simple as depicted in these figures. Friendly, neutral, and hostile groups will not live in strictly homogeneous communities, neighborhoods, or districts.

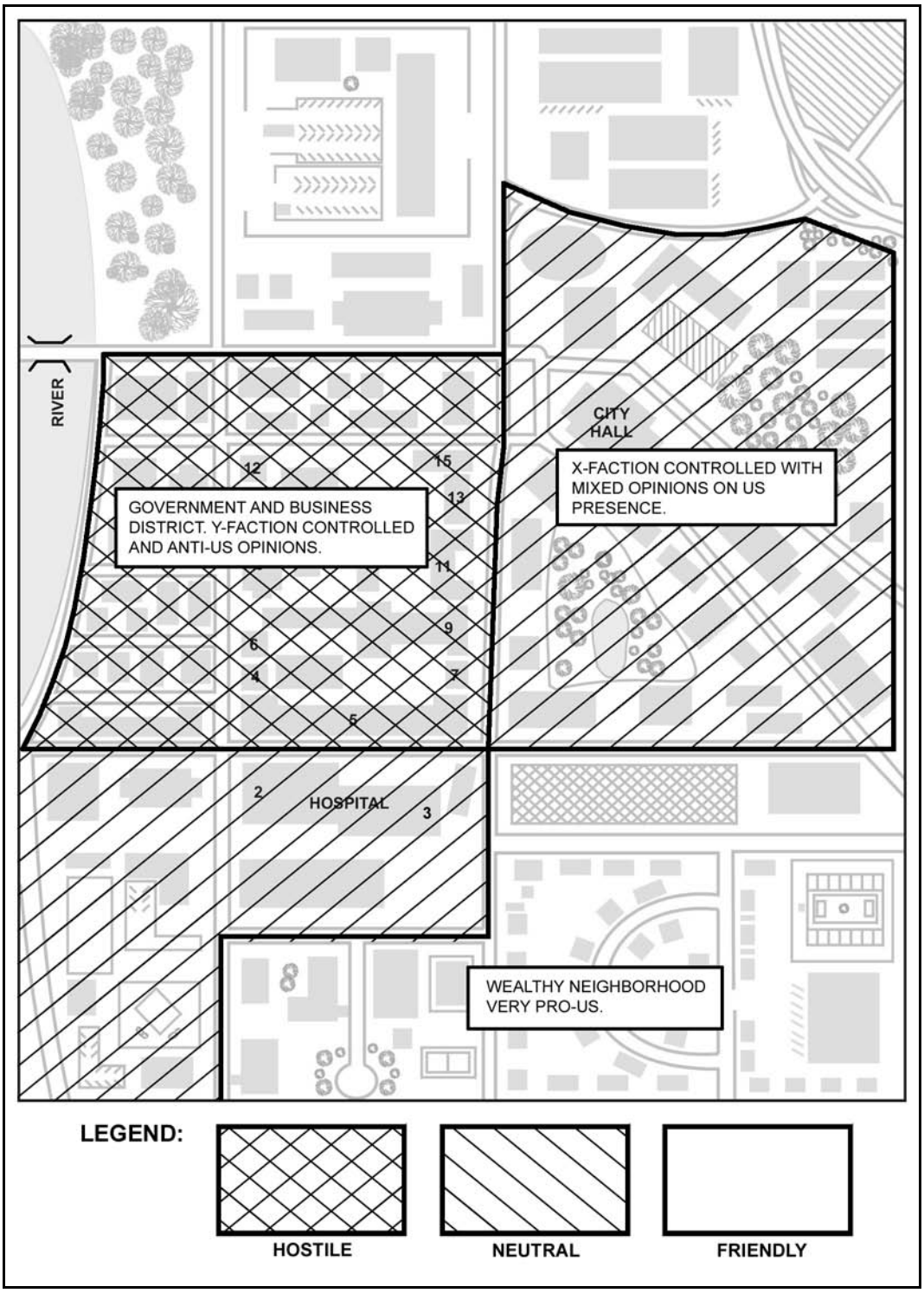


Figure 6-4. Example of population status overlay.

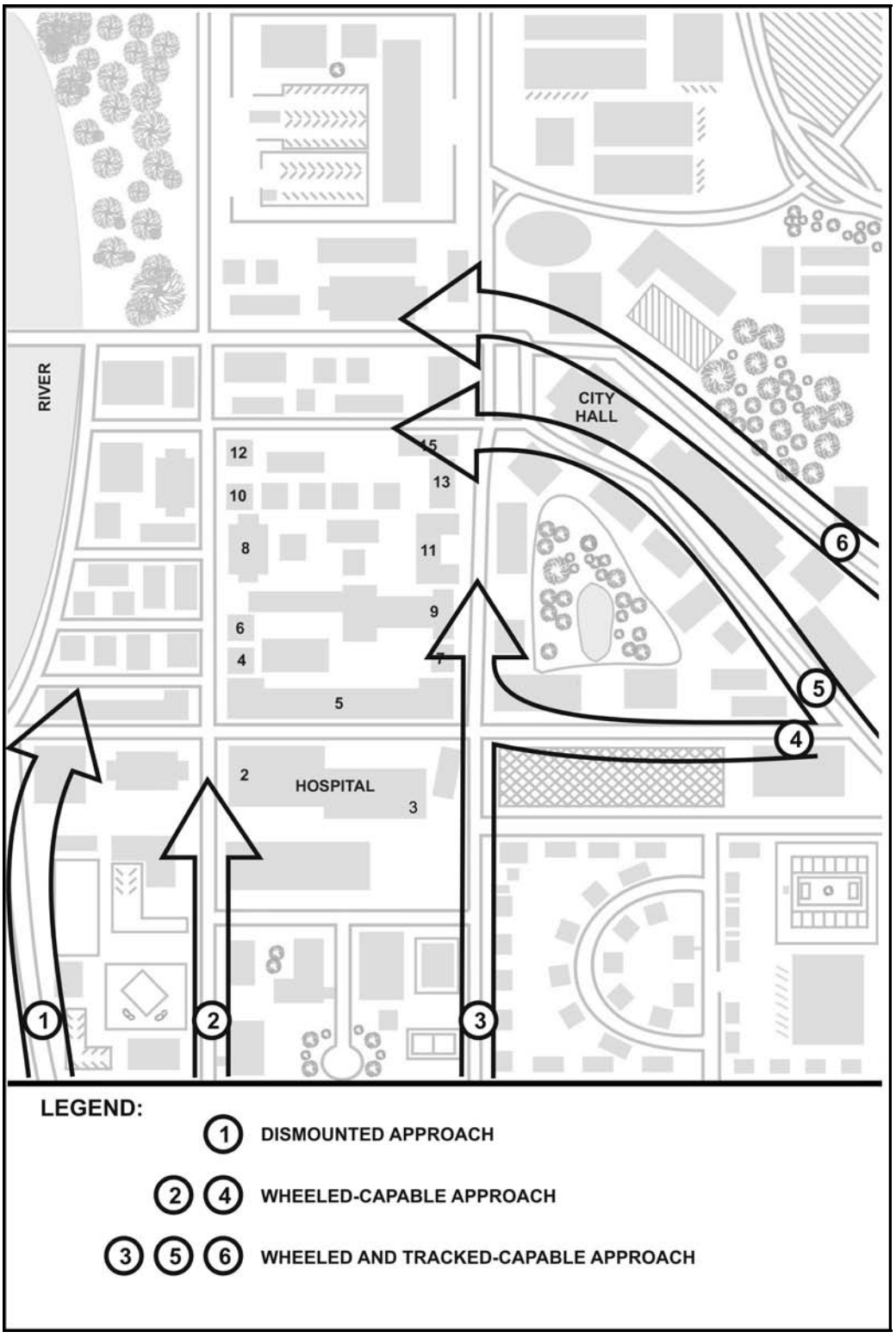


Figure 6-5. Avenues of approach in the urban area.

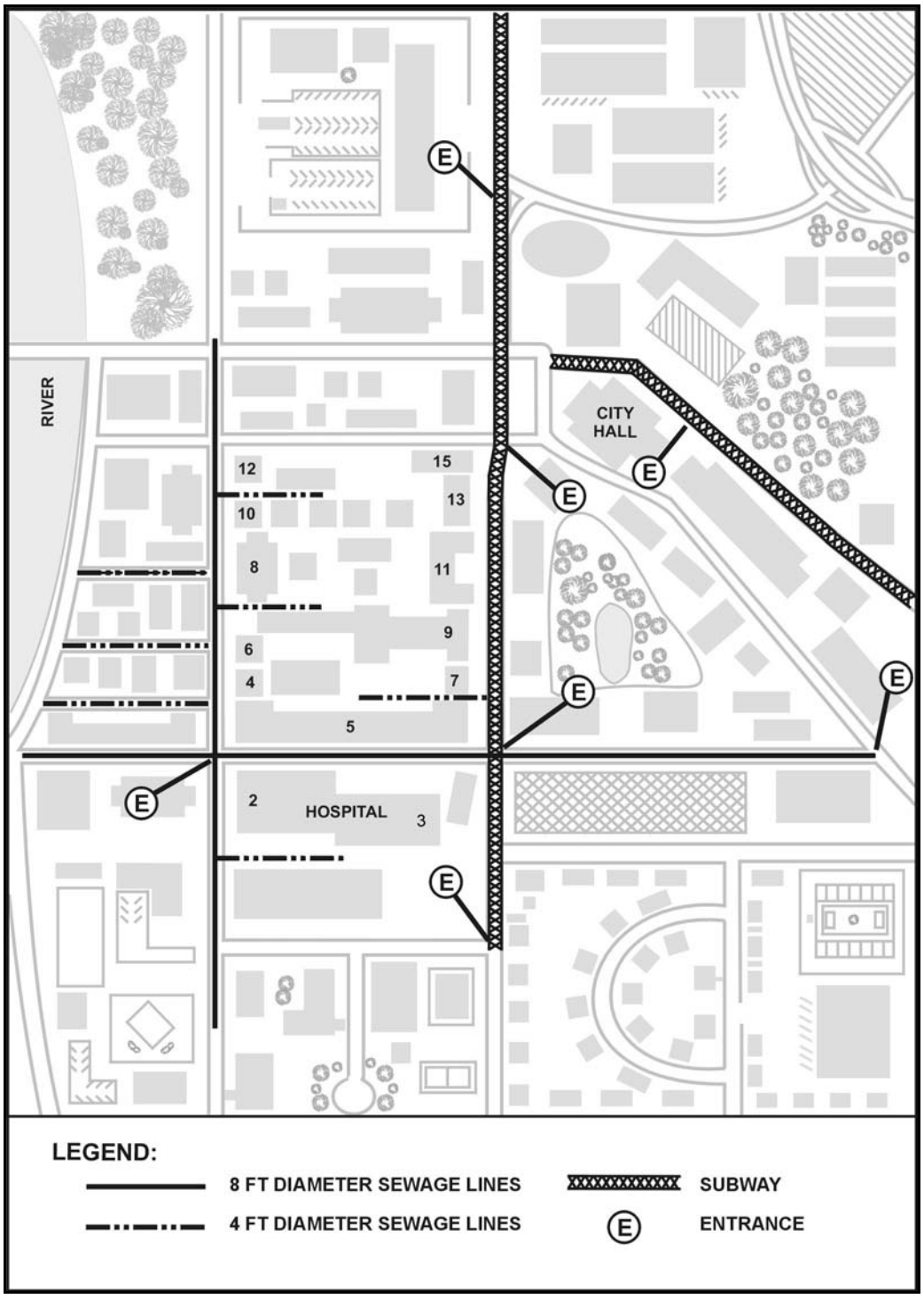


Figure 6-6. Sewer and subterranean overlay.

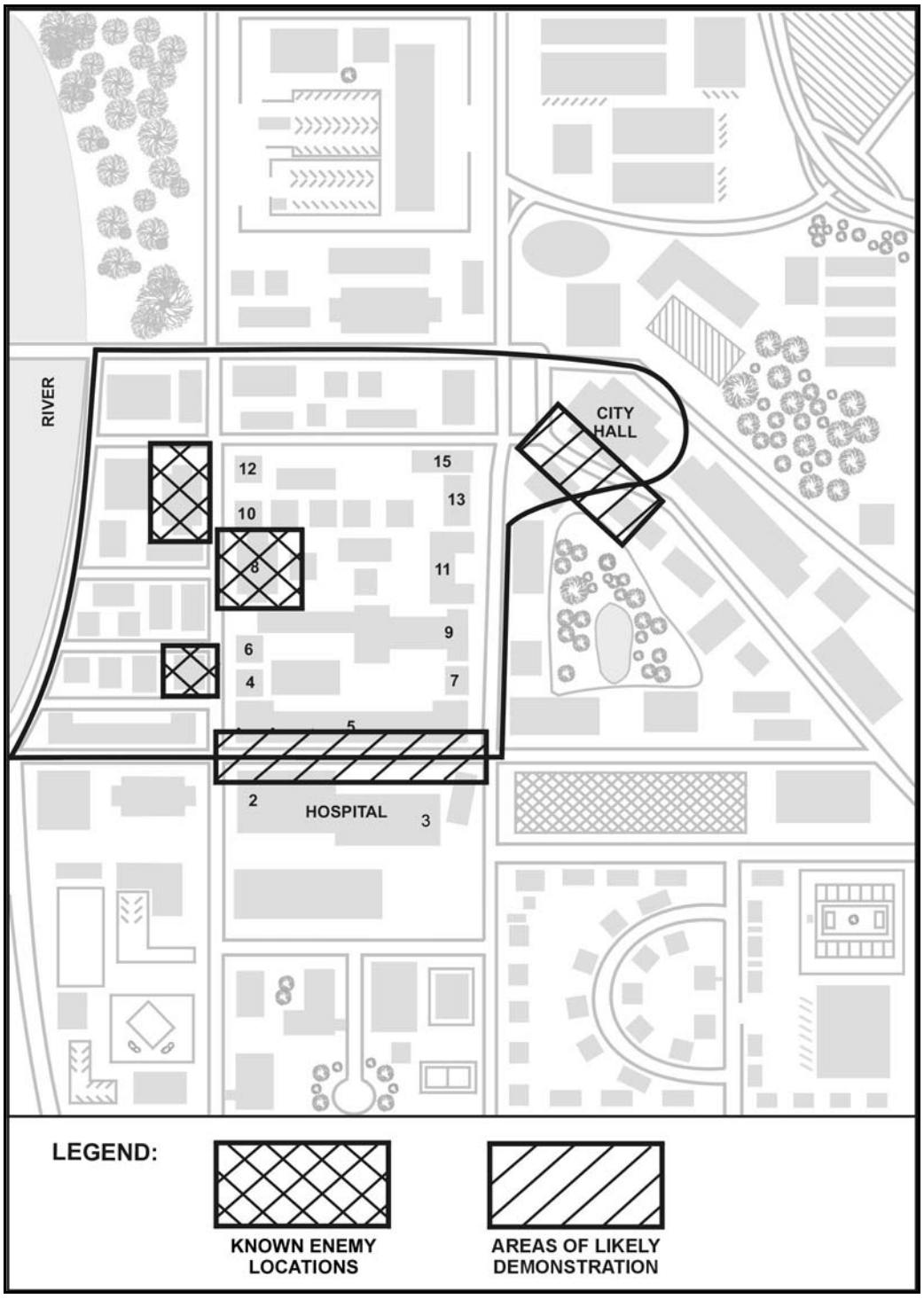


Figure 6-7. Enemy overlay.

6-21. FIRES AND EFFECTS SUPPORT

There are numerous factors that the SBCT must consider when coordinating and planning targets that will support operations in an urban environment. The following are some fires and effects considerations during UO:

- Determine who controls each asset.
- Determine what effect on the civilian population is required.
- Exchange fires and effects plan and observer plan with adjacent units.
- Develop observer plan to include OPs in buildings, location of laser designators, and overwatch of trigger points.
- Identify location of hazardous sites, both above and below ground, such as fuel and industrial storage tanks, gas distribution lines, and any other areas where incendiary effects of detonating artillery and mortar rounds will start fires.
- Identify the general construction or composition of the buildings and road surfaces (may impact the type of munitions used).
- Determine where building masking, overhead power lines, or towers degrade C2 INFOSYS, GPS, or a compass from functioning.
- Determine if the use of obscurants and illumination will favor friendly units or the enemy.
- Determine if buildings or structures will require personnel to carry or use equipment not normally carried, such as field-expedient antennas, climbing rope, wire gloves, axes, or sledgehammers.
- Determine the requirements for radar coverage. Do radar zones need to be established? If so, where? For how long?

a. The SBCT uses a counterfire radar (CFR) capability to protect the force during missions in urban terrain. The primary purpose of the CFR is to detect, locate, monitor, and report hostile locations of enemy mortar, artillery, and other indirect fire assets. Its secondary mission is to provide observation for friendly fires and to provide "eyes on target" or "did-hit data" results of friendly indirect fires. The US Army's inventory of available CFRs include the AN/TPQ-36 countermortar and the AN/TPQ-37 counterbattery radars. The operating location of the CFR in urban operations may not be within the SBCT's operational perimeter. To improve its effectiveness and reduce masking, it may be necessary to position the radar outside the urban area.

b. In addition to the use of conventional munitions, precision-guided munitions (PGM) also must be carefully considered. The use of PGMs, however, is dependent on the availability of laser or infrared designator equipment.

6-22. COMMUNICATIONS

Communications in the urban environment require detailed planning that will allow units freedom of movement while maintaining C2 at the SBCT level. Terrain is identified along the approach route and in the urban AO that supports line of sight (LOS) communications. Retransmission sites, digital or FM, are then established on supporting terrain or structures to facilitate C2 during the initial entry into the urban area. The SBCT must plan for redundant communication methods to the C2 INFOSYS because of the effects of urban terrain on LOS communications. Manmade structures can create problems for single-channel radios and digital systems. These structures inhibit LOS radio communications by absorbing or reflecting transmitted signals. However, the urban environment may have exploitable advantages such as the availability of electrical power and commercial telecommunications networks. Electrical power generation stations and other emergency power systems are normally found in protected structures and are

probably usable. Enclosed areas offer excellent concealment and protection of C2 INFOSYS. Extensive commercial communications networks composed of miles of underground protected cable connecting central telephone exchanges are likely to be available, as well as a multitude of public service radio nets (such as police, fire, civil defense, taxi). These systems have existing antennas and retransmission stations. To communicate effectively and continuously, leaders must minimize limitations imposed by the urban environment and maximize the advantage of existing civil communications.

6-23. OFFENSIVE OPERATIONS

The SBCT's higher headquarters plan the operational level of UO and have the primary responsibility of setting the conditions for tactical success. A framework used to visualize and conceptualize urban operations is--

- Assess.
- Shape.
- Dominate.
- Transition.

The SBCT commander may also use this methodology to plan his tactical urban operations. Whenever possible, close combat by maneuver units is minimized and the SBCT attempts to move from assess to transition. The elements of offensive operations are not phases. There is no clear line of distinction that delineates when the SBCT moves from one element to another. Properly planned and executed actions will involve all four elements. They may be conducted simultaneously or sequentially, depending on the factors of METT-TC. During offensive operations, the SBCT commander seeks to--

- Synchronize fires and effects and information operations.
- Isolate the enemy force.
- Destroy high pay-off targets.
- Use close combat, when necessary, against the enemy.

a. **Assess.** The SBCT primarily assesses the urban environment by conducting IPB to determine what may be decisive. (See FM 34-130 for detailed information on urban IPB) The SBCT augments IPB with the following:

- Division and or JTF reconnaissance and surveillance efforts and other shaping operations.
- Aggressive reconnaissance and surveillance effort by SBCT subordinate units.
- Analysis of existing intelligence and results of previous operations that impact current operations.

(1) Urban IPB may involve numerous agencies, some of which are external to the Department of Defense (DOD) and the US Government as well, such as nongovernmental organizations (NGOs) and international agencies (IAs). The SBCT must use its technical capability and operational expertise via the C2 INFOSYS to fuse multi-source information and intelligence, rapid analysis, and dissemination down to the lowest possible level in the chain of command. The SBCT identifies all relevant forces, their strengths and critical vulnerabilities, and identifies the critical nodes of the urban areas that may provide leverage if controlled. The IPB process must also take into account special considerations of the urban components, such as cultural mapping of the population and the location of sites that may pose hazardous materials (HAZMAT) implications in addition to WMD. Aerial and space sensors will prove vital in this effort;

however, extensive HUMINT gathering will be required to determine or verify information.

(2) Urban IPB must consider the impact of the noncombatants, whose presence in the urban area may be substantial and dynamic. Determining the ethnic and religious composition of the population, and if possible their intent (to flee or remain in the urban areas), may prove crucial. The SBCT must plan and prepare to deal with noncombatants, NGOs, and IAs. Human behavior is difficult to control on a mass scale; to do so with persons of a different culture under the strains of conflict can be nearly impossible. The SBCT will rely heavily on its HUMINT assets to assist in sorting out combatants and noncombatants.

(3) The ability of the SBCT commander to use the C2 INFOSYS to understand his AO and accurately assess information regarding the terrain and the presence of friendly, enemy, and noncombatant personnel is vital in developing the SBCT's COA. The considerations to develop PIR and IR will be unique in the urban environment and will place greater demand on the SBCT's ISR assets, especially HUMINT assets and IMINT sources. The SBCT must weigh the assigned IR with the time available to accomplish the mission in developing its plan. PIR and IR such as the following require the SBCT to focus all of its available ISR assets:

- Where are the enemy's critical C2 nodes located?
- What is the status of the key LOC leading into and within the urban area (both above ground and underground)?
- Where are the diplomatic embassies and missions located within the urban area?
- What is the location and status of subterranean avenues of approach within the urban area?
- Has the enemy force had any training on urban operations?
- What are the potential vulnerabilities to the infrastructure facilities?
- Where are the cross-mobility corridors within the urban area located?
- Where are the cultural, political, or symbolic facilities located?
- How many American citizens and third country nationals are located in the environment, and where are they?
- How does the local population (by faction) view us?
- What are the locations and status of hospitals and key medical personnel?
- Are there obstacles impeding movement along the routes to and from assembly areas?

These examples of PIR and IR demonstrate the need for detailed information collection planning. The majority of information may come from the SBCT's HUMINT assets. The key to successful urban reconnaissance is gathering information from outside the urban area and refining objectives as the SBCT approaches the AO. Developing the intelligence assessment of the urban area, though time consuming, will significantly increase the commander's ability to gain SU while reducing the effects of potential enemy threats to the SBCT.

b. **Shape.** The SBCT normally shapes the AO through isolation. Isolation seals off (both physically and psychologically) an enemy from his sources of support, it denies him freedom of movement, and it prevents his unit from having contact with other enemy forces. The SBCT may be assigned the task of isolating the periphery of urban areas. The

goal of isolating the periphery is to eliminate the enemy's ability to maneuver within the urban area, either to reinforce or to withdraw forces in contact. The SBCT commander must carefully determine the extent and the manner in which his forces can isolate the urban AO. The majority of forces are concentrated in decisive areas while sensors and reconnaissance forces are used to isolate the less likely avenues of approach.

(1) When the SBCT participates in shaping operations, the commander and staff must determine whether the efforts are sufficient for the SBCT to accomplish its mission(s) and shape for the decisive operation or whether additional efforts may be required.

(a) *Psychological Isolation of the Objective.* Isolation begins with the efforts of the SBCT's higher headquarters PSYOP and CA operations to influence enemy and civilian actions. The SBCT commander should consider using attached PSYOP teams to broadcast appropriate messages to the enemy and to deliver leaflets directing the civilian population to move to a designated safe area. These actions must be coordinated with the overall PSYOP plan for the theater and with the SBCT's targeting plan and must not sacrifice surprise. By itself, PSYOP are seldom decisive. They take time to become effective and often their effects are difficult to measure until after the actual attack, but they have usually proven to be successful. Under some conditions, PSYOP have achieved results far outweighing the effort put into them. Additionally, using attached CA teams can greatly enhance the SBCT commander's ability to influence the population, such as in determining whether noncombatants will seek sanctuary or remain in the urban area.

(b) *ISR Assets.* One of the more common methods of isolation involves the use of a combination of the cavalry squadron (RSTA) and other ISR assets along avenues of approach to detect enemy forces as they attempt to enter or leave the urban AO. The SBCT can engage these enemy forces with indirect fires, aerial fires (if augmented), or a combination of the two, consistent with the ROE. This technique may be effective in detecting and stopping large enemy units from entering or leaving, but the cover and concealment the urban area provides will make it very difficult to completely isolate the urban AO. To be successful, this technique requires skillful reconnaissance units and responsive fires and effects.

(c) *Combination of Assets.* The most effective method of isolating urban AOs is through the use of a combination of maneuver units and ISR assets coordinated and synchronized through the C2 INFOSYS. The SBCT may direct subordinate units to move platoons and companies into positions where they can dominate avenues of approach with observation and direct fires. Smaller urban areas with clearly defined boundaries will make this method easier to accomplish. Larger urban areas may prevent a maneuver unit from gaining access to a position from which to stop enemy movement into or out of the objective area.

(d) *Fires and Effects.* In some instances, where the ROE permit, indirect and aerial (if augmented) fires may be the only available or appropriate method of isolation. This is the most destructive technique; it demands large amounts of ammunition, and it may only last for short periods of time. SBCT FECC can improve the effectiveness of this technique by careful selection of high pay-off targets and by the use of precision munitions. Mortar and artillery fires falling onto large buildings are not as effective in preventing enemy movement as fires falling into open areas. Targeting fires and effects against larger avenues, parks, and other open areas will force the enemy to move within buildings. Artillery and aerial fires can be directed against buildings that the enemy is

using for movement and observation. This will impede enemy movement but will not stop it. It can also hinder enemy supply efforts and make it difficult for the enemy to reinforce units under attack. Targeting obvious choke points, such as bridges or main road junctions, can also assist in the isolation effort. Smoke can be used to isolate the objective(s) from enemy observation, but it is difficult to predict what smoke will do in an urban area.

NOTE: Multiple flat polished surfaces in an urban area may degrade laser use. Close coordination must occur to obtain the desired effects of laser-guided precision munitions. Also, obscuration rounds may cause uncontrolled fires in the city and must be carefully planned.

(2) Isolating an enemy defending in an urban environment has significant psychological and physical effects. The enemy is forced to react as he realizes the significance of isolation. The enemy chooses between denying isolation by allocating resources and counterattacking or by conducting a breakout. If the enemy chooses to deny isolation, the SBCT commander may determine that the bulk of enemy resources are concentrated outside of the urban area rather than defending the city. The SBCT commander must visualize and describe the following:

- The number of forces required to effectively isolate assigned AOs.
- The allocation of augmenting assets to achieve penetration and seizure of objectives to take advantage of enemy dispositions within the urban area.
- The subsequent actions the enemy commander will take once he is successfully isolated.
- Effects of isolation on the urban population either as direct effect or as response of the enemy force being isolated.

c. **Dominate.** The SBCT uses the combined arms capability of its infantry battalions to dominate the urban environment (which consists of terrain, infrastructure, and society), consistent with the ROE, to defeat or destroy the enemy at decisive points and achieve the desired end state of the mission. Domination is achieved when all mission requirements are met and preeminent military control over the enemy, geographical area, or population is established. The SBCT seeks to dominate the enemy through well-planned isolation, aggressive ISR operations, and skillful use of its combined arms capability. The SBCT commander seeks to minimize the amount of street-to-street and house-to-house fighting that the infantry battalions must perform. FM 3-06.11 describes several techniques for conducting urban offensive operations, such as--

- Search and attack technique.
- Attack on a single axis.
- Attack on multiple axes.
- Cordon and attack.
- Fix and bypass.
- Multiple nodal attacks.

(1) Through his knowledge of the enemy and terrain, the SBCT commander can direct precision fires and effects to deny the enemy the ability to maneuver within the urban area and to destroy the enemy when he attempts to maneuver. The SBCT employs forces in positions of tactical advantage to engage the enemy with direct and indirect fires

as he is forced to react and withdraw unexpectedly. When the enemy exposes himself by unexpected movement, he no longer has the protective advantages afforded by the urban environment and loses his ability to leverage a coherent defense.

(2) The SBCT commander builds on the shaping effects of isolating the urban area by attacking key terrain from multiple directions. The SBCT commander may also attack multiple pieces of key terrain simultaneously or in a systematic and synchronized manner.

d. **Transition.** During transition, the SBCT continues to use all CS and CSS assets consistent with the mission end state and ROE to move from combat operations to stability (or support) operations in order to return the urban area back to civilian control. During this step the roles and use of SOF and CSS units, such as CA, PSYOP, medical, and MP, become more important with the requirements to maintain order and stabilize the urban area. The SBCT must plan and consider actions to deal with significant numbers of noncombatants and displaced civilians. Integrating NGOs and international organizations or IAs is vital to successful transition operations. Subordinate units will be consolidating, reorganizing, conducting area protection and logistical missions, and preparing for follow-on missions. The SBCT commander must visualize this transition from being a "supported" force to being the "supporting" force. Chapter 8 discusses stability and Chapter 9 discusses support operations in greater detail.

6-24. DEFENSIVE OPERATIONS

The SBCT may be tasked to defend an urban area for various reasons to include protecting political institutions and economic infrastructures, protecting an urban population, or shaping conditions for decisive offensive operations. The SBCT can conduct the full range of defensive operations within a single urban area or in an AO that contains several small towns and cities. The SBCT commander must decide whether defending an urban area is needed to successfully complete his mission. Units defending in urban areas must prepare their positions for all around defense. Units employ aggressive security operations that include surveillance of surface and subterranean approaches. Units constantly patrol and use OPs to maintain effective security. Special measures are taken to control possible civilian personnel who support the enemy or enemy combatants who have intermixed with the local population. The SBCT commander also should consider the need to monitor or control civilian communications such as television, telephone, and cellular phone systems.

a. **Defending Villages, Strip Areas, and Small Towns.** The SBCT may also integrate villages, strip areas, and small towns into the overall defense, based on the higher headquarters' constraints and applicable ROE (Figure 6-8). These areas can be used as BPs or strongpoints. Also, forces can be effectively concealed in urban areas. CPs, reserves, CSS units, and SBCT combat units well positioned in urban areas are hard to detect.

(1) A defense in an urban area or one that incorporates urban areas normally follows the same sequence of defensive operations and is governed by the same principles contained in Chapter 5. The most common pattern of urban defense is an area defense that concentrates on denying enemy forces access to designated terrain for a specific time rather than destroying the enemy outright. The area defense often works effectively to

exhaust enemy resources and shape conditions for a transition to offensive operations. The mobile defensive pattern is rarely used, except as part of larger operations.

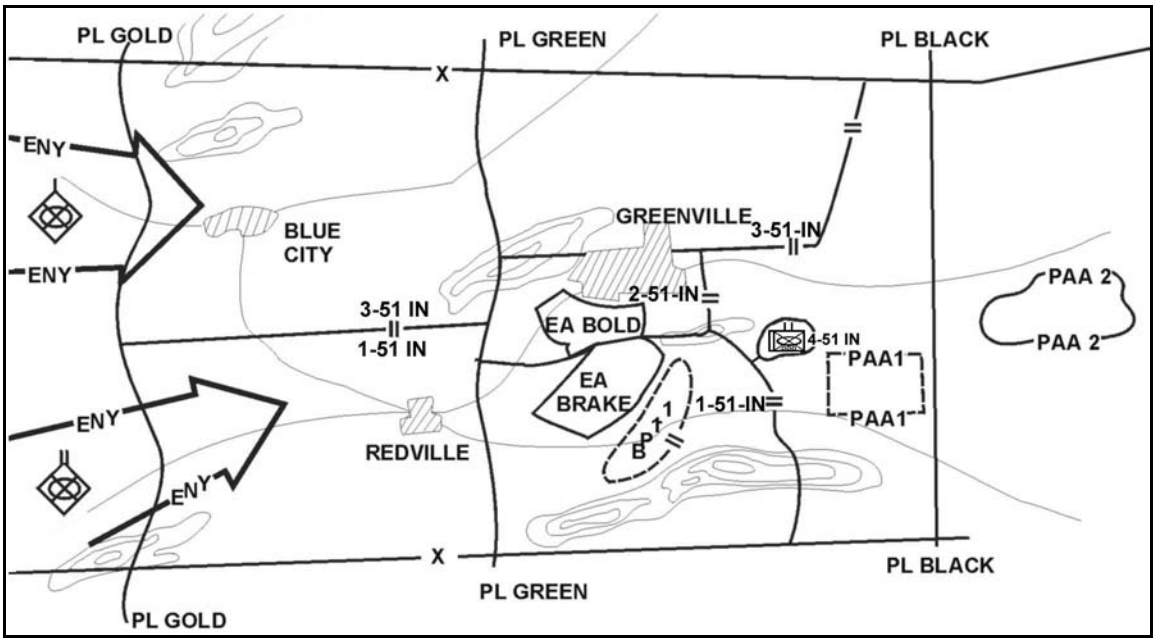


Figure 6-8. Integrating urban areas into a defense

(2) The SBCT plays a significant role in defending urban areas. Mounted, mobile SBCT forces are initially employed on the edge or flanks of the urban area to maximize its stand-off weapons capability. These forces provide overwatch for obstacles and mounted avenues of approach. Initially, the goal of the SBCT is to destroy enemy reconnaissance and cause the enemy to use combat forces to conduct reconnaissance of the urban area. By so doing, indirect fires and CAS can be placed on the enemy as he deploys his isolation forces or awaits information from his reconnaissance or combat forces.

(3) The SBCT counterattack force is used to regain key positions, block enemy penetrations, protect the flanks, or overwatch disengaging elements. As the fight develops, mounted, mobile SBCT forces move into prepared battle positions that allow for rapid repositioning and commencement of defense within the urban area. The characteristics of a successful urban defense, as described in Chapter 4, are preparation, security, disruption, concentration (massing effects), and flexibility.

(a) *Preparation*. The physical characteristics of urban terrain naturally enhance the combat power of defending units. The presence of structurally significant buildings within the urban area can create considerable obstacles to maneuver. With deliberate preparation of in-depth fighting positions using existing urban terrain, a formidable defense is developed.

(b) *Security*. The physical aspects of the urban environment are assessed in planning security operations. The compartmented nature of urban terrain limits observation and may cause additional forces or sensors to be allocated to ensure that mounted and dismounted approaches are adequately observed to prevent infiltration. The presence of civilians further complicates security matters for the commander as the enemy can

operate among noncombatants or coerce them into giving information on composition and disposition of brigade forces. An aggressive information operation within the urban AO can identify and neutralize these threats.

(c) *Disruption*. Defending forces use urban terrain to assist them in disrupting the enemy's attack through compartmentalization, inhibiting C2, and facilitating counterattacks. The physical aspects of urban terrain force the enemy to attack with little or no mutual support, limited communications, and difficulty maintaining synchronization of its elements.

(d) *Concentration* (*Massing Effects)*. The urban environment facilitates the defender's requirements to mass effects (lethal and nonlethal). Using SU, the SBCT can plan EAs throughout the AO that are flexible enough to allow repositioning of assets in a timely and protected manner to mass their effects against the enemy. The enhancing effect of the terrain enables the positioning of relatively few defenders to achieve massed defensive firepower.

(e) *Flexibility*. Defensive flexibility results from detailed planning in the form of branches and sequels that include alternate and subsequent positions and counterattack options. The urban area permits rapid covered movement on interior lines and allows movement to and occupation of defensive positions with little or no preparation. The SBCT commander exploits enemy weaknesses developed during the fight and seizes the initiative to attack the enemy's vulnerable points through counterattack.

b. **Defending Large Urban Areas.** When defending large urban areas, the SBCT commander must consider that the terrain is more restrictive because buildings are normally close together. This requires a higher density of troops and smaller AOs than in open terrain. The density of buildings and street patterns will normally dictate an AO with a frontage of 6 to 10 blocks and a depth of 4 to 8 blocks. The SBCT normally assigns infantry battalion AOs. As in offensive operations, the SBCT commander may use the urban operations framework (assess, shape, dominate, and transition) to visualize, describe, and direct his defensive plan.

(1) ***Assess*.** In assessing the urban AO for defense, the SBCT commander conducts an aggressive ISR operation to determine the composition and intentions of the enemy. The enemy may intend to seize objectives within the city using speed and firepower to overwhelm defending forces, or it may begin by isolating the urban AO and its defenders. This assessment determines whether the commander's primary concern is preventing isolation, and if so, the allocation of forces necessary to defeat the enemy's isolation force. Additionally, the SBCT commander assesses the defensive qualities of the urban environment. His assessment is based on an analysis of the factors of METT-TC. As he visualizes and describes his concept, the SBCT commander should consider--

- Positions and areas that must be controlled to prevent enemy infiltration.
- Sufficient covered and concealed routes for movement and repositioning of forces.
- Structures and areas that dominate large areas.
- Areas such as parks and broad streets that provide fields of fire for MGS, Stryker vehicles, and other antiarmor weapons available to the SBCT commander during the operation.
- Position areas for artillery assets.
- C2 locations and location of INFOSYS nodes.

- Protected areas for CSS activities.
- Suitable structures that are defensible and provide good protection for defenders.

(2) ***Shape.*** The goal of shaping operations is to prevent isolation and set the conditions for separating attacking forces in space and time. The SBCT commander describes the concept that employs fires and effects to force the enemy to commit considerable resources, especially time, in attempting to isolate the AO. If the enemy attempts to attack before isolation, then the SBCT disrupts and separates the attacking forces and destroys him piecemeal as he arrives in the urban area.

(3) ***Dominate.*** Dominating the urban area in a defensive operation requires decisively defeating the enemy's attacks. Domination translates into denying enemy efforts to control the vital functions and critical infrastructure of the urban area. The SBCT employs precision indirect fires synchronized with direct fires from covered positions, oriented against selected avenues of approach and EAs. The combat power of the SBCT, augmented by the effects of its shaping operations, culminates in the enemy attack. When the attacking enemy forces have culminated, the SBCT mobile counterattack force isolates the enemy from reinforcement and then destroys him.

(4) ***Transition.*** At the conclusion of a successful defense, the SBCT consolidates and reorganizes in preparation for offensive operations. The same considerations for transition that were discussed in offensive operations apply to transition in the defense (See Paragraph 6-23d).

6-25. AVIATION OPERATIONS

Aviation forces can provide a significant advantage during UO. Ground-maneuver planners must consider the unique planning, coordination, and capabilities of Army aviation operations in an urban environment. Army aviation forces must be fully integrated in the MDMP to ensure effective combined arms employment. Infantry units may receive support from a variety of helicopters, including (but not limited to) the AH-64, OH-58D, MH-6, and MH-60. Attack helicopters can provide area fire to suppress targets and precision fire to destroy specific targets or breach structures. Attack helicopters can also assist with ISR and communications using their advanced suite of sensors and radios. Other supporting helicopters, such as the UH-60, CH-47, and MH-47, may also have weapon systems (7.62 MG, .50 cal MG, 7.62 minigun) that aid in the suppression of enemy forces when operating in urban terrain. Operational control of attack helicopter units will remain at the level of battalion or higher; however, attack helicopters may conduct direct air-to-ground coordination with companies and platoons during combat operations. See Appendix F, Aviation Support of Ground Operations, for an explanation of Army aviation urban operations.

CHAPTER 7
TACTICAL ENABLING OPERATIONS

Tactical enabling operations are specialized missions. They are planned and conducted to achieve or sustain a tactical advantage and executed as part of an offensive, defensive, stability, or support operation. The fluid nature of the modern battlefield increases the frequency with which the SBCT must plan, prepare for, and execute tactical enabling operations such as passage of lines, relief, obstacle reduction, linkup, river crossing, breaching, troop movement, and assembly area operations. At the SBCT level, the C2 INFOSYS facilitate the planning, preparation, and execution of these often complex and decentralized operations. This chapter establishes techniques that may be applied to these specialized missions.

Section I. SECURITY OPERATIONS

The purposes of security operations are to provide early and accurate warning of enemy operations, to provide the protected force with time and maneuver space to react to the enemy, and to develop the situation to allow the commander to employ the protected force effectively. SBCT units may conduct these operations to the front, flanks, or rear of a larger force. Security operations provide reaction time, maneuver space, and protection to the main body. Security operations are characterized by aggressive reconnaissance aimed at reducing terrain and enemy unknowns, gaining and maintaining contact with the enemy to ensure continuous information, and providing early and accurate reporting of information to the protected force. Units conducting security operations orient in any direction from a stationary or moving force. Security operations refer to any attempt to use aggressive attack to defeat enemy reconnaissance units and to deny the enemy intelligence information concerning the SBCT. Security operations contain both passive and active elements and normally include combat action to seek, destroy, or repel enemy reconnaissance units.

7-1. SECURITY MISSIONS DURING SBCT OPERATIONS.

The SBCT conducts security operations by assigning security missions to its subordinate units. It employs forces in screen, guard, and area security missions; it typically will not employ a subordinate unit as a covering force.

a. **Screen.** A screen is a form of security operation that primarily provides early warning to the protected force. A screen is appropriate between units, exposed flanks, or the rear of stationary and moving forces. It may also be used to the front of a stationary formation. It is used when there is little likelihood of enemy action, when the expected enemy force is small, or when the main body needs only a little amount of time to react effectively once it is warned. Designed to provide minimum security with minimum forces, a screen is an economy of force operation based on calculated risk. All SBCT units routinely conduct screens of their exposed flanks and gaps between forces. In some cases, the SBCT may direct a battalion, with attached ISR assets, to provide a screen in a specific area, or the cavalry squadron (RSTA) may be used to conduct a screen mission. If a significant enemy force is expected or a significant amount of time and space is

required to provide the required degree of protection, the commander should assign a guard.

b. **Guard.** The SBCT employs a guard when enemy contact is expected and additional security beyond that provided by a screen is required. The purpose of a guard is to protect the main body by fighting to gain time while also observing and reporting information and to prevent enemy ground observation of and direct fires against the main body. There are three types of guard operations conducted in support of either a stationary or moving friendly force (Figure 7-1). A guard can be conducted when the SBCT is stationary or moving. A guard differs from a screen in that a guard force contains sufficient combat power to defeat, repel, or fix the lead elements of an enemy force before they can engage the main body with direct fires. The guard force's exact size and composition is METT-TC dependent. An advance guard is usually assigned to at least an SBCT infantry battalion while company-size units may provide flank and rear guards. A guard force uses all means at its disposal, including decisive engagement, to prevent an enemy element from penetrating its security area.

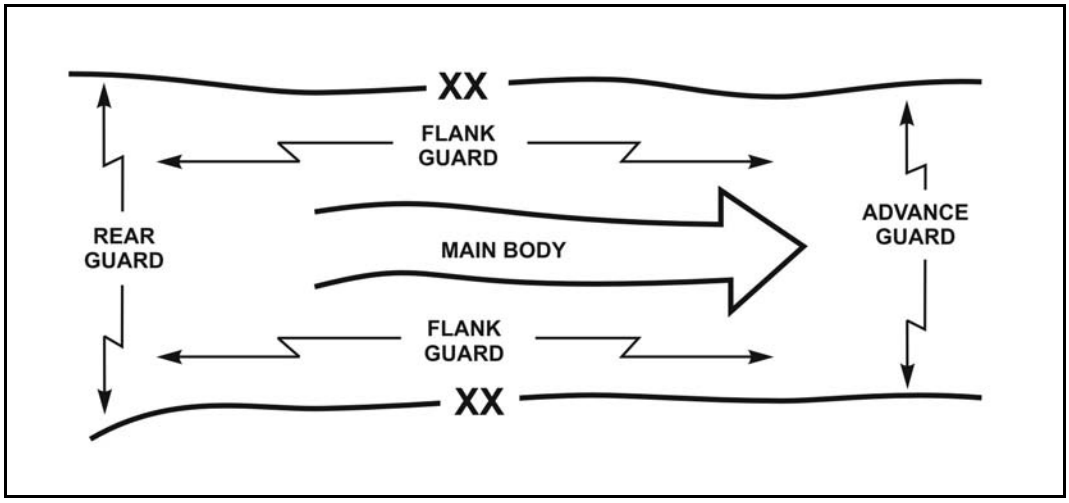


Figure 7-1. Rear, flank, and advance guard operations.

c. **Area Security.** The SBCT conducts area security missions to protect friendly forces, installations, and actions in a specific area. Area security missions may be offensive or defensive in nature. During offensive and defensive operations, area security missions are normally an economy of force measure designed to ensure continuity of operations. During stability operations, area security missions assist the SBCT commander to achieve area presence within his AO. Subordinate forces conduct area security as part of protecting rear areas or as an implied part of a support operation. Area security includes maintaining security for routes and convoys. The SBCT commander may assign an area security mission to a subordinate force, his reserve, the cavalry squadron (RSTA), or as a task to another committed force. When deciding to commit forces to area security, the SBCT commander must weigh the risk of enemy actions directed towards his sustainment operations against the loss of combat power forward.

7-2. SBCT-LEVEL SECURITY MISSIONS

The SBCT, as a part of division-, corps-, or JTF-level operations, may be assigned area security, guard, screen, or cover missions. It may provide security for a moving or stationary force. The SBCT is most often employed as an area security force during a stability (or support) operation but on some occasions may be an advance guard or a covering force for a division and or corps during offensive operations.

a. **Stability and Support Operations.** As an early entry force in a stability operation, the SBCT can expect to operate in a nontraditional environment. These types of conflicts do not necessarily call for a military force to seize ground and destroy the enemy. The SBCT commander must know not only his enemy (who may be very elusive and hard to discern) but also the culture and people within the nation where the operation is being conducted.

b. **Guard.** The SBCT may provide a guard for its higher headquarters during offensive or defensive operations. In both cases, the SBCT develops the situation while preventing direct fires against the higher headquarters main body. During defensive guard missions, the SBCT defends or delays in accordance with the intent of the higher commander. The brigade may be the advance guard during the higher unit's movement to contact. It may conduct the movement to contact with two infantry battalions abreast to cover the axis of advance of the main body with one infantry battalion in reserve, while the cavalry squadron (RSTA) provides flank security. The advance guard is responsible for clearing the axis of advance of enemy elements to allow the main body to move unimpeded, to prevent the unnecessary delay of the main body, and to defer deployment of the main body for as long as possible. When necessary to accomplish the mission, the advance guard engages the enemy in offensive actions. The SBCT commander determines whether the guard mission requires an attack, a defense, or a delay based on information he receives and the factors of METT-TC. For example, if the SBCT has sufficient combat power to defeat an enemy force, it may conduct an attack. If the advance guard has encountered an enemy force that it cannot stop from interfering with the main body, the SBCT commander reports and verifies the enemy’s presence to the higher headquarters by the available common INFOSYS. The SBCT then establishes a defense, continues reconnaissance and surveillance operations to augment its C2 INFOSYS information input, and prepares to pass elements of the higher headquarters main body forward.

c. **Cover.** An SBCT with a covering force mission normally operates well forward of the higher headquarters main body in the offense or defense or the rear for a retrograde operation. A covering force operates outside supporting range of the higher headquarters main body to promote early situational development as it deceives, disorganizes, and destroys enemy forces. This provides the SBCT’s higher commander with maximum early warning and reaction time. As a covering force, the brigade (or portions of it) may become decisively engaged with enemy forces. A covering force mission is executed as a defense, delay, zone reconnaissance, or movement to contact within a designated security area. The SBCT will require significant augmentation to conduct a covering force mission.

7-3. OFFENSIVE COVER

As an offensive covering force, the SBCT develops the situation via its C2 INFOSYS and its numerous ISR assets. Unless a higher headquarters' commander orders otherwise, the SBCT performs specific tasks within its capabilities. If the SBCT does not have the time or other resources to complete all these tasks, it must inform the higher headquarters and request guidance on which tasks to complete or the priority of tasks. The following are offensive covering force tasks:

- Perform zone reconnaissance along the main body's axis of advance or within the (AO).
- Deny the enemy information about the strength, composition, and objective of the main body.
- Clearing or bypassing enemy forces within the AO in accordance with bypass criteria.

a. **Stationary Enemy.** Covering force tasks against a stationary enemy are--

- Penetrate the enemy's security area to locate enemy main defensive positions.
- Penetrate the enemy's security zone to locate the enemy's main defensive positions.
- Determine enemy strengths and disposition.
- Locate gaps or weaknesses in the enemy's scheme.
- Defeat, fix, or repel enemy forces as directed by the SBCT's higher commander.
- Deceive the enemy into thinking the higher commander's main body has been committed and cause him to launch counterattacks or commit reserves prematurely.
- Fix enemy forces to allow the SBCT main body to maneuver around or through weaknesses.

b. **Moving Enemy.** Covering force tasks against a moving enemy force are--

- Destroy enemy reconnaissance, advance guard or security force, and lead elements of his main body.
- Determine the location of enemy assailable flanks.
- Fix enemy forces to allow the higher commander's main body to maneuver decisively.

c. **Execution.** The covering force advances on a broad front, normally with its subordinate battalions abreast (except for the reserve). Small antiarmor reserves are normally maintained at the SBCT level. Artillery units are usually positioned forward to permit long range fires. Firing units of the artillery battalion and any other reinforcing artillery often are widely dispersed within the SBCT's formation to maintain responsive fires for all units. Engineers are kept well forward within the lead battalion formations. Supporting CS and CSS assets often are attached to subordinate battalion forces. Control measures governing the rate and direction of movement are established. The SBCT uses successive march objectives, checkpoints, and phase lines to control the rate of movement. Boundaries are established between battalions to assign areas of responsibility.

(1) The SBCT clears enemy security forces while penetrating into the enemy's main defense or main body. Once the covering force develops the situation and contact is made, the SBCT keeps its higher headquarters informed of the friendly and enemy

situation. The SBCT fixes and then destroys encountered enemy forces. The SBCT does not bypass enemy forces without the permission of the higher commander.

(2) If the SBCT discovers a gap in the enemy's main defense, it exploits the weakness and disrupts the cohesion of that defense. The SBCT commander immediately reports this to the higher commander so that he can divert main body forces to support the penetration. The SBCT quickly develops a penetration while fixing adjacent enemy forces. The SBCT continues to expand the area of penetration as it advances deeper into the enemy's defense. When the SBCT can advance no further, it consolidates, defends, and assists the follow-on passage of the higher headquarters main body. It continues to reconnoiter enemy positions and maintains pressure on enemy forces through limited objective attacks and fires.

7-4. DEFENSIVE COVER

A defensive cover prevents the enemy from attacking at the time, place, and combat strength of his choosing (Figure 7-2, page 7-6). Defensive cover is intended to gain time for the division, enabling it to deploy, move, or prepare defenses in the MBA. The covering force makes the enemy deploy repeatedly to fight through defensive positions in depth. Defensive covering forces perform the following tasks:

- Prevent the higher headquarters main body from being surprised and becoming engaged by enemy direct fire weapons.
- Maintain continuous surveillance of high-speed avenues of approach into the security area.
- Defeat all enemy reconnaissance formations before they can observe the higher headquarters main body.
- Defeat enemy advance guard formations or lead security formations.
- Cause the deployment of the enemy main body.
- Determine the size, strength, composition, and direction of the enemy's main attack.
- Destroy, disrupt, or defeat enemy forces within their capabilities.
- Divest the enemy of his fire support and air defense umbrellas or require him to displace them before he attacks.
- Deceive the enemy regarding the location of the MBA.
- Avoid being bypassed.

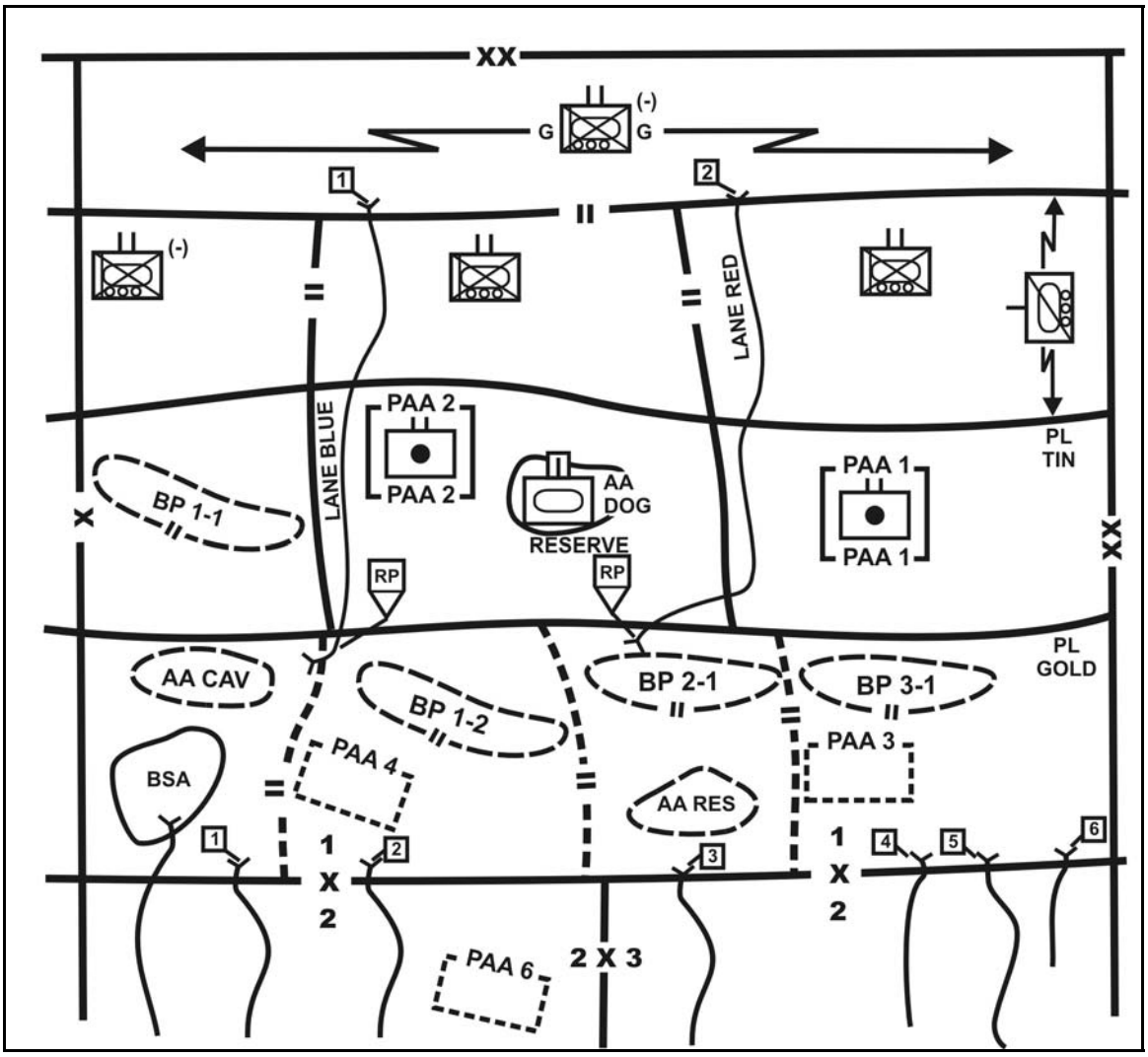


Figure 7-2. Example SBCT covering force plan.

Section II. RELIEF OPERATIONS

A relief in place is a tactical enabling operation in which, by the direction of higher authority, all or part of a unit is replaced in an area by the incoming unit. The incoming unit assumes responsibility for the mission and the assigned area of operation. A relief-in-place may be conducted at any point during offensive or defensive operations. Relief operations are normally executed during limited visibility to reduce the possibility of detection. The C2 INFOSYS enhance the planning and execution of relief operations. This greatly reduces fratricide potential and expedites forward movement since the relieved force can monitor the progress of the relieving (linkup) force. The relieved force can provide protective fires or adjust fire control measures predicated on the speed with which the linkup force is moving. To ensure successful operations, the linkup and relieved force commanders and staffs exchange as much information as possible to prevent the inadvertent engagement of friendly forces by either direct or indirect fire systems during relief operations. Digitally equipped units (battalion and below) can pass this information through an exchange of FBCB2 overlays that clearly define friendly

positions, fire support control measures, obstacles, linkup points, and signals. Analog units should exchange this information through liaison personnel and conventional acetate overlays. Collocation of command and control nodes for both digital and analog units is recommended.

7-5. PLANNING CONSIDERATIONS

Upon receipt of the order to conduct the relief, the incoming SBCT commander and staff establish continuous liaison with the stationary unit through an exchange of liaison personnel and or a digital exchange of information pertinent to the relief operations. SBCT commanders and staffs emphasize communications, reconnaissance, and transfer of command. If possible, the incoming unit's tactical command post should collocate with the main CP to facilitate continuous information exchanges relative to the occupation plan, fires and effects plan, and intelligence updates that include past, present, and probable enemy courses of action. Although digitization allows coordination without physically locating together, face-to-face coordination reduces potential misunderstandings related to relief preparation or to forthcoming operations. Before contact with the stationary unit, the relieving (linkup) force digitally receives the maneuver graphics, fire plan, and current enemy situation by way of FBCB2 or MCS overlays. Responsibility for the area is transferred as directed by the senior common commander, normally when the incoming unit has a majority of its fighting force in place and all communications systems (voice and digital) are operating. When planning the relief, the staff determines the most appropriate method for executing the relief by using one of the following methods. Adjustments may need to take place based on the relieved or relieving units not having the same table of organization and equipment (TO&E).

a. **Sequential Relief.** This method is the most deliberate and time-consuming. It involves sequentially relieving battalions one at a time. Separate routes to the rear of the relieved battalion's locations are planned for each battalion, and these routes are placed on the operations overlay. To avoid cluttering the FBCB2 or MCS display, only the routes of the relieving force are included on the operations overlay. Routes are labeled sequentially and correspond to the order in which the company team executes them during the relief. When the lead battalion reaches its release point (RP), its subordinate companies move to the positions they are occupying. Platoons and crews exchange range card and fires and effects information, and the relieved unit then moves to the rear or to its next location. When the battalion is in position, the next battalion moves along its designated route to relieve its counterpart, repeating the relief process. This process repeats until each company has been relieved. If transfer of supplies from the relieved unit is directed, the SBCT S4 coordinates a transfer point to execute the exchange.

b. **Simultaneous Relief.** This method of relief is the fastest, but it risks revealing friendly unit intentions. To expedite the relief, the in-place unit prepares FBCB2 or MCS overlays to depict current friendly graphics, fires and effects control measures, and the latest enemy situation update. They then pass these overlays to the relieving force before the two forces make contact. Once the two command groups collocate and exchange plans, relief occurs at the same time at each location. The units simultaneously execute a move along different routes. Relieved units withdraw as soon as they are relieved and do not wait for other units to be relieved. The control measures for relieving units at the

same time at the SBCT level are identical to those used for a sequential relief (one unit at a time).

c. **Staggered Relief.** This technique requires sufficient terrain to accommodate positioning of two like-sized units at the same time. In this case, the relieving unit must locate where it can observe and provide protective direct and indirect fires for the relieved unit using that unit's direct fire and fires and effects plans. This procedure requires that relieving battalion and SBCT commanders conduct a detailed personal reconnaissance of the position with their counterparts from the in-place unit. They enter information gathered from the personal reconnaissance (for example, BPs, TRPs, and routes into and out of the area) on FBCB2 or MCS operations overlays and share them throughout the relieving unit during planning and preparation. Table 7-1 outlines other considerations for conducting a relief in place.

INTELLIGENCE	• The outgoing unit transfers all information concerning the enemy and AO to the incoming unit. • Deception efforts should focus on concealing the relief. • The S2 should prepare complete enemy COAs and SITEMPs with possible enemy actions to counter the relief operation.
MANEUVER	• Close coordination between units is paramount. This means all CPs should collocate. • The incoming unit must fit into and accept the defensive plan of the outgoing unit.
FIRES AND EFFECTS	• Normally artillery units remain in place until the relief is completed. • The incoming artillery unit supports the outgoing unit's fires and effects plan. • Plans are made for continuation of all normal fires and effects activities to include continuation of radar zones or information operations. • The outgoing commander controls fires and effects until the passage of his command responsibilities. • Fires and effects assets should be in position before maneuver elements begin the relief.
MOBILITY/ SURVIVABILITY	• The MANSPT cells monitor the handover of obstacles and obstacle lanes between units. • Engineer assets are positioned to provide mobility support for moving units. • The incoming MANSPT cell determines priority for improving the countermobility and survivability plan. • The outgoing unit transfers scheme of obstacles overlay and obstacle execution matrix.
AIR DEFENSE ARTILLERY	• If augmented, the SBCT positions ADA assets early to ensure coverage of forces. • Incoming ADA assets are OPCON to the outgoing commander until passage of his command responsibilities. • All supporting ADA units work on the outgoing command's early warning net.
COMBAT SERVICE SUPPORT	• Assets must be positioned to support the incoming unit immediately upon passage of command responsibilities. • All units coordinate CSS support in the event of enemy contact during the relief.
COMMAND AND CONTROL	• Commanders should collocate during the relief. • Key leaders conduct personal reconnaissance of the positions before execution.

Table 7-1. Relief-in-place considerations.

7-6. CONDUCTING THE RELIEF

The execution of the relief follows one of the three previous techniques. During the relief, the SBCT command group and the staff in the main CP monitor the progress of the relief through the C2 INFOSYS. To facilitate uninterrupted fires and effects to support the

relief, indirect fire assets should be the last units relieved regardless of the relief technique used. Throughout this process, the SBCT may have to observe radio-listening silence, using only FBCB2 and MCS, until control of the position passes to the commander of the relieving force. When the infantry battalions are set and the relieved unit withdraws from the position, infantry battalion commanders send the SBCT S3 a report indicating that the battalion is defending.

7-7. COMMAND AND CONTROL

If either force gains direct fire contact with an enemy force, it immediately notifies the other unit and the higher headquarters by way of FM voice communications. It then follows this voice report up with a contact or SPOTREP so that the precise location of the enemy force (enemy icon) is displayed on FBCB2 or MCS. If responsibility for the sector has not passed, the relieving unit becomes OPCON to the relieved unit. The assets and staff of the relieved unit become OPCON to the relieving unit when the responsibility for the sector has passed to the relieving brigade.

Section III. BATTLE HANDOVER AND PASSAGE OF LINES

Battle handover is a coordinated operation to sustain continuity of the combined-arms fight and to protect the combat potential of both forces involved. Battle handover is usually associated with the conduct of a passage of lines.

7-8. BATTLE HANDOVER

Battle handover may occur during either offensive or defensive operations. During defensive operations, it is normally planned and coordinated in advance to facilitate execution and usually involves a rearward passage of lines. In the offense, it is situation-dependent and often initiated by a FRAGO. Battle handover in the offense normally occurs when one unit passes through or around another unit. Tactical and digital SOPs containing clear, simple, standardized procedures and control measures enhance a unit's ability to coordinate and synchronize actions quickly without experiencing a corresponding loss in momentum.

a. **Battle Handover Line.** The battle handover line is a designated phase line on the ground where responsibility transitions from the stationary force to the moving force and vice versa. The SBCT commander establishes this line in consultation with both stationary and passing unit commanders. The stationary unit commander normally determines the BHL location. This line is forward of the FEBA in the defense or the FLOT in the offense. The BHL is located where elements of the passing unit can be effectively overwatched by direct fires or supported by indirect fires of the forward combat element of the stationary unit until the battle handover is completed.

b. **Execution.** The battle handover operation begins on order of the higher headquarters commander of both units involved or when a given set of conditions occurs. Defensive handover is complete when the passing unit is clear and the stationary unit is ready to engage the enemy. These actions may occur at the same time. Offensive handover is completed when the passing unit crosses the BHL. The BHL is normally considered the line of departure for the attacking unit. Until the handover is completed and acknowledged by the commanders, the unit commander in contact is responsible for the fight.

c. **Coordination.** Coordination for battle handover flows from the unit commander out of contact to the unit commander in contact. The coordination for a battle handover overlaps with the coordination for a passage of lines, and coordination for both should be accomplished at the same time. The tactical standing operating procedure (TSOP) should outline these coordination requirements to facilitate their rapid accomplishment.

d. **Digital Systems Application.** Digital systems assist the SBCT staff in its coordination and synchronization efforts for the operation. Each unit transmits or delivers a complete copy of its OPORD and overlays by either digital (FBCB2 or MCS) or conventional (hardcopy and acetate overlay) means. Any changes made after initial distribution are updated immediately. The coordination effected between the two commanders includes--

- Establishing digital and FM voice communications.
- Providing updates of both friendly and enemy situations (digital, voice, and graphical).
- Coordinating passage points and routes and ensuring these are displayed on operational overlays (digital and conventional).
- Colocating C2 and exchanging liaison personnel (if required).
- Coordinating fires and effects and control measures (direct and indirect) and ensuring these are displayed on operational overlays (digital and conventional).
- Determining the need for and dispatching contact point representatives.
- Establishing and coordinating recognition signals (conventional).
- Exchanging locations of obstacles and related covering fires.
- Exchanging route information to include waypoints.
- Determining CS and CSS requirements.

e. **Digital vs Analog Voice Communication.** Due to the fluid nature of a battle handover, digital coordination may be challenging to accomplish. Commanders determine how to best use digital systems (C2 INFOSYS) to speed planning, coordination, and execution. FM voice may be the most prudent method of coordinating and executing battle handovers.

7-9. PASSAGE OF LINES

A passage of lines is a tactical enabling operation in which one unit moves through another unit's positions with the intent of moving into or out of enemy contact. It is normally conducted when one (or more) METT-TC factor does not permit the bypass of a friendly unit. A passage of lines is a complex operation requiring close supervision and detailed planning, coordination, and synchronization between the unit commanders of the unit conducting the passage and the unit being passed. The primary purpose of a passage of lines is to transfer responsibility for an area from one unit to another. The SBCT or its subordinate units execute a forward or rearward passage of lines (Figures 7-3 and 7-4, page 7-12). A passage of lines may be conducted to--

- Continue an attack or counterattack.
- Envelop an enemy force.
- Pursue a fleeing enemy.
- Withdraw covering forces or MBA forces.

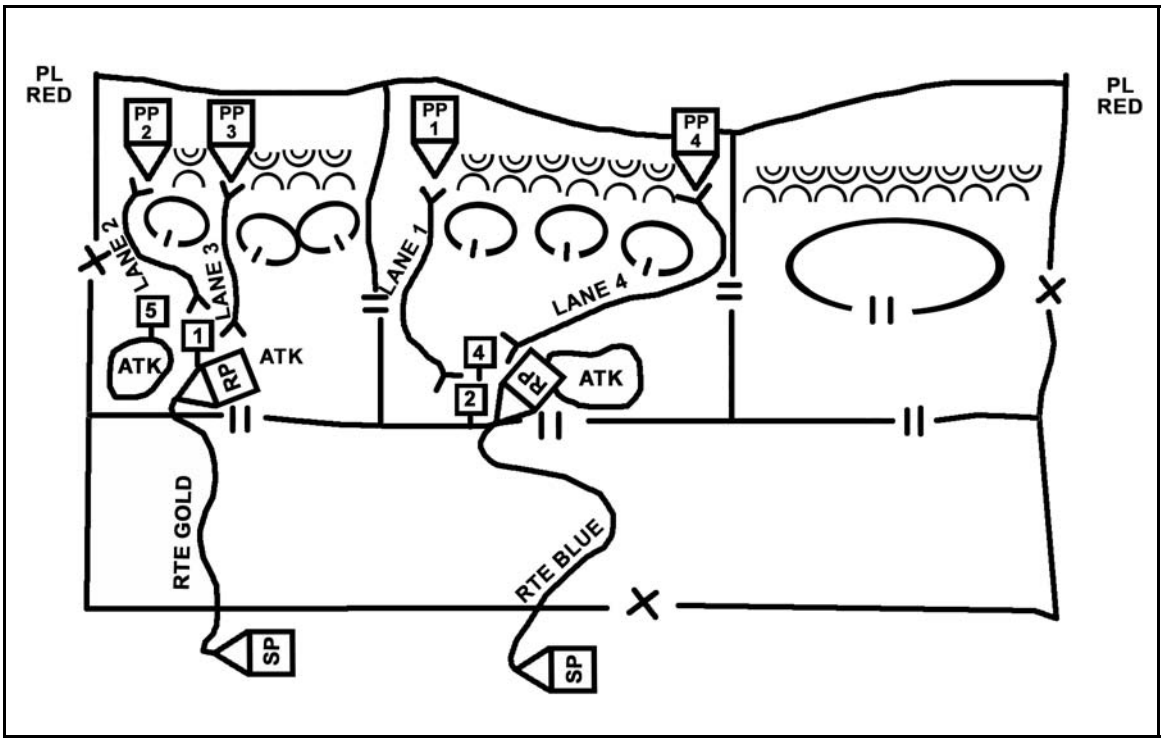


Figure 7-3. Forward passage of lines.

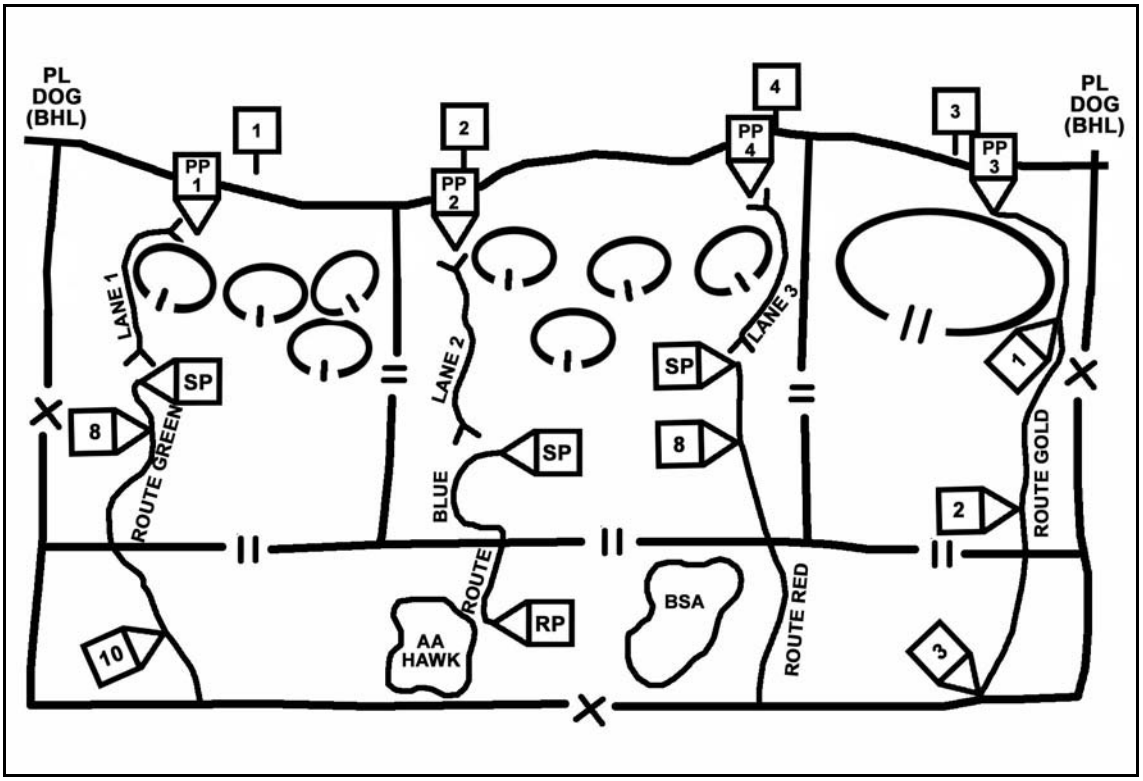


Figure 7-4. Rearward passage of lines.

a. **Planning.** The SBCT's higher headquarters plans and conducts a passage of lines. SBCT units involved in a passage of lines must conduct detailed coordination to ensure they maintain positive control to avoid fratricide, speed the passage, and reduce vulnerability to enemy attack. The SBCT S2, with assistance from other staff members, conducts the IPB, and the SBCT S3 prepares the tentative plan based on stationary force restrictions, the IPB, and the SBCT commander's intent and concept. The S3 of the passing unit and the stationary unit coordinate routes, checkpoints, linkup points, and passage points through C2 INFOSYS or through conventional means. Table 7-2 outlines the responsibilities of the stationary and passing force.

STATIONARY FORCE	PASSING FORCE
Clears lanes or reduces obstacles along routes.	May assist with reducing obstacles.
Provides obstacle and friendly units' locations.	Provides order of movement and scheme of maneuver.
Clears and maintains routes up to the BHL.	May assist with maintaining routes.
Provides traffic control for use of routes and lanes.	Augments the traffic control capability of the stationary unit as required.
Provides security for the passage up to the BHL.	Maintains force protection measures.
Identifies locations for the passing unit to use as assembly areas and attack positions.	Reconnoiters from its current location to its designated assembly areas and attack positions.
Provides the passing unit any previously coordinated or emergency logistics assistance within its capability.	Assumes full responsibility for its own CSS support forward of the BHL.
Controls all fires in support of the passage.	Positions artillery to support the passage.

Table 7-2. Stationary and passing forces responsibilities.

b. **Planning Considerations.** Planners must evaluate the following basic considerations and integrate them into the planning process.

(1) ***Terrain Management and Control Measures.*** Terrain management is critical to successful completion of a passage of lines. Terrain is controlled through the sharing of digital overlays that contain the following:

- Routes (primary and alternate).
- Checkpoint data.
- Friendly and enemy unit locations and status.
- Passage points.
- Fires and effects control measures.
- Marked lanes and bypasses.

- Obstacle types and locations.
- CSS locations and descriptions.

(2) ***Liaison.*** Stationary and passing battalions exchange information by way of extensive, detailed coordination and liaison before mission execution.

(3) ***Communications.*** The C2 INFOSYS, recognition signals, and communications procedures and requirements must be synchronized and integrated into the plan. Communication ensures units share data, combat information, and relevant information and maintain a COP.

(4) ***Mission Transition.*** The conduct of the passage must facilitate transition to the subsequent missions of both the passing and stationary units.

(5) ***Exchange of Control.*** Control of the zone or sector passes from one unit to the other at a time and place directed by the higher common commander or as mutually agreed upon by the stationary and passing unit commanders.

(6) ***Routes.*** The passing unit moves on multiple routes through the stationary unit and avoids the use of assembly areas. It does not halt within the stationary unit's forward positions.

(7) ***Employment of Deception and Smoke.*** Deception and smoke operations can deceive the enemy as to actual unit locations and passage points.

(8) ***Control Measures.*** Establish graphic control measures to ensure positive control of both the stationary and passing units.

(9) ***Location of Stationary Units and Obstacles.*** The location and obstacle emplacement of the stationary brigade may impact planning and execution of the forward passage of lines.

(10) ***Mobility and Countermobility.*** These are of major concern and must be evaluated to ensure that existing obstacles do not hinder the maneuver of the passing unit during the passage of lines.

NOTE: The terrain and the number of passage lanes determine the speed and disposition of the passing unit as it crosses the line of departure (LD). When conducting a forward passage in preparation for a deliberate attack, it may be important to create passage lanes with sufficient width to allow the passing force to move in a tactical formation appropriate to the operation, such as a company wedge.

c. **Fires and Effects Activities.** The SBCT's deputy effects coordinator reviews the fires and effects plan of the stationary unit and conducts direct coordination to ensure that a clear understanding exists between the passed and passing units on the established fire support coordination measures. He does this through the transfer of digital fire support overlays between the two FECCs via advanced field artillery tactical data system (AFATDS). Procedures to establish fires and effects, battle handover, or transfer of control are also identified and approved by the SBCT commander. Terrain and route management for artillery batteries and their support assets are especially important due to potential terrain limitations. All artillery units, to include reinforcing units, must be positioned to support the passage if enemy contact is possible during the operation.

d. **Maneuver Support Activities.** A passage of lines may require either the reduction of some obstacles or the opening and closing of lanes through friendly

obstacles. It may also require the manning of traffic control points to facilitate the movement of the SBCT to the passage point. The passing unit maneuver support coordinator must coordinate with the stationary unit maneuver support coordinator through C2 INFOSYS or face-to-face meeting. As a minimum, this coordination must address the following:

- Location and status of friendly and enemy tactical obstacles.
- Routes and locations of traffic control points, lanes, and bypasses through friendly and enemy obstacles.
- Transfer of obstacle and passage lane responsibilities.

e. **Air and Missile Defense Activities.** During the conduct of a passage of lines, units participating in the operation present a lucrative target for air attack. The passing commander coordinates any assigned AMD protection with the stationary force commander for AMD coverage during the passage of lines. This method allows the passing force's supporting air defense assets to conduct a move at the same time. If the passing force requires static air defense, it must coordinate the terrain with the stationary unit's S3. To ensure any AMD assets of the passing force are incorporated into the stationary force's air defense early warning net, the stationary force uses forward area air defense command, control, and intelligence (FAADC3I) for AMD coordination. If the stationary unit is not equipped with FAADC3I or Sentinel radars, both commanders should consider positioning these assets in the stationary unit area to provide more effective early warning and air defense.

f. **Combat Service Support Activities.** The CSS plan is integral to a successful passage of lines. CSS assets are positioned to support the passage. Unit maintenance collection points (UMCPs) and emergency refueling points are positioned where they can best keep lanes open and vehicles moving. Figure 7-5, page 7-16, shows a CSS plan for a rearward passage of lines.

g. **Health Service Support Activities.** The passage of lines presents a challenge to health service support planners and medical elements in support of units involved in the passage of lines. A number of medical evacuation assets will be using the same air corridors and road networks. Coordination and synchronization are essential if confusion and over-evacuation of patients are to be avoided. If the units of the force manning the line are at a battalion size, it should provide area medical support to the unit passing through. If the unit manning the line is company size, it should provide casualty evacuation for the unit passing through. This allows continued mobility for the moving force.

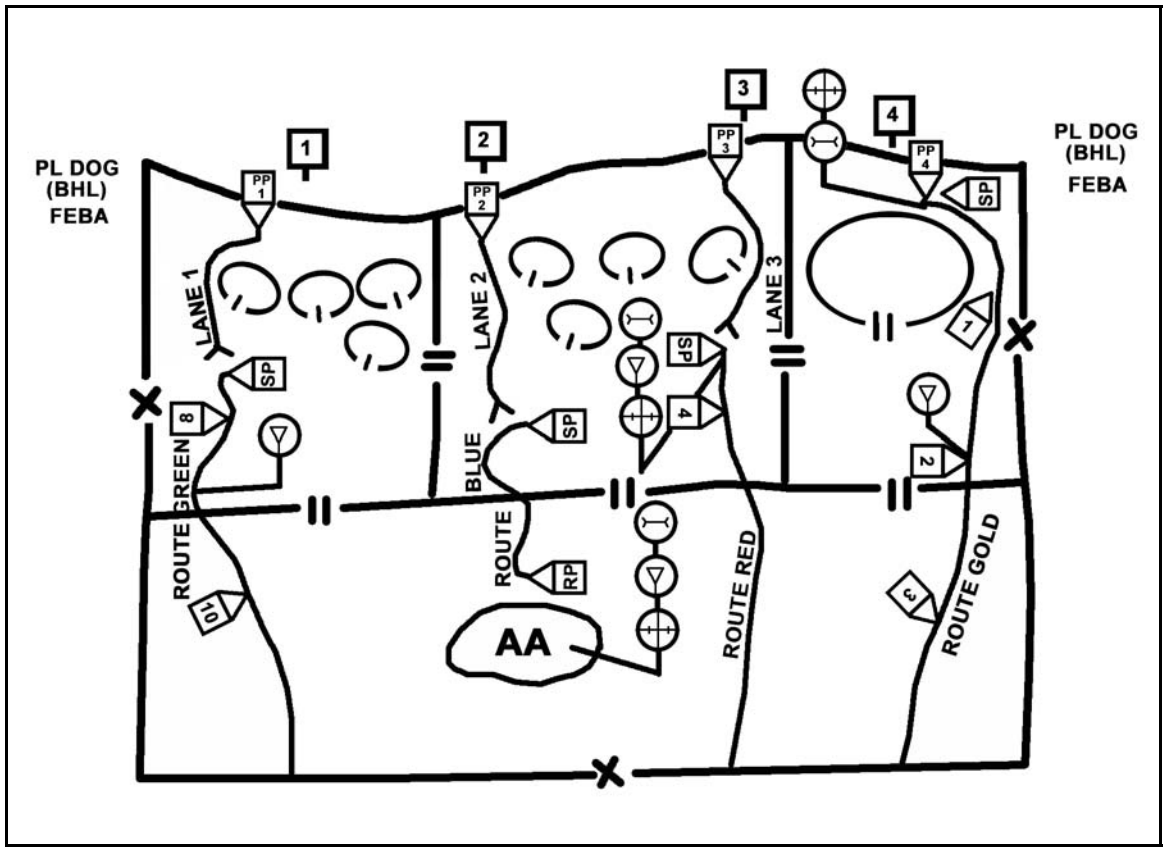


Figure 7-5. Combat service support plan for rearward passage of lines.

7-10. FORWARD PASSAGE OF LINES

If a forward passage of lines is conducted as part of an attack, both the stationary and passing unit commanders must be aware of the passing unit's objective. This awareness is especially important if the stationary unit must provide supporting fires. The stationary unit and forward passing unit share data needed to effect a passage of lines in a timely and safe manner.

a. On receipt of an order, the passing unit commander begins preparing his passage of lines plan by conducting a reconnaissance while concurrently updating the information received from the stationary unit. For example, the passing unit receives an FBCB2 or MCS operations overlay that delineates routes to the contact points as well as the location of the actual linkup site. The unit commander and staff of the passing unit meet representatives from the stationary unit at designated contact points to conduct coordination. During the personal reconnaissance, the S3 from the passing unit updates the initial operations overlay, incorporating information received from the stationary unit by adding pertinent control measures. Upon completion of the reconnaissance, the S3 forwards this overlay to the main CP. Based on this overlay and the S3's input, the staff completes development of the plan. Upon approval by the commander, additional control measures are added to the operations overlay as necessary to complete the plan.

b. The main CP forwards the validated operations overlay update from the stationary and passing units, SBCT higher headquarters, and subordinate units to the liaison teams. This technique allows the S3 and SBCT commander to develop their scheme of

maneuver for the passage of lines on a digital overlay concurrent with reconnaissance. At the conclusion of the reconnaissance and subsequent coordination with the stationary unit, the revised SBCT plan is distributed through MCS to subordinate units and higher headquarters.

7-11. REARWARD PASSAGE OF LINES

Typically, a rearward passage of lines occurs within a defensive framework in which elements of the covering force operate forward of the MBA. MBA forces are the stationary unit in a rearward passage of lines. The covering force withdraws through them, handing off control of the fight at the BHL.

a. To facilitate a rearward passage of lines, the stationary force commander designates--

- The BHL.
- Contact points forward of the BHL.
- Passage points along the FEBA.
- Lanes to the rear of the MBA.

b. Once he prepares the overlay, the stationary commander transmits it and any relevant information to the passing force commander through the C2 INFOSYS.

c. During a passage of lines, unit density in a relatively small maneuver space may cause problems with the commander's ability to maintain a COP in relation to both the passed and passing units. The stationary and passing commanders should determine the best method of exercising C2 to avoid slowing the tempo of the operation and to reduce fratricide potential.

7-12. REHEARSAL

During the rehearsal, the SBCT commander ensures that each organization understands when and where to move as well as how to execute the required coordination. Digital communications checks ensure connectivity and interoperability. Other rehearsal items include--

- Fires and effects observation plan, target execution, communication linkages, and mutual support operations. Confirm FSCMs. Review unit routes and positioning.
- Locations and descriptions of obstacles, traffic control points, lanes, bypasses, and markings. Confirm locations of any engineer stockpiles.
- Air defense weapons locations, early warning communications, air threat, and weapons control status.
- Passage points, routes, and recognition procedures. Confirm these and review numbers of vehicles by type expected at each passage point. Rehearse route management, contact points, and use of guides.
- Locations for and movement of CSS units. Rehearse these, along with mutual support arrangements and any transfer of supplies.
- Locations of aid stations, ambulance exchange points, and casualty evacuation procedures.

Section IV. LINKUP OPERATIONS

Linkup operations are a meeting of friendly ground forces, which occur in a variety of circumstances. Linkup operations are conducted to--

- Complete the encirclement of an enemy force.
- Assist breakout of an encircled friendly force.
- Join an attacking force with a force operating in the enemy's rear area.
- Make contact with other forces on a noncontiguous battlefield.

Before commencing a linkup operation, the headquarters elements of the stationary force and linkup force must share information to include--

- Command relationship and responsibilities of each force before, during and after linkup.
- Communications security (COMSEC) procedures.
- Digital graphic overlays.
- A COP.
- Primary and alternate linkup points.
- Checkpoints and waypoints information.
- Unit disposition and activity (friendly and enemy).
- Location and type of obstacles.
- Coordination for fires and effects support before, during, and after linkup to include FSCM.
- Recognition signals and communication procedures to use.
- Linkup method.
- Operations to conduct following linkup.

