



FM 3-81

MANEUVER ENHANCEMENT BRIGADE

APRIL 2014

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Maneuver Enhancement Brigade

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Preface

FM 3-81 provides the maneuver enhancement brigade (MEB) doctrine. The manual is linked to joint and Army doctrine to ensure that it is useful to joint and Army commanders and staffs. To comprehend the doctrine contained in this manual, readers must first understand the nature of unified land operations as described in ADP 3-0 and ADRP 3-0. In addition, readers must fully understand the fundamentals of the operations process that is contained in ADP 5-0 and ADRP 5-0, the principles of mission command that are described in ADP 6-0 and ADRP 6-0, the stability tasks that are discussed in ADP 3-07 and ADRP 3-07, the execution of defense support of civil authorities (DSCA) that is discussed in ADP 3-28 and ADRP 3-28, the tactics that are contained ADRP 3-90, and the protection tasks that are discussed in ADP 3-37 and ADRP 3-37.

The principal audience for FM 3-81 is commanders and staff elements at all echelons and MEB units that are primarily tasked with conducting support area operations and maneuver support operations. Trainers and educators throughout the Army will also use this manual. The other intended audience for this manual is leaders and staff sections within units that will employ a MEB or may operate under the mission command of the MEB. This manual should also be used to guide joint, interagency, and multinational higher headquarters commanders and staff on MEB employment.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States (U.S.), international and, in some cases, host nation laws and regulations. Commanders at all levels ensure that their Soldiers operate according to the law of war and the rules of engagement (ROE) (see FM 27-10).

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

FM 3-81 uses joint terms where applicable. Selected joint and Army terms and definitions appear in the glossary and the text. Terms for which FM 3-81 is the proponent (the authority) are marked with an asterisk (*) in the glossary. Definitions for which FM 3-81 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

FM 3-81 applies to the Active Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve unless otherwise stated.

The proponent of FM 3-81 is the Maneuver Support Center of Excellence (MSCoE). The preparing agency is the MSCoE Capabilities Development and Integration Directorate; Concepts, Organizations, and Doctrine Development Division; Doctrine Branch. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, MSCoE, ATTN: ATZT-CDC, 14000 MSCoE Loop, Suite 270, Fort Leonard Wood, MO 65473-8929, or by e-mail to <usarmy.leonardwood.mscoe.mbx.cdiddoc@mail.mil>; or submit an electronic DA Form 2028.

Introduction

This FM provides doctrine for the tactical MEB employment and operations. It provides the MEB with a unity of effort and a common philosophy, language, and purpose. As one of the multifunctional support brigades of the Army, the MEB is designed to support division operations (also echelons above division [EAD] operations within Army, joint, and multinational structures) and to respond to state or federal authorities as a part of DSCA. The MEB is a mission command headquarters with a robust multifunctional brigade staff that is optimized to conduct support area operations and maneuver support operations.

This manual discusses how MEBs enable commanders to achieve their objectives in support of unified land operations through the unique capabilities of the MEB to conduct support area operations and maneuver support operations within the joint security area and Army division and corps support areas. A MEB is a combined arms organization that is task-organized based on mission requirements. The MEB is not a maneuver brigade, although it can be assigned an area of operations (AO) and control terrain. MEBs provide capabilities to enhance the freedom of mobility for operational and tactical commanders. The manual also addresses the broad capability of the MEB to support the similar tasks of stability and DSCA.

This revision is based on the successful training and employment of MEB units. This manual builds on the collective knowledge and wisdom that was gained through recent operations, lessons learned, doctrine revisions, and the analysis of the requirements for divisions and corps to control support areas. This doctrine has been adjusted to accommodate new technologies and organizational changes.

There are proposed changes to the force structure of the MEB that may affect all or some of the MEBs in the force. In particular, some or all of the MEBs could lose the brigade support battalion (BSB) and the signal company, leaving only the headquarters and headquarters company (HHC) as habitually assigned to the MEB. If approved, these changes will have an impact on dependencies and require additional mission analysis for the MEB when determining an area support concept requirement by sustainment assets of the supporting sustainment brigade. Also, action will be needed to mitigate the degradation in signal support capability.

FM 3-81 describes how MEB commanders, staffs, and subordinate leaders plan, prepare, execute, and assess MEB operations in support of Army forces that are conducting unified land operations within the framework of joint operations. It removes the MEB primary task of conducting consequence management and moves discussion under MEB capabilities to support stability and DSCA tasks. It increases the emphasis on the MEB to conduct support area operations while supporting decisive action—offensive, defensive, stability, or DSCA tasks.

The following is a brief introduction and summary of changes by chapter:

- **Chapter 1.** Chapter 1 discusses the capabilities, the primary and subordinate tasks of the MEB headquarters, the MEB organization, and the MEB role in division support and EAD. This chapter highlights the special role of the MEB in conducting support area operations and maneuver support operations. It discusses mission command within the MEB; the relationships to task-organized forces; and the relationships of the MEB to the division, other units within the division, and EAD. It describes the general MEB consideration to integrate and synchronize its conduct of operations using the Army operations process. It discusses the task organization of a variety of capabilities that the MEB may receive to perform its missions and