7-13. COMMAND AND CONTROL

The stationary and linkup force commanders must maintain positive control and situational understanding during linkup operations to prevent inadvertent fratricidal engagements. They use the C2 INFOSYS as required to share information and a COP to positively identify friend from foe. It is imperative that both the linkup and stationary units conduct pre-combat communications checks before the linkup operation to ensure that connectivity and interoperability between digital systems has been established and is maintained.

a. The S6 from each of the two units is integral to successful linkup operations when both units are equipped with C2 INFOSYS. They must ensure that units address both primary and alternate forms of communication during planning and that they synchronize both manual systems and C2 INFOSYS used in support of the linkup operation and integrate these into the linkup plan.

b. Special requirements related to digital operations must be identified. The following are examples:

- Exchange of unit IP address databases.
- Single channel ground and air radio system (SINCGARS) and EPLRS hop set data.
- COMSEC requirements.
- Positioning of EPLRS position server links.
- Modifications to the C2 INFOSYS infrastructure.

7-14. FORMS OF LINKUP

Linkup operations take place under two conditions: linkup of a moving force and a stationary force or linkup of two moving forces.

a. **Linkup of a Moving Force with a Stationary Force.** To ensure that the forces join without engaging one another, linkup points are selected at locations where the axis of advance of the linkup force intersects the security elements of the stationary force (Figure 7-6). These points must be readily recognizable to both forces and should be posted on both digital overlays and conventional maps in case of digital communication loss. Alternate points are chosen so the units are prepared in case enemy activities cause linkup at places other than those planned. The number of linkup points selected depends on the terrain and number of routes used by the linkup force.

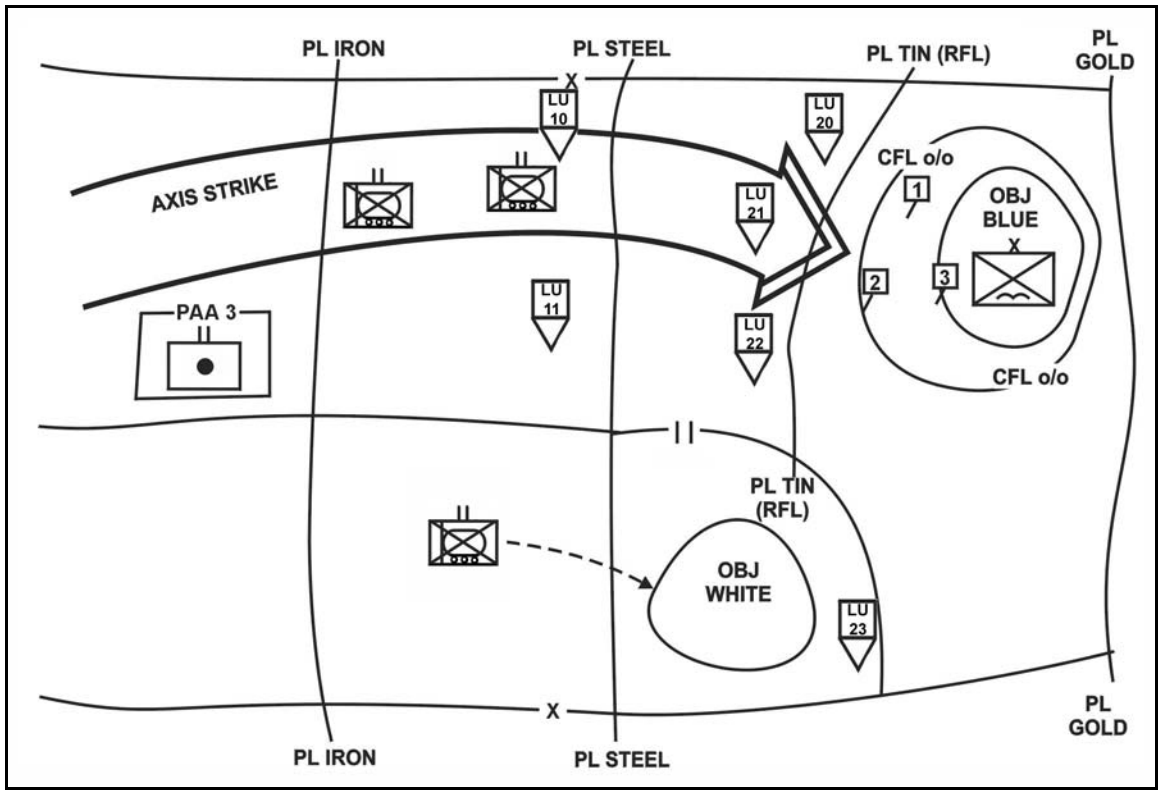


Figure 7-6. Linkup of a moving force with a stationary force.

(1) The C2 operations section is critical to linkup operations. Digital communications are used to transmit and share information and a COP. However, use of digital means depends on METT-TC factors and the ability to maintain digital linkages between the moving unit and stationary unit.

(2) To facilitate a rapid passage of lines and to avoid fratricide, personnel in each linkup force must be thoroughly familiar with recognition signals and plans. As required, stationary forces assist in the linkup by opening lanes in minefields, breaching or removing selected obstacles, furnishing guides, providing routes with checkpoints, and designating assembly areas.

(3) When linking up with an encircled force, the SBCT carries as much materiel as possible during the linkup operation. This materiel includes Classes I, III, V, and VIII. If

an enemy force has encircled the stationary force, the SBCT carries additional supplies and materiel requested through brigade support battalion before the linkup takes place. The SBCT S4 ensures that each infantry battalion, the cavalry squadron (RSTA), antitank company, and other subordinate units have received the CSS overlay depicting MSRs, traffic control points (TCPs), AXPs, and UMCPs.

b. **Linkup of Two Moving Units.** Linkup between two moving units is normally conducted to complete the encirclement of an enemy force and is one of the most difficult operations (Figure 7-7). Primary and alternate linkup points for two moving forces are established on boundaries where the two forces are expected to converge. As linking units move closer, positive control is coordinated to ensure they avoid firing on one another and to ensure that the enemy does not escape between the two forces. Again, the use of digital systems facilitates planning, synchronization, execution, and fratricide avoidance.

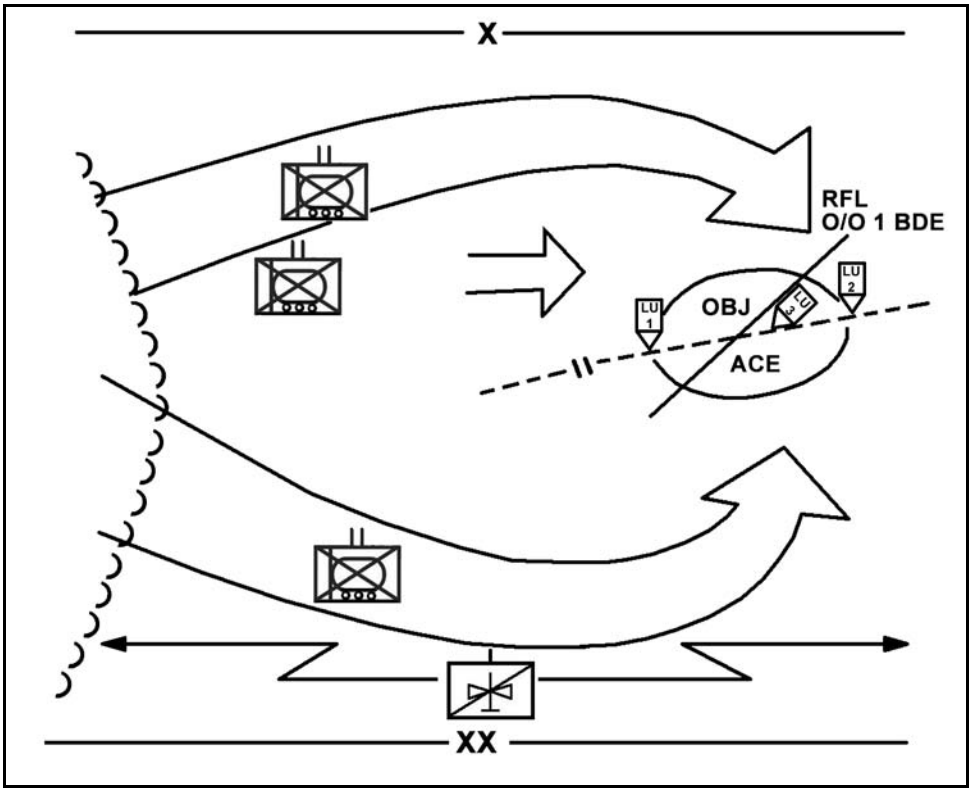


Figure 7-7. Linkup of two moving units.

c. **Actions Following Linkup.** When the linkup is completed, the linkup force may join the stationary force, pass through the stationary force, go around the stationary force, or continue the attack.

(1) If the linkup force is to continue operations with the stationary force, a single commander for the overall force is designated. Objectives for the linkup provide for dispersion in relation to the stationary force. The linkup force may immediately pass through the perimeter of the stationary force, be assigned objectives within the perimeter, or be assigned objectives outside the perimeter, depending on the mission.

(2) When the SBCT's higher headquarters directs a linkup operation, it normally establishes a restricted fire line (RFL) for both units to ensure positive control and to reduce the risk of fratricide. It transmits these RFLs to both units by way of a digital overlay, and they are subsequently adjusted and the overlays updated as one force moves toward the other. This process continues until a single RFL is established between the forces. Usually, this is the point on the ground where the two forces plan to establish contact.

d. **Planning.** The linkup is a complex operation requiring detailed planning and coordination. Plans for a linkup are coordinated as far in advance as possible. The two forces carefully define and coordinate their schemes of maneuver, giving particular attention to graphic control measures, communications, and the subsequent mission to be performed by each force after linkup operations are completed. Alternate linkup points are planned to lend flexibility to the overall operation.

(1) The two units establish liaison during planning and continue it through execution of the operation. Liaison parties must have the capability to communicate digitally with their parent unit through the TI. As the distance closes between the forces, the requirement to track movement through the C2 INFOSYS and maintain close liaison increases. Use of Army aircraft can improve and expedite this process.

(2) Linkup operations frequently require a passage of lines. Once through friendly lines, the SBCT maneuvers to effect the linkup. Speed, aggression, and boldness characterize this movement. If possible, the linkup force avoids enemy interference with its mission and concentrates its efforts on completing the linkup. If enemy forces threaten the successful accomplishment of the mission, they are either destroyed or bypassed and reported.

(3) The headquarters directing the linkup operation must establish command relationships and responsibilities for the forces involved. Both the linkup force and the force with which linkup is to be made can remain under control of the directing headquarters. The plan must prescribe the primary and alternate day and night identification and recognition procedures, vehicle systems, and manmade materials used to identify friend from enemy.

(4) The C2 operations plan includes all essential frequencies, secure variables, Internet protocol (IP) addresses, and communication lines to maintain communication between the two forces.

(5) Logistical support requirements may be greater during linkup operations than during other offensive actions. Additional considerations for planning logistical support in linkup operations include--

- Resupply of stationary unit.
- Fuel requirements.
- Length of time the objective is to be held based on METT-TC.
- Operations after the linkup are completed (for example, attack, withdraw, or defend).
- Transportation requirements for special purpose forces (for example, air assault and special operation forces).
- LOC security requirements.

(6) Supply requirements for a linkup operation normally exceed the transportation capability of the SBCT. The SBCT S4 normally will request additional vehicular or helicopter resupply, or both, from higher headquarters.

(7) In linkup operations involving airborne and air assault units, the units assaulting the objective area have priority for supply by air. Supplies for the ground linkup forces normally move by land transportation. However, when the linkup force and an airborne or air assault force will defend the objective area jointly, supplies for the linkup force may be flown into the objective area and stockpiled.

(8) Evacuation of equipment, wounded in action (WIA), and EPWs may create major problems for the linkup force. If supply routes are open, normal evacuation procedures apply. When ground routes are not secure, helicopters are used for the evacuation of casualties and prisoners. Damaged equipment may be moved forward with the linkup forces until it can be evacuated at the first suitable opportunity.

e. **Preparation.** Due to the time-sensitive nature of linkup operations, the SBCT commander issues his order through the C2 INFOSYS, primarily MCS. If time is available, he conducts a rehearsal at higher headquarters. If time is not available, the commander walks the linkup commander through the operation. He stresses the linkup and coordination required to reduce the potential for fratricidal engagements between the linkup forces. In addition, he ensures that each unit commander is prepared to respond to an enemy threat before the linkup. The SBCT DECOORD is an integral member of the team that plans linkup operations. He is responsible for the coordination, synchronization, dissemination, and monitoring of the fires and effects plan. He is also accountable for the conditions and methods for changing the fires and effects plan or the fire support control measures.

f. **Execution.** Depending on the enemy situation and METT-TC factors, the initial conduct of the linkup operation may be identical to an exploitation or attack. During the operation, the SBCT commander monitors the progress and execution through relevant information and the COP. The SBCT adjusts the order through the C2 INFOSYS. If a FRAGO is passed by FM voice, a digital (MCS) follow-up is entered and transmitted to ensure all units are aware of the change. The following digital procedures may be used when friendly forces are conducting a linkup.

(1) As the linkup forces begin their maneuver, they establish digital and FM voice communications and maintain them throughout the operation. As each force maneuvers, its progress is tracked by way of MCS, and adjustments to the linkup plan are made as the factors of METT-TC dictate. For example, if two forces are involved in the operations and one is unable to travel at a speed commensurate with the plan, the linkup location may require adjustment.

(2) In anlaog units, as the linkup forces near each other, the speed (momentum) of the operation may be slowed to maintain positive control and to prevent fratricide. In this case, commanders must be vigilant and ensure enemy forces do not slip between the two closing forces. Momentum of a linkup operation should not slow for the SBCT because the maneuver and movement of all forces can be tracked by way of the C2 INFOSYS.

(3) The FECC changes or activates the FSCMs established for the operation based on the progress of the forces and the enemy situation. All changes are provided to the subordinate units' fire support elements involved in the linkup through AFATDS. As the maneuver units draw closer to one another, coordinated fire lines (CFLs) are canceled

and an RFL is placed into effect to prevent fratricide between the converging forces. Once the linkup has occurred, fires and effects for the SBCT is organized as per the higher headquarters plan for future operations.

(4) The SBCT commander locates to observe or monitor the progress of the operation and maintains both digital and FM voice communications with the SBCT S3. The SBCT commander has great flexibility in positioning his forces because he can maintain a composite picture of the progress of both maneuver units digitally and adjust the linkup plan as required. The SBCT S3 locates based on the operational concerns expressed by the commander. For example, if a certain flank is of concern to the commander during the operation or a supporting attack is required to penetrate the enemy's lines, the SBCT S3 locates where he can best observe the SBCT's secondary action.

Section V. RIVER CROSSING OPERATIONS

The purpose of any river crossing operation is to project combat power across a water obstacle to accomplish a mission. A river crossing is a unique operation. It requires specific procedures, detailed planning, and different technical support than other tactical operations. (See FM 90-13 for Army doctrine on river crossing operations.) The SBCT must anticipate and plan for river crossings in advance.

7-15. TYPES OF CROSSINGS

The types of river crossings are hasty, deliberate, and retrograde. Regardless of the type of crossing, the planning requirements and engineer technical support are similar. The following paragraphs provide a brief description of each type of crossing.

a. **Hasty River Crossing.** A hasty river crossing is a continuation of an attack with no intentional pause to prepare for a crossing. This is possible when enemy resistance is weak and the river is not a severe obstacle. It is the preferred type of crossing. The SBCT may seize existing fords or bridges or use organic or expedient crossing means. The SBCT has four organic rapidly emplaced bridge systems (REBSs), each capable of spanning 13 meters and crossing vehicles up to military load class 30. Additional support from division or corps is often necessary. Coordination for support must be made as early as possible prior to the crossing. Figure 7-8, page 7-24, provides an example of a hasty river crossing.

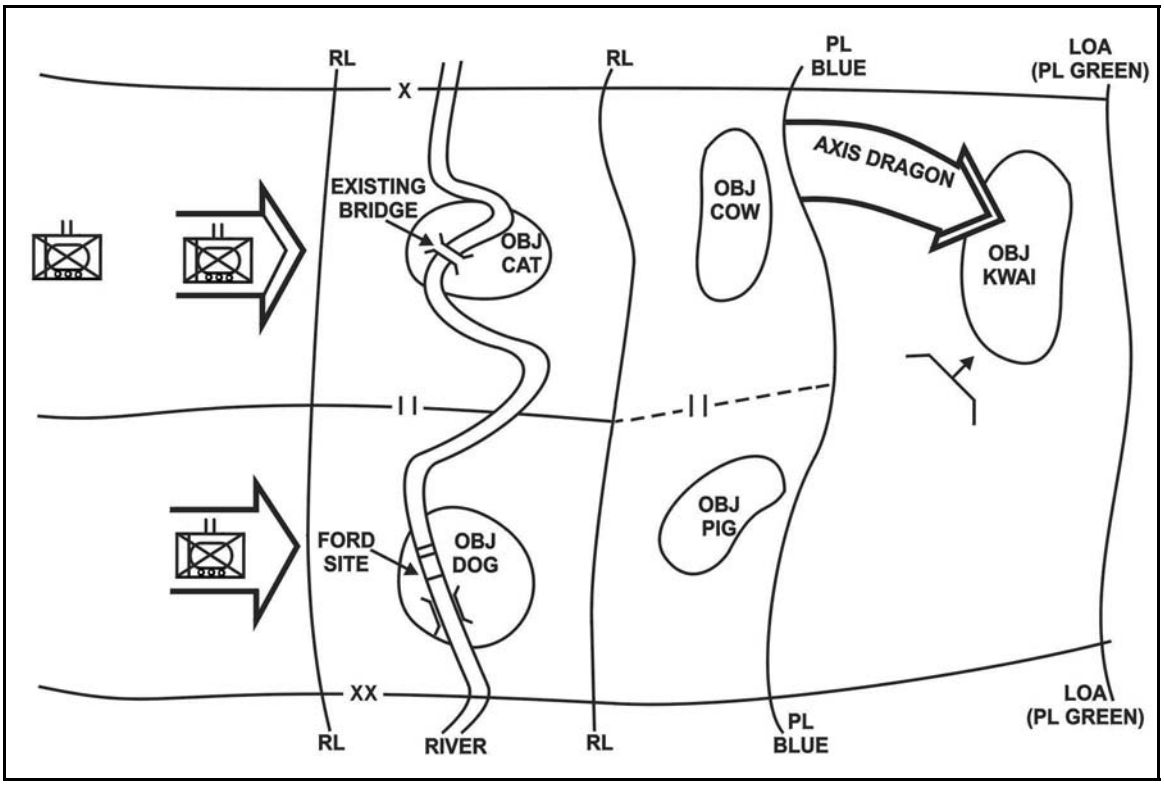


Figure 7-8. Example of a hasty river crossing.

b. **Deliberate River Crossing.** A division is typically the smallest organization that conducts a deliberate river crossing. A deliberate river crossing is conducted when a hasty crossing is not feasible or has failed. Figure 7-9 provides an example of a deliberate river crossing. It is conducted after a halt to conduct detailed preparations.

(1) A deliberate river crossing is characterized by--

- A significant water obstacle.
- Strong enemy resistance.
- The necessity to clear entry and or exit banks of enemy forces.

(2) A deliberate river crossing involves the following:

- Centralized planning and control by the division.
- Thorough preparations, to include the time to perform extensive reconnaissance and rehearsals.
- The massing of forces and crossing equipment.

(3) The organization of a deliberate river crossing normally consists of an assault force, maneuver-support force, bridgehead force, and breakout force. The SBCT will operate as one of these elements during a deliberate crossing.

(a) *Assault Force.* The assault force seizes the far-shore objective and eliminates enemy direct fires on the crossing site.

(b) *Maneuver-Support Force.* This element provides crossing means, traffic control, and obscuration. This force normally consists of maneuver, engineer, MP, and chemical units.

(c) *Bridgehead Force.* The bridgehead force attacks from the far-shore objective to secure the bridgehead, eliminating enemy direct fire and observed indirect fire on the crossing area.

(d) *Breakout Force.* Once the river crossing is completed, and the bridgehead line secured, a breakout force crosses the river behind the bridgehead force and attacks out of the bridgehead. This element is not normally part of the unit that conducts the river crossing.

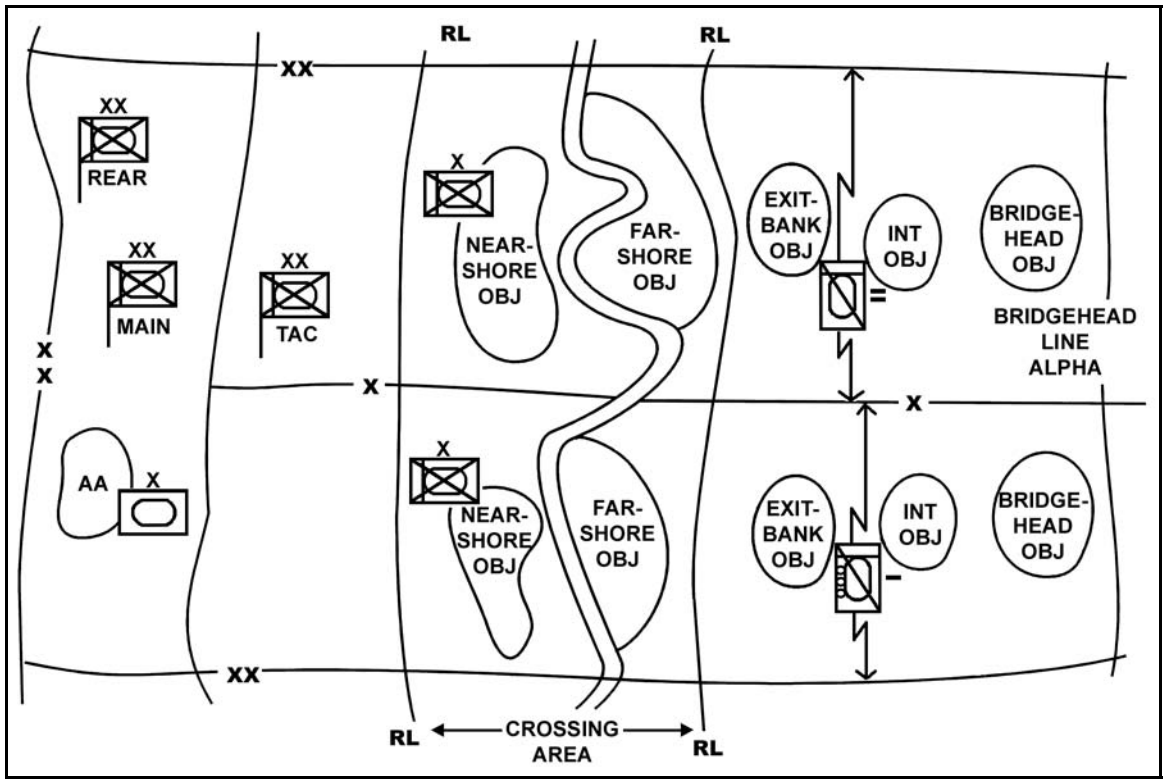
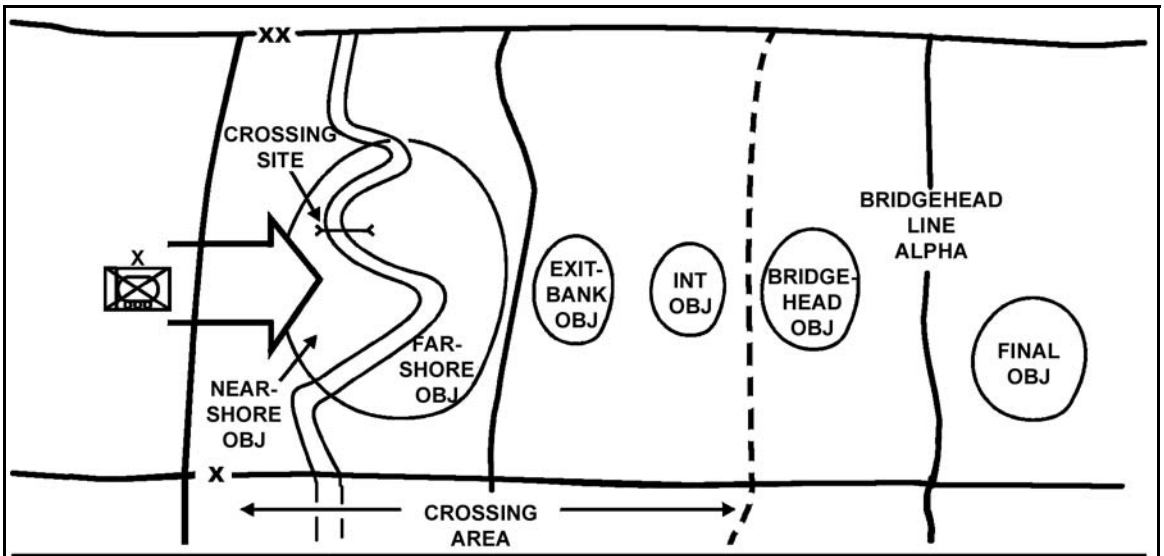


Figure 7-9. Example of a deliberate river crossing.

c. **Retrograde Crossing.** The retrograde crossing is a movement to the rear across a water obstacle while in contact with the enemy. The forces conducting the crossing establish a defense on the exit bank or continue the retrograde to the defensive positions beyond the water obstacle. A retrograde river crossing features centralized planning and control because of the limited crossing means.

6-19. PHASES OF A RIVER CROSSING

A river crossing has four phases. They are distinct phases for planning, but there is no pause between them during execution. Figure 7-10, page7-26, shows each phase and its mission.



	PHASE I	*PHASE II*	*PHASE III*	*PHASE IV*	*CONTINUATION OF THE ATTACK*
PHASE	Advance to the river.	Assault across the river.	Advance from the exit bank.	Secure the bridgehead line.	Continue offensive combat operations.
MISSION	Seize the near-shore objective.	Seize the far-shore objective, eliminating direct fire on the crossing sites (activate the crossing area).	Secure exit bank and intermediate objectives to eliminate direct and indirect fires on the crossing area.	Seize and secure bridgehead objectives to protect the bridge-head against counterattacks and create time and space for the buildup of forces for the attack out of the bridgehead by breakout forces; extend the crossing area.	Continue the attack on to the division and the corps objectives.
BRIDGING ASSETS		Assault boats (begin construction rafts).	Rafts (begin constructing float bridges).	Bridges.	

Figure 7-10. Phases of a river crossing.

7-16. COMMAND AND CONTROL

During a river crossing each command post and commander has specific responsibilities. These responsibilities are discussed in the following paragraphs.

a. **The Tactical Command Post.** The TAC CP focuses on close combat operations. Specifically, it--

- Coordinates and controls the reconnaissance and surveillance effort on the exit bank. (The cavalry squadron (RSTA) main CP or command group is most likely collocated with the TAC CP.)
- Coordinates and controls the lead battalions' seizure and securing of near shore objectives.

- Coordinates and controls the dismounted assault crossing of the river to secure the far-shore objectives.
- Coordinates and controls the battalions' attack to seize and secure exit bank and intermediate objectives.
- Coordinates and controls the battalions' seizure and securing of bridgehead objectives.
- Prepares to reorganize and follow the breakout force's attack out of the bridgehead.

b. **Main Command Post.** The main CP controls the crossing area. It prepares the SBCT crossing plan and provides the staff nucleus to coordinate it. The SBCT S4, assisted by the MANSPT cell, organizes a small, temporary traffic-control element located in the main CP. The main CP responsibilities include--

- Moving into the crossing area to control traffic flow, crossing means, and obscuration.
- Coordinating an assault crossing means for battalion dismounted assault and controlling obscuration of the crossing sites in coordination with the ECOORD.
- Controlling follow-on battalions passing through the crossing area into attack positions.
- Controlling the passage of the SBCT's units through the crossing area and preparing to cross breakout forces.
- Passing crossing-area control to the supporting corps engineer battalion.

c. **The Rear Command Post.** The rear CP, in coordination with the BSB, ensures responsive CSS for the entire operation.

d. **The Crossing Area Commander.** The SBCT commander normally designates the executive officer of the SBCT as the crossing area commander. The crossing area commander controls the movement of forces inside the crossing area. He is responsible for--

- The movement and positioning of all elements transiting or occupying positions within the crossing area.
- Security elements at crossing sites.
- Maneuver support forces, such as engineers, MP, and chemical units, within the crossing area.

e. **The Crossing Area Engineer.** During a river crossing, a direct support engineer battalion from the corps will normally support the SBCT. The corps engineer battalion commander serves as the crossing area engineer and is responsible to the crossing area commander (SBCT XO) for engineer crossing means and sites. He informs the crossing area commander of changes, due to technical difficulties or enemy action, which render a crossing means inoperable or reduce its capacity. He commands those engineers tasked to move the force across the river; they remain there as the attack proceeds beyond the exit bank objectives. The divisional engineer battalion focuses on supporting the SBCT at exit-bank, intermediate, and bridgehead objectives and is not normally involved in the river crossing.

f. **Crossing Site Commander**. Each crossing site has a crossing site commander who is an engineer, either an engineer company commander or engineer platoon leader, and is responsible for crossing the units sent to the site. The crossing site commander is

normally the engineer company commander for the bridge unit operating the site. He commands the engineers operating the crossing means and the engineer regulating points at the call-forward areas for that site. He is responsible to the crossing area engineer and keeps him informed on the status of the site.

g. **Movement Control Commander.** Each battalion or other SBCT subordinate unit commander designates a movement control officer who coordinates the unit's movement according to the movement control plan. He provides staff planners with detailed information on the unit's vehicle types and quantities.

Section VI. TROOP MOVEMENT

The movement of forces and support is essential to successful SBCT operations. The SBCT may occupy an assembly are or areas as part of troop movements. The SBCT conducts three forms of movement :

- Administrative movement.
- Tactical road march.
- Approach march.

7-17. ADMINISTRATIVE MOVEMENT

An administrative movement is a movement in which troops and vehicles are arranged to expedite their movement and conserve time and energy when no enemy interference, except by air, is anticipated. The SBCT S4 is normally responsible for the planning of administrative movements.

7-18. TACTICAL ROAD MARCH

A tactical road march is a rapid movement used to relocate units within an area of operations to prepare for combat operations. Enemy contact is possible either during the march or soon after arrival at the unit's destination. During a tactical road march, units move on designated routes using roads and trails. Units normally move by tactical road marches to assembly areas to prepare for combat operations. The SBCT S3 is normally responsible for planning tactical road marches. (See FM 55-10, Chapter 7.)

a. **Organization for a Tactical Road March.** The SBCT organizes into a march column for a tactical road march. The column is composed of the following four elements (Figure 7-11):

- Reconnaissance.
- Quartering party.
- Main body.
- Trail party.

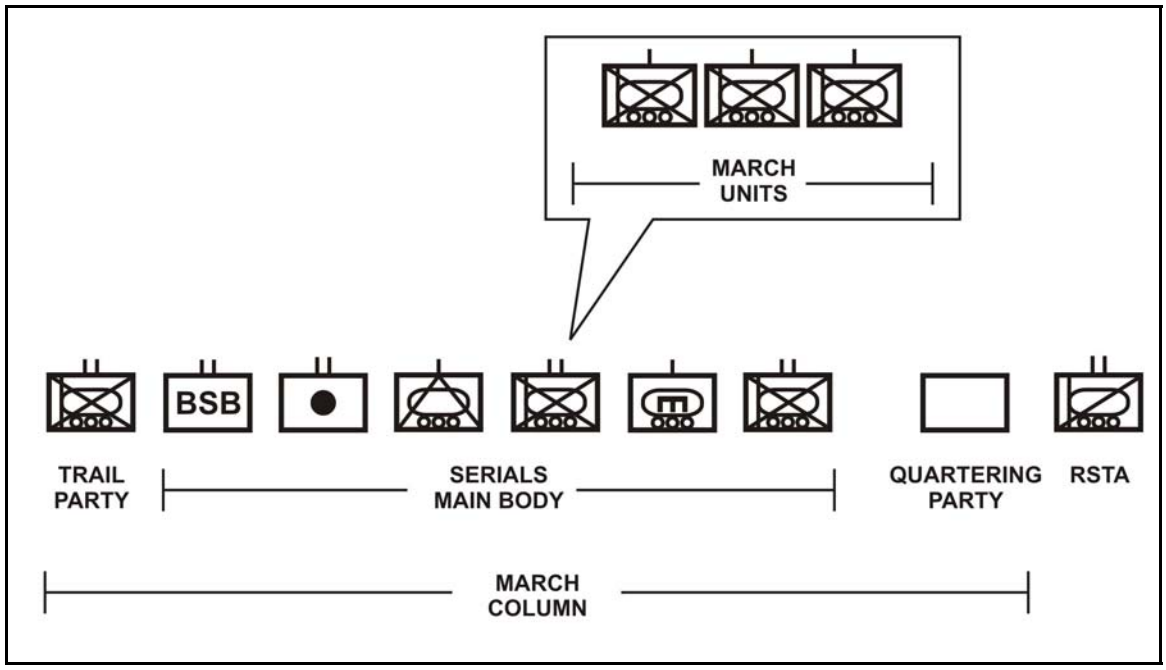


Figure 7-11. Tactical road march.

b. **Reconnaissance.** The reconnaissance party conducts route reconnaissance of movement routes to determine travel times, bridge and underpass capacities, and trafficability. It identifies critical points, obstacles, and (if there is enough time) alternate routes. The cavalry squadron (RSTA) may perform this role for the SBCT by conducting route reconnaissance to the new location, quickly clearing the new assembly area, and providing security (usually a screen) for the area. Engineer and other CS assets may augment the cavalry squadron (RSTA) .

c. **Quartering Party.** A quartering party is a group of unit representatives dispatched to a probable new site in advance of the main body to secure, reconnoiter, and organize the site prior to the main body's arrival and occupation. Each battalion, and in some cases separate company size units, forms quartering parties that guide their march elements to and into the new area. They typically confirm the tentative locations that have been selected by the SBCT based on a map (or photo) reconnaissance. Quartering parties also act as a liaison between their parent headquarters and the SBCT headquarters in order to change unit locations within the assembly area based on the results of their reconnaissance. The SBCT headquarters will employ a separate quartering party for the placement of the HHC support elements and the main CP.

d. **Main Body.** The main body of the march column consists of the remainder of the unit minus the quartering and trail parties. The major elements of the column are march serials and march units. A march serial is a major subdivision of a march column that is organized under one commander who plans, regulates, and controls the serial. A serial is normally battalion size. A march unit is a subdivision of a march serial. It moves and halts under the control of a single commander who uses voice and visual signals. A march unit is normally company size.

e. **Trail Party.** The trail party follows the main party and conducts vehicle repair and recovery, medical aid and evacuation, and emergency refueling.

7-19. TACTICAL ROAD MARCH TECHNIQUES.

The SBCT may employ the following three march techniques during the tactical road march:

- Open column.
- Close column.
- Infiltration.

a. **Open Column.** In an open column, the commander increases the distance between vehicles to provide greater dispersion. The vehicle distance varies based upon METT-TC factors. Vehicle distances normally vary between 50 to 100 meters. The open column technique is normally used during daylight. It may also be used at night with infrared lights, blackout lights, or passive night-vision equipment. The open column is the most common movement technique because it offers the most security while still providing the commander with a reasonable degree of control.

b. **Close Column.** In a close column, vehicles are spaced about 20 to 25 meters apart during daylight. At night, vehicles are spaced so that each driver maintains contact with the vehicle ahead. Close column is normally used for marches during darkness under blackout driving conditions and in restricted terrain. This method of marching takes maximum advantage of the traffic capacity of a route but provides little dispersion.

c. **Infiltration.** During a move by infiltration, vehicles are dispatched in small groups or at irregular intervals at a rate that keeps the traffic density down and prevents undue massing of vehicles. Infiltration provides the best possible passive defense against enemy observation and attack. It is suited for tactical road marches when there is enough time and road space and when the commander desires the maximum security, dispersion, and deception. The disadvantages of an infiltration are that more time is required to complete the move, column control is nearly impossible, and recovery of broken down vehicles by the trail party is more protracted when compared to vehicle recovery in both close and open columns. Additionally, unit integrity is not restored until the last vehicles arrive at the destination, which complicates the onward deployment of the unit.

7-20. APPROACH MARCH

An approach march is a form of tactical movement that emphasizes speed over tactical deployment. A unit using an approach march moves in a task-organized tactical formation to its destination. The approach march is used when the enemy’s approximate location is known, which allows the force to move with greater speed and less physical security or dispersion. It is similar to the movement to contact and may be used as a technique to conduct a movement to contact. The approach march terminates in a march objective, such as an attack position, assembly area, or assault position, or it can be used to transition to an attack. An approach march employs security forces (advance, flank, and rear) based on the threat situation. The SBCT's formation is selected to support the scheme of maneuver at the objective or occupation of the area at the final destination. The approach march technique allows the SBCT to accomplish the following:

- Disperse task-organized units into a tactical formation in unrestrictive terrain without being constrained to roads and trails.
- Transition to a combat formation more readily than the road march because of the SBCT's organization and dispersion.

- Assign an AO or an axis of advance in combination with routes for the approach march.

7-21. ASSEMBLY AREAS

An assembly area is a position in which a force prepares or regroups for further action. The SBCT typically occupies assembly areas to prepare for future combat operations or when it has a reserve mission. Designation and occupation of an assembly area may be directed by the higher headquarters or by the SBCT commander, such as during relief operations or during unit movements. Units in assembly areas conduct maintenance, resupply, planning, and mission preparations. Units occupying assembly areas employ passive and active OPSEC measures to deny the enemy any indications of friendly plans such as intentions, force composition, or unit identity and locations. Assembly area planning, occupation, and departure can be difficult and time consuming. Performed correctly, they can aid in structuring the unit for timely execution of combat operations. Done incorrectly, they confuse and disorganize a unit before it ever makes contact with the enemy.

a. **Planning Considerations.** Assembly areas are typically outside the range of enemy medium artillery fires. The SBCT typically will occupy an assembly area alone, although its parent division may be in the same general geographic area. Assembly areas ideally provide--

- Concealment from air and ground observation.
- Cover from direct fire.
- Terrain masking of C2 INFOSYS electromagnetic signal signatures.
- Sufficient area for the dispersion of subunits and their vehicles consistent with the tactical situation, both enemy and friendly.
- Buildings or concealment for unit trains, maintenance operations, and C2 facilities.
- Suitable entrances, exits, and internal routes. Optimally, at least one all-weather paved surface road transits the assembly area and connects to the MSR in use by the next higher headquarters.
- Terrain that allows the observation of ground and air avenues of approach into the assembly area.
- Good drainage and soil conditions that support unit vehicle movement.

b. **Organization of the SBCT Assembly Area.** The SBCT assembly area may be organized using one of two methods.

(1) ***Method One.*** The SBCT may divide the assembly area into subordinate unit AOs. In this method, the SBCT C2 facilities, CS units, and most CSS assets are located near the center of the assembly area. This technique configures the SBCT in a perimeter defense, with infantry battalions deployed along the entire perimeter and oriented outwards (Figure 7-12, page 7-32).

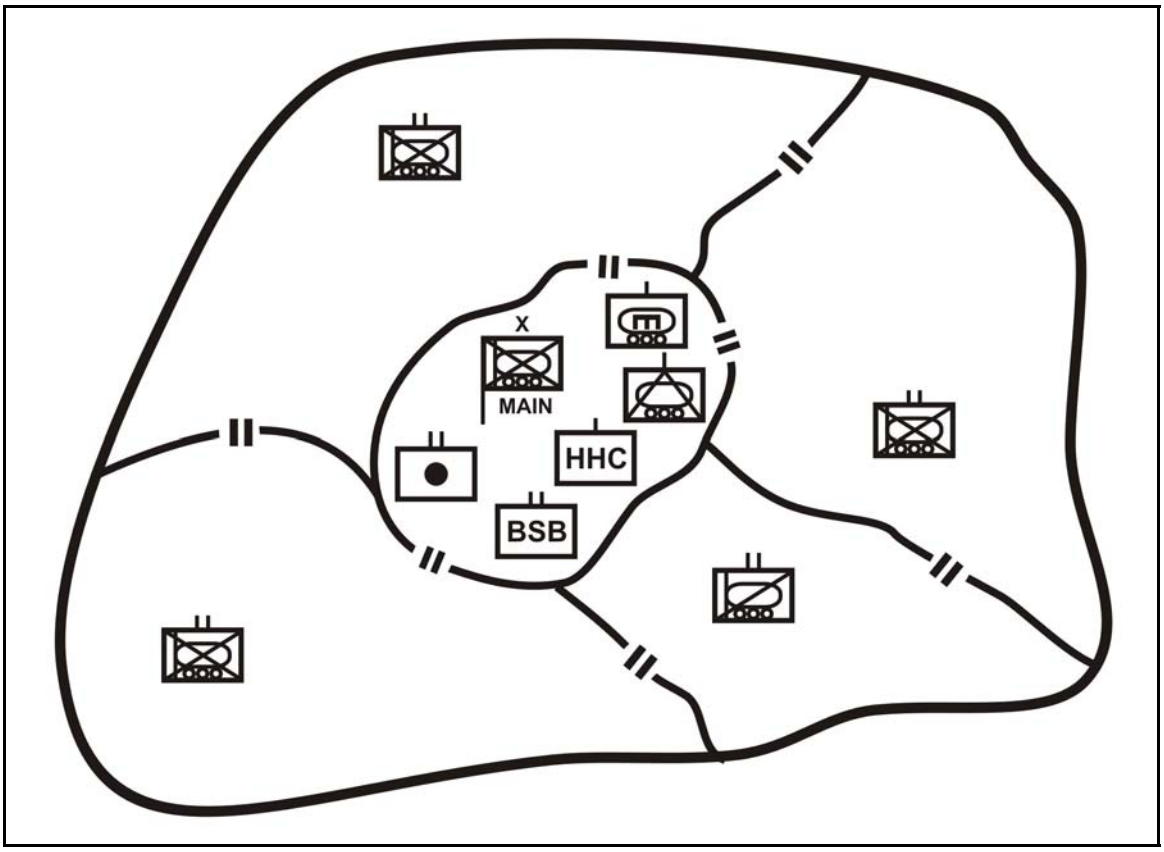


Figure 7-12. Method one, assembly area organization.

(2) ***Method Two.*** The SBCT may assign separate individual assembly areas to subordinate elements. In this method, subordinate units maintain their own 360-degree security. Areas between subunits should be secured through visual and ISR asset surveillance or by patrols. SBCT C2 facilities, the HHC, and the bulk of CSS assets occupy positions central to the outlying infantry battalions (Figure 7-13).

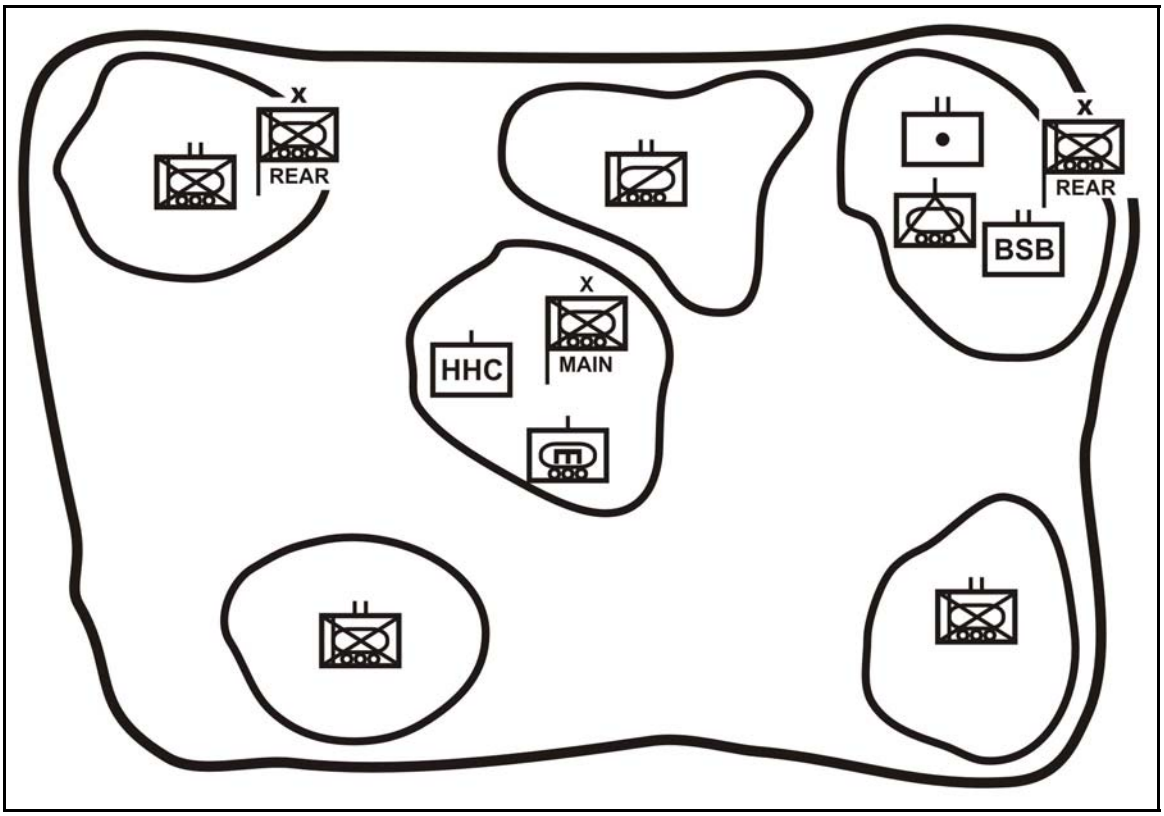


Figure 7-13. Method two, assembly area organization.

c. **Occupation of the Assembly Area.** Units position themselves in assembly areas in accordance with the SBCT plan. Quartering parties typically guide units into position. Occupation is accomplished smoothly from the march without halting or bunching of units at the RP. Units normally establish routes and separate start points (SPs) or RPs for march elements that proceed from the march column's route or RP toward the march unit's assembly area positions. This technique clears the route quickly, maintains march unit C2, and prevents bunching up of units at the march column RP.

7-22. COMBAT FORMATIONS

The SBCT uses six basic formations: column, line, echelon, box, wedge, and vee. The type formation the SBCT commander selects is based on--

- Actions on the objective.
- The likelihood of enemy contact.
- The type enemy contact expected.
- The terrain the SBCT must cross.
- The balance of speed, security, and flexibility required during movement.

The commander and staff must also determine when, where, and how the SBCT transitions into different movement formations based on the terrain and anticipated situation. The commander and all subordinate units also maintain the flexibility to adapt to new formations based on changes in the terrain and enemy situation.

a. **Column.** The column formation is useful in restrictive terrain or when attacking on a narrow front (Figure 7-14, page 7-34). The column formation--

- Is the easiest formation to control.
- Allows rapid movement, especially along roads and trails.
- Provides a high degree of security and firepower to the flanks.
- Allows follow-on elements to assume the mission or support the lead element (depending on the terrain).
- Provides flexibility for maneuver to the flanks and forward but is slow to deploy to the front.
- Limits firepower forward.
- Is vulnerable to piecemeal commitment of forces to the front.

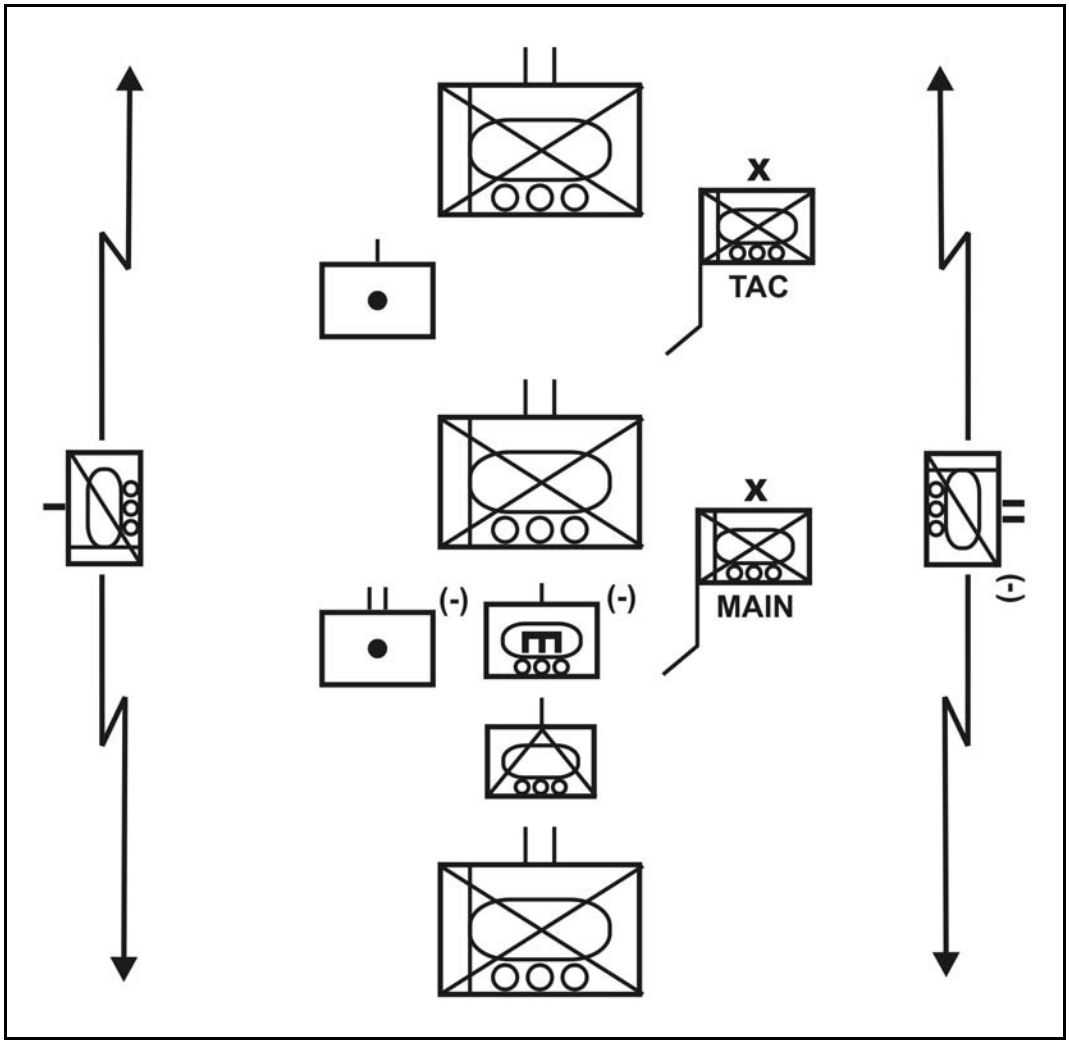


Figure 7-14. Example of an SBCT in column formation.

b. **Line.** The line formation is useful against a weak or shallow enemy defense or when the situation requires an advance over a broad front (see Figure 7-15). The line formation--

- Provides maximum firepower forward over a wide front.
- Covers a relatively wide front.

- Facilitates the discovery of gaps, weak areas, and flanks in the enemy's disposition.
- Provides less flexibility of maneuver than other formations.
- Limits firepower to the flanks.
- Requires wide maneuver space for employment and to maintain adequate dispersion.
- Is difficult to control, especially in restricted terrain or during limited visibility.

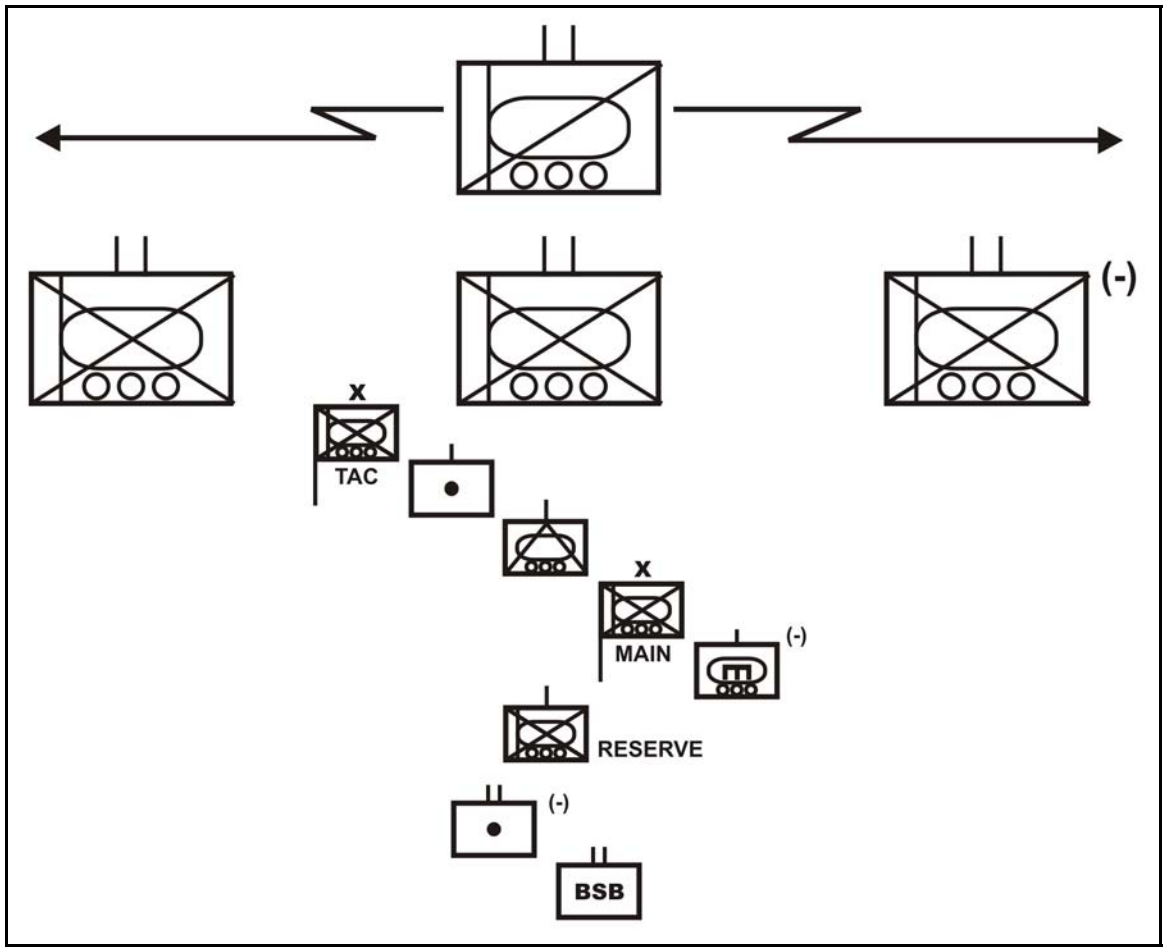


Figure 7-15. Example of an SBCT in line formation.

c. **Echelon.** The echelon formation is useful when an SBCT flank is threatened or when maneuver and enemy contact is expected in the direction of echelon (Figure 7-16, page 7-36). The echelon formation--

- Allows concentration of firepower forward and to the flank in the direction of echelon.
- Facilitates maneuver against a known enemy in the direction of echelon.
- Is easy to control on open terrain but more difficult to control in restricted terrain.
- Allows flexibility in the direction of echelon.

- Transitions easily into a line or vee formation.
- Requires use of multiple routes or a wide maneuver area.
- Reduces firepower, flexibility of maneuver, and security in the direction opposite of the echelon.

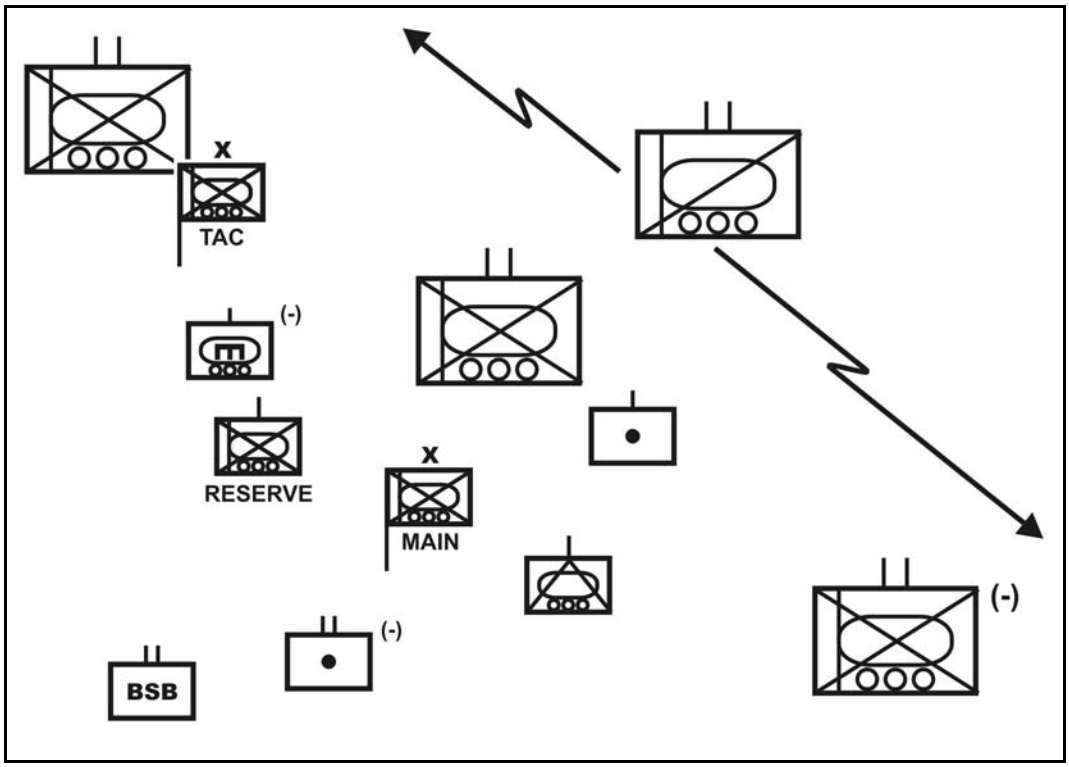


Figure 7-16. Example of an SBCT in echelon formation.

d. **Box.** The box formation is useful when general information about the enemy is known and the SBCT requires flexibility and depth in its attack. The diamond formation is a variation of the box formation. The box and diamond formations are used when the SBCT has four maneuver forces (Figure 7-17). Both the box and diamond formations –

- Provide the best flexibility for maneuver.
- Allow easy transition into all other formations.
- Distribute firepower forward and to the flanks.
- Are easy to control.
- Provide all-around security.
- Facilitate rapid movement.
- Provide protection of accompanying CS and CSS elements located in the center of the formation.

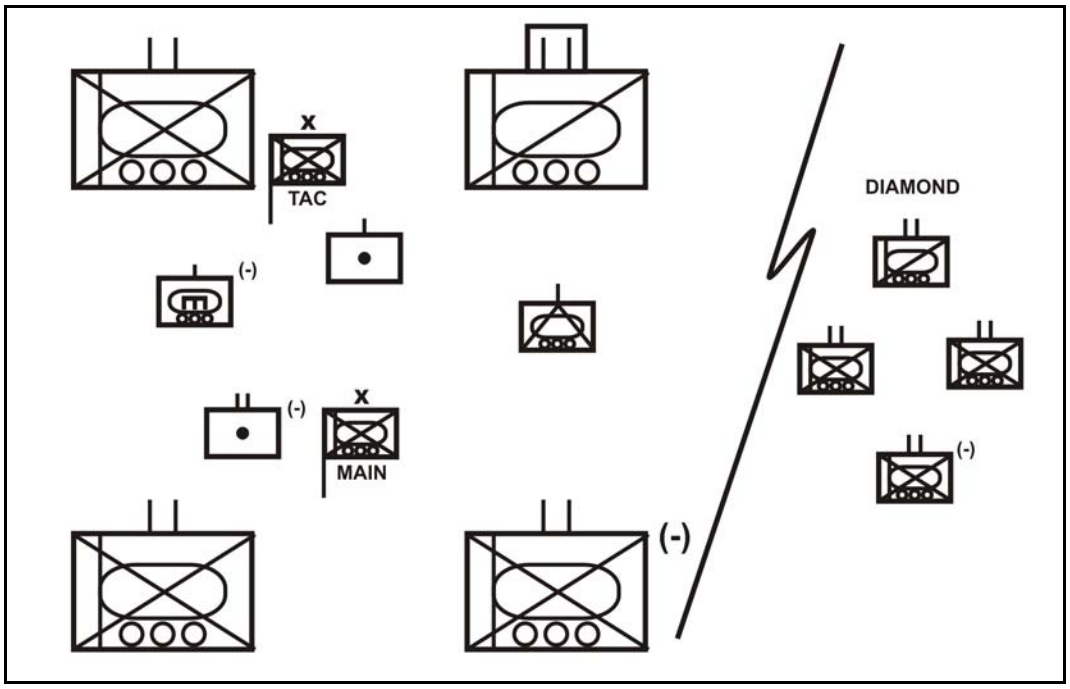


Figure 7-17. Example of an SBCT in box and diamond formation.

e. **Wedge.** The wedge formation is useful to attack enemy forces appearing to the front and flank or when the situation warrants contact with minimal combat power followed by rapid development of the situation (Figure 7-18, page 7-38). The wedge formation--

- Allows easy transition into other formations.
- Makes contact with minimal combat power forward.
- Provides mutual support between battalions.
- Provides maximum firepower forward and good firepower to the flanks.
- Facilitates control and transition to the assault.
- Is easy to control except in restrictive terrain or during limited visibility.
- Requires sufficient space for lateral and in-depth dispersion.

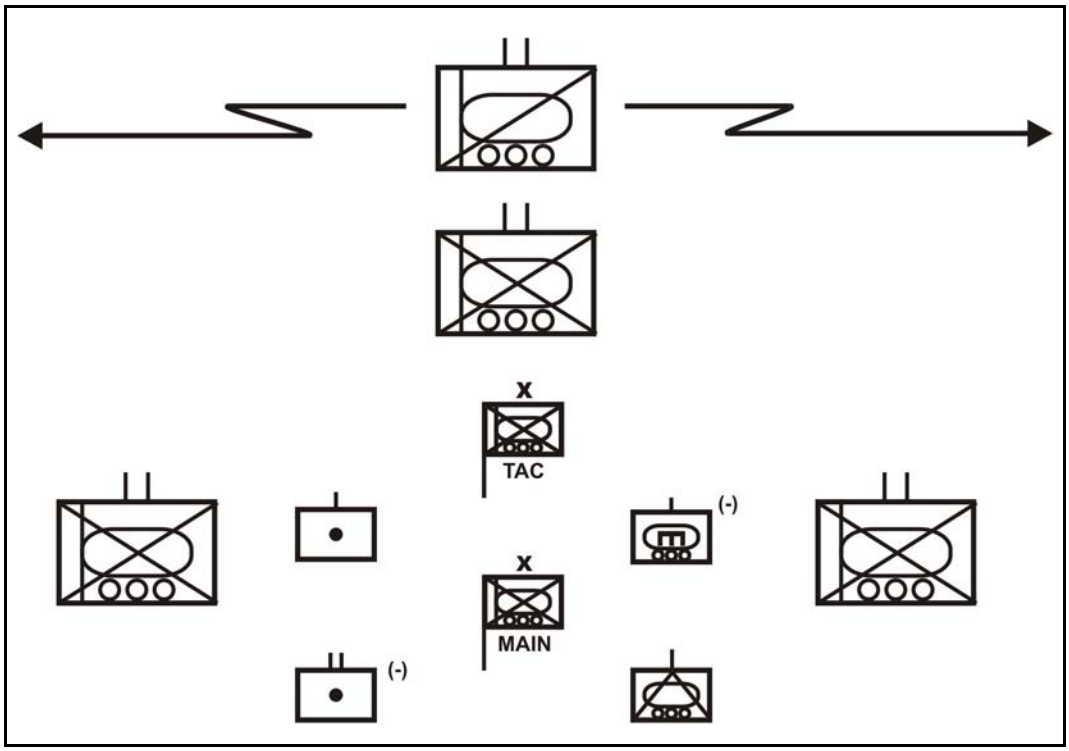


Figure 7-18. Example of an SBCT in wedge formation.

f. **Vee.** The vee formation is useful in an advance against a known threat to the front (Figure 7-19). The vee formation --

- Is difficult to control, especially in restricted terrain or during limited visibility.
- Provides good firepower forward and to the flanks.
- Is difficult to reorient the formation.
- Changes easily to the line, wedge, or column formation.
- Facilitates continued maneuver after contact is made against a relatively weak enemy.

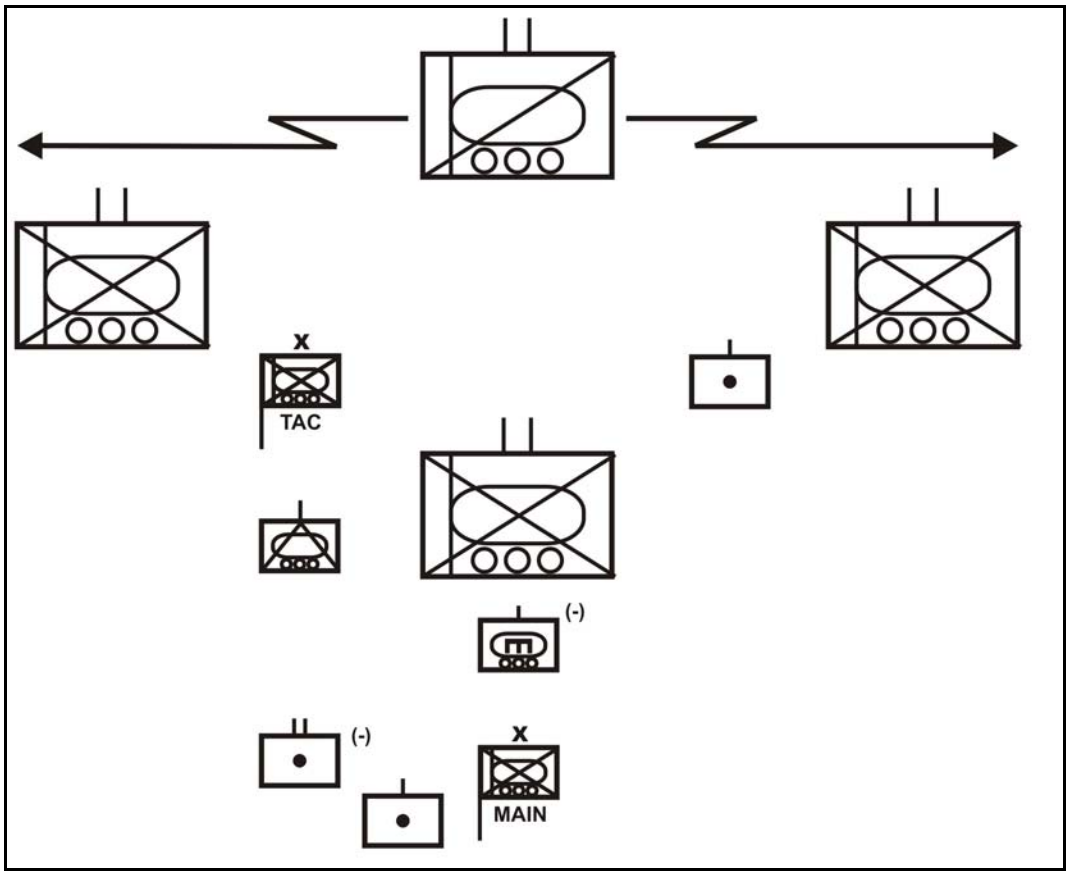


Figure 7-19. Example of an SBCT in vee formation.

7-23. CONTROL OF MOVEMENT

Effective movement allows the SBCT to arrive at its destination in a condition suitable to its probable deployment. Rapid controlled movement is key to maintaining a high tempo and synchronized operations. The SBCT must rely on well-trained SOPs and drills that allow it to move and change formations with minimum loss of momentum and control. The SBCT's ability to move rapidly is aided by--

- Standard movement formations and methods to change formations.
- Security operations.
- Selection and reconnaissance of sufficient routes and approaches.
- Mobility operations.
- Maintenance of air defense.

a. **Control Measures.** Graphic and procedural control measures are used to control movement and positioning of forces. Common graphic control measures include objectives, PLs, checkpoints, and boundaries. Procedural controls, such as reporting of the FLOT by subordinates, also assist with controlling movement. All subordinates should report crossing or occupation of graphic control measures, initiation of movement, closure at designations, and give periodic reports of unit locations to the main CP. The SBCT's SOP should specify the parameters for reporting unit movements.

b. **Movement of Fires and Effects Assets.** It is critical for the commander and staff to consider the movement of fires and effects assets (especially artillery) along with

maneuver forces to ensure that responsive fires and effects are available at all times. The ECC must integrate all tactical planning to synchronize movement and positioning of fires and effects assets to avoid unnecessary congestion. The staff uses position areas combined with designated routes of movement to control the positioning of firing units. The staff also develops triggers to move the artillery from one position area to another. The artillery battalion S3 actually controls the movement of fires and effects assets and firing units but coordinates their movements with the SBCT's main CP through the DECOORD.

c. **Movement of Combat Support and Combat Service Support.** The commander and staff must synchronize movement of CS and CSS units and assets to sustain the SBCT and avoid congestion of routes, especially when sufficient routes are limited. The staff must integrate CSS movements in all planning to synchronize support and the use of terrain and routes. These elements normally move by tactical road march from one position to the next along roads and trails.

CHAPTER 8
STABILITY OPERATIONS

This chapter defines, provides planning considerations, and discusses stability operations for the Stryker brigade combat team. US forces are employed in stability operations outside the US and US territories to promote and protect US national interests by influencing political, civil, and military environments and by disrupting specific illegal activities. The SBCT normally performs stability operations as part of a larger, multinational, or unified team but may be required to work independently. The depth and breadth of the SBCT force provides the combatant commander of a unified command with vital options to meet theater operational requirements and to promote regional stability.

Section I. STABILITY OPERATIONS

Stability operations promote and protect US national interests by influencing the threat, political, and information dimensions of the operational environment through a combination of peacetime developmental and cooperative activities and coercive actions in response to crises (FM 3-0). Army force presence promotes a secure environment in which diplomatic and economic programs, designed to eliminate root causes of instability, may flourish. Presence can take the form of forward basing, forward deploying, or prepositioning assets in an AO. Army forces have the ability to establish and maintain a credible presence as long as necessary to achieve the desired results. Army force presence as part of a unified command's theater engagement plan (TEP) often keeps situations from escalating into war.

8-1. PURPOSE

The overarching purpose of stability operations is to promote and sustain regional and global stability. These operations may complement and reinforce offensive, defensive, and support operations. Army forces conduct stability operations in crisis situations and before, during, and after offensive, defensive, and support operations. In a crisis situation, a stability operation can deter conflict or prevent its escalation. During hostilities, it can help keep armed conflict from spreading as well as assist and encourage committed partners and allies. Following hostilities, a stability operation can provide a secure environment in which civil authorities can work to rebuild lost infrastructure and resume vital services. Demonstrating the credible ability to conduct offensive and defensive operations within peacetime military engagements underlies successful stability operations.

a. Stability operations are inherently complex and place great demands on the organization's small-unit leadership. Junior leaders are required to develop skills associated with non-combat and nation-building issues while maintaining essential warfighting skills. Capable, trained, disciplined, and high-quality leaders, soldiers, and teams are especially critical to the success of stability operations. Soldiers and units at every level must be flexible and adaptive. Stability operations often require the mental and physical agility and capability to shift from non-combat to combat operations and back again.

b. Stability operations demonstrate American resolve through the commitment of time, resources, and forces to establish and reinforce diplomatic and military ties. Military forces conduct these operations to accomplish one or more of the activities listed below:

- Protect national interests.
- Promote peace and deter aggression.
- Satisfy treaty obligations or enforce agreements and policies.
- Reassure allies, friendly governments, and agencies.
- Encourage a weak or faltering government.
- Maintain or restore order.
- Protect life and property.
- Demonstrate resolve.
- Prevent, deter, or respond to terrorism.
- Reduce the threat of conventional arms and WMD to regional security.
- Protect freedom from oppression, subversion, lawlessness, and insurgency.
- Promote sustainable and responsive institutions.

c. Stability operations may include both developmental and coercive actions. Developmental actions enhance a host nation government's willingness and ability to care for its people. Coercive actions apply carefully prescribed limited force or the threat of force to change the environment of the AO. For example, rapidly responding to a smaller-scale contingency operation can diffuse a crisis situation and restore regional stability.

d. Stability operations complement and are complemented by offensive, defensive, and support operations. Stability operations help restore law and order during support operations in unstable areas. Similarly, offensive and defensive operations may be necessary to defeat adversaries intent on preventing the success of a stability operation. The ability of Army forces to stabilize a crisis is related to their ability to attack and defend. For example, shows of force often precede offensive and defensive operations in attempts to deter aggression and provide opportunities for diplomatic and economic solutions.

e. Stability operations vary by type and are further differentiated by the specific factors of METT-TC. The SBCT performs many familiar core tactical missions and tasks during stability operations. The purposes of operations, the special constraints on commanders, and the unique missions and tasks, however, differentiate stability operations from other operations.

f. Ideally, the SBCT receives advance notice of stability operation missions and has time to complete a preparatory training program before deploying. In other cases, the SBCT may deploy and assume stability operation responsibilities on short notice. In those cases, the SBCT relies on its training in the fundamental tasks (such as command and control, patrolling, reporting, establishing OPs, and maintaining unit security) and trains to specific mission tasks during the operation.

g. The SBCT's C2 INFOSYS can reach the continental United States (CONUS) information support assets in addition to using theater assets. The ability of the SBCT's C2 INFOSYS to rapidly distribute information internally is of great value in stability operations. As in combat operations, digitized units in stability operations must make special provisions for communicating with analog units and systems. In stability

operations, commanders must emphasize cooperation and communication with joint headquarters, multinational units, civilian authorities, and nongovernmental organizations. Additionally, close association with the population in the AO typifies many stability operations. The broad imperatives of stability operations are--

- Protect the force.
- Conduct active information operations.
- Maximize joint, multinational, and interagency cooperation.
- Present the clear ability to apply force without threatening its use.
- Apply force as precisely and selectively as possible.
- Understand the potential for grave consequences originating from soldier and small unit actions.
- Act decisively to prevent escalation of violence.

8-2. CHARACTERISTICS OF STABILITY OPERATIONS

Stability operations are conducted in a dynamic environment. These operations are normally nonlinear and often conducted in noncontiguous areas of operations. They are often time- and manpower-intensive. The commander and staff must analyze each aspect of the mission and adapt the factors of METT-TC to fit the situation. SBCT and subordinate unit missions should be viewed as decisive, shaping, or sustaining operations. Determining and executing the military actions necessary to achieve the desired end state can be more challenging than in situations requiring offensive and defensive operations.

a. **Mission and Enemy.** During all operations, the commander and his staff must constantly assess the situation in terms of the application and interrelation of the factors of METT-TC. However, stability operations often require the application of METT-TC differently than they would when conducting offensive and defensive operations.

(1) The "enemy," for example, may be a set of ambiguous but sophisticated threats and potential adversaries. The unit mission may change as the situation becomes less or more stable. A mission can be as simple as conducting a briefing to host nation forces in a military to military exchange or as difficult as conducting combat operations to accomplish a peace enforcement mission. Stability may be threatened for a number of reasons, and the enemy may be difficult to define or isolate. Depending upon the progress of the operation, the complexity of the mission may change quickly.

(2) Stability operations help restore law and order in unstable areas outside of the US and its territories. However, the mere presence of the SBCT and cooperating forces does not guarantee stability. Offensive and defensive operations may be necessary to defeat enemies that oppose a stability operation and may need to be executed with significant constraints. The ability of forces to stabilize a crisis is directly related to their perceived ability to attack, defend, and conduct other combat operations as necessary. This agility is a hallmark of the SBCT.

b. **Terrain and Weather, Troops and Support Available.** Different factors may be important when analyzing the terrain and the troops and support available in stability operations. What constitutes key terrain may be based more on political and social considerations than the physical features of the area of operations. The troops available may include both organic units and nontraditional assets such as host nation police units, contracted interpreters and laborers, or multinational forces. The level of integration and cohesion of a force composed of diverse assets is a key consideration for mission success.

c. **Time Available and Civil Considerations**. Time considerations normally are substantially different in stability operations. The goals of a stability operation may not be achievable in the short term. Success often requires perseverance--a long-term commitment to solving the real problem. SBCT operations may be part of the continuum of this long-term commitment. The achievement of these goals may take years. Conversely, daily operations may require rapid responses to changing conditions based on unanticipated localized conflict among competing groups. Civil considerations are especially critical in stability operations. The civil population, host nation government, nongovernmental organizations, and international organizations can greatly affect achieving stability.

d. **Small Unit Leaders**. Stability operations are inherently complex and place great demands on small units and small unit leaders. Small unit leaders may be required to develop or improve interpersonal skills—such as cultural awareness, negotiating techniques, and critical language phrases—while maintaining warfighting skills. They must also remain calm and exercise good judgment under considerable pressure. Soldiers and units at every level must be flexible and adaptive. Often, stability operations require leaders with the mental and physical agility to shift from noncombat to combat operations and back again.

Section II. TYPES OF STABILITY OPERATIONS

Stability operations typically fall into ten broad types that are neither discrete nor mutually exclusive. For example, a force engaged in a peace operation may also find itself conducting arms control or a show of force to set the conditions for achieving an end state. This section provides an introductory discussion of stability operations; for more detailed information, refer to FM 3-0 and FM 100-20. Types of stability operations are as follows:

- Peace operations.
  - — Peacekeeping.
  - — Peace enforcement.
  - — Operation in support of diplomatic efforts.
- Foreign internal defense.
- Security assistance.
- Humanitarian and civic assistance.
- Support to insurgencies.
- Support to counterdrug operations.
- Combating terrorism.
- Noncombatant evacuation operations.
- Arms control.
- Show of force.

8-3. PEACE OPERATIONS

Peace operations (PO) support strategic and policy objectives and the diplomatic activities that implement them. POs include peacekeeping operations (PKO), peace enforcement operations (PEO), and support to diplomatic operations. Although the US normally participates in PO under the sponsorship of the United Nations (UN) or another multinational organization, it reserves the right to conduct peace operations unilaterally.

Optimally, forces should not transition from one PO role to another unless there is a change of mandate or a political decision with appropriate adjustments to force structure, ROE, and other aspects of the mission. Nevertheless, just as in other operations, it is crucial that commanders and staffs continually assess the mission. In peace operations, this translates into planning for possible or likely transitions. Examples include transitioning from a US unilateral operation or multinational coalition to a UN-led coalition, from combat to noncombat operations, or from military to civilian control.

a. **Peacekeeping Operations**. Peacekeeping operations are military operations that are undertaken with the consent of all major parties to a dispute. They are designed to monitor and facilitate implementation of agreements (such as a cease-fire or truce) and to support diplomatic efforts to reach a long-term political settlement (JP 3-07.3). Before PKO begin, a credible truce or ceasefire is in effect, and the belligerent parties consent to the operation.

(1) In peacekeeping operations, the SBCT must use all its capabilities, short of coercive force, to gain and maintain the initiative. The SBCT may be assigned a variety of missions designed to monitor peace and stability and to improve the humanitarian environment. The following are examples of PKO missions:

- Deter violent acts by the PKO force's physical presence at critical locations.
- Conduct liaison with disputing parties.
- Verify the storage or destruction of military equipment.
- Verify disarmament and demobilization of selected disputing forces.
- Negotiate and mediate.
- Investigate alleged cease-fire violations, boundary incidents, and complaints.
- Collect information about the disputing forces, using all available assets.
- Contend with ambiguous, tense, or violent situations without becoming a participant, in compliance with the ROE, ROI, and preparatory training.
- Provide security for prisoner of war (POW) exchange.
- Supervise disengagements and withdrawals.
- Assist civil authorities.
- Support local elections.
- Provide relief to refugees and internally displaced persons.
- Restore emergency and basic infrastructure functions.
- Transition to peace enforcement or combat operations. (The SBCT must train to ensure that the force has the ability to respond to a contingency plan requiring an increase in the use of force.)

(2) JP 3-07.3, FM 100-23, and FM 100-20 provide additional details on PKO-related tasks. Army forces conducting PKO rely on the legitimacy acknowledged by all major belligerents and international or regional organizations to obtain objectives. They do not use force unless required to defend the soldiers or accomplish the mission. Intelligence and information operations are important in PKO to provide the commander with the information he needs to make appropriate decisions, protect the force, and to ensure the success of subordinate PKO-related efforts.

b. **Peace Enforcement Operations**. Peace enforcement operations involve the application of military force or the threat of military force to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. By definition, PEO are coercive in nature and rely on the threat or use of force. However, the

impartiality with which the peace force treats all parties and the nature of its objectives separates PEO from war. PEO support diplomatic efforts to restore peace and represent an escalation from peacekeeping operations.

(1) In peace enforcement operations, the SBCT may use force to coerce hostile factions into ceasing and desisting violent actions. These factions usually have not consented to intervention, and they may be engaged in combat activities. The SBCT conducting a peace enforcement operation must be ready to apply elements of combat power to achieve the following:

- Forcible separation of belligerents.
- Establishment and supervision of protected areas.
- Sanction and exclusion zone enforcement.
- Movement denial and guarantee.
- Restoration and maintenance of order.
- Protection of humanitarian assistance.
- Relief to refugees and internally displaced persons.
- Support for the return of refugee operations.

(2) The nature of PEOs dictate that Army forces assigned a PEO mission must be capable of conducting combat operations. Maintaining and demonstrating a credible combat capability is essential for successful PEO. Units must be able to apply sufficient combat power to protect themselves and forcefully accomplish assigned tasks. Units must also be ready to transition quickly either to PKO or to offensive and defensive operations, if required.

c. **Operations in Support of Diplomatic Efforts**. Forces may conduct operations in support of diplomatic efforts to establish peace and order before, during, and after a conflict. These operations include preventive diplomacy, peacemaking, and peace building. Military support of diplomatic activities improves the chances for success by lending credibility to diplomatic actions and demonstrating resolve to achieve viable political settlements.

(1) ***Preventive Diplomacy***. Preventive diplomacy is diplomatic action taken in advance of a predictable crisis to prevent or limit violence. Army forces are not normally directly involved in preventive diplomacy but may support a State Department effort by providing transportation and communications assets. In some cases, military forces may conduct a preventive deployment or show of force as part of the overall effort to deter conflict.

(2) ***Peacemaking***. Peacemaking is the process of diplomacy, mediation, negotiation, or other forms of peaceful settlement that arranges an end to a dispute and resolves the issue that led to the conflict (JP 3-07.3). Peacemaking includes military actions that support the diplomatic process. Army forces participate in these operations primarily by performing military-to-military contacts, exercises, peacetime deployments, and security assistance. Peacemaking operations also serve to influence important regional and host nation political and military groups.

(3) ***Peace Building***. Peace building consists of post-conflict actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict (JP 3-07.3). Military actions that support peace building are designed to identify, restore, and support structures that strengthen and solidify peace. Typical peace-building activities include restoring civil

authority, rebuilding physical infrastructure, providing structures and training for schools and hospitals, and helping to reestablish commerce. When executing peace-building operations, Army forces complement the efforts of nonmilitary agencies and local governments. Many of the actions that support peace building are also performed in longer-term foreign internal defense (FID) operations.

8-4. FOREIGN INTERNAL DEFENSE

Foreign internal defense (FID) is the participation by civilian and military agencies of a government in any action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency (JP 1-02). The main objective of FID is to promote stability by helping a host nation establish and maintain institutions and facilities responsive to its people's needs. Army forces engaged in FID normally advise and assist host-nation forces conducting operations to increase their capabilities.

a. Generally, US forces do not engage in combat operations as part of an FID operation. However, on rare occasions when the threat to US interests is great and indirect means are insufficient, US combat operations may be directed to support a host nation's efforts. When conducting FID operations, Army forces provide military supplies, military advice, tactical and technical training, as well as intelligence and logistics support (not involving combat operations). The SBCT's primary roles in nation-assistance operations are usually similar to its roles in peace-building operations. If involved in these operations, an SBCT is most likely to be a force provider rather than lead the effort themselves.

b. SBCT forces conduct FID operations in accordance with JP 3-07.1 and FM 100-20. They provide indirect support, direct support (not involving combat operations), or conduct combat operations to support a host nation's efforts.

(1) ***Indirect Support***. Indirect support emphasizes the principles of host nation self-sufficiency and builds strong national infrastructures through economic and military capabilities (JP 3-07.1). Security assistance programs, multinational exercises, and exchange programs are examples of indirect support. Indirect support reinforces the legitimacy and primacy of the host-nation government in addressing internal problems.

(2) ***Direct Support***. Direct support provides direct assistance to the host nation civilian populace or military (JP 3-07.1). Examples of DS include civil-military operations, intelligence and communications sharing, and logistics. DS does not usually involve the transfer of arms and equipment or the training of local military forces.

(3) ***Combat Operations***. Combat operations include offensive and defensive operations conducted by US forces to support a host nation's fight against insurgents or terrorists. The use of US forces in combat operations should only be a temporary measure. Direct involvement by the US military can damage the legitimacy and credibility of the host-nation government and security forces. Eventually, host-nation forces must be strengthened to stabilize the situation and provide security for the populace independently.

c. FID demands a long-term investment. The factors that led to instability in the region or an insurgency compound over time. The host nation and its supporters cannot expect to correct years of problems and their consequences quickly. The affected segments of society must see that the changes being introduced are lasting and that they address the problems.

d. US forces must conduct FID operations while subjected to close scrutiny. Hostile information operations will attempt to exploit the presence of foreign (US or allies other than host nation) troops to discredit the host-nation government and the US. Domestic and world opinion may hold the US responsible for the actions of the host nation as well as for the actions of American forces.

8-5. HUMANITARIAN AND CIVIC ASSISTANCE

Humanitarian and civic assistance (HCA) programs provide assistance to the host nation populace in conjunction with military operations and exercises. The very nature of HCA programs frequently dictates that additional engineer units and support capabilities will augment the SBCT. In contrast to humanitarian and disaster relief operations, HCA programs are planned activities. HCA programs must be in compliance with Title 10, United States Code, Sections 401, 401(E),(5), and Section 2551. For additional information on selected sections of Title 10 US Code for medical support, see Appendix L of FM 8-42. See AR 40-400 for information on emergency medical treatment for local national civilians during stability operations. Humanitarian and civic actions are limited to the following categories:

- Medical, dental, and veterinary care provided in rural areas of a country.
- Construction of rudimentary surface transportation systems.
- Well drilling and construction of basic sanitation facilities.
- Rudimentary construction and repair of public facilities.

8-6. SUPPORT TO INSURGENCY

The US supports insurgencies that oppose regimes that threaten US interests or regional stability. While any Army force can support an insurgency, Army special operations forces (ARSOF) almost exclusively receive these missions. The US supports only those forces that consistently demonstrate respect for human rights. Given their training, organization, and regional focus, ARSOF are well-suited for these operations. While conventional Army forces can be tasked to support an insurgency, they cooperate with insurgents under the command of a ground component or joint force commander. Conventional US forces supporting insurgencies may provide logistic and training support but normally do not conduct combat operations.

8-7. SUPPORT TO COUNTERINSURGENCY

Military support to counterinsurgencies is based on the recognition that military power alone is incapable of achieving true and lasting success. More specifically, American military power cannot ensure the survival of regimes that fail to meet the basic needs of their people. Support to counterinsurgency includes, but is not limited to, FID, security, and humanitarian as well as civic assistance (JP 3-07).

a. The SBCT most often conducts counterinsurgency operations by providing security for a host nation. The security operations include security of facilities and installations, defensive operations, and protection of the local population. SBCT activities directly or indirectly support the host government's efforts to establish itself with the citizens as the legitimate and competent authority in the nation.

b. For American military power to be effective in supporting a counterinsurgency, the supported government must address or revise its policies that affect the disaffected

portions of the country's population. Insurgencies are usually an end result of the problem, not the cause of it. There will be few immediate, decisive results of operations against insurgent forces. When they do occur, the results are short-lived unless the government acts just as decisively to address the long-term problems that underlie the insurgency.

c. American military programs and actions promote a secure environment in which to implement programs designed to eliminate both the causes of the insurgency and the insurgents. The fundamental cause of large-scale insurgent activities stems from dissatisfaction with standing ethnic, religious, political, social, or economic conditions by some sizable portion of the population.

d. Within the restrictions of international law and US policy, commanders make maximum use of host nation forces and personnel for all possible activities. These activities include offensive and defensive operations, protection of the civilian populace, security of critical facilities and installations, intelligence and counterintelligence tasks, new construction and reconstruction, psychological operations, police duties, and civil affairs. Ultimately, the host nation, not its American support, must prevail.

e. Army support of counterinsurgencies is conducted in the context of the US ambassador's country plan and the host nation's specific internal defense and development (IDAD) strategy. Its goal is to integrate all resources--civilian and military, public and private--so that defensive and development efforts complement each other and lead to improvement in the economic, social, and political well-being of supported peoples. Army forces can directly assist in development programs by helping government and private agencies provide essential supplies and services.

f. Support to counterinsurgencies helps supported governments deal with the two principal groups involved: the insurgents and the people. Army forces help a supported government protect the people from insurgent violence and separate them from insurgent control. These actions require the use of persuasion, prosecution, and destruction to attack insurgent leadership and organization. The goal is to deny insurgent organizations sources of personnel, materiel, funds, and intelligence.

g. Army forces help the supported government's police, paramilitary, and military forces perform counterinsurgency, area security, or local security operations while respecting the rights and dignity of the people. They provide advice and assistance in finding, dispersing, capturing, and destroying insurgent forces. They emphasize the training of national, state, and local forces to perform essential defense functions. Their aim is to provide a secure environment in which development programs can take effect. Examples of US security assistance programs are foreign military sales, foreign military financing, international military education and training (IMET), economic support fund, and commercial sales licensed under the Army Export Control Act.

8-8. SECURITY ASSISTANCE

Army forces support security assistance efforts by training, advising, and assisting allied and friendly armed forces. Security assistance includes the participation of Army forces in any of a group of programs by which the US provides defense articles, military training, and other defense-related services to foreign nations by grant, loan, credit, or cash sales in furtherance of national policies and objectives (JP 3-07).

8-9. SUPPORT TO COUNTERDRUG OPERATIONS

In 1986 the president issued National Security Directive 221, which defines drug-trafficking as a threat to national security. It is also a threat to the stability of many friendly nations. Two principles guide Army support to counterdrug (CD) operations. The first principle is to use military capabilities both to benefit the supported agency and to train our soldiers and units. The second is to ensure that military members do not become directly involved in law enforcement activities. Army forces may be employed in a variety of operations to support other agencies that are responsible for detecting, disrupting, interdicting, and destroying illicit drugs and the infrastructure (personnel, materiel, and distribution systems) of illicit drug-trafficking entities.

a. Counterdrug operations are always conducted in support of one or more governmental agencies. These include the Coast Guard, Customs Service, Department of State, Drug Enforcement Agency, and Border Patrol of the Immigration and Naturalization Service. When operating inside the US and its territories, counterdrug operations are considered support operations and are subject to restrictions under the Posse Comitatus Act.

b. Whether operating in the US or in a host nation, Army forces do not engage in direct action during counterdrug operations. Units that support counterdrug operations must be fully aware of legal limitations regarding acquiring information on civilians, both US and foreign. Typical support to counterdrug operations includes the following activities:

- Detection and monitoring.
- Host nation support.
- Command, control, communications, and computers.
- Intelligence support.
- Planning support.
- Logistics support.
- Training support.
- Manpower support.
- Research, development, and acquisition.
- Reconnaissance.

8-10. COMBATING TERRORISM

Terrorism is the calculated use of unlawful violence or the threat of unlawful violence to inculcate fear. It is intended to coerce or intimidate governments or societies in pursuit of goals that are generally political, religious, or ideological (JP 3-07.2). Enemies who cannot compete with Army forces conventionally often turn to terrorism. Terrorist attacks often create a disproportionate effect on even the most capable of conventional forces. Army forces conduct operations to defeat these attacks. An SBCT uses offensive operations to counter terrorism and defensive measures to support antiterrorism operations. The tactics employed by terrorists include, but are not limited to, the following:

- Arson.
- Hijacking.
- Maiming.
- Seizure.

- Assassination.
- Hostage taking.
- Sabotage.
- Hoaxes.
- Bombing.
- Kidnapping.
- Raids and ambushes.
- Use of NBC.

a. **Counterterrorism**. Counterterrorism refers to offensive measures taken to prevent, deter, and respond to terrorism (JP 1-02). Army forces participate by supporting the full array of counterterrorism actions, including strikes and raids against terrorist organizations and facilities. Counterterrorism is a specified mission for selected special operations forces that operate under direct control of the President, Secretary of Defense, or under a unified command arrangement. However, an SBCT infantry battalion may conduct conventional small-unit raids against terrorist forces in support of counterterrorism operations.

b. **Antiterrorism**. Antiterrorism includes defensive measures used to reduce the vulnerability of individuals and property to terrorist attacks to include limited response and containment by local military forces (JP 1-02). Antiterrorism is always a mission consideration and a component of force protection. Antiterrorism must be a priority for all forces during all operations--offensive, defensive, stability, and support. US units may be high priority targets for terrorists because of the notoriety and media attention that follows an attack on an American target. Experience shows that sensational acts of terrorism against US forces can have a strategic effect. The 1983 bombing of the US Marine barracks in Lebanon, for example, resulted in a change in US policy. Commanders must take the security measures necessary to accomplish the mission by protecting the force against terrorism. Typical antiterrorism actions include:

- Coordination with local law enforcement.
- Siting and hardening of facilities.
- Physical security actions designed to prevent unauthorized access or approach to facilities.
- Crime prevention and physical security actions that prevent theft of weapons, munitions, identification cards, and other materials.
- Policies regarding travel, size of convoys, breaking of routines, host nation interaction, and off-duty restrictions.
- Protection from weapons of mass destruction.

8-11. NONCOMBATANT EVACUATION OPERATIONS

Army forces may conduct a noncombatant evacuation operation (NEO) to support the Department of State in evacuating noncombatants and nonessential military personnel from locations in a foreign nation to the US or an appropriate safe haven. Normally, these operations involve US citizens whose lives are in danger either from the threat of hostilities or from a natural disaster. They may also include selected citizens of the host nation or third-country nationals. The NEO may take place in a permissive, uncertain, or hostile environment and can be either unopposed or resisted by hostile crowds, guerrillas, or conventional forces. Most often, the evacuation force commander has little influence

over the local situation. The commander may not have the authority to use military measures to preempt hostile actions, yet he must be prepared to defend the evacuees and his force. A key factor in NEO planning is correctly appraising the political-military environment in which the force will operate. The NEO can be a prelude to combat actions, a part of deterrent actions, or a part of peace operations.

8-12. ARMS CONTROL

Army forces can play a vital role in arms control. Army elements may be involved in locating, seizing, and destroying weapons of mass destruction after hostilities, as they were following Operation Desert Storm. Other actions include escorting authorized deliveries of weapons and materiel (such as enriched uranium) to preclude loss or unauthorized use, inspecting and monitoring production and storage facilities, and training foreign forces in the security of weapons and facilities. Arms control operations are normally conducted to support arms control treaties and enforcement agencies. Forces may conduct arms control during combat or stability operations to prevent escalation of the conflict and reduce instability. This could include the mandated disarming of belligerents as part of a peace operation. The collection, storing, and destruction of conventional munitions and weapons systems can deter belligerents from re-instigating hostilities. Specific Army force capabilities, including engineers and explosive ordinance disposal (EOD) personnel, are particularly suited to these operations. Companies at checkpoints and conducting patrols have some part to play in controlling, seizing, and destroying weapons. Arms control assists in force protection and increases security for the local populace.

8-13. SHOW OF FORCE

A show of force is an operation designed to demonstrate US resolve that involves increased visibility of US deployed forces in an attempt to defuse a specific situation that, if allowed to continue, may be detrimental to US interests or national objectives (JP 1-02). The show of force can influence other government or political-military organizations to respect US interests and international law. The SBCT may participate in a show of force as part of a temporary buildup in a specific region, by conducting a combined training exercise, or by demonstrating an increased level of readiness. The US conducts shows of force for three principal reasons: to bolster and reassure allies, to deter potential aggressors, and to gain or increase influence.

a. A combatant commander may have established force deployment options as part of an existing contingency plan. These shows of force are designated as flexible deterrence options (FDOs). For Army forces, show of force operations usually involve the deployment or buildup of military forces in an AO, an increase in the readiness status and level of activity of designated forces, or a demonstration of operational capabilities by forces already in the region.

b. A show of force is designed to demonstrate a credible and specific threat to an aggressor or potential aggressor. The mere presence of forces does not demonstrate resolve or deter aggression. To achieve the desired effect, forces must be perceived as powerful, capable, and backed by the political will to use them. An effective show of force must be demonstrably mission-capable and sustainable.

c. Although actual combat is not desired when conducting a show of force, the SBCT commander must be prepared for an escalation to combat. Commanders must organize their units as if they intend to accomplish the mission by the use of force. Units assigned a show of force mission assume that combat is not only possible, but is probable. All actions ordinarily associated with the projection of a force to conduct combat operations pertain to show of force deployments.

Section III. PLANNING CONSIDERATIONS

Stability operations, with the exception of specific actions undertaken in combating terrorism, support to counterdrug operations, and noncombatant evacuation operations, tend to be decentralized operations over extended distances. As such, the SBCT's activities consist largely of separated small-unit operations conducted across an assigned AO. The SBCT must conduct these operations with consistency, impartiality, and discipline to encourage cooperation from indigenous forces and garner popular support.

8-14. DECENTRALIZED OPERATIONS

Subordinate commanders to the SBCT need maximum flexibility in executing their missions. The SBCT commander should give his commanders specific responsibilities and ensure they understand his intent.

a. SBCT commanders must achieve mass, concentration, and their objective must not become so decentralized as to piecemeal their efforts. The C2 INFOSYS facilitate tracking and supervising this kind of operation and give the SBCT commander and his subordinate commanders unparalleled clarity about their situations.

b. Given the volatile and politically charged nature of most stability operations, the SBCT's individual and small-unit actions can have consequences disproportionate to the level of command or amount of force involved. In some cases, tactical operations and individual actions can have strategic consequences. Preventing these problems requires disciplined, knowledgeable leaders and soldiers at every level who understand the potential consequences of the actions they take or fail to take.

8-15. RULES OF ENGAGEMENT

The rules of engagement are directives issued by competent military authority that explain the circumstances and limitations under which US forces initiate and continue combat engagement with encountered opposition. The ROE reflect the requirements of the law of war, operational concerns, and political considerations when military force shifts from peace activities to combat operations and back to the peace phase of an operation. These requirements are the primary means the commander uses to convey legal, political, diplomatic, and military guidance to the military force for handling the crisis in peacetime.

a. Tactical and legal channels cooperate closely when formulating ROE. The tacticians, usually represented by the S3, determine the desired intent of the ROE. The staff judge advocate puts that intent into legal terms.

b. Generally, the commander permits a wider use of military force in wartime through ROE. The ROE restrict the use of military force to achieve political objectives. In all operations, the commander is legally responsible for the care and treatment of civilians and property in the AO until transferred to a proper government. The ROE assist

the commander in fulfilling these responsibilities. ROE vary in different conflicts and often change during the respective phases from combat or crisis through peace building or nation assistance. Even during a single-phase of operation, the rules are amended at different levels of command, which may result in confusion.

c. The ROE must be consistent with training and equipment capabilities. When necessary, command guidance clarifies the ROE. While the rules must be tailored to the situation, the SBCT should observe that nothing in such rules negates a commander's obligation to take all necessary and appropriate action in unit self-defense, allowing soldiers to protect themselves from deadly threats. The ROE rule out the use of some weapons and impose special limitations on the use of weapons. Examples include the requirements for warning shots, single shot engagements, and efforts to wound rather than kill. An SBCT deploying for stability operations trains its soldiers to interpret and apply the ROE effectively. It is imperative for everyone to understand the ROE since small-unit leaders and individual soldiers must make ROE decisions promptly and independently.

d. The ROE are normally developed with political considerations in mind and come from Joint Chiefs of Staff (JCS)-level decisions. Changes to the ROE can result from immediate tactical emergencies at the local level. The SBCT commander should be able to request changes to the ROE; changes are requested through the operational chain of command and must be approved by the designated authority, usually division or higher-level command. Commanders at all levels need to know the request channels for ROE as well as the procedures to obtain approval for recommended changes to the ROE. Situations requiring an immediate change to the ROE could include introduction of combat forces from a hostile nation, attacks by sophisticated weapon systems including NBC, or incidents resulting in loss of life. These situations should be war-gamed and request channels exercised.

e. The ROE are established for, disseminated down to, and understood by individual soldiers. However, the ROE cannot cover every situation. Soldiers at all levels must understand the intent of the ROE and act accordingly despite any military disadvantage that may occur. The commander responsible for ROE formulation should consider including an intent portion that describes the desired end state of the operation as well as conflict-termination considerations. These considerations assist commanders and leaders at all levels in situations not clearly addressed in an OPORD.

8-16. RULES OF INTERACTION

The rules of interaction embody the human dimension of stability operations. They lay the foundation for successful relationships with the numerous factions and individuals that play critical roles in these operations. The ROI encompass an array of interpersonal communication skills such as persuasion and negotiation. These skills are the tools that the individual soldier needs in order to deal with the nontraditional threats that are prevalent in stability operations, including political friction, unfamiliar cultures, and conflicting ideologies. In turn, ROI enhance the soldier’s survivability in such situations. The ROI are based on the applicable ROE for a certain operation. The ROI must be tailored to the specific regions, cultures, and populations affected by the operation. Like ROE, the ROI can be effective only if they are thoroughly rehearsed and understood by every soldier in the unit.

8-17. PROTECTION

Protection has four components: force protection, field discipline, safety, and fratricide avoidance. Force protection, the primary component, minimizes the effects of enemy firepower (including weapons of mass destruction), terrorism, maneuver, and information. Field discipline precludes losses from hostile environments. Safety reduces the inherent risk of nonbattle deaths and injuries. Fratricide avoidance minimizes the inadvertent killing or maiming of soldiers by friendly fires. Force protection requires special consideration in stability operations since threats may be different and, in some cases, opposing forces may seek to kill or wound US soldiers or destroy or damage property for political purposes. Commanders attempt to accomplish a mission with minimal loss of personnel, equipment, and supplies by integrating force protection considerations into all aspects of operational planning and execution. Commanders and leaders throughout the brigade deliberately analyze their missions and environments to identify threats to their units. They then make their soldiers aware of the dangers and create safeguards to protect them. Commanders must always consider the aspects of force protection and how they relate to the ROE. Some considerations are--

- Secure the inside perimeter if the host nation secures the outside perimeter.
- Avoid becoming a lucrative target and do not become predictable.
- Include security in each plan, SOP, OPORD, and movement order.
- Develop specific security programs such as threat awareness and OPSEC.
- Restrict access of unassigned personnel to the unit's location.
- Constantly maintain an image of professionalism and readiness.
- Consider force protection throughout the range of military operations; base the degree of security established on a continuous threat assessment.
- Force protection consists of OPSEC, deception, health and morale, safety, and avoidance of fratricide.

a. **Operations Security**. OPSEC considerations include the following:

(1) COMSEC is as important in stability operations as it is in conventional military operations. Belligerent parties can monitor telephones and radios. However, the need to maintain transparency of the force's intentions in stability operations is a factor when considering OPSEC.

(2) Maintaining neutrality contributes to protecting the force. In stability operations, the entire force safeguards information about deployment, positions, strengths, and equipment of one side from the other. If one side suspects that the force is giving information to the other side, either deliberately or inadvertently, one or both parties to the dispute may become uncooperative and jeopardize the success of the operation, thus putting the force at risk from this loss of legitimacy.

(2) The force must take precautions to protect positions, headquarters, support facilities, and base camps. These precautions may include obstacles and fortifications. Units also practice alert procedures and develop drills to occupy positions rapidly. A robust engineer force provides support to meet survivability needs.

(4) MP forces establish and maintain roadblocks. If MP forces are unavailable, other forces within the SBCT may assume this responsibility. As a minimum, the area should be highly visible and defensible with an armed overwatch.

(5) The single most proactive measure for survivability is individual awareness by soldiers in all circumstances. Soldiers must look for things out of place and patterns

preceding aggression. Commanders should ensure soldiers remain alert, do not establish a routine, maintain appearance and bearing, and keep a low profile.

b. **Health and Morale**. Stability operations often require special consideration of soldier health, welfare, and morale factors. These operations frequently involve deployment to an austere, immature theater with limited life support infrastructure. Commanders must consider these factors when assigning missions and planning rotations of units into and within the theater.

c. **Safety**. Commanders in stability operations may reduce the chance of mishap by conducting risk assessments, assigning a safety officer and staff, conducting a safety program, and seeking advice from local personnel. The safety program should begin with training conducted before deployment, and it should be continuous. Training includes awareness of the safety risks in the natural environment, terrain, road conditions and local driving habits, access to or possession of live ammunition, unlocated or uncleared mine fields, and special equipment such as armored vehicles and other factors that present special hazards. These other factors may include details on water or waste treatment facilities and other natural or cultural aspects of the area that may constitute a hazard to troops.

d. **Avoidance of Fratricide**. Most measures taken to avoid fratricide in stability operations are no different than those taken during combat operations. However, commanders must consider other factors such as local hires or IO personnel or civilians that may be as much at risk as US forces. Accurate information about the location and activity of both friendly and hostile forces and an aggressive airspace management plan assist commanders in avoiding fratricide. (See Appendix C, Risk Management and Fratricide Avoidance.)

8-18. TASK ORGANIZATION

In conducting stability operations, the SBCT commander organizes his command's assets for the type of mission he must perform, integrating any attached assets and the assets from higher headquarters to accomplish the mission. The SBCT organization must enable the brigade to meet changing situations; thus, the commander must consider which resources to allocate to his subordinate units and which to maintain control of at the SBCT headquarters. Task organization and support arrangements change frequently during long-term stability operations. Commanders must frequently shift the support of engineers, medical units, and aviation units from one area or task to another. The C2 INFOSYS provide the battalion with an excellent means of tracking and directing operations; therefore, soldiers operating the C2 INFOSYS must be well trained in the use of these valuable systems.

a. **Augmentation**. The unique aspects of stability operations may require additional personnel and augmentation cells to support unique force-tailoring requirements and personnel shortfalls. Augmentation supports coordination with the media, government agencies, NGOs, IOs, other multinational forces, and civil-military elements. METT-TC considerations will drive the augmentation.

b. **Liaison**. Commanders may consider task organizing small liaison teams to deal with situations that develop with the local population. Teams can free up maneuver elements and facilitate negotiation. Teams must have linguists and personnel who have the authority to negotiate on behalf of the chain of command. Unit ministry, engineers,

CA, counterintelligence, linguistics, and logistics personnel may be candidates for such teams. Commanders must provide augmenting team members with the same resources and quality of life normally provided to their own soldiers.

8-19. MEDIA CONSIDERATIONS

In today's environment there are few military operations in which the media are not present with their ability to immediately transmit sights and sounds. The images and words they project are powerful and can affect national policy. In our form of government, the media have the right to cover operations, and the public has a right to know what the media have to say. Many in the media lack a full understanding of the military, yet they provide key information about the Army to the public; therefore, there are many good things about the Army that are unknown to the public. Commanders and public affairs office (PAO) personnel have a responsibility to tell the Army story. Freedom of the press does not negate the requirement for OPSEC and the accomplishment of the military mission.

a. **SBCT Objective**. The objective of the SBCT commander in dealing with the media is to ensure that SBCT operations are presented to the American public and audiences around the world in the proper context. All leaders and soldiers must know how to deal effectively with broadcast and print reporters and photographers. They should also understand which subjects they are authorized to discuss and which ones they must refer to the PAO. Educating soldiers and leaders about the positive aspects of a well-informed public is the best way to achieve this objective.

b. **Media Objectives**. Stability operations are carried out under intense media scrutiny. The media expect daily authoritative briefings from operators and leaders, and they report US casualty figures, both actual and projected. They seek access to soldiers and units. In its ongoing effort to gain the soldiers' perspective, the press requests permission to accompany them on missions. The media look for fresh stories every day. They are particularly interested in excessive civilian casualties, fratricide, the plight of noncombatants, and any military-civilian disagreements or conflicts such as looting, murder, rape, or mistreatment of prisoners. Civilian statements that blame US forces for the lack of food, fuel, water, or medical care will surely reach the media. Knowing this, opponents of the stability effort seize on relatively minor incidents to achieve strategic advantage. Therefore, a single instance of lack of discipline or the rash application of force can undo months and years of disciplined effort.

c. **Media Capabilities**. With available technology, the media have the ability to collect and transmit images and sounds worldwide from any location. They have the ability to cover events quickly and to influence the public either positively or negatively. With interest in worldwide deployments high, the media can send large numbers of reporters to cover the operations in great detail.

d. **Media Realities**. Political sensitivity and media interest are normally quite high in stability operations. The Army cannot and should not control media messages or stories. The media go wherever they can to uncover unique angles and stories. They mistrust or discount official statements or accounts. They resist management and escort, and they try to gather their information first hand. However, most members of the media have not served in the military and do not understand military nuances. In the modern era, it is impossible to keep large-scale military movements quiet. The media speculation

on destinations and likely missions can affect OPSEC. News coverage of deployments is immediate and worldwide. Messages from television and the print press can change policy, and casualties and collateral damage attract enormous attention.

8-20. OPERATIONS WITH OUTSIDE AGENCIES

US Army units conduct certain stability operations in coordination with a variety of outside organizations. These include other US armed services or government agencies as well as international organizations (including NGOs and the UN military forces or agencies). Coordination and integration of civilian and military activities must take place at every level. Operational and tactical headquarters plan their operations to complement those of government and private agencies. Likewise, military commanders need to make clear to other agencies their own objectives and operational schemes. Coordinating centers such as the civil-military operations center are designed to accomplish this task. These operations centers should include representatives from as many agencies as required.

Section IV. SPECIFIC CONSIDERATIONS BY BOS

The SBCT commander must clearly understand the mission and the situation, and he must ensure his staff and subordinate units understand these as well. He must plan for continuous operations and as with offensive and defensive operations, planning and preparation time is often very limited. The plan must facilitate adjustment based on changes in the situation and information gained from the SBCT's robust ISR assets. The SBCT commander and his staff must consider--

- The mission and what the force is expected to do.
- The AO (such as size, location, terrain, and weather).
- The political, economic, military, and geographical situation in their AO.
- Local customs, cultures, religions, ethnic groups, and tribal factions.
- The importance of force protection, OPSEC, physical security, and permissible protection measures.
- The ROE and ROI and appropriate actions to take concerning infringements and violations of agreements.
- Physical considerations (such as minefields, bridges, road conditions, and existing infrastructure).
- Security operations.
- Use of additional assets such as intelligence, public affairs, civil affairs, psychological operations, engineers, and MPs.

The SBCT commander influences and shapes the AO for mission success by effectively using buffer zones to separate belligerent factions, establishing checkpoints to control movement through and within the SBCT area, and conducting cordon and search operations to isolate and locate belligerents. To plan effective stability operations, the commander must consider his AO and the environment. Diplomacy and negotiations assist the SBCT in building support from the host nation, in reducing the threat of possible belligerents, and in creating an environment supportive of US actions. All planning should provide a reserve of appropriate size for a quick reaction force to separate hostile parties before potential violent situations grow out of control. The reserve

must have the ability to respond anywhere in the SBCT area and handle any unforeseen crisis.

8-21. INTELLIGENCE

Reconnaissance plays an important role in the SBCT's ability to accomplish its stability operations mission. The SBCT commander uses every available ISR asset to collect information that helps him accomplish his mission. He uses these assets in compliance with the ROE. Every member of the SBCT plays a role in gathering information to support the SBCT. The commander uses his S2, the cavalry squadron (RSTA) S2, the MICO, and the SBCT infantry battalions' intelligence section to form a coordinated intelligence production team. The SBCT S2 manages the intelligence synchronization effort to ensure every element of the SBCT understands the intelligence required and plays an active role in the collection and production of that intelligence. Collection elements normally available to the SBCT include the reconnaissance troops; surveillance troops; ISR assets organic, attached to, or supporting the SBCT; infantry companies; and soldiers on patrols, in OPs, and at checkpoints.

a. **Other Collection Elements**. In addition to attached organic ISR assets, the SBCT may also have interrogation, counterintelligence, other HUMINT elements, or signal intelligence elements attached from the divisional MI battalion, corps MI brigade, or other theater intelligence resources.

b. **Human Intelligence**. The attitudes and perceptions of the local populace in the AO are important in helping the SBCT commander decide how to use his forces to accomplish his objectives. The SBCT uses HUMINT, collected by the SBCT or other supporting or cooperating elements, as a primary means of understanding the attitudes and perceptions of the local populace.

c. **Intelligence Preparation of the Battlefield**. The SBCT S2, assisted by other staff members, uses the IPB process and the intelligence cycle as cornerstones for successful stability operations. These help the commander visualize who the enemy is, what capabilities the enemy has, and where he can find the enemy. They also serve as the basis for creating the SBCT commander's concept of operations and allocating combat power available to the SBCT. (See FM 34-130 for IPB and how it applies to stability operations.) Although some of the traditional IPB products, such as the warfighting templates, may not be applicable in stability operations, the methodology remains intact. The development of detailed PIR and IR enables all personnel in the AO to gather critical information necessary to support the SBCT commander's decision-making and to assess the area in which the SBCT will be operating. (See Table 8-1, page 8-21, for an area assessment checklist.)

d. **Intelligence Considerations**. The SBCT performs IPB and uses these products and the intelligence estimate to portray the threat and the operating environment to the commander. The intelligence effort must be continuous. (See FM 34-130 for more information on IPB for stability and support operations.)

(1) ***Organizations*.** Organization sources include all host-country military and civilian intelligence systems as well as US intelligence sources.

(2) ***Collection*.** Tactical collection includes all sources. Technological capabilities may not provide a significant advantage in some environments. HUMINT may be a major focus and often the main source of intelligence. An intelligence database may or

may not apply or be available to the tactical commander. Every soldier must be trained and able to collect and report information of value.

(3) ***Restrictions.*** Internal and external restrictions may exist on the dissemination of information. Gathering information on and within another country in operations other than war has political sensitivity.

(4) ***Emphasis.*** The intelligence effort must have continued emphasis. Before force commitment, the SBCT must effectively collect, process, and focus intelligence to support all planning, training, and operational requirements. During execution, intelligence determines the proper course of action.

AREA ASSESSMENT CHECKLIST
Refugee Interaction
Where are the refugees originally from?
What is the size of the original population?
What is the size and population of the surrounding countryside the village services?
What is the size of the refugee population?
Why did they come here?
What is the relationship of the village with the surrounding villages? Are they related? Do they support each other? Are they hostile? Is any portion of the population discriminated against?
Food and Water
What is the food and water status of the village?
Where do they get their food?
What other means of subsistence are available?
Are the villagers farmers or herders?
What is the status of their crops or herds?
What is the quality of the water source?
Medical
What is the status of the public health system/services for the AO?
How many public health personnel and facilities are available and what are their capabilities?
What is the health and nutritional status of the general population or specified subpopulation?
What are the primary endemic and epidemic diseases and percent of the population is affected?
What is the leading cause of death for the population or specified subpopulation?
What are the names and titles of key personnel within public and private health care infrastructure?
Civil-Military/Nongovernmental Organizations
What civilian and military organizations exist in the village or surrounding countryside?
Who are their leaders?
Which organization, if any, does the local populace support?
United Nations or other Relief Agencies
What NATO, UN, or other relief agencies operate in the village?
Who are their representatives?
What services do they provide?
What portion of the population do they service?
Do they have an outreach program for the surrounding countryside?
Commerce
What commercial or business activities are present in the village?
What services or products do they produce?
Miscellaneous
Determine the groups in the village in the most need. What are their numbers? Where did they come from? How long have they been there? What are their specific needs?
What civic employment projects would village leaders like to see started?
Determine the number of families in the village. What are their family names? How many in each family?
What food items are available in the local market? What is the cost of these items? Are relief supplies being sold in the market? If so, what items, from what source, and at what price?
What skilled labor or services are available in the village?
What are the major roads and routes through the village? How heavily traveled are they? Are there choke points or bridges on the routes? Are there alternate routes or footpaths?
What is the size of any transient population in the village? Where did they come from and how long have they been there?

Table 8-1. Area assessment checklist.

8-22. MANEUVER

SBCT maneuver in stability operations is similar to maneuver in traditional combat operations, with extensive emphasis on security. The intent is to create a stable environment that allows peace to take hold while ensuring the force is protected.

a. **SBCT Maneuver**. Maneuver of the SBCT in stability operations is often decentralized to the battalion, company, or platoon level. As required, these units receive relief from support forces such as engineers, logistics, and medical personnel. The SBCT commander must be prepared to rely on CS and CSS elements to assist the maneuver forces when the need arises. When new requirements develop, the CS and CSS elements must be ready to shift priorities.

b. **Combat Maneuver**. Maneuver may involve combat. The SBCT uses only the level of force necessary to stabilize the crisis. Depending on the ROE, the SBCT may precede the use of force with a warning or the use of nonlethal means, employing lethal means only if a belligerent does not stop interfering. The methods employed to reduce the crisis could take the form of separating belligerent forces or maneuvering SBCT elements to provide security. A show of force or demonstration may be all that is necessary, or the SBCT's subordinate units may employ patrolling, searches, negotiation and mediation, information gathering, strikes and raids, or combat operations to accomplish the mission.

8-23. AVIATION SUPPORT

Aviation units--which can be deployed into the area of operation with early entry ground forces--can be a significant deterrent on the indigenous combatants, particularly if these factions have armored or mechanized infantry forces. Observation or attack helicopters may be employed to act as a tactical combat force (TCF) or as a reaction force against enemy threats. They may also conduct reconnaissance and surveillance over wide areas and provide the SBCT a means of visual route reconnaissance for its subordinate units. Utility helicopters provide an excellent enhanced command and control capability to stability operations. Medium lift helicopters are capable of moving large numbers of military and civilian peace enforcement personnel and delivering supplies when surface transportation is unavailable or routes become impassable. (See Appendix F, Aviation Support of Ground Operations.)

8-24. FIRES AND EFFECTS

Although fires and effects planning for stability operations is the same as for traditional combat operations, the use of some fires and effects assets may be very restricted and limited.

a. The SBCT commander integrates fires and effects into his tactical plan IAW the ROE and restrictions imposed within the AO, such as no-fire zones, presence of noncombatants, and so forth. Special considerations include--

- Procedures for the rapid clearance of fires.
- Close communication and coordination with host country officials.
- Increased security for indirect firing positions.
- Restricted use of certain munitions such as DPICM, area denial artillery munition, or remote antiarmor mine (RAAM).

b. Information operations focus on shaping the ideas, perceptions, and beliefs of friendly, neutral, and belligerent forces. The successful management of information helps

to give the SBCT commander the ability to affect the perception of the local population, belligerent factions, and local leaders and to accomplish his mission. Information operations are critical in stability operations. The SBCT may have PSYOP, CA, public affairs (PA), and OPSEC elements attached or operating in support of the SBCT. If the SBCT FECC coordinates and synchronizes their employment, the FECC must consider the ROE, the order from higher headquarters, and the commander's intent. If these elements are operating in the SBCT AO, the SBCT may be responsible for providing security for them. Sources of information the SBCT must use include:

- Neutral parties.
- Former warring factions.
- Civilian populace.
- Other agencies working in the AO.
- Media and information passed from organic and non-organic assets.

8-25. MOBILITY, COUNTERMOBILITY, AND SURVIVABILITY

Mobility in the SBCT AO may be restricted due to poorly developed or significantly damaged road systems, installations, and airfields. Before the SBCT can maneuver effectively, it must prepare the AO to support that maneuver. This restricted mobility and the need for the SBCT to maneuver effectively may cause higher headquarters to augment the SBCT with engineer assets. The SBCT's MANSPT cell coordinates their efforts.

a. Engineers can play a major role in stability operations by constructing base camps, upgrading the transportation infrastructure, conducting bridge reconnaissance, assisting in civic action by building temporary facilities for the civilian populace, and reducing the mine threat. Factors that help determine the amount of engineer support the SBCT receives include--

- Terrain in the AO.
- Type and location of obstacles in the AO.
- Engineer assets available.
- Duration of the operation.
- Environmental considerations (see FM 3-100.4).
- Water supply and location.
- Sewage and garbage facilities.
- Local power facilities.
- Fire fighting capability.
- Base support requirements.
- Demining center issues
- Countermine awareness training
- Basic country infrastructure (road, bridge, rail, airfield, and port capability) including contracted engineering support.

b. Regardless of SBCT requirements, there may not be enough engineer assets, including civilian contract engineer support, available. This situation requires SBCT units to construct their own fortifications and assist with other engineer tasks within their capabilities. In prioritizing the use of engineers or the use of organic forces to accomplish

engineer tasks, the SBCT commander emphasizes the strengthening of force protective measures.

8-26. AIR DEFENSE

The ADAM cell assesses the air and missile threat to determine if air and missile augmentation is required. If augmentation is required, it is obtained in the form of a tailored air and missile defense task force that will provide active air defense for the SBCT.

8-27 COMBAT SERVICE SUPPORT

The SBCT's ability to sustain itself in the AO depends on the theater's maturity, the CSS structure, and the time flow of forces. Refugees, an inadequate infrastructure, and demands by the host nation and coalition partners can make logistical support complex.

a. **General Principles**. General principles to consider when planning CSS for stability operations include--

- Ability to implement logistical support in any stability operations area.
- Ability of the SBCT to provide its own support.
- Ability of higher headquarters to provide support.
- Availability of local supplies, facilities, utilities, services, and transportation support systems by contract or local purchase.
- Availability of local facilities such as a line of communication, ports, airfields, and communications systems.
- Local capabilities for self-support to facilitate the eventual transfer of responsibilities to the supported nation for development or improvement.
- Availability of resources.

b. **Augmentation**. To make up for inadequate logistical and health service infrastructures in the AO, the SBCT may be augmented with additional CSS elements. Some or all of these CSS elements may precede combat or CS elements into the AO. In addition to supporting the SBCT, CSS elements may provide support for--

- Allied or indigenous governmental agencies.
- Allied or indigenous civilians.
- Allied or indigenous military forces.
- US governmental agencies.
- US civilian agencies and personnel.
- Other US military forces.
- US-backed personnel and organizations.
- International civilian and governmental agencies.

c. **Health Service Support.** In stability operations, the brigade deploys with its organic medical assets. In addition, the BSMC will be augmented with a forward surgical team and a forward support MEDEVAC team (FSMT). Health service support for the SBCT in stability operations is dependent upon the specific type of operations, anticipated duration of the operations, number of personnel deployed, evacuation policy, medical troop ceiling, and anticipated level of violence. Additional HSS requirements could include veterinary services, preventive medicine (PVNTMED), hospital, laboratory, combat and operational stress control, and dental support. For definitive information on HSS for stability operations, see FM 8-42.

d. **Contracting**. Contracting can be an effective force multiplier and can augment existing CSS capabilities. Weak logistical infrastructures in the AO may make it necessary to contract for some supplies and services. If he knows that contracting may be required, the SBCT commander obtains guidance from higher headquarters concerning contracting during the initial planning stages. Hostilities can cause interruptions in the delivery of any contracted services, such as food and water. For this reason, the SBCT must be prepared to support itself and provide necessary support to attached and supporting forces as well as the local populace for limited periods of time. A good plan anticipates large consumption rates of supplies in Classes I, III, IV, and VIII and provides for reserve stockage of non-perishables.

8-28. COMMAND AND CONTROL

The SBCT normally does not perform the function of a joint headquarters. If there is no JTF for the operation, a command and control element from the SBCT's designated higher headquarters performs the role of the JTF to integrate the other services. This allows the SBCT to focus on the control of its subordinate units.

a. **Command and Support Relationships**. With the exception of military forces under the command of a regional combatant commander, the ambassador to the country is responsible for US operations, both civilian and military. He heads a country team that interfaces with civilian and military agencies. The term *country team* describes in-country interdepartmental coordination among the members of the US diplomatic mission. Examples of team members are--

- Economic officer.
- Director of United States Agency for International Development (USAID).
- Commercial attaché.
- Agriculture attaché.
- Department of State.
- Chief, Security Assistance Office (SAO).

(1) The US area military commander is not a member of the diplomatic mission. The JTF interfaces with the senior military defense representative on the country team. If there is no JTF, a division or SBCT headquarters may be responsible for interface with the country team and host nation.

(2) Command and control headquarters may be unilateral or established with the host nation. An interagency headquarters of civilian and military forces also includes police, paramilitary, security, and even other US agencies. The headquarters must coordinate operations with civilian agencies to ensure no conflict of political and military objectives.

(3) The Agency for International Development (AID) and the US Information Service (USIS) coordinate CA and PSYOP initiatives in and out of country through the JTF. The SBCT conducts detailed coordination to ensure the purpose of current PSYOP and CA efforts is understood. This situation may influence the planning, preparation, and execution of operations.

(4) If an SBCT follows an SOF unit or operation during a deployment, it should request a liaison before arriving in the operational area. The SBCT coordinates with SOF through the JTF. If there is no JTF, the unit contacts the SOF through the SAO.

b. **End State.** The commander develops and articulates a desired end state in terms of the military conditions that have the greatest potential for lasting stability in the area.

The SBCT commander and staff determine the required sequence of tasks and objectives the SBCT must accomplish to meet this end state. Other critical actions include moving into the AO, establishing a base of operation, and sustainment for the SBCT as well as implementing appropriate force protection policies. As the immediate situation stabilizes, the SBCT conducts follow-on actions to restore order and to assist the local government in repairing infrastructure, removing weapons, and disarming factions. The commander and staff assign objectives and AOs, allocate forces, and establish control measures for subordinate forces to accomplish their missions.

(1) To keep the SBCT focused throughout the operation, the commander and his staff develop a concept of the operation that establishes objectives and sets timelines to meet the desired end state. The concept should cover the entire duration of the operation from deployment to the end state, and it should define how the SBCT will accomplish its assigned mission. The commander uses FRAGOs and subsequent OPORDs, as required, to control execution of each phase of the operation and the various missions.

(2) To ensure a unified effort, the SBCT commander and his staff coordinate plans and actions with their higher headquarters and adjacent units, as well as with government and nongovernmental organizations present in the AO. Use of liaison officers is vital for this requirement.

c. **Communications**. Communications abilities are augmented to effect long-range communications and proper liaisons. The commander and his staff consider equipment compatibility, crypto use, information sharing, and security measures when working with SOF, joint forces, and multinational forces.

8-29. SEQUENCE OF STABILITY OPERATIONS ACTIONS

Generally, all stability operations follow the sequence of--

- Deploy and move into the AO.
- Establish a base of operation.
- Conduct stability operations.
- Terminate operations.

a. **Deployment and Movement into the Area of Operation.** The commander and staff must plan, synchronize, and control the movement of forces intothe AO to maintain the proper balance of security and flexibility. The commander must decide thesequence in which his forces will enter the AO. The SBCT must consider the number of suitable routes or lift assets available to meet the movement requirements of its subordinate elements. Other considerations include the following:

- Road and or route improvement and maintenance.
- Route construction.
- Obstacles clearance.
- Bridge and culvert repair.
- Bridging rivers or dry gaps.
- Establishment of security along routes.
- Traffic control to permit freedom of or restrict civilian movements along routes.
- Communications architecture.

There may be a need to deploy an advance party heavy with logistical and engineering support into the AO initially if the AO does not have the infrastructure to support the

operation. In other circumstances, it may be necessary for the commander and a small group of specialized key personnel such as CA, public affairs, or the staff judge advocate to lead the advance party. These personnel will set the groundwork for the rest of the force by conducting face-to-face coordination with local civilian or military leaders. Show of force operations will most likely necessitate that the commander send a large contingent of forces to act as a deterrent and to ensure initial security. In all cases, a well-developed movement order is essential.

b. **Conduct of the Stability Operations.** After the SBCT has moved into its AO and established a base for future operations, a continuation of the stability effort commences. To successfully execute the mission, commanders at all levels must clearly understand the root causes of the conflict. This knowledge enables the commander to prioritize tasks and begin stability operations. Tactical tasks executed during the stability operation will be dependant upon the factors of METT-TC. Some tasks that have been conducted during recent stability operations include:

- Establishment of zones of separation.
- Combat operations including raids, checkpoints, patrols, and reconnaissance.
- Support to the host nation.
- Security operations.
- Treaty compliance inspections.
- Negotiation or mediation.

c. **Termination of Stability Operations.** The stability operation may be terminated in several ways. The SBCT may be relieved of its mission and conduct a battle handover of the operation to a follow-on force. This force could be another US brigade, a UN force, or a nonmilitary organization. The situation could become stabilized and not necessitate the continuance of operations. In this case, the host nation or domestic community will assume responsibility of stability. The SBCT could be redeployed with no follow-on forces and without the area being stabilized. A condition such as this would place the SBCT in a vulnerable situation. Security must be intense and the protection of the force during its exit must be well planned and executed. Finally, the SBCT could transition to combat operations. The commander must always ensure the SBCT maintains the ability to transition quickly and forcefully.

d. **Transition to Combat Operations.** If the stability operations are unsuccessful, the SBCT may be ordered to transition to tactical combat operations. The commander and staff must always keep in mind that the situation may escalate to a full-spectrum operation at any time. An escalation to combat operations is a clear indicator that the peace enforcement effort has failed. The SBCT must always retain the ability to conduct full spectrum operations. Preserving the ability to transition allows the SBCT to maintain the initiative while providing force protection. The commander must task organize the SBCT to expeditiously transition to combat operation while maintaining a balance between conducting the stability mission and maintaining a combat posture.

Section V. TECHNIQUES

The SBCT's subordinate units control their AOs using the techniques of patrols, observation posts, guarding officials, static security posts, searches, roadblocks, and checkpoints.

8-30. PATROLS

The infantry battalions will conduct aggressive patrolling as a technique of maintaining a secure environment in the AO. The patrols must be readily identifiable as such by all parties and must conduct movement openly. The patrol wears distinctive items of uniform such as the American flag and non-subdued unit patches and overtly conducts the patrol while maintaining full combat readiness. The SBCT may also be required to provide security for government officials, indigenous authorities, or other high-ranking officials who might require the protection of a military escort when moving by road. The strength of the security element required depends on the circumstances.

a. Patrols can accomplish the following:
   - Deter potential truce violations by maintaining a presence.
   - Cover gaps between fixed OPs.
   - Confirm reports from OPs.
   - Investigate alleged breaches of the armistice.

b. A patrol must do the following:
   - Avoid deviating from the planned route.
   - Record all observations in writing and by sketch.
   - Halt when challenged, identify itself, and report any attempt to obstruct its progress.
   - Record any changes in the disposition of the opposing forces.

8-31. OBSERVATION POSTS

Observation posts are an especially important element of the SBCT's effort to establish and maintain OPSEC. They provide protection when long-range observation from current positions is not possible. The SBCT can employ any number of OPs, either mounted or dismounted, as the situation dictates.

a. OPs are sited for maximum view of the surrounding area, for clear radio communications, and for defensibility. OP locations are recorded, and the SBCT's subordinate commanders must authorize any OP relocation. The mission of the OP is to report the following:
   - Movement of belligerent military forces, including unit identification, time, direction, and any other details that the OP can ascertain.
   - Shooting, hostile acts, or threats directed against the peacekeeping force or civilians.
   - Any improvement to defensive positions of a former belligerent.
   - An overflight by unauthorized aircraft, either military or civilian, including the time, direction, aircraft type, and nationality.
   - Any observed violations of an armistice agreement.

b. The peacekeeping force relies on the goodwill of the former belligerent parties for its safety. Conspicuous markings on installations, vehicles, and personnel are a source of protection. The peacekeeping force maintains its legitimacy and acceptability to the former belligerents through its professional, disinterested, and impartial conduct of the peacekeeping mission. However, factions in the former belligerents' armed forces, in the civilian population, or among other interested parties may want to disrupt the peacekeeping operation and subvert the diplomatic process. Therefore, the peacekeeping force must be prepared to defend itself.

c. The SBCT must strictly follow the ROE and limitations on the use of force. Each of the SBCT's units that have responsibility for OPs in their AO must maintain a ready reserve that can reinforce an OP or aid a patrol in distress. Field fortifications, barriers, and well-sited weapons must protect installations, and the SBCT must take precautions to protect personnel and facilities from terrorist attacks. The peacekeeping force fights defensive engagements only if it cannot avoid such engagements. The SBCT unit commander on the ground must be prepared to recommend withdrawal of the force engaged when a serious threat appears.

8-32. STATIC SECURITY POSTS

The SBCT may require static security posts throughout the AO. A static security post is any security system organized to protect critical fixed installations, military or civil, or critical points along lines of communication such as terminals, tunnels, bridges, and road or railway junctions (Figure 8-1).

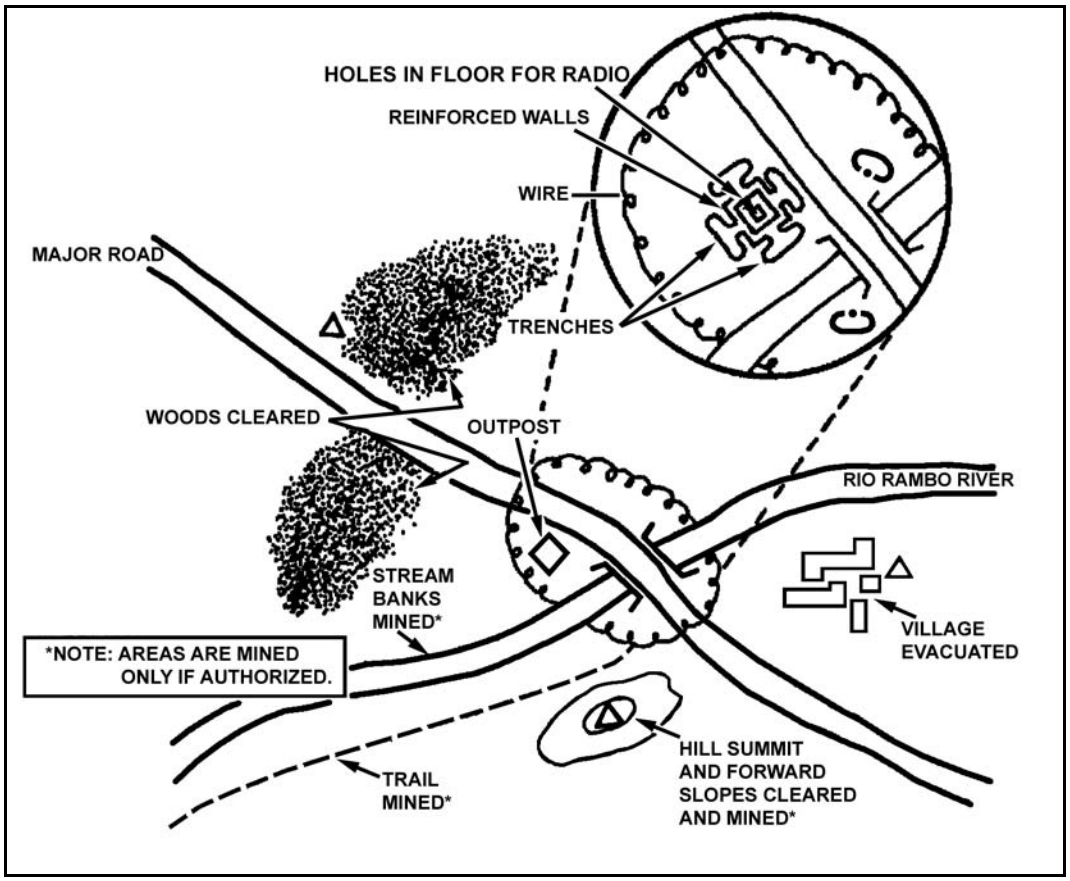


Figure 8-1. Static security post.

a. The SBCT's subordinate units determine the size, number, and location of security posts in their AOs and forward their recommendations to the SBCT. The size of the security post depends on the mission, the size and characteristics of the hostile force, the attitude of the civil populace, and the importance of the area, equipment, or facility being secured. The post varies from a two-man bridge guard to a reinforced company securing a key communications center or civilian community. The SBCT may require

subordinate units to coordinate the establishment of security posts with the host nation and the SBCT.

b. The organization of a static security post varies with its size, mission, and distance from reinforcing units. For security reasons, static security posts in remote areas are larger than the same type post would be if located closer to supporting forces. It is organized for the security of both the installation and the security force. Reliable communications between remote static security posts and the parent unit's base must be established.

8-33. SEARCHES

Searches are an important aspect of populace and resource control. The need to conduct search operations or to employ search procedures is a continuous requirement. A search can orient on people, materiel, buildings, or terrain. A search usually involves both civil police and soldiers.

a. **Planning Considerations**. Misuse of search authority can adversely affect the outcome of operations; thus, soldiers must conduct and lawfully record the seizure of contraband, evidence, intelligence material, supplies, or other minor items for them to be of future legal value. Proper use of authority during searches gains the respect and support of the people.

(1) Authority for search operations is carefully reviewed. Military personnel must perform searches only within areas of military jurisdiction (or where otherwise lawful). They must conduct searches only to apprehend suspects or to secure evidence proving an offense has been committed.

(2) Search teams have detailed instructions for handling controlled items. Lists of prohibited or controlled-distribution items should be widely disseminated and on hand during searches. The SBCT coordinates the search with military or civil police before the search operations begin (or periodically if they are a continuing activity), keeping in mind the effect that early warning may have on the effectiveness of the operation.

(3) Language difficulties can interfere when SBCT forces conduct search operations involving the local populace. The SBCT units assigned a search mission are provided with interpreters as required.

(4) The SBCT conducts search operations slowly enough to allow for an effective search but rapidly enough to prevent the enemy from reacting to the threat of the search.

(5) Soldiers use minimum essential force to eliminate any active resistance encountered.

(6) Searchers can return to a searched area after the initial search to surprise and eliminate insurgents or their leaders who might have either returned or remained undetected during the search.

(7) The SBCT should develop plans for securing the search area (establishing a cordon) and for handling detained personnel.

b. **Procedures**. Search procedures are as follows:

(1) ***Search of Individuals***. In all search operations, leaders must emphasize the fact that anyone in an area to be searched could be an insurgent or a sympathizer. To avoid making an enemy out of a suspect who may support the host country government, searchers are tactful. The greatest caution is required during the initial handling of a person who is about to be searched. One member of the search team covers the other

member, who makes the actual search. (FM 19-40 and STP 19-95B1-SM discuss the procedure for searching people.)

(2) ***Search of Females***. The enemy can use females for all types of tasks when they think searches might be a threat. To counter this, use female searchers. If female searchers are not available, use doctors, aidmen, or male members of the local populace. If male soldiers must search females, take all possible measures to prevent any inference of sexual molestation or assault.

(3) ***Search of Vehicles***. Searching vehicles may require equipment such as detection devices, mirrors, and tools. Specially trained dogs can locate drugs or explosives. A thorough search of a vehicle is a time-consuming process, and leaders must consider the effect on the population. Use of a separate vehicle search area can help avoid unnecessary delays.

(4) ***Search of Built-Up Areas***. These procedures are employed during cordon-and-search operations. When intelligence identifies and locates members of the insurgent infrastructure, an operation is mounted to neutralize them. This operation should be done by police acting on the warrant of a disinterested magistrate and based on probable cause. In the more violent stages of an insurgency, emergency laws and regulations may dispense temporarily with some of these legal protections. Use the least severe method to accomplish the mission adequately. Take care to preserve evidence for future legal action.

c. **Cordon and Search**. The SBCT subordinate commander who receives this mission should divide the built-up area to be searched into zones and assign a search party to each. A search party consists of a security element (to encircle the area, to prevent entrance and exit, and to secure open areas), a search element (to conduct the search), and a reserve element (to assist either element, as required) (Figures 8-2 and 8-3, page 8-32).

(1) ***Establishing the Cordon***. An effective cordon is critical to the success of the search effort. Cordons are designed to prevent the escape of individuals to be searched and to protect the forces conducting the operation. In remote areas, an SBCT battalion that has this mission may very well be able to establish the cordon without being detected. The use of limited visibility aids in the establishment and security of the cordon but makes it difficult to control.

(a) The SBCT must enforce the ROE and should develop plans to handle detained personnel. Infantrymen accompany police and intelligence forces to identify, question, and detain suspects. Infantry may also conduct searches and assist in detaining suspects, under police supervision, but their principal role is to reduce any resistance that may develop and to provide security for the operation. Use of force is kept to a minimum.

(b) Deployment for the search should be rapid, especially if the enemy is still in the area to be searched. Ideally, the entire area should be surrounded at once. Observed fire covers any gaps. The security element surrounds the area while the search element moves into the area.

(c) Members of the security element orient mainly on people evading the search in the populated area. The security element can also cut off any insurgents trying to reinforce others within the area, isolating the search area internally and externally.

(d) Checkpoints and roadblocks are established. Subsurface routes of escape in built-up areas, such as subways and sewers, may also need to be searched and blocked.

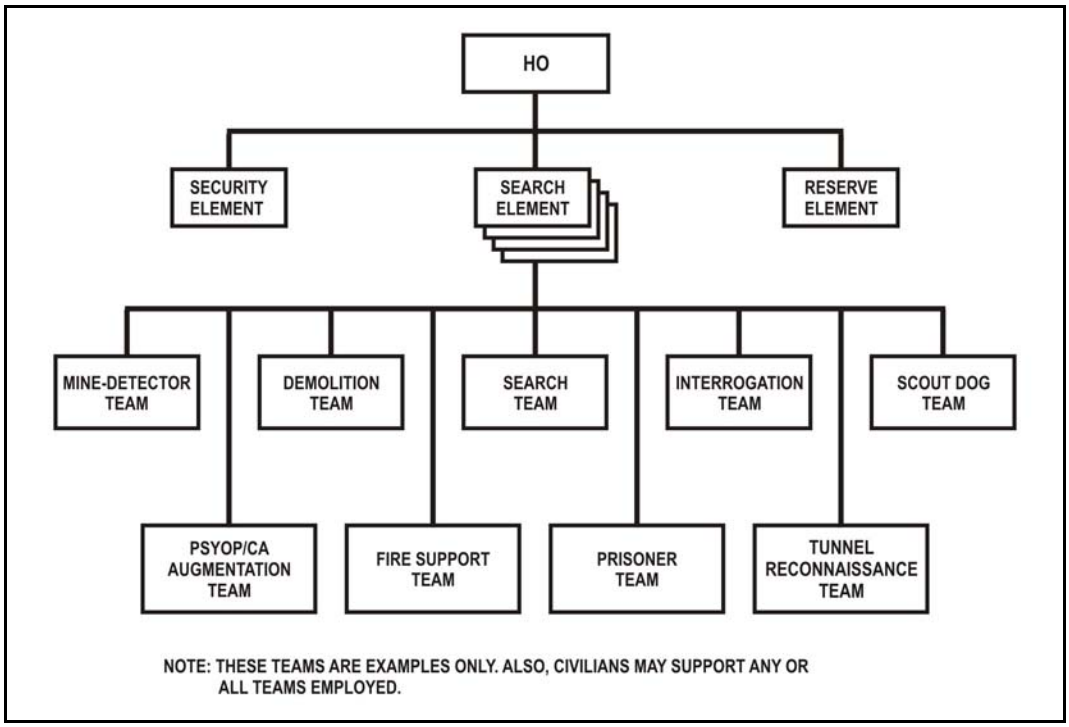


Figure 8-2. Typical organization for search operations.

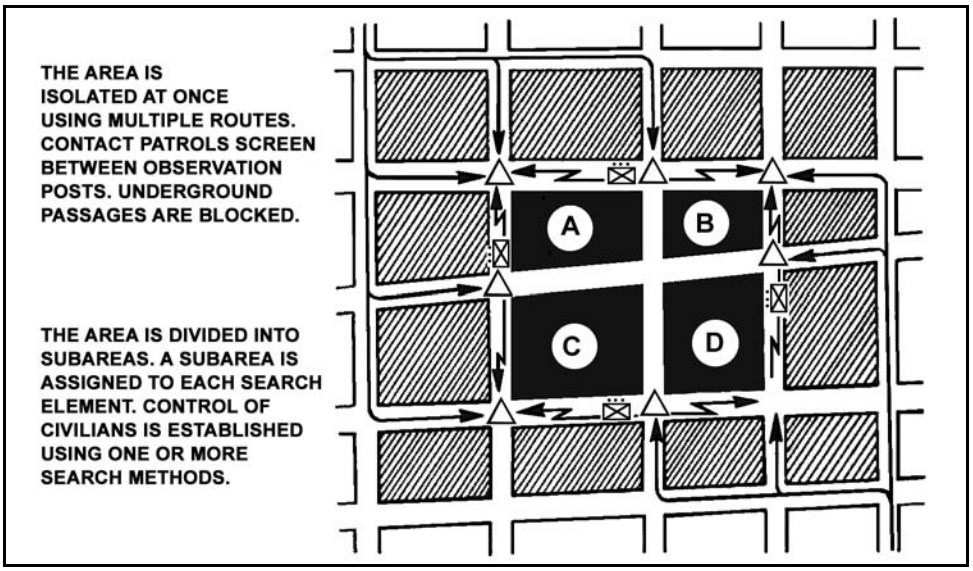


Figure 8-3. Conduct of a search.

(2) ***Conducting the Search***. A search of a built-up area must be conducted with limited inconvenience to the populace. The search should inconvenience the populace enough for them to discourage insurgents and sympathizers from remaining in the locale, but not enough to drive them to collaborate with the enemy as a result of the search. A large-scale search of a built-up area is a combined civil police and military operation. Such a search should be planned in detail and rehearsed while avoiding physical reconnaissance of the area just before the search. Aerial photographs can provide

information needed about the terrain. In larger towns or cities, the local police might have detailed maps showing relative sizes and locations of buildings. As with any Army operation, mission analysis is critical.

d. **Other Considerations.** The reserve element is a mobile force positioned in a nearby area. Its mission is to help the search and security elements if they meet resistance beyond their ability to handle. The reserve element can replace or reinforce either of the two other elements if the need arises.

e. **Aerial Operations**. Units transported in helicopters, armed with self defense weapons, take full advantage of the mobility and agility of these aircraft.

(1) Helicopters may transport combat patrols conducting reconnaissance of an assigned area or route in search of enemy forces. When a patrol locates an enemy force, the patrol may engage it from the air or may land and engage it on the ground. This technique has little value in areas of dense vegetation or when a significant man-portable air defense threat is present.

(2) Helicopter transported mobile combat patrols should be used only when sufficient intelligence is available to justify their use. Even then, ground operations should be used along with such patrols.

f. **Apprehended Insurgents**. Certain principles govern actions taken when insurgents desert or surrender voluntarily and indicate that their attitudes and beliefs have changed, at least in part. In this situation, the following guidelines apply:

(1) Confine them only for screening and processing and keep them separate from prisoners who exhibit no change in attitude.

(2) Supervise them after their release. The supervision need not be stringent and is best accomplished by host nation authorities, if possible.

(3) Relocate them if they are in danger of reprisal from the enemy.

(4) Remember that they expect any promises made to induce their defection or surrender to be met.

(5) Provide special handling to nonindigenous members of the insurgency who are captured.

g. **Captured Insurgents**. Captured insurgents who retain their attitude of opposition are handled IAW the following principles:

(1) These insurgents must be confined for long periods.

(2) Captured insurgents charged with specific crimes are brought to justice immediately. Each is charged with his individual crimes. They are <u>not</u> charged for their participation in the resistance movement because that could make them martyrs and cause other insurgents to increase their activities.

(3) Families of imprisoned insurgents may have no means of support. Provide adequate support through programs of care and reeducation.

8-34. ROADBLOCKS AND OTHER CHECKPOINTS

Controlling transportation is a related aspect of populace and resource control. Individuals and vehicles may be stopped during movement to assist in individual accountability or capture of enemy personnel or to control the trafficking of restricted material. The ability to establish roadblocks and checkpoints is an important aspect of movement control and area denial. (FM 7-10 provides more information about roadblocks and checkpoints.)

a. Roadblocks and checkpoints help prevent traffic in contraband and stop the movement of known or suspected insurgents. The roadblocks should be manned by police or paramilitary forces that stop vehicles and pedestrians and conduct searches as required by conditions. They must take care to maintain legitimacy by not targeting specific groups. Either host country or SBCT combat forces defend these roadblocks and checkpoints from enemy attack. If police strength is insufficient for the number of positions required, the SBCT can operate them. Whenever US Army forces operate roadblocks and checkpoints, host country police or other forces should be present to conduct the actual stop and search. SBCT forces should establish communications with other elements of the site but should also remain in contact with their own chain of command. The same principles of communications and security apply to waterways as to land lines of communication.

b. Establish roadblocks in locations where approaching traffic cannot observe them until it is too late to withdraw and escape. Narrow defiles, tunnels, bridges, sharp curves, and other locations that channel traffic are the preferred sites. Constructed, nonexplosive obstacles slow traffic, restrict it to a single lane, and bring it to a halt. An area off the main road should be used to conduct detailed searches of suspect vehicles and people and to avoid unduly delaying innocent traffic. A small reserve using hasty field fortifications in nearby defended areas should provide immediate support to operating personnel in case of attack. A larger reserve, which serves a number of posts, should be capable of rapid reinforcement (Figure 8-4).

c. US forces should fill the reserve role in combined operations with host nation personnel. The reserve is vulnerable to being set up or ambushed, especially if an enemy has observed rehearsals. The enemy may hit multiple locations simultaneously to test responsiveness or to aid his future planning. Forces should vary locations of roadblocks and routes used.

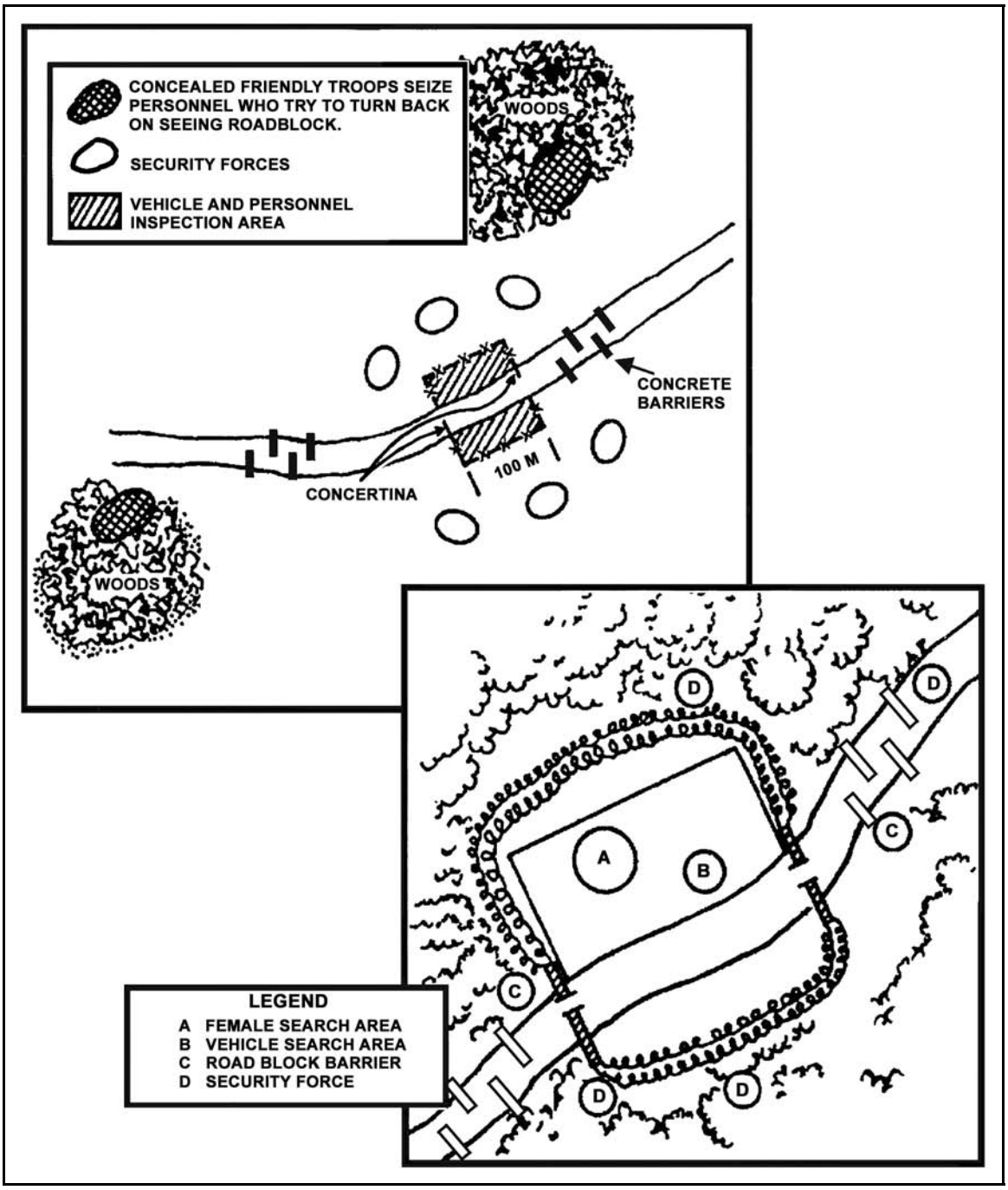


Figure 8-4. Physical layout of roadblock.

CHAPTER 9
SUPPORT OPERATIONS

The overall purpose of support operations is to meet the immediate needs of designated groups for a limited time until civil authorities can accomplish these tasks without assistance. In support operations, Army forces provide essential services, assets, or specialized resources to help civil authorities deal with situations beyond their capabilities. Army forces may provide relief or assistance directly when necessary, but they normally support the overall effort controlled by another agency. In support operations, the adversary is often disease, hunger, or the consequences of disaster. Support operations may complement tactical operations or stability operations, or they may be conducted as separate missions.

The SBCT's infantry battalions can expect to participate in support operations with other units from time to time. The C2 INFOSYS give them a special ability to track friendly and enemy forces and process large amounts of information.

Support operations usually require the SBCT to perform common tactical missions and tasks but also call on them to execute unique missions and tasks. Support operations are distinguished from other types of operations by their purposes, the special constraints they place on commanders, and the adaptive and creative command decisions that must be made in uncertain and constantly changing conditions.

Section I. CHARACTERISTICS OF SUPPORT OPERATIONS

Support operations involve Army forces providing essential supplies, capabilities, and services to help civil authorities deal with situations beyond their control. In most cases, Army forces focus on overcoming conditions created by natural or manmade disasters. Army forces may provide relief or assistance directly, but most often Army activities in support operations involve setting (shaping) conditions that facilitate civil authorities or NGOs in providing required direct support to the affected population.

9-1. TYPES OF SUPPORT OPERATIONS

The types of support operations are domestic support operations (DSOs) and foreign humanitarian assistance (FHA) operations. The US Army conducts DSOs in the US and its territories, using active and reserve components. It conducts FHA operations abroad and under the direction of a combatant commander. Domestic emergencies can require Army forces to respond with multiple capabilities and services. For this reason, Army forces may conduct the four forms of support operations simultaneously during a given operation.

a. **Domestic Support Operations**. DSOs supplement the efforts and resources of state and local governments and NGOs within the United States. During DSOs, the US military always responds in support of a civilian agency. DSOs also include those activities and measures undertaken by DOD to foster mutual assistance and support between it and any civil government agency. These activities and measures may include

planning or preparedness for or in the application of resources in response to the consequences of civil emergencies or attacks, including national security emergencies or major disasters. A presidential declaration of an emergency or disaster area usually precedes a DSO.

(1) The US military provides domestic support primarily in accordance with a DOD directive for military assistance to civil authorities. This directive addresses responses to both natural and manmade disasters and includes military assistance with civil disturbances, counterdrug activities, counterterrorism activities, and law enforcement.

(2) In accordance with the Constitution, civilian government is responsible for preserving public order. The Constitution does allow the use of military forces to protect federal and civilian property and functions. The Posse Comitatus Act restricts the use of the military in federal status and prevents it from executing laws and performing civilian law enforcement functions within the US.

(3) The operational focus of DSOs centers on natural and manmade properties with the goal of helping to protect and restore these properties as requested. Typically, environmental operations are conducted in response to such events as forest and grassland fires, hazardous material releases, floods, and earthquakes.

b. **Foreign Humanitarian Assistance**. US forces conduct FHA operations outside of the borders of the US or its territories to relieve or reduce the results of natural or manmade disasters or other endemic conditions, such as human suffering, disease, or deprivation, that might present a serious threat to life or that can result in great damage to or loss of property.

(1) The US military typically supplements the host-nation authorities in concert with other governmental agencies, NGOs, and unaffiliated individuals. Most FHA operations closely resemble DSOs. The distinction between the two is the legal restrictions applied to US forces inside the US and its territories. Posse Comitatus does not apply to US forces overseas.

(2) Foreign humanitarian assistance operations are limited in scope and duration. They focus exclusively on prompt aid to resolve an immediate crisis. Crises or disasters caused by hostile individuals or factions attacking a government would normally be classified as a stability rather than a support operation. In environments where the situation is vague or hostile, support activities are considered a subset of a larger stability or offensive or defensive operation.

9-2. THE ARMY'S ROLE IN SUPPORT OPERATIONS

The Army is not specifically organized, trained, or equipped for support operations. Instead, its elements and forces, tailored for warfighting, are rapidly adapted to dominate a crisis or disaster situation. In support operations, Army forces apply decisive military capabilities to set the conditions for the supported civil authorities to achieve success. Army forces have a functional chain of command, reliable communications, and well-trained, well-equipped forces that can operate and sustain themselves in an austere environment with organic or attached assets.

a. **Multiple and Overlapping Activities**. In most situations, Army forces involved in support operations, both DSOs and FHA, execute a combination of overlapping activities. Forces must conduct support operations with consistency and impartiality to encourage cooperation from indigenous forces and the population to preserve the

legitimacy of the overall effort. The actions of platoons, squads, or even individual soldiers within the SBCT take place under the scrutiny of many interested groups and can have disproportionate effects on mission success. Therefore, high levels of discipline, training, and a thorough understanding of mission outcome are necessary for effective support operations.

b. **Mission Training**. A sound foundation in combat mission training and in basic military skills and discipline underpins the SBCT's ability to perform support operations missions, but many of the key individual and collective skills differ and must be trained for deliberately. SBCT units use most of their regularly trained movement and security tasks in support operations missions, but they modify those tasks for the special conditions of their mission. SBCT units also train leaders and soldiers for unique tasks necessary to the types of operation that they are assigned.

c. **Operational Environment**. The mission, the terms governing the Army's presence in the AO, the character and attitude of the population, the military and civilian organizations cooperating with the SBCT units, the physical and cultural environments, and a host of other factors combine to make each support operations mission unique. With the exception of specific actions undertaken in counterterrorism operations, support to counterdrug operations, and noncombatant evacuation operations, support missions tend to be decentralized and highly structured. The SBCT's activities consist in large part of directing the operations of its subordinate organizations and supporting units within a sector or AO in accordance with a detailed OPORD.

9-3. FORMS OF SUPPORT OPERATIONS

Support operations may be independent actions, or they may complement offensive, defensive, and stability operations. Most offensive, defensive, and stability operations require some form of support operations before, during, and after execution. Support operations generally fall into four categories:

- Relief operations.
- Support domestic chemical, biological, radiological, nuclealr, and high-yield explosive (CBRNE) consequence management.
- Support to civil law enforcement.
- Community assistance.

a. **Relief Operations**. In general, the actions performed during relief operations are identical in both domestic support operations and foreign humanitarian assistance operations. The actions can be characterized as either humanitarian relief, which focuses on the well being of supported populations, or disaster relief, which focuses on recovery of critical infrastructure after a natural or manmade disaster. Relief operations accomplish one or more of the following:

- Save lives.
- Reduce suffering.
- Recover essential infrastructure.
- Improve quality of life.

(1) ***Disaster Relief***. Disaster relief encompasses those actions taken to restore or recreate the minimum infrastructure to allow effective humanitarian relief and set the conditions for longer-term recovery. This includes establishing and maintaining the minimum safe working conditions plus security measures necessary to protect relief

workers and the affected population from additional harm. Disaster relief may involve repairing or demolishing damaged structures; restoring or building bridges, roads, and airfields; and removing debris from critical routes and relief sites.

(2) ***Humanitarian Relief***. Humanitarian relief focuses on lifesaving measures to alleviate the immediate needs of a population in crisis. Humanitarian relief often includes the provision of medical support, food, water, medicines, clothing, blankets, and shelter, as well as heating or cooking fuel. In some cases, humanitarian relief involves transportation support to move affected people from a disaster area.

b. **Support to Domestic CBRNE Consequence Management.** Military operations assist civil authorities in protecting US territory, population, and infrastructure prior to an attack by supporting domestic preparedness and critical asset protection programs. If an attack occurs, military support responds to the consequences of the attack.

(1) ***Domestic Preparedness***. The Army's role in facilitating domestic preparedness is to strengthen the existing expertise of civil authorities. This is done in two primary areas: response and training. Response is the immediate reaction to an attack. Training includes those actions taken before the attack to prevent it or to lessen the severity.

(2) ***Protection of Critical Assets***. The purpose of this program is to identify critical assets and to assure their integrity, availability, survivability, and capability to support vital DOD missions across the full spectrum of military operations. Critical assets include telecommunications, electric power, gas and oil, banking and finance, transportation, water, and emergency services. An attack on any of these assets may disrupt civilian commerce, government operations, and the military.

(3) ***Response to* CBRNE Incidents**. The initial response to the use of WMD comes primarily from local assets, but sustained Army forces participation may be required soon afterward. The Army's capabilities in this environment are--

- Detection.
- Decontamination and medical care, including assessment.
- Triage treatment.
- Medical evacuation.
- Hospitalization.
- Follow-up on victims of chemical and biological agents.

c. **Support to Civil Law Enforcement**. Support to domestic civil law enforcement generally involves activities related to counterterrorism, counterdrug and civil disturbance operations, or general support. Army support may involve providing resources, training, or direct support. Federal forces remain under the control of their military chain of command at all times while providing the support.

(1) ***Support to Counterterrorism***. Army forces do not conduct domestic counterterrorism, but they may provide support to lead federal agencies during crisis and consequence management of a terrorist incident. They may provide assistance in the areas of transportation, equipment, training, and personnel. When terrorists pose an imminent threat to US territory, its people, or its critical assets, the US military may conduct support operations to counter these threats, using ground, air, space, special operations, or maritime forces. The Federal Bureau of Investigation (FBI) is responsible for crisis management in the US.

(2) ***Support to Counterdrug Operations***. Army support to domestic counterdrug operations is very limited and usually only in a support role.

(3) ***Civil Disturbance Operations***. The Army assists civil authorities in restoring law and order when local and state law enforcement agencies, including the National Guard (NG), are unable to resolve a civil disturbance. The Army provides the minimum force necessary to restore order to the point where civilian authorities no longer require military assistance.

(4) ***General Support***. The Army may also provide training, share information, and provide equipment and facilities to federal, state, and local civilian law enforcement agencies.

d. **Community Assistance**. Community assistance is a broad range of activities designed to strengthen the relationship between the Army and the American people. These projects should exercise individual soldier skills, encourage teamwork, challenge leader planning and coordination skills, and result in accomplishments that are measurable. Example activities include youth physical fitness programs, medical readiness programs, and antidrug programs.

Section II. PLANNING CONSIDERATIONS

The planning, preparing for, executing, and assessing support operations is fundamentally similar to planning offensive, defensive, and stability operations. However, while each support operation is unique, four broad considerations can help the SBCT develop mission-specific concepts and schemes for executing support operations.

9-4. CONSIDERATIONS FOR SUPPORT OPERATIONS

Whether they confront the complications of floods, storms, earthquakes, riots, disease, or other humanitarian crises, the SBCT combines the usual strengths of the mounted and dismounted forces. Although it has limited numbers of medical and engineer elements, the SBCT brings to the operation its outstanding abilities to organize and supervise operations, collect and distribute information, and focus the efforts of its disciplined and motivated soldiers. The following four broad imperatives help SBCT forces plan and execute support operations:

- Provide essential support to the largest number of people.
- Coordinate the actions of other agencies.
- Establish measures of success.
- Transfer responsibility to civilian agencies as soon as possible.

a. **Provide Essential Support to the Largest Number of People**. SBCT commanders must allocate finite resources to achieve the greatest good. Additionally, commanders require an accurate assessment of what needs to be done to employ military power effectively. In some cases, the SBCT can accomplish this task using warfighting reconnaissance capabilities and techniques. Commanders determine how and where to apply limited assets to benefit the most people in the most efficient way. They usually focus initial efforts on restoring vital services, which include food and water distribution, medical aid, power generation, search and rescue, and firefighting.

b. **Coordinate Actions with Other Agencies**. Domestic support operations are typically joint and interagency, and foreign humanitarian operations are usually multinational as well. Unity of effort between the military and local authorities requires constant communication to ensure that tasks are conducted in the most efficient and effective way and resources are used wisely.

c. **Establish Measures of Effectiveness**. A critical aspect of mission handover is to have objective standards for measuring progress. These measures of effectiveness determine the degree to which an operation is accomplishing its established objectives. For example, a measure of effectiveness might be the number of deaths caused by starvation. This is an indicator that food convoys are not reaching the designated areas. These measures are situation dependent and must be adjusted as the situation changes and as guidance from higher is developed.

d. **Transfer Responsibility to Civilian Agencies As Soon As Possible**. Support operations planning must always include the follow-on actions of the civilian agencies and the host nation to restore conditions to normal. The following considerations determine handover feasibility:

- Condition of supported population and governments.
- Competing mission requirements.
- Specified and implied commitment levels of time, resources, and forces.
- Maturity of the support effort.

9-5. PLANNING PROCESS

The SBCT staff uses the MDMP as outlined in Chapter 2, Battle Command, to plan for support operations.

a. **Special Considerations**. The SBCT planning staff must understand the following special considerations:

- Specialized support operations terminology in the mission and tasks assigned to the SBCT for purposes of mission analysis and course of action development.
- Command relationships, especially in multinational operations and in support to US civil authorities.
- Presence of, activities of, and the SBCT's relationship to, NGOs in the AO.
- The political, economic, military, and environmental situation in the AO.
- Local customs, cultures, religions, ethnic groups, tribes, and factions.
- Force protection measures.
- ROE, ROI, and other restrictions on operations.
- Terrain, weather, infrastructure, and unique conditions in the AO and the nature of the operation.
- Security operations.
- Availability or need for specialized units such as PAO, CA, PSYOP, chemical defense, engineers, MPs, and others.

b. **Attached Elements**. SBCTs involved in support operations are normally reinforced with engineers and may also have MPs, additional medics, CA, PA, and PSYOP teams attached or OPCON. Since these units are not commonly part of an SBCT in combat operations, the commanders and staffs should learn the organizations, capabilities, limitations, and specific missions of attached organizations before employing them. In some cases, protecting those elements imposes additional loads on the maneuver units. Additionally, if attached units do not possess the complete C2 INFOSYS, they need liaison teams or instrumented units of the SBCT to accompany them.

c. **Military Decision-Making Process**. The SBCT staff uses the MDMP (Chapter 2, Battle Command). The net effect of digitization in the SBCT is the increase in its abilities to receive and distribute information, to develop plans more quickly, and to execute and modify operations more effectively than their analog counterparts. The C2 INFOSYS--tracking supplies for humanitarian operations and recording area damage or contamination from storms or accidents--also give the SBCT advantages.

d. **Digital System**. The SBCT's C2 INFOSYS facilitate tracking and supervising support operations by giving its subordinate commanders timely intelligence and highly accurate information about their dispositions. The reduced time required for force tracking and status reporting gives the SBCT commanders and staffs better situational understanding and time to anticipate future events.

9-6. COMMAND AND CONTROL

Standard command and staff doctrine applies to support operations command and control. Orders, estimates, planning guidance, rehearsals, and backbriefs are all useful in directing support operations. The need for mutual understanding between all members of the SBCT command group is as great in support operations as in combat operations.

a. **Cooperation**. As in other cases, cooperation with foreign headquarters, other services, or other agencies imposes special requirements for training, coordination, and liaison. Multiservice and multinational operations in which the SBCT controls troops of other services or nations or is subordinate to another nation's or service's command call for special attention to command relationships and limitations on the SBCT commander’s prerogatives.

b. **Command and Control**. The SBCT’s command and control systems yield significant advantages in planning and conducting support operations. Operation of these systems depends on the communications architecture of the SBCT or of another higher level of command. Use of nontactical or other nonstandard communications is likely in a multinational operation or in support to civil authorities in the US. If this is the case, the commanders and staff leaders need training in operating these tools. In the early and concluding stages of an operation, the C2 structure may permit only limited use of the C2 INFOSYS. The SBCT’s plan for command and control must take that into account and provide for alternate means of communication or full reliance on tactical systems. Digital connectivity to higher echelon’s information support structure multiplies the effectiveness of the SBCT and must be established as soon as possible.

c. **Liaison Teams**. Digitally equipped liaison teams are extremely useful in providing the COP for analog units attached to the SBCT. The SBCT must staff authorized liaison teams and or identify the need for additional teams as early as possible.

9-7. MANEUVER

The SBCT and its subordinate units may be accustomed to operating with minimal control measures in their tactical training. In support operations, where area responsibilities, movements, and control of terrain are sensitive and hazards are sometimes widely scattered, the SBCT needs detailed information on its AO and commonly uses detailed control measures. SBCT leadership must clearly delineate and ensure soldiers throughout the SBCT understand routes, installations, hazards, geographical responsibilities of units, boundaries, and other control measures. Leaders

must also clearly communicate special control measures, such as curfews, restrictions on movements, and prohibition of weapons, to all concerned.

a. **Dispersed Operations**. Typically, support operations missions call for dispersed operations. The MCS and FBCB2 systems within the C2 INFOSYS provide timely and accurate force tracking, facilitate reporting, and enhance overall situational understanding. In sensitive movements such as transport of hazardous materials or escorting disaster victims through dangerous areas, tracking provides immediate information on progress. It frees leaders from most routine reporting and permits them to concentrate on more sensitive aspects of their mission. Faster movement of information concerning maneuver also facilitates faster reaction to threats and allows forces in motion to be routed around new hazards more responsively than is possible in an analog force.

b. **Shared Database**. If the SBCT is augmented with special purpose units or with substitute mission vehicles, digital force tracking will be affected. Shared databases must be updated to include additional elements, including the addition of Internet protocol addresses.

9-8. INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE

Intelligence collection and distribution systems facilitate support operations in the same general way they support other operations. The S2 uses the SBCT's organic ISR collection assets to gather critical information on enemy or criminal forces and on the AO, according to the PIR. The S2 then distributes intelligence to the SBCT as information is analyzed. The ASAS-RWS is an important means of maintaining a current view of the situation. In support operations conducted where combat is not taking place, there may be no enemy force present. The SBCT never conducts intelligence operations in operations in the US. Some multinational and most UN intelligence operations are also proscribed or severely limited. In some of those cases, intelligence operations may be replaced with neutral, self-defensive information collection operations.

9-9. INFORMATION GATHERING

A coordinated ISR effort is as critical to the SBCT's success in support operations as it is during combat operations. Information gathering is a constant process that is guided by the CCIR and is normally embodied in an information collection plan and a reconnaissance and surveillance order. The SBCT commander may employ the cavalry squadron (RSTA), other ISR assets, engineers, and liaison teams to answer his ISR requirements. Every soldier and unit in the SBCT has some responsibility for observing and reporting. Therefore, the PIR must be known throughout the SBCT and revised as often as necessary to assure that soldiers know what information is of greatest importance.

a. **Collection Assets**. The cavalry squadron (RSTA) and other ISR assets support answering the PIR.

b. **Human Intelligence**. Human intelligence is of special importance in support operations. In many cases, additional HUMINT specialists may augment the SBCT.

9-10. FIRES AND EFFECTS

The SBCT never uses fire support in support operations. However, basic fire planning considerations for targeting remain valid for integrating nonlethal effects.

a. Fires and effects plans in support operations are integrated into tactical or force protection operations as the situation warrants. Accuracy and timeliness assume greater than normal importance in actions of support operations because of the importance of safeguarding the population and preventing collateral damage. AFATDS still gives the commander and the fires and effects coordination cell exceptionally clear and timely information. Fires and effects planners in the FECC must make special provisions for integrating information operations.

b. Information operations shape the perceptions of friendly, neutral, and hostile forces. The force commander employs PSYOP, CA, PA, and OPSEC as part of his information operations. The SBCT commander supports the higher commander's IO, carrying out tasks assigned to him and acting independently within the higher commander's intent and the constraints of his own resources. Because support operations are complex, usually decentralized, and often critical to the force's perceived legitimacy, continuity and consistency in IO are extremely important. The SBCT must present its position clearly to assure that the interested public, both in the US and in the AO, understands it. The SBCT commander must be aware of theater positions and interests and of the effects of events on the perceptions of his troops, his opponents, and the population in general. He must understand the positions of and information environment created by--

- Neutral parties.
- Warring or formerly warring factions.
- The population and its major segments.
- Other agencies working in the AO.
- Media.
- Information gathered by elements of the SBCT .

NOTE: In support operations conducted in the US, information operations do not include PSYOP. In support operations in the US, they consist of PA and any necessary OPSEC.

9-11. MOBILITY, COUNTERMOBILITY, AND SURVIVABILITY

Mobility and survivability generally constitute major activities in support operations missions, especially at their outset. Force protection may make large initial demands on both combat and construction engineers and military police during FHA missions. Mobility for the force and the population is also an early issue in many support operations as roads and bridges require repair, rubble clearing, and hazardous area marking or clearing. SBCT units can expect heavy commitments to securing engineer operations in the early stages of operations where enemy interference is possible. Support to NBC and high-yield explosive incidents, response to civil disturbance, or protection of critical assets may require countermobility efforts to deny access to specified areas. Such operations may require extensive commitment of engineers. Troop and military police units may be committed to security operations while engineer elements complete their tasks. Even in mature support operations, engineer operations typically remain very active.

9-12. AIR DEFENSE

SBCTs integrate air defense (AD) plans in support operations into tactical or force protection operations as the situation warrants. The SBCT participating in support operations must optimize passive defense and must nominate vulnerable sites in their AOs for AD artillery protection where threats exist.

9-13. LOGISTICS

Combat service support for support operations usually requires substantial tailoring to adapt to unique mission requirements. Moreover, logistical requirements vary considerably between types of support operations. Support operations commonly take place in areas where local resources and infrastructure are scarce, damaged, or fully devoted to the civilian population.

a. **CSSCS**. The digitized division's combat service support computer system (CSSCS) uses automation and related standard army management information systems (STAMIS) as well as other advanced technologies to reduce the size of its support structure. The SBCT's organic BSB is more complex than its predecessors, and the logisticians' ability to maintain visibility of their assets and to direct supplies and services directly to users has been improved.

b. **CSS Challenges**. The primary CSS challenges of support operations are to anticipate needs and to integrate analog units and sources into the support operation. Informational needs include--

- Resources available in-theater.
- Status of critical supply items and repair jobs.
- Nature and condition of the infrastructure.
- Capabilities of general support CSS units.
- Mission tasks.
- Overall material readiness of the SBCT.

c. **Contracting**. In some cases, contracting can augment organic CSS. SBCTs may encounter contractor-provided services and supply operations in support operations environments. The SBCT S4 and commander must understand the terms and limitations of contractor support.

d. **Liaison with Civil Authorities**. Close coordination with civil authorities and nonstandard supporting relationships demand the use of digitized liaison teams to assure their greatest usefulness. They can also demand the creation of additional liaison teams that may have to operate without the C2 INFOSYS.

9-14. OTHER PLANNING CONSIDERATIONS

Additional considerations include the following:

a. **Force Protection**. Force protection requires special consideration in support operations because threats may be different and because, in some cases, enemy or criminal forces may seek to kill, wound, or capture US soldiers for political purposes. SBCT leaders must identify threats to their units, make soldiers aware of the dangers, and create safeguards to protect them. Terrorist and guerrilla operations are of special concern. Commanders must also consider environmental threats such as diseases and climatic hazards; special dangers such as chemical contamination, unexploded ordnance, and weakened bridges and buildings; and criminal violence.

b. **Force Guidelines, Rules of Engagement, and Rules of Interaction**. Limitations on action from orders, ROE, and ROI are the norm in support operations. Broad limitations may consist of restrictions on mounted patrolling at particular times and in specified areas, prohibitions on crossing political boundaries, and requirements to refrain from apprehending or limiting the movement of designated groups or individuals. They may originate in law, treaty, or settlement terms and in commanders' guidance. While ROE vary considerably among situations, they always allow soldiers to protect themselves from deadly threats.

c. **Legal Restrictions**. Legal restrictions apply to all Army operations including support operations. Legal restrictions relevant to support operations missions may include the Law of Land Warfare, the Uniform Code of Military Justice (UCMJ), treaty agreements, and federal, state, and foreign law. The brigade and higher SJAs play important roles in planning and conducting these missions. In some cases, the SJAs provide DS to the SBCT units in the form of legal officers or enlisted legal assistants.

d. **Media Interest**. Media interest in support operations is normally high. Casualties and damage attract immediate attention and can affect the public's perception of the success and discipline of the force. The SBCT's soldiers and leaders must be sensitive to civilian concerns, media interests, and the way political positions of factions in the AO affect their actions.

e. **Situational Understanding**. Situational understanding allows the SBCT commander to anticipate developments and act to prevent incidents, to protect his soldiers or the population, or to forestall greater loss or damage. To a greater extent than its analog counterparts, the SBCT has direct access to information from higher echelon sources. The SBCT can also distribute critical information with greater speed in greater detail to its units. Maintaining SU requires careful analysis of the SBCT's information needs and a mission-specific IPB supported by a collection plan that fully utilizes all of the SBCT's organic and supporting assets.

Section III. PATTERN OF OPERATIONS

While support operations vary greatly in every mission, the SBCT can expect events to follow a broad pattern of response, recovery, and restoration.

9-15. RESPONSE

As part of a response, the SBCT's subordinate units will enter the affected area, normally under brigade control, and make contact with other relief organizations. Planning for the operation, staging command posts into the area, establishing security, deploying the SBCT's subordinate units, and initiating contacts with supported activities and other parts of the relief force occur during this phase of operations. SBCT soldiers are usually among the first relief forces to arrive. Its command and control structure gives the SBCT robust early ability to communicate and coordinate. Further, its ability to reconnoiter and gather information makes the SBCT useful in the initial efforts by authorities to establish understanding and control of the area and to oversee critical actions. Typical requirements of the response period are--

- Search and rescue.
- High volume emergency medical treatment.
- Hazard identification.

- Initiation of information operations.
- Food and water distribution.
- Collection of displaced people in temporary shelter.
- Support to law enforcement agencies.
- Repair of power generation and distribution systems.
- Clearance and repair of roads, railways, and canals.
- Firefighting, NBC and hazardous industrial waste decontamination, and flood control.

9-16. RECOVERY

Once the SBCT support operation is underway, recovery begins. With initial emergencies resolved and a working relationship between all parties in place, there should be steady progress in relieving the situation throughout this phase of operations. The SBCT is fully deployed in an AO or in an assigned task. Its work includes coordination with its higher headquarters, supported groups, and other relief forces and daily allocation of its own assets to recovery tasks. The SBCT task organization is likely to change periodically as the need for particular services and support changes. Security, maintenance, effective employment of resources, and soldier support all need continuing attention. Medical officers should review and assist the commander in counteracting the psychological effects of disaster relief work and exposure to human suffering on the SBCT's soldiers throughout the operation. Typical tasks include--

- Continuing and modifying information operations.
- Resettling people from emergency shelters to their homes.
- Repairing infrastructure.
- Contracting to provide appropriate support (when feasible).
- Restoring power, water, communication, and sanitation services.
- Removing debris.
- Investigating crimes and supporting law enforcement agencies.
- Transferring authority and responsibility to civil authorities.
- Planning for redeployment.

9-17. RESTORATION

Restoration is the return of normality to the area. As civil authorities assume full control of remaining emergency operations and normal services, the SBCT transfers those responsibilities to replacement agencies and begins redeployment from the area. During restoration, the SBCT commander should consider issues such as--

- Transfer of authority to civil agencies.
- Transition of command and control for agencies and units that remain in the area.
- Movement plans that support redeployment and continued recovery in the area.
- Staging of command and control out of the area.
- Accountability of property or transfer of property to the community, if authorized.
- Force protection during movement.

Section IV. SEQUENCE OF OPERATIONS

Generally, support operations follow this sequence:

- Movement into the AO.
- Establishment of a base of operations.
- Maintenance of stability or support.
- Terminating operations.

In every part of the sequence there are special considerations for digitized units initiating an operation or replacing another unit that has performed the mission before them.

9-18. MOVEMENT INTO THE AREA OF OPERATIONS

Command and control considerations normally include using advance parties or liaison teams, establishing command posts, and sequencing the arrival of key leaders. SBCT commanders must prepare a complete plan for establishing control of the AO that includes a concept for phased installation of C2 infrastructure. Transfer of authority from the unit in place to the arriving SBCT's subordinate units and methodical, accountable handover of the AO is also of primary interest. Detailed rehearsals and mock drills held in preparation for this task are a regular part of preparatory training. The CCIR should guide staff specialists as they build databases and map displays to support the operation. The PIR should determine the order in which critical information (for example, enemy dispositions, locations of hazards, and communities in greatest need of support) is assembled and distributed.

9-19. ESTABLISHING THE BASE OF OPERATIONS

Security, support, and continuous operations are the primary considerations during the establishment of an SBCT base of operations. The SBCT must maintain security continuously and may spend its first days of operation exclusively in securing its bases.

a. **Occupation**. During the response phase, the SBCT moves in accordance with the controlling headquarters' order, employing advance parties and quartering parties as necessary. The SBCT may initially move to its assembly area in the affected area, or it may begin to occupy its AO directly from the march. Establishing communications across the AO, refueling vehicles and recovering any inoperable equipment, establishing logistical facilities and medical aid stations, and reconnoitering the area are all early priorities for the brigade. The SBCT must complete these preliminary tasks as quickly as possible in order to assume the mission promptly. In some cases, the SBCT may defer operations until it completes these tasks. For instance, a medical unit obviously cannot receive patients until its basic set-up is completed.

b. **Focus**. The SBCT commander, the principal staff officers, and the subordinate commanders vigorously engage in making personal contact with supported groups, partners in the operation, and community representatives early in the response phase. Executive officers and staff assistants are, therefore, responsible for much of the internal activity of the SBCT during response.

c. **Security**. Security of the SBCT is important during all phases of the operation but especially during arrival and organization. In addition to direct threats to the soldiers, the commander must also understand and provide for normal environmental hazards and special conditions caused by the emergency itself such as disease, chemical residue, mines, and damaged infrastructure.

d. **24-Hour Operation**. Organizing the command post for 24-hour operation in nontactical support operations also requires early attention. A detailed SOP, complete operations maps, and special provisions for communications, inspections, reporting and adjusting security levels are necessities. Establishing a high standard for operations from the outset is key both because of the general sensitivity of support operations and because of the special vulnerabilities of the SBCT in its first days of the mission.

e. **Equipment Substitution**. In some cases, high-mobility, multi-purpose wheeled vehicles (HMMWVs) or other light wheeled equipment replace some of the SBCT's heavier equipment to facilitate movement, limit damage to infrastructure, or present a less threatening appearance. In the case of such substitution, driver and maintenance training is necessary well before the SBCT subordinate units assume their mission. The SBCT may have to modify CSS to support the new vehicles. If the SBCT replaces an analog unit, it may have to modify base camp layouts or even reduce the number of operating bases.

9-20. MAINTENANCE OF SUPPORT

Steady-state mission performance differs in each operation. Support operations have a varied duration and characteristically orient on relieving crisis in an area or population.

a. **Protect the Force**. Force protection remains a priority throughout support operations, and threats are constantly reassessed. The SBCT's units must maintain consistency in dealing with the population and in enforcing policy over time. Likewise, the SBCT commander must ensure maintenance of troop information and discipline throughout the operation. The SBCT should also perform an internal review, an after action review (AAR), and seek outside inspection of critical functions to assure that its standards of security and performance remain high throughout the course of the mission. Involving soldiers in AARs and circulating lessons learned throughout the SBCT helps to prevent complacency, boredom, and lapses in security.

b. **Readiness**. During some support operations, the SBCT must retain its readiness to transition to conventional operations. It must maintain and rehearse reaction forces and provisions for increased levels of security in base camps, at observation posts, and in patrols to assure readiness. Commanders should review their operations continually to detect patterns, vulnerabilities, or complacency that an opponent might exploit.

9-21. TERMINATING OPERATIONS

Support operations end in different ways. Crises may be resolved, or a continuing support operation may be handed over to a replacement unit, a multinational force, a police force, or civil authorities. Missions of short duration or narrow scope (such as support to civil authorities) may end with the completion of the assigned task.

a. **With Transfer of Control**. Transferring control of an AO or an operation to a follow-on force requires detailed coordination to assure that all relevant information passes to the incoming commander or the other authority assuming responsibility. This procedure entails transfer of databases, maps, inventories, records, and equipment. In cases where the SBCT uses unique files and systems, staff leaders and commanders may have to go through extensive coordination to assure that their successors possess and understand all critical information. If the replacement unit uses analog C2 systems, this process is more complicated.

b. **Without Transfer of Control**. If the SBCT leaves the AO without replacement, it must plan for an orderly, secure departure that protects the force throughout the operation and sustains sufficient C2 infrastructure in the AO until withdrawal is complete. In redeployment, force protection and accountability for soldiers, systems, and materiel are always of concern. The C2 INFOSYS will greatly assist the commander in following the movements of his unit throughout its withdrawal.

9-22. TRANSITION TO COMBAT

In some support operations (typically those that take place in an active combat theater), the SBCT command must remain prepared to defend itself or to attack forces that threaten the command. This applies differently in each operation. It may mean maintaining a reserve or a quick reaction force within the SBCT's subordinate units. It may even compel the SBCT to disperse its forces in ways that allow immediate transition from support operations to combat. Additionally, the SBCT must address the considerations of transitioning to less restrictive ROE.

a. **Mission Focus**. Because of their size and resources, each SBCT subordinate unit should be assigned a single mission. If they are performing support operations tasks, they are normally capable of only self-defense and very limited offensive actions. To improve their ability to transition to combat, the SBCT commander may designate a reserve, position a unit to defend or secure the AO, or discontinue most support operations tasks and position all his units in a tactical assembly area (TAA), ready to respond to anticipated enemy action.

b. **Reaction Time**. States of increased alert or readiness can reduce reaction time for a transition from support operations to combat. Contingency plans covering the most likely combat actions are necessary in preparing for this transition. Rehearsals assure better reaction and deter enemies from overt action.

c. **Readiness Preservation**. Passive measures that preserve readiness include dispersion of forces, operation of the early warning systems, and force protection measures affecting arming and moving of troops. Active measures include positioning of field artillery, air defense artillery, engineer, tank, and infantry units during support operations, along with the preparation of contingency plans and plans.

d. **Maintenance of Combat Observation Posts**. The SBCT has the digital capability to maintain an updated COP; distribution information, orders, and graphics; coordination of fires, aviation, and close air support; directing CSS precisely; and gaining additional information to effectively and rapidly transition from support operations to combat. By maintaining current contingency plans, alert staffs and commanders, and well-trained and informed soldiers, the SBCT units can meet combat challenges on short notice.

Section V. TRAINING CONSIDERATIONS

The SBCT must conduct support operations with consistency and impartiality to encourage cooperation from indigenous forces and the population and to preserve the legitimacy of the overall effort. The actions of battalions, squadron, companies, platoons, squads, or even individual soldiers take place under the scrutiny of many interested groups and can have disproportionate effects on mission success. Therefore, high levels

of discipline and training and a thorough understanding of mission outcome are necessary for effective support operations.

9-23. TRAINING FOR SUPPORT OPERATIONS

A sound foundation in combat mission training and in basic military skills and discipline underpins the SBCT's ability to perform support operations missions. However, many of the key individual and collective skills differ and must be trained for deliberately. Subordinate units use most of their regularly trained movement and security tasks in support operations missions, but they modify these tasks for the special conditions of their mission. They also train leaders and soldiers for unique tasks necessary for a certain type of operation.

a. **Mission Essential Task List**. Support operations tasks are not usually included in an SBCT's mission essential task list (METL) unless the SBCT has been specifically assigned a support operations mission or such training is approved or directed by the appropriate corps or major Army command (MACOM) commander. Therefore, training for support operations begins with the perception or assignment of a mission. Notification for support operations employment normally requires rapid reaction to an emergency but sometimes may allow for deliberate preparation.

b. **Deliberate Preparation**. In the case of deliberate preparation, a commander can anticipate a minimum of one to two weeks of mission training. This training may include a structured mission rehearsal exercise and in-country orientation and leader reconnaissance of the AO. Classes on the AO and the mission, training in the ROE or ROI, special equipment employment, and familiarization with the other organizations present in the area may be part of this training. Review of Army lessons learned and preparation of families and the rear detachment also accompany this training.

c. **Immediate Response**. When less time is available (usually in an emergency), the SBCT commander may have to respond immediately to mission requirements. In cases such as Hurricane Andrew and the Rwandan relief mission, commanders relied on the general military skills and discipline of their troops and trained to the task as time allowed. Conditions vary from case to case in this kind of reaction, but commanders can generally draw on Army lessons learned, general purpose techniques and procedures, and maps prepared for training and intelligence from the projected AO to identify the most critical training requirements. The brigade must address these in order of priority as time allows. Subordinate leaders can teach soldier skills and individual readiness training during deployment. Every operation differs in its details. Techniques that are effective in one theater are not necessarily effective elsewhere. Situational factors from cultural practices to geography, and from coalition make-up to ROE, represent substantial differences that training programs must take into account.

d. **Support Operations Task Organizations**. Many support operations modify headquarters and unit organizations. New staff positions may be incorporated into the SBCT staff sections or cells, or into its subordinate units' staff sections (CA, PSYOP, and PA are common); unfamiliar organizations may be added to the task organization and units may be re-equipped and partially reorganized to meet mission requirements or to conform to mission requirements. In such cases, conducting staff drills, training augmentees on the C2 INFOSYS, learning to operate new equipment, and practicing operations in new unit configurations all must figure into the brigade training plans.

e. **Basic Soldier Skills**. Basic soldier skills are common to all operations and are as important in support operations as elsewhere. Soldiers employed in support operations should be trained in--

- Individual and crew-served weapons.
- Special tools, equipment, and weapons.
- Mounted and dismounted land navigation.
- Observation and reporting procedures.
- First aid.
- Customs and basic language phrases.
- ROE.
- ROI.
- Safety.
- Counterterrorist actions.
- Mine and booby-trap identification.
- Vehicle, aircraft, weapon, uniform, and insignia identification.
- Applicable C2 INFOSYS skills.
- Detainee handling.
- Digital radiotelephone operator (RATELO) procedures.

f. **Additional Requirements**. Almost all support operations missions also demand additional requirements. Some of these are--

- Orienting leaders and soldiers to the mission.
- Familiarizing troops with the area and cultures.
- Adapting standard tactical practices to the conditions of the mission.
- Adapting combat support and CSS operations to the limits of the mission.
- Understanding and applying ROE.
- Understanding and applying ROI.
- Providing for force protection.
- Conducting effective media relations.
- Collecting information.

9-24. SPECIFIC TRAINING FOR DSO OR FHA MISSIONS

Training for support operations centers on assisting distressed populations and on responding to emergencies. Training for DSO and FHA operations routinely requires cooperation with civil authorities and normally involves operating under special legal restrictions. DSO and FHA training may address--

- Orienting troops and leaders on legal restrictions and requirements.
- Preparing troops and leaders for hazards in the AO.
- Protecting humanitarian relief efforts.
- Organizing and conducting convoys with civilians and civilian vehicles.
- Supporting CA and PA operations.
- Organizing and securing relief centers.
- Assisting in logistical support and construction engineer operations.

- Supporting the coordination of nonmilitary organizations.
- Familiarizing troops with mission-specific tasks such as fire fighting, flood control, hazardous material clean up, riot control, protecting endangered groups or individuals, assistance to civilian law enforcement officials, and resettlement actions.

CHAPTER 10
COMBAT SUPPORT

The ability to apply superior combat power at decisive times and places determines the outcome of battles. The maneuver commander uses all available combat and combat support assets to enhance the capabilities of his maneuver units. He also uses these assets to apply weight to the main effort. Knowing the capabilities of the available assets, assigning them appropriate missions, and synchronizing their operations are essential to the application of superior combat power. Task organized resources must be an integral and active part of the plan, not an afterthought. Representatives from the associated combat and CS units must be involved from the very onset in the planning sequence. The commander must clearly articulate what he wants done to the enemy for the additional combat and CS elements to prepare employment recommendations.

Section I. FIRES AND EFFECTS

The fires and effects system coordinates and provides full spectrum fires and effects in time, space, and purpose in support of the Stryker brigade combat team. It integrates and synchronizes fires and effects to delay, disrupt, or destroy enemy forces, systems, and facilities. The system includes the collective and coordinated use of target acquisition data, indirect-fire weapons, fixed-wing aircraft, EW, and other lethal and non-lethal means to attack targets. This support enables the SBCT to conduct decisive operations during a major theater war, a small-scale contingency, a stability operation, or a support operation. When effectively integrated with maneuver, fire support (FS) assets are tremendous combat multipliers. However, the focus of fires is sometimes lost amid the confusion of battle, thus reducing the brigade's effectiveness. The brigade staff, in conjunction with the ECOORD and DECOORD, must maintain this focus of fires for the brigade. Throughout operations, fires must be continually directed and concentrated on the essential tasks assigned by the brigade commander. Effects-based fires focus on the accomplishment of essential fires and effects tasks. These tasks determine the critical places on the battlefield where the commander wants to influence the battle with focused fires and effects.

10-1. MISSION AND CAPABILITIES

The effects system acquires targets, delivers fires, and coordinates full-spectrum fires and effects to support the combined arms operation enabling the SBCT to shape the battlespace, protect the force, and set the conditions for decisive operations. In doing so, the fires and effects system must capitalize on the capabilities of digitized command, control, communication, computers, intelligence, surveillance, and reconnaissance (the brigade's command and control infrastructure), thus exploiting the marked advantage provided by information superiority.

a. Throughout any operation, fires and effects must be continually directed and concentrated on the essential tasks assigned by the SBCT commander. The primary

technique used to maintain a strong focus of fires is the EFET methodology (Figure 10-1).

b. The SBCT employs effects-based fires to set the conditions for its operations. Effects-based fires apply a desired effect to achieve a specified purpose (shaping, protective, decisive) in time and space. This approach develops EFET to focus full spectrum effects against a high-payoff target within the battlespace to achieve a desired effect and purpose. An EFET is an application of fires and effects required to support a combined arms course of action. Failure to achieve an EFET may require the SBCT commander to alter his tactical plan. A complete EFET consists of a task (effect), purpose, method, and assessment.

(1) The *task* is the effect (what) desired to apply against the target (for example, suppress and obscure the southern motorized rifle company).

(2) The *purpose* (why) is the combined arms outcome desired as a result of applying the effect (for example, enable the breach force to reduce the obstacle and establish far side security).

(3) The *method* (how) consists of acquisition and or tracking, delivery of effects (lethal and or nonlethal) and restrictions.

(4) *Assessment* determines if the desired effect was created and the purpose achieved. Achievement of the purpose equals end state for the EFET.

c. In order for the ECOORD to meet the challenges of achieving the brigade's EFETs, he must ensure that full-spectrum effects are produced through the integrated and synchronized application of lethal and nonlethal capabilities. To assist him in doing this, the ECCOORD employs the fires and effect coordination process. This method continues the process of planning, integrating, and orchestrating full-spectrum fires and effects in support of the combined arms operation to achieve the commander's desired end state. The process includes the management of delivery assets and sensors and direct coordination with the combined arms commander. The application of fires and effects must be fully nested within the SBCT's concept of operation. During execution of the SBCT's tactical plan, digitized C2 INFOSYS are essential to provide responsive and precise effects. C2 INFOSYS serve as a cornerstone of effects-based fires because it has capability to integrate digital enemy locations with the digital call for fire to produce effective rounds on the enemy in the shortest amount of time possible.

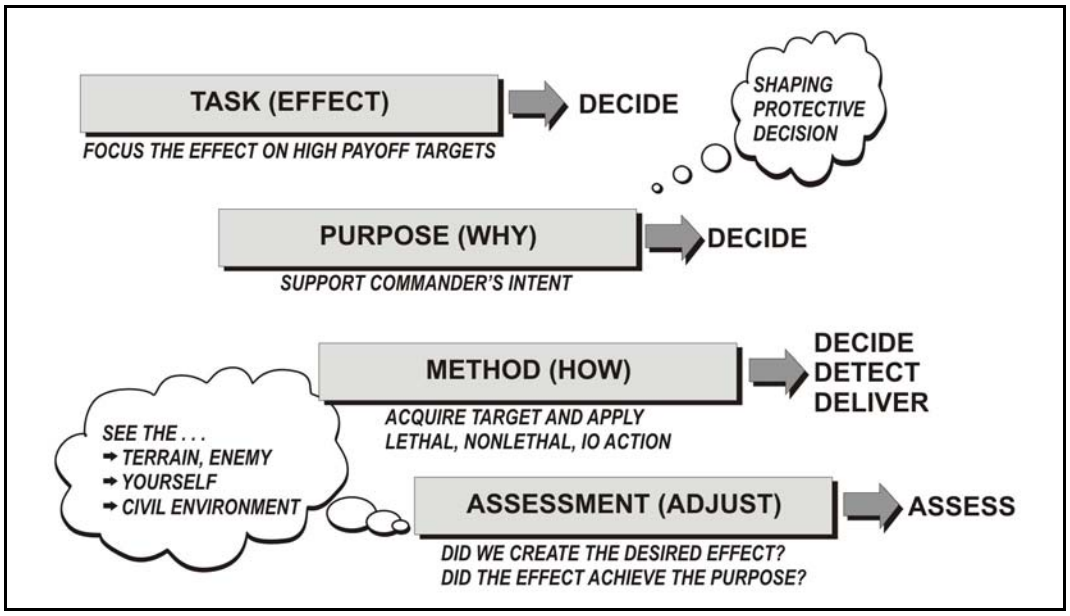


Figure 10-1. Fires and effects coordination methodology.

d. FS is the collective and coordinated use of indirect-fire weapons, armed aircraft, and other lethal and nonlethal means in support of a battle plan. FS includes mortars, FA, naval gunfire (NGF), and CAS. Nonlethal means include the EW capabilities of MI organizations, illumination, smoke, CA, PSYOP, and public affairs efforts. The SBCT commander employs these means to support his scheme of maneuver; mass firepower; and delay, disrupt, or destroy enemy forces in depth to achieve information superiority (nonlethal). FS planning and coordination exist at all echelons of maneuver. These assets support brigade operations by disrupting, delaying, diverting, limiting, and destroying enemy forces. The brigade commander and ECOORD must know the capabilities and limitations of the systems available.

10-2. FIELD ARTILLERY

The brigade commander and his ECOORD (the brigade's artillery DS battalion commander) have one 155-mm howitzer battalion in the brigade. Additional FA battalions may reinforce the SBCT's DS battalion and or provide GS fires to the brigade based on their availability and the priorities of the higher headquarters commander.

10-3. AIR SUPPORT

The Air Force, Navy, and Marine Corps can provide the brigade with--

- Close air support.
- Combat air reconnaissance.
- Tactical airlift.
- Electronic combat.
- Air interdiction.

a. **Close Air Support Allocation.** Brigades are generally allocated CAS aircraft only. CAS is defined as air attacks on hostile surface forces that are in close proximity of friendly troops. CAS can be employed to blunt an enemy attack, support the momentum

of the ground attack, or provide cover for friendly movements. For best results while avoiding mutual interference or fratricide, aircraft are kept under "detailed integration" (part of the Air Force's combat air system). Until the USAF achieves air superiority, competing demands between CAS and counterair operations may limit sorties apportioned for the CAS role. Nomination of CAS targets is the responsibility of the commander, ALO, and S3 at each level. (See Appendix G, Air Assault Operations.)

b. **Employment and Planning Considerations.** The commander should collocate all FS personnel. If there are representatives from the other services, they should also be located with the FS personnel. This will ensure the proper integration and planning of all CAS missions. CAS missions are broken down into two types--preplanned or immediate. Preplanned CAS is categorized as follows:

- Scheduled Mission--CAS strikes on a planned target at a planned time (time on target [TOT]).
- Alert Mission--CAS strikes on a planned target or target area executed when requested by the supported unit. This mission usually is launched from a ground alert (scramble), but it may be flown from an airborne alert status.

c. **Preplanning.** Preplanned CAS generally is requested 72 hours out. Preplanned requests normally do not include detailed target information because of the lead time for the mission. However, preplanned requests must identify potential targets, desired effects, proposed times, and priority.

d. **Immediate Mission.** Immediate air support is designed to meet specific requests which arise within the course of a battle and which, by their nature, cannot be planned in advance.

10-4. NAVAL GUNFIRE

Naval gunfire can provide large volumes of immediately available, responsive FS to land combat forces operating near coastal waters. NGF has a wide variety of weapons extending from light conventional armament to heavy missiles and nuclear weapons. It can play a vital role in reducing the enemy capability of action by destroying enemy installations before the assault and protecting and covering supporting offensive actions of the land force after the assault.

a. **Command and Control.** NGF ships are assigned one of two missions—DS or GS. A ship in DS of a maneuver unit delivers both planned and on-call fires (targets of opportunity). Navy liaison representatives located with supported ground forces assist the naval commander in the control of NGF. GS missions are assigned to ships supporting forces of brigade size and larger.

b. **Employment and Planning Considerations.** NGF ships are very mobile, which allows them to be positioned to take advantage of their limited deflection pattern. Very close supporting fire can be delivered when the gun-target line is parallel to friendly front lines.

Section II. INFORMATION OPERATIONS

Civil affairs, psychological operations, electronic warfare, and public affairs personnel and teams may be attached to the brigade. These units provide the commander with insight, guidance, and information directed primarily at the interaction with civilian departments and personnel. These types of units are not permanent portions of the

brigade, but they are task-organized to the brigade for specific missions. The brigade should always attempt to conduct predeployment training with these units to ensure they are accustomed to working with the brigade.

10-5. CIVIL AFFAIRS

Civil affairs elements perform important liaison functions between the military force and the local civil authorities, international organizations, and NGOs established in the AO. CA provides the commander with the means to shape his battlespace with regard to these significant factors and to synchronize their actions with those of the military force.

a. CA personnel engage in a variety of activities such as civil-military relations, military civic action, populace and resource control, and care of refugees. CA elements can asses the needs of civil authorities, act as an interface between civil authorities and the military supporting agency, and as liaison to the civil populace. They can develop population and resource control measures and coordinate with international support agencies.

b. CA personnel are regionally oriented and possess cultural and linguistic knowledge of countries in each region. Most CA personnel have extensive experience in combat arms or combat support prior to assignment to CA units. With guidance from the commander on desired effects, CA personnel have a wide variety of resources at their disposal to influence the AO. CA is a combat multiplier in this sense. Additionally, the civilian skills CA units possess allow them to assess and coordinate infrastructure activities.

10-6. PSYCHOLOGICAL OPERATIONS

Psychological operations are planned to convey selected information and indictors to foreign audiences to influence their emotions, motives, and objective reasoning. The ultimate goal of PSYOP is to influence the behavior of foreign governments, organizations, groups, and individuals. PSYOP support encompasses area and target analysis, product development, and media production at the strategic, operational, and tactical levels.

a. The tactical PSYOP battalion provides short-notice, tactical PSYOP support to deployed corps-size units and below. The tactical PSYOP battalion provides the theater combatant commander and CONUS-based rapid deployment forces with a responsive, linguistically capable, and culturally attuned tactical PSYOP force. Each of the battalion's companies is focused on a specific theater and aligned with specific units. The tactical PSYOP battalion assigns its subordinate tactical PSYOP companies as tactical PSYOP development detachments supporting division-size units.

b. The tactical PSYOP detachment supporting the division may support the brigade with a tactical PSYOP team. The smallest unit of tactical PSYOP support is the three-soldier team that supports battalion and smaller size units. The tactical PSYOP detachment exercises staff supervision over all tactical PSYOP teams allocated to divisional units, monitoring their status and providing assistance in PSYOP planning, as needed.

(1) When attached to a maneuver brigade or battalion, the tactical PSYOP team disseminates PSYOP messages using loudspeaker, radio, print, and television media. The

tactical loudspeakers employed by the teams can achieve immediate and direct contact with a target audience and are used heavily during contingency operations.

(2) Tactical PSYOP teams can conduct other types of PSYOP missions. They can disseminate printed materials, perform face-to-face PSYOP, gather and assess the effectiveness of friendly and hostile PSYOP, and acquire PSYOP-relevant information from the local populace.

(3) The tactical PSYOP team does not have any PSYOP product development capability, but with commander's guidance it can provide feedback on themes to exploit and employ PSYOP supporting assets at higher echelons of command to generate products for a targeted area.

c. The focus of brigade level PSYOP planning is on the integration and dissemination of previously developed and approved products to support the maneuver commander. The PSYOP team leader works directly with the S3 to plan and coordinate PSYOP in support of the operation.

d. Like CA personnel, PSYOP personnel generally have extensive experience in combat arms or combat support prior to assignment to PSYOP units. With guidance from the commander on desired effects, PSYOP personnel have a wide variety of resources at their disposal to influence the commander's AO. PSYOP are also a combat multiplier, employing limited US assets with a broad effect.

10-7. PUBLIC AFFAIRS

The effects of the media on operations and the public affairs implications of current and future operations and events are vitally important to the Army. At brigade level, a representative from the public affairs office assists and advises the commander as to the command and public information programs within the command and media relations. Public affairs units are configured and tailored to accomplish various missions and to provide the supported unit with several abilities. The PAO can also be employed in a liaison role with the media, not to control them but to coordinate access with regard to physical and operational security for both members of the media and the command. PAOs are most important in the areas of command information and media relations

Section III. MANEUVER SUPPORT

The SBCT's organic engineers and augmenting forces provide embedded and responsive maneuver support to the SBCT's decisive, shaping, and sustainment operations. The SBCT staff integrates these assets into maneuver operations and organizations at all levels based on the factors of METT-TC and the commander's guidance. The SBCT is organized with an engineer company and has a MANSPT cell with both engineer and military police planners. Maneuver support capabilities are discussed in this section.

10-8. ENGINEER FUNCTIONS

Engineers perform essential mobility, countermobility, and survivability tasks for the brigade. The brigade uses engineers to shape its AO by providing freedom of maneuver for friendly forces, denying it to the enemy, and protecting friendly forces from the effects of enemy action and natural incidents. Combat engineers are an integral part of the combined arms team. The two core qualities of the SBCT are high mobility and the ability to achieve decisive action through dismounted infantry assault. In light of these

core qualities, the SBCT engineer structure appears austere, as it is an adaptation of the current light engineer organizational structure and modified mechanized engineer equipment capability. SBCT combat engineers provide the following primary engineering functions.

a. **Mobility.** Mobility preserves the freedom of maneuver of friendly forces. Mobility missions include breaching enemy obstacles, increasing battlefield circulation, improving existing routes, providing limited bridge support for river crossings, and identifying routes around contaminated areas.

b. **Countermobility.** Countermobility denies mobility to the enemy forces so Army forces can destroy them with fires and maneuver. Countermobility limits the maneuver of enemy forces and enhances the effectiveness of fires. Countermobility missions include building obstacles and using smoke to hinder enemy maneuver.

c. **Survivability.** Survivability protects friendly forces from the effects of enemy weapon systems and from natural occurrences. Hardening of facilities and fortification of battle positions are active survivability measures. Military deception, OPSEC, and dispersion can increase survivability.

d. **Geospatial Engineering.** Geospatial engineering is the collection, development, dissemination, and analysis of positionally accurate terrain information that is tied to some earth reference. Geospatial engineering provides mission-tailored data, tactical decision aids, and visualization products that define the character of the area of operations for the maneuver commander. Key aspects of this mission are databases, analysis and survey control, and paper products. Geospatial engineering provides the commander with a common view of the terrain (terrain visualization) which enables him to visualize and describe his intent. This capability also provides the common map background for the common operating picture which the commander uses to direct his subordinates.

e. **General Engineering**. General engineering encompasses those engineer tasks that increase the mobility, survivability, and sustainability of tactical and logistical units. Such tasks include construction and repair of lines of communication, main supply routes, airfields, and logistical facilities. Due to the austere organization of the engineer company in the SBCT, execution of general engineering tasks will require augmentation. The brigade engineer has the responsibility for this coordination, should it be necessary.

10-9. STAFF ENGINEER SECTION

The staff engineer section provides the only organic, full-spectrum staff engineer and topographic support within the SBCT. This section is physically and operationally integrated into the SBCT staff.

a. The staff engineer section is the focal point for all SBCT engineer planning and integration into the MDMP. The section utilizes the essential mobility-survivability tasks (EMST) format to communicate to subordinate units what the SBCT commander wants accomplished with the available M/S assets. (Refer to FM 101-5 for a discussion of EMST.) Through this and its enhanced SU, the staff engineer section is capable of preparing executable engineer plans and orders that require minimal refinement by subordinate units. This capability, coupled with digital dissemination of information, minimizes the need for time-consuming engineer planning at battalion and company level during SSC and stability and support operations.

b. The staff engineer section task-organizes and performs staff supervision for all organic and augmentation engineer forces and any host nation, coalition and or contracted engineer support under SBCT control and or operating within the SBCT AO. The section digitally tracks, reports, analyzes, and disseminates all engineer and terrain-related information that may influence SBCT operations, including a "dirty battlefield" database. An obstacle database includes all confirmed obstacles, mines, munitions, and unexploded ordnance encountered by the force during any action or operation.

10-10. ENGINEER COMPANY

The SBCT's organic engineer company provides embedded, responsive maneuver support to decisive, shaping, and sustaining operations.

a. Optimized for mobility support, the engineer company performs both mounted and dismounted mobility tasks. The engineer company has very limited countermobility and survivability capability. It relies heavily on the integration of SCATMINE systems and complex or urban terrain to rapidly support temporary defensive actions. The engineer company requires augmentation engineer forces to support more permanent defensive actions.

b. The engineer company readily integrates into maneuver operations and organizations at all levels based on the analysis of required tasks performed by the staff engineer section. The engineer company commander provides combat power and capability status for integration into the SBCT planning process. The engineer company has three combat mobility platoons, one mobility support platoon, and a company headquarters section. The engineer company can task-organize its platoons in specific command and support relationships to infantry battalions and or companies to provide a tailored mission-specific package during distributed offensive and defensive operations. During these distributed operations, the engineer company commander will typically work with the mobility main effort battalion, the battalion that is assigned the SBCT commander's most critical EMST, and the company XO with the supporting effort. The engineers and related mobility assets may be consolidated under the engineer company to support more centralized operations (such as mounted breaching or complex obstacle construction) or to significantly weight a battalion conducting decisive SBCT operations.

(1) ***Combat Mobility Platoon.*** The combat mobility platoon is the basic building block of engineer force allocation, and it can fight as part of the engineer company or as part of a maneuver company or team. The combat mobility platoon is normally the lowest-level engineer unit that can effectively accomplish independent mounted engineer missions and tasks. The platoon may receive task-specific equipment from the mobility support platoon.

(2) ***Mobility Support Platoon.*** The mobility support platoon consists of a platoon headquarters section and three equipment-based mobility sections. The mobility support platoon is not organized to operate independently during offensive operations like the combat mobility platoons. Each section is structured to provide equipment augmentation to each of the three combat mobility platoons, focused on reducing constructed obstacles and fortifications. The mobility support platoon can perform limited countermobility, survivability, and sustainment engineering tasks.

10-11. MOBILITY

Mobility is a core capability of the SBCT. Mobility operations maintain unimpeded freedom of movement and maneuver for personnel and equipment throughout the depth of the SBCT AO during decisive, shaping, and sustaining operations. Because of the potentially asymmetric, nonlinear nature of the enemy and their obstacles, engineers must be prepared to perform mounted and dismounted mobility tasks using manual, mechanical, and explosive reduction means. These mobility tasks generally take the form of--

- Bypassing obstacles.
- Manual obstacle breaching for dismounted assaults.
- Mechanical and explosive obstacle breaching for mounted movement or maneuver.
- Limited maintenance and or repair of lines of communication.

Therefore, SBCT mobility planning considerations, although consistent with current doctrine, integrate and adapt the planning considerations of both heavy and light forces and apply them to SSC and an asymmetric enemy.

a. **Breaching Operations**. The greatest shift in mobility planning occurs with the impact that RSTA and C2 INFOSYS capabilities have on combined arms breaching operations. Enhanced SU and information superiority allows greater precision in the application of the breaching tenets of intelligence, breaching fundamentals, breaching organization, mass, and synchronization.

(1) ***Intelligence.*** By focusing a portion of cavalry squadron (RSTA) collection effort on obstacle intelligence (OBSTINTEL), the SBCT will get accurate, real-time information on the composition, size, location, orientation, and overwatching of enemy obstacles throughout the depth of the AO. Engineer reconnaissance teams may be integrated into the cavalary squadron (RSTA) to collect OBSTINTEL, especially if a breaching operation is an integral part of a decisive operation. Timely and accurate OBSTINTEL, available early in the planning process, allows greater precision in the decision to bypass or breach and the selection of bypass and or breach site locations. Through its RSTA and C2 INFOSYS capability, the SBCT is able to identify multiple bypass routes that best support the scheme of maneuver and avoid unwanted enemy contact.

(2) ***Breaching Fundamentals***. Through the multi-echelon, collaborative planning allowed by the digital dissemination of intelligence, information, and plans and or orders, the SBCT is capable of integrating the fundamentals of suppress, obscure, secure, reduce, and assault (SOSRA). As a result, the SBCT can--

- Organize, position, and synchronize precise direct- and indirect-suppressive fires.
- Employ timely and accurate obscuring smoke to effectively isolate known enemy positions.
- Accurately select a breach site that is supported by masking terrain and economize the amount of maneuver force required to locally secure the site.
- Establish, track, execute, and digitally report breach force commitment criteria that will reduce exposure time and minimize casualties.

(3) ***Breaching Organization (Assault, Breach, and Support).*** Increased SU allows the SBCT to efficiently organize the force for mounted or dismounted breaching

operations. The SBCT can maximize its ability to weight the combat power of the assault force by economizing elsewhere. The breach force can be organized with only specific, redundant breaching equipment and manpower required to breach known obstacle types. The staff engineer allocates the SBCT engineer company mobility assets to infantry battalions and companies based on a comprehensive estimate of the mobility tasks required for a specific operation. The staff engineer will typically assign two mine clearing line charge (MICLIC) launchers (one combat mobility platoon) for every 100m deep lane required. If faced with complex obstacle belts, two additional launchers will be required for each additional 100m depth of the obstacle. The ability to task-organize mobility assets against specific targets identified by the OBSTINTEL reduces the historically cumbersome size of the breaching force and minimizes its signature as a lucrative target. This ability reduces the historically cumbersome size of the breaching force and minimizes its signature as a lucrative target. Similarly, the support force can be economically organized with only those precision direct- and indirect-fire systems required to suppress a known enemy, leaving the bulk of the combat power available for the assault force.

(4) ***Mass and Synchronization.*** Inherently interrelated, the application of mass and synchronization improves dramatically within the framework of the SBCT's digital architecture. Not only can the SBCT commander organize and mass combat power more efficiently and effectively, but synchronization now takes a variety of forms. Simultaneous, multi-echelon, collaborative planning coupled with digital dissemination of information insures all maneuver forces and combat multipliers are integrated and understand their roles. Digital rehearsals afford a simulation-like medium in which remotely located, multi-echelon forces can coordinate and synchronize actions up to and beyond an anticipated breaching operation.

b. **Route Clearance Operations**. The nature of SBCT operations makes route clearance a likely task at all levels. Route clearance is a combined arms operation normally assigned to an infantry battalion or company that is task-organized with engineers and other CS and CSS assets as required. Increased situational understanding allows the SBCT greater flexibility in selecting a route clearance method. The engineer squad vehicles may be configured with either a mine plow or roller, depending on what enemy mines are expected. The plow works against surface laid mines and the roller will trigger buried mines; both systems work best on level surfaces. Both the roller and plow have electronics packages to trigger magnetically fused mines. The commander can now rely heavily on the combat route clearance method which, when combined with detailed OBSTINTEL, effectively maintains the momentum for the force, particularly during mounted movement.

c. **Route Construction and Repair**. Although maintenance of routes is potentially critical within the framework of the battlefield, the engineer company has limited route construction and repair capability. The engineer company can clear limited rubble and or debris and construct combat trails, but it requires significant augmentation from division or corps multi-function engineer battalions to perform major route construction and repair. Combat heavy engineers may be task-organized to the SBCT, or they may work in a GS role within the SBCT sector. In either case, the staff engineer coordinates, integrates, and tracks this effort.

10-12. COUNTERMOBILITY

Due to the austere engineer force structure, the staff engineer performs the majority of the obstacle planning that occurs within the SBCT.

a. **Obstacles.** Obstacles may support maneuver during decisive, shaping, and sustaining operations but are predominant during shaping operations. With increased SU, the staff engineer has the ability to plan the precision use of obstacles for both offensive and defensive operations. In either case, the engineer uses obstacles to create engagement areas, protect friendly vulnerabilities, and disrupt enemy actions. Because of the mobile nature of the SBCT, the asymmetric or nonlinear environment in which it operates, and the austere nature of its organic engineer structure, the staff engineer relies primarily on remotely- and ground-delivered SCATMINE systems to shape the battlespace. If the requirement to employ conventional obstacles arises, the SBCT may very well require engineer augmentation.

b. **Obstacle Planning Considerations**. The SBCT engineer now receives the higher HQ obstacle plan via MCS and digitally develops and disseminates the SBCT obstacle plan to all affected friendly forces. During execution, the engineer tracks and reports status through digital updates to the obstacle overlay via FBCB2. Effective obstacle integration occurs by digitally overlaying the combined obstacle overlay on the operations overlay. Obstacle integration correlates directly with sub-unit maneuver and or positioning, engagement area development, and enemy actions during offensive and defensive operations.

10-13. SURVIVABILITY

Although inherent to all operations, survivability most significantly impacts shaping and sustaining operations. It must be considered in some measure during both offensive and defensive operations. Because of the austere nature of engineer company survivability equipment, the SBCT relies heavily on terrain to provide protection for combat, CS, and CSS forces during SSCs. Priorty of survivability work will typically go to high value assets such as counterfire radars, signal nodes, and command and control. The engineer company normally employs its limited assets during temporary defensive operations to reinforce reverse slope positions, construct hasty vehicle fighting positions and individual or crew-served weapons positions, and prepare protective positions for CS and CSS elements. In the event of an escalation of the intensity of combat and or the transition to a more deliberate defense, the SBCT will require augmentation from a division or corps multi-function engineer battalion to support increased survivability requirements.

a. **Planning Considerations**. In order to maximize the capability of organic survivability assets, the staff engineer must plan and prioritize survivability effort in detail. The plan should--

- Specify the level of survivability for each battalion battle position and the sequence in which battalions will receive support.
- Digitally integrate command and control of digging assets, site security, CSS (fuel, maintenance, and Class I), and movement times between BPs into a comprehensive, digitally transmitted and updated survivability plan.
- Closely monitor survivability operations via digital reports. Develop and digitally transmit changes or shifting priorities to maneuver and engineer units engaged in survivability operations.

- Closely consider terrain and soil composition in BP selection.
- Start the survivability effort as soon as practical.

b. **Major Theater War**. A major theater war requires additional engineer capabilities across all standard engineer functional areas: mobility, countermobility, survivability, reconnaissance, and sustainment support. Requirements may include manpower and equipment augmentation, general engineering units, engineer reconnaissance forces, terrain visualization assets, and expanded staff support at SBCT and infantry battalion levels. Augmentation likely will come in the form of one or more multi-function engineer battalions, or their sub-units, that can task-organize a wide variety of assets to enhance support to all SBCT elements and perform those critical engineer tasks inherent within an MTW.

c. **Stability and Support Operations**. Engineering efforts are in high demand during stability and support operations because of the need to relieve local human suffering and restore basic public infrastructure and or functions. The SBCT requires engineer augmentation in meeting requirements for construction, facilities repair and management, infrastructure improvements (such as roads and bridges), sanitation, water supply, provision of shelter, and real estate management. Stability and support operations potentially require a multi-functional battalion-sized engineer task force to provide the expertise, equipment, manpower, and command and control inherently necessary for such a large-scale effort.

10-14. MILITARY POLICE SUPPORT

The senior MP planning officer within the MANSPT cell serves as the SBCT MP and is responsible for MP planning, coordination, and synchronization of MP maneuver elements. He serves as the principal advisor to the SBCT commander on matters relating to MP support. He recommends the allocation of resources, tasks, and priority of support. He performs OPCON of any MP assets provided to the SBCT and supervises the execution of any MP missions. MP units provided from division or corps assets support the brigade through their five primary battlefield functions.

a. **Maneuver and Mobility Operations**. MPs, when augmenting the brigade, can support the maneuver and mobility functions by expediting forward and lateral movement of combat resources. MPs used in the circulation control role can perform the following functions:

(1) ***Main Supply Route Observation.*** MPs continually monitor the condition of MSRs; identify restricting terrain, effects of weather on routes, damage to routes, NBC contamination, and the presence of the enemy; and identify alternate MSRs, when required.

(2) ***MSR Regulation and Enforcement***. MP units enforce the command's highway regulation and traffic circulation plans to keep MSRs free for resupply operations. MPs use traffic control points, roadblocks, checkpoints, holding areas, defiles, and temporary route signs to expedite traffic on MSRs.

(3) ***Area Damage Control (ADC).*** MP units support ADC before, during, and after hostile actions or natural and man-made disasters. ADC operations help reduce the level of damage or lessen its effect. MP support includes, but is not limited to, circulation control, dislocated civilian control, straggler control, NBC detection and reporting, and some physical security when required.

(4) ***Straggler and Dislocated Civilian Control.*** MP units rejoin stragglers with their parent units, thereby preserving combat power. In conjunction with host-nation forces, MP units divert dislocated civilians from MSRs and other locations needed to support maneuver units. These actions enhance unit mobility and prevent the incidence of fratricide and collateral damage.

b. **Area Security.** MPs assist the brigade commander in addressing security and force protection to enhance the maneuver unit's freedom to conduct missions. Area security actions include zone and area reconnaissance; counterreconnaissance activities; and security of designated personnel, equipment, facilities, and critical points. These actions also include convoy and route security. Specific actions include the following.

(1) ***Combating Terrorism***. MP units (as well as joint multinational and interagency efforts) act to oppose terrorism throughout the entire threat spectrum. These actions include antiterrorism and counterterrorism activities.

(2) ***Physical Security.*** MPs perform physical security and provide physical security guidance focused on physical measures designed to safeguard personnel; prevent unauthorized access to equipment, installations, material, and documents; and safeguard against espionage, sabotage, damage, and theft. Physical security is an integral part of OPSEC.

(3) ***Counterreconnaissance***. Counterreconnaissnce is the cumulative result of security operations. MP units contribute to counterreconnaissance by conducting area security; screen, supporting, and guard operations; as well as OPSEC, deception, and physical security.

(4) ***Personal Security.*** Personal security is one of the five pillars of force protection. MP activities support force protection by providing very important person (VIP) security and security of designated personnel.

c. **Internment and Resettlement Operations.** MPs support tactical commanders by undertaking control of populations (EPW and dislocated civilians) and US military prisoners.

d. **Law and Order Operations.** MPs conduct law and order operations when necessary to extend the combat commander's discipline and control. These operations consist of those measures necessary to enforce laws, directives, and punitive regulations; conduct military police investigations (MPI); and to control populations and resources to ensure the existence of a lawful and orderly environment for the commander. An evolving criminal threat will impact military operations and will require the commander to minimize the threat to forces, resources, and operations. Close coordination with host-nation civilian police can enhance MP efforts at combating terrorism, maintaining law and order, and controlling civilian populations.

e. **Police Intelligence Operations.** Police intelligence operations (PIO) consist of those measures to collect, analyze, and disseminate information and intelligence resulting from criminal activities, law enforcement, security operations, and other MP and criminal intelligence division (CID) operations. The collection of this information needs to be integrated into the overall ISR plan.

10-15. MILITARY POLICE COMPANY ORGANIZATION

The MP company supporting a heavy division, *that may be tasked to provide support to the brigade*, consists of a company headquarters, provost marshal section, three DS MP platoons, and three GS MP platoons.

a. The provost marshal has OPCON of the MP assets provided to the brigade. The MP platoon leader directs the execution of his platoon's missions.

b. The corps MP brigade will normally provide an additional MP company to augment each division. Dependent upon METT-TC, this support may or may not be provided down to brigade level. Likewise, dependent upon METT-TC, the brigade could receive support ranging from platoon- to company-size units from the corps.

10-16. EMPLOYMENT AND PLANNING CONSIDERATIONS

Any one of the five MP battlefield functions (see Paragraph 10-14 above) could easily require an entire MP platoon and more. It is important that the factors of METT-TC be considered when using MP support. During offensive operations, MPs best support the brigade's maneuver and mobility by facilitating route movement and refugee, straggler, and or EPW evacuation and control, and by controlling road traffic. In the defense, MPs are best employed in the area security role to enhance the brigade's maneuver and mobility. It is important that MP resources be synchronized and weighted in support of the brigade's main effort just as any other asset. This will help maximize MP resources allocated to the brigade. MP support may not be available and or adequate to perform all necessary MP battlefield functions simultaneously. Commanders must prioritize those missions and designate other soldiers within the brigade to assist in their execution.

SECTION IV. AIR AND MISSILE DEFENSE

The SBCT does not have organic air defense artillery weapon systems. The brigade does have an organic air defense airspace management cell. The ADAM cell is equipped with an air and missile defense workstation, an air defense system integrator (ADSI), and forward area air defense command, control, and intelligence processor.

10-17. AIR DEFENSE AIRSPACE MANAGEMENT CELL CAPABILITIES

Upon contingency notification, the ADAM cell conducts an assessment to determine if AMD augmentation from the divisional short-range air defense (SHORAD) battalion is required. The ADAM cell conducts continuous planning and coordination proportionate with the augmented sensors deployed within the brigade’s AO. The ADAM cell and tailored AMD augmentation force from the SHORAD battalion provide the active air defense over the brigade's distributed force operations in an uncertain and ambiguous battlefield environment. The ADAM cell is integrated within the SBCT operations center and always deploys with the brigade.

10-18. OPERATIONAL FUNCTIONS

The ADAM cell conducts air defense and airspace analysis, coordinates the AMD augmentation into the integrated air defense system (IADS), and performs airspace management and control.

a. **AMD Analysis**. The ADAM cell conducts a supporting METT-TC analysis. Upon completion of this initial analysis, the SBCT commander is briefed and, if required, he approves the request for air defense augmentation from higher.

b. **Coordination of AMD Augmentation**. Coordination for deployment of the recommended AMD augmentation force runs concurrently with the AMD METT-TC analysis. Depending upon force availability (exclusion area boundary [EAB] AMD assets already deployed in the AO), the ADAM cell identifies AMD augmentation force requirements and their availability for rapid deployment. It then integrates this information into the AMD force composition recommendation to the SBCT commander. Upon approval from the SBCT commander, the AMD cell issues a warning order to the selected AMD augmentation force and integrates its deployment within the SBCT deployment scheme.

c. **Integration of AMD Augmentation**. The ADAM cell orchestrates the employment of the AMD augmentation force to establish optimal surveillance and defense of the brigade's maneuver forces and or designated high value assets (HVAs) throughout the mission. The ADAM cell provides the SBCT commander and staff with the aerial component of the overall COP. As the operation evolves, the ADAM cell works continuously with the SBCT staff to ensure the commander's intent is executed with respect to the aerial COP and defenses. The ADAM cell continuously monitors the AMD situation and conducts continual METT-TC analysis to achieve situational understanding of the third dimension in both friendly and enemy perspectives. The ADAM cell integrates into the IADS through direct coordination with EAB air defense coordinators and the battlefield coordination detachment (BCD) collocated with USAF area air defense commander (AADC).

d. **Airspace Management and Control**. The ADAM cell receives and distributes the relevant data from the airspace control order (ACO) and air tasking order (ATO), interpreting and displaying the procedural airspace control means (for example, corridors and restricted operations zones) and scheduled friendly air operations that may impact upon SBCT operations. Additionally, the ADAM cell develops recommended airspace control means supportive of SBCT operations and forwards them to the airspace control authority (ACA) for approval and implementation. In all A2C2 actions, the ADAM cell coordinates existing and proposed airspace control means with all elements of the SBCT force employing aerial assets (for example, Army aviation, friendly force UAVs, and artillery).

Section V. NUCLEAR, BIOLOGICAL, AND CHEMICAL

The brigade chemical section advises the commander on all NBC matters. The chemical section is responsible for collecting, consolidating, and distributing all NBC reports from subordinate, adjacent, and higher units. The chemical section inspects chemical equipment and trains subordinate units on NBC defensive tasks prior to deployment and in garrison.

10-19. NUCLEAR, BIOLOGICAL, AND CHEMICAL ORGANIZATION

The brigade chemical officer is a member of the S-3 plans and operations cell and is normally found in the main CP.

a. **Chemical Officer.** The brigade chemical officer acts as the liaison with any attached chemical elements. He is required to coordinate closely with the S-2 on the current and updated NBC threat. Together they develop NBC NAIs. The chemical officer coordinates with fire support and aviation personnel on planned smoke operations and advises them of hazard areas. He also coordinates with the S-4 on NBC logistics matters (such as mission-oriented protective posture [MOPP], protective mask filters, fog oil) and to identify both "clean" and "dirty" routes as well as contaminated casualty collection points.

b. **Defensive Measures.** A subset of the survivability mission is NBC defensive measures. Chemical staff personnel adhere to three principles: avoidance, protection, and decontamination.

(1) **Avoidance**. Avoiding NBC attacks and hazards is the key to NBC defense. Avoidance involves both active and passive measures. Passive measures include training, camouflage, concealment, hardening positions, and dispersion. Active measures include detection, reconnaissance, alarms and signals, warning and reporting, marking, and contamination control.

(2) **Protection**. NBC protection is an integral part of operations. Techniques that work for avoidance also work for protection, such as shielding soldiers and units and shaping the battlefield. Activities that comprise protection involve sealing or hardening positions, protecting soldiers, assuming MOPP, reacting to attack, and using collective protection.

(3) **Decontamination**. NBC decontamination prevents the erosion of combat power and reduces possible casualties resulting from inadvertent exposure or failure of protection. Decontamination allows commanders to sustain combat operations. Decontamination principles involve conducting decontamination as quickly as possible, decontaminating only what is necessary, decontaminating as far forward as possible, and decontaminating by priority. (See FM 3-4.)

c. **Reconnaissance Platoon.** The NBC reconnaissance platoon, organic to the cavalry squadron (RSTA), is equipped with nuclear, biological, chemical reconnaissance vehicles (NBCRVs). The reconnaissance platoon provides warning and enhanced protection against the NBC threat to include accidental or deliberate release of industrial hazards and terrorism.

10-20. NUCLEAR, BIOLOGICAL, CHEMICAL RECONNAISSANCE

NBC reconnaissance informs the commander of chemical or radiological obstacles on the battlefield. The purpose of NBC reconnaissance is to detect, identify, report, and mark NBC hazards.

a. **The NBC Reconnaissance Vehicle System.** The NBCRV system provides support to the brigade by identifying most battlefield agents in liquid form (persistent), detecting and classifying non-persistent (nerve and blister agents) out to 5 kilometers, and identifying radiological contamination. NBCRVs are employed as squads and may be used separately, but NBCRVs are always mutually supporting (one chain of command). They are IPB focused and work for the brigade commander fulfilling reconnaissance and surveillance taskings. NBCRVs conduct search, survey, surveillance, and sampling operations.

- Search operations include route, zone, and area reconnaissance and are conducted to find the contamination.
- Survey operations are those used to determine the limits of contamination on the ground and are time consuming.
- A surveillance operation is the systematic observation of surface areas to detect NBC attacks and hazards. Surveillance missions may be conducted from a stationary position or on the move.
- Sampling is obtaining a specimen of chemical or biological agent or related materials for later study.

NBCRVs can execute more than one operation in a single mission. Special care must be taken to coordinate with respective friendly forces to avoid fratricide.

b. **NBC Reconnaissance in the Offense.** In the offense, US forces must be able to maintain agility and get to the right place at the right time. Enemy forces may use NBC weapons to slow down or impede attacking friendly forces. Use of NBC weapons can disrupt the tempo and momentum of the attack, allowing the enemy to regain the initiative. NBC reconnaissance is employed to maintain the freedom of maneuver for combat forces on axes of advance, MSRs, and critical areas identified by the commander. Since NBC reconnaissance is IPB-focused, it will be integrated into the ISR plan and have responsibility to cover specific NAIs for specific periods of time. In the offense, NBC reconnaissance is focused on operations that provide the commander flexibility, retain freedom of maneuver, and identify known or suspected areas of contamination.

c. **NBC Reconnaissance in the Defense.** In the defense, as in the offense, NBC reconnaissance is IPB-focused. In defensive operations, NBC assets should focus on ensuring freedom of movement along brigade routes of reinforcement, forward and rearward mobility corridors, and other critical areas identified by the commander. NBC reconnaissance in the defense can conduct route reconnaissance, confirm or deny suspected or known NBC hazards at NAIs, perform reconnaissance as part of quartering party operations, support counterattacking forces, and conduct NBC surveillance of BPs with stand-off detection.

10-21. SMOKE OPERATIONS

The brigade employs smoke in two categories--hasty and deliberate. Hasty smoke is employed for short-term requirements with a minimum of planning. It is normally delivered by generators, mortars, artillery, smoke pots, or handheld devices, and is generally used to protect friendly forces from observation of indirect fire observers or as a response to direct fire engagements. A greater level of detailed planning characterizes deliberate smoke. It is used over large areas for extended periods. Generators and smoke pots generally deliver deliberate smoke. Either type of smoke can be used to deceive the enemy.

a. Smoke can be applied on the battlefield for obscuration or screening.

(1) ***Obscuration.*** Obscuration smoke is delivered directly on or immediately in front of enemy positions to blind or degrade their vision both within and beyond their location.

(2) ***Screening.*** Screening smoke is delivered in areas between friendly and enemy forces or in friendly operational areas to degrade enemy ground or aerial observation. There are three visibility categories for screening smoke that the supported unit commander establishes.

(a) *Haze.* A smoke haze is a light concentration of smoke placed over friendly areas to restrict accurate enemy observation and fire. Haze is defined as a concentration of smoke that would allow an individual to identify a small tactical vehicle 5 to 150 meters away.

(b) *Blanket.* A smoke blanket is a dense, horizontal development of smoke used over friendly areas to conceal them from enemy ground and aerial observation. It is defined as a concentration of smoke that would allow the identification of a small tactical vehicle 0 to 50 meters away.

(c) *Curtain.* A smoke curtain is a dense, vertical development of smoke. It is placed between friendly and enemy positions to prevent observation of friendly positions. Since it is not placed on friendly forces, it will not hamper operations.

b. It is imperative that smoke operations in an attack be synchronized. Smoke can greatly assist the commander in maneuvering against the enemy, and it can prevent the enemy from breaking contact. Smoke used to deceive is only effective if it is integrated into the overall tactical plan and involves other deception assets. Smoke by itself without a deception plan will not accomplish the desired goal.

Section VI. INTELLIGENCE

Military intelligence assets are a critical element of the brigade. They are both a source for information gathering and a tool for critical information analysis. MI can also help the commander understand how the enemy employs his ISR assets and recommend measures to counter it.

10-22. PURPOSE

The MI company conducts intelligence analysis and ISR integration as well as HUMINT collection. It supports the brigade’s planning, preparation, and execution of multiple, simultaneous decisive actions across the distributed AO. Intelligence systems plan, direct, collect, process, and disseminate intelligence on the enemy and environment in order to support the IPB process. MI assets are used to see the enemy, terrain, and other aspects of battlespace that will effect military operations. The brigade S2 is the commander's focal point for intelligence. He assists the brigade commander in identifying intelligence requirements that support the brigade mission and provides information to the commander for making tactical decisions by fully employing the SBCT’s intelligence (SIGINT, IMINT, HUMINT) assets. Through the S3, he directs the activity of the MI company. The MI company provides multidiscipline intelligence support to the brigade.

10-23. EMPLOYMENT AND PLANNING CONSIDERATIONS

MI planning must be integrated throughout the planning process. Intelligence operations are an essential component in winning the information battle. The SBCT S2 and the cavalry squadron (RSTA) coordinate the SIGINT, IMINT, and HUMINT operations of the brigade to dominate the electromagnetic spectrum in the area of operations. Intelligence operations--

- Help the commander seize and maintain the initiative by providing real time knowledge of the enemy' s intent, disposition, and readiness.
- Defend friendly information systems by degrading or neutralizing the effects of enemy activity.

- Deny the enemy effective use of his information systems by degrading or destroying enemy communication and targeting systems.
- Can be integrated into unit operations regardless of the type of unit, level of war, or the scope of the mission.
- Complement other destructive systems in the context of overall strategy.

When intelligence operations are synchronized with lethal fires, the friendly commander gains agility by slowing the reaction time of his adversary.

10-24. MILITARY INTELLIGENCE COMPANY

The MI company consists of a small headquarters element, an ISR analysis platoon, an ISR integration platoon, and a tactical HUMINT platoon. A US Air Force weather team and a TROJAN special purpose intelligence remotely integrated terminal (SPIRIT) II team operate with the company during deployments.

a. **Company Headquarters.** The MI company commander directs the employment of the company in accordance with assigned missions and guidance from the brigade headquarters. The MI company commander must position himself where he can best fulfill all of his command responsibilities. This position may be in the brigade command post or on site with a HUMINT collection team. The commander's location could also be at the cavalry squadron (RSTA) tactical operations center, in a supported maneuver unit's headquarters, or with the supported maneuver commander at a critical time or location on the battlefield.

b. **Analysis Platoon.** The analysis platoon conducts the situation development, target development, and battle damage assessment in support of the brigade S2 section. The platoon gathers, analyzes, and fuses information from multiple echelons and sources to produce intelligence products that meet the brigade commander's decision-making and planning requirements. The platoon's analysis of incoming combat information and intelligence reports supports the S2 operations team assessment of the current threat situation. Its term and pattern analysis assists in predicting possible enemy courses of action and potential future activities within the area of operations by individuals or groups. The analysis platoon consists of a situation development team, disposition development team, target development team, imagery analysis team, and a database management team.

c. **ISR Integration Platoon.** The integration platoon is the focal point for intelligence support to planning and targeting. ISR integration encompasses the tasking, processing, redirecting, and fusion of information derived from sensors across all combat information, target acquisition, and intelligence assets. The platoon consists of an ISR requirements team, a S2x team, and a common ground station.

d. **Tactical Human Intelligence Platoon.** The HUMINT platoon conducts HUMINT collection and exploits documents in support of the commander's information requirements in the brigade's AO. The platoon consists of HUMINT control teams and tactical HUMINT teams operating in DS of the brigade's maneuver battalions and reconnaissance squadron. The teams use interrogation, debriefing, and elicitation techniques, as applicable, as well as a limited document exploitation capability to collect actionable combat information

e. **US Air Force Weather Team** The US Air Force weather team provides detailed, tailored weather forecasting information (including support for the UAV operations)

using organic weather automation to assist the command and staff understand weather implications on current and future operations. Through the use of small-footprint collection and processing equipment, the weather team provides detailed weather effects analysis for the area of operations.

f. **TROJAN Special Purpose Intelligence Remotely Integrated Terminal Team.** The TROJAN Spirit section, when employed, is OPCON to the MI company. The TROJAN Spirit section provides the organic non-terrestrial reach capability required to access theater, joint, and national analytic products. It also provides the opportunity for analytic collaboration internal (with the cavalry squadron [RSTA]) and external to the brigade.

Section VII. SIGNAL

Signal analysis of the battlefield is even more critical now than in the past. The SBCT commander will need to consider the reliability of communications in determining the level of risk he will accept in allocation of forces during an operation. The correct placement of limited communications resources will provide the commander with the capability to receive information that produces intelligence for decision-making.

10-25. SIGNAL SUPPORT

To be useful, relevant information must be shared both internally and externally with higher, lower, and adjacent units so that all are operating from a common operational picture. The synergy that comes from that shared information and the resulting increased situational understanding is critical to successful operations. The signal company assets of the brigade provide the support that makes this information-sharing possible.

10-26. SIGNAL COMPANY ORGANIZATION

The brigade signal company (BSC) is organic to the SBCT and provides the primary communications support to the brigade. The BSC deploys, installs, operates, and maintains the C2 INFOSYS networks supporting brigade operations and integrating with the division ARFOR, JTF, or theater networks. The signal support and nodal platoons are the operational arm of the company. They collectively deploy and operate the brigade transmission and switching systems to provide voice, data, and network installation and management support. The brigade signal company--

- Provides reach connectivity through the ARFOR headquarters.
- Provides range extension of the brigade's communications services.
- Provides network management.
- Establishes primary TOC voice and or video capabilities.
- Performs limited signal electronic maintenance.

a. **Brigade Signal Company Headquarters.** The BSC headquarters consists of the command and network operations sections.

(1) ***Command Section.*** The command section consists of the BSC commander, first sergeant, and supply NCO. The command section is responsible for the administration and logistics support for the company.

(2) ***Network Operations Section.*** The network operations section consists of the computer network defense and network management teams. These teams execute the installation, operation, and maintenance of the computer network defense (CND) and

network management functions of the SBCT's information network. The NETOPS section establishes the network operations and security center and NOSC-forward while operating closely with the TOC nodal platoon. The NETOPS utilizes the organic network management capability of the TOC nodal platoon brigade subscriber net (BSN) to configure, monitor, and manage the information network. The NOSC coordinates with the ARFOR for aerial communications relay package (CRP) operations and extends network connectivity through ground and satellite assets. Figure 10-2 shows the NETOPS section structure.

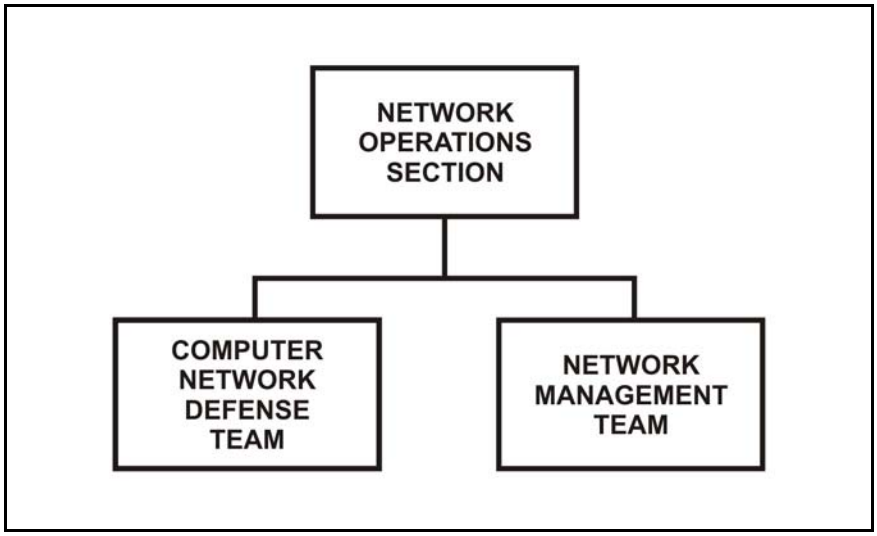


Figure 10-2. NETOPS section structure.

b. **Brigade Signal Company Nodal Platoon.** The BSC nodal platoon consists of the tactical satellite (TACSAT), BSN, and TROJAN Spirit teams. Figure 10-3, page 10-22, shows the BSB nodal platoon structure.

(1) ***Tactical Satellite Team.*** The TACSAT team provides beyond-line-of-sight (BLOS) connectivity to the BSB.

(2) ***Brigade Subscriber Net Team.*** The BSN team provides the nucleus for voice, video, and data services to the SBCT main CP and the BSB.

(3) ***TROJAN Spirit Teams.*** The TROJAN Spirit teams provide the organic non-terrestrial reach capability required to access ARFOR, theater, joint, and National Security Agency (NSA) analytic products. TROJAN Spirit teams also provide the opportunity for collaboration internal with the cavalry squadron (RSTA) as well as external to the SBCT.

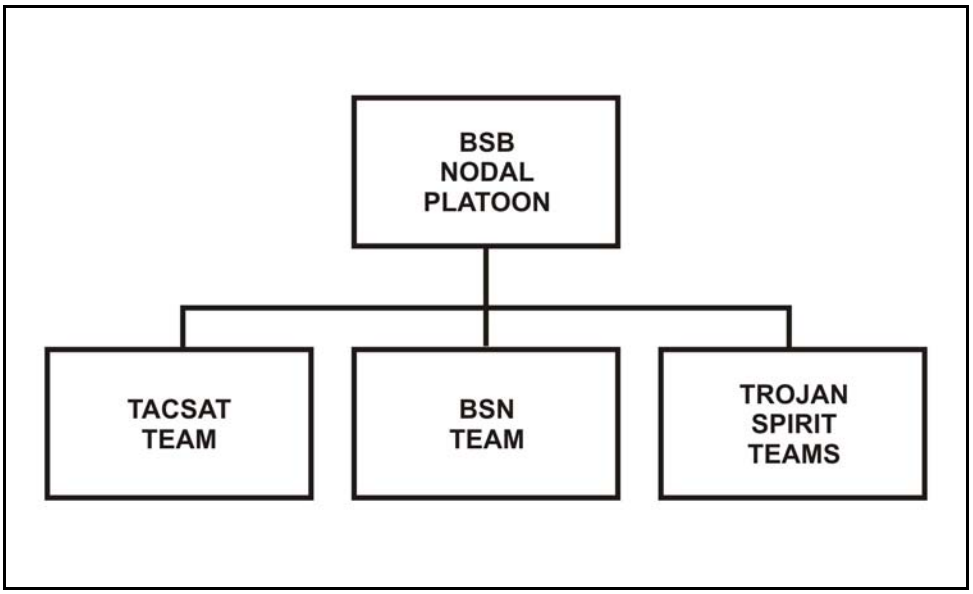


Figure 10-3. BSB nodal platoon structure.

c. **TOC Nodal Platoon.** The TOC nodal platoon (Figure 10-4) works closely with the NETOPS section in the operation of the NOSC at the SBCT main CP. The NOSC utilizes the organic network management capabilities of the BSN and has the primary network management responsibility for the information network.

(1) **Tactical Satellite Teams.** The TACSAT teams provides BLOS support to the SBCT main and forward CPs.

(2) ***Brigade Subscriber Net Team.*** The BSN team provides voice, video and data services, and LAN management capabilities at the SBCT main CP.

(3) ***TOC/Local Area Network (LAN) Support Team.*** The TOC/LAN support team provides LAN support to the SBCT main and forward CPs.

(4) ***TOC System Support Section.*** The TOC system support section provides subscriber support functions and signal support for all communications systems supporting the SBCT main and forward CPs.

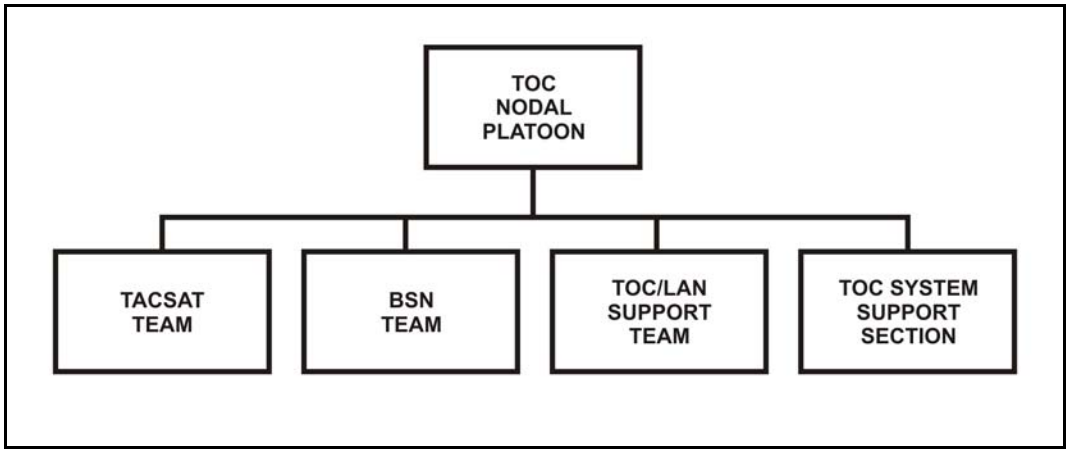


Figure 10-4. TOC nodal platoon structure.

d. **Signal Support Platoon.** The signal support platoon consists of the tactical communications section and network control station-enhanced position locating and reporting system (NCS-E) team. Figure 10-5, page 10-24, shows the signal support platoon structure.

(1) ***Tactical Communications Section.*** The tactical communications section provides range extension and network connectivity support for the enhanced position locating and reporting system, TOC-to-TOC data, and SINCGARS networks. When airborne range extension capabilities are not available, the retransmission (Retrans) teams may be placed at remote sites to provide range extension of voice or data communications. The gateway teams provide connectivity to adjacent EPLRS networks. The teams also provide dedicated relay support for the SBCT.

(2) ***Network Control Station for Enhanced Position Locating and Reporting System Team.*** This team provides connectivity support for network initialization, monitoring, control, and configuration to maintain the EPLRS backbone of the TI.

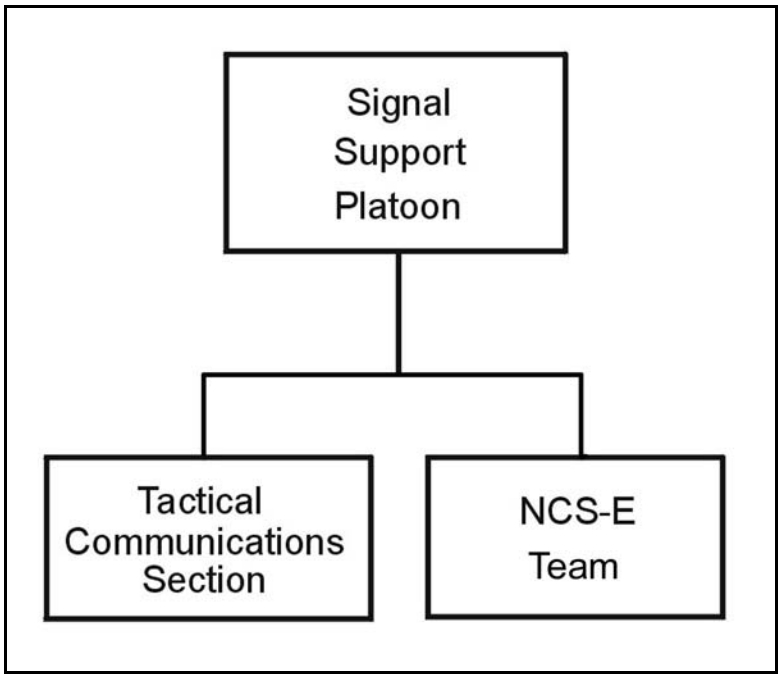


Figure 10-5. Signal support platoon structure.

10-27. BRIGADE SIGNAL COMPANY COMMUNICATIONS AND EQUIPMENT

The effectiveness of the SBCT as an early entry force will depend significantly on its ability to establish communications to compensate for the austere CS and CSS capabilities.

a. **Communications Networks.** Doctrinally, communications are established from higher to lower, left to right, and supporting to supported. The SBCT is designed to exploit nonorganic capabilities located both within and outside the theater. The capability of reach communications to expand the power and effectiveness of the force comes from the precept that the commander can utilize resources external to the area of responsibility (AOR).

b. **Subnetworks.** The following paragraphs provide an overview of each subnetwork. Table 10-1 shows the location of each SBCT C2 node information network subscriber by subnetwork.

SBCT Element	Subnetworks				
	WAN	TI	CNR	TOC to TOC	GBS
Main CP	X	X	X	X	X
Command Group		X	X	X	
TAC		X	X	X	
Forward CP	X	X	X	X	
BSB	X	X	X	X	X
RSTA		X	X	X	X
INF BN (x3)		X	X	X	X

Table 10-1 Information network.

(1) ***Wide Area Network.*** The WAN provides telephone, data, and collaborative planning services to the SBCT main CP and BSB. These multi-channel TACSAT terminals provide transmission capabilities for voice, video, and data applications.

(2) ***Tactical Internet.*** The TI integrates EPLRS, FBCB2, and supporting communications equipment into a mobile data network.

(3) ***Combat Net Radio.*** The CNR provides the SBCT with very high frequency-frequency modulated (VHF-FM), high frequency (HF), and single-channel TACSAT capabilities to execute C2 of forces throughout the SBCT AO.

(4) ***Tactical Operations Center to Tactical Operations Center Data Network.*** The TOC-to-TOC data network enables users to exchange C2 information between TOCs and key C2 platforms.

(5) ***Global Broadcast Service.*** The GBS enables the SBCT staff to receive products such as imagery, logistics data, and digital map information. Examples of information that may be sent over the GBS include--

- Video broadcasts.
- UAV video feed.
- Common ground station sensor data.
- MCS overlays (friendly operational picture).
- ASAS overlays (enemy operational picture).

- Friendly operational picture overlaid with enemy picture from ASAS.
- Other large volume data.

10-28. ELECTRONIC PREPARATION OF THE BATTLEFIELD

The S6 must conduct an electronic preparation of the battlefield (EPB) early enough for the commander to make informed decisions on assigning missions to ISR assets and subsequently to maneuver forces. Critical to the EPB is a risk analysis based upon the recommended network architecture.

a. The commander must incorporate the EPB into his decision-making process early enough to understand the limitations in communications when planning the maneuver for his unit. The commander must also indicate what his critical information requirements are in order for the S6 to ensure infrastructure support to that requirement.

b. The initial EPB must be refined as the commander decides what risks he will accept in the C2 INFOSYS arena. The S6 will plan the coverage of the battlefield with the available networks. Any shortfalls in communications coverage will be identified to the brigade S3 and commander. Refinement of coverage is determined by the commander's estimate of critical information requirements.

(1) Adapting the C2 INFOSYS plan to the priorities set by the commander requires close coordination by the S6 with the other staff members and particularly with the information officer. The information officer will determine the priority of information being passed, and the S6 will provide the transport path for that information. The S6 must ensure that the information officer is aware of the system limits and capabilities at all times, and the information officer must ensure that the S6 is aware of the IO priorities at all times.

(2) The signal annex must provide clear understanding of the unit's communications architecture and how it will operate on the battlefield. A number of styles of information presentation are effective: text, preformatted templates, and matrixes. The annex must incorporate all communications resources. Providing a signal concept sketch to the commander works best. The graphic presentation provides the commander with a clear and concise understanding of the communications plan. Critical elements include: concept of communications; CP locations; and tactical range extension (T-REx) locations. The S6 must capture information for the complete task organization in order to portray an accurate picture.

CHAPTER 11

COMBAT SERVICE SUPPORT OPERATIONS

The core of combat service support to the SBCT is the brigade support battalion, which provides direct support to the SBCT. The BSB has an austere force structure with the minimum capabilities necessary to support the SBCT. This CSS support package is strategically mobile and focused only on sustainment necessities and thus does not provide the same level of support as that provided by other support battalions. Initial sustainment relies on a combination of unit basic loads (UBLs), strategic configured loads (SCLs), and the availability of fuel and water in the area of operations. By deploying with CSS packages tailored for a specific operation, the SBCT can sustain itself for up to 72 hours.

With reliance on regionally available commercial support, the BSB provides sustainment to the SBCT during peacetime military engagements, small-scale contingencies, and major theater war. In MTW, the BSB requires significant augmentation from a division, corps, or ARFOR to sustain the SBCT .

Section I. CSS PLANNING CONSIDERATIONS

The SBCT commander, through his executive officer, S1, S4, and brigade surgeon, makes plans and key decisions concerning CSS. As the senior CSS commander, the BSB commander serves as the primary CSS operator for support to the SBCT. His staff manages most CSS operations through an array of digital information systems. Because of the SBCT's austere CSS system, the BSB support operations section has the capability to integrate CSS activities from outside the SBCT. The rear command post is the focal point of these activities.

11-1. GENERAL GUIDELINES

In SBCT units, health service support assets are assigned to maneuver units. The infantry battalions and cavalry squadron (RSTA) each have a medical platoon. The field artillery battalion, antitank, and engineer companies each have a medical section. In addition, the BSB provides each infantry battalion, cavalry squadron (RSTA), and field artillery battalion with a combat repair team (CRT) to provide maintenance and repair parts support to all units operating in that battalion's area. The BSB retains control over supply and transportation assets to provide area support for other key logistics functions such as rations; petroleum, oils, and lubricants (POL); and munitions. Respective staff sections, such as S1 and the unit ministry team, support other CSS functions (personnel, legal, and religious, for example).

a. Within this support structure, the SBCT must plan, prepare, and execute its CSS plan. Concurrent with the operational planning of the main CP, the rear CP develops the CSS plan during mission analysis and refines it in the war gaming portion of the decision-making process. CSS rehearsals are normally conducted to ensure a smooth, continuous flow of materiel and services.

b. The SBCT's basic CSS responsibilities are to execute CSS with its BSB and medical units, to report and request all other support requirements through the correct ARFOR channels, and to ensure that CSS operations are properly executed when support elements

arrive in the SBCT area. The rear CP is normally in charge of these functions, with guidance and oversight provided by the SBCT commander.

11-2. SBCT RESPONSIBILITIES

The rear CP controls and coordinates CSS for the SBCT. This includes ensuring that supplies and services for sustainment are provided by higher, joint, multinational, host nation, or contract sources. The primary CSS functions required by the SBCT include casualty treatment and evacuation, resupply operations, maintenance activities, and personnel service support. The SBCT S1 and S4 sections collocate with the BSB CP to form the rear CP in the SBCT support area. The following personnel have the primary responsibility for CSS.

a. **SBCT Commander**. The commander ensures that CSS operations sustain his SBCT's fighting potential. He provides the following guidance for CSS personnel:

- CSS priorities in terms of maintenance, transportation, supply, health service support, field services, explosive ordnance disposal, human resources support, financial management operations, religious support, legal support, and band support.
- Location of CSS assets.
- Medical evacuation treatment and evacuation guidance.
- Controlled supply rates.
- Guidance on construction and provision of facilities and installations.

b. **Executive Officer.** The XO integrates and synchronizes the SBCT's logistical efforts. During the planning phase, he reviews the tactical plan with the S3 to determine CSS requirements and supervises coordination with the rear CP. The XO also ensures the CSS needs of the SBCT's separate companies are met.

c. **BSB Commander**. The BSB commander is the senior CSS commander and single logistics operator for the SBCT. He directs all units organic or attached to the battalion in support of the SBCT mission. He also has C2 of all elements in the BSA for security and terrain management and ensures the SBCT commander's CSS guidance is being fulfilled.

d. **Adjutant (S1).** The SBCT personnel and administration section is responsible for maintaining unit strength and conducting personnel actions. The S1 section processes status and strength reports and personnel awards and orders. It coordinates finance, legal, and postal services for the SBCT. The S1 coordinates the special staff efforts of the chaplain, brigade surgeon, and any attached public affairs personnel. The S1 manages the casualty system. The S1 is also the staff point of contact for activities such as inspector general and morale support issues. During tactical operations, the S1 supports the S4 section in operation of the rear CP.

e. **Logistics Officer (S4)**. The logistics section is responsible for providing logistical planning and support to the SBCT and operates the rear CP. He determines the requirements for maintenance, supply, transportation, and services for the SBCT. The S4 normally positions his assistant at the main CP to assist the S3's synchronization of combat and sustainment operations. The S4 section mans the rear CP in conjunction with elements of the S1 section and BSB staff.

f. **Signal Officer (S6)**. The S6 section is responsible for maintenance management of the C2 INFOSYS network. S6 sections in battalions provide operator maintenance

support. The SBCT signal company provides limited DS maintenance support for organic signal equipment within the company. The S6 also coordinates for civilian and contractor support to supplement military personnel.

g. **BSB Support Operations Officer**. The support operations officer (SPO) is the principal BSB staff officer for coordinating CSS to the SBCT. He provides the technical supervision for the external CSS mission of the support battalion. He is the key interface between the supported units and the support battalion. Support requirements are determined in coordination with the SBCT S1, S4, the surgeon, and the CSS representatives of the supported units. The SPO plans and monitors support operations and makes necessary adjustments to ensure support requirements are met. The SPO requests and coordinates augmentation with the higher echelon when requirements exceed capabilities.

h. **Brigade Surgeon**. The brigade (SBCT) surgeon, as a special staff officer, is responsible for HSS operations in support of the SBCT. Using his staff, he ensures the timely planning, coordination, integration, rehearsal, and synchronization of HSS assets in support of SBCT operations. The brigade surgeon coordinates with the BSB, the infantry battalions, the cavalry squadron (RSTA), and other staff elements to ensure adequacy of support. The brigade surgeon, as authorized by the commander, is responsible for the technical control of all medical activities in the command. The brigade surgeon keeps the commander informed on the status of HSS for SBCT operations and on the health of the command. He coordinates and synchronizes HSS planning and operations with the BSB SPO medical cell. This HSS cell includes a medical operations officer, a medical plans and operations NCO, and a medical logistics officer (MLO). See FM 4-02.21 for definitive information on duties of the brigade surgeon.

i. **Chaplain**. Chaplains are assigned to US military units to assist commanders in providing for the right of free exercise of religion to all personnel. The chaplain is a special staff member who serves as a confidential advisor to the commander on the spiritual fitness and ethical and moral health of the command. He is responsible for the professional oversight of the battalion unit ministry teams. Each UMT is composed of a chaplain and one enlisted chaplain's assistant.

11-3. PREDEPLOYMENT ACTIVITIES

The SBCT is designed to deploy rapidly to conduct combat operations worldwide. Once warning or alert notification occurs, predeployment activities accelerate. These activities include training validation, task organization, and equipment maintenance. The SBCT has a full-time mobility warrant officer assigned to the SBCT S4 section. He ensures that the transportation requirements for the SBCT are established prior to any alert or warning order. Each unit in the SBCT should have an appropriate number of personnel trained to perform special deployment duties. These duties include pallet construction teams, unit loading teams, hazardous cargo certifying officials, and air load planners.

Section II. CSS IN THE SBCT

To meet the challenge of supporting the operations of warfighters and to meet deployment objectives, the SBCT employs an austere CSS package with minimum capabilities. This CSS force package is streamlined, strategically mobile, and focused on sustainment necessities. This tailoring is achieved by optimizing the use of CSS resources

(through CSS situational understanding) and minimizing the operational and CSS footprint in the area of operations. Split-basing (the concept of locating assets in the rear and forward with all but the immediate essentials held in the rear) and modularity (the concept of creating standardized units which may be located rear or forward) provide just-in-time support to the SBCT. Supplies are pushed forward from the rear as needed, whenever and wherever feasible. Also, highly deployable CSS assets are positioned to rapidly enter and depart the area of operations as needed to sustain the force. These concepts are part of CSS reach as discussed below and in FM 4-93.7. The key logistics and HSS provider within the SBCT is the BSB. However, there are other elements in the SBCT that plan and execute CSS operations. This section covers the CSS functions performed by the BSB and those SBCT elements other than the BSB.

11-4. BRIGADE SUPPORT BATTALION

The SBCT brigade support battalion is organized to perform distribution-based, centralized CSS functions in accordance with Army XXI CSS concepts. Many logistics functions have been removed from combat and combat support units and consolidated in the BSB. The brigade support battalion (Figure 11-1) consists of the headquarters and three companies: the headquarters and distribution company, the forward maintenance company, and the brigade support medical company. The austere design of the CSS structure is insufficient to sustain both the SBCT in garrison and during extended operations. The BSB has a limited distribution forward capability. It combines situational understanding with efficient delivery systems to form a distribution pipeline, eliminating most stockpiles. Supplies are tailored and packaged for specific supported units based on a specific time and location. Total asset visibility, including in-transit visibility, gives CSS personnel visibility over all assets and infrastructure capacity in the area of operations. The combat service support company is the solution to overcome the shortfalls of the BSB during sustained operations.

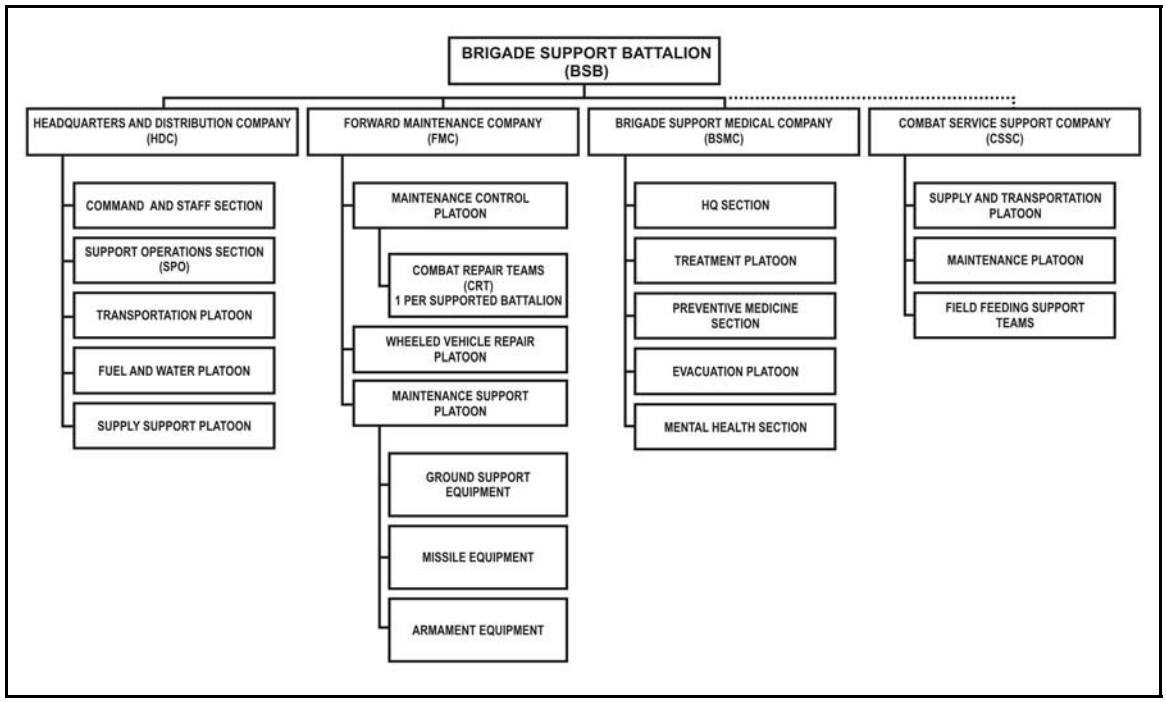


Figure 11-1. Brigade support battalion.

11-5. THEATER CONTRACTING SUPPORT

Theater support contracting is an acceptable means for the SBCT to acquire locally available logistics support for operational requirements. Contracting may be conducted with foreign governments, commercial entities, or civilian agencies. The commander or his designated representative (the S4, for example) must identify and prioritize the unit's external requirements for the AO. Contracting can:

- Bridge gaps that occur before sufficient organic support is available.
- Reduce dependence on nationally-based logistics system.
- Improve response time and reduce footprint.
- Augment the existing logistics support capability for critical supplies and services.
- Reduce demands for the military resources and improve relationships with the populace.

a. **Principal Assistant Responsible for Contracting (PARC).** The PARC is the mission commander's senior Army acquisition advisor responsible for planning and managing all Army contracting functions within the theater. All Army contracting authority in a theater flows from the head of contracting activity to the Army's PARC. All Army contracting personnel within the theater, except those assigned to the US Army Corps of Engineers (USACE) and the US Army materiel command (USAMC), operate under the procurement authority of the PARC. Within the AO in which the SBCT is operating, the Army PARC or other lead service responsible for theater support contracting support is the only official authorized to issue a warrant delegating contracting authority to contracting officers. The PARC may consolidate control of all contracting officers' representatives (CORs) in theater, at any time, in accordance with the combatant commander's contracting support plan for the AO. The COR represents the contracting officer only to the extent documented in the written appointment. Refer to

FM 100-10-2, *Contracting Support on the Battlefield,* and FM 3-100.21, *Contractors on the Battlefield,* for more information on COR responsibilities.

b. **SBCT Role.** Contracting will require supervision by the SBCT staff. Generally, the S4 generates the requirement for a contract, but other staff proponents are responsible for contracting support requirements within their functional areas. For example, the G/S2 may have a requirement for linguists. Funding guidance is required and close coordination with CA, finance and accounting activities, and legal support is essential. Upon mission termination or redeployment, the command must close out all records or files and submit them to the appropriate authorities for disposition. Contractors external to the AO may be used, but the logistics staff must consider such issues as taxes, cross border fees, and landing fees. The command must have a comprehensive contracting support plan to ensure the force uses proper legal methods when getting supplies and services. The plan should meet the following requirements:

- Designate specific personnel to approve purchase requests prior to their submission to the contracting element.
- Designate an official, normally from a supply activity or the unit requiring commercial support, to accept, account for, and distribute locally procured goods and equipment. The requiring activity identifies the receiving official to the contracting officer on the purchase request. The receiving official accepts vendor delivery and then forwards receiving reports to the contracting officer to verify delivery. Contracting officers need valid receiving reports before a vendor may be paid.
- Include procedures and policies for contracting support in the AO, assuring full use of host nation (HN) support and contracting resources.
- Ensure contracting receives consideration during logistic planning and becomes part of the OPORD or OPLAN.
- Develop an area database containing all available information concerning local resources from area studies, foreign service personnel, civilian agencies, and locally developed logistics support data. It should also contain a list of contracting and HN support agreements in the AO. The UN Department of Humanitarian Affairs' relief Internet site (http://www.reliefweb.int/) contains maps and current field reports from civilian agencies and is a source of information on current global complex emergencies.
- Address security performance measures and quality control aspects of contracting to include inspection of goods received to ensure against sabotage, poisoning, or other terrorist-style actions.

c. **BSB Role.** The BSB is authorized two contingency contracting officers to provide support to the SBCT and AOR PARC. They coordinate contracting requirements for and assist in acquiring local logistics support. The BSB must receive support from linguists and interpreters and coordinate with representatives from other multinational forces. The contracting officers should:

- Provide coordination and cooperation among nations that maintain parallel contractors in the AO to avoid competition for local services and obtain the best prices through consolidated requirements.
- Coordinate with CA, finance and accounting activities, and legal support.

- Avoid complications with respect to employed local laborers and contractors, currency exchange rates, local hire wage scales, and customs regulations.
- Evaluate current HN contracts between the HN and civilian agencies in the AO and evaluate their effectiveness.
- Train CORs.

d. **Unit Role.** The government-wide commercial purchase card (GCPC) used in CONUS may also be used outside CONUS (OCONUS). Because merchant acceptance of the GCPC varies widely outside the US, contingency planning should determine whether GCPC is useful in specific instances. As a general rule, commanders should anticipate needing both GCPC and contracting officers.

e. **Mission Termination or Redeployment Requirements.** Upon mission termination or redeployment, the contracting officer or element must close out all records or files and submit them to the appropriate AOR PARC office for disposition. Utilizing theater contracting support is often the preferred method of support, but the COR must consider such issues as taxes, cross border fees, landing fees, and custom requirements before executing contract award. The Army PARC should have a comprehensive contract support plan (CSP) to ensure the force and CORs follow the process, procedures, and priorities established when getting supplies and services in the AO. The plan should include --

- Management relationships.
- Location and structure of the contracting elements in the AO, to include a list of units and activities that will be supported by each.
- Types of supplies, services, and construction capabilities commercially available within the mission area.
- A list of special prioritization or control measures that apply for scarce commodities or services.
- Concept of contracting operations which is phased and synchronized with the overall support plan.
- Description and assessment of host nation support (HNS) agreements, customs, laws, culture, language, religion, and business practices which impact on contracting operations.
- Specific statutory and or regulatory constraints or exemptions that apply to the supported operation.
- Procedures for receiving valid unit requirements, funding of those requirements, payment of contractor, and closing out the contract after completion.
- Procedures for appointing, training, and employing field ordering officers (FOOs), CORs, paying agents, and government purchase card (GPC) holders.

11-6. HUMAN RESOURCES SUPPORT

SBCT and battalion personnel sections perform their traditional roles of personnel management, personnel services, and personnel support. The four independent companies (antitank, engineer, signal, and military intelligence) of the SBCT are normally assigned to one of the SBCT's subordinate battalions for personnel support.

a. **Personnel Management.** S1 sections ensure their commander's priorities for manning units are executed.

(1) The battalion S1 focuses on accurate personnel accounting and strength reporting.

(2) The SBCT S1 focuses on replacement management, including the status of casualties in medical treatment facilities (MTFs). Individual replacements will arrive at the SBCT with individual weapons and personal equipment (for example, TA-50).

(3) Personal information management, a deliberate system of validating and storing critical information on soldiers and contractors, is supported by the SBCT S1 with reach to the intermediate staging base or home station.

b. **Personnel Services.** Generally, home station assets via reach operations will perform personnel services.

(1) Casualty operations management is primarily an SBCT S1 responsibility. Battalion S1s ensure that witness statements and casualty feeder reports are accurate and complete. The SBCT S1 is responsible for verifying unit submissions of witness statement and casualty feeder reports against the personnel database and emergency data in the soldier's deployment packet. After verifying information with the appropriate medical treatment facility, the SBCT forwards the casualty information through the Army casualty information processing system.

(2) SBCT and battalion S1 sections have limited ability to conduct personnel services (awards, promotions, evaluations, and reassignments) while deployed. S1s will handle pay-input transactions for military pay.

c. **Personnel Support.** Personnel support is METT-TC dependant and will normally require a mature theater of operations.

(1) Postal operations within the SBCT will be limited to mail and distribution activities. The SBCT S1 section will receive pre-sorted letter mail and small packages. Battalion mail clerks will pick up incoming mail from, and drop off outgoing mail to, the SBCT mail clerk.

(2) The SBCT S1 will coordinate with units for provision of morale, welfare, and recreation (MWR) activities and services as the mission permits. The MWR system is a necessary outlet for soldiers to relieve combat stress and is critical to sustaining the readiness of the force. Refer to FM 12-6 for definitive information about MWR functions and responsibilities.

11-7. LEGAL SUPPORT

The brigade operational law team provides legal support in operational law (OPLAW) and either provides or coordinates legal support for the six legal disciplines: military justice, international law, administrative law, civil law (contract law, fiscal law, and environmental law), claims, and legal assistance. (See Chapter 2, FM 4-93.7.)

a. The SBCT judge advocate and a legal specialist provide OPLAW support from the SBCT main CP in order to support the commander and his FECC.

b. The bulk of the BOLT provides legal support from the SBCT rear CP.

c. Battalion legal specialists may be consolidated with the BOLT or provide services from within the battalions.

11-8. RELIGIOUS SUPPORT

The UMT is composed of a chaplain (56A) and an enlisted chaplain assistant (56M). Each UMT develops a religious support plan that details how it can best coordinate and facilitate religious support throughout its AO. The SBCT UMT reviews and may adjust

battalion religious support plans to ensure that religious coverage is available to all. This includes contractors, refugees, displaced persons, detained civilians in the area of operation, and enemy prisoners of war. As casualties increase, the SBCT UMT will also adjust religious coverage.

a. SBCT chaplains have a greater staff role than their battalion counterparts. As staff officers, chaplains can research and interpret cultural and religious factors pertinent to a given operational area. They may work with civil affairs personnel in analyzing local religious organizations, customs and practices, doctrines, symbols, and the significance of shrines and holy places. Chaplains conduct liaison with, and support humanitarian efforts by working with, humanitarian relief agencies, civil affairs, and public affairs where appropriate.

b. The SBCT UMT is responsible for professional training and will identify the training needs of subordinate chaplains, enlisted religious support personnel, and lay readers or lay leaders.

c. Chaplains advise the commander on the moral and ethical nature of command policies, programs, and actions and their impact on soldiers. They often serve as the "conscience of the command." The religious support model in Figure 11-2, page 11-10, depicts the supporting functions and tasks. Chaplains provide support to soldiers for death notifications of family members, Red Cross notifications by command, and liaison with CONUS and host nation clergy.

d. Religious support is usually expressed in terms of coverage. Traditionally, coverage deals with the type of support a UMT provides to elements of the unit. Coverage consists of three religious support functions: unit support, area support, and denominational support.

(1) Area support is provided those who are not a part of the UMT’s unit but who are operating within the same AO without organic or available religious support.

(2) Denominational support may be limited to available assets. UMTs usually provide denominational support on an area basis.

e. Battalion UMTs normally operate from their CTCPs or battalion aid stations.

(1) They often move with a logistics package (LOGPAC) to a logistic release point (LRP) to minister and provide services to a company.

(2) During combat operations, the UMT’s priority for religious support is care for the wounded. The UMT performs “religious triage” in coordination with medical treatment personnel. The UMT moves to positions where the largest numbers of casualties are to be collected, usually at battalion aid stations.

(3) After combat, the UMT ministers to survivors, paying attention to leaders and those who show signs of battle stress.

f. The BSB UMT usually operates from the BSA and provides support to the BSMC and field trains. Battalion UMTs coordinate for support of unit soldiers in the BSA.

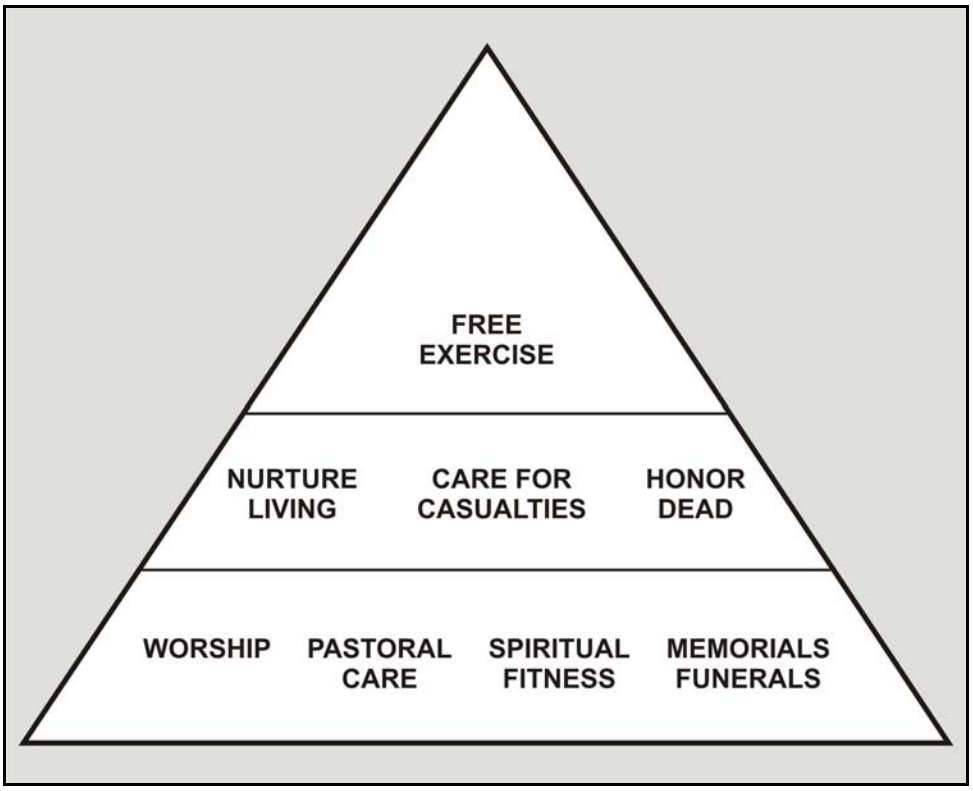


Figure 11-2. The religious support model.

11-9. FINANCIAL MANAGEMENT

Financial management support includes: banking and currency support, disbursing support, cost-capturing and accounting, and US and non-US pay, including EPW/CI. The SBCT has no organic financial management support assets. Normally finance detachments (FDs) are deployed to provide financial management. One FD will typically support an SBCT. An FD can provide support by deploying finance support teams to supported units' locations. The FD provides pay (US and non-US) support, commercial vendor services support, disbursing/funding support, travel support, and finance data base maintenance for units and personnel in its AO. (See FM 14-100.) The following are typical finance requirements of the SBCT:

a. **Temporary Duty Requests (TDY)**. There are many valid reasons for TDY requests during contingency operations; for example, retrograde of test, measurement, and diagnostic equipment (TMDE), coordination meetings at the intermediate staging base (ISB), and testifying in court proceedings.

b. **Purchase Requests and Commitments**. Various forms are used by the services for the local purchase of supplies, equipment, and vendor services. In most cases, procurement actions will be processed through the BSB's contracting officers. The contracting officer will ensure the procurement action is authorized under the federal acquisition regulations. The procurement will then be forwarded to the SBCT budget officer for fund certification and recording of the associated commitment of appropriated funds.

c. **Tactical Financial Management for Logistics**. The SBCT's resource management (RM) personnel (S4 and SPO) can obtain financial management data from

the standard Army financial inventory accounting and reporting system (STARFIARS) cost transfer cycle. The accounting section of the supporting finance unit can provide these reports. The reports show the dollar value of supplies ordered by individual unit and supply support activity.

d. **Multinational Support.** The use of operations and maintenance (O&M) funds is restricted to providing sustainment and training support for US forces. O&M funds are not intended to be used for humanitarian or civic relief projects, support of foreign forces, support to foreign governments, or the United Nations. These issues can be politically sensitive; therefore, the SBCT commander should seek guidance from the appropriate authority.

11-10. ENEMY PRISONERS OF WAR MANAGEMENT

The SBCT has no organic military police support assets to take control of and evacuate EPWs. Logisticians at battalion and below often have the responsibility to plan for and conduct initial processing of EPWs. See Figure 11-3, page 11-12, for an illustration of EPW handling.

a. Soldiers capturing EPWs and documents report immediately and coordinate a linkup with the first sergeant (1SG) to turn the prisoners and documents over to him. The 1SG, often assisted by his supply section, moves the EPWs to the vicinity of the combat trains or UMCP for processing and subsequent interrogation by SBCT, battalion, or MI company personnel.

b. The combat trains command post (CTCP) plans and coordinates EPW operations, collection points, and evacuation procedures. EPWs are evacuated from the battalion area as rapidly as possible. Prisoners are then moved to the EPW collection point on returning LOGPAC vehicles or by transportation coordinated by the S4. As necessary, the S2 reviews and reports any documents or information of immediate value. The S4 coordinates evacuation of large amounts of enemy equipment.

c. The BSB, in coordination with (ICW) the SBCT rear CP, allocates space in the BSA for the EPW collection point. The SBCT S3 assigns responsibility for EPW processing. Since there is no organic MP support, it is reasonable to assume that an infantry unit could be detailed to operate the EPW collection point until a higher headquarters assumes responsibility for them.

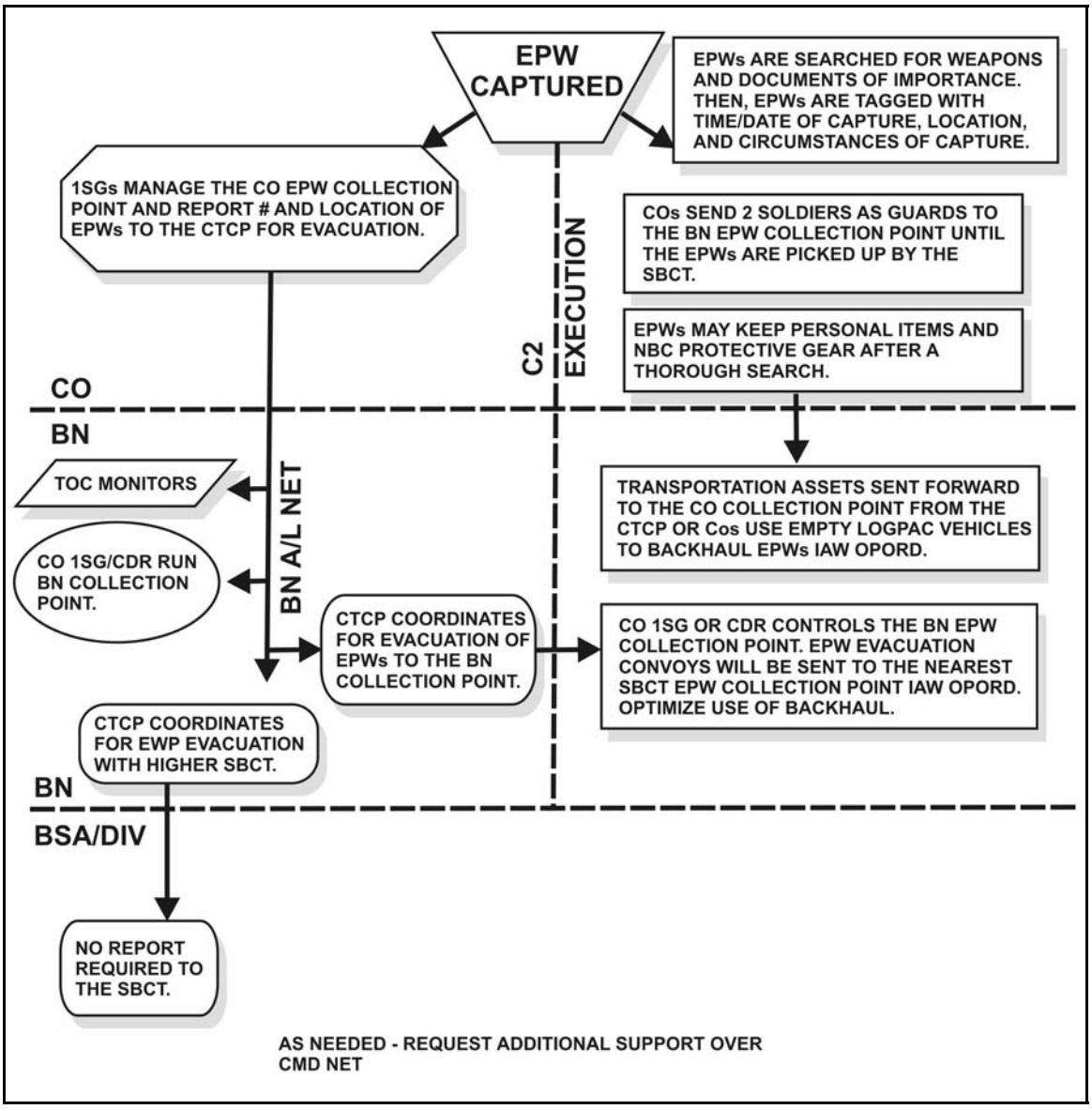


Figure 11-3. EPW handling.

11-11. MORTUARY AFFAIRS

Recovery operations are conducted to search for, recover, and evacuate human remains for proper disposition. Prior to augmentation from a higher headquarters, the SBCT must plan for and conduct recovery operations. The SBCT has one NCO in the BSB to assist in planning for mortuary affairs (MA).

a. Remains should not be removed from the scene until all the WIA have been removed and the commander grants authorization to do so.

b. The site must be safe for recovery personnel. It is likely that the site will have hazardous conditions if remains are to be recovered.

c. There should be restricted access to the site. Media should not be allowed on the site.

d. The location of all remains should be documented prior to removing remains from the site.

e. Upon approval of the commander, the remains may be removed from the site. Ensure that all identification media is safeguarded. Leave all clothing and personal effects with the remains. The remains should be shrouded from view or placed in remains pouches before transport.

f. It may be necessary to use host nation labor to assist in the recovery. They should be briefed on search techniques, what they are looking for, and what to do when they find remains, personal effects, or ordnance. Close supervision is the key.

g. Procedures must be established for handling deceased local nationals and enemy soldiers.

11-12. COMMUNICATIONS

Fast, reliable communications are critical to the CSS effort. Whether as directed by the ARFOR headquarters or as needed to support a battalion mission, the SBCT rear CP must be able to report instantly the SBCT, battalion, or even a single company's status, including combat losses, and to send resupply and support requests.

a. **Force XXI Battle Command Brigade and Below.** FBCB2 is a network of computers, global positioning equipment, and communication systems that provide on-the-move, real-time command and control information to tactical combat arms, CS, and CSS soldiers and leaders. The system provides preformatted, standardized reports allowing the leaders to rapidly disseminate required reports and FRAGOs. Each vehicle in the SBCT has an FBCB2 system that can transmit its logistical and personnel status reports to the chain of command and the rear CP. FBCB2 is the fastest method of disseminating this information. Leaders may verify receipt of all reports sent via FBCB2 either by follow-up message or via voice.

b**. Combat Net Radio.** Radios (AM/FM) are still the primary means of command and control communications. The SBCT administrative and logistics (A/L) net may be used to provide C2 of CSS missions. Nondigital units that augment the SBCT will likely rely on FM communications for A/L.

c. **Messenger or Wire**. As an alternative, units can send CSS reports and requests by messenger or wire. Messengers are slower than radio transmission but more secure. Wire communications are also very secure but are strictly limited in range and coverage and may not be a feasible option in a fast paced operation or non-contiguous environment. For sending lengthy or complex reports and requests, messenger or wire is better than radio transmission.

11-13. COMMAND AND CONTROL SYSTEMS

Computers have automated many CSS functions within the SBCT. They enable the SBCT rear CP to obtain near real-time status of any battalion or company.

a. **Force XXI Battle Command Brigade and Below.** FBCB2 has CSS management programs built into its software capabilities. Preformatted CSS reports from individuals and units automatically update many of the SBCT's recurring CSS rollup reports. Using these automated logistics and personnel reports, the rear CP can obtain near real-time status of individual FBCB2 platforms and unit rollups (Figure 11-4, page 11-14). The rear CP is responsible for posting FBCB2 rollup reports to CSSCS.

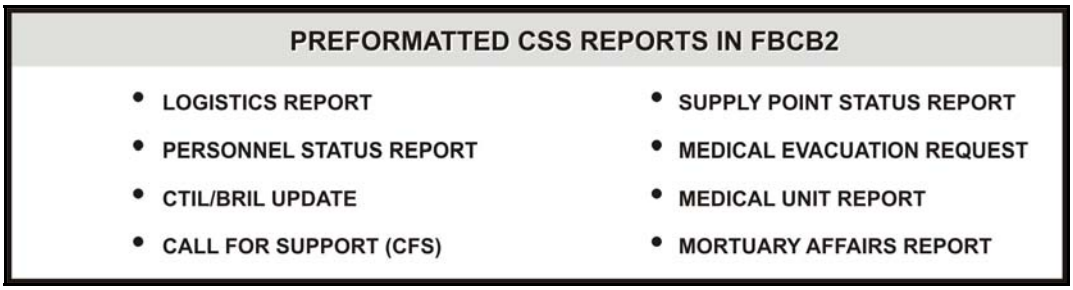


Figure 11-4 Preformatted CSS reports in FBCB2.

(1) FBCB2 is used to report the status of selected equipment and supplies that are designated by the commander. This commander's tracked item list (CTIL) is prepared by the SBCT S3 and is disseminated throughout the organization. The commander's tracked item list is transmitted from the CSSCS to FBCB2 at the SBCT rear CP.

(2) Logistics status reports are divided into two categories. For supplies (Classes I, II, III, IV, V, and VIII), the report shows the amount units have on hand and serviceable. For equipment (Classes VII and IX), the report shows what is on hand and whether mission capable or not.

(3) Personnel status reports are used to report the status of each individual assigned to a FBCB2 platform.

(4) Supply point status reports are used to identify a supply point location, operating times, stocked items, and quantities on hand. Sending this report results in a geo-referenced icon that goes out over the entire tactical Internet.

(5) Medical evacuation requests may be initiated by any platform experiencing an emergency that requires medical evacuation. Initial requests usually go via voice because of the urgency, but follow-up FBCB2 requests allow the status of the MEDEVAC request to be monitored.

(6) Logistics task management is a series of logistics support messages tied together by a task management thread that monitors progress of a logistics task from initiation to completion. It provides information necessary to locate the vehicle needing support, route information, and coordinating information to facilitate the support mission. Using the task management feature, the rear CP can manage logistic calls for support (CFS) (Figure 11-5) and logistics task orders (LTOs) (Figure 11-6.)

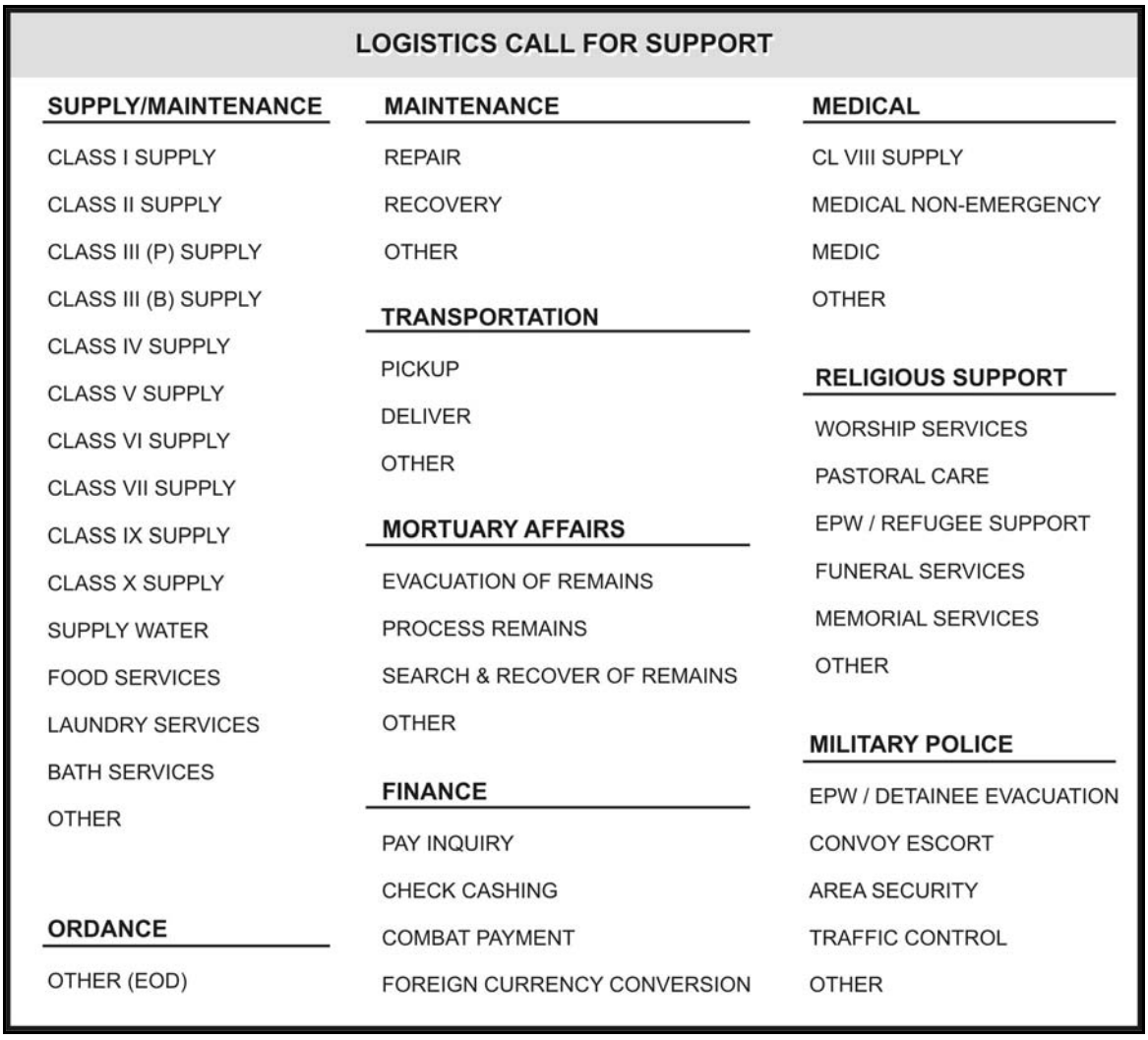


Figure 11-5. Logistics call for support.

Figure 11-6. Logistics task orders (task management screen in FBCB2.

b. **Combat Service Support Control System.** CSSCS is a command and control tool for tactical commanders and staffs in CSS units and in combat and combat support units. It provides a snapshot of the current CSS status within units and supply points that the commander considers critical to the accomplishment of the mission. CSSCS provides battlefield decision support for planning and controlling the logistics support of combat operations. CSSCS provides material and personnel status of units and identifies logistics capability to resupply units for subsequent combat operations. CSSCS receives input and provides visibility of data from FBCB2, supply property book system-revised (SPBS-R) (property), standard army maintenance system (SAMS) (maintenance), standard Army retail supply subsystem (SARSS) (supply), transportation coordinator's automated information for movements system (TCAIMS) (transportation), medical communications for combat casualty care (MC4) (medical) and standard installation division personnel system (SIDPERS) (personnel). The following CSSCS capabilities are used by the SBCT rear CP:Resource status summaries display current logistics information by class of supply, item, or unit as color-coded charts or detailed tabular reports.

- Course of action analysis, as deliberate or "quick" analysis, uses either current or planned task organization based upon approved planning factors.
- Unit task organization tracks task organization to company level and provides a structure for resource tracking.CTIL is a subset of baseline resource items list (BRIL) that includes those items of command interest and command controlled items that are tracked by CSSCS.
- Color-coded 'gumballs' indicate authorized and operational status by class of supply and unit.
- Common operational picture with higher quality digital maps than those on FBCB2.

c. **Tactical Personnel System and Standard Installation Division Personnel Information System**. The S1 section runs tactical personnel system (TPS) and SIDPERS-3.

d. **Medical Communication for Combat Casualty Care**. Currently there is not a medical STAMIS at division and below with the exception of the one Theater Army Medical Management Information System (TAMMIS) located in the division medical supply office. However, with the fielding of the new medical STAMIS (MC4), all division medical units/elements will have an automated enabler. Medical communications for combat casualty care is the Army's hardware infrastructure that will integrate the joint theater medical information program (TMIP) linking the warfighters and CSS to force health protection (FHP)/HSS throughout all levels of care. It is the new STAMIS objective system integrating joint TMIP software products with Army (service) MC4 hardware infrastructure. It also provides an automation of near real-time medical information to support C2, situational understanding, and medical commodity management.

e. **Maneuver Control System**. The S4 section has an MCS that enables the SBCT rear CP to fulfill its role as an alternate SBCT CP.

f. **Unit Level Logistics System–S4**. Unit level logistics system-S4 **(**ULLS-S4) is located at SBCT and battalion level S4 staff sections. ULLS-S4 automates the supply property requisitioning and document register process, hand and subhand receipts, component, budget, and logistical planning activities.

g. **Global Combat Support System–Army.** Global combat support system-Army (GCCS-A) is the new automated system that will replace most existing logistics-related automated systems. GCSS-A will be a software package that will leverage best commercial practice technologies and link all logistics functions into one relational database creating a seamless logistical system providing near-real time logistics information that the tactical commander can use to build and sustain combat power. GCSS-A will be made up of a series of functional modules such as supply, property, maintenance, and management. The first module fielded will replace SPBS-R and ULLS-S4.

Section III. SUPPLY AND TRANSPORTATION OPERATIONS

Each SBCT company deploys with 72 hours of supplies. Battalions do not have organic supply or transportation assets, so the BSB must resupply maneuver companies. The SBCT S4, ICW battalion S4s and the BSB, must coordinate these resupply actions. Resupply operations are generally classified as routine or immediate. Cues and procedures for each method are specified in battalion, BSB, and SBCT SOPs and are rehearsed during field training exercises. The actual method selected for resupply in the field depends on METT-TC factors.

11-14. CLASSES OF SUPPLY

Supplies are divided into ten major categories, which are referred to as classes. There are also a few miscellaneous items that do not fit into any of the other ten supply classes. Figure 11-7, page 11-20, shows the classes of supply.

a. **Class I**. Units will deploy with three days of supply (DOS). Class I supplies (meals, ready-to-eat [MREs]) will be configured into unit configured loads by the BSB based on personnel strength reports. These pallet-sized loads will be delivered with the LOGPACs by the BSB’s transportation platoon. No unit in the SBCT has organic food service capabilities.

Operational rations (MREs) will be used until military augmentation (BSB combat service support company) or contractor support is identified in theater.

b. **Water.** Units will deploy with three DOS. Infantry rifle companies have two 400-gallon water trailers; all other companies have one. Water will be resupplied every other day by LOGPACs. The BSB's fuel and water support platoon is capable of limited purification with it's two 600 gallons per hour (GPH) reverse osmosis purification units (ROWPU) and limited storage (12,000 gallons). The SBCT is expected to obtain bulk water or commercial bottled water in the theater of operations. The SBCT rear CP must ensure that the BSB is provided an adequate water source. Location of that water source is critical to sustainment of the SBCT.

c. **Class II**. Limited stocks of Class II items (preventive medicine, field hygiene, weapons cleaning, and special tools) will be available at the BSB. Class II (NBC) will be configured by echelons above brigade at ISBs and called forward as needed. Class II administrative supplies will not be stocked at the BSB but may be requested as the theater matures.

d. **Class III**. The fuel in deploying vehicles allows each unit to deploy with two DOS. The BSB's fuel and water support platoon has the only bulk fuel distribution capability within the SBCT. There are fourteen heavy expanded mobility tactical truck (HEMTT) fuelers (2,500 gallons each) that support all maneuver units with LOGPAC operations. The SBCT S4 will arrange for LOGPACs to deliver fuel based on logistics status reports. The BSB positions fourteen palletized load system (PLS) trailers with fuel tank racks (2,500 gallons each) for bulk fuel storage in the BSA. The SBCT is expected to obtain fuel in the theater of operations. The BSB has an additive injector to convert commercial fuel to Army fuel (JP8). The BSB retains limited motor gasoline (MOGAS) capability for unmanned aerial vehicles and other miscellaneous equipment. Limited stocks of Class III (P) items (packaged petroleum products) will be available at the BSB.

e. **Class IV**. The SBCT will produce local SOP to define combat loads for Class IV. The BSB's supply support platoon stocks a limited amount of barrier material such as concertina wire, sandbags, and pickets. Other Class IV must be configured by echelons above brigade at ISBs and called forward as needed.

f. **Class V**. SBCT units deploy with a combat load of personal munitions and a turret load of vehicle munitions. The BSB's ammunition transfer point (ATP) section does not deploy with sustainment stocks. Munitions will be delivered to the BSA as mission configured loads (MCLs) from pre-positioned stocks or CONUS. These MCLs will be delivered to unit LRPs on heavy expanded mobility tactical truck-load handling system (HEMTT-LHS) flat racks without repackaging. The flat racks will be left for unit personnel to rearm their equipment. The BSB's HEMTT-LHS vehicles are the primary ammunition distribution vehicles within the SBCT. Use of required supply rates (RSRs) and controlled supply rates (CSRs) is critical to munitions management. Ammunition sustainment will depend on the availability of airlift and weather. Oversight of munitions will be a critical function for the SBCT rear CP.

g. **Class VI**. The BSB does not stock Class VI supplies. After 30 days in theater, the ration supplement health and comfort pack (HCP) is usually issued with Class I rations.

h. **Class VII**. Class VII status is reported through command channels, intensively managed, and command controlled. The BSB will receive replacement items as ready-to-

fight systems (equipment, fuel, and munitions). Ready-to-fight systems are sent forward with the LOGPAC.

i. **Class VIII**. Medical units deploy with three DOS. Medical supplies, such as first aid dressings, refills for first aid kits, water purification tablets, and foot powder, are supplied by the BSB's brigade support medical company to the battalion medical platoons via LOGPAC or MEV. Initially, sustainment supplies will be pushed to the BSB every 48 hours based on casualty estimates.

j. **Class IX**. SBCT units deploy with limited Class IX to perform organizational maintenance on small arms and communications equipment. Each battalion's supporting company repair team has limited stocks of line replaceable units (LRU) and consumable parts for repairs. The company repair team relies on daily delivery of repair parts from its parent forward maintenance company to conduct maintenance. In combat situations, exchange and controlled substitution are the normal means of obtaining Class IX items.

k. **Class X**. The SBCT is not intended to conduct civil assistance operations and thus the BSB is not prepared to provide material to support civil operations.

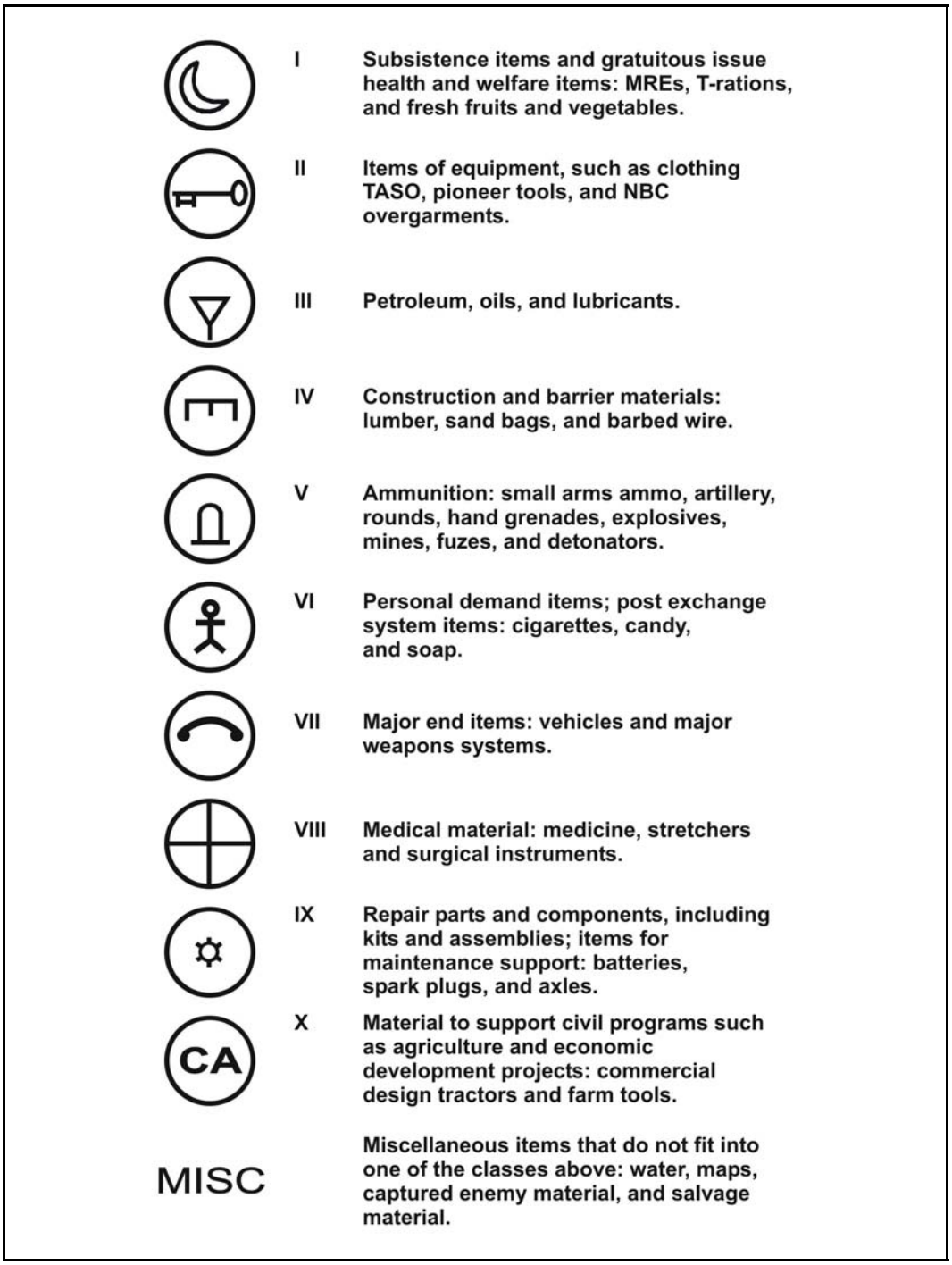


Figure 11-7. Classes of supply.

11-15. ROUTINE RESUPPLY

Routine resupply operations cover items in Classes I, III, V, and IX, as well as mail and any other items requested by the units. The BSB will provide the distribution of supplies to company level. Typically, distribution points are established for a specified period of time and a single point will serve several different units and or serve as a materiel

collection point. Generally, routine resupply will be conducted every other day. Class IX is an exception and will be pushed to company repair teams daily.

a. **Resupply Requirements**. The FBCB2 system has automated the logistics status reporting for SBCT units.

- Each company (1SG or XO) compiles company status and requirements reports using FBCB2. These logistics situation reports (LOGSITREPs) are forwarded to the CTCP using FBCB2.
- The CTCP reviews the reports and forwards individual company reports to the SBCT rear CP where they are consolidated and forwarded to CSSCS.
- The BSB prepares supplies and delivers them based on SBCT OPORDs and SOPs. Delivery may be to a company, battalion, or area-based LRP. The SBCT rear CP advises the CTCP of the exact quantities of supplies, LRP locations, and timing for LOGPACs (Figure 11-8, page 11-22).

b. **Logistics Package Operations**. The LOGPAC technique is a simple, efficient way to accomplish routine resupply operations. SBCT battalion and BSB SOPs specify the exact composition and execution order of the LOGPAC.

(1) ***Preparation***. The BSB SPO coordinates preparation of the LOGPAC.

- The BSB fuel and water platoon prepares HEMMT tankers and HEMMT-LHS vehicles with fuel and water.
- The BSB supply support platoon configures flatracks of supplies, repair parts, and munitions.
- The BSB forward maintenance company prepares equipment returning to the battalion from maintenance. Vehicles returning from maintenance will require drivers from the battalion.
- The BSB transportation platoon is responsible for delivering supplies throughout the SBCT. The platoon leader or his NCOs lead the LOGPAC convoys to the LRPs where they are released to battalion control.

(a) The rear CP and CTCP must coordinate for other activities to accompany the LOGPAC. These activities include--

- Replacement personnel and soldiers returning from medical treatment.
- Mail and personnel action documents (including awards, finance and legal documents) from the battalion S1 section.
- UMT visits.

(b) When LOGPAC preparations are complete, the CTCP advises the company. Generally, company supply sergeants will accompany the BSB's LOGPAC to the LRP.

(2) ***Actions at the Logistics Release Point***. The LRP is a linkup point on the ground where the company LOGPACs, led by the company supply sergeants, are met by an escort from the individual company trains. The escort is someone familiar with the terrain, current tactical situation, and route to the company trains location. The escorts from the companies arrive at the LRP early and take a concealed position near the LRP where they can quickly identify the LOGPAC as it moves toward the LRP. The individual company LOGPACs do not stop but roll through the LRP, picking up the escort and moving toward the individual companies.

(3) ***Resupply Procedures***. Companies can use the service station or tailgate resupply method. It must be conducted as quickly and efficiently as possible, both to ensure operational effectiveness and to allow the company LOGPAC to return to the LRP on time.

(4) ***Return to the LRP***. Once resupply operations are complete, the LOGPAC vehicles are prepared for the return trip. Vehicles requiring evacuation for maintenance are lined up and prepared for towing. Recoverable parts, human remains and their personal effects, and EPWs are backhauled on the LOGPAC vehicles. All supply requests and personnel action documents are consolidated for forwarding to the CTCP where the appropriate staff section processes them for the next LOGPAC. The supply sergeant leads the LOGPAC back to the LRP where he links up with the BSB transportation platoon leader. It is critical that the LOGPAC continue to move through the LRP to avoid interdiction by enemy forces or artillery. The reunited LOGPAC convoy returns to the BSA or may move to another LRP. The BSB transportation platoon leader decides when to return empty vehicles back to the BSA.

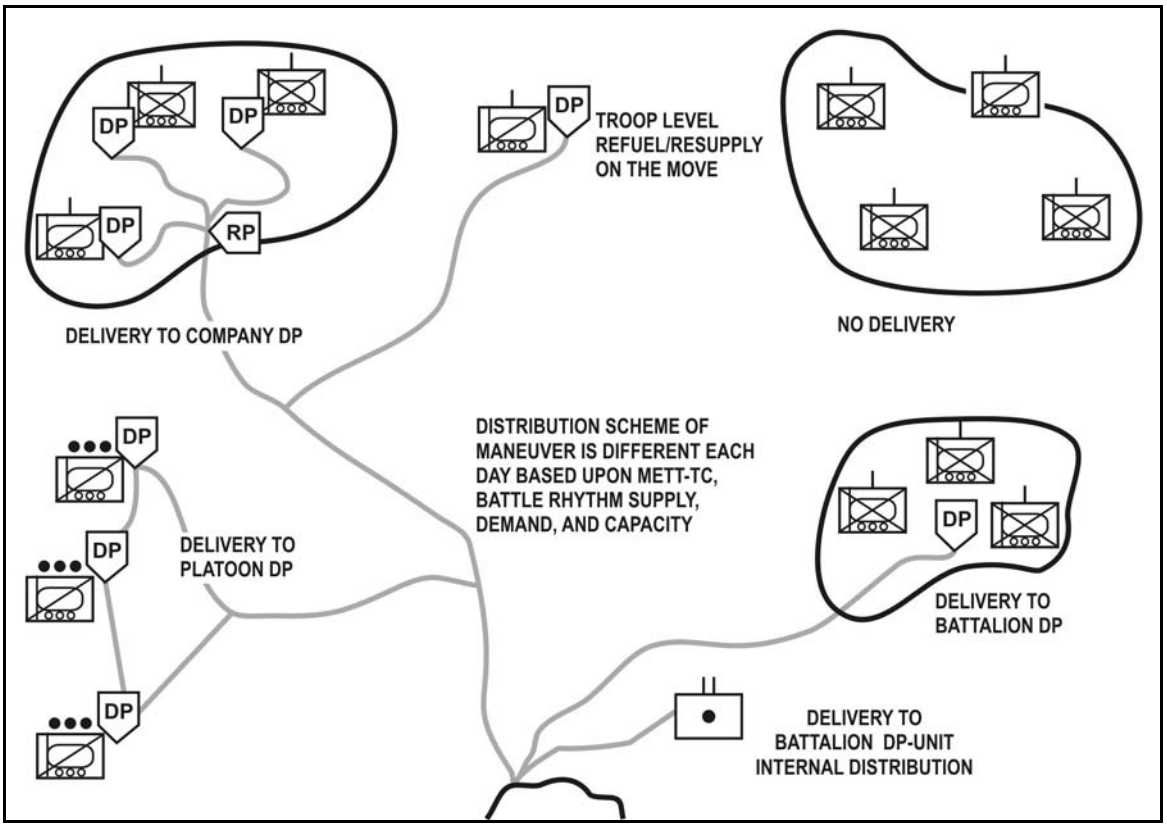


Figure 11-8. LOGPAC deliveries.

11-16. IMMEDIATE RESUPPLY

Occasionally (normally during combat operations), a unit may have such an urgent need for resupply that it cannot wait for a routine LOGPAC. Immediate (or emergency) resupply may involve Classes III, V, and VIII, as well as NBC equipment and, on rare occasions, Class I. The SBCT will use BSB vehicles and HHC medical assets to conduct emergency resupply. Immediate resupply requirements not related to combat loss may indicate a breakdown in coordination and collaboration between logistician and customer. The BSB has a limited capability to prepare sling loads should the SBCT be augmented with air support.

11-17. SUPPLY AND TRANSPORTATION CONSIDERATIONS

CSS planners can work with supported commanders to ensure the required supplies are available when needed, but a transportation system must be available to deliver those supplies. Within the SBCT, this system depends on the trucks of the BSB's transportation platoon. If the BSB cannot deliver supplies, it must coordinate for movement from outside the SBCT.

a. **Movement Control**. Movement control includes the planning, scheduling, routing, and control of cargo over various supply routes. Vehicles of the SBCT have been equipped with digital tools (FBCB2 and movement tracking system [MTS]) to provide visibility of what is moving, how it is moving, and how well it is moving. In addition to vehicles and C2 systems, the transportation system needs supply routes. The SBCT will routinely operate in a nonlinear environment that will require commanders to designate forces to ensure security of supply routes within their AO. Supply routes are selected by the rear CP in coordination with the SBCT and maneuver battalion S3s.

b. **Aerial Resupply**. Aerial delivery capability is not resident in the SBCT. Air Force airlift and Army aviation assets may supplement the SBCT's transportation capability. When supply routes become severely disrupted, the use of aerial delivery may be necessary. Units must be prepared to receive both air-dropped and sling-loaded supplies. The receiving commander must consider the enemy's ability to locate his unit by observing the aircraft. Unless conducting the resupply in an area under friendly control and away from direct enemy observation (reverse slope of a defensive position with recon well forward), locate the DZ and LZ away from the main unit in an area that can be defended for a short time. The delivered supplies are immediately transported away from the DZ/LZ. Each unit must know how to select PZs and LZs and receive aerial resupply. (See FM 90-4 and this FM, Appendix F, Aviation Support of Ground Operations.)

11-18. SUPPLY AND TRANSPORTATION AUGMENTATION

Supply and transportation augmentation will come from an echelon above brigade element. The element will be part of a logistics task force (LTF) and will be capable of providing direct support and to push throughput configured loads.

Section IV. MAINTENANCE OPERATIONS

The maintenance of weapons and equipment is continuous. Every soldier must know how to maintain his weapon and equipment in accordance with the related technical manual. Leaders at each level must understand maintenance for every piece of equipment in their unit.

11-19. SBCT MAINTENANCE CONCEPT

The SBCT maintenance concept is based upon the two level maintenance system and centralized management. The two levels of maintenance are field and sustainment. Field maintenance is the combined organizational and direct support tasks performed by the BSB's CRTs to return a piece of equipment to an operational status. Sustainment maintenance occurs at echelons above the SBCT. The BSB's field maintenance company (FMC) provides all maintenance support for the SBCT, less medical and the limited automation capability which is integrated into the SBCT's S6 sections and the signal company. The FMC has limited ability to perform automotive, missile, armament,

communications, special devices, LRU, and power generation repair. The BSB augments its organic capability with Department of Army (DA) civilian and contractor maintenance support. Centralized management of all field maintenance by the BSB allows unit commanders to focus on preventive maintenance, checks, and services (PMCS) to keep their unit's weapons systems operational.

11-20. MAINTENANCE REQUIREMENTS

Proper maintenance is the key to keeping vehicles, equipment, and other materials in serviceable condition. It is a continuous process that starts with preventive measures taken by each vehicle crew and continues through repair and recovery efforts by maintenance personnel. It includes the functions of inspecting, testing, servicing, repairing, requisitioning, recovering, and evacuating equipment.

a. The austere maintenance structure of the SBCT relies on the pre-deployment equipment operational readiness (OR) rates being maintained at 90 percent or greater. The organic maintenance personnel are the minimum necessary to sustain readiness; they cannot surge once deployed and require augmentation in order to sustain the SBCT's readiness requirements.

b. The unit SOP should detail when operator maintenance is performed (at least once a day in the field), to what standards, and who inspects it. The squad leader is most often the one who inspects maintenance work, with company leadership conducting spot-checks.

c. Maintenance applies to all equipment. Items such as computers, communications, and other electronic devices are also maintained and inspected. FBCB2 requires periodic removal of unnecessary files. Platform and filter settings need to be checked and adjusted by the chain of command.

d. When a piece of equipment is damaged, the crew makes a quick inspection to see if it can be repaired on the spot. Usually the CTCP will dispatch a repair team from the BSB's supporting CRT. If equipment cannot be repaired forward, it is evacuated immediately or returned with a LOGPAC. Even if the item cannot be evacuated at once, the CSS system is alerted to prepare for repair or replacement. If a replacement is available (from an evacuated soldier or inoperative equipment), it is sent forward.

e. Battle damage assessment and repair (BDAR) is rapid damage assessment and repair. If required, SBCT or contractor personnel are authorized to bypass components to support a combat mission or enable self-recovery. The purpose of BDAR is to return disabled combat equipment as quickly as possible to the tactical commander. The CTCP implements the commander's guidance on whether or not to use BDAR in lieu of normal maintenance procedures. Such enabling repairs may be temporary or permanent, depending on the repair required. At the completion of immediate combat operations, mechanics will make repairs that will return the equipment to fully mission-capable status. Since it may not be possible to train BDAR techniques in peacetime using actual equipment, the best substitute is to train system-oriented crews and mechanics to understand the principles associated with weapon systems. BDAR actions include:

- Using shortcuts to install or remove parts.
- Modifying and installing components designed for other vehicles or equipment.
- Using parts serving a non-critical function on a like vehicle.

- Bypass non-critical components.
- Using substitute fuels, fluids, or other POL.

11-21. COMPANY ROLE

The company is the echelon at which maintenance must occur. The maintenance crew performs a digital PMCS and passes the requirements electronically to the CRT via FBCB2. The CRT updates the readiness status and orders Class IX in GCSS-A and comes forward to make any repairs required. GCSS-A updates CSSCS, which in turn updates the commanders concerning their readiness. In the absence of the digital capability provided by GCCS-A, the crew will conduct the PMCS and prepare the appropriate equipment inspection and maintenance forms (DA Form 2404 or 5988-E).

a. Companies collect the maintenance forms each day, validate them, and forward them via FBCB2 or hard copy to the CTCP and it's supporting CRT. During the next LOGPAC operation, the completed hard copy forms are returned to the CRT to document acknowledgement of the maintenance or parts required. Repair parts that do not require CRT assistance are packaged in the BSA and delivered during the next LOGPAC.

b. The individual soldier or vehicle crew conducts initial maintenance, repair, and recovery actions on site. Once it is determined that the crew cannot repair or recover the vehicle or equipment, the crew initiates a maintenance CFS using FBCB2. The CFS is sent in accordance with unit SOP to the supporting CRT and CTCP. Once a CFS has been sent, the company can monitor its status through the logistics task management application of FBCB2 (Figure 11-9).

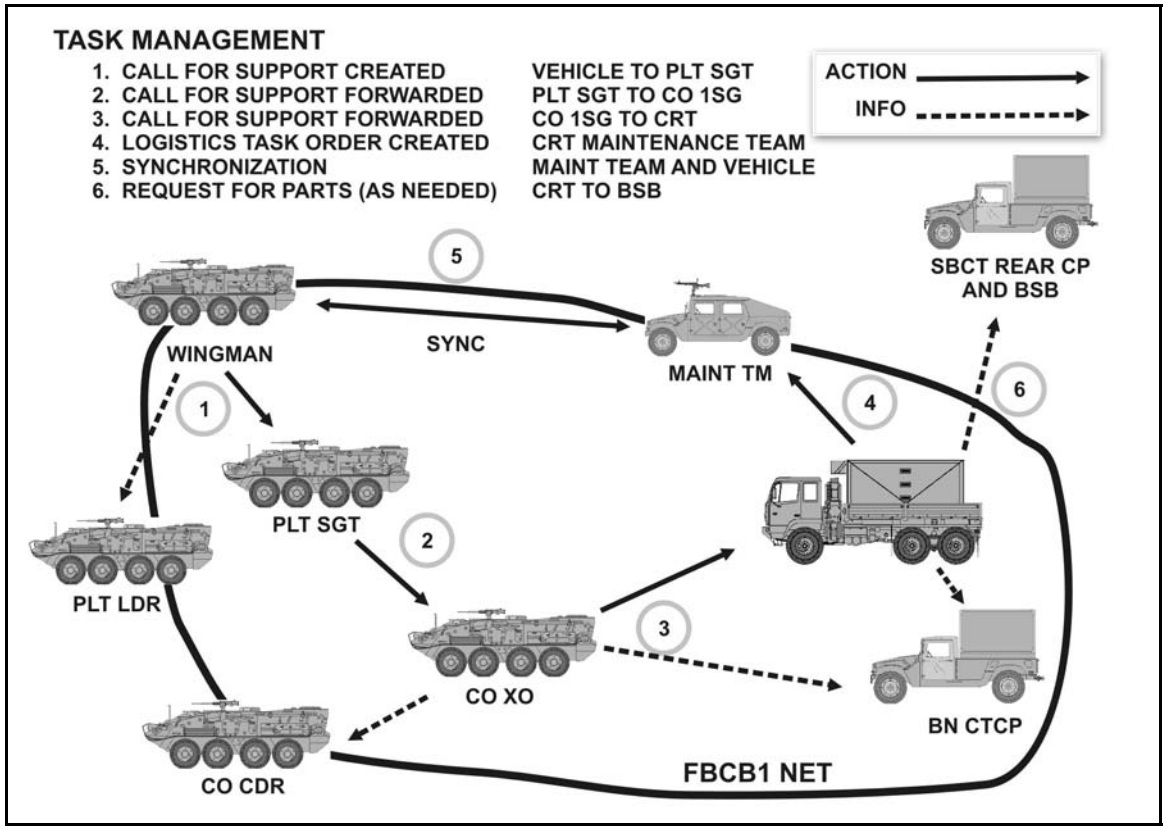


Figure 11-9. Call-for-support thread.

11-22. BATTALION ROLE

The battalion supervises the preventive maintenance work of companies, directs the repair work of the CRT, and coordinates for support from the BSB. Technical guidance for the CRT comes from its parent forward maintenance company.

a. Daily maintenance management begins with the arrival of the appropriate equipment inspection and maintenance forms at the CTCP and CRT. FBCB2 is used to monitor operational status, maintenance requests in process, and repair parts flowing from the BSB.

b. The CRT reacts to calls for support IAW CTCP priorities. The CRT generates a logistics task order to advise the support requester (and the CTCP) of the status of his request. The CRT will assess the damaged or broken equipment and make necessary repairs or order the necessary repair parts. (See Figure 11-9 above.) The CRT performs "on system" maintenance; it has no capability to do "off system" maintenance.

c. The CRT requests back-up support or evacuates the vehicle to the BSA. Self- and like-vehicle recovery are the primary methods of recovery from site of breakdown to a maintenance collection point (MCP). This process may require a fully mission-capable platform to evacuate an inoperative vehicle.

11-23. SBCT ROLE

Once the five CRTs have been allocated to RSTA, FA, and the infantry battalions, the BSB's FMC has limited resources to supplement any CRT.

a. The FMC retains limited maintenance capability in the BSA with the wheeled vehicle repair platoon. This base maintenance section provides dedicated organizational and DS maintenance on an area basis to SBCT troops. It can perform contact maintenance missions as required, depending on the criticality of the nonmission-capable (NMC) system and METT-TC. However, detailing it to perform contact missions will degrade its ability to support other customers.

b. The FMC's maintenance support platoon also remains in the BSA because of the low-density and limited mobility of certain pieces of test equipment. It's armament, ground support equipment, missile, and electronics sections provide field maintenance to all units of the SBCT. Contact maintenance missions are very dependent on METT-TC.

c. The FMC does not have the capability to sustain the SBCT's readiness requirements without augmentation nor can it perform the scheduled services the SBCT fleet requires.

d. A limited Class IX authorized stockage list (ASL), coupled with the limited maintenance personnel, makes the SBCT heavily dependent on the distribution system to supply repair parts to maintain readiness rates. The SBCT commander sets guidelines for approval authority of controlled exchange and cannibalization.

(1) Controlled exchange is the removal of serviceable parts, components, or assemblies from unserviceable but economically reparable equipment for immediate reuse in restoring another like item of equipment to combat operable or serviceable condition. The unserviceable component must be used to replace the serviceable component or retained with the end item that provided the serviceable component.

(2) Cannibalization is the authorized removal of parts, components, or assemblies from materiel designated for disposal. It supplements and supports the supply system by providing assets not readily available through normal supply channels. During combat, commanders may authorize the cannibalization of disabled equipment only to facilitate

repair of other equipment for return to combat. No parts will be cannibalized for stockage. Cannibalization is not authorized during peacetime without approval from the national inventory control point (NICP).

11-24. MAINTENANCE AUGMENTATION

Maintenance augmentation will come from echelons above brigade. Based on contingency, the LTF is prepared to conduct maintenance operations and or support contractors (deployed out of CONUS) as they fix vehicles outside the AO.

Section V. HEALTH SERVICE SUPPORT

Soldiers face medical threats from both enemy action and environmental situations that could adversely affect their combat effectiveness. Effective, timely medical care is an essential factor in sustaining combat power during continuous operations. The SBCT must ensure that medical elements of maneuver units coordinate with the BSMC to become an integrated system of medical care.

11-25. PREVENTIVE MEDICINE

History shows that disease and nonbattle injury (DNBI) has caused more battlefield losses than battle injuries. The medical threat of DNBI remains the leading cause of personnel losses during military operations. Commanders are responsible for protecting their personnel against DNBI. In addition, commanders must be aware of occupational and environmental health hazards in operational areas.

a. Commanders must emphasize and enforce high standards of field sanitation and personal hygiene at all times to preclude DNBI from affecting soldier readiness. Proper use of risk assessment and subsequent management of those risks identified will help reduce DNBI losses to the unit. (See Appendix C, Risk Management and Fratricide Avoidance.) Unit SOPs must--

- Ensure safe drinking water is supplied to and consumed by soldiers.
- Ensure control of unit waste, both human waste and trash.
- Address prevention of weather-related problems. These include cold injuries such as frostbite, trench foot, and immersion foot and heat injuries like heat exhaustion and heat stroke. Soldiers must understand the effects of conditions such as sunburn and wind-chill.
- Address battle fatigue prevention to include strict implementation of the unit sleep plan.
- Address unit use of chemoprophylaxis, pretreatments, barrier creams, arthropod repellents (insect repellents), and immunizations.

b. Though maneuver units do not have organic preventive medicine assets, unit leaders can call upon the resources of the BSMC. (See FM 4-02.17.) Companies will identify, train, and use field sanitation teams to provide unit level preventive medicine support. (See FM 4-25.12).

(1) The preventive medicine section provides advice and consultation in the areas of DNBI, environmental sanitation, epidemiology, entomology, medical surveillance, occupational and environmental health surveillance, as well as limited sanitary engineering services and pest management. This section is particularly valuable in the establishment of base camps.

c. The prevalence of toxic industrial materials (TIM) on the modern battlefield requires special consideration. Industrial chemicals include chlorine, ammonia, solvents, pesticides, fertilizers, and petrochemicals. Some industrial chemicals are extensively used in plastics manufacturing. Toxic industrial chemicals can be found in almost every town, city, or country in the world, in chemical industries, warehouses, rail yards, or agricultural supply companies. Toxic industrial biologicals are found in many medical facilities, especially in pharmaceutical manufacturing and research laboratories. Toxic industrial radiological material is found in medical research and treatment facilities. Any military mission is virtually assured to encounter industrial materials. Planning for response to release of these materials can enhance the unit's survivability and completion of the unit mission. (See FM 4-02.7 for additional information.)

(1) Military protection and detection and medical countermeasures are not specifically designed for the hazards from industrial chemicals. Chemical officers, health service support, and civil affairs personnel should conduct risk assessment and vulnerability analysis to develop emergency response procedures and local civilian resources that can be used.

(2) The most important action in the case of a massive TIC release is immediate evacuation. Soldiers who see a storage tank explode or catch fire or vapor clouds being released from a known or suspected chemical storage site should immediately mask and evacuate the area as soon as possible. The greatest risk from a large toxic chemical release occurs when personnel are unable to escape the immediate area and are overcome by fumes or blast effects. The best defense against a TIC release is to evacuate the area and the hazard’s path. Military respirators and protective clothing can provide limited protection and should only be used to escape the hazard area.

(3) The NBC reconnaissance platoon of the cavalry squadron (RSTA) possesses limited capability to detect accidental or deliberate release of industrial hazards.

11-26. MENTAL HEALTH

The mental health section provides training and advice in the promotion of positive combat operational stress behaviors and the early identification, handling, and management of misconduct stress behavior and battle fatigued (BF) soldiers. It assists and counsels personnel with personal, behavioral, or psychological problems.

11-27. SOLDIERS WOUNDED IN ACTION

Medical treatment of wounded or injured soldiers during combat operations is a continuous, progressive operation that occurs in a series of separate but interconnecting stages. It involves personnel, equipment, and facilities at virtually every level of the organization. The normal flow of medical treatment for combat casualties is from the injury site to the casualty collection point to the battalion aid station to the brigade support medical company. The following paragraphs discuss responsibilities at each phase of this process.

a. **Injury Site.** The combat lifesaver (CLS) is almost always the first person on the scene to begin the process of providing enhanced first aid to wounded and injured personnel. The CLS is a non-medical soldier trained to provide enhanced first aid and lifesaving procedures beyond the level of self-aid or buddy aid. The CLS is not intended to take the place of medical personnel but to slow deterioration of a wounded soldier’s condition until medical personnel arrive. The vehicle commander is responsible for ensuring that

injured crewmen receive immediate first aid and that the commander is informed of casualties. He coordinates with the 1SG and company senior medic for ground evacuation.

b. **Company Casualty Collection Point.** At the company CCP, the senior company medic (a trauma specialist) conducts triage of all casualties. He takes the necessary steps to stabilize their conditions and initiates the process of evacuating them to the rear for further treatment. He assists the 1SG in arranging medical evacuation via ground or air ambulance or by nonstandard evacuation platforms. The battalion medical platoon habitually positions a Stryker MEV ambulance crew with each company CCP. This crew has an emergency care sergeant (vehicle commander), an emergency care specialist, and a driver. When in DS of the SBCT infantry rifle company, the ambulance crew assists the company medical personnel with treatment and medical evacuations of ill, injured, or wounded company personnel. While in DS of the company, the ambulance crew is directed by the company 1SG and senior company medic. If required, the ambulance crew provides medical evacuation of company personnel from platoon and company CCPs to a supporting treatment team or to the battalion aid station (BAS). In mass casualty situations, nonstandard platforms may be used to assist in casualty evacuation as directed by the unit commander. The time of evacuation from the injury site to the BAS is optimally less than 30 minutes and not greater than two hours. The BAS is normally located one or two terrain features behind the supported unit so as to facilitate timely evacuation of casualties.

c. **Battalion Aid Station**. The BAS provides emergency medical treatment (EMT) and advanced trauma management (ATM) for the battalion. Only procedures necessary to preserve life or limb or enable a patient to be moved safely are performed at the BAS. Patients are evacuated from the BAS by BSMC HMMWV ambulances. The BSMC positions an ambulance at each BAS. It may use an AXP and or ambulance shuttle system to evacuate patients to the BSMC Level II MTF. (See FM 8-10-6 for definitive information on an AXP or ambulance shuttle system.)

NOTE: During SBCT entry operations, air ambulances may not be available for the first 96 hours.

d. **Brigade Support Medical Company.** The BSMC performs HSS and Level-II medical care for the SBCT. The BSMC establishes a medical treatment facility to conduct routine medical treatment and advanced trauma management for wounded and DNBI patients. It also provides medical evacuation from the BAS to the BSMC, patient holding, combat operational stress control (CSC) support, Class VIII resupply, preventive medicine support, medical equipment maintenance, x-ray, laboratory, and operational dental care. The BSMC augments maneuver battalion MTF as necessary and provides area medical support to the SBCT AO. (See FM 4-93.7 and FM 4-02.6 for information on the operations and functions of the BSMC.)

e. **Operations and Clinical Capabilities for Health Service Support.** Operations and clinical support within the SBCT are based upon several key principles:

- Integrated and task-organized medical support forward to combat and combat support formations (medical platoons, sections, and individual medics).
- Treatment in forward areas, focused on stabilization and sufficient care to permit evacuation provided by trained and credentialed personnel according to

the core competencies of their MOS.

- Emphasis on rapid ground medical evacuation during the 96-hour initial entry.
- Centralized management of HSS assets within the SBCT; tailoring and augmentation of forward organic HSS elements as required.
- Reinforcement and or augmentation support that is tailored to meet the needs of HSS elements organic to combat arms elements operating in forward areas.
- High levels of training for self-aid, buddy aid, and combat lifesaver procedures.
- Medical and environmental surveillance to monitor or identify the medical threat and recommend preventive medicine measures to counter identified or potential health threats.
- Soldiers RTD at the lowest possible echelon.

(1) The medical force package is integrated into SBCT OPLANs and tailored as required to meet operational requirements by the SBCT surgeon. Using FBCB2, medical communications for combat casualty care (when fielded), and other digital enablers and communication systems, medical units and elements, including treatment and evacuation platforms, ensure medical situational understanding. This situational understanding enhances HSS during operations by decreasing reaction time. Health service support activities are sustained through responsive health service logistics (HSL) support. Reach operations to the sustaining base can place medical expertise in forward areas, enhancing care for the wounded or injured soldier. They also establish the sustaining base link for continuity of care and support of the HSS footprint within the SBCT AO. This capability maximizes the soldier's potential RTD and also supports the Army's commitment to the safety and survivability of the soldier.

(2) The trauma specialist locates, acquires, and provides emergency medical treatment to battlefield casualties. He receives assistance from the combat lifesaver (who provides advanced first aid) and from soldier self-aid and or buddy aid. The trauma specialist performs emergency treatment under the medical direction of a physician or other credentialed providers. The trauma specialist--

- Serves as a clinical technician in inpatient and outpatient areas of MTFs.
- Performs basic force health protection care for individual soldiers and small units.
- Is trained in combat, stability operations, and support operations care; medical care for patients exposed to weapons of mass destruction; deployable medical systems; aircraft and ground evacuation; and casualty triage and processing.

The trauma specialists of a medical company or troop must be trained and or credentialed in several areas of core competencies. (See FM 4-02.6 for definitive information.) The core competencies are examples of specific skills that establish the scope by which patients are stabilized by the trauma specialist and then evacuated by the unit's organic Stryker MEV ambulances. Ambulance teams provide en route care to the Level I treatment team or battalion aid station.

(3) Treatment teams based in HMMWV ambulances are the primary treatment platform throughout the SBCT. The organic treatment capabilities of the combat arms battalion are augmented when required by BSB HSS assets in HMMWV ambulance platforms. Patients are evacuated to the BSMC Level II MTF by the BSMC's pre-positioned HMMWV ambulance-based evacuation teams when they require the clinical

capabilities available at the BSMC. The HMMWV ambulance-based physician and physician assistant-led advanced trauma management team mitigates the increased evacuation times caused by the initial lack of organic or DS aeromedical evacuation.

(4) Stryker MEV ambulances are able to move forward protected from some small arms and indirect fire (missiles and or shrapnel) which provide protection for the patient and medical team. Medical evacuation includes en route care enhanced by the trauma specialist and by a protected vehicle environment with adequate lighting and accessible medical equipment. The HMMWV ambulance is the primary evacuation platform for the BSMC's evacuation teams. The use of AXPs and ambulance shuttle systems will be METT-TC dependent and evacuation will be nonlinear based on the soldier-patient's medical needs.

(5) The evacuation missions that are most problematic are those conveying the seriously wounded soldier-patient who cannot tolerate delays. All evacuation assets are integrated parts of the digitized SBCT formation, which helps to reduce the risk of movement along an MSR. However, due to the decentralized and nonlinear nature of SBCT operations, commanders must include provisions for protecting ambulances IAW METT-TC. Certain evacuation missions are routine and can be planned in advance with route clearance and escort. Commanders are responsible for ensuring that treatment teams and patient collection points are positioned to reduce timelines. Expanded care and further evacuation depends upon the enhanced diagnostic, patient holding, and reach capability resident in the BSMC linked to Army, joint, or sustaining base medical support.

(6) The BSMC has limited Class VIII and blood management capability. During deployment, lodgment, and early buildup phases, medical units operate from planned, prescribed loads and from existing prepositioned stocks identified in applicable contingency plans. Initially, Class VIII resupply efforts will be via Class VIII push packages tailored to meet the need of the SBCT. These combat-configured Class VIII push packages are shipped every third day or may be rescheduled based on projected casualty estimates and usage. The contents of the Class VIII push packages may be adjusted based on Class VIII requirements identified by the SBCT surgeon or BSMC commander. The Class VIII push packages delivery will continue until line item requisitioning can be established. All SBCT medical units will deploy with supplies to support a 72-hour self-sustainment mission within the AO. Resupply of the BSMC will be conducted by electronic requisitions sent to the supporting medical logistics activity. This could be either a joint medical logistics activity, an Army, medical logistics management center (MLMC), or a corps medical logistics (MEDLOG) company.

(a) Resupply of the BSMC will be conducted by electronic line item sent to one of the activities identified above or sent back to a CONUS-based medical center. Requisitions are sent either to the MLMC, a forward deployed MEDLOG element of a MEDLOG company, or sent back to a CONUS-based medical center. The supporting MEDLOG activity will send release orders for materiel to the appropriate MEDLOG activity. Class VIII resupply will flow via the battlefield distribution system. It is important to note that, if required, BSMC/BSB medical logistics officer has the authority and capability to order directly from any supporting supply agency located geographically in the operational area. The release orders for materiel will be processed and shipped by the fastest appropriate transportation system to the SBCT. All blood

products issued to the BSMC will be in accordance with TM 8-227-12 and will be distributed to the treatment platoon (area support squad medical laboratory element) for storage, managing, monitoring, and further distribution. The treatment platoon is responsible for the preparation of the blood situation report. Blood products for the supporting forward surgical team (FST) will be issued directly to that unit for use, management, and reporting.

(b) The BSMC medical supply element and the BSB MLO (assigned to the HSS cell of the support operations section) will use CSSCS, FBCB2, radios and telephones, FAX, and GCSS-A for requisitioning and monitoring Class VIII requirements for the SBCT. Its supporting medical augmentation elements will be requisitioned using an MC4 notebook computer located in the platoon or section headquarters and defense medical logistics standard support-assemblage management (DMLSS-AM) software, the MC4/TMIP, and will digitize the HSS system when fielded. The MC4/DMLSS-AM will serve as a "reach" HSL capability for the SBCT.

11-28. HEALTH SERVICE SUPPORT AUGMENTATION

After the first 96 hours of SBCT operations, the BSMC is normally augmented with a corps-level forward surgical team and an FSMT.

a. **Forward Surgical Team.** The FST is staffed with sufficient medical personnel to service two operating tables. It is organized into four functional areas: triage-trauma management, surgery, recovery, and administrative/operations. The mission of the FST is to provide urgent, initial surgery for otherwise nontransportable patients to enable them to withstand further evacuation. This small, lightweight surgical team is designated to provide surgical augmentation to brigade-level medical companies and cannot stand alone. It also provides postoperative acute nursing care for up to eight patients, simultaneously, prior to further medical evacuation.

b. **Forward Support Medical Evacuation Team.** The FSMT consists of flight and support personnel to provide UH-60 medical evacuation helicopters. The mission of the FSMT is to provide medical evacuation from forward areas back to the BSA. Because of the expected dispersion of SBCT units, medical evacuation by air ambulance will be the preferred method for evacuating patients. When air ambulances operate in the SBCT AO, they will require A2C2 support from the SBCT.

11-29. SOLDIERS KILLED IN ACTION

Commanders are responsible to recover and evacuate soldiers killed in action to a collection point. Control of human remains and their personal effects is a systematic process. The following paragraphs discuss responsibilities at each phase of this process.

a. **Platoon.** During reorganization, the remains of those killed in action are brought to a company collection point. Casualty feeder (DA Form 1156) and witness statement (DA Form 1155) forms are completed. All personal effects remain with the body, but equipment and issue items are turned over to the 1SG.

b. **Company**. The supply sergeant, ICW the platoon, inventories the personal effects using the record of personal effects of deceased personnel (DD 1076). The company arranges for the remains to be transported to a mortuary affairs collection point in the BSA. As a rule, remains should not be transported on the same vehicle as wounded soldiers.

c. **Battalion** The commander sends a letter of condolence to the soldier's next of kin, normally within 48 hours of the death.

d. **SBCT**. The BSB's mortuary affairs NCO and the SBCT S1 section coordinate to process the human remains and supporting documentation as part of the casualty management program.

Section VI. RECONSTITUTION AND WEAPONS REPLACEMENT

To maintain effective, consistent combat power, the SBCT must have specific plans and procedures that allow each element to quickly integrate replacement personnel and equipment. Unit SOP should define how soldiers and equipment are prepared for combat, including areas such as uploading, load plans, precombat inspections (PCIs), and in-briefings.

11-30. RECONSTITUTION

Reconstitution is a set of actions that a commander plans and implements to restore his unit to a desired level of combat readiness. Although not a CSS function, reconstitution is often CSS intensive, especially regeneration. Reconstitution is a total process. Its major elements are reorganization, assessment, and regeneration. Reconstitution decisions belong to the commander. The commander, with his staff's support, assesses unit effectiveness (see FM 100-9). He does not base his reconstitution decisions solely on facts, figures, and status reports from subordinate units. His assessment relies also, and probably more importantly, on other factors. These include:

- Knowledge of his soldiers
- Condition and effectiveness of subordinate commanders and leaders
- Previous, current, and anticipated situations and missions.

a. **Reorganization.** Reorganization is an action to shift internal resources within a degraded unit to increase its combat effectiveness. Commanders reorganize before considering regeneration. Reorganization may be immediate or deliberate.

(1) Immediate reorganization is the quick and usually temporary restoring of degraded units to minimum levels of effectiveness. Subordinate units normally conduct immediate reorganization during lulls in the battle to maintain combat effectiveness.

(2) Deliberate reorganization is conducted when more time and resources are available. It usually occurs after actions on the objective, during extended lulls in defensive battles, and during extended pauses between operations. Procedures are similar to those of immediate reorganization. However, some replacement resources may be available. Also, equipment repair is more intensive, and more extensive cross leveling is possible.

b. **Assessment.** Assessment measures the unit's capability to perform a mission. Subordinate unit commanders assess their units before, during, and after operations. If a commander determines his unit is no longer mission capable even after reorganization, he notifies the SBCT commander. The SBCT commander either changes the mission of the unit to match its degraded capability or removes it from combat.

c. **Regeneration.** Regeneration involves the rebuilding of a unit through the large-scale replacement of personnel, equipment, and supplies; reestablishment of C2; and mission essential training for the rebuilt unit. Units are generally regenerated from at least

two command levels above. The SBCT does not have the capability to conduct regeneration.

11-31. PERSONNEL REPLACEMENT PROCEDURES

The SBCT has no personnel replacement unit to receive and process replacement personnel. Logisticians at the SBCT may have the responsibility to plan for and conduct initial processing of replacements. A new arrival on the battlefield may be scared and disoriented as well as unfamiliar with local SOPs and the theater of operations. Replacements for wounded, killed, or missing personnel are requested through the SBCT S1.

a. The SBCT must establish SOPs on the processing of new personnel. Replacements that arrive in the BSA must be fed, billeted, and equipped. The SBCT S1 processes and assigns replacements to battalions.

b. The battalion S1 further assigns replacements to company level. In-processing is conducted using TPS and SIDPERS-3. New soldiers may be given a form letter to send to their next of kin telling them where to mail letters and packages, how to use the Red Cross in emergencies, and introducing them to the chain of command. Once assigned to a company, the battalion S1 arranges for transportation with a LOGPAC. Returning or replacement personnel delivered with the LOGPAC should have already been issued all TA-50 equipment, MOPP gear, and other items, including their individual weapon.

11-32. REPLACEMENT AND SALVAGING OF EQUIPMENT

Lost, damaged, or destroyed equipment is reported and requisitioned through normal supply channels. Class VII replacements can be either components of end items such as radios, night-vision devices, or small arms or end items such as Strykers, HMMWVs, or medium tactical vehicles (MTVs). Accountability of end items (Class VII) is done by echelons above the SBCT. Accountability of smaller equipment and components (Class II) is done by supply sergeants using hand receipts.

Section VII. CSS FROM OUTSIDE THE SBCT

Logistically, the SBCT relies on a division or corps headquarters acting as the ARFOR command for sustainment. This headquarters often contains a tailored slice of a theater support command (TSC). The SBCT must exploit regionally available assets for transport, supply, and services. These assets include joint, multinational, host nation, and contracted support resources. Generally, the SBCT rear CP will coordinate for the use of these assets, but their employment will often occur within battalion AOs and require battalion supervision.

11-33. INTERMEDIATE STAGING BASE

An ISB is a secure base usually established within the theater of operations near to, but not in, the AO. The ARFOR or JTF is responsible for selection and operation of the ISB. The ISB provides a secure, high throughput facility. There are two basic roles for an ISB. First is its traditional role as a staging base for deploying units in transit to an AO; its second role is as a remote support base.

a. **Staging Base.** Deploying forces debark from strategic lift, reassemble, and prepare for missions in the AO. For deploying forces transiting through, ISBs allow the

supported commanders time to gather additional intelligence on the AO and finalize plans following briefings and rehearsals. Deploying soldiers can recuperate after long trips from their home stations. Support requirements at a staging base depend on the deployment flow, timelines, and the requirements of the transient force population. ISBs may also serve as a secure staging area for redeploying units, NEO evacuees, and so on, until strategic lift is made available for deployment and or evacuation to final destinations. Additional details on staging bases can be found in FM 100-17-3, Reception, Staging, Onward, Movement and Integration (RSOI).

b. **Remote Support Base.** The support role of the ISB may involve two types of support capabilities. First, certain elements engaged in split-based operations may locate in an ISB. (Others stay at home station/CONUS.) Aspects of such functions as distribution and materiel management and some personnel or legal functions may be performed by elements at an ISB. The second part of an ISB involves the deliberate positioning of stocks and units and capabilities dedicated for a specific operation. These are then quickly moved to the AO via intra-theater transportation when additional support is required in the AO. Examples of facilities and capabilities that may be at an ISB include:

- Contracting elements for local supplies or services.
- Command post sites.
- Repair parts.
- Ground maintenance support.
- Aviation intermediate maintenance (AVIM) support.
- Level III medical treatment facilities (hospital).
- Civil affairs and intelligence preparation of key leaders and troops.
- Human resources support (to include personnel support and services).
- Finance support (to include limited currency exchange).
- Mortuary affairs.
- Ammunition supply activities.
- EOD support.
- Waste management: gray and black water, solids, medical, and hazardous materials.

11-34. CONTRACTOR AND HOST NATION SUPPORT

The SBCT is expected to use contractors, DA civilians, and host nation support in the area of operations.

a. **Contractor and DA Civilian Support.** Though they involve a number of risks, contractors and DA civilians are playing an ever-increasing role in military operations. The Army may use contractors to bridge gaps between required capabilities and actual force structure available within an AO. Contractors may be employed, subject to METT-TC, throughout the AO and in virtually all conditions. The SBCT must plan for the protection and supervision of contractors and DA civilians.

(1) Protecting contractors on the battlefield is the commander's responsibility. When contractors are expected to perform in potentially hostile areas, the supported military forces must assure the protection of their operations and personnel. Provisions of the law of war do not consider contractor personnel and DOD civilians as combatants. Commanders must understand that contractors are subject to the same threat as soldiers

and must plan accordingly. Commanders must provide security to contractors that support their operations or eliminate the use of contractor support as an option in areas where security becomes an issue. Contractor personnel cannot be required to perform force protection functions and cannot take an active role in hostilities, but they retain the inherent right to self-defense.

(2) System contractors support deployed forces under pre-arranged contracts to provide specific support to materiel systems throughout their life cycle, during both peacetime and contingency operations. These systems include, but are not limited to, vehicles, weapons systems, aircraft (fixed and rotary wing), command and control infrastructure, and communications equipment. Systems contractors usually work for their own contracting officers, not the BSB contracting officers. The Army Material Command generally administers their systems contractors with a logistics support element (LSE). Systems contractors can provide support in the form of maintenance on military and civilian equipment organic to the unit and systems provided by the contractor.

(3) The logistical civil augmentation program (LOGCAP) is an Army program for preplanned use of a civilian contractor during operations to augment the support capabilities of selected forces. It allows commanders to pre-plan for contracted support and include contingency clauses in existing contracts. The Air Force and Navy have similar programs that may be used to support the SBCT.

b. **Host Nation Support.** HNS may be provided to Army forces and organizations located in or transiting through host nation territory and includes both civil and military assistance. This support can include assistance in almost every aspect required to sustain military operations within a theater. Planners must consider that HNS meets local, not necessarily US, standards. HNS can be a significant resource provided it is available and appropriate agreements are in place. The Defense Logistics Agency will provide bulk fuel, water, and food, either through pre-positioned stocks or host-nation contracts.

11-35. EXPLOSIVE ORDNANCE DISPOSAL

Explosive ordnance disposal capabilities are not organic to the SBCT. EOD augmentation will be required from ARFOR to support SBCT operations. Once UXO is located and reported, the chain of command to the ARFOR EOD cell determines what EOD assets may respond. EOD teams may be called forward from an ISB as required. The EOD asset of any service nearest to theater responds.

11-36. FIELD SERVICES

Field services include laundry and shower support and field feeding. There is no organic field service support in the SBCT. Military augmentation (such as combat service support company [CSSC], corps, or force provider assets) or contractors will provide field services.

a. **Laundry and Shower.** Laundry and shower services will not be immediately available in theater. Until the theater is matured to support a quartermaster field service company (FSC), individual uniforms or bulk unit issue can be delivered in a class to the AO. Units will also need to rely on portable individual shower units.

b. **Field Feeding.** The SBCT is designed to deploy and operate on MRE rations for an extended period of time of up to 45 days. Once the operational situation has become

stable, however, the SBCT commander may direct the field feeding teams to incorporate a variety of other options to include unitized group ration A (UGR-A) and UGR heat and serve (UGR-H&S). The SBCT can also receive prepared meals with contracted support. (See FM 10-23.)

11-37. GENERAL ENGINEERING SUPPORT

The SBCT organization consciously excludes the construction engineer capability often provided in a division slice. The LOGCAP is the most commonly used means of general engineer support available to the SBCT.

APPENDIX A
CONTINUOUS OPERATIONS

The SBCT often operates for extended periods of time in continuous operations. Continuous operations are combat operations that continue at the same high intensity level for extended periods. During continuous operations, leaders and soldiers must think faster, make decisions more rapidly, and act more quickly than the enemy. Leaders must know the commander's intent. They must be able to act spontaneously and synchronously, even though the situation has changed and communications are disrupted. This continuous cycle of day and night operations and the associated stress of combat cause degradation in performance over time. Reducing this impact on performance is a significant challenge for the C2 system.

A-1. EFFECTS OF CONTINUOUS OPERATIONS

Continuous operations force leaders and soldiers to perform under adverse conditions that cause degradation in performance and may lead to combat stress. Table A-1, page A-2, depicts combat stress behaviors.

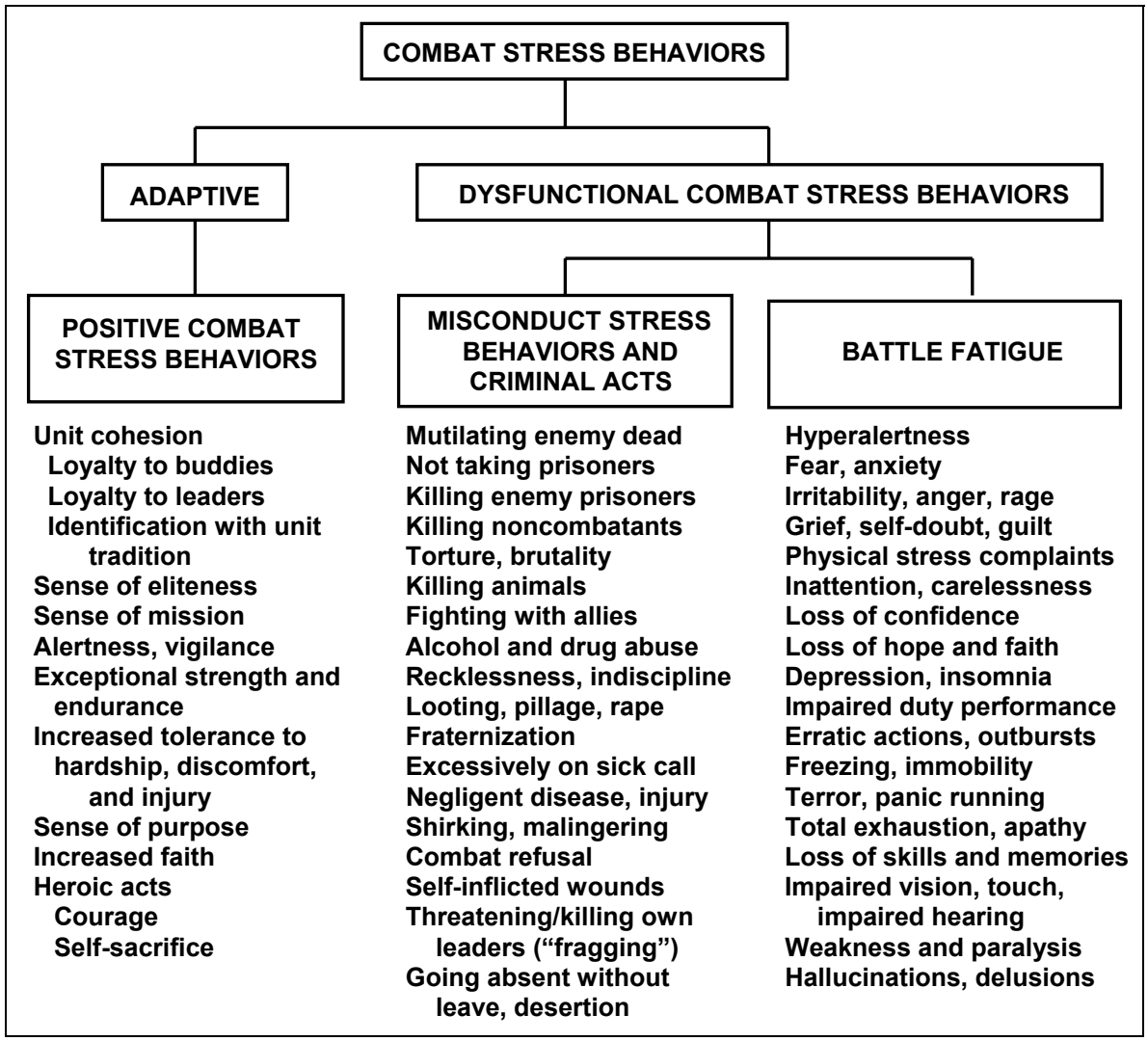


Table A-1. Combat stress behaviors.

A-2. COMBAT STRESS CONTROL

Controlling combat stress is often the deciding factor--the difference between victory and defeat-in all forms of human conflict. Stressors are a fact of combat and soldiers must face them. It is controlled combat stress (when properly focused by training, unit cohesion, and leadership) that gives soldiers the necessary alertness, strength, and endurance to accomplish their mission.

a. Controlled combat stress can call forth stress reactions of loyalty, selflessness, and heroism. Conversely, uncontrolled combat stress causes erratic or harmful behavior that disrupts or interferes with accomplishment of the unit mission. Uncontrolled combat stress could impair mission performance and may bring disgrace, disaster, and defeat.

b. The art of war aims to impose so much stress on the enemy soldiers that they lose their will to fight. Both sides try to do this and at times accept severe stress themselves in order to inflict greater stress on the enemy. To win, combat stress must be controlled.

A-3. RESPONSIBILITIES FOR CONTROLLING COMBAT STRESS

Responsibility for combat stress control requires a continuous interaction that begins with each soldier and his buddies. Combat stress control also includes unit combat lifesavers and medics. The interaction continues through the small unit leaders and extends up through the organizational leaders, both officers and NCOs, at all echelons.

a. **Unit Cohesiveness Development.** Rigorous, realistic training for war must go on continuously to assure unit readiness. Emphasis must be placed on establishing and maintaining cohesive units. Unit training and activities must emphasize development of soldier skills. This development should focus on building trust and establishing effective communication throughout the unit.

b. **Senior (Organizational) Leaders' Responsibilities.** The chain of command must ensure that the standards for military leadership are met. Senior leaders must provide the necessary information and resources to the junior leaders to control combat stress and to make stress work for the US Army and against the enemy. The following are some suggestions for combat stress control for consideration by senior leadership:

- Be competent, committed, courageous, candid, and caring.
- Plan to accomplish the mission with as few losses as possible.
- Set the policy and command climate for stress control, especially to build teams with high cohesion.
- Serve as an ethical role model.
- Make “The Bureaucracy” work for the soldiers.
- Assure resources to “take care of the soldiers.”
- Plan for and conduct tough, realistic training to include live fire.
- Provide as much information as possible to the soldiers.
- Assure that medical and mental health/combat stress control personnel are assigned and trained with their supported units.
- Plan for combat stress control in all operations.
- Provide junior leaders/NCOs with necessary guidance.
- Ensure risk assessments are conducted prior to all training and combat operations.
- Supervise the junior leaders/NCOs and reward their success.
- Be visible.
- Lead all stress control by good example.
- Maintain (through positive leadership and, when necessary, with disciplinary action) the high standards of the international law of land warfare.

c. **Junior (Direct) Leaders' Responsibilities**. Junior leaders, and especially the NCOs, have the crucial task of applying the principles of stress control day-by-day, hour-by-hour, minute-by-minute. These responsibilities overlap with senior leaders' responsibilities but include parts that are fundamentally "sergeants' business," supported by the officers. The following are junior leadership considerations for combat stress control:

- Be competent, committed, courageous, candid, and caring.
- Build cohesive teams; integrate new personnel quickly.
- Cross-train soldiers wherever and whenever possible.
- Plan and conduct tough realistic training that replicates combat conditions.
- Take care of soldiers (including leaders).

- Assure physical fitness, nutrition, hydration, adequate clothing and shelter, and preventive medicine measures.
- Make and enforce sleep plans.
- Keep accurate information flow down to the lowest level and back up again; dispel rumors.
- Encourage sharing of resources and feelings.
- Conduct after-action debriefings routinely.
- Maintain (through positive leadership and, when necessary, with disciplinary action) the high standards of the international law of land warfare.
- Recommend exemplary soldiers for awards and decorations.
- Recognize excess stress early and give immediate support.
- Keep those stressed soldiers who can still perform their duties in the unit, and provide extra support and encourage them back to full effectiveness.
- Send those stressed soldiers who cannot get needed rest in their small unit back to a supporting element for brief sleep, food, hygiene, and limited duty, to return in 1 to 2 days.
- Refer temporarily unmanageable stress cases through channels for medical evacuation and treatment.
- Welcome recovered battle fatigue casualties back and give them meaningful work and responsibilities.

A-4. LOSS OF SLEEP DEGRADATION

One of the most significant factors leading to soldier degradation is the loss of sleep. Table A-2 shows the effects of sleep loss. Other contributing factors include low light levels, limited visibility, disrupted sleep routines, physical fatigue, and stress.

AFTER 24 HOURS	A deterioration in performance of tasks that are inadequately or newly learned, that are monotonous, or that require vigilance.
AFTER 36 HOURS	A marked deterioration in ability to register and understand information.
AFTER 72 HOURS	Performance on most tasks will be about 50 percent of normal.
3 TO 4 DAYS	This is the limit for intensive work including mental and physical elements. Visual illusions are likely at this stage, or earlier, especially in NBC.
BETWEEN 0300 & 0600 HOURS	Performance is at its lowest ebb.

Table A- 2. Effects of sleep loss.

A-5. INDICATORS OF SLEEP DEPRIVATION AND FATIGUE

To minimize the effects of sleep loss, all commanders must be able to recognize the signs of sleep loss and fatigue. Table A-3 shows the indicators of sleep deprivation and fatigue.

PHYSICAL CHANGES	Body swaying when standing. Vacant stares. Pale skin. Slurred speech. Bloodshot eyes.
MOOD CHANGES	Less energetic, alert, and cheerful. Loss of interest in surroundings. Possible depressed mood or apathetic and more irritable.
EARLY MORNING DOLDRUMS	Requires more effort to do a task in the morning than in the afternoon, especially between 0300 and 0600.
COMMUNICATION PROBLEMS	Unable to carry on a conversation. Forgetfulness. Difficulty in speaking clearly.
DIFFICULTY IN PROCESSING INFORMATION	Slow comprehension and perception. Difficulty in accessing simple situations. Requiring longer to understand information.
IMPAIRED ATTENTION SPAN	Decreased vigilance. Failure to complete routines. Reduced attention span. Short-term memory loss. Inability to concentrate.

Table A-3. Indicators of sleep deprivation and fatigue.

A-6. REDUCING THE IMPACT OF CONTINUOUS OPERATIONS

Table A-4 shows the measures that may reduce the negative impacts of continuous operations.

<table>
<tr><th colspan="2">SLEEP SCHEDULING</th><th>COUNTERMEASURES</th></tr>
<tr><td>ADEQUATE</td><td>4 hours of continuous sleep in every 24 hours (likely to maintain adequate performance over several weeks).</td><td rowspan="6">Give simple, precise orders.
Increase use of written orders.
Crosscheck.
Plan more time for completion of all tasks.
Enforce adequate food and water intake.
Develop and enforce sleep plans.
Good physical fitness slows the effects of sleep loss and fatigue.
Increase use of confirmation briefs.</td></tr>
<tr><td>SLEEP WAKEFULNESS</td><td>A small amount of sleep relative to that lost is beneficial.</td></tr>
<tr><td>RECOVERY</td><td>10 hours uninterrupted sleep required for full recovery after 48-72 hours without sleep.</td></tr>
<tr><td>CATNAPS
(10 TO 30 MINUTES)</td><td>Catnaps are beneficial, but the only truly effective remedy is sleep.</td></tr>
<tr><td>TIMING</td><td>Consistent timing of sleep and wakeup times will contribute to successful adjustment to an arduous regimen.</td></tr>
<tr><td colspan="2">NOTE: After 48-72 hours without sleep, soldiers become militarily ineffective. After 5 to 7 days of partial sleep deprivation, alertness and performance decline to the same low level as seen following 2 to 3 days without sleep.</td></tr>
</table>

Table A-4. Reducing the impact of continuous operations.

A-7. SLEEP DENIAL

Commanders and leaders often regard themselves as being the least vulnerable to fatigue and the effects of sleep loss. Tasks requiring quick reaction, complex reasoning, and detailed planning, however, make leaders the most vulnerable to the effects of sleep deprivation. Leaders must sleep. The display of sleep denial as an example of self-control by leaders is extremely counterproductive.

APPENDIX B
ASSURED MOBILITY

Assured mobility encompasses those actions that give the SBCT commander the ability to deploy, move, and maneuver where and when he desires, without interruption or delay, to achieve the mission. A relatively new doctrinal term, the imperatives and principles of assured mobility are what enable the Stryker brigade and other future forces to have superior situational understanding and, therefore, unsurpassed freedom of movement. Put simply, this concept describes the processes that enable the commander to see first…understand first…act first…and finish decisively.

The concept of assured mobility entails four imperatives. These imperatives are proactive, not reactive, and assure mobility only if integrated into the MDMP.

B-1. DEVELOP MOBILITY COMMON OPERATING PICTURE

With the technological enablers currently available, the COP is derived from improved geospatial information and a well-integrated ISR plan executed by the cavalry squadron (RSTA) and the use of sensors. The COP allows the commander to visualize the area of operation and determine what his intent and concept of the operation are and provides information on where to maneuver his forces.

B-2. ESTABLISH AND MAINTAIN OPERATING AREAS

This imperative involves identifying the enemy, restricted terrain, and the location of his countermobility effort. Incorporated into the IPB process, this imperative answers questions such as--

- What can the enemy do and what are his intentions?
- Where is the enemy trying to maneuver and why?
- What is the best way to counter the enemy's actions?

B-3. ATTACK THE ENEMY'S ABILITY TO INFLUENCE OPERATING AREAS

By interdicting his countermobility efforts and providing multiple avenue options to the commander, this imperative enables the SBCT to negate the influence of impediments on AOs. Clearly this imperative resides within the COA development process of the MDMP.

B-4. MAINTAIN MOBILITY AND MOMENTUM

Integrating new capabilities, this imperative ensures the SBCT can maintain offensive momentum, regardless of the enemy, the terrain, or any other impediments. This imperative is nested in the scheme of maneuver.

B-5. FUNDAMENTALS FOR ACHIEVING ASSURED MOBILITY

Achieving assured mobility rests on the application of six fundamentals. In essence, these fundamentals describe actions that sustain friendly maneuver and preclude enemy maneuver. They depend upon superior situational understanding, shared knowledge, and decisive execution.

a. **PREDICT** actions and circumstances that could affect the ability of the SBCT to maintain momentum.

b. Use ISR assets to **DETECT** early indicators of impediments to battlefield mobility and identify solutions.

c. Act early to **PREVENT** potential impediments to maneuver from affecting the SBCT's battlefield mobility. As an example, monitor and protect cleared routes. The key is to develop predict/prevent linkages.

d. If prevention fails, detect impediments, identify alternatives, and **AVOID** detected impediments to the SBCT's battlefield mobility.

e. **NEUTRALIZE**, reduce, or overcome (breach) impediments to battlefield mobility that cannot be prevented or avoided.

f. And finally, **PROTECT** the SBCT against the enemy.

APPENDIX C

RISK MANAGEMENT AND FRATRICIDE AVOIDANCE

The primary objective of risk management and fratricide avoidance is to help units protect their combat power through risk reduction, enabling them to win the battle quickly and decisively with minimum losses. This appendix focuses on two topics: risk management and the avoidance of fratricide. Risk is the chance of injury or death for individuals and of damage to or loss of vehicles and equipment. Risk, or the potential for risk, is always present across the full spectrum of operations. Risk management must take place at all levels of the chain of command during each phase of every operation; it is an integral part of planning. The SBCT commander, battalion commanders, staffs, company commanders, and all soldiers must know how to use risk management, coupled with fratricide avoidance measures, to ensure the battalion executes the mission in the safest possible environment within mission constraints. (For additional information on risk management, refer to FM 100-14.)

Section I. RISK MANAGEMENT

Risk management is the process of identifying and controlling hazards to conserve combat power and resources. Leaders (to include the staff) must always remember that the effectiveness of the process depends on their understanding of the situation. They should never approach risk management with "one size fits all" solutions to the risks their unit faces. They must consider the essential tactical and operational factors that make each situation unique. There are five steps of the risk management process. This five-step process is integrated into the military decision-making process (Table C-1, page C-2).

Military Decision-Making Process	Risk Management Steps				
	Step 1 Identify Hazards	**Step 2** Assess Hazards	**Step 3** Develop Controls and Make Risk Decisions	**Step 4** Implement Controls	**Step 5** Supervise and Evaluate
Mission Receipt	X				
Mission Analysis	X	X			
COA Development	X	X	X		
COA Analysis	X	X	X		
COA Comparison			X		
COA Approval			X		
Orders Production				X	
Rehearsal[1]	X	X	X	X	X
Execution and Assessment[1]	X	X	X	X	X

[1] All boxes are marked to emphasize the continued use of the risk management process throughout the mission.

Table C-1. Risk management steps correlated with MDMP tasks.

C-1. STEP 1, IDENTIFY HAZARDS

A hazard is a source of danger. It is any existing or potential condition that could result in injury, illness, or death of personnel; damage to or loss of equipment and property; or some other form of mission degradation. Hazards arise in both tactical and training operations. Leaders must identify the hazards associated with all aspects and phases of the mission, paying particular attention to the factors of METT-TC. Risk management must never be an afterthought; leaders must begin the process during MDMP (troop-leading procedures for company and below) and continue it throughout the operation. Table C-2 lists possible sources of risk the battalion might face during a typical tactical operation. The list is organized according to the factors of METT-TC.

SOURCES OF BATTLEFIELD RISK
MISSION
Duration of the operation.
Complexity or clarity of the plan. (Is the plan well developed and easily understood?)
Proximity and number of maneuvering units.
ENEMY
Knowledge of the enemy situation.
Enemy capabilities.
Availability of time and resources to conduct reconnaissance.
TERRAIN AND WEATHER
Visibility conditions, including light, dust, fog, and smoke.
Precipitation and its effects on mobility.
Extreme heat or cold.
Additional natural hazards (broken ground, steep inclines, and water obstacles).
TROOPS and SUPPORT AVAILABLE
Equipment status.
Morale.
Experience units conducting the operation have working together.
Soldier and leader proficiency.
Soldier and leader rest situation.
Degree of acclimatization to environment.
Impact of new leaders and crewmembers.
TIME AVAILABLE
Time available for planning and rehearsals.
Time available to conduct the mission.
CIVIL CONSIDERATIONS
Applicable ROE and ROI.
Operations involving potential contact with civilians (such as NEO, refugee or disaster assistance, stability operations, support operations, or counterterrorism).
Potential for media contacts or inquiries.

Table C-2. Examples of potential hazards.

C-2. STEP 2, ASSESS HAZARDS TO DETERMINE RISKS

Hazard assessment is the process of determining the direct impact of each hazard on an operation (in the form of hazardous incidents). Use the following steps.

a. Determine which hazards can be eliminated or avoided.

b. Assess each hazard that cannot be eliminated or avoided to determine the probability that the hazard will occur.

c. Assess the severity of hazards that cannot be eliminated or avoided. Severity, defined as the result or outcome of a hazardous incident, is expressed by the degree of

injury or illness (including death), loss of or damage to equipment or property, environmental damage, or other mission-impairing factors (such as unfavorable publicity or loss of combat power).

d. Taking into account both the probability and severity of a hazard, determine the associated risk level (extremely high, high, moderate, or low). Table C-3 summarizes the four risk levels.

e. Based on the factors of hazard assessment (probability, severity, and risk level, as well as the operational factors unique to the situation), complete risk management worksheet. (Figure C-1 shows an example of a completed risk management worksheet.)

RISK LEVEL	MISSION EFFECTS
Extremely high (E)	Mission failure if hazardous incidents occur in execution.
High (H)	Significantly degraded mission capabilities in terms of required mission standards. Not accomplishing all parts of the mission or not completing the mission to standard (if hazards occur during mission).
Moderate (M)	Expected degraded mission capabilities in terms of required mission standards. Reduced mission capability (if hazards occur during the mission).
Low (L)	Expected losses have little or no impact on mission success.

Table C-3. Risk levels and impact on mission execution.

A. Mission or Task:	B. Date/Time Group	C. Date Prepared:
Conduct a deliberate attack	Begin: 010035R May XX End: 010600R May XX	28 April XX

D. Prepared By: (Rank, Last Name, Duty Position) CPT Smith, Cdr

E. Task	F. Identify Hazard	G. Assess Hazard	H. Develop Controls	I. Determine Residual Risk	J. Implement Controls (How To)
Conduct obstacle breaching operations	Obstacles	High (H)	Develop and use obstacle reduction plan	Low (L)	Unit TSOP, OPORD, training handbook
	Inexperienced soldiers	High (H)	Additional training and supervision	Moderate (M)	Rehearsals, additional training
	Operating under limited visibility	Moderate (M)	Use NVDs, use IR markers on vehicles	Low (L)	Unit TSOP, OPORD
	Steep cliffs	High (H)	Rehearse using climbing ropes	Moderate (M)	FM 3-97.6, Mountain Operations; FM 3-97.61, Military Mountaineering
	Insufficient planning time	High (H)	Plan and prepare concurrently	Moderate (M)	OPORD, troop-leading procedures

K. Determine overall mission/task risk level/after controls are implemented (circle one)

LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)

Figure C-1. Example of completed risk management worksheet.

C-3. STEP 3, DEVELOP CONTROLS AND MAKE RISK DECISIONS

Step 3 consists of two substeps: develop controls and make risk decisions. This step is done during the COA development, COA analysis, COA comparison, and COA approval of the MDMP.

a. **Develop Controls**. Controls are the procedures and considerations the unit uses to eliminate hazards or reduce their risk. After assessing each hazard, develop one or more controls that will either eliminate the hazard or reduce the risk (probability, severity, or both) of potential hazardous incidents. When developing controls, consider the reason for the hazard, not just the hazard itself.

b. **Make Risk Decisions**. A key element in the process of making a risk decision is determining whether accepting the risk is justified or, conversely, is unnecessary. The decision-maker must compare and balance the risk against mission expectations, then decide if the controls are sufficient and acceptable and whether to accept the resulting residual risk. If the risk is determined unnecessary, the decision-maker directs the development of additional controls or alternative controls; as another option, he can modify, change, or reject the selected COA for the operation.

C-4. STEP 4, IMPLEMENT CONTROLS

Implementing controls is the most important part of the risk management process. It is the chain of command's contribution to the safety of the unit. Implementing controls includes coordination and communication with appropriate superior, adjacent, and

subordinate units and with individuals executing the mission. The commander must ensure that specific controls are integrated into OPLANs, OPORDs, SOPs, and rehearsals. The critical check for this step is to ensure that controls are converted into clear, simple execution orders understood by all levels. If the leaders have conducted a thoughtful risk assessment, the controls will be easy to implement, enforce, and follow. Examples of risk management controls include the following:

- Thoroughly brief all aspects of the mission, including related hazards and controls, and ensure that subordinates know the plan.
- Allow adequate time for rehearsals at all levels.
- Drink plenty of water, eat well, and get as much sleep as possible (at least 4 hours in any 24-hour period).
- Enforce movement safety procedures.
- Establish recognizable visual signals and markers to distinguish maneuvering units.
- Enforce the use of ground guides in assembly areas and on dangerous terrain.
- Limit single-vehicle movement.
- Establish SOPs for the integration of new personnel.

C-5. STEP 5, SUPERVISE AND EVALUATE

During mission execution, leaders must ensure their subordinates properly understand and execute risk management controls. Leaders must continuously evaluate the unit's effectiveness in managing risks to gain insight into areas that need improvement.

a. **Supervision**. Leadership and unit discipline are the keys to ensuring implementation of effective risk management controls. All leaders are responsible for supervising mission rehearsals and execution to ensure standards and controls are enforced. In particular, NCOs must enforce established safety policies as well as controls developed for a specific operation or task. Techniques include spot checks, inspections, situation reports (SITREPs), confirmation briefs, and supervision. During mission execution, leaders must continuously monitor risk management controls to determine whether they are effective and modify them as necessary. Leaders must also anticipate, identify, and assess new hazards. They ensure that imminent danger issues are addressed on the spot and that ongoing planning and execution reflect changes in hazard conditions.

b. **Evaluation**. Whenever possible, the risk management process should also include an after-action review to assess unit performance in identifying risks and preventing hazardous situations. Leaders should then incorporate lessons learned from the process into unit SOPs and plans for future missions.

c. **Commander's Guidance**. The SBCT commander gives the company battalion commanders and staff direction, sets priorities, and establishes the command climate (values, attitudes, and beliefs). Successful preservation of combat power requires him to imbed risk management into individual behavior. To fulfill this commitment, the commander must exercise creative leadership, innovative planning, and careful management. Most importantly, he must demonstrate support for the risk management process. The commander and others in the chain of command can establish a command climate favorable to risk management integration by--

- Demonstrating consistent and sustained risk management behavior through leading by example and stressing active participation throughout the risk management process.
- Providing adequate resources for risk management. Every leader is responsible for obtaining the assets necessary to mitigate risk and for providing them to subordinate leaders.
- Understanding their own and their soldier's limitations, as well as their unit's capabilities.
- Allowing subordinates to make mistakes and learn from them.
- Preventing a "zero defects" mindset from creeping into the unit's culture.
- Demonstrating full confidence in subordinates' mastery of their trades and their ability to execute a chosen COA.
- Keeping subordinates informed.
- Listening to subordinates.

d. **Leader Responsibility**. For the commander, subordinate leaders, and individual soldiers alike, responsibilities in managing risk include the following:

- Make informed risk decisions; establish and then clearly communicate risk decision criteria and guidance.
- Establish clear, feasible risk management policies and goals.
- Train the risk management process. Ensure that subordinates understand the who, what, when, where, and why of managing risk and how these factors apply to their situation and assigned responsibilities.
- Accurately evaluate the unit's effectiveness, as well as subordinates' execution of risk controls during the mission.
- Inform higher headquarters when risk levels exceed established limits.

Section II. FRATRICIDE AVOIDANCE

Fratricide avoidance is a complex problem defying simple solutions. Fratricide can be defined broadly as employing friendly weapons and munitions with the intent of killing the enemy or destroying his equipment or facilities but resulting in unforeseen and unintentional death or injury to friendly personnel. This section focuses on actions leaders can take to reduce the risk and occurrence of fratricide using current resources.

C-6. MAGNITUDE OF THE PROBLEM

The modern battlefield is more lethal than any in history. The tempo of operations is rapid, and the nonlinear nature of the battlefield creates command and control challenges for unit leaders. The accuracy and lethality of modern weapons make it possible to engage and destroy targets at extended ranges. However, the ability of US forces to acquire targets using thermal imagery and other sophisticated sighting systems exceeds its capability to identify these targets accurately. Consequently, friendly elements can be engaged unintentionally and destroyed in a matter of seconds. Added to this is battlefield obscuration, which becomes a critical consideration whenever thermal sights are the primary source of target identification. Rain, dust, fog, smoke, and snow degrade identification capability by reducing the intensity and clarity of thermal images. On the battlefield, positive visual identification cannot be the sole engagement criteria at ranges

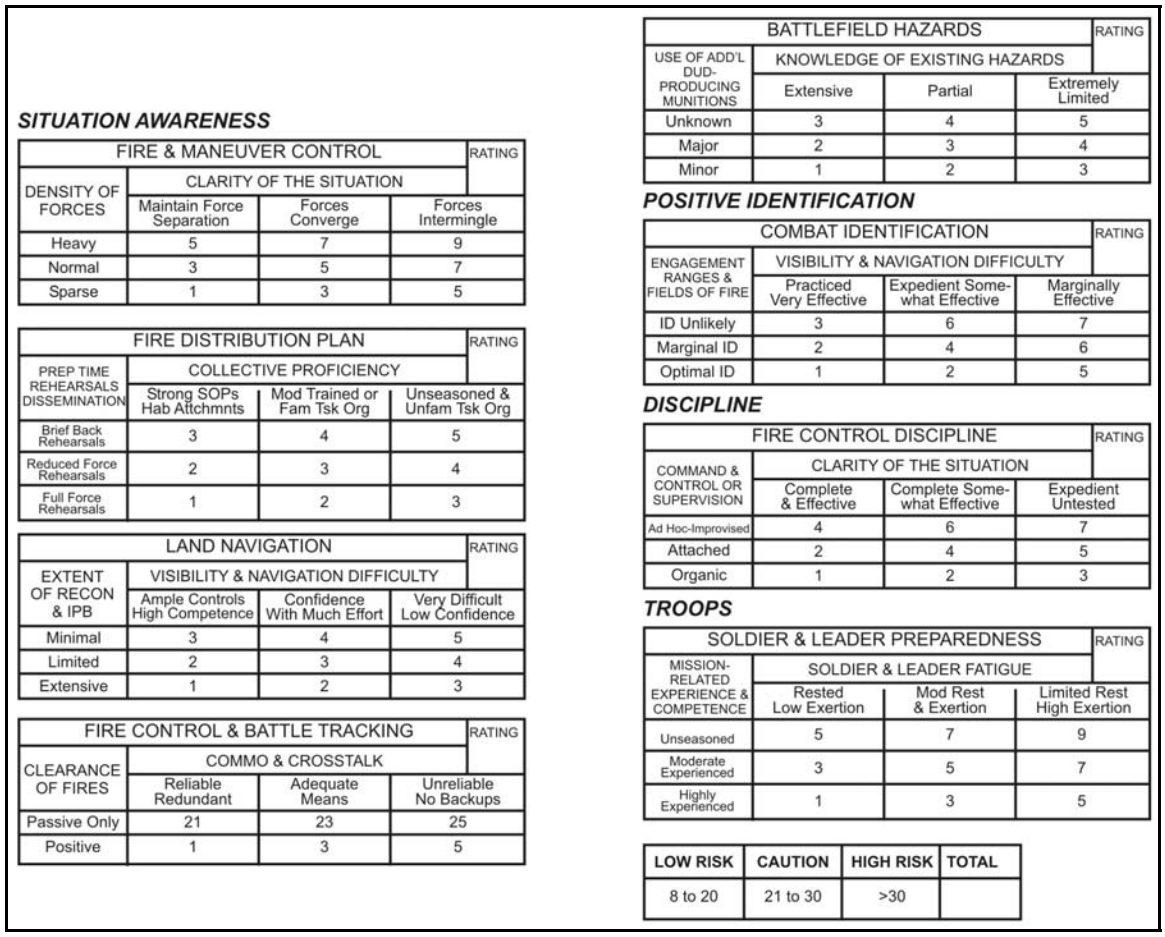
beyond 1,000 meters. An accurate COP is essential and must be maintained throughout any operation.

C-7. RISK IDENTIFICATION AND PREVENTIVE MEASURES

Reduction of fratricide risk begins during the planning phase of an operation and continues through preparation and execution. Risk identification must be conducted at all levels during each phase. The results must be clearly communicated up and down the chain of command so risk assessment can begin. The following paragraphs cover considerations influencing risk identification and focus on measures the leader can implement to make the identification process more effective and help prevent friendly fire incidents from occurring.

a. Leaders must consciously identify specific fratricide risk for any mission. Using this structured approach, commanders can predict the most likely causes of fratricide and take action to protect their soldiers. Whether used for an actual combat operation or a training event, this thought process complements the troop-leading procedures and analysis of METT-TC factors in planning.

b. The fratricide risk assessment matrix (Figure C-2) shows an approach to assess the relative risk of fratricide for combat maneuver. To assign a risk value to each direct cause of fratricide, pair the most critical METT-TC contributing factors associated with each cause. For each primary cause, favorable conditions lead to a lesser risk value, found in the cell on the left side of the corresponding sub-matrix. As a contributing factor becomes unfavorable, risk increases. The worst precondition for each kind of fratricide is represented by the risk value in the cell on the right side of the sub-matrix. Figure C-2 is an example of a fratricide risk assessment matrix that should be used in assessing every mission. For a detailed explanation of how to use this matrix, refer to Handbook No. 92-3, Fratricide Risk Assessment for Company Leadership, Section II, Fratricide Risk Assessment.



SITUATION AWARENESS

FIRE & MANEUVER CONTROL				RATING
DENSITY OF FORCES	CLARITY OF THE SITUATION			
	Maintain Force Separation	Forces Converge	Forces Intermingle	
Heavy	5	7	9	
Normal	3	5	7	
Sparse	1	3	5	

FIRE DISTRIBUTION PLAN				RATING
PREP TIME REHEARSALS DISSEMINATION	COLLECTIVE PROFICIENCY			
	Strong SOPs Hab Attchmnts	Mod Trained or Fam Tsk Org	Unseasoned & Unfam Tsk Org	
Brief Back Rehearsals	3	4	5	
Reduced Force Rehearsals	2	3	4	
Full Force Rehearsals	1	2	3	

LAND NAVIGATION				RATING
EXTENT OF RECON & IPB	VISIBILITY & NAVIGATION DIFFICULTY			
	Ample Controls High Competence	Confidence With Much Effort	Very Difficult Low Confidence	
Minimal	3	4	5	
Limited	2	3	4	
Extensive	1	2	3	

FIRE CONTROL & BATTLE TRACKING				RATING
CLEARANCE OF FIRES	COMMO & CROSSTALK			
	Reliable Redundant	Adequate Means	Unreliable No Backups	
Passive Only	21	23	25	
Positive	1	3	5	

BATTLEFIELD HAZARDS				RATING
USE OF ADD'L DUD-PRODUCING MUNITIONS	KNOWLEDGE OF EXISTING HAZARDS			
	Extensive	Partial	Extremely Limited	
Unknown	3	4	5	
Major	2	3	4	
Minor	1	2	3	

POSITIVE IDENTIFICATION

COMBAT IDENTIFICATION				RATING
ENGAGEMENT RANGES & FIELDS OF FIRE	VISIBILITY & NAVIGATION DIFFICULTY			
	Practiced Very Effective	Expedient Some-what Effective	Marginally Effective	
ID Unlikely	3	6	7	
Marginal ID	2	4	6	
Optimal ID	1	2	5	

DISCIPLINE

FIRE CONTROL DISCIPLINE				RATING
COMMAND & CONTROL OR SUPERVISION	CLARITY OF THE SITUATION			
	Complete & Effective	Complete Some-what Effective	Expedient Untested	
Ad Hoc-Improvised	4	6	7	
Attached	2	4	5	
Organic	1	2	3	

TROOPS

SOLDIER & LEADER PREPAREDNESS				RATING
MISSION-RELATED EXPERIENCE & COMPETENCE	SOLDIER & LEADER FATIGUE			
	Rested Low Exertion	Mod Rest & Exertion	Limited Rest High Exertion	
Unseasoned	5	7	9	
Moderate Experienced	3	5	7	
Highly Experienced	1	3	5	

LOW RISK	CAUTION	HIGH RISK	TOTAL
8 to 20	21 to 30	>30	

Figure C-2. Sample format, fratricide risk assessment matrix.

C-8. PLANNING PHASE

A thoroughly developed, clearly communicated, and completely understood plan helps minimize fratricide risk. The following factors affect the potential for fratricide in a given operation:

- Clarity of the enemy situation.
- Clarity of the friendly situation.
- Clarity of the commander's intent.
- Complexity of the operation.
- Planning time available at each level.

Graphics are a basic tool commanders at all levels use to clarify their intent, add precision to their concept, and communicate their plan to subordinates. Graphics can be a very useful tool in reducing the risk of fratricide. Each commander must understand the definitions and purposes of operational graphics and the techniques of their employment. (See FM 101-5-1 for the definitions of each type of graphic control measure.)

C-9. PREPARATION PHASE

Confirmation briefs and rehearsals are primary tools for identifying and reducing fratricide risk during the preparation phase. The following are considerations for their use:

a. Confirmation briefs and rehearsals ensure subordinates know where fratricide risks exist and what to do to reduce or eliminate them.

b. Briefbacks ensure subordinates understand the commander's intent. They often highlight areas of confusion or complexity or planning errors.

c. The type of rehearsal conducted determines the types of risks identified.

d. Rehearsals should extend to all levels of command and involve all key players.

e. The following factors may reveal fratricide risks during rehearsals:

- Number and type of rehearsals.
- Training and proficiency levels of units and individuals.
- The habitual relationships between units conducting the operation.
- The physical readiness (endurance) of the troops conducting the operation.

C-10. EXECUTION PHASE

During execution, in-stride risk assessment and reaction can overcome unforeseen fratricide risk situations.

a. The following are factors to consider when assessing fratricide risks:

- Intervisibility between adjacent units.
- Amount of battlefield obscuration.
- Ability or inability to identify targets positively.
- Similarities and differences in equipment, vehicles, and uniforms between friendly and enemy forces.
- Vehicle density on the battlefield.
- The tempo of the battle.

b. Maintaining an awareness of the COP at all levels and at all times is another key to fratricide reduction as an operation progresses. Units develop and employ effective techniques and SOPs to aid leaders and soldiers in this process, including--

- Monitoring the next higher radio net.
- Radio cross-talk between units.
- COP updates.
- Accurate position reporting and navigation.
- Training, use, and exchange of liaison officers.

C-11. FRATRICIDE REDUCTION MEASURES

The following measures provide a guide to actions that can reduce fratricide risk. Use of these measures is not required, nor are they intended to restrict initiative. Apply them as appropriate based on the specific situation and METT-TC factors.

a. Identify and assess potential fratricide risks in the estimate of the situation. Express these risks in the OPORD or FRAGO.

b. Maintain awareness of the current situation, focusing on areas such as current intelligence, unit locations and dispositions, denial areas (minefields and scatterable munitions), contaminated areas such as improved conventional munitions (ICM) and NBC, SITREPs, and METT-TC factors.

c. Ensure positive target identification. Review vehicle and weapon identification cards. Know at what ranges and under what conditions positive identification of friendly vehicles and weapons is possible.

d. Establish a command climate that stresses fratricide prevention. Enforce fratricide prevention measures and emphasize the use of doctrinally sound tactics, techniques, and procedures. Ensure constant supervision in the execution of orders and the performance of all tasks and missions to standard.

e. Recognize the signs of battlefield stress. Maintain unit cohesion by taking quick, effective action to alleviate it.

f. Conduct individual, leader, and collective (unit) training covering fratricide awareness, target identification and recognition, and fire discipline.

g. Develop a simple, decisive plan.

h. Give complete and concise mission orders.

i. Use SOPs that are consistent with doctrine to simplify mission orders. Periodically review and change SOPs as needed.

j. Strive for maximum planning time for you and your subordinates.

k. Use common language and vocabulary and doctrinally correct standard terminology and control measures, such as fire support coordination line, zone of engagement, and restrictive fire lines.

l. Ensure thorough coordination is conducted.

m. Plan for and establish effective communications (to include visual).

n. Plan for collocation of command posts whenever it is appropriate to the mission, such as during a passage of lines.

o. Designate and employ LNOs as appropriate.

p. Ensure rules of engagement are clear.

q. Include fratricide risk as a key factor in terrain analysis (observation, avenues of approach, key terrain, observation and fields of fire, cover and concealment [OAKOC]).

r. Conduct rehearsals whenever the situation allows time to do so.

s. Be in the right place at the right time. Use position location and navigation devices (GPS and position navigation [POSNAV]); know your location and the locations of adjacent units (left, right, leading, and follow-on) through use of FBCB2 and other means. Synchronize tactical movement.

t. Plan and brief OPSEC, especially when utilizing dismounted operations (challenge and password, sign and countersign).

u. Include discussion of fratricide incidents in after-action reports.

v. Ensure fire commands are accurate, concise, and clearly stated. Make it mandatory for soldiers to ask for clarification of any portion of the fire command that they do not completely understand.

w. Stress the importance of the chain of command in the fire control process; ensure soldiers get in the habit of obtaining target confirmation and permission to fire from their leaders before engaging targets they assume are enemy elements.

x. Know who will be in and around the area of operations.

C-12. FRATRICIDE RISK CONSIDERATIONS

Figure C-3, pages C-12 through C-14, parallels the five-paragraph OPORD and contains key factors and considerations in fratricide prevention. This is not a change to the OPORD format, but is a guide for use during OPORD development to ensure fratricide prevention measures are included. It is not a strict directive. The factors and

considerations are listed where they would likely appear in the OPORD, but they may warrant evaluation during preparation of other paragraphs.

Task Organization:
- Has the unit worked under this task organization before?
- Are SOPs compatible with the task organization (especially with attached units)?
- Are special markings or signals (for example, cats' eyes, chemlites, or panels) needed for positive identification of uniforms and equipment?
- What special weapons and equipment are to be used? Do they look or sound like enemy weapons and equipment?

1. Situation.

a. ***Enemy Forces***.

(1) *Weather*:
- What are the expected visibility conditions (light data and precipitation) for the operation?
- What effects will rain, heat, and cold have on soldiers, weapons, and equipment?

(2) *Terrain*:
- What is the topography and vegetation (urban, mountainous, hilly, rolling, flat, desert, swamp/marsh, prairie/steppe, jungle, or open woods) of the expected AO?
- Has the terrain been evaluated using the factors of OAKOC?

b. ***Friendly Forces***.
- Among the allied or coalition forces, are there differences (or similarities with enemy forces) in language, uniform, and equipment that could increase fratricide risk during combined operations?
- Could differences in equipment and uniforms among US armed forces increase fratricide risk during joint operations?
- What differences in equipment and uniforms can leaders stress to help prevent fratricide?
- What is the friendly deception plan?
- What are the locations of your unit and adjacent units (left, right, leading, and follow-on)?
- What are the locations of neutrals and noncombatants?
- What are the locations of your own forces?
- What is the status of training activities?
- What are the levels of individual, crew, and unit proficiency?
- Will fatigue be a factor for friendly forces during the operation? Has an effective sleep plan been developed?
- Are friendly forces acclimatized to the AO?
- What is the age (new, old, or mixed) and condition of equipment in friendly units?
- What is the status of new equipment training?
- What are the expected MOPP requirements for the operation?

c. ***Attachments and Detachments***.
- Do attached elements understand pertinent information regarding enemy and friendly forces?
- Will gaining units provide this pertinent information to detached elements?
- Are communications systems compatible (digital/analog)?

Figure C-3. Fratricide prevention checklist.

2. **Mission**. Do all elements clearly understand the mission and all associated tasks and purposes?

3. **Execution**.

a. ***Concept of the Operation***.

(1) *Maneuver*: Are main and supporting efforts identified?

(2) *Fires (Direct and Indirect)*:

- Are priorities of fires identified?
- Have target lists been developed?
- Have the fire execution matrix and overlay been developed?
- Have locations of denial areas (minefields and FASCAM) and contaminated areas (ICM and NBC) been identified?
- Are the locations of all supporting fire targets identified in the OPORD and OPLAN overlays?
- Are aviation and CAS targets clearly identified?
- Has the direct fire plan been developed?
- Have FPFs been designated?
- Are the requirements for accurate predicted fire met or do fire adjustments have to be made?

(3) *Engineer Tasks*:

- Are friendly minefields, including FASCAM and ICM dud-contaminated areas, known?
- Have obstacles and the approximate time needed for reduction or breaching of each been identified?

(4) *Tasks to Each Subordinate Unit*:

- Are friendly forces identified, as appropriate, for each subordinate maneuver element?

(5) *Tasks to CS and CSS Units*:

- Have locations of friendly forces been reported to CS and CSS units?

b. ***Coordinating Instructions***.

- Are rehearsals to be conducted? Are they necessary? Are direct and indirect fires included?
- Is a confirmation brief necessary?
- Are appropriate control measures clearly explained and illustrated in the OPORD and overlays? Have they been disseminated to everyone who has a need to know? What is the plan for using these control measures to synchronize the battle and prevent fratricide?
- Are the locations for division and corps slice elements in the brigade AO posted and disseminated?
- Have target and vehicle identification drills been practiced?
- Do subordinate units know the immediate action, drill, or signal for "CEASE FIRE" and "I AM FRIENDLY" if they come under unknown or friendly fire? Is there a backup?
- Is guidance in handling dud munitions, such as ICM and cluster bomb units (CBU), included?

Figure C-3. Fratricide prevention checklist (continued).

4. **Service Support**.
- Does everyone know trains locations and identification markings?

Do medical and maintenance personnel know the routes between train units?

5. **Command and Signal**.

a. ***Command***.
- What are the locations of the commander and key staff members?
- What are the chain of command and the succession of command?

b. ***Signal***.
- Do instructions include backup code words and visual signals for all special and emergency events?
- Do instructions cover how air assets identify friendly forces and how friendly forces identify friendly aircraft?
- Do they include backup code words and visual signals for all special and emergency events?
- Are SOI distributed to all units with a need to know, such as higher, lower, adjacent, leading, and follow-on elements?

Figure C-3. Fratricide prevention checklist (continued).

APPENDIX D
ENVIRONMENTAL CONCERNS AND COMPLIANCE

Preparation to conduct operations, in any environment, can incorporate the necessary environmental awareness with minimal additional planning. Many aspects of environmental protection discussed below will appear to be common sense and will most likely be a part of the SBCT's standing operational activity. This appendix provides a guide by which to attain a balance between mission accomplishment and protecting environmentally sensitive areas.

D-1. PREPARATION

Advanced preparation is key to successful mission completion, and the same holds true for environmental awareness and protection. The SBCT commander should be aware of the publications governing environmental protection. All SBCT staffs (company and above) should designate an environmental compliance officer/NCO to serve as the unit's point of contact (POC). This person will be responsible for environmental education, SOP updates, preparation of environmental risk assessments, and incident reporting. Commanders should refer to FM 3-100-4 for guidelines and procedures for applying risk management to identify actions that may harm the environment and steps that can be taken to minimize or prevent damage.

NOTE: FM 3-100.4 gives specific guidance on environmental protection and the SBCT commander should ensure compliance with that guidance. This appendix is intended to supplement, not replace, FM 3-100.4.

D-2. CONDUCT OF THE MISSION

Protecting the environment is always difficult and protecting the environment while conducting operations against a hostile force is not always possible. The SBCT must deploy and operate with minimal environmental damage. Commanders must initiate environmental control measures and establish appropriate protection levels without detracting from mission accomplishment. Environmental concerns pertaining to a mission should be incorporated into the mission briefing based on the factors of METT-TC (Table D-1, page D-2). Some of the factors affecting the briefing include mission, geographical location, and time of the year.

MISSION
1. Identify and assess known environmental risks during planning.
2. Determine environmental impact on mission execution.
3. Specify those areas to avoid and minimize the effect on the unit's scheme of maneuver.
4. Provide maps and or sketches with detailed areas of environmental concern.
5. Emphasize the importance of every soldier playing an active role in the identification and timely reporting of new environmental risk elements.
6. Rapidly and effectively respond to all hazardous waste accidents.
ENEMY
1. Identify areas of probable environmental contamination that could effect friendly force movement.
2. Evaluate intelligence reports of enemy equipment and or capability and how it could be employed against the environment.
3. Develop enemy target options to minimize environmental effects.
4. Maneuver enemy action away from environmentally sensitive areas, when feasible.
TERRAIN AND WEATHER
1. Provide recommended paths of movement to avoid environmentally sensitive areas.
2. Emphasize navigation accuracy and identify well defined terrain features.
3. Obtain and analyze predominant and developing weather patterns to diminish possible environmental risks.
TROOPS AND EQUIPMENT AVAILABLE
1. Develop a briefing for all soldiers that highlights and defines the environmental concerns and points of interest.
2. Provide a detailed and accurate SOP that identifies guidelines for avoiding risk areas while allowing for mission accomplishment.
3. Anticipate areas of probable risk and brief soldiers on how to prevent damage.
4. Incorporate environmental risk scenarios into rehearsals, if possible, to reinforce soldier response and promote the decision-making process to changing environmental risks.
5. Require accurate and timely reports that pertain to any environmental issues, friendly or enemy.
TIME
1. Maximize planning time and minimize complexity of mission brief.
2. Rehearse various mission profiles that emphasize adjusting for changing environmental factors while maintaining the desired momentum.
CIVIL CONSIDERATIONS
1. Avoid unnecessary damage and limit environmental impact to civil infrastructure due to the collateral damage of SBCT operations.
2. Determine how proposed SBCT actions will affect the civilian population in order to determine the "proportionality" of the environmental effects versus the mission benefit.
3. Evaluate what civil environmental factors the enemy may consider his HVTs and integrate this information into the plan.

Table D-1. Environmental risks based on factors of METT-TC.

D-3. RISK ASSESSMENT

The environmental risk assessment considerations contained in this appendix address the potential impact of the SBCT's mission on the environment. The SBCT commander adds other considerations to address local conditions or different mission activities. Using a scale of "0" (no probability of environmental damage) to "5" (extremely high probability of environmental damage), he rates the specific activities the SBCT will perform during an operation. The commander performs this evaluation for each of seven environmental areas. Using sound judgment, the commander considers the conditions under which the SBCT will operate. He then applies this value to the risk assessment matrix. Figure D-1 is an example of a risk assessment matrix and is formatted to allow local reproduction, as required. Refer to Figure D-2, page D-5, for an example of a completed matrix for the environmental area of air pollution. The values assigned are not absolute; different commanders will assign different ratings for the same activity--it is a judgment call based on the commander's assessment.

ENVIRONMENTAL AREA:				RATING		
UNIT ACTIVITY	RISK IMPACT (CIRCLE ONE NUMBER IN EACH ROW.)					
MOVEMENT OF HEAVY VEHICLES AND SYSTEMS	5	4	3	2	1	0
MOVEMENT OF PERSONNEL AND LIGHT VEHICLES/SYSTEMS	5	4	3	2	1	0
ACTIVITIES OF ASSEMBLY-AREA	5	4	3	2	1	0
FIELD MAINTENANCE OF EQUIPMENT	5	4	3	2	1	0
MAINTENANCE CONDUCTED IN LOCALLY CONSTRUCTED MAINTENANCE FACILITIES WITH HARD STAND	5	4	3	2	1	0

Figure D-1. Risk assessment matrix.

D-4. ENVIRONMENTAL FACTORS

Knowledge of environmental factors is key to planning and decision-making. With this knowledge, the SBCT commander can quantify risks, detect problem areas, reduce risk of injury or death, reduce property damage, and ensure compliance with environmental regulations. He should complete environmental risk assessments before conducting operations or logistical activities. The environmental risk assessment matrix provides a deliberate approach to assessing the risk posed by SBCT mission activities on specific environmental areas. (Figure D-2, page D-5, shows an example of a risk assessment for air pollution.) The matrix has four components:

- Environmental area.
- SBCT mission activities.
- Risk impact.
- Risk rating.

D-5. ENVIRONMENTAL AREAS

The risk assessment matrix assesses risk in seven environmental areas. The SBCT commander and staff should develop one matrix for each. These areas are:

- Air pollution.
- Archeological, cultural, and historical resources.
- Hazardous materials and hazardous waste.
- Noise pollution.
- Threatened and endangered species.
- Water pollution.
- Soil, vegetation, and wetland protection.

D-6. SBCT MISSION ACTIVITIES

The risk assessment matrix used in this manual considers five SBCT activities. These activities are generic, and the SBCT may modify them to meet its mission requirements and local conditions. These missions are:

- Movement of heavy vehicles and systems.
- Movement of personnel and light vehicles and systems.
- Activities of the assembly area.
- Field maintenance of equipment.
- Maintenance in locally constructed maintenance facilities with hardstand.

Examples of other activities the SBCT might add are:

- Direct and indirect weapons firing.
- Unexploded ordnance (UXO) operations.
- Aviation support and operations.
- Medical support and operations.
- Mines and demolition.
- Obscurant operations.
- Waterborne or amphibious operations.
- Limited visibility operations.
- NBC operations.

D-7. RISK IMPACT VALUE

The risk impact value estimates the probability that the SBCT's mission will have a negative impact on a particular environmental area. It is a judgment for which the numeric value (0-5) most closely reflects the conditions under which the SBCT is operating. The value is not an absolute, and different commanders might assign different values for the same mission. The risk impact value is a judgment call based on the assessment of the potential for environmental damage. The criteria shown in Figures D-5 through D-11, pages D-8 through

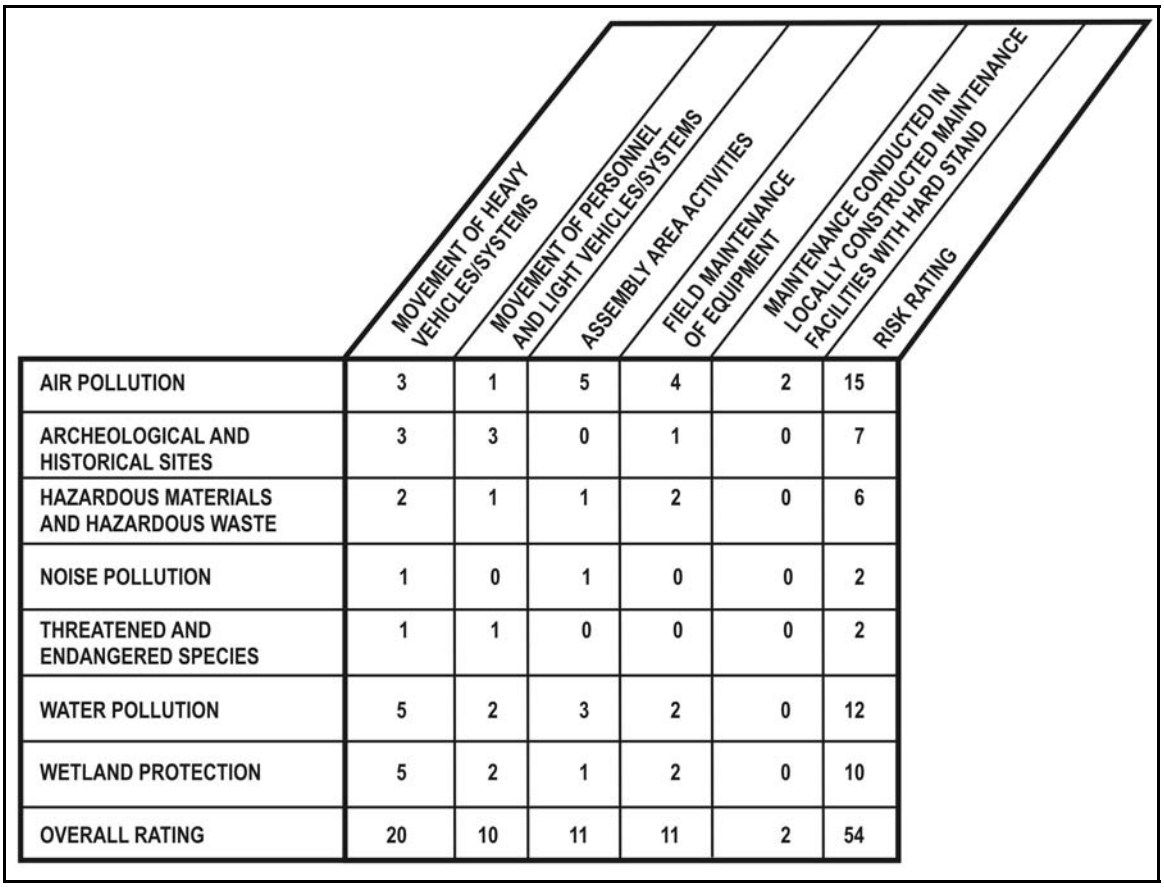
D-14, help commanders evaluate the probability of occurrence. In filling out the matrix, the commander or staff officer circles the value selected for each operation (Figure D-2).

ENVIRONMENTAL AREA: AIR POLLUTION						RATING 15
UNIT ACTIVITY	RISK IMPACT (CIRCLE ONE NUMBER IN EACH ROW.)					
MOVEMENT OF HEAVY VEHICLES AND SYSTEMS	5	4	(3)	2	1	0
MOVEMENT OF PERSONNEL AND LIGHT VEHICLES/SYSTEMS	5	4	3	2	(1)	0
ACTIVITIES OF ASSEMBLY-AREA	(5)	4	3	2	1	0
FIELD MAINTENANCE OF EQUIPMENT	5	(4)	3	2	1	0
MAINTENANCE CONDUCTED IN LOCALLY CONSTRUCTED MAINTENANCE FACILITIES WITH HARD STAND	5	4	3	(2)	1	0

Figure D-2. Completed environmental risk assessment matrix.

D-8. RISK RATING

The SBCT commander rates the risk for each environmental area (each matrix) by adding the circled risk impact values (Figure D-3, page D-6). A blank copy of the overall risk assessment graph is provided for photocopying (Figure D-12, page D-15). The SBCT commander develops a risk assessment of the entire mission by adding the risk ratings for the individual matrixes on one form. The overall environmental risk falls into one of four categories: low, medium, high, or extremely high (Figure D-4, page D-6). Activities with an extremely high probability of environmental damage require ARFOR/division approval.



	MOVEMENT OF HEAVY VEHICLES/SYSTEMS	MOVEMENT OF PERSONNEL AND LIGHT VEHICLES/SYSTEMS	ASSEMBLY AREA ACTIVITIES	FIELD MAINTENANCE OF EQUIPMENT	MAINTENANCE CONDUCTED IN LOCALLY CONSTRUCTED MAINTENANCE FACILITIES WITH HARD STAND	RISK RATING
AIR POLLUTION	3	1	5	4	2	15
ARCHEOLOGICAL AND HISTORICAL SITES	3	3	0	1	0	7
HAZARDOUS MATERIALS AND HAZARDOUS WASTE	2	1	1	2	0	6
NOISE POLLUTION	1	0	1	0	0	2
THREATENED AND ENDANGERED SPECIES	1	1	0	0	0	2
WATER POLLUTION	5	2	3	2	0	12
WETLAND PROTECTION	5	2	1	2	0	10
OVERALL RATING	20	10	11	11	2	54

Figure D-3. Overall risk assessment.

Category	Range	Environmental Damage	Decision Maker
Low	0 - 58	Little or none	Unit Commander
Medium	59 - 117	Minor	Next higher command
High	118 - 149	Significant	ARFOR/division
Extremely High	150-175	Severe	ARFOR

Figure D-4. Overall environmental risk.

D-9. RISK REDUCTION

The commander addresses each environmental area to reduce risks associated with the mission. While he considers all risk values above “0," he obviously spends more time on risk values of “5" than he does on those valued at “1." If the overall risk is low or medium, the commander will still review any specific areas rated high or extremely high. He should use his

judgment in altering the mission to reduce the risk in this specific area. Many environmental risk reduction measures are simply extensions of good management and leadership practices. Commanders can effectively manage environmental risks using the following six-steps.

a. Step 1. Identify hazards to the environment during mission analysis. Consider all activities that may pollute air, soil, and water. Also consider activities that may degrade natural or cultural resources.

b. Step 2. Assess the probability of environmental damage or violations with environmental risk assessment matrixes.

c. Step 3. Make decisions and develop measures to reduce high risks. Risk reduction measures can include--

- Rehearsals.
- Changing locations or times of operations.
- Increasing supervision.

d. Step 4. Brief chain of command, staff, and appropriate decision-makers on proposed plans and residual risk.

e. Step 5. Integrate environmental measures into plans, orders, SOPs, and rehearsals. Inform subordinates, down to individual soldier level, of risk reduction measures.

f. Step 6. Supervise and enforce environmental standards. Hold those in charge accountable for environmental risk reduction.

D-10. RESIDUAL RISK

Even with all practicable risk reduction measures in place, some risk will remain. This residual risk requires leader attention. Unit commanders inform the chain of command and appropriate decision-makers of residual risk and its implications for the mission. They also inform subordinates and focus command and control efforts onto those portions of the mission.

D-11. SUMMARY

Unit commanders use environmental risk assessment to estimate the potential impact of a mission on the environment. The environmental risk assessment will allow leaders and staffs to identify potential environmental problems before they occur. The process also allows the commander to identify and manage residual risk.

Value	Contributing Factors
5	Current or forecasted weather conditions will contribute to brush fires (dry and windy).
	AO is susceptible to brush fires.
	AO lacks vegetation/pavement and is susceptible to dust formulation.
	Vehicles and equipment are not reliable or well maintained.
	Soldiers are not proficient/experienced in the mission being conducted.
	Command and control is marginal.
	Sustained high OPTEMPO operations are planned.
	Extensive use of external combustion equipment or explosives, incendiary devices, or flares is planned.
4	Current or forecasted weather conditions could contribute to brush fires.
	AO is susceptible to brush fires.
	AO is susceptible to moderate dust formulation.
	Soldiers lack environmental awareness.
	Some high OPTEMPO operations are planned.
	Some use of external combustion equipment explosives, incendiary devices, or flares is planned.
3	Weather is favorable for the mission; winds are within safe operating limits.
	AO is safe from brush fires.
	Soldiers are briefed on hazards of brush fires.
	Command and control is adequate.
2	AO is safe from brush fires.
	AO is not susceptible to dust formulation.
	Soldiers are briefed on hazards of brush fires.
	Soldiers are environmentally conscientious.
	Command and control is good.
1	AO is not susceptible to brush fires.
	Fires are limited, controlled, and allowed only in authorized areas.
	CS (riot-control chemical agent) and obscurants are strictly controlled.
	Vehicles and equipment are well maintained and in good operating order.
	Soldiers are environmentally conscientious.
	Soldiers are thoroughly familiar with fire restrictions.
	Command and control is excellent.
0	No risk/not applicable.

Figure D-5. Air pollution risk impact value.

Value	Contributing Factors
5	Low-visibility, night, or sustained high OPTEMPO operations are planned.
	AO has many archeological, cultural, or historic resources.
	Archeological, cultural, and historic resources are neither identified nor marked off limits.
	Command and control is marginal.
	Soldiers are not familiar with the AO.
4	AO has some archeological, cultural, and historic resources.
	Archeological, cultural, and historic sites are marked off limits.
	Limited visibility operations are planned.
	Command and control is adequate.
	Soldiers are not familiar with the AO.
3	Archeological, cultural, and historic sites are identified and marked off limits.
	Soldiers have been briefed on off limits sites in AO.
	No low-visibility or night operations are planned.
	Command and control is adequate.
2	Archeological, cultural, and historic sites are identified and marked off limits.
	No low-visibility or night operations are planned.
	Command and control is good.
	Soldiers are familiar with the AO.
1	Archeological, cultural, and historic sites are identified and marked off limits.
	Soldiers avoid sites during training, operations, and logistical activities.
	Soldiers are proactive in recognizing, safeguarding, and reporting signs or evidence of possible archeological artifacts or sites.
	Command and control is effective.
	Soldiers are thoroughly familiar with the AO.
	Current or forecasted weather conditions are not an adverse factor.
0	No risk/not applicable.

Figure D-6. Archeological, cultural, and historic resources risk impact value.

Value	Contributing Factors
5	Low-visibility, night, or sustained high OPTEMPO operations are planned.
	Operations are planned close to surface water sources.
	Current or forecasted weather conditions are harsh.
	Soldiers' experience with responding to HM or HW spills is limited or untested.
	Command and control is marginal.
	Soldiers lack environmental awareness.
4	Some high OPTEMPO operations are planned.
	Operations close to water sources are planned.
	Current or forecasted weather conditions are marginal.
	Some individuals are HM/HW qualified.
3	Soldiers are environmentally conscientious but not trained.
	Key HM/HW personnel are available during operations and maintenance activities.
	Adequate spill cleanup materials are available.
	Command and control is adequate.
	Current or forecasted weather conditions are not a factor.
2	Routine operations are planned (soldiers have adequate rest).
	Key HM/HW individuals will oversee high-risk HM/HW operations and maintenance activities.
	Soldiers are environmentally sensitive and HM/HW trained.
	Current or forecasted weather conditions are not a factor.
	Command and control is excellent.
1	Soldiers dealing with HM/HW are well trained and experienced.
	SBCT HM/HW SOP is current (includes accurate HM/HW inventory and location) and fire department is provided with this inventory and location of HM/HW.
	Command and control is excellent.
	HM/HW is transported according to SOP.
	Tempo of operations and maintenance is routine.
	AO is well maintained and unit maintains good housekeeping practices.
0	No risk/not applicable.

Figure D-7. Hazardous materials and hazardous waste risk impact value.

Value	Contributing Factors
5	Sustained high OPTEMPO operations are planned, with noise-generating equipment and activities (artillery, tracked vehicles, weapons firing, construction equipment, aircraft, power generation equipment).
	Operations are conducted in close proximity to the civilian populace.
	Command and control is marginal.
	Soldiers' proficiency in the operation being conducted is marginal.
	Soldiers lack environmental awareness.
	High OPTEMPO limited visibility operations are planned.
4	High OPTEMPO operations are planned with limited noise-generating activities (artillery, tracked vehicles, weapons firing, construction equipment, aircraft, power generation equipment).
	Command and control is adequate.
	Operations are conducted in close proximity to the civilian populace.
	Soldiers lack environmental awareness.
	Reduce levels of limited visibility operations are planned.
3	Level of noise-generating equipment is routine (wheeled vehicles, small generators, small arms fire).
	Civilian populace will be nominally affected.
	Command and control is adequate.
	Limited visibility operations may be conducted.
2	Level of noise generated is nominal.
	Command and control is good.
	Soldiers are environmentally conscientious.
	Limited visibility operations are not likely.
1	Minimum operations or maintenance activities are planned.
	Command and control is highly effective.
	Operations are conducted away from civilian populace.
	Limited visibility operations are not planned.
0	No risk/not applicable.

Figure D-8. Noise pollution risk impact value.

Value	Contributing Factors
5	Threatened and endangered species' habitats are not identified.
	Threatened and endangered species' habitats are not marked off as a restricted area.
	Command and control is marginal.
	Sustained low-visibility or night operations are planned.
	Sustained high OPTEMPO operations are planned.
	Soldiers are not familiar with the AO.
4	Threatened and endangered species' habitats are marked off.
	Limited visibility operations are planned, and the soldiers are inexperienced.
	Command and control is adequate.
	Soldiers are not familiar with the AO.
3	Threatened and endangered species' habitats are marked off.
	Soldiers are briefed on threatened and endangered species.
	Limited visibility operations are planned with experienced soldiers.
	Command and control is adequate.
2	Threatened and endangered species' habitats are identified.
	Threatened and endangered species' habitats are marked off.
	Limited visibility operations are not planned.
	Command and control is good.
	Soldiers are familiar with the AO.
1	Threatened and endangered species' habitats are identified.
	Soldiers know and recognize threatened and endangered species.
	Threatened and endangered species' habitats are marked off as restricted/off-limits areas.
	Soldiers avoid threatened and endangered species' habitats during operations (when possible based upon the factors of METT-TC), and logistical activities.
	Command and control is effective.
	Soldiers are thoroughly familiar with the AO.
0	No risk/not applicable.

Figure D-9. Threatened and endangered species risk impact value.

Value	Contributing Factors
5	Maneuver will cause significant terrain damage.
	Potential hazardous waste spills most likely will affect surface waters (wetlands, groundwater, streams, ditches, sewers, or drains).
	Limited visibility operations are planned.
	Soldiers' environmental proficiency is low.
	Command and control is marginal.
	Sustained high OPTEMPO operations are planned.
	Hazardous waste spill response is marginal or untested.
	Hazardous waste spill response material is not available.
4	Maneuver will cause some terrain damage.
	Potential spill hazard is minimal; will not affect surface waters, wetlands, groundwater, streams, ditches, sewers, or drains.
	High OPTEMPO operations are planned.
	Soldiers' environmental proficiency is somewhat low.
	Command and control is marginal.
3	Potential hazardous waste spill will pose no potential contamination of any water source.
	Routine operations are planned.
	Soldiers are environmentally sensitive.
	Command and control is adequate.
	Weather will not adversely affect operations.
2	Potential hazardous waste spill will pose no potential contamination of any water source.
	Routine operations are planned.
	Soldiers are environmentally sensitive.
	Command and control is good.
	Soldiers are trained in spill-response duties.
	Hazardous waste spill control material is readily available.
1	No potential for hazardous waste spill.
	Soldiers are very environmentally aware.
	Command and control is high.
	Soldiers maintain good housekeeping practices.
	Equipment is well maintained.
	Collection of maintenance wastes is managed properly.
0	No risk/not applicable.

Figure D-10. Water pollution risk impact value.

Value	Contributing Factors
5	Sustained high OPTEMPO operations are planned.
	Command and control is marginal.
	Current or forecasted weather conditions will cause operations to adversely affect wetlands.
	Soldiers lack environmental awareness.
	Soldiers' proficiency in the operation being conducted is marginal.
	Field service or maintenance may have to be done near wetlands.
	Hazardous waste spill response is marginal.
	Hazardous waste spill response materials are not available.
4	Limited visibility operations are planned.
	Command and control is adequate.
	Soldiers are not familiar with the AO.
	Soldiers lack environmental awareness.
	Field service or maintenance may have to be done near wetlands.
3	Soldiers have been briefed on susceptibility of wetlands to damage.
	Limited visibility or night operations are not planned.
	Command and control is adequate.
2	Soldiers are environmentally conscientious.
	Limited visibility operations are not planned.
	Command and control is good.
	Soldiers are familiar with the AO.
1	Maintenance is conducted only in approved areas.
	Wetland areas and boundaries are identified.
	No refueling will be conducted in wetland areas.
	Streams/ditches will be crossed at designated crossings sites.
	Command and control is excellent.
	Soldiers are environmentally conscientious.
	Soldiers are familiar with AO.
	Collection of maintenance wastes is managed properly.
0	No risk/not applicable.

Figure D-11. Wetland protection risk impact value.

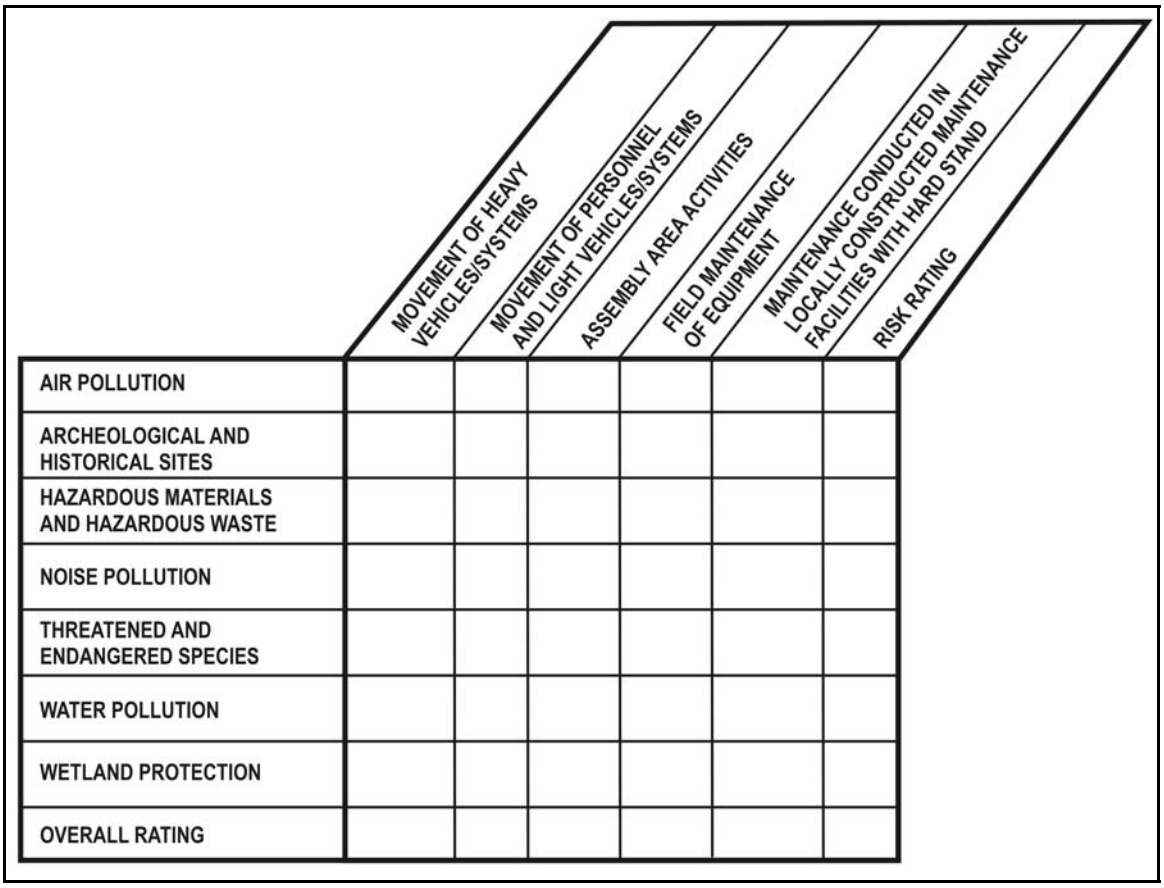


Figure D-12. Overall risk assessment matrix.

APPENDIX E

INTEGRATION OF SPECIAL OPERATIONS, MECHANIZED, AND LIGHT FORCES

Employing light, ranger, airborne, air assault, special operations, and mechanized infantry forces with SBCT units is a combat multiplier. These operations take advantage of the light unit's ability to operate in restricted and severely restricted terrain (such as urban areas, forests, and mountains) while augmenting the mobility and firepower inherent in SBCTs or mechanized units. To ensure mechanized and light assets are integrated and synchronized within the SBCT forces, they should be mutually supporting based on the SBCT commander's concept of employment. SOF provides the commander with force multipliers, especially in information operations, effects and intelligence. This appendix addresses conditions SBCT commanders must consider when planning and executing tactical operations, specifically when provided light infantry, mechanized infantry, or SOF.

Section I. ORGANIZATION, CAPABILITIES, AND LIMITATIONS

Across the spectrum of operations, there is an overlap in which SBCT, mechanized, and light forces can operate. The use of a mixed force in this overlap takes advantage of the strengths of assigned forces and offsets any respective weaknesses. Mechanized/light operations occur when an SBCT or mechanized force has light forces attached. Light/mechanized operations occur when an SBCT or mechanized/armored force is under the OPCON of a light infantry force in order for the heavier force to be logistically supported. The integration of SBCT, mechanized, and light forces can take advantage of the enemy force's structure to attack its weaknesses and seize the initiative.

NOTE: For the purpose of brevity, this appendix will use the term *mechanized* to indicate BFV- and tank-equipped units. *Light* forces include airborne and air assault infantry units, and SOF include Ranger units.)

E-1. MECHANIZED FORCES AND LIGHT INFANTRY OPERATIONS

The potential to use mechanized and or light forces together as part of an SBCT in military operations is unlimited and will capitalize on each other's strengths and offset weaknesses. The interjection of light forces in a mechanized theater allows the SBCT a flexible response to increasing tensions and a rapid response in the face of an integrated attack.

a. **Factors of METT-TC.** Mechanized or light forces are attached or OPCON to the SBCT. The decision to receive light or mechanized forces is based on the higher staff's (typically division or ARFOR level) task organization during course of action development or upon initiation of an SBCT commander's request for light infantry or mechanized force augmentation. In all cases, the factors of METT-TC drive the decision to use mechanized or light forces with the SBCT.

b. **Advantages and Challenges.** One advantage of mixing mechanized, SBCT, and light forces is greater tactical flexibility for the SBCT maneuver commander. In the

offense, the light infantry unit can infiltrate by ground or air to seize and hold restricted and severely restricted terrain, allowing the SBCT units to conduct mounted movement through these areas. Additionally, light units can air-assault into the enemy's rear, disrupting his defenses to create an exploitable weakness. Light units can also execute tasks such as attacking in restricted terrain to defeat enemy infantry in prepared positions. In the defense, the light infantry unit can defend in restricted and severely restricted terrain and allow the SBCT force to mass its combat power along the enemy's primary mounted avenue of approach. Along with such flexibility, the integrated force also has the advantage of the mobility and firepower inherent in mechanized units. The challenge of when to conduct mechanized and light operations is to understand the capabilities and limitations of each type of mechanized/armored and light force structure. To ensure effective integration of mechanized and light assets, all forces must be mutually supporting based on the SBCT commander's concept of employment.

E-2. MECHANIZED FORCES, MISSIONS, CAPABILITIES, AND LIMITATIONS

An SBCT operating with mechanized forces should consider the following missions, capabilities, and limitations of mechanized forces.

a. **Missions.** The missions given to mechanized forces are best suited for operations in unrestricted terrain.

b. **Capabilities.** The following are capabilities of mechanized forces:

- Conduct sustained combat operations in all environments.
- Accomplish rapid movement and deep penetrations.
- Exploit success and pursue a defeated enemy as part of a larger formation.
- Conduct security operations (advance, flank, and rear guard) for a larger force.
- Conduct defensive operations or delay in sector over large areas.
- Conduct offensive operations.
- Conduct operations with light and special operations forces.
- Conduct stability and support operations.
- Deploy personnel task-organized to an AO onto pre-positioned equipment.

c. Limitations. The following are limitations of mechanized forces:

- Mechanized forces are mainly dependent on radio communications. This makes mechanized forces vulnerable to EW reconnaissance. In the future, as the mechanized forces field C2 INFOSYS, this limitation may be reduced.
- Mechanized forces have restricted mobility in jungles, dense forests, steep and rugged terrain, built-up areas, and water obstacles.
- They have a high consumption rate of supply items, especially Classes III, V, and IX.
- They are vulnerable to antiarmor weapons and mines.
- Tank elements have difficulty defending positions against enemy infantry.
- Mechanized forces are not able to conduct long duration or continuous dismounted infantry operations.
- Mechanized forces require a secure ground line of communication.

E-3. LIGHT FORCES MISSIONS, CAPABILITIES, AND LIMITATIONS

The SBCT and its SBCT infantry forces may support any of three other types of light infantry units: light, airborne, and air assault. These infantry organizations vary in capabilities and limitations and in their impact on the SBCT. For example, differences in the organization of the infantry battalion headquarters and in its antiarmor capability may affect the SBCT mission. The SBCT commander and staff must understand the organization of the infantry forces in order that the SBCT may support them in either an attached or OPCON status.

a. **Missions.** The missions given to a light infantry unit in mechanized/light operations must consider the enemy's armored superiority in mobility and firepower. The light infantry must offset its vulnerabilities with dispersion, cover and concealment, and use of close and hindering terrain to slow the enemy. Table E-1 shows possible light infantry tasks.

MECHANIZED TASK FORCE MISSIONS	LIGHT INFANTRY COMPANY TASK
Movement to Contact	Clear and secure restricted areas; follow and support.
Attack	Air assault to fix or destroy enemy targets; infiltrate or air assault to seize objectives; breach obstacles; create a penetration.
Exploitation	Secure LOC; air assault to seize terrain or attack enemy forces.
Pursuit	Clear bypassed forces; air assault to block enemy escape.
Follow and Support	Secure key terrain and LOC; provide rear security.
Defense	Block dismounted avenues; perform security tasks; occupy strongpoint; ambush; provide rear area security; conduct urban operations.
Linkup	Serve as follow-up echelon.
Demonstration	Conduct display operations.
Retrograde Operations	Provide rear security, clear routes, occupy positions in depth; perform reconnaissance or deception; conduct stay-behind operations.

Table E-1. Example of possible light infantry tasks.

b. **Capabilities.** Light forces have the capabilities to perform the following actions:

- Seize, occupy, and hold terrain.
- Move on foot or by aircraft, truck, or amphibious vehicle.
- Move in all types of terrain.
- Conduct operations with tank and mechanized infantry forces.
- Conduct covert breaches.
- Conduct air assault operations.

- Take part in counterinsurgency operations within a larger unit.
- Rapidly accept and integrate augmenting forces.

c. **Limitations.** Light forces have the following limitations:

- They must depend on nonorganic transportation for rapid movement over long distances.
- Without protective clothing, they are vulnerable to the effects of prolonged NBC exposure.
- They require external support when they must operate for an extended period.
- Unless dug in with overhead cover, they are extremely vulnerable to indirect fires.
- Unless dug in, they are vulnerable in open terrain to long-range direct fires.

E-4. LIGHT INFANTRY BATTALION

The light infantry battalion is the most austere infantry battalion and the one whose organization is most different from that of an air assault, airborne, or mechanized battalion. There are only three rifle companies and a headquarters company in the light infantry battalion. It has four TOWs and 18 Dragons or Javelins. Organic fire support is provided by an 81-mm mortar platoon assigned to the headquarters company and two 60-mm mortars in each infantry company. Differences between this battalion and the air assault and airborne battalions are greatest in the organization of support and logistics elements. It has no trucks larger than its 27 cargo HMMWVs. The battalion has no mess team; Class I is prepared at brigade level. There is only one mechanic in the entire battalion; repairs are conducted at the brigade level. The battalion has only 18 long-range radios.

E-5. AIR ASSAULT AND AIRBORNE BATTALIONS

Once inserted, the air assault and airborne battalions perform much like the light infantry battalion, using walking as a primary means of transportation. Each battalion has ten 2-1/2-ton trucks and 36 cargo HMMWVs and can conduct tactical and nontactical movement by truck. Each has a mess section and a 16-man maintenance platoon. Air assault and airborne battalions have 30 long-range radios, 20 TOWs, and 18 Dragons or Javelins. An 81-mm mortar platoon assigned to the headquarters company provides organic fire support.

E-6. LIGHT INFANTRY COMPANY

The light infantry company has three platoons and a headquarters section, a total of 130 soldiers. The company headquarters contains both the antiarmor section, consisting of six Dragons or Javelins, and the mortar section, which has two 60-mm mortars. The rifle platoons, with 34 soldiers each, are organized into three squads and a headquarters section, which controls the platoon's machine guns. Each rifle squad consists of two fire teams.

E-7. AIRBORNE AND AIR ASSAULT COMPANIES

Airborne and air assault companies are capable of more independent action than their light infantry counterpart. Each of the three rifle platoons has a weapons squad as well as

three rifle squads. The weapons squads have both machine-gun crews and antiarmor missile crews. The company headquarters retains control of the 60-mm mortar section.

E-8. SPECIAL OPERATIONS FORCES MISSIONS, CAPABILITIES, AND LIMITATIONS.

Special Forces are employed in many roles spanning the full spectrum of conflict.

a. **Missions.** The primary missions of the SOF are special reconnaissance, direct action, foreign internal defense, unconventional warfare, combating terrorism, and information operations.

a. **Capabilities.** Special forces have the following capabilities:
   - Infiltrate and exfiltrate specified operational areas by air, land, or sea.
   - Conduct operations in remote areas and non-permissive environments for extended time with little external direction and support.
   - Develop, organize, equip, train, advise, and direct indigenous military and paramilitary units and personnel.
   - Train, advise, and assist US and allied forces.
   - Conduct reconnaissance, surveillance, and target acquisition.
   - Conduct direct-action operations that include raids, ambushes, sniping, emplacing of mines and other munitions, or providing terminal guidance for precision-guided missions.
   - Conduct rescue and recovery operations.

b. **Limitations.** Special Forces are limited by the following:
   - They depend on the resources of the theater army to support and sustain operations.
   - They cannot conduct conventional combined armed operations on a unilateral basis. Their abilities are limited to advising or directing indigenous military forces conducting this type of operation.
   - They do not have organic combined arms capability. They habitually require the support or attachment of other combat, CS, and CSS assets.
   - They cannot provide security for operational bases without severely degrading operational and support capabilities.

E-9. THE UNITED STATES ARMY SPECIAL FORCES OPERATIONS COMMAND (USASOC)

USASOC has four subordinate special operational forces elements that may operate in the AOR of the SBCT.

a. **Ranger Regiment.** The rangers are a special operations infantry organization. Their task organization and command and control structure are configured to support the unique demands placed on them by the specialized nature of the missions they are expected to perform. They have personnel capable of serving in the role of liaisons to the brigade headquarters in the event operations or mission requirements would dictate this, but an operation requiring direct employment of both Ranger and SBCT forces in direct support of each other would be unusual. Ranger operations generally set conditions for follow-on conventional forces or are independent of conventional forces, focusing at objectives above the tactical level of warfare.

b. **Civil Affairs.** Civil affairs units establish, maintain, influence, or exploit relations between military forces and civil authorities, both government and non-government, and the civil populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives. Civil affairs units are designed for employment independently, attached, OPCON, or tactical control (TACON) to other forces. At the SBCT, the most common element from a CA organization would be the civil affairs team (CAT). The CAT is structured to meet the immediate needs of the host nation populace by executing civil military operations in support of the overall plan. A civil affairs assessment team (CAAT) can also be sent down from the joint special operations task force (JSOTF) or the ARFOR command element to make a determination of the needs within the SBCT AOR prior to, or in conjunction with, a CAT. The SBCT information officer of the information operations element serves as the planner and advisor to the commander on how best to employ these assets. Civil affairs achieves a nonlethal effect and as such would be employed by the fires and effects coordination cell.

c. **Psychological Operations.** The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. A tactical PSYOP team (TPT) can operate independently, attached, OPCON, or TACON to the SBCT. A TPT generally focuses on the dissemination of PSYOP material that already exists. Early in a deployment, the SBCT may also see a tactical PSYOP development team (TPDT) working in their AOR or attached from the JSOTF or ARFOR headquarters. A TPDT aids in the development of themes for information campaigns and determines specific targeting for PSYOP efforts. PSYOP is also a non-lethal effect and a function of information operations. Therefore, the SBCT information officer of the information operations element serves as the planner and advisor to the commander for employment of PSYOP elements under the control of the SBCT as part of the FECC.

d. **Army Special Forces.** Army Special Forces are employed in many roles spanning the full spectrum of conflict. The primary missions of the Army Special Forces are special reconnaissance, direct action, foreign internal defense, unconventional warfare, combating terrorism, and information operations. Special Forces units bring with them unique capabilities that include language ability and cultural training. Special Forces are capable of conducting operations that employ their own capabilities unilaterally, as well as joint, combined, coalition, and indigenous force operations in support of the overall theater engagement strategy. Special Forces operate on a tactical level to achieve strategic results. Their operations are inherently joint and frequently controlled by higher echelons, often with minimal involvement of intermediate HQ.

Section II. PLANNING CONSIDERATIONS

SBCT employment of mechanized, SBCT, and light forces requires thorough integration of the operating systems of all these types of units. This section focuses on planning considerations for each of the seven operating systems.

E-10. COMMAND AND CONTROL

The SBCT headquarters designates command relationships between SBCT, light infantry, tank, or mechanized infantry forces. The command relationship between a light unit and a mechanized unit can be either attached or OPCON. A light unit attached to a mechanized unit can normally be adequately supported. Attachment of a mechanized unit to a light

unit is unusual, as the mechanized unit requires considerable CS and CSS support from the mechanized unit's parent organization or from higher-level support assets.

a. **Communications.** Light units normally have considerably less digital and long-range communications capability than their SBCT or mechanized force counterparts. A gaining SBCT or mechanized unit must therefore thoroughly analyze the communications requirements of an attached light unit.

b. **Liaison Officers.** Units conducting light/mechanized or mechanized/light operations normally exchange LNOs who assist in joint operational planning, coordinate the development of orders and overlays, and serve as advisors to the counterpart units. In addition, leaders from the attached unit may be required to perform special functions in the light/mechanized or mechanized/light configuration.

E-11. INTELLIGENCE

Detailed intelligence is critical in integrating light infantry with SBCT, tank, and mechanized infantry forces. Light forces orient on concentrations of enemy units, including counterattack forces and artillery and air defense assets; they also focus on the enemy's infantry avenues of approach and LZs and PZs.

E-12. MANEUVER

The SBCT, light infantry, or the mechanized infantry force fixes the enemy, allowing the other forces to maneuver. Whether it conducts the fixing operation or maneuver, the light force requires the advantage of restricted terrain. The SBCT commander analyzes the maneuver considerations which apply in the use of light/mechanized or mechanized/light employment:

a. **Operational Tempo.** The differences between the operational tempo of light infantry and that of the SBCT, tanks, and mechanized infantry is always a key consideration, as are rehearsal schedules. An early rehearsal may be required, both to allow SBCT, light, and mechanized forces to take part jointly and to resolve the operational differences effectively. Ideally, these considerations are resolved during the war game process.

b. **Employment.** The light force is best suited to restricted and severely restricted terrain, where it can impede the enemy's mobility and nullify his ability to use long-range weapons and observation assets.

c. **Movement.** To help prevent detection, SBCT leaders should plan the movement of light infantry to coincide with limited visibility conditions such as darkness, severe weather, smoke, or fog.

d. **Fires.** Direct and indirect fires should be mutually supporting during integrated operations. The mechanized force can use its long-range direct fires to provide suppression, allowing infantry units to maneuver. Conversely, light infantry forces can provide overwatch or support by fire, allowing Strykers, tanks, and Bradley fighting vehicles (BFVs) to maneuver in restricted terrain.

e. **Infiltration.** SBCT and mechanized units can assist infiltration by augmenting security at the LD. They can use their thermal capability to scan the area for enemy forces and can provide direct fire support as necessary.

E-13. FIRE SUPPORT

The SBCT, mechanized infantry, or armored force must recognize that dismounted infantry operations utilize their ability to maneuver through restricted and severely restricted terrain undetected, which might not allow for preparatory and other preliminary fires. Fire support available to each force must be integrated into the fire support plan. Planners must know the organizations, capabilities, and limitations of all forces involved, particularly their digital and nondigital capabilities. During planning and preparation, a liaison team helps synchronize fire support. Restricted fire control measures must be jointly developed and understood by everyone.

E-14. AIR DEFENSE

Air defense assets may be deployed to fight and provide protection within the scope and design of any organization. Because infantry forces frequently maneuver in restricted terrain, based on the battalions task organization, Avenger and Bradley Stinger fighting vehicle (BSFV) coverage associated with a mechanized force may not be feasible. In such operations, man-portable Stingers should be allocated to support the infantry.

E-15. MOBILITY AND SURVIVABILITY

A common obstacle plan for the SBCT must be developed for light/mechanized or mechanized/light operations. Light forces may be used to reduce obstacles and clear choke points for the tank, SBCT, and mechanized infantry forces. In breaching operations, light forces must ensure the breach is large enough for the widest vehicle in the operation. Survivability remains the priority for light forces, which must prepare to take advantage of the engineer assets available to the SBCT, mechanized infantry, and armored forces.

E-16. NUCLEAR, BIOLOGICAL, CHEMICAL

The light force lacks decontamination equipment and is more limited in an NBC environment than the SBCT, mechanized infantry, and armored force. The requirement for soldiers to carry protective clothing in addition to their standard loads affects the mobility of the light force. When higher headquarters cannot provide transportation assets, planners should arrange for mechanized infantry and armored unit vehicles to help transport light force NBC equipment. A mechanized infantry and tank battalion task force also has expedient devices and water-hauling capabilities it can use to offset light force shortfalls. Transporting these items with SBCT, mechanized, or armored assets reduces the load of light infantry units. Commanders must consider METT-TC factors and must plan linkup points to ensure the light unit obtains these critical items as it needs them.

E-17. COMBAT SERVICE SUPPORT

Light units are not organized, equipped, or trained to meet the support requirements of an SBCT or mechanized force. The light force relies on considerable assistance from the SBCT or mechanized force's organic elements and from division- or corps-level support assets. SBCT or mechanized units, however, should be able to provide support to a light infantry unit. For a more detailed discussion of CSS considerations, refer to Section V of this appendix.

E-18. SPECIAL OPERATIONS FORCES PLANING CONSIDERATIONS

The following are planning considerations for requesting direct support of SOF and linkup procedures.

a. **Request for SOF Support.** Commanders can request direct support of SOF from the unified command's special operations command (SOCOM). The SOCOM forms a joint special operations task force, as required.

b. **Special Forces Liaison Element (SFLE)**. During the planning phase, an SOF liaison officer is assigned to the SBCT along with all communications assets necessary for immediate communications with SOF assets at JSOF headquarters and at the objective area. The SOF liaison officer and assets make up the SFLE. The SOI and signal plan must standardize not only frequencies and call signs but address visual signals as well as daylight and night operations.

- ARSOF provides a special operations command and control element (SOCCE) to its supporting operational HQ. The SOCCE links with the SBCT through the SOF liaison officer in the SFLE.
- The SFLE coordinates with the SBCT S2/S3 sections and both elements provide the current situation, commander's intent, and future operations of their respective forces (within OPSEC limits).
- The SOCCE provides SOF locations through personal coordination through the SFLE, overlays, and other friendly order of battle data to the FECC and SBCT S-3 section.
- The SFLE requests appropriate restricted fire support coordination measures and provides time windows when these measures are to be effective. The SOCCE must also ensure that FECC dissemination of these measures does not result in OPSEC violations.

Section III. OPERATIONS

SBCT employment of mechanized and light forces requires a thorough understanding of tactical employment of light and mechanized forces during the conduct of the offense or defense. This section focuses on tactical employment of combined mechanized and light forces with the SBCT during combat operations.

E-19. OFFENSIVE OPERATIONS

The fundamentals, principles, and concepts discussed in Chapter 4 (offensive operations) emphasize the fact that while combining forces in the offense can work in many different ways, the following are some of the most common examples.

a. **Mechanized Force Support, Light Force Assault.** Tanks, Strykers, and BFVs support by fire while the infantry assaults the objective. The vehicles fire from hull-defilade positions until the infantry masks their fires. This is the most effective method for Strykers or BFVs and may be used with tanks when antitank weapons or obstacles prohibit them from moving to the objective.

(1) This method may incorporate a feint to deceive the enemy as to the location of the main attack. If so, the mechanized force supporting attack is timed to divert the enemy's attention from the light force's assault. The fires of the SBCT or mechanized force may also cover the sound of the infantry's approach or breach. Close coordination is vital for effective fire control.

(2) This method may vary when either the terrain or disposition of the enemy limits the ability of SBCT or mechanized forces to support the infantry's attack. In this case, the SBCT or mechanized force may be tasked to suppress, fix adjacent enemy positions, or to accomplish other tasks to isolate the objective area.

b. **Simultaneous Assault.** With this method SBCT, light, and mechanized forces advance together, and infantry and vehicles move at the same speed. The vehicles may advance rapidly for short distances, stop and provide overwatch, then move forward again when the infantry comes abreast. Tanks are best suited to assault under fire. SBCT or mechanized infantry vehicles may also be used in this manner but only when the threat of antitank fires is small. Additionally, the armored protection provided by a Stryker vehicle is considerably less than that of a Bradley fighting vehicle. If an antitank threat exists, infantry usually leads while the vehicles follow to provide fire support.

(1) This method may be used when the enemy situation is vague, when the objective is large and consists of both open and restricted terrain, or when visibility, fields of fire, and the movements of the mechanized force are restricted. These conditions exist during periods of restricted visibility and in restricted terrain, such as in urban areas and wooded areas. The vehicles provide immediate close direct fires, and the infantry protects the vehicles from individual antitank measures.

(2) This method sometimes requires infantry to follow a safe distance behind the tanks, Strykers, or BFVs for protection from frontal fires. This is true when the main enemy threat is small-arms fire. From behind the Strykers, tanks, or BFVs, the infantry can protect the flanks and rear of the vehicles from handheld antitank weapons.

(3) This method may require light, SBCT, and mechanized forces to advance together in operations that require long, fast moves. Infantrymen ride on the armored vehicles or trucks until they make contact with the enemy. Although this is a quick way to move, it exposes infantry to enemy fire, particularly airburst munitions, and may interfere with the operation of Strykers, BFVs, and tanks.

c. **Assault from Different Directions.** Mechanized, SBCT, and light forces converge on the objective from different directions. Strykers, BFVs, tanks, and light infantry advance by different routes and assault the objective at the same time. For this synchronization to succeed, the light infantry elements maneuver and close on their assault position, ideally under cover of darkness or poor weather. The synchronization of the assault provides surprise, increases fire effects, and maximizes mechanized shock action. Planning, disseminating, and rehearsing the coordination of direct and indirect fire measures are critical in this type of operation.

(1) This method is effective when using Strykers, tanks, and BFVs and when two conditions exist. First, terrain must be at least partly unrestricted and free from mines and other armored vehicle obstacles. Second, supporting fires and smoke must effectively neutralize enemy antitank weapons during the brief period required for the Strykers, tanks, and BFVs to move from their assault positions to the near edge of the objective.

(2) This method requires coordination of light and SBCT infantry as well as mechanized forces to provide effective fire control on the objective. When conditions prohibit the Strykers, tanks, and BFVs from advancing rapidly, infantry should accompany them to provide protection.

E-20. EXPLOITATION

Exploitation follows success in battle. The SBCT or mechanized force is usually the most capable exploitation force. It takes full advantage of the enemy's disorganization by driving into his rear to destroy and defeat him. An SBCT or mechanized force operating as a unit (Stryker, BFV, and tank-equipped units) may exploit the local defeat of an enemy force or the capture of an enemy position. The purpose of this type of operation is to prevent reconstitution of enemy defenses, to prevent enemy withdrawal, and to secure deep objectives. A common combination is an SBCT or mechanized task force reinforced by a light infantry unit, engineers, and other supporting units. The infantry may be transported in armored vehicles or trucks or may ride on the tanks. Riding on tanks reduces road space, decreases supply problems, and keeps the members of the unit together but exposes the riding infantry to enemy artillery fire. Infantry leaders ride with the corresponding tank, BFV, or Stryker unit commanders. The SBCT commander must weigh the likelihood of enemy contact against the need for speed.

E-21. DEFENSIVE OPERATIONS

The combination of SBCT, light infantry, and mechanized forces is well suited to conduct defensive operations. The mechanized force provides a concentration of antiarmor weapons and the capability to counterattack by fire or maneuver rapidly. The light force can occupy strongpoints and conduct spoiling attacks and stay-behind operations. The fundamentals, principles, and concepts discussed in Chapter 5 apply to combined light and mechanized force defensive operations.

a. **Light Force in Depth, SBCT or Mechanized Force Forward.** The SBCT, mechanized infantry, and armored unit cover forward of a light unit's defense, masking the location of the light unit. While passing through the light unit's positions, SBCT or mechanized infantry and armored units provide most of their own overwatch protection. Careful planning is required for battle handover to the light unit. Light unit direct fire overwatch weapons that are able to support from inside the battle handover line are scarce. To solve this problem, the SBCT or mechanized infantry and armored force can provide some of their antiarmor assets to the light infantry. These assets usually are provided at battalion level and below.

b. **Light Force Forward, SBCT or Mechanized Force in Depth.** The SBCT or mechanized force assumes positions in depth behind the light unit's defense. The light unit's forward deployment shapes the battlefield for decisive action by the mechanized forces. The light unit leaves an avenue of approach into the mechanized force's engagement area. At the same time, the light unit prevents the enemy from using restricted terrain. Once the light infantry unit conducts battle handover, the SBCT or mechanized force counterattacks, destroying the enemy or blocking him until additional units can be repositioned to destroy him. To support the counterattack, the light unit identifies the location of the enemy's main effort, slows his advance, and destroys his command, control, and CS elements. The light unit can guide the counterattacking force through restricted terrain to surprise the enemy on his flank.

c. **Light Force Terrain-Oriented, SBCT or Mechanized Force Enemy-Oriented.** Terrain-oriented refers to area defense; enemy-oriented refers to mobile defense. With this method, the entire force defends along the FEBA. The light force, whether used as a flanking or covering force or positioned in depth, places its elements to use restricted and

severely restricted terrain effectively. The SBCT or mechanized force keeps its freedom of maneuver. To protect the light unit, contact points between light, SBCT, and mechanized forces should be in restricted terrain. A light unit may defend to hold terrain while the tanks and BFVs maneuver to destroy the enemy from the flanks or rear.

d. **Strongpoint.** The light unit, with significant additional assets, may occupy a strongpoint. The strongpoint forces the enemy into the SBCT or mechanized force's EA.

e. **Stay-Behind Operations.** The light unit occupies hide positions well forward of the FEBA. As the enemy passes, the light force attacks the enemy's command, control, CS, or CSS elements. The SBCT or mechanized force defends against enemy maneuver forces. The SBCT battalion must have plans to ensure the survivability of the light forces once the enemy forces separate the light infantry from the SBCT or mechanized forces.

E-22. RETROGRADE OPERATIONS

Retrograde operations include delays and withdrawals which gain time and avoid decisive action. Mechanized and augmented SBCT forces are employed against the enemy forces and avenues of approach that most threaten the operation. To move to subsequent positions, light forces need additional transportation assets to include helicopters, if available. Basic movement techniques include maneuver and a reverse bounding overwatch. SBCT or mechanized forces with small light force units mounted, along with infantry reconnaissance platoons and antitank elements, move to subsequent delay positions under the cover of mutually supporting forces.

E-23. SPECIAL FORCES OPERATIONS

Under the control of SOF headquarters, special forces, rangers, and special operations aviation can conduct combat operations against high-value targets.

a. **SOF and SBCT Operations**. SOF may operate with the SBCT or within the SBCT AO. Physical contact between the SBCT and SOF is typically short term. It usually ends with a passing of responsibility, the passage of friendly lines, or the extraction of SOF. The focus, therefore, should be on synchronization (not physical integration) of SBCT and SOF on the ground. Synchronization involves the simultaneous or sequenced execution of separate actions in time and space to achieve a synergistic effect.

b. **Linkup.** SOF and the SBCT conduct operations in war or in stability and or support operations that may require a linkup. Linkup operations are often one of the most difficult operations to conduct because of the differences in the SOPs of the units conducting linkup. As linkup becomes imminent, coordination and control are intensified. The SBCT and the SOF element conducting linkup must adhere to emplaced control measures to ensure successful operations and to prevent fratricide. The two types of linkup operations are physical linkup operations and communications linkup operations.

(1) ***Physical Linkup Operations.*** Physical linkup operations occur when the SBCT unit(s) links up with and establishes physical contact with a deployed SOF element or a resistance element, if applicable (as in a UO scenario). During operations in a joint special operations area (JSOA) or region, a physical linkup occurs at a specified contact point. During stability operations or support operations, a physical linkup may occur in the rear area, JSOA, or AO. A physical linkup is the most difficult to plan, conduct, and

control effectively. It requires detailed, centralized coordination and planning at a planning conference between the SBCT forces, the SOCCE, and the deploying SOF element, if available. Physical linkups are conducted for--

- Any instance where the SBCT operation requires physical interaction with an SOF unit already deployed or deploying into the same AO for operations.
- Resupply and logistics.
- Intelligence.
- Exfiltration of the sick and wounded.
- Exfiltration of very important people and prisoners of war.
- Infiltration of U.S. and resistance replacements.
- Coordination and planning.
- Transferring guides and liaisons to the SBCT.

(2) ***Communications Linkup Operations.*** Communications linkup operations take place when operations are conducted between SBCT forces and a deployed SOF element and a physical linkup is not required or desirable. A communications linkup requires coordination between all linkup forces. It also requires compatible communications equipment and current SOI. The SOI must be exchanged at a planning conference. Whenever possible, all linkup forces must rehearse the SOI, complete their planning, and implement coordinating instructions not later than (NLT) 24 hours before the start of the linkup operations. Communications linkups may take place when the SBCT conducts--

- Offensive operations, and an SOF element already in the AO or the resistance force functions as a blocking or screening force.
- A raid, and an SOF element already deployed or the resistance force conducts security missions.
- Offensive operations, and an SOF element already deployed or the resistance force conducts deception operations.
- Offensive operations, and an SOF element already deployed or the resistance force conducts tactical reconnaissance and surveillance of the intended conventional force target.

Section IV. ADDITIONAL SBCT OPERATIONAL CONSIDERATIONS

The following additional considerations apply in light/mechanized or mechanized/light operations.

E-24. DISMOUNTED INFANTRY MOVEMENT RATES

Commanders of SBCT or mechanized forces must estimate accurately the speed with which dismounted elements can move. Numerous factors can affect the rate of march for light forces: tactical considerations, weather, terrain, march discipline, acclimatization, availability of water and rations, morale, individual soldier's self-confidence, and individual loads. Table E-2, page E-14, summarizes dismounted rates of march for normal terrain. The normal distance covered by a dismounted force in a 24-hour period is from 20 to 32 kilometers, marching from five to eight hours at a rate of 4 kmph. A march in excess of 32 kilometers in 24 hours is considered a forced march. Forced marches increase the number of hours marched, not the rate of march, and can be expected to impair the unit's fighting efficiency. Absolute maximum distances for dismounted

marches are 56 kilometers in 24 hours, 96 kilometers in 48 hours, or 128 kilometers in 72 hours.

	ROADS	CROSS-COUNTRY
Day	4.0 kph	2.4 kph
Night	3.2 kph	1.6 kph

Table E-2. Dismounted rates of march (normal terrain).

E-25. TANK MOUNTED INFANTRY

An additional maneuver consideration for a light/mechanized or mechanized/light operation is the decision of whether to move infantrymen on tanks. This mode of transportation can be difficult but is not impossible. It does, in fact, afford some significant advantages. The mounted infantry can provide additional security. When the unit conducts a halt or must execute a breach or other tactical tasks, infantry assets are readily available to provide support and security. The SBCT commander must weigh the potential dangers of carrying tank-mounted infantrymen against the advantages of mobility and the security they can provide. For an example, specific procedures, and safety considerations involved in mounting infantry on tanks, refer to FM 3-20.15.

E-26. SAFETY CONSIDERATIONS

Initially, most light infantrymen are not familiar with the hazards that may arise during operations with tanks, BFVs, and other armored vehicles. The most obvious of these include the dangers associated with main-gun fire and the inability of armored vehicle crews to see people and objects near their vehicles. Leaders of mechanized and light units alike must ensure that their troops understand the following points of operational safety.

a. **Discarding Sabot.** Tank sabot rounds and BFV antipersonnel rounds discard stabilizing petals when fired, creating a downrange hazard for infantry. The aluminum petals of the tank rounds are discarded in an area extending 70 meters to the left and right of the gun-target line, out to a range of 1 kilometer. The danger zone for BFV rounds extends 30 degrees to the left and right of the gun-target line, out to 200 meters from the vehicle. Infantrymen should not be in or near the direct line of fire for the tank main gun or BFV cannon unless they are under adequate overhead cover.

b. **Noise.** Tank main guns create noise in excess of 140 decibels. Repeated exposure to this level of noise can cause severe hearing loss and even deafness. In addition, dangerous noise levels may extend more than 600 meters from the tank. Single-layer hearing protection, such as earplugs, allows infantrymen to work within 25 meters of the side or rear of the tank without significant hazard.

c. **Ground Movement Hazards.** Crewmen on Strykers, tanks, and BFVs have very limited abilities to see anyone on the ground to the side or rear of the vehicle. As a result, vehicle crews and dismounted infantrymen share responsibility for avoiding the hazards this may create. Infantrymen must maintain a safe distance from armored vehicles at all times. In addition, when they work close to an armored vehicle, dismounted soldiers must ensure that the vehicle commander knows their location at all times.

NOTE: A related hazard is that the Stryker and M1-series tanks are deceptively quiet and may be difficult for infantrymen to hear as they approach. As noted,

vehicle crews and dismounted infantrymen share the responsibility for eliminating potential dangers in this situation.

d. **M1 Exhaust Plume Hazard.** M1-series tanks have an extremely hot exhaust plume that exits from the rear of the tank and angles downward. This exhaust is hot enough to burn skin and clothing.

e. **TOW Missile System.** The TOW missile system has a dangerous area extending 75 meters to the rear of the vehicle in a 90-degree "cone." The area is divided into a 50-meter danger zone and a 25-meter caution zone.

Section V. CSS OPERATIONS

CSS planning and execution are critical elements for integration of light, SBCT, and mechanized forces. Light battalions are not organized, equipped, or trained to meet the support requirements of a mechanized unit. CSS may be further complicated if the mechanized force is operating across a large geographical area to meet the demands of a decentralized mission. The following discussion covers SBCT CSS considerations that may affect light/mechanized and mechanized/light operations.

E-27. PLANNING AND INTEGRATION

Light/mechanized operations may require the mechanized unit to integrate into the SBCT or light infantry battalion organization early in the deployment phase. In turn, this may require CSS assets to move into the theater of operations very early as well, usually at the same time as the command and control elements. Specific support requirements, including needed quantities of supplies, depend on the mission and must be planned and coordinated as early as possible. In addition, because the light unit does not possess the required logistical redundancy to sustain the mechanized units, it is imperative that mission requirements, if beyond SBCT capabilities, be identified early in the planning process and requested from division- or corps-level CSS assets.

E-28. SUPPLY REQUIREMENTS

Operations with light units create many unique supply considerations for the mechanized force. The sheer bulk and volume of supplies required by the mechanized force merit special attention during the planning and preparation phases. The following paragraphs examine some of these supply-related considerations.

a. **Class I.** Class I food requirements are determined based on the mechanized unit's personnel strength reports. This process may be complicated by unique mission requirements imposed on the organization, such as rapid changes in task organization or dispersion of subordinate elements over a wide area.

b. **Class II.** Many Class II items required by Stryker, tank, and BFV crews, such as specialized tools and clothing, may be difficult to obtain in a light organization. Although such items can be ordered through normal supply channels, the mechanized force may face significant delays in receiving them. To overcome this problem, the mechanized force should identify any potential shortages and arrange to obtain the needed supplies before leaving its parent organization.

c. **Class III.** The fuel and other POL products required by the mechanized force are extremely bulky; they present the greatest CSS challenges in planning and preparing for

light/mechanized operations. Transportation support must be planned carefully. For example, planners must consider the placement of fuel HEMTTs during all phases of the operation. They must also focus on general-use POL products, such as lubricants, that are not ordinarily used by the light unit. As noted previously, the mechanized force should stock its basic load of these items, as well as make necessary resupply arrangements, before attachment to the light unit.

d. **Class IV.** The mechanized force does not have any unique requirements for barrier or fortification materials. The main consideration is that any Class IV materials that the mechanized force commander wants may have to be loaded and carried prior to attachment.

e. **Class V.** Along with POL products, ammunition for the mechanized force presents the greatest transportation challenge in light/mechanized operations. Planning for Class V resupply should parallel that for Class III; key considerations include anticipated mission requirements and the availability of HEMMTs. Ammunition may be prestocked based on expected consumption rates.

f. **Class VI.** Light/mechanized operations create no unique requirements for personal demand items and sundries.

g. **Class VII.** Class VII consists of major end items, such as "float" tanks, Strykers, or BFVs. The handling of these items requires thorough planning to determine transportation requirements and positioning in the scheme of the operation.

h. **Class VIII.** The SBCT or mechanized force involved in light/mechanized operations may deploy with additional Class VIII to sustain projected METT-TC requirements.

i. **Class IX.** Repair parts for combat vehicles are essential to the sustainment of the SBCT or mechanized force. Prescribed load list (PLL) and ASL stockage levels must be carefully considered before light/mechanized operations begin. The SBCT or mechanized force may find it advantageous to prestock selected items to meet its anticipated needs.

E-29. OPERATIONAL CONSIDERATIONS

A mechanized or SBCT force can satisfy the CSS needs of a light infantry unit more easily than a light infantry force can satisfy the needs of a mechanized force.

a. **Mechanized Force with a Light Infantry Unit.** Except for mortar rounds, the mechanized infantry or tank unit can provide all munitions the light infantry unit requires. The mechanized force must plan to receive and move 120-mm, 81-mm, or 60-mm mortar munitions.

b. **Infantry Unit with Mechanized Force.** Adding an SBCT, mechanized infantry, and tank force to an infantry unit significantly increases the fuel, ammunition, and maintenance that must be delivered to the forward area support team or the forward support battalions. The infantry unit lacks the transportation required to support even a small SBCT or mechanized force, particularly the mechanized equipment transports (HETs), for armored vehicle evacuation. The mechanized force must constantly anticipate the mechanized unit's needs to allow the infantry S4 more time to react. Support packages may be required for the SBCT or mechanized element that is attached or under OPCON of the light force. The preferred method of command relationship in this case is OPCON, which permits the mechanized force to continue receiving support

from its CSS elements. The support package may need to include fuel, HEMTTs and operators, HETs with drivers, tracked ambulances, and maintenance support teams.

APPENDIX F
AVIATION SUPPORT OF GROUND OPERATIONS

Army aviation's greatest contribution to the battlefield is providing the ground maneuver commander the ability to apply decisive combat power at critical times virtually anywhere on the battlefield. This combat power may be in the form of direct fire support from aviation maneuver units or the insertion of overwhelming infantry forces or artillery fires delivered via air assault. This versatility gives the maneuver commander a decisive advantage on the battlefield. Ground maneuver commanders synchronize aviation maneuver with ground maneuver to enhance offensive and defensive operations. This synchronization allows the ground maneuver commander to shape the battlefield and to influence events throughout his AO.

F-1. ARMY AVIATION MISSIONS

Aviation units operate within the framework of the ground regime. As a fully integrated member of the combined arms team, aviation units conduct combat, combat support, and combat service support operations 24 hours a day across the entire length and breadth of the AO.

a. **Combat Missions**. Aviation combat missions include--

- Reconnaissance and surveillance.
- Security.
- Attack.
- Escort of air assault or air movement aircraft.
- Special operations.
- Theater missile defense (TMD).
- Attack by fire (ABF) and support by fire (SBF).

b. **Combat Support Missions**. Aviation CS missions consist of the operational support and sustainment provided to forces in combat by aviation units. These include--

- Command, control, communications, and intelligence (C3I).
- Air assault.
- Air movement.
- Aerial mine warfare (Volcano).
- Air traffic services (ATS).

c. **Combat Service Support Missions**. Aviation CSS missions consist of the assistance provided by aviation forces to sustain combat forces. These include--

- Aerial sustainment.
- Casualty evacuation.

d. **Other Attack Helicopter Missions.** In addition to the missions listed above, attack helicopters may be called on to perform some additional, nontraditional roles. This is particularly true during support operations or stability operations. Additional missions may include the following:

- Assisting, for limited periods, in the control and coordination of fires with the maneuver of ground forces.
- Providing limited relay of radio messages from isolated ground units.
- Marking or identifying specific buildings and areas by smoke, fires, or targeting lasers.
- Videotaping routes or objectives for later analysis by ground commanders.
- Providing navigational and directional assistance to ground units.
- Providing limited area illumination by infrared or white light using either on-board sources or illumination rockets.

e. **Other Lift/Cargo Helicopter Missions.** In addition to the missions listed above, lift/cargo helicopters may be called on to emplace large or heavy obstacles such as abandoned vehicles and concrete dividers.

F-2. OFFENSIVE OPERATIONS

Aviation assets contribute during offensive operations by assisting the ground maneuver commander in finding, fixing, and engaging the enemy.

a. **Movement to Contact**. During movement to contact operations, aviation assets can find, fix, and destroy the enemy. This allows the maneuver commander to focus on finding the enemy in an expedited manner, thus allowing him to develop the situation early without premature deployment of the main body.

(1) AH-64 Apache and OH-58D helicopters are extremely effective during movement to contact operations due to their night-vision capabilities.

(2) During movement to contact operations, aviation assets may perform additional tasks, to include--

- Conducting armed reconnaissance or reconnaissance in force to gain and maintain enemy contact.
- Screening the front, flank, or rear of the ground maneuver unit.
- Acting as the rapid reaction force to conduct hasty attacks during a meeting engagement.
- Providing suppressive fires to allow for disengagement of friendly forces.
- Conducting air movements for resupply.
- Conducting CASEVAC, if necessary.

b. **Attack**. During attack operations, aviation assets can assist the ground maneuver commander in destroying targets in the close or deep fight. The commander may employ aviation assets to--

- Provide direct and indirect fires.
- Overwatch assault objectives.
- Attack the enemy's flank or rear to divert his attention away from the main or supporting attack.
- Conduct forward, flank, or rear screening.
- Act as the TCF for rear operations.
- Attack deep to destroy follow-on echelons or reserves.
- Conduct air assaults to seize key terrain.
- Conduct air movement of remotely monitored battlefield sensor systems (REMBASS) equipment to assist in enemy detection.

- Provide air assault security.
- Conduct CASEVAC operations.
- Conduct reconnaissance operations.
- Conduct deception operations to prevent detection of the ground maneuver force.
- Enhance C2 by providing an aerial platform for commanders.
- Provide pinpoint laser guidance for artillery fires.
- Conduct air movements for resupply.

c. **Exploitation**. During exploitation operations, aviation assets can assist the ground maneuver commander in maintaining the momentum gained by the attacking forces. The commander may employ aviation assets to--

- Attack the enemy's flanks and rear to maintain constant pressure on the defeated force.
- Attack rear area C2 and CSS assets.
- Act as reserve to blunt any counterattacks or to provide the decisive blow by attacking to destroy lucrative targets.
- Screen vulnerable flanks.
- Conduct air assaults to seize key terrain and maintain momentum.
- Provide air assault security.
- Conduct CASEVAC operations.
- Enhance C2 by providing an aerial platform for commanders.
- Provide pinpoint laser guidance for artillery fires.
- Conduct air movements for resupply.

d. **Pursuit**. As the success of the exploitation develops, the speed of Army aviation is ideally suited to maintain enemy contact, develop the situation, and deliver precision fires on enemy areas of resistance. The commander may employ aviation assets to--

- Attack to destroy, disrupt, or attrit counterattacking or reserve forces.
- Attack to fix withdrawing forces.
- Screen pursuing ground maneuver forces.
- Conduct air assaults to seize key terrain.
- Conduct air movement operations to resupply committed forces rapidly and maintain the momentum.
- Conduct CASEVAC operations.
- Enhance C2 by providing an aerial platform for the commander.
- Provide pinpoint laser guidance for artillery fires.
- Conduct air movements for resupply.

e. **Aircraft Power Limitations and Time on Station.** The need to deliver hovering fires from temporary battle positions may require the aircraft to carry less than a full load of munitions or fuel. This is especially true in hot climates and high altitudes. Reduced loads mean more frequent trips to forward area refuel and rearm points and less time on station. Long route distances during air movements may require the establishment of FARPs along the route prior to operations. Climate will also affect the number of troops or amount of supplies the aircraft can transport.

F-3. DEFENSIVE OPERATIONS

During defensive operations, the speed and mobility of aviation assets can help maximize concentration and flexibility.

a. **Area Defense**. During an area defense, aviation assets can support the ground maneuver commander's preparation and defensive efforts. The ground maneuver commander may employ aviation to--

- Attack to fix enemy forces in the security zone.
- Screen during ground movement.
- Conduct reconnaissance, counterreconnaissance, and security operations, especially at night.
- Conduct air movement operations.
- Conduct CASEVAC operations.
- Emplace minefields using the Volcano mine system.
- Enhance C2 by providing an aerial platform for commanders.
- Provide pinpoint laser guidance for artillery fires.
- Conduct air movements for resupply.

b. **Mobile Defense**. During a mobile defense, aviation assets can work in conjunction with ground maneuver forces to create a more lethal striking force to bring simultaneous fires to bear upon the enemy from unexpected directions. In a mobile defense, the ground maneuver commander may employ aviation to--

- Attack to fix enemy forces in the security zone.
- Screen during ground movement.
- Conduct reconnaissance, counterreconnaissance, and security operations, especially at night.
- Conduct air movement operations.
- Conduct CASEVAC operations.
- Emplace minefields using the Volcano mine system.
- Enhance C2 by providing an aerial platform for commanders.
- Provide pinpoint laser guidance for artillery fires.
- Conduct air movements for resupply.

F-4. SECURITY, RECONNAISSANCE, AND SURVEILLANCE OPERATIONS

Reconnaissance operations are conducted to obtain information about the enemy or the physical makeup of a particular area by visual or other detection methods. Successful reconnaissance collects quick, accurate information about the enemy and terrain. The purposes of security operations are to provide early and accurate warning of enemy operations, to provide the protected force with time and maneuver space to react to the enemy, and to develop the situation to allow the commander to employ the protected force effectively. Units may conduct these operations to the front, flanks, or rear of a larger force. Security operations provide reaction time, maneuver space, and protection to the main body.

a. **Reconnaissance and Surveillance Operations**. The use of mounted, dismounted, and aerial techniques designed as part of a focused collection effort greatly enhances reconnaissance and surveillance operations. Integrated air and ground reconnaissance and surveillance operations provide not only an increased tempo but also

provide the ground maneuver commander with depth and flexibility he might not otherwise have. Aviation assets support the collection effort by conducting route, zone and area reconnaissance and surveillance of selected NAIs or TAIs for the ground maneuver commander.

(1) ***Route Reconnaissance***. A route reconnaissance may be conducted to gain information on a specific route or axis of advance that is important to the commander's scheme of maneuver (Figure F-1, page F-6). The ground maneuver commander may employ aviation assets alone or in conjunction with ground forces to conduct a route reconnaissance. Aviation assets greatly enhance the speed at which information is processed concerning the capability and security of routes so that they can be utilized to support combat operations. Integration of ground forces with aviation forces enables the ground maneuver commander to gain information on numerous routes in an expedited manner.

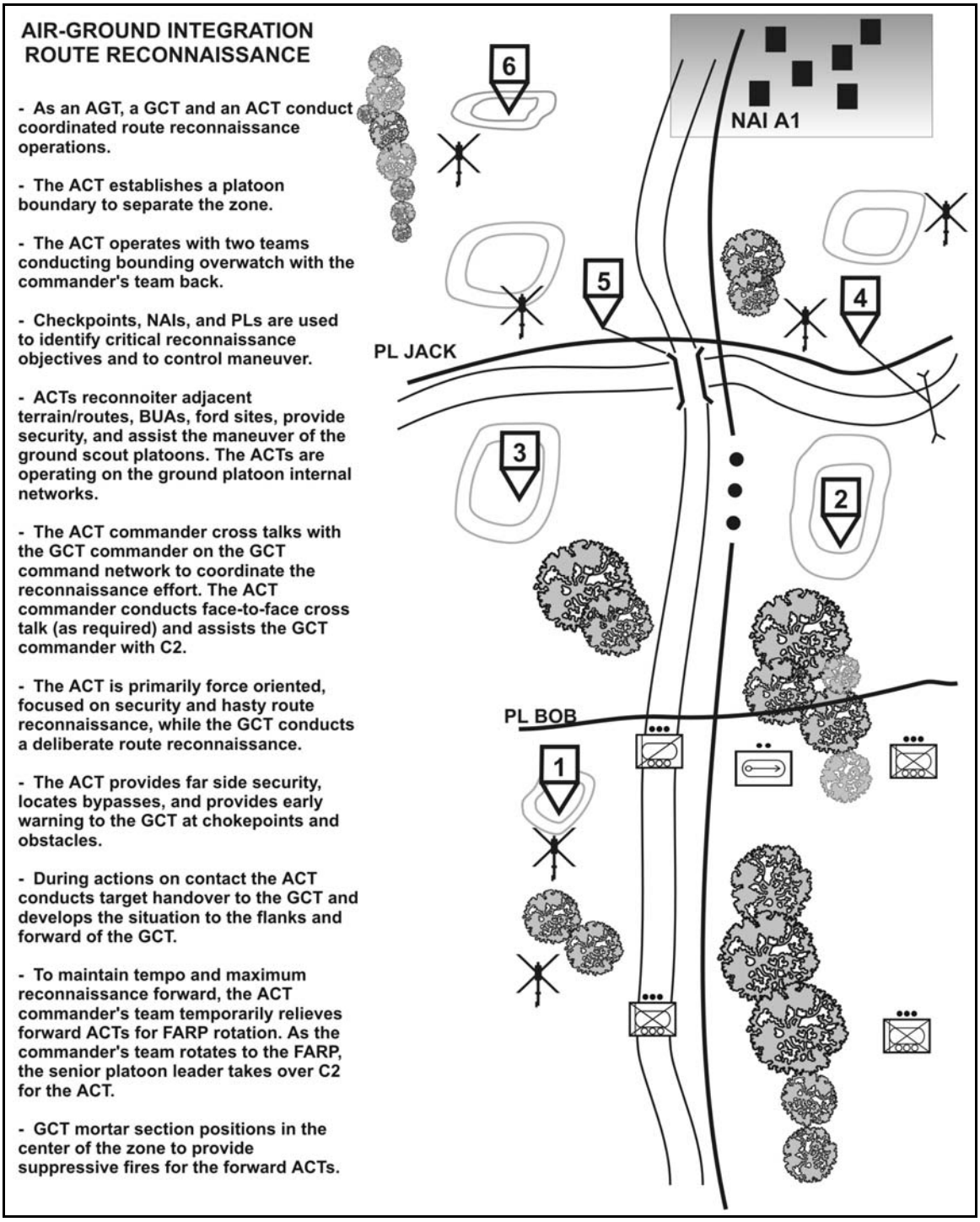


Figure F-1. Route reconnaissance.

(2) ***Zone Reconnaissance***. Since a zone reconnaissance is a directed effort to obtain detailed information concerning all routes, obstacles, terrain, and enemy forces within a defined zone, the ground maneuver commander may employ aviation assets to support a zone reconnaissance (Figure F-2, page F-8 and Figure F-3, page F-9). Mechanized units supported by aviation assets can perform a zone reconnaissance much faster than

nonmechanized units. During a zone reconnaissance, the ground maneuver commander may form air-ground teams to conduct operations. The aviation assets can accelerate the reconnaissance by reconnoitering any open terrain; reconnoitering forward of moving ground forces; can screen the flank of ground maneuver forces; or can orient totally on finding, fixing, and destroying enemy forces. Employing aviation assets to support zone reconnaissance operations frees ground maneuver forces to focus on close terrain, routes, and reconnaissance of obstacles and enemy. When air and ground force efforts are integrated, the SBCT commander is capable of developing the situation much faster than without such integration.

AIR-GROUND INTEGRATION ZONE RECONNAISSANCE
TECHNIQUE #1

- As an AGT, a GCT and an ACT conduct a coordinated zone reconnaissance.

- The ACT establishes a platoon boundary, with troop, platoon, and team graphics to facilitate C2.

- PLs, OPs, checkpoints, NAIs, and TIRS are used to control movement and focus the reconnaissance effort.

- The ACT operates with three teams, two in zone conducting bounding overwatch with the third as a ROS team.

- FARP rotations are conducted by team. If METT-TC forces the teams to conduct internal FARP rotations, the zone reconnaissance effort stops, and the ACT establishes a screen.

- The troop commander operates independent of the the ACTs to better facilitate C2.

- When working as part of an AGT, the reconnaissance effort for the ACT is usually force oriented versus terrain oriented.

- The ACTs move forward of the GCT, focusing on key terrain, routes in zone, bypass of obstacles, and maintaining contact with large enemy formations.

- Bypass criteria must be clearly defined. The ACT must not become decisively engaged by ancillary enemy forces and distracted from its primary reconnaissance focus.

- During actions on contact, the ACT develops the situation, conducts a target handover with the GCT, and continues the reconnaissance effort.

- The ACT commander passes spot reports to the GCT commander on the GCT command network.

- Once the ACT reaches the LOA, it establishes and maintains a screen until relieved by the squadron or the GCT. An ALOA forward of the LOA may be used to provide additional early warning.

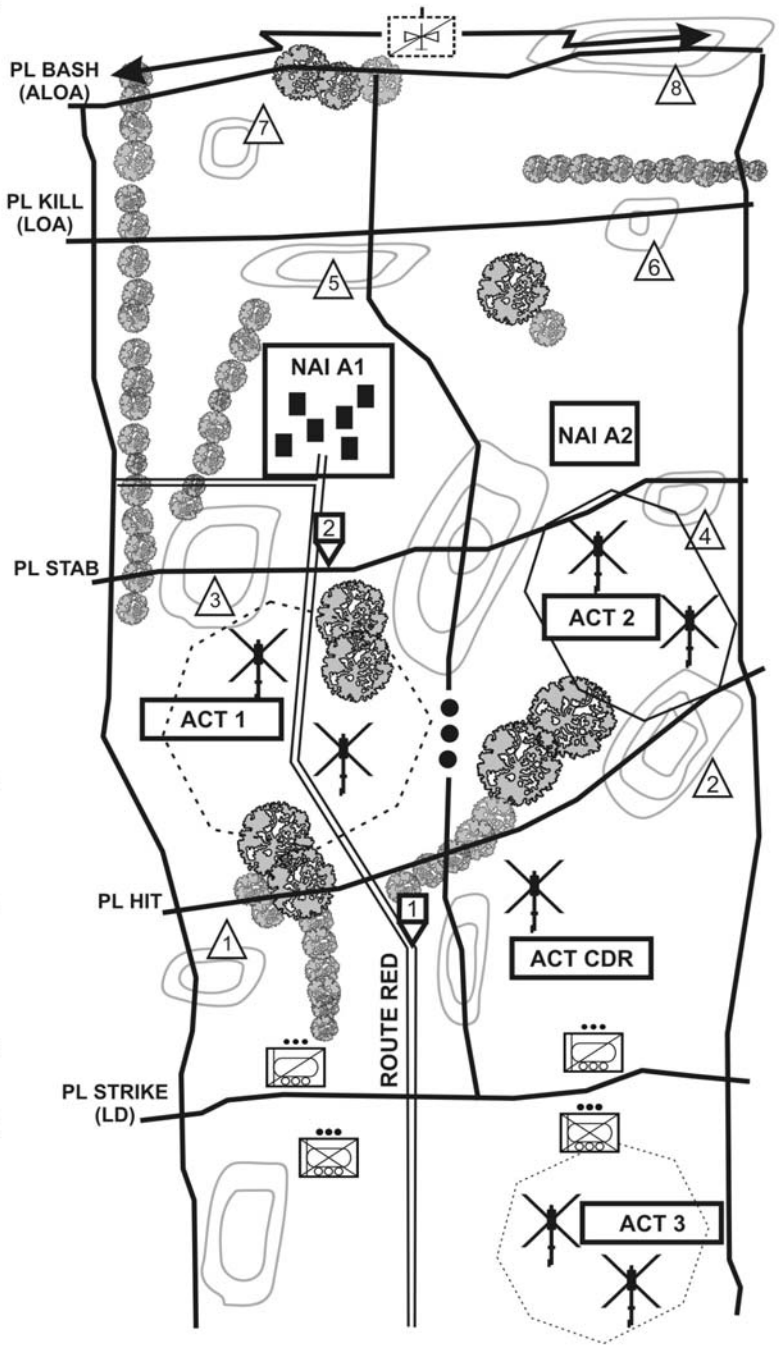


Figure F-2. Zone reconnaissance (technique 1).

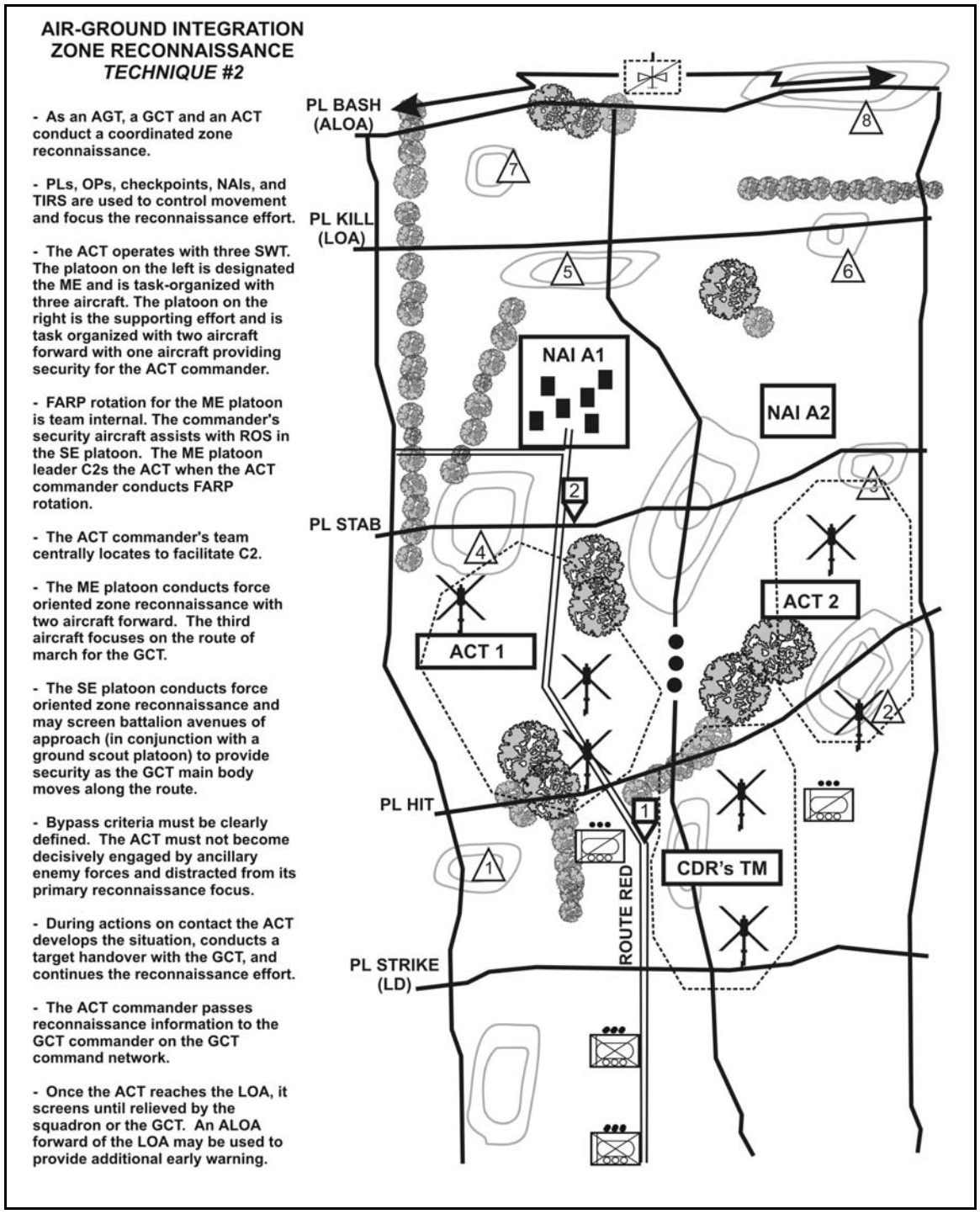


Figure F-3. Zone reconnaissance (technique 2)

(3) ***Area Reconnaissance***. An area reconnaissance is conducted to gain information on a specific area that may be critical to combat operations (Figure F-4, page F-10 and Figure F-5, page F-11). Like the zone reconnaissance, the commander may employ air-ground teams to accomplish this task. The commander may assign one specific area to each separate ground and air team or he may assign them an area together. The area

reconnaissance proceeds much faster than the zone reconnaissance since the efforts focus on specific pieces of terrain.

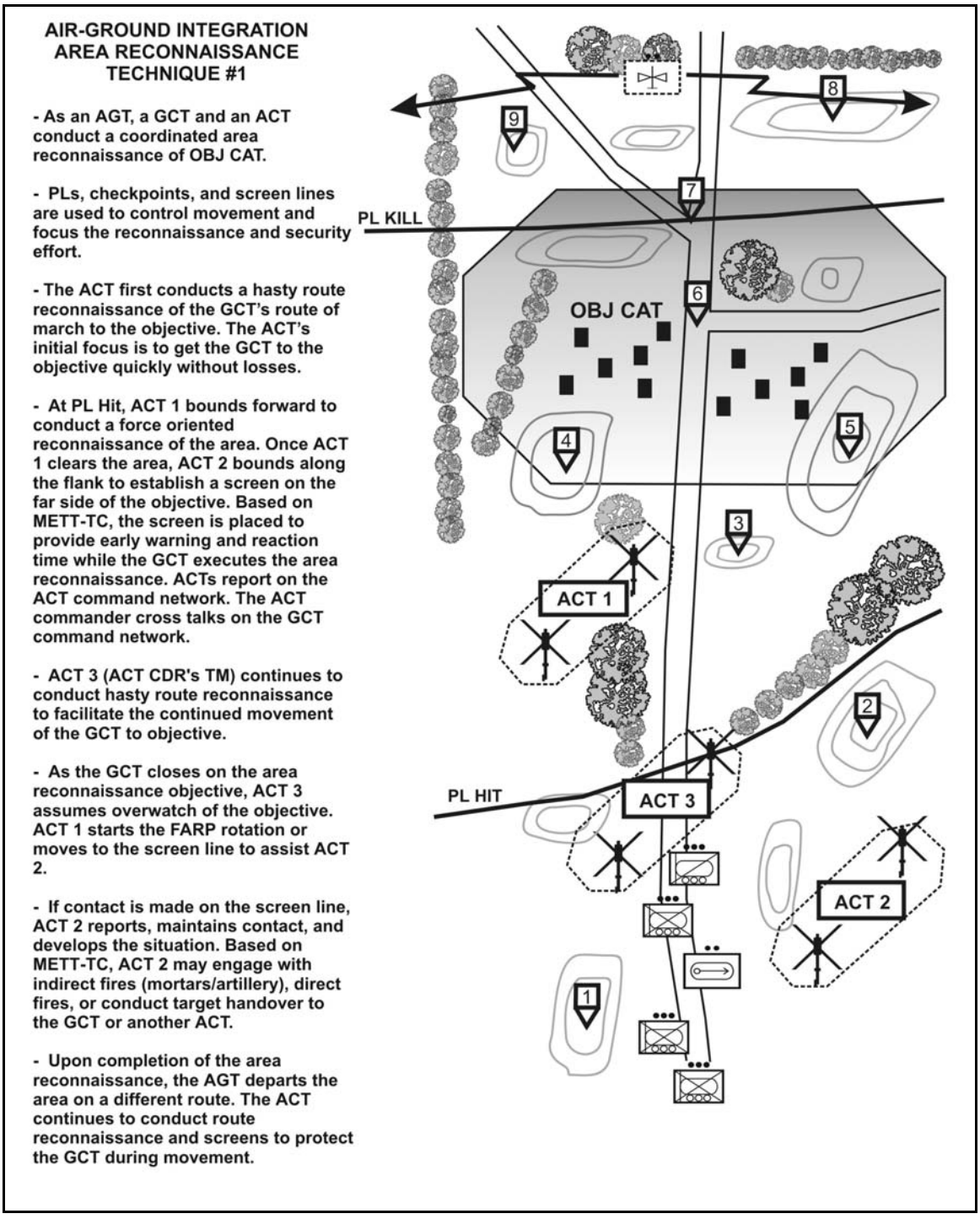


Figure F-4. Area reconnaissance (technique #1).

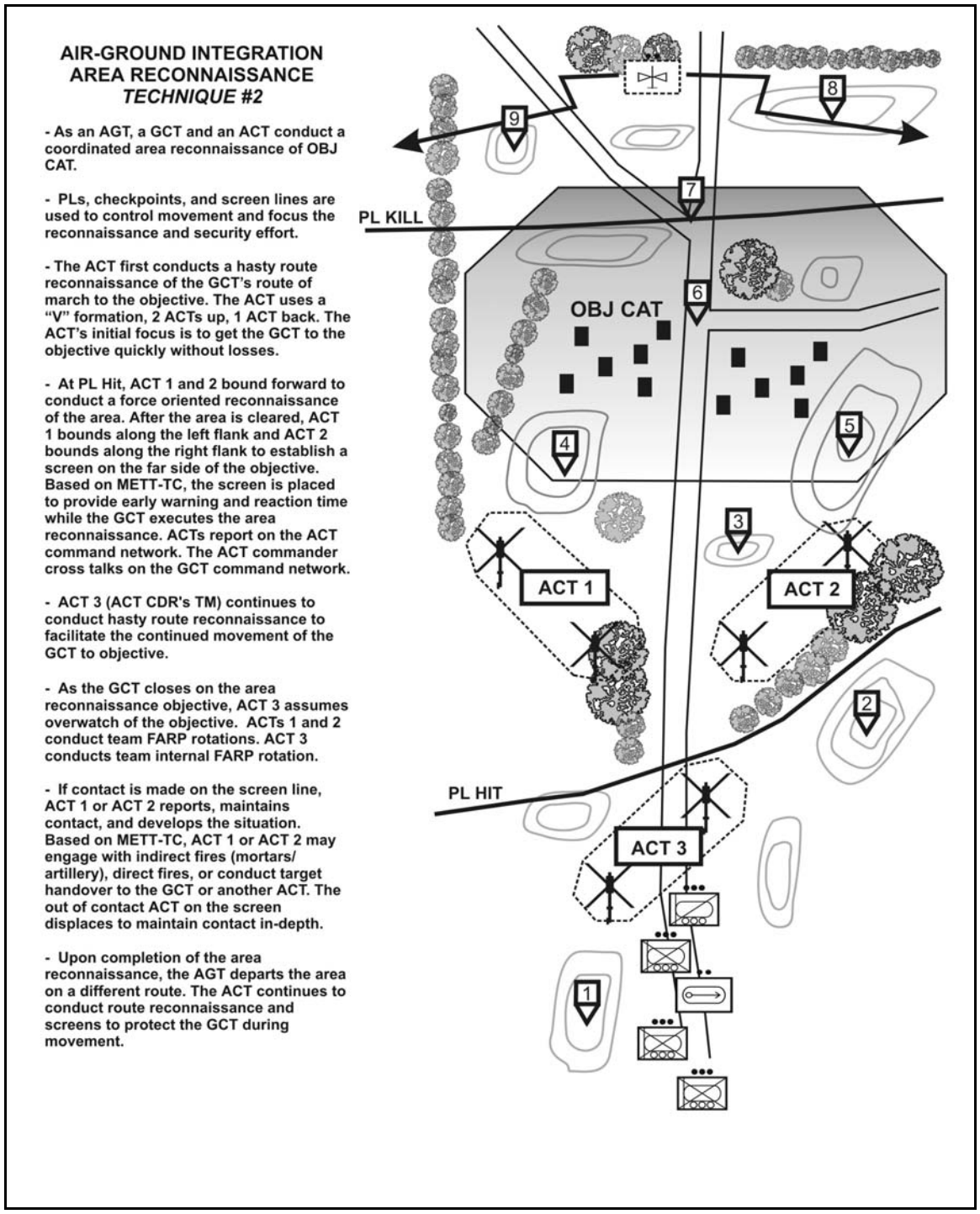


Figure F-5. Area reconnaissance (technique #2).

b. **Security Operations**. Security operations allow the ground maneuver commander to gain information about the enemy and to provide reaction time, maneuver space, and protection of friendly forces. This allows the ground maneuver commander the ability to preserve valuable combat power to employ to destroy the enemy. Aviation

assets support the ground maneuver commander by conducting screen, guard, and cover operations.

(1) ***Screen***. During screening operations, the ground maneuver commander may employ aviation assets alone or in conjunction with ground forces to provide early warning, cover any exposed flanks, or fill any gaps between maneuver forces that cannot be secured in force (Figure F-6). Because of the capabilities of aviation assets, especially at night, the ground maneuver commander can judiciously employ them on the battlefield to cover a very large area that cannot be covered on the ground alone. Additionally, aviation assets enable the ground maneuver commander to respond to developing enemy situations in an expeditious manner.

(2) ***Guard***. During guard operations, aviation assets must be task-organized with ground maneuver assets. Aviation assets support the ground maneuver commander by providing the same capabilities as with screen operations. During guard operations, the ground maneuver commander may utilize aviation assets to conduct reconnaissance, screen an exposed flank during movement, enhance C2, provide direct and indirect fire support, and position CS and CSS assets for future use.

(3) ***Cover***. Since a covering force must accomplish the same tasks as a guard force, aviation assets must be task organized with ground maneuver assets to accomplish this task.

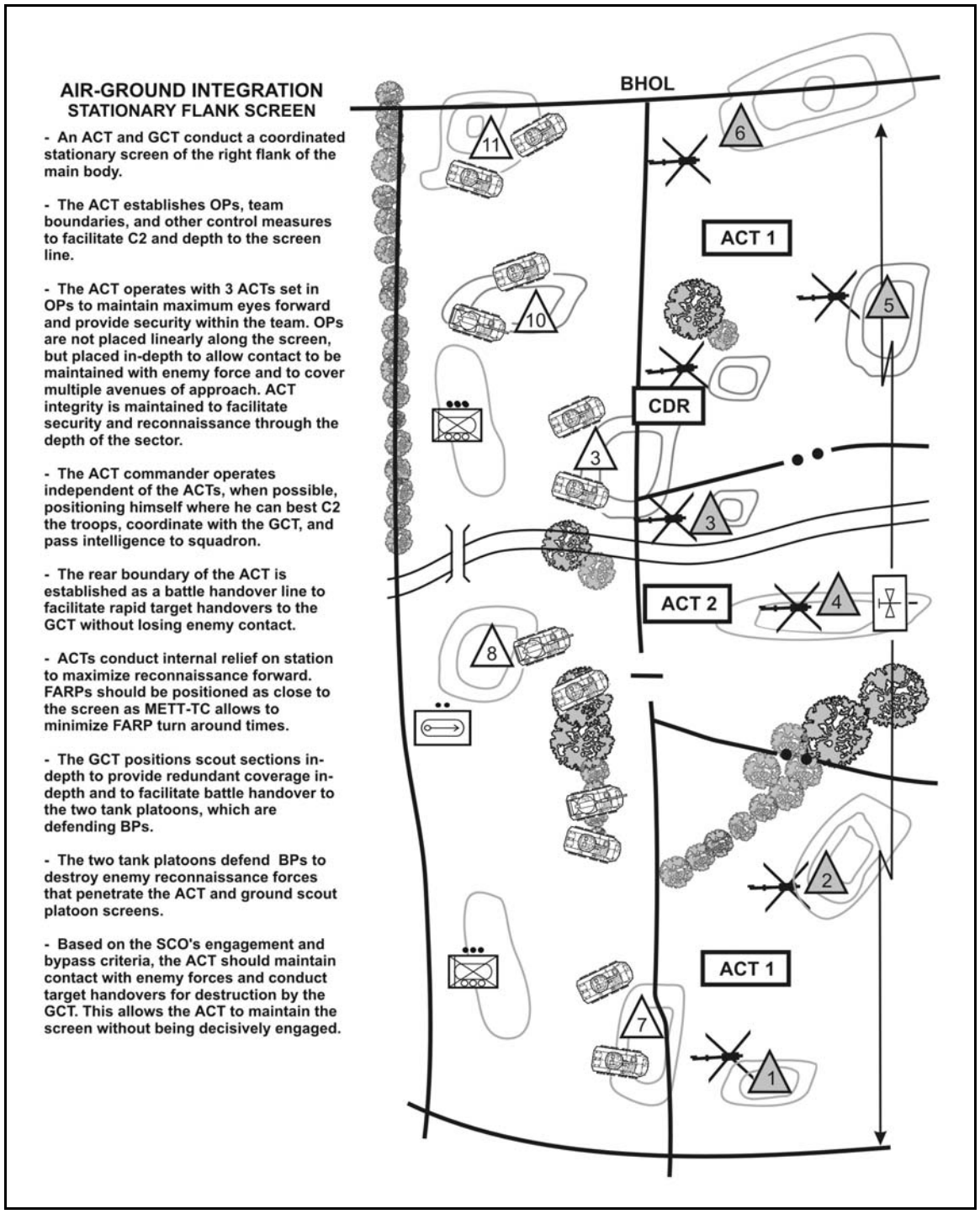


Figure F-6. Stationary flank screen.

c. **Available Assets**. Any rotary-wing aircraft can conduct reconnaissance operations since they all greatly increase the range at which enemy movement can be detected. However, the aircraft primarily dedicated to reconnaissance and security operations are AH-64A, AH-64D, and OH-58D (Table F-1, page F-14).

(1) ***AH-64 Apache***. The AH-64A is a twin-engine, tandem-seat, four-bladed attack helicopter with a crew of two rated aviators. The pilot occupies the rear cockpit, and the copilot-gunner occupies the front cockpit. The aircraft has day, night, and limited adverse weather fighting capabilities. The aircraft is equipped with a laser rangefinder/designator (LRF/D). The LRF/D is used to designate for the firing of a Hellfire missile and provides range to target information for the fire control system. (See FM 1-112 for a detailed explanation of the aircraft.)

(2) ***AH-64D Longbow Apache***. The AH-64D is a variant of the AH-64A. The AH-64D is designed to provide increased effectiveness over the capabilities of the AH-64A while greatly reducing the AH-64A's limitations. The AH-64D has several key improvements, including fire control radar (FCR), radio frequency (RF) Hellfire (fire and forget) missile system, digital communications, and other significant features. The day, night, and limited adverse weather fighting capabilities of the AH-64A are significantly enhanced in the AH-64D.

(3) ***OH-58D Kiowa Warrior***. The OH-58D (I) Kiowa Warrior provides the maneuver commander with a versatile platform; it can be armed with various weapons systems and is suitable for employment in numerous types of situations and operations. The aircraft features a stabilized mast-mounted sight (MMS) with a low-light television sensor (TVS), thermal imaging sensor (TIS), and LRF/D. (See FM 1-114 for a detailed explanation of the aircraft.

Aircraft Type *	Hellfire	2.75" (70mm) Rockets	.50 caliber machine gun (rounds)	20mm cannon (rounds)	30mm Chaingun (rounds)
AH-64A/D	16	76			1,200
OH-58D **	4	14	500		
MAX RANGE	8 km	8 km	2 km	2 km	4 km

NOTES: * Numbers in each column indicate the maximum load for each system. The total amount of ordnance carried will vary based on METT-TC and selected weapon configuration.
** One weapon system per side for Hellfire and 2.75-inch rocket.

Table F-1. Rotary-wing aircraft.

(4) Maximum weapon ranges specified in Table F-1 above are based on "best-case" function of the system. Maximum ranges should not be the only criteria used in the establishment of engagement areas to battle positions, ABF, or SBF positions. Ranges to target engagement distances are affected by the factors of METT-TC, and the single most important factor is weather because of its limiting impact on visibility and thermal sensors. Examples of some normal engagement weapon ranges are listed below:

Hellfire: 1000 to 6000 meters (day)
1000 to 4000 meters (night)
Rocket: 1000 to 6000 meters
30mm: 500 to 3000 meters
.50 cal: 500 to 1500 meters

F-5. RETROGRADE OPERATIONS

During retrograde operations, aviation assets can assist the ground maneuver commander in movement away from an enemy force or to the rear.

a. **Delay**. In a delay operation, the ground maneuver commander trades space for time and preserves friendly combat power while inflicting maximum damage on the enemy. Aviation forces can assist the ground maneuver commander by--

- Rapidly concentrating fires to allow disengagement and repositioning.
- Conducting surprise attacks to confuse advancing enemy forces.
- Emplacing Volcano minefields to supplement obstacles or to impede or canalize enemy movements.
- Conducting air assaults to move ground forces between delaying positions.
- Providing a C2 platform.

b. **Withdrawal**. During a withdrawal, the ground maneuver commander voluntarily disengages the enemy. This withdrawal may be conducted with or without enemy pressure. Aviation forces can assist the ground maneuver commander in a withdrawal by-

- Using cavalry and attack helicopters in an offensive manner to attrit enemy maneuver and fire support units.
- Providing security for withdrawing friendly units.
- Acting as the reserve.
- Conducting CASEVAC operations.
- Emplacing refuel on the move (ROM) sites to refuel vehicles conducting the retirement.
- Providing a C2 platform.

c. **Retirement**. During retirement operations, a unit that is not in contact with the enemy moves to the rear in an organized manner. Retirement operations are normally conducted during the hours of darkness, which makes aviation's ability to maneuver on the battlefield rapidly to find, fix, and destroy the enemy during the hours of darkness a decisive advantage to the ground maneuver commander. Aviation forces can assist the ground maneuver commander during a retirement by--

- Providing security of routes during the retirement.
- Conducting hasty attacks to destroy enemy elements.
- Emplacing ROM sites to refuel vehicles conducting the retirement.
- Providing a C2 platform.

F-6. COMMUNICATIONS

Successful employment of aviation assets is possible only if they are able to communicate with the other members of the combined arms team. The primary means of communications with helicopters is FM frequency hop secure. To help reduce the load on the FM radios, all helicopters have UHF and VHF radios. Table F-2, page F-16, shows the number and type of radios in Army rotary-wing aircraft.

AIRCRAFT TYPE	FM	VHF	UHF	HF (ALE)
AH-64A	** 1 (2)	** 1 (0)	1	
AH-64D	2	1	1	*1
CH-47D	*** 0, 1, 2	*** 2, 1, 0	1	*1
OH-58D	2	1	1	
UH-60	2	1	1	*1

NOTES: *CH47D and F, UH60A/L/M, AH64D Lot 7 and above.
Configuration is 2 FM and 0 VHF **OR 1 FM and 1 VHF.
***Configuration is 2 FM and 0 VHF **OR** 1 FM and 1 VHF **OR** 0 FM and 2 VHF.
ALE – automatic link establishment: selects the best frequency based on atmospheric conditions.

Table F-2. Number and type of radios.

F-7. AIR-GROUND INTEGRATION

Direct fire aviation missions in the close fight differ greatly from engagements in a cross-FLOT operation. In a cross-FLOT operation, attack and cavalry aircraft can benefit from deliberate planning, freely engaging at maximum ranges with minimal concern of fratricide. Engagements in the close fight, on the other hand, often result in engagements within enemy direct fire weapons system ranges that are in close proximity to friendly units. The hasty attack in the close fight typically lacks proper coordination between air and ground elements. The following paragraphs focus on the hasty attack within an air-ground integrated attack. Effective coordination between ground maneuver units and attack aviation maximizes the capabilities of the combined arms team while minimizing the risk of fratricide. To ensure adequate and effective air-ground integration, the following areas should be addressed:

- Ensure aircrews understand the ground tactical plan and the ground maneuver commander's intent.
- Ensure adequate common control measures are used to allow both air and ground units maximum freedom of fire and maneuver.
- Ensure aircrews and ground forces understand the methods of differentiating between enemy and friendly forces on the ground.

F-8. AIR GROUND COORDINATION PROCEDURES

Effective integration of air and ground assets begins with the supported ground maneuver element. When the aviation brigade or battalion receives a mission to provide assistance to a ground unit engaged in close combat and planning time is minimal, the initial information provided by the unit in contact should be sufficient to get the aviation attack team out of the aviation tactical assembly area to a holding area in order to conduct direct coordination with the engaged maneuver unit. To ensure the air and ground forces exchange essential information, planners use a five-step procedure:

- Maneuver brigade planning requirements.
- Battalion close fight SITREP.
- Attack team check-in.
- Coordination for aviation direct fire.
- Battle damage assessment and reattack.

This paragraph also discusses aviation employment considerations and maneuver brigade liaison officer coordination requirements.

a. **Step 1, Maneuver Planning Requirements**. The SBCT, through its aviation liaison officer, provides the necessary information to meet planning requirements to the aviation brigade headquarters (Figure F-7). The initial planning and information to be passed to the aviation brigade headquarters includes the location of the holding area, air axis, and route or corridor for entry and exit through the SBCT AO.

(1) The holding area should be in the sector of the ground maneuver battalion involved in close combat. The holding area may be a concealed position or an aerial holding area that allows for final coordination between the attack team leader and the ground unit leader. It must be located within FM radio range of all units involved. Alternate holding areas, along with ingress and egress routes, must be designated if occupation is expected to last longer than 15 minutes.

(2) The ground maneuver battalion also provides the call signs and frequencies or SINCGARS hopsets and COMSEC information regarding the battalion in contact. If the unit is SINCGARS-equipped, the attack team must also have the common "time," which may be taken from GPSs.

(3) In addition, the SBCT provides a current situation update for its AO and specifically for the supported battalions in the AO. This update includes a recommended engagement area that will allow for initial planning for battle positions or ABF or SBF positions and possibly prevent unintentional overflight of enemy positions.

1. **Current situation:** This should include friendly forces location and situation, enemy situation highlighting known ADA threat in the AO, and tentative engagement area coordinates.

2. **SBCT- or battalion-level graphics update:** This can be via MCS-P or radio communications. It updates critical items such as LOA, fire control measures, and base maneuver graphics to facilitate better integration into the friendly scheme of maneuver.

3. **Fire support coordination information:** This includes call signs and frequencies and locations of supporting and organic artillery and organic mortars.

4. **Ingress and egress routes into the AO:** This includes PPs into sector or zone and air routes to the holding area.

5. **Holding area for face-to-face coordination between the attack team and the battalion in contact:** A holding area equates to an assault position. It must be out of enemy mortar range, out of range of enemy direct fire systems, and adequate in size to accommodate the number of aircraft assigned the mission.

6. **Call signs and frequencies of the battalion in contact down to the company in contact:** Air-ground coordination on command frequencies is necessary to provide a current COP for all elements involved.

7. **SINCGARS:** Synchronize time.

Figure F-7. Minimum aviation brigade planning requirements.

b. **Step 2, SBCT Close Fight SITREP**. En route to the holding area, the attack team leader contacts the SBCT or ground maneuver battalion on its FM command net to receive a close fight SITREP (Figure F-8). This SITREP verifies the location of the holding area and a means to conduct additional coordination. The attack team leader receives an update from the ground maneuver battalion on the enemy and friendly situations (Example 1 below). The battalion also verifies frequencies and call signs of the unit in contact. By this time, the ground maneuver battalion has contacted the ground maneuver unit leader in contact to inform him that attack aviation is en route to conduct a hasty attack.

1. **Enemy situation:** focuses on ADA in the AO, type of enemy vehicles and or equipment position (center mass), and direction of movement; if dispersed, provide front line trace.

2. **Friendly situation:** provides location of company in contact, mission assigned to it, and method of marking its position.

3. **Call sign and frequency verification.**

4. **Holding area verification:** if intended to be used for face-to-face coordination, a sign/countersign must be agreed upon; for example, using a light/heat source to provide a recognizable signature answered either by aircraft IR lights or visible light flashes to signify which aircraft to approach.

Figure F-8. Battalion close fight SITREP.

EXAMPLE 1

NOTE: The examples of simulated radio traffic in this appendix are merely examples of what may occur:

Attack Team	**Ground Maneuver Battalion**
"Bulldog 06 this is Blackjack 26, over."	
	"Blackjack 26 this is Bulldog 06, L/C, over."
"Bulldog 06, Blackjack 26 enroute to HA at grid VQ 98454287, request SITREP, over."	
	"Blackjack 26 this is Bulldog 06, enemy situation follows, Hardrock 06 is taking direct fire from a platoon size armor element at grid VQ 96204362, Hardrock 06 elements are established on phase line Nevada center mass VQ 96000050, holding area VQ 94004000 expect radio coordination only, contact Hardrock 06 on FH 478, over."

(1) Upon receiving the required information from the ground maneuver battalion, the attack team leader changes frequency to the ground company's FM command net to conduct final coordination before ingressing on attack routes to BPs or ABF or SBF positions (Example 2 below). Coordination begins with the ground maneuver company commander and ends with the leader of the lowest-level unit in contact.

(2) When the attack team leader conducts coordination with any key leader, the ground command net is the most suitable net on which both air and ground elements can conduct the operation. It allows all key leaders on the ground, including the fire support team (FIST) chief and the attack team leader and his attack crews, to communicate on one common net throughout the operation. Operating on the command net also allows the attack team to request responsive mortar fire for either suppression or immediate suppression of the enemy. The AH-64 Apache is limited to only one FM radio due to aircraft configuration. However, the OH-58D is dual-FM capable, which gives the attack team leader the capability to maintain communications with the ground maneuver company as well as its higher headquarters or a fire support element.

EXAMPLE 2

Attack Team	**Ground Maneuver Company**
"Hardrock 06 this is Blackjack 26 on FH 478, over."	
	"Blackjack 26 this is Hardrock 06, L/C over."

c. **Step 3, Attack Team Check-In**. Upon making initial radio contact with the ground maneuver unit in contact, the attack team leader executes a succinct check-in (Figure F-9, page F-20). This check-in includes the attack team's present location, which is normally its ground or aerial holding area; the attack team's composition; its armament load and weapons configuration; total station time; and its night-vision device capability (Example 3, page F-20). If not using a ground holding area due to METT-TC considerations, the attack team selects and occupies an aerial holding area within FM communications range until all required coordination is complete. The attack team leader and ground unit's key leaders must consider the effects on friendly forces of the various weapons carried by the attack aircraft prior to target selection and engagement. Weapons systems and munition selection for a given engagement depends on the factors of METT-TC. Point target weapons systems, such as Hellfire, are the preferred systems for armor or hardened targets when engaging targets in the close fight. The gun systems and the 2.75-inch rockets are the preferred systems and munitions for engaging troops in the open, soft targets such as trucks, and trench works. These area fire weapons systems pose a danger to friendly soldiers who may be in the lethality zone of the rounds or rockets. If this danger exists, the leader on the ground must be very precise in describing the target he wants the aircraft to engage.

1. Aircraft present location.
2. Team composition.
3. Munitions available.
4. Station time.
5. Night-vision device capable and type.

Figure F-9. Attack team check-in.

EXAMPLE 3

Attack Team	**Ground Maneuver Company**
"Hardrock 06, Blackjack 26 is currently holding at grid VQ 98454287, 2 Kiowa Warriors with 450 rounds of .50 cal, 2 Hellfires each, half hour station time, all aircraft are NVG and FLIR capable, over"	
	"Blackjack 26, Hardrock 06, stand by, over"
"Blackjack 26, roger"	

d. **Step 4, Coordination for Aviation Direct Fires**. Time is the primary constraining factor for coordinating aviation direct fire in the hasty attack. When possible, coordinate aviation direct fire face-to-face using the aviation direct fire coordination checklist (Figure F-10, page F-22). If time is not available for face-to-face coordination, then use radio-only communications and the request for immediate aviation direct fire (Figure F-11, page F-22). The request for immediate aviation direct fire may also be used when targets of opportunity require engagement through a target handoff between the ground and aviation elements after face-to-face coordination has been conducted. Although face-to-face coordination is preferred, the factors of METT-TC dictate how the commander in contact and the attack team leader conduct coordination. A major benefit of face-to-face coordination is the attack team's ability to talk to the ground commander with a map available and integrate into the ground scheme of maneuver. This also provides an opportunity for the attack team to update its maps with the maneuver battalion's latest graphics.

(1) ***Face-to-Face Coordination***. Once they receive the flight check-in, the ground company commander and attack team leader meet at the holding area and use the aviation direct fire coordination checklist to plan their attack (Figure F-10, page F-22).

(a) There are several key elements of coordination to complete at the holding area:

- The target must be identified and its activity explained.
- The friendly forces' positions must be identified on a map with a method of visually marking those positions passed on to the flight team leader.
- If not previously done, the engagement area must be verified or defined.

- After defining the engagement area, the attack team leader must establish BPs and SBF positions.
- The scheme of maneuver for the ground elements must be explained with the commander's intent and description of what is considered the decisive point on the battlefield. With that information, the attack team provides an integrated scheme of maneuver.
- Existing or required fire control measures must be planned for and utilized to minimize the potential for fratricide.
- Key maneuver graphics that are required to support or understand the scheme of maneuver are passed between the ground commander and attack team leader.
- A method of marking targets, such as laser pointers and tracers, must be discussed.

(b) After completing this coordination, forces can execute the synchronized attack plan. Even with carefully thought out plans, however, situations will arise during the attack that will require flexibility and possibly the need to mass effects against targets of opportunity at a new location within the supported unit's sector or zone. Ground and air forces attack these targets of opportunity on a case-by-case basis using the request for immediate aviation direct fire. (See FM 3-04.111.)

(c) Ground and air commanders must consider the time available for this coordination. If they remain in the holding area for greater than 15 minutes, they must accept increased risk of holding area compromise. The factors of METT-TC dictate the extent of preplanning they can accomplish and the length of time they should occupy the holding area.

(2) ***Radio-Only Communications Coordination***. When using radio-only communications coordination, leaders use a request for immediate aviation direct fire. (See FM 3-04.111.) As previously discussed, leaders employ immediate aviation direct fire under two different conditions. The first is when they have already conducted face-to-face coordination and targets of opportunity arise. In this case, the ground element uses a request for immediate aviation direct fire for target handover. The second condition is when time is not available for face-to-face coordination. In this case, the request for immediate aviation direct fire may be used as a stand-alone method of engagement where the call is used for communicating attack requirements from ground to air via radio only.

(a) When employing the request for immediate aviation direct fire under the first condition, it is assumed that air and ground units have exchanged all essential elements from the coordination checklist during face-to-face coordination at the holding area. During the attack, the ground commander calls the attack team leader and requests immediate aviation direct fires for targets of opportunity. In this manner, the forces accomplish target handoff and the attack team leader redistributes fires accordingly.

(b) When employing the request for immediate aviation direct fire under the second condition, the ground commander in contact should brief only essential elements from the aviation direct fire coordination checklist as a SITREP via radio. He transmits this SITREP prior to a request for immediate aviation direct fire. Once he receives the flight check-in, the ground maneuver leader then provides a situation update, METT-TC permitting, containing essential elements from the aviation direct fire coordination

checklist. After sending the SITREP, the ground commander calls the attack aircraft forward from their holding area or aerial holding area using a request for immediate aviation direct fire. Whether the attack team utilizes a holding area or aerial holding area to conduct radio coordination depends on its abilities to maintain FM communication with the ground element in contact. As the attack team maintains position at an aerial holding area or within a holding area, the ground maneuver leader succinctly outlines the concept of his ground tactical plan (Example 4). He includes updates on enemy composition, disposition, and most recent activities, particularly the location of air defense weapons. He also provides an update on the friendly situation--to include the composition, disposition, and location of his forces and supporting artillery or mortar positions. After providing this information, the ground maneuver leader uses the request for immediate aviation direct fire format for attack and for subsequent re-attacks.

1. ***Enemy situation: specific target identification.**
2. ***Friendly situation: location and method of marking friendly positions.**
3. ***Ground maneuver mission and scheme of maneuver.**
4. Attack aircraft scheme of maneuver.
5. Planned engagement area and BPs or SBF positions.
6. Method of target marking.
7. Fire coordination and fire restrictions.
8. Map graphics update.

* To employ immediate aviation direct fire, the ground commander must brief the essential elements from the coordination checklist **(in bold)** via radio as a SITREP.

Figure F-10. Aviation direct fire coordination checklist.

EXAMPLE 4

Attack Team	**Ground Maneuver Company**
	"Blackjack 26, Hardrock 06, stand by for update, friendly platoon in contact located at VQ 96000050, marked by IR strobes, enemy platoon size armor element is 800 meters due north, there has been sporadic heavy machine gun fire and main tank gun fire into our position, fire appears to be coming from road intersection vic VQ 96204362, negative knowledge on disposition of enemy ADA, I'll be handing you down to Hardrock 16 for the aviation direct fire request, over."
"Hardrock 06, Blackjack 26, good copy, standing by at HA for aviation direct fire request, over."	

(c) After receipt of a request for immediate aviation direct fire, the attack team leader informs the ground unit leader of the battle position, support-by-fire position, or the series of positions his team will occupy (Example 5, page F-24). These are the positions that provide the best observation and fields of fire into the engagement or target area. The battle position or SBF position is the position from which the attack aircraft will engage the enemy with direct fire. It includes a number of individual aircraft firing positions and may be planned in advance or established as the situation dictates. Its size varies depending on the number of aircraft using the position, the size of the engagement area, and the type of terrain. The battle position or SBF position is normally offset from the flank of the friendly ground position but close to the position of the requesting unit to facilitate efficient target handoffs. This also ensures that rotor wash, ammunition casing expenditure, and the general signature of the aircraft does not interfere with operations on the ground. The offset position also allows the aircraft to engage the enemy on its flanks rather than its front and lessens the risk of fratricide along the helicopter gun target line.

(d) The attack team leader then provides the ground maneuver unit leader with his concept for the team's attack on the objective. This may be as simple as relaying the attack route or direction from which the aircraft will come, the time required to move forward from their current position, and the location of the BP. Only on completion of coordination with the lowest unit in contact does the flight depart the holding area for the battle position. As the attack team moves out of the holding area, it uses nap of the earth (NOE) flight along attack routes to mask itself from ground enemy observation and enemy direct fire systems. The attack team leader maintains FM communications with the ground unit leader while he maintains internal communications on either his VHF or UHF net.

EXAMPLE 5

Attack Team	**Ground Maneuver Platoon**
"Hardrock 16, Blackjack elements will attack from the southeast, turn on IR strobes at this time, we will establish a BP to the west of your position 100 meters, over."	
	"Blackjack 26, Hardrock 16, strobes on at this time, over."
"Roger Hardrock, Blackjack has your position, enroute for attack 30 seconds, over."	
	"Hardrock 16, roger."
"Hardrock 16, Blackjack 26, engagement complete, 2 T-80s destroyed, over."	
	"Blackjack 26, Hardrock 16, roger 2 T-80s destroyed, end of mission, out"

NOTE: This scenario was written without friction, as though in perfect conditions. Grid locations may be difficult for the ground maneuver unit to provide, depending on the intensity of the ongoing engagement. Also, actual FM communications between the ground and air may not work this well.

e. **Step 5, Battle Damage Assessment and Reattack**. After completing the requested aviation direct fire, the attack team leader provides a battle damage assessment to the ground maneuver commander. Based on his intent, the ground maneuver commander determines if a reattack is required to achieve his desired end state. Requests for aviation direct fire may continue until all munitions or fuel are expended. Upon request for a reattack, the attack team leader must consider the effects on duration and strength of coverage he can provide the ground maneuver commander. The attack team may need to devise a rearming and refueling plan, maintaining some of its aircraft on station with the unit in contact while the remainder returns to the forward arming and refueling point. Beyond the coordination with the ground maneuver unit in contact, the attack team leader must coordinate this effort with his higher headquarters.

F-9. REVIEW OF MAJOR POINTS

In review, when an attack unit integrates into the ground scheme of maneuver, mission success requires detailed coordination between the attack unit and the ground unit already engaged in close combat.

a. The SBCT provides the aviation brigade or battalion with the information available on locations, routes, and communications before the attack team's departure from its assembly area.

b. The holding area is a concealed position where final coordination is made with the unit in contact before the attack team launches its attack. The aerial holding area is a point in space within the ground battalion's AO which is oriented towards the enemy to allow the attack team to receive requests for aviation direct fire and expedite the attack. The aerial holding area may be an alternate BP located outside the enemy's direct and indirect fire weapons ranges.

c. The attack team coordinates directly with the lowest-level unit in contact. The preferred method of coordination is face-to-face; however, due to time constraints, radio coordination on the ground company FM command net may be the only method allowable.

d. The ground maneuver leaders and attack pilots must understand the ground effects of the attack team's weapons systems.

e. Final coordination with the ground maneuver unit includes agreeing on a method of identifying the friendly and enemy positions.

f. The means of identifying friendly positions should take advantage of the forward looking infrared radar (FLIR), TIS, and night-vision goggle (NVG) capabilities of the attack team.

g. The battle position or ABF position should be offset from the ground maneuver unit to maximize the effects of its weapons and to minimize the risk of fratricide. The ground commander should inform DS artillery and organic mortars of these positions in order to de-conflict indirect fires into his sector or zone.

h. After completion of the aviation direct fire, the attack team leader provides a BDA report to the ground maneuver commander.

F-10. EMPLOYMENT CONSIDERATIONS

All aircrew and ground maneuver leaders should understand the strengths and weaknesses of available aviation sensors when employed in conjunction with target-marking equipment. This paragraph addresses several factors that operators should consider when marking targets for varied aviation optics. The equipment covered includes target-marking devices, NVGs, FLIR, TIS, TV/electro-optical (EO), electronic beacons, and laser designators.

a. **Target Identification and Friendly Position Marking**. The method of marking friendly positions is a critical piece of planning that must be considered thoroughly regardless of time available to the ground and air commanders. The ability of the aircrews to observe and identify ground signals easily is a critical factor in reducing fratricide and maximizing responsive aerial fires. The signal or combination of signals must be based on items commonly carried by ground maneuver units, must be acquirable by the night-vision or thermal imaging systems on the aircraft, and must be recognizable by the aircrew.

(1) Determine all required identification and marking procedures before starting a mission. Accurate and detailed maps, charts, or imagery facilitate aircrew orientation to the friendly scheme of maneuver. Aircrews must continue to work closely with the ground forces to positively identify friendly positions.

(2) Visual signaling or marking positions helps determine the disposition of friendly forces. Often, the simplest methods are the best. Traditional signaling devices, such as flares, strobes, and signaling mirrors, may be quite effective. Target marking, or orientation on enemy positions, may also be accomplished by signaling. Common techniques include the use of smoke, laser pointers, or tracers. Other devices are available to aid in the recognition of friendly forces and equipment where the fluid tactical situation and intermingling of forces in the close fight may make identification difficult. The use of glint tape, combat identification panels (CIPs), and infrared beacons assists in the clear identification of friendly ground forces, but ground lighting, thermal contrast, and intermediate obstructions influence the effectiveness of these devices.

(3) The proximity of friendly forces to targets requires positive identification and makes marking of friendly units and targets critical. All participants must clearly understand the procedures and be issued the appropriate devices. The fire support assets must also be familiar with the friendly marking system. Aircrews require positive identification of the target and friendly positions prior to firing. The methods to mark and identify targets are limited only by the creativity of the ground forces and aircrews. Commanders should use Table F-3 as a reference but should not limit themselves to only these methods. Methods employed must be adapted to the conditions prevalent at the time. Positive air-to-ground communications are essential to coordinate and authenticate marks.

(4) Time permitting, attack aircraft may input a target grid into the aircraft GPS or inertial navigation system (INS). The target grid can provide fire control cues (range, heading, and time to the target) to aid in quicker target acquisition and help distinguish friendly from enemy. Because aviation direct fire missions may be "danger close" with short firing ranges, tracking time is minimal and therefore so is the time available to optimize the sensor.

METHOD	DAY/ NT	ASSETS	FRIENDLY MARKS	TARGET MARKS	REMARKS
SMOKE	D/N	All	Good	Good	Easily identifiable. May compromise friendly position, obscure target, or warn of fire support employment. Placement may be difficult due to structures.
SMOKE (IR)	D/N	All/NVD at night	Good	Good	Easily identifiable. May compromise friendly position, obscure target, or warn of fire support employment. Placement may be difficult due to structures. Night marking is greatly enhanced by the use of IR reflective smoke.
ILLUM GRND BST	D/N	All	N/A	Good	Easily identified, may wash out NVDs.
SIGNAL MIRROR	D	All	Good	N/A	Avoids compromise of friendly location. Dependent on weather and available light and may be lost in reflections from other reflective surfaces (windshields, windows, water, etc.).
SPOT LIGHT	N	All	Good	Marginal	Highly visible to all. Compromises friendly position and warns of fire support employment. Effectiveness depends on degree of urban lighting.
IR SPOT LIGHT	N	All NVD	Good	Marginal	Visible to all with NVGs. Less likely to compromise than overt light. Effectiveness depends on degree of urban lighting.
IR LASER POINTER (below .4 watts)	N	All NVG	Good	Marginal	Effectiveness depends on degree of urban lighting.
IR LASER POINTER (above .4 watts)	N	All NVD	Good	Good	Less affected by ambient light and weather conditions. Highly effective under all but the most highly lit or worst weather conditions. IZLID-2 is the current example.
VISUAL LASER	N	All	Good	Marginal	Highly visible to all. Risk of compromise is high. Effectiveness depends on degree of urban lighting.
LASER DESIG-NATOR	D/N	PGM- or LST-equipped	N/a	Good	Highly effective with PGM. Very restrictive laser acquisition cone and requires line of sight to target. May require pre-coordination of laser codes.
TRACERS	D/N	All	N/a	Marginal	May compromise position. May be difficult to distinguish mark from other gunfire. During daytime use, may be more effective to kick up dust surrounding target.
ELECTRONIC BEACON	D/N	See remarks	Excellent	Good	Ideal friendly marking device for AC-130 and some USAF fixed-wing aircraft (not compatible with Navy or Marine aircraft). Least impeded by urban terrain. Can be used as a TRP for target identification. Coordination with aircrews essential to ensure equipment and training compatibility.
STROBE (OVERT)	N	All	Marginal	N/A	Visible by all. Effectiveness depends on degree of urban lighting.
STROBE (IR)	N	All NVD	Good	N/A	Visible to all NVDs. Effectiveness depends on degree of urban lighting. Coded strobes aid in acquisition.
FLARE (OVERT)	D/N	All	Good	N/A	Visible to all. Easily identified by aircrew.
FLARE (IR)	N	All NVD	Good	N/A	Visible to all NVDs. Easily identified by aircrew.
GLINT/IR PANEL	N	All NVD	Good	N/A	Not readily detectable by enemy. Very effective except in highly lit areas.
COMBAT IDENTIFICA-TION PANEL	D/N	All FLIR	Good	N/A	Provides temperature contrast on vehicles or building. May be obscured by urban terrain.
VS-17 PANEL	D	All	Marginal	N/A	Only visible during daylight. Easily obscured by structures.
CHEMICAL HEAT SOURCES	D/N	All FLIR	Poor	N/A	Easily masked by urban structures and lost in thermal clutter. Difficult to acquire. Can be effective when used to contrast cold background or when aircrew knows general location.
SPINNING CHEM-LIGHT (OVERT)	N	All	Marginal	N/A	Provides unique signature. May be obscured by structures. Provides a distinct signature easily recognized. Effectiveness depends on degree of urban lighting.
SPINNING CHEM-LIGHT (IR)	N	All NVD	Marginal	N/A	Provides unique signature. May be obscured by structures. Effectiveness depends on degree of urban lighting.

Table F-3. Target and friendly marking methods.

b. **Laser Designation**. A major challenge for a gunner is achieving and keeping LOS with a target or friendly position from a moving aircraft. Helicopters may use hover capabilities but only in the most permissive environments. Laser designation requires uninterrupted LOS to identify and engage a target. This may mean the lasing platform, must be very near the target--possibly within enemy direct fire ranges, danger-close distances, or weapon arming distances--to keep the spot on the target until ordnance impact, especially in complex (urban) terrain. Smoke from burning vehicles or other fires may drift across the laser to the target line causing laser dispersion. Most laser designating platforms cannot actually see their laser spot on a target. Lasers are often boresighted to other supporting sensors like FLIR/TIS or TV/EO. If the supporting sensor cannot see a target, the laser cannot effectively mark the target. Further, even though a FLIR/TIS may "see" a target, the laser may not be capable of guiding ordnance against it since smoke, invisible to the FLIR/TIS, may attenuate the laser energy. The most significant contributor to laser attenuation, or nonselective scattering, is water vapor or absolute humidity. The impact of humidity on FLIR/TIS performance is greater than its impact on the laser. In other words, if you can detect the target in clear air, then the laser should provide sufficient laser energy for seeker acquisition. As a rule of thumb, if you detect a target with a visual sensor and consistently determine a range to it with a laser range finder, then you can likely designate it satisfactorily for a laser-guided weapon. For low and medium threats where a great amount of time is available to use the FLIR/TIS to point the laser, the methods are simple. As the threat escalates and the time available for target acquisition shrinks, targeting with the FLIR/TIS becomes more difficult, and the delivery accuracy of the laser munitions may be degraded significantly.

c. **Television/Electro-Optical (EO).** TV/EO sensors are subject to many of the same limitations as the naked eye, particularly TVS with no low-light capability. Aircrews may not be successful in acquiring a target and achieving lock-on if smoke, buildings, or other factors repeatedly interrupt line of sight. Low-light or all-light TV/EO sensors may require frequent gain and filter changes to accommodate varying light levels. Normal means of target and friendly identification many prove ineffective. IR strobes or even overt strobes normally visible to TV/EO sensors may be lost in the light clutter. Laser pointers will suffer the same type of degradation. TV/EO resolution is typically not sufficient at medium and extended ranges to discriminate between a friendly position or a target and its surrounding features. Ground personnel may need to utilize more aggressive and overt means of identifying their position and that of the target if TV/EO sensors are to be used to identify, track, and engage targets.

F-11. MANEUVER HEADQUARTERS LNO PLANNING REQUIREMENTS

The following list is not all-inclusive but further defines the maneuver headquarters LNO's planning requirements in support of aviation integration in the close fight. Many of these requirements require the assistance of the maneuver battalion staff. Proper planning requires the integration of the aviation brigade headquarters or battalion as early as possible in the MDMP.

a. Coordinate airspace usage and control with the maneuver brigade S3, aviation brigade S3 air, FSO, and ADA liaison officer.

b. Coordinate for land usage within the supported unit's area of operations for forward assembly areas, holding areas, and forward arming and refueling points.

c. Coordinate for suppression of enemy air defenses (SEAD).

d. Ensure that the supported commander understands the number of aviation assets available and duration of coverage provided. If required to support the operation, begin coordination to ensure a FARP is available to support the mission.

e. Provide the aviation unit with the most current update on the enemy situation, with additional emphasis on air defense assets.

f. Provide the aviation unit with fire support assets (not just SEAD) available. Provide call signs, frequencies, priorities of targets, and any special instructions.

g. Coordinate air routes into the brigade sector and FLOT-crossing procedures in both directions, if required (passage points, alternate passage points, crossing times, SEAD windows, altitudes, and airspeeds).

h. Ensure that the ground commander is briefed on fighter management considerations.

i. Coordinate for COMSEC, Have Quick sequences (through the ALO) and identification, friend or foe (IFF) fills. Ensure that changeover times are the same between supporting and supported units and that both elements understand the communications requirements, capabilities, and limitations of the other.

j. Ensure method of target marking and friendly position marking is passed to aviation brigade.

k. Prepare a mission statement for the attack unit to include the target, target location, and the expected results of the attack (destroy, attrit, disrupt, overmatch, or deny or delay avenue of approach).

l. Designate an axis of advance, separate from the ground maneuver forces' axis, for each attack helicopter unit.

m. Coordinate for establishment and protection of BPs or ABF positions. To take advantage of helicopter mobility, battle positions should be planned for rear and flank shots into engagement areas, if possible. LNOs should not attempt to pick individual firing positions but should use the guidelines in the acronyms BRASSCRAF and NORMA to select BPs in conjunction with the aviation brigade or battalion staffs. (See Appendix A, FM 1-112, for more information.)

n. Coordinate for fire control in engagement areas. Establish target priorities for attack helicopters. Inform the ground commander that, by doctrine, the target priorities for any attack helicopter are (in order):

- Immediate threat to self.
- Immediate threat to platoon or company.
- Immediate threat to other friendly forces.
- Pre-established target priorities.

o. Coordinate for joint air attack team (JAAT) operations if CAS will be available.

p. Coordinate laser codes, especially when working with compatible nonaviation laser systems (Copperhead, grenade launcher attachment development [GLAD], Pave Penny, Maverick, and laser-guided bombs).

F-12. ARMY AVIATION MANEUVER SUPPORT IN URBAN OPERATIONS

Effective combined arms employment requires that aviation and ground maneuver forces synchronize their operations by operating from a common perspective. This paragraph

highlights some possible procedures that will aid in creating a common air-ground perspective.

a. **General.** Army aviation's primary role during UO is the support of the shaping operations. Aviation operating on the urban periphery effectively enhances isolation, reconnaissance, resupply, troop movement, evacuation, and support by fire for ground forces. Army aviation also enhances the combined arms team's ability to quickly and efficiently transition to new missions. Aviation forces normally avoid operations in urban terrain due to the high risk of being engaged by enemy forces in close proximity. When aviation forces cannot avoid urban areas during UO, special measures and thorough risk analysis must be conducted to minimize the associated dangers. The following missions are commonly performed during UO

(1) ***Assess.*** Identify the portion(s) of the urban area essential to mission success. Aviation forces provide reconnaissance capability, security to ground forces, movement of troops and supplies, and augmentation of communication and surveillance capabilities

(2) ***Shape.*** Isolate those areas essential to mission success or avoid isolation while in the defense. In the offense, aviation forces attack to isolate the objective, move troops and supplies, enhance C2, conduct reconnaissance, and augment ground forces. In the defense, aviation forces act as a maneuver element to set the conditions for the main battle and prevent isolation.

(3) ***Dominate.*** Precisely mass the effects of combat power to rapidly dominate the area. Army aviation supports the ground maneuver commander's intent and scheme of maneuver by providing maneuver and support assets. Aviation supports the combined arms effort by providing support by fire, movement of troops and supplies, enhanced C2, air assaults, reconnaissance, and continued isolation of the objective.

(4) ***Transition.*** Transition the urban area to the control of another agency and prepare for follow-on operations. Aviation forces conduct combat, combat support, and combat service support missions that facilitate the combined arms transition to follow-on operations.

b. **Command and Control.** Army aviation forces may be employed organic to a division or higher level of command to conduct maneuver or provide support (DS or GS). Aviation forces may also be attached or under operational control of another command. Operational control of attack helicopter units will remain at the level of battalion or higher; however, attack helicopters may conduct direct air-to-ground coordination with companies and platoons during combat operations.

c. **Maneuver Graphic Aids.** One of aviation's greatest strengths--its ability to maneuver three dimensionally--can also be a detriment. The associated challenge is that aircrews have different visual cues and perspectives than do ground forces. Common graphics and sketches can help alleviate these differences. A network route structure of air control points (ACP) and routes (preferably surveyed) may be used to facilitate route planning, navigation, and C2. Sketches help correlate air and ground control measures with predominate urban features. The area sketch offers the ground commander and the aircrew a means of identifying friendly and enemy locations for planning and coordination (Figure F-11). The area sketch is best used for smaller towns and villages but can be applied to a certain engagement area or specific area of operations in a larger city. The area sketch captures the natural terrain features, manmade features, and key terrain in that area and designates a letter or numeral code to each. Buildings are coded

and each corner of the building is coded. This gives the aircrews and accurate way to target specific buildings as requested by the ground unit commander or to identify friendly locations. Inclusion of maneuver graphic, fire support control measures (FSCM), and airspace control measures (ACM) allow aircrews and maneuver elements to better visualize the urban portion of the AO. Units must ensure they use the same area sketch for accurate coordination.

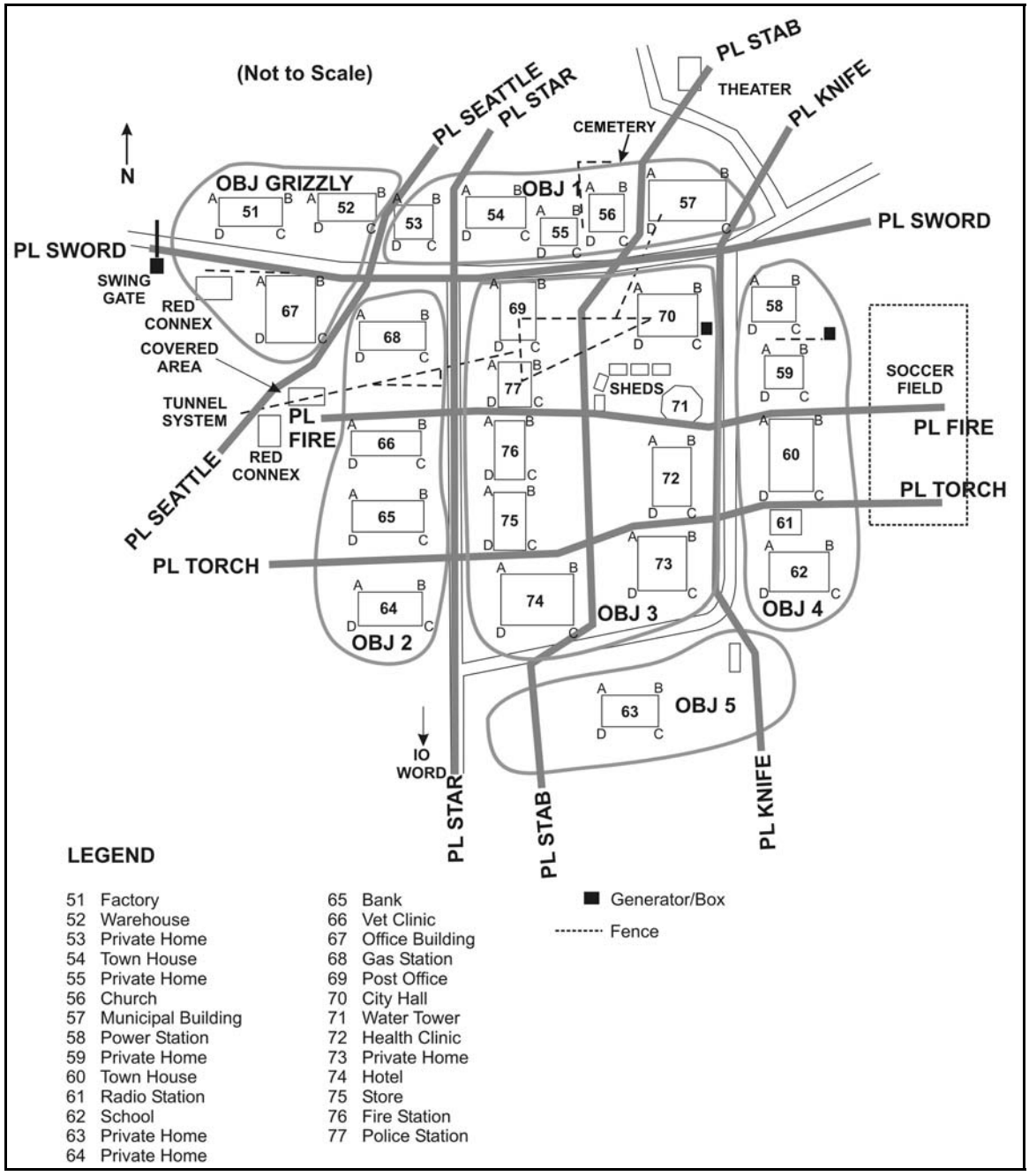


Figure F-11. Area sketch (simplified).

d. **Identifying Friendly Positions, Marking Locations, and Target Acquisition.** In the urban environment, friendly, enemy, and noncombatants may operate in close vicinity. Furthermore, structures and debris can cause problems with identifying precise locations. Reliable communication is essential to ensure aircrews know the locations of all participants in UO. To further enhance air-ground coordination, methods must be established to allow aircrews to visually identify key locations. See Table F-3, page F-27, for methods of marking.

(1) ***Targeting Grids and Reference Techniques.*** Ground maneuver elements generally use a terrain-based reference system during urban operations. Military grid reference system (MGRS) coordinates have little meaning at street level. Common control methods include urban grid (Figure F-12), bull's-eye/checkpoint targeting (Figure F-13), objective area reference grid (Figure F-14), and TRPs (Figure F-15, page F-34). These techniques are based on the street and structure pattern present, without regard to the MGRS grid pattern. Aircrews must plan to transition to the system in use by the ground element upon arrival in the objective area. For example, references to the objective or target may include local landmarks such as, "The third floor of the Hotel Caviar, southeast corner." This transition should be facilitated by using a "big to small" acquisition technique.

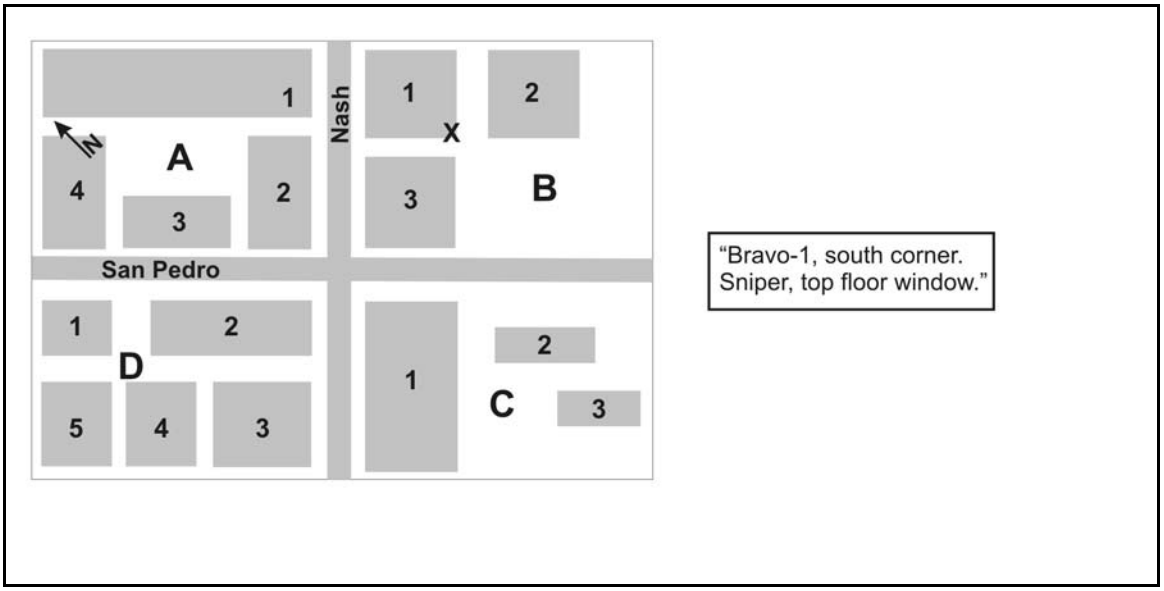


Figure F-12. Urban grid.

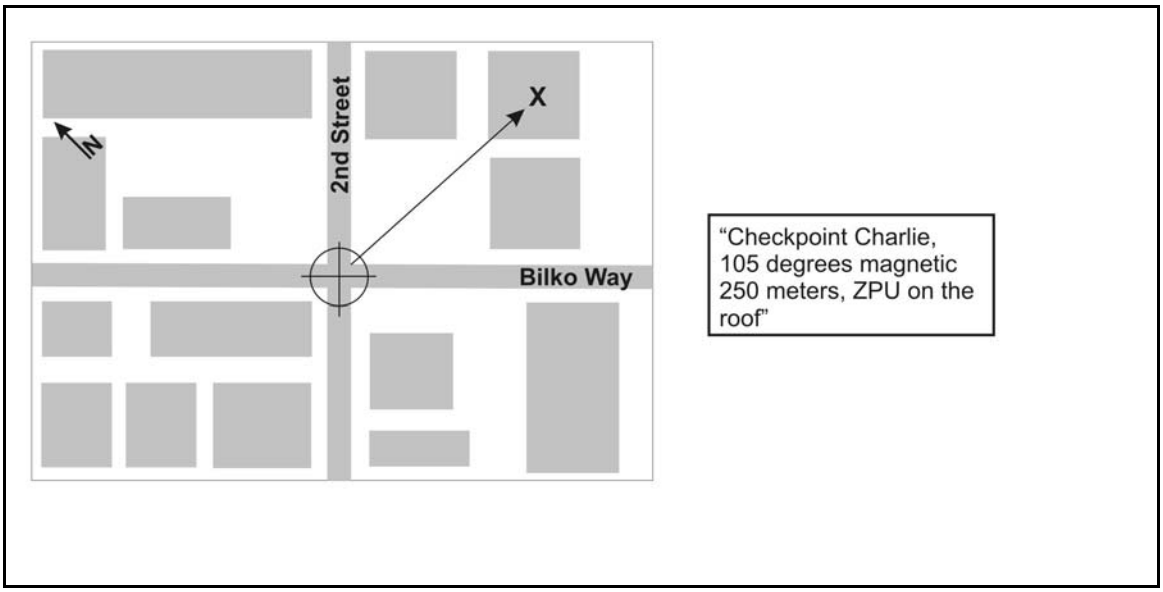


Figure F-13. Bull's-eye/checkpoint targeting.

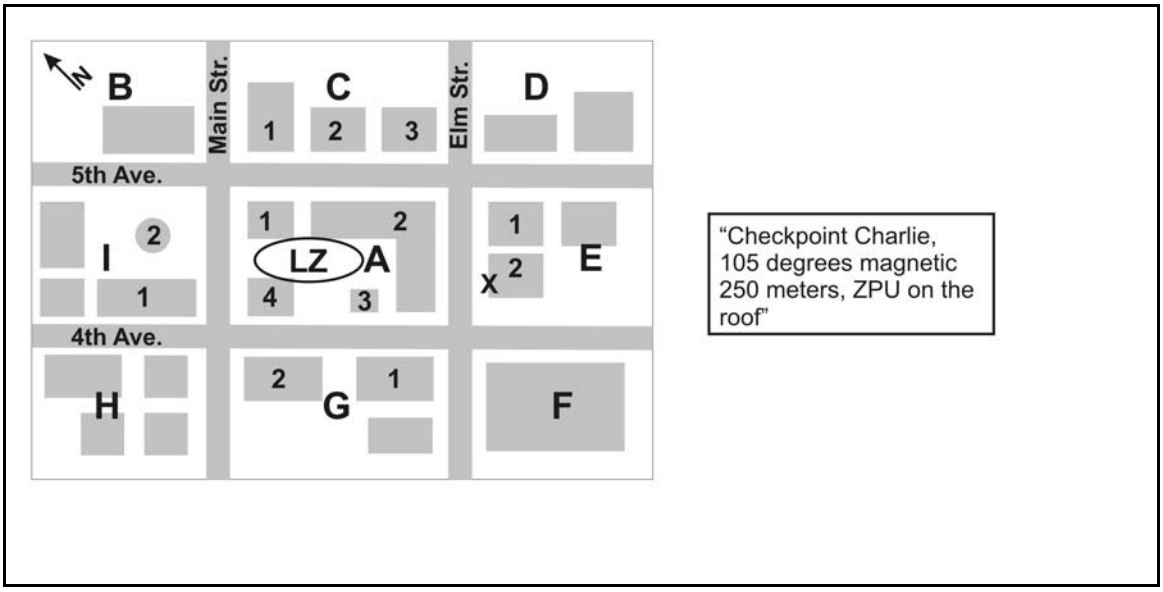


Figure F-14. Objective area reference grid.

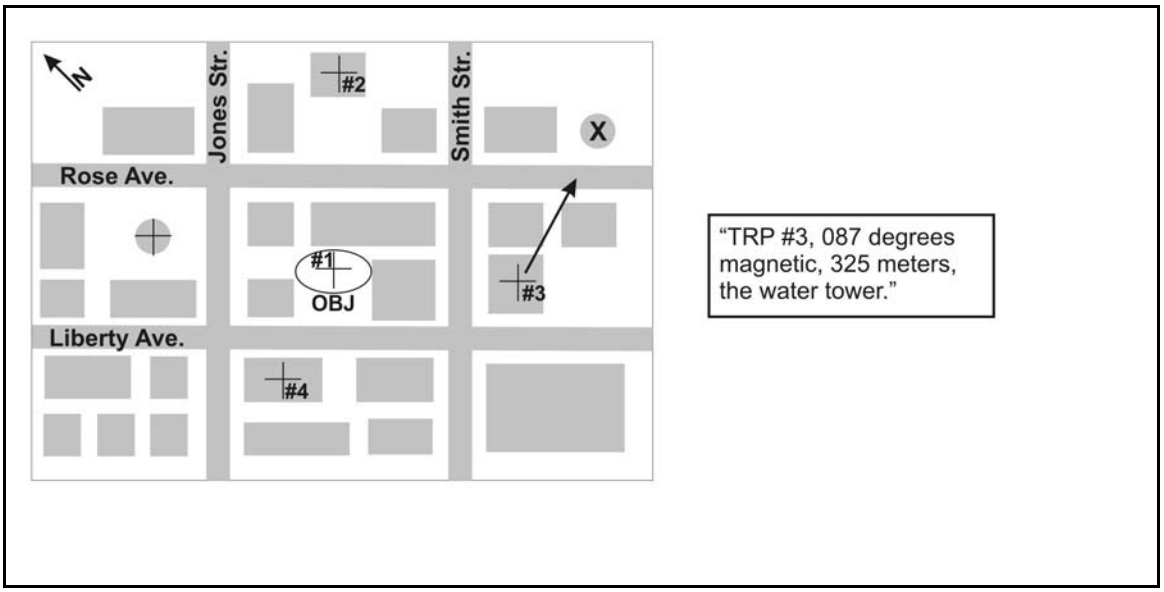


Figure F-15. TRP.

(2) ***Additional Cues.*** Physical terrain features and visual markings provide additional guidance for identification purposes.

(a) *Roof Characteristics*. Flat roofs, pitched roofs, domed roofs, and roofs with towers or air conditioning units on top will aid in visual and thermal acquisition. Additional structural features revealed in imagery will aid in confirmation. This method of terrain association will prove invaluable for visual engagement or reconnaissance since structures are often too close for reliance on mere grid coordinates.

(b) *Visual Markings*. The visual signaling or marking of positions allows more ease in determining the location of friendly forces. During building clearing operations, the progress of friendly units (both horizontally and vertically) may be marked with spray paint or bed sheets hung out of windows. The simplest methods are often the best. Traditional signaling devices, such as flares, strobes, and signaling mirrors, may be effective as well. Target marking or an orientation on enemy positions may also be accomplished using signaling procedures. The use of GLINT tape, combat identification panels, and IR beacons assist in the identification of friendly ground forces on urban terrain. Standardized usage of ground lighting, thermal contrast, and interposition of structures influence the effectiveness of these devices.

(c) *Shadows.* During both high- and low-ambient light conditions, expect to see significant urban shadowing from buildings when cultural lights are present. Shadows will hide personnel and or vehicular targets, like the shadows that hide small hills against the background of larger mountains. Shadows will hide non-thermally significant targets, but thermal targets should still be seen. A combination of sensors will need to be used to acquire and identify the target; therefore, a sensor hand-off plan must be thoroughly briefed.

(d) *GPS.* The use of aircraft with integrated GPS will reduce the amount of time spent finding the target area. If ground forces can provide accurate coordinates, inputting a target grid into the GPS or INS will provide fire control cues (range, heading, time) to the

target that will aid in quicker target acquisition and help distinguish friendly forces from enemy forces.

f. **Attack Helicopter Engagement.** Attack helicopters will conduct a variety of tactics, techniques, and procedures (TTP) to engage targets in the urban area. Techniques range from support by fire/attack by fire at maximum standoff ranges to running/diving fire and close combat attack at minimum engagement ranges. Coordination is imperative to ensure positive identification of the target as well as friendly locations.

(1) Urban terrain introduces a unique challenge to aircrews and ground personnel alike with the notion of the urban canyon. Simply stated, an urban canyon exists when a target or target set is shielded by vertical structures. Unlike most natural terrain, the vertical characteristics of urban terrain can greatly affect delivery options. Urban terrain typically creates corridors of visibility running between structures. Street level targets are only visible along the street axis or from high angles. The interposition of structures around a target interrupts LOS from many directions. The presence of buildings and other structures in urban terrain creates corridors of visibility along streets, rivers, and railways. LOS must be maintained for enough time to acquire the target, achieve a weapons delivery solution, and fly to those parameters. This timeline is reduced during the employment of the AH-64D. A precise navigation system enables the aircraft to slave its sensors and weapons to a stored target, thereby significantly reducing target acquisition times. In some cases, the AH-64D may employ the gun or folding-fin aerial rockets (FFARs) in an "indirect" mode and never have to expose the aircraft to the target area. (*Ground forces should make every attempt to pass along accurate 8-digit grid coordinates as the AH-64D can easily and accurately engage targets using this method.*)

(2) Visibility limitations on marking devices in the urban environment are geometric in nature. The use of any pointer or laser requires LOS. In addition, the aircraft must have LOS with the target to see the mark. Urban terrain severely limits LOS opportunities. Due to the close proximity of structures to one another, there may be very narrow fields of view and limited axes of approach. The high number of reflective surfaces in an urban setting presents an additional challenge. Laser energy can be reflected and present multiple false returns. For these reasons, fire support can be expected to be more time consuming and more dependent on good communications.

(3) Combinations of marking devices and clear talk-on procedures will be essential to safe and effective fire support. Ground forces should consider using buddy lasing or remote lasing tactics for laser-guided munitions when urban effects preclude the attacking aircraft from maintaining LOS with the target until ordnance impact. However, if designating with a ground-based laser along a narrow street bounded by tall buildings, LOS geometry may allow the weapon to receive reflected laser energy. Aircrews must also consider the potential miss distances for "precision" munitions when their guidance source is interrupted or removed.

(4) Armed helicopters can carry a mix of weapons. Commanders must choose the weapons to use on a specific mission based on their effects on the target, employment techniques, and the target's proximity to ground forces. Planners must consider proportionality, collateral damage, and noncombatant casualties. Planners and aircrew must consider the following when choosing weapons:

- Hard, smooth, flat surfaces with 90 degree angles are characteristic of man-made targets. Due to aviation delivery parameters, munitions will normally strike a target at an angle less than 90 degrees. This may reduce the effect of munitions and increase the chance of ricochets. The tendency of rounds to strike glancing blows against hard surfaces means that up to 25 percent of impact-fused rounds may not detonate when fired onto areas of rubble.
- Identification and engagement times are short.
- Depression and elevation limits create dead space. Target engagement from oblique angles, both horizontal and vertical, must be considered.
- Smoke, dust, and shadows mask targets. Additionally, rubble and manmade structures can mask fires. Targets, even those at close range, tend to be indistinct.
- Urban fighting often involves units attacking on converging routes. The risks from friendly fires, ricochets, and fratricide must be considered during the planning of operations.
- The effect of the weapon and the position of friendly and or enemy personnel with relation to structures must be considered. Choose weapons for employment based on their effects against building material composition rather than against enemy personnel.
- Munitions can produce secondary effects, such as fires.

APPENDIX G
AIR ASSAULT OPERATIONS

When the SBCT executes an air assault operation, infantry battalions form the primary air assault force. Usually, one battalion forms the basic air assault force; however, the SBCT may conduct the assault with the three infantry battalions. Higher headquarters provides the additional assets required to execute an air assault mission. In most cases, the operation concludes with a linkup operation between infantry and mounted forces.

Section I. AIR ASSAULT OPERATIONS

Situations favoring an air assault operation for the SBCT include those in which the enemy has a vulnerable area suitable for air assault, surprise can be achieved, and enemy air defenses are weak and vulnerable or can be effectively suppressed.

G-1. AIR ASSAULT MISSION ANALYSIS AND CONSIDERATIONS

The SBCT may not be frequently employed in air assault operations, but such operations, conducted on a limited scale, may be the decisive form of combat. Typical air assault operations conducted by the SBCT include river-crossing operations, seizure of key terrain, rear area combat operations, and raids. When the SBCT is operating under TACON of a division, corps, or JTF, the controlling headquarters can exploit the mobility and speed of organic or supporting helicopters to--

- Secure a deep objective in the offense.
- Reinforce a threatened sector in the defense.
- Place combat power at a decisive point on the battlefield.

For this reason, the SBCT must be proficient in conducting air assault operations.

a. When the SBCT is used in the air assault role, the disposition of the unit's vehicles is also a point of consideration. The combat vehicles of the air assault force can be--

- Attached for movement to an assaulting ground element (linkup force).
- Left in an assembly area until the assaulting element returns.
- Repositioned to provide supporting fires for adjacent units or the air assaulting force.

b. Other considerations include the following:

- Ground mobility is limited once the unit is inserted unless vehicles are provided.
- Communication range is limited to that of portable radios.
- Range of the reconnaissance platoon is limited unless its vehicles are moved into the objective area.
- Antiarmor capability is reduced.
- Combat support and combat service support are austere.

- Air lines of communication must be planned for sustainment.
- Disposition of the 120-mm mortars depends on the ability to displace the tubes and ammunition. The M1100 trailer indigenous to light and special operation forces may meet this requirement.

c. All other mission analysis factors are in FM 90-4 and are not unique to the SBCT infantry battalion.

G-2. AIR ASSAULT ORGANIZATION

As with all air assault operations, the SBCT is organized to meet METT-TC and operational considerations.

G-3. ACTIONS OF THE SBCT

The OPORD should reflect detailed planning for actions of the entire force, not only the air assault element but also the SBCT stay-behinds. This planning should emphasize command and control relationships, operational restrictions due to limited numbers of dismounted infantry, and linkup procedures. Should the SBCT or combat equipment of the battalions be tasked to perform linkup operations with their deployed infantry, operational issues of time, place, method of linkup, and change of command for operation and maneuver control of the combat vehicles must be carefully planned. The air assault force combat vehicles may be used for feints and deception operations prior to linkup with their deployed forces.

Section II. PLANNING CONSIDERATIONS

The SBCT commander and staff should review the following planning considerations during the MDMP leading to an air assault operation.

G-4. INTELLIGENCE

The primary enemy tactics against air assault operations can be broken down into four major areas:

- Air defense fires (including small arms).
- Fixed- and rotary-wing aircraft.
- Electronic warfare.
- Enemy reaction to LZ operations.

The commander and staff must understand the capabilities and limitations of enemy aircraft in the AO and take all measures to minimize the risk of encounter. They must analyze enemy capabilities to interdict friendly LZs with ground forces, artillery, and CAS during the planning phase of the operation.

G-5. MANEUVER

Habitual relationships and the integration of infantry and Army aviation allow infantrymen and supporting fires to strike rapidly over extended distances. To provide surprise and shock effect, the required combat power should be delivered to the objective area as early as possible, consistent with aircraft and pickup zone capabilities. Attack helicopters, if available, are integrated into the tactical plan of the ground force commander. During air assault operations, they additionally support the lift and assault force by direct and indirect fires. Air assault forces operate relatively free of the terrain

influences that restrict surface operations. Air assault forces are best employed to locate and defeat enemy forces and installations or to seize terrain objectives to prevent enemy withdrawal, reinforcement, and supply and to prevent the shifting and reinforcement of enemy reserves.

G-6. FIRES AND EFFECTS

Fires and effects planning must provide for suppressive fires along flight routes and in the vicinity of LZs. Priority of fires must be the suppression of enemy air defenses. Displacement of fire support assets and resupply depends on helicopters as prime movers unless prime movers are lifted into the area. Suppression of suspected ADA sites along flight routes is vital to the success of an air assault operation. NGF support and US Air Force (USAF) CAS may be available to augment available artillery.

G-7. ENGINEER SUPPORT

Engineers in an air assault operation assist mobility by constructing or expanding helicopter LZs and FARPs and rehabilitating existing forward operational facilities. Engineers assist in breaching obstacles and fight as infantry when required.

G-8. AIR DEFENSE ARTILLERY

ADA assets provide protection against low-flying aircraft and attack helicopters. Early warning of enemy air is broadcast over the division early warning net. Avengers and Linebackers, if available, are used in support of the maneuver battalions and to protect C2 and static assets.

G-9. COMBAT SERVICE SUPPORT

Support of organic aviation units is extensive. FARPs are necessary to maintain the fast pace of air assault operations. The battalion's organic assets push supplies, materiel, fuel, and ammunition forward by helicopter to support the air assault operation.

G-10. COMMAND AND CONTROL

The key to successful air assault operations lies in precise, centralized planning and aggressive, decentralized execution. The availability of aviation assets is normally the major factor in determining task organization. Task organization must be determined and announced early in the planning process. Units must maintain tactical integrity throughout an air assault operation.

Section III. AIR ASSAULT PLANNING STAGES

The successful execution of an air assault depends on a careful mission analysis by the commander and staff and a detailed, precise reverse planning sequence. The five basic plans that constitute an air assault operation are the ground tactical plan, the landing plan, the air movement plan, the loading plan, and the staging plan (Figure G-1, page G-4). In operations involving units with organic combat vehicles, the ground tactical plan must also include a linkup plan. Air assaults are planned in reverse order, beginning with the ground tactical plan and working backwards to the staging plan.

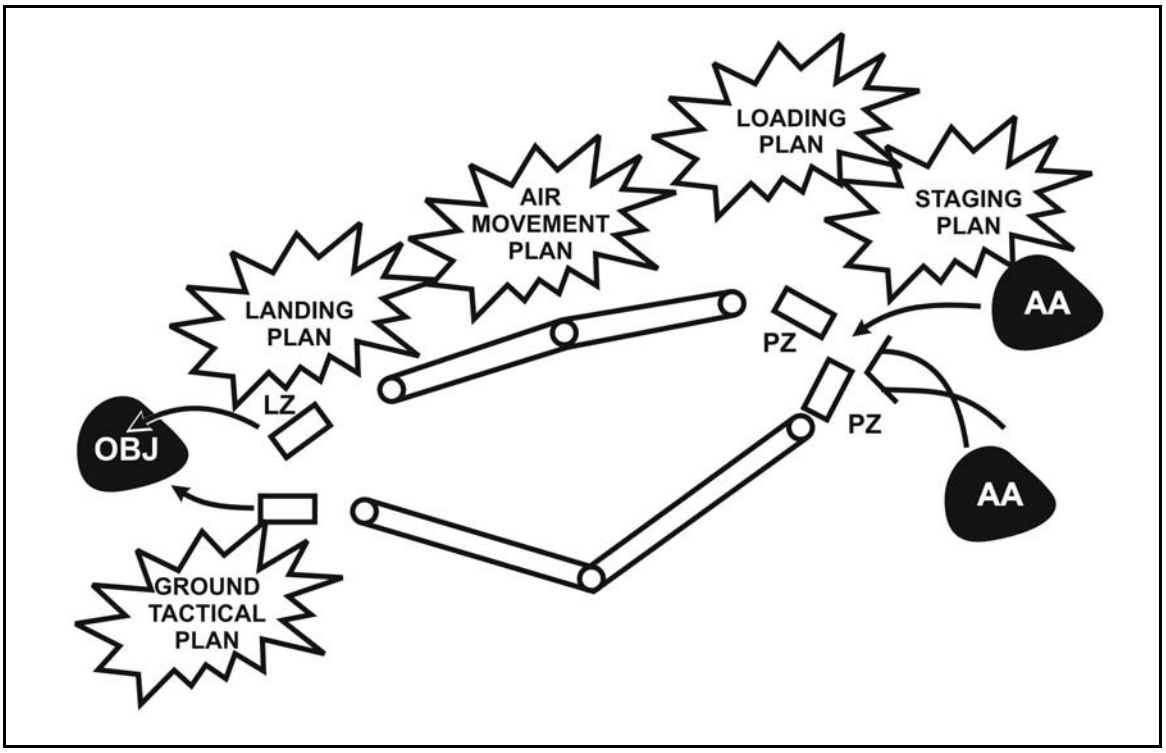


Figure G-1. Air assault planning process.

G-11. AIR ASSAULT TASK FORCE KEY PERSONNEL

The SBCT staff is responsible for planning the air assault operation and the accompanying SBCT operations, developing the air assault in conjunction with the supporting aviation brigade, synchronizing all elements of the combined arms team, and allocating the necessary resources to the air assault force to ensure successful execution of the operation.

a. **Air Assault Task Force Commander**. The air assault task force commander (AATFC) is normally the SBCT commander. He has overall responsibility for the air assault task force's (AATF's) planning and execution. The SBCT commander may decide to assume this role.

b. **Air Mission Commander**. The supporting helicopter unit provides an air mission controller (AMC). For air assaults conducted by an aviation company from the general support aviation battalion, the supporting aviation unit commander may designate a battalion or company commander to be the AMC.

c. **Aviation Liaison Officer**. The supporting aviation unit should provide an ALO to the AATF. He should be considered a special staff officer. The ALO's role is to advise the AATFC on all matters relating to Army aviation and to jointly develop, along with the AATF staff, the detailed plans necessary to support the air assault operation. During the execution phase, he should be available to assist the AATFC or S3 in coordinating the employment of aviation assets.

G-12. AIR ASSAULT ROLES

The utility helicopter and the cargo helicopter are the primary aircraft used in air assault.

a. **Utility Helicopters**. The primary mission of the utility helicopter in the air assault is to move troops. With the seats installed, the aircraft combat load (ACL) for the UH-60 is 11 combat-loaded soldiers. If the seats are removed, the ACL increases (the ACL then depends on the type of equipment being carried by the troops). For planning purposes, a UH-60 is capable of transporting approximately 16 combat-loaded troops.

b. **Cargo Helicopters**. The CH-47D helicopter provides the AATFC the capability of moving troops and equipment in support of the air assault. In a troop-carrying mode, the CH-47D can transport up to 31 combat-loaded troops.

G-13. GROUND TACTICAL PLAN

The foundation of a successful air assault is the ground tactical plan. All other air assault planning stages are based on the ground tactical plan, which specifies actions in the objective area that will lead to accomplishment of the mission. The ground tactical plan addresses the following areas:

- Missions of all battalion elements and methods for employment.
- Zones of attack, sectors, or areas of operations with graphic control measures.
- Task organization to include command relationships.
- Location and size of reserves.
- Fire support to include graphic control measures.
- Combat service support.

NOTE: The AATF staff prepares this plan with input from subordinate commanders and staffs and in sufficient detail to facilitate understanding by subordinate commanders. It is imperative that all aircrews know this ground tactical plan and the ground commander's intent.

a. **Commander's Intent**. The AATFC must articulate his intent for the air assault early in the planning process. Air assault planning often begins after the AATFC issues his intent even though the ground tactical plan may not be complete. The commander's intent for the air assault allows air assault planners to understand the method and end state and to begin to piece together the subsequent plans. The commander's intent for the air assault includes things such as whether the assault force will land on the objective or land near it and maneuver to it. The commander's intent for the air assault may include surprise as a critical element, which leads to the development of fire support and SEAD plans.

b. **Organization for Combat**. The mission, enemy situation, terrain, maneuver forces, and fire support assets all help air assault planners determine the SBCT organization for combat. Planners emphasize--

- Maximizing combat power in the assault to heighten surprise and shock effect. This is especially important if the air assault force plans to land on or near the objective.
- Ensuring the SBCT inserts enough force to accomplish initial objectives quickly. The air assault force must be massed in the LZ and build up significant combat power early to prevent being defeated by repositioning mobile enemy forces.
- Ensuring the air assault force has sufficient assets to sustain itself until linkup.

c. **Scheme of Maneuver**. The AATFC develops a scheme of maneuver to accomplish his mission and seize assigned objectives. The scheme of maneuver development by the SBCT allows subsequent planning phases of the air assault to be accomplished and must be done prior to development of the air assault. Development of the battalion ground tactical plan need not be complete to begin air assault mission planning. As a minimum, the AATFC must provide the ground scheme of maneuver for air assault planning to begin. SBCT planners should not wait for the completed assault force OPORD to begin planning. The SBCT infantry battalion staffs and supporting aviation units can begin air assault planning as soon as the assault force commander approves the general scheme of maneuver.

d. **Fires and Effects.** The amount of artillery available to support the air assault and the locations of supporting artillery units are critical factors in determining the ground tactical plan.

e. **Attack Helicopters in Support of the Ground Tactical Plan**. During the ground fight, attack helicopters may assist the assault force commander by providing reconnaissance in the vicinity of the LZs, destroying repositioning forces, destroying counterattacking forces, and calling for and adjusting fire on targets of opportunity. A shift in C2 from the AMC to the assault force commander is critical and must be planned and rehearsed in detail. During an air assault with multiple lifts, the attack helicopters support the air assault and ground fight. (Some elements provide reconnaissance and security for the air assault; other elements screen for the assault force.) Synchronization of the attack assets must be precise and detailed to eliminate confusion and to avoid disrupting the air assault flow.

G-14. LANDING PLAN

The scheme of maneuver and ground tactical plan directly affect the selection of LZs, the landing formation, and the amount of combat power air assaulted into the LZ. The landing plan must be planned in conjunction with the development of the ground tactical plan and must support the assault force commander's intent and scheme of maneuver. The landing plan outlines the distribution, timing, and sequencing of aircraft into the LZ.

a. **LZ Selection**. In coordination with the AMC and LNO, the AATFC selects primary and alternate LZs. The number of selected LZs is based on the ground scheme of maneuver and LZ availability. The aviation planners advise the AATFC on LZ suitability. The following are considerations for selecting suitable landing zones.

(1) ***Location***. The LZ must be in an area supporting the ground tactical plan of the AATFC. It may be located on the objective, close by, or at a distance.

(2) ***Capacity***. The selected LZ must be large enough to support the number of aircraft the AATFC requires on air assault lifts.

(3) ***Enemy Disposition and Capabilities***. The AMC must consider enemy air defense locations and weapons ranges and the ability of the enemy to reposition ground forces to react to the air assault.

(4) ***Unit Tactical Integrity***. Squads land in the LZ intact, and platoons land in the same serial. This ensures fighting unit integrity during the air assault.

(5) ***Supporting Fires***. LZs selected must be in range of supporting fires (artillery, CAS, and naval gunfire).

(6) ***Obstacles***. LZ selection includes existing obstacles on the LZ as well as plans for reinforcing them. LZs should be selected beyond enemy obstacles.

(7) ***Identification from the Air***. The LZ should be identifiable from the air, if possible.

b. **Air Cavalry and Attack Helicopters in Support of the Landing Plan**. During execution of the landing plan, the air cavalry and attack helicopters can provide overwatch of the LZs, conduct a reconnaissance of the egress flight routes, call for fire (if designated to do so), and set up a screen for supporting the assault force commander during the ground tactical plan. The AMC must ensure that the missions of the attack and cavalry aircraft are synchronized with the assault helicopters.

G-15. AIR MOVEMENT PLAN

The air movement plan is based on the ground tactical and landing plans. It specifies the schedule and provides instructions for the movement of troops, equipment, and supplies from the PZ to the LZ. It provides coordinating instructions regarding air routes, air control patterns, aircraft speeds, altitudes, formations, and fire support. The AATFC develops the air movement plan in conjunction with the supporting aviation brigade commander and staff and the AMC. The air movement plan results in the production of the air movement table.

a. Selection of flight routes is always based on the factors of METT-TC. The battalion staff and the AMC consider the location of friendly troops, enemy disposition, air defense systems, terrain, and the locations of the PZ and LZ to select the best flight route. Selected flight routes should always be laid over the enemy situational template produced by the S2 to ensure that the flight route selected avoids known or suspected enemy positions.

b. The SBCT staff and the AMC select primary and alternate flight routes. Alternate flight routes provide the assault force a preplanned, precoordinated method of moving from the PZ to LZ if the primary route becomes compromised.

c. Flight routes that pass through adjacent unit sectors must be coordinated and approved by the adjacent unit to avoid potential fratricide.

d. When selecting flight routes, the AMC and SBCT staff must consider--

- Airspace management.
- Support of the landing plan.
- Enemy capabilities.
- Fires and effects.
- Flight route distance.

e. Air cavalry and attack helicopters can be used in support of the air movement plan. During the air movement phase, the air assault security forces provide reconnaissance and security for the assault helicopters.

G-16. LOADING PLAN

The AATFC bases the loading plan on the air movement and ground tactical plans. The loading plan ensures troops, equipment, and supplies are loaded on the correct aircraft. It establishes the priority of loads, the bump plan, and the cross loading of equipment and personnel. Detailed load planning ensures the battalion arrives at the LZ configured to support the ground tactical plan. A bump plan ensures that essential troops and equipment

are loaded ahead of less critical loads in case aircraft are lost during the air assault. Planning for the loading plan must include the organization and operation of the PZ, the loading of aircraft, and the bump plan.

a. **Pickup Zone Selection**. The first step in formulating the loading plan is the selection of suitable primary and alternate PZs. Selection of PZs is based on--

- METT-TC.
- Commander's intent.
- Location of assault forces in relation to PZs.
- Size and capabilities of available PZs.
- Number of PZs.
- Proximity to troops.
- Accessibility.
- Vulnerability to attack.
- Surface conditions.

b. **Pickup Zone Control**. Once the AATFC selects the PZ, the PZ control officer (PZCO) organizes, controls, and coordinates PZ operation.

c. **Aviation Involvement**. The supporting aviation brigade must ensure aviation expertise is present on the PZ.

d. **Pickup Zone Communications**. Communications must use the most secure means available. PZ operations may be conducted under radio listening silence to avoid electronic detection. This requires detailed planning. If under radio listening silence, it is imperative that aircrews remain on schedule to allow the PZCO to keep a smooth flow of troops from the PZ. PZ communications are accomplished on the established FM PZ control net, with transmissions kept to a minimum.

e. **Pickup Zone Marking**. The PZCO directs the marking of the PZ so it is identifiable from the air. Far and near recognition signals are needed, especially at night, to allow pilots to orient on the PZ quickly. Touchdown points must be clearly marked. The PZCO must ensure no other lighting is on the PZ.

f. **Disposition of Loads on the Pickup Zone**. Personnel and equipment must be positioned on the PZ to conform with the landing formation. Flight crews must understand the loading plan on the PZ and be prepared to accept troops and equipment immediately upon landing. PZ sketches depicting locations of loads in the PZ assist flight crews in loading troops and equipment quickly once the aircraft arrive in the PZ. Flight crews should be provided a PZ diagram.

g. **Air Cavalry and Attack Helicopters in Support of the Loading Plan**. During the loading phase, the attack and cavalry helicopters assist by providing overwatch of the PZs and conducting a route reconnaissance of the air assault flight routes.

G-17. STAGING PLAN

The staging plan is based on the loading plan and prescribes the proper order for movement of personnel and aircraft to the PZ. Loads must be ready before the aircraft arrive at the PZ. During mission planning, the PZCO determines the time required to set up the PZ and selects times the PZ will be established (based upon the air assault H-hour).

a. **Mission Planning**. Mission planning includes coordination between the SBCT and the AMC, development of the aviation OPORD, issuance of the OPORD, and rehearsals.

b. **Routes to the Pickup Zone**. The AMC must select flight routes to the PZ that allow the aircraft to arrive at the PZ on time and in the proper landing direction and configuration to accept loads.

GLOSSARY

1SG	first sergeant
A2C2	Army airspace command and control
AADC	area air defense commander
AAR	after action review
AATF	air assault task force
AATFC	air assault task force commander
ABCS	Army battle command system
ABF	attack by force
ACA	airspace control authority
ACL	aircraft combat load
ACM	airspace control measures
ACO	airspace control
ACP	access control point
ACT	analytical control team; air combat team (graphics only)
AD	air defense
ADA	air defense artillery
ADAM	air defense and airspace management
ADC	area damage control
ADSI	air defense system integrator
A/EGM	attack/effects guidance matrix
AFATDS	advanced field artillery tactical data system
AGT	air ground team (graphics only)
AID	agency for international development
A/L	administrative and logistics
ALO	air liaison officer
ALOA	air line of advance (graphics only)
AMC	air mission controller
AMD	air and missile defense
AMDWS	air and missile defense work station
AO	area of operation
AOR	area of responsibility
APOD	aerial port of debarkation
ARFOR	Army force
ARSOF	Army special operations force
ASAS-RWS	all source analysis system-remote workstation
ASL	authorized stockage list
ATGM	antitank guided missile.
ATM	advanced trauma management; asynchronous transfer mode
ATO	air tasking order
ATP	ammunition transfer point
ATS	air traffic services
AVIM	aviation intermediate maintenance
AXP	ambulance exchange point

BAS	battalion aid station
BCD	battlefield coordination detachment
BDA	battle damage assessment
BDAR	battle damage assessment and repair
BF	battle fatigue
BFV	Bradley fighting vehicle
BHL	battle hand-over line
BLOS	beyond line of sight
BOLT	brigade operational law team
BOS	battlefield operating systems
BP	battle position
BRASSCRAF	background, range to target, altitude, sun, shadows, cover and concealment, rotor wash, adequate maneuver area, fields of fire
BRIL	baseline resource items list
BSA	brigade support area
BSB	brigade support battalion
BSC	brigade support company; brigade signal company
BSFV	Bradley stinger fighting vehicle
BSMC	brigade support medical company
BSN	brigade subscriber net
BSS	brigade surgeon's section
BUA	built-up area (graphics only)
C2	command and control
C3I	command, control, communications, and intelligence
CA	civil affairs
CAAT	civic affairs assessment team
CAS	close air support
CASEVAC	casualty evacuation
CAT	civil affairs team
CATK	counterattack
CBRNE-CM	chemical, biological, radiological, nuclear, and high-yield explosive consequence management
CBU	cluster bomb units
CCIR	commander's critical information requirements
CCP	casualty collection point
CD	counterdrug
CFFZ	critical friendly fire zone
CFL	coordinated fire line
CFR	counterfire radar
CFS	calls for support
CGS	command ground station
CI	counterintelligence
CID	criminal intelligence division

CIP	combat identification panel
CLS	combat lifesaver
CNA/D	computer network attack/defense
CND	computer network defense
CNR	combat net radio
COA	course of action
COLT	combat observation lasing team
COMSEC	communications security
CONUS	continental United States
COP	common operational picture
COR	contracting officer's representative
CP	command post; checkpoint
CRP	communications relay package
CRT	combat repair team
CS	combat support
CSC	combat stress control
CSM	command sergeant major
CSP	contract support plan
CSR	controlled supply rate
CSS	combat service support
CSSC	combat service support company
CSSCS	combat service support control system
CTB	CAS target box
CTCP	combat trains command post
CTIL	commander's tracked items list
CV	commander's vehicle
DA	Department of the Army
DECOORD	deputy effects coordinator
DLIC	detachment left in contact
DMLSS-AM	defense medical logistics standard support-assemblage management
DNBI	disease and non-battle injuries
DPICM	dual-purpose improved conventional munition
DOD	department of defense
DOS	days of supply
DP	distribution point (graphics only)
DS	direct support
DSO	domestic support operations
DST	decision support template
DTS	digital topographical support
DTSS	digital topographical support system
DZ	drop zone
EA	engagement area
EAB	excursion area boundary; echelon above brigade

EAD	echelons above division
ECOORD	effects coordinator
EEFI	essential elements of friendly information
EFET	essential fire and effects tasks
EMST	essential mobility-survivability tasks
EMT	emergency medical technician
EO	electro-optical
EOD	explosive ordinance disposal
EPB	electronic preparation of the battlefield
EPLRS	enhanced position locating reporting system
EPW	enemy prisoner of war
EW	electronic warfare
FA	field artillery
FAADC3I	forward area air defense command, control, communications, and intelligence
FAC	forward air controllers
FARP	forward arming and refueling points
FASCAM	family of scatterable mines
FASP	field artillery support plan
FBCB2	force XXI battle command brigade and below
FBI	federal bureau of investigation
FCR	fire control radar
FD	financial detachment
FDO	flexible deterrence options
FEBA	forward edge of battle area
FECC	fires and effects coordination cell
FFAR	folding-fin aerial rocket
FFIR	friendly force information requirements
FHA	foreign humanitarian assistance
FHP	force health protection
FID	foreign internal defense
FIST	fire support team
FLIR	forward looking infrared radar
FLOT	forward line of own troops
FMC	field maintenance company
FOO	field ordering officer
FPF	final protective fires
FRAGO	fragmentary order
FS	fire support
FSB	fire support base; forward support battalion
FSC	field service company
FSCM	fire support coordination measure
FSMC	forward support medical company
FSMT	forward support MEDEVAC team
FST	forward surgical team

GBS	global broadcast service
GCPC	government-wide commercial purchase card
GCSS-Army	global combat support services – Army
GCT	ground combat team (graphics only)
GIG	global information grid
GPC	government purchase card
GPH	gallons per hour
GPS	global positioning system
GS	general support
HA	holding area (graphics only)
HAZMAT	hazardous materials
HCA	humanitarian and civic assistance
HCP	health and comfort pack
HEMTT	heavy expanded mobility tactical truck
HEMTT-LHS	HEMTT-load handling system
HET	heavy equipment transport
HF	high frequency
HHC	headquarters and headquarters company
HMMWV	high-mobility, multi-purpose wheeled vehicle
HN	host nation
HNS	host nation support
HPT	high pay-off target
HSL	health service logistics
HSMO	health services materiel officer
HSS	health service support
HSSO	health services support officer
HUMINT	human intelligence
HVA	high value assets
HVT	high value targets
IA	international agency
IADS	integrated air defense system
IAW	in accordance with
ICM	improved conventional munitions
ICV	infantry carrier vehicle
ICW	in coordination with
IDAD	internal defense and development
IEW	intelligence and electronic warfare
IFF	identification, friend or foe
IM	information management
IMET	international military education and training
IMETS	integrated meteorological system
IMINT	imagery intelligence
IMS	intelligent munitions systems

NFOSYS	information systems
INS	inertial navigation system
IO	information operations; information officer
IOCOORD	information operations coordinator
IP	Internet protocol
IPB	intelligence preparation of the battlefield
IR	information requirements; infrared (graphics only)
ISB	intermediate staging base
ISR	intelligence, surveillance, and reconnaissance
JAAT	joint air attack team
JCS	joint chiefs of staff
JP8	Army fuel
JSOA	joint special operations area
JSOTF	joint special operations task force
J-STARS	joint surveillance target attack radar system
JTF	joint task force
LAN	local area network
LC	line of contact
LD	line of departure
LNO	liaison officers
LOA	limit of advance
LOC	line of communication
LOGCAP	logistical civil augmentation program
LOGSITREP	logistics situation report
LOGPAC	logistical package
LOS	line of sight
LRF/D	laser range finder/designator
LRP	logistics release point
LRU	line replaceable unit
LSE	logistics support element
LTF	logistics task force
LTIOV	last time information is of value
LTO	logistics task order
LZ	landing zone
MA	mortuary affairs
MACOM	major Army command
MANPAD	man-portable air defense
MANSPT	maneuver support
MASINT	measurement and signatures intelligence
MBA	main battle area
MC4	medical communications for combat casualty care
MCL	mission configured load
MCOO	modified combined obstacle overlay

MCP	maintenance collection point
MCS	maneuver control system
MCS-P	MCS-Phoenix
MDMP	military decision-making process
ME	major effort (graphics only)
MEDEVAC	medical evacuation
MEDLOG	medical logistics
METL	mission essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available and civil considerations
MEV	medical evacuation vehicle
MG	machine gun
MGRS	military grid reference system
MGS	mobile gun system
MI	military intelligence
MICLIC	mine clearing line charge
MICO	military intelligence company
MLMC	medical logistics management center
MLO	medical logistics officer
MMS	mast-mounted sight
MOGAS	motor gasoline
MOPP	mission-oriented protective posture
MP	military police
MPI	military police investigations
MRE	meal, ready to eat
M/S	mobility/survivability
MSR	main supply route
MTF	medical treatment facility
MTS	movement tracking system
MTV	medium tactical vehicle
MTW	major theater war
MWR	morale, welfare, and recreation
NAI	named area of interest
NBC	nuclear, biological, chemical
NBCRV	nuclear, biological, chemical reconnaissance vehicle
NCO	non-commissioned officer
NCS-E	network control station-EPLRS
NEO	noncombatant evacuation operations
NETOPS	network operations
NG	national guard
NGF	naval gunfire
NGO	non-governmental organization
NICP	national inventory control point
NLT	not later than
NMC	nonmission capable

NOE	nap of earth
NORMA	nature of the target, obstacle clearance, range to target, multiple firing positions, adequate area for proper dispersion between aircraft
NOSC	network operations and security center
NSA	national security agency
NTDR	near term data radio
NVG	night-vision goggles
O&M	operations and maintenance
OAKOC	obstacles, avenues of approach, key terrain, observation and fields of fire, cover and concealment
OBSTINEL	obstacle intelligence
OCONUS	outside continental US
OI	operations and intelligence
OP	observation post
OPCON	operational control
OPLAN	operation plan
OPLAW	operational law
OPORD	operation order
OR	operational readiness
OPSEC	operational security
PA	public affairs
PAO	public affairs officer
PARC	principal assistant responsible for contracting
PCI	precombat inspection
PEO	peace enforcement operation
PIO	police intelligence operations
PIR	priority intelligence requirements
PKO	peacekeeping operation
PL	phase line
PLGR	precision lightweight GPS receiver
PGM	precision-guided munitions
PLL	prescribed load list
PLS	palletized load system
PMCS	preventive maintenance, checks, and services
PME	peacetime military engagement
PO	peace operation
POC	point of contact
POL	petroleum, oils, and lubricants
POSNAV	position navigation
POW	prisoner of war
PP	passage point (graphics only)
PSYOP	psychological operation
PVNTMED	preventive medicine

PZ	pickup zone
PZCO	pickup zone control officer
RAAM	remote antiarmor mine
RATELO	radiotelephone operator
REBS	rapidly emplaced bridge system
REMBASS	remotely monitored battlefield sensor systems
Retrans	retransmission
RF	radio frequency
RFL	restricted fire line
RI	relevant information
RM	resource management
ROE	rules of engagement
ROI	rules of interaction
ROM	refuel on the move
ROS	reduced operational status (graphics only)
ROWPU	reverse osmosis water purification unit
ROZ	restricted operations zone
RP	release point
RPG	rocket-propelled grenade (graphics only)
RSOI	reception, staging, onward movement, and integration
RSR	required supply rates
RSTA	reconnaissance, surveillance, and target acquisition
RTD	return to duty
S1	personnel section
S2	intelligence section
S3	operations and training section
S4	logistics section
S6	signal section
SALUTE	size, action, location, unit, time, and equipment
SAO	security assistance office
SAMS	satellite automatic monitoring system
SARSS	standard Army retail supply subsystem
SBCT	Stryker brigade combat team
SBF	support by fire
SCATMINE	scatterable minefield
SCL	strategic configured load
SE	supporting effort (graphics only)
SEAD	suppression of enemy air defense
SFLE	special forces liaison element
SHORAD	short-range air defense
SIDPERS	standard installation division personnel
SIGINT	signals intelligence
SINCGARS	single channel ground and air radio system
SIR	specific information requirements

SITEMP	situational template
SITREP	situation report
SJA	staff judge advocate
SOCCE	special operations command and control element
SOCOM	special operations command
SOEO	scheme of engineer operations
SOF	special operations forces
SOI	signal operating instructions
SOP	standing operating procedures
SOSRA	suppress, obscure, secure, reduce, assault
SP	start point
SPBS-R	supply property book system-revision
SPIRIT	special purpose intelligence remotely integrated terminal
SPO	support operations officer
SPOD	sea port of debarkation
SPOTREP	spot report
SSC	smaller-scale contingency
STAMIS	standard Army management information systems
STARFIARS	standard Army financial inventory accounting and reporting system
SU	situational understanding
SWT	scout weapons team (graphics only)
T&C	targeting and counterfire
TAA	tactical assembly area
TACAIR	tactical air
TACON	tactical control
TAC CP	tactical command post
TACP	tactical air control party
TACSAT	tactical satellite
TAMMIS	theater Army medical management information system
TCAIMS	transportation coordinator's automated information for movement system
TCF	tactical combat force
TCP	traffic control point
TDY	temporary duty
TEP	theater engagement plan
T/ESM	target/effects synchronization matrix
TI	tactical Internet
TIM	toxic industrial materials
TIO	tactical intelligence officer
TIR	terrain index reference (graphics only)
TIS	thermal imaging sensor
TMD	theater missile defense
TMDE	test, measurement, and diagnostic equipment
TMIP	theater medical information system

TOC	tactical operations center
TOE	table of organization and equipment
TOT	time on target
TOW	tube-launched, optically tracked wire-guided missile
TPDT	tactical PSYOP development team
TPS	tactical personnel system
TPT	tactical PSYOP team
T-REx	tactical range extension
TRP	target reference points
TSC	theater support command
TSOP	tactical standing operating procedure
TSS	target selection standards
TTP	tactics, techniques, and procedures
TUAV	tactical unmanned aerial vehicle
TVS	television sensor
UAV	unmanned aerial vehicle
UBL	unit basic load
UCMJ	uniform code of military justice
UGR-A	unitized group ration-A
UGR-H&S	unitized group ratio-heat & serve
ULLS-S4	unit level logistics system–S4
UMCP	unit maintenance collection point
UMT	unit ministry team
UN	United Nations
UO	urban operations (replacing term MOUT)
USACE	US Army Corps of Engineers
USAF	US Air Force
USAID	United States Agency for International Development
USAMC	US Army Materiel Command
USIS	US Information Service
UXO	unexploded ordinance
VHF-FM	very high frequency-frequency modulated
VIP	very important person
WAN	wide area network; wireless area network
WARNO	warning order
WIA	wounded in action
WMD	weapons of mass destruction
XO	executive officer

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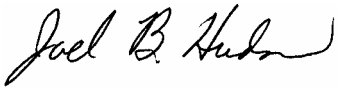

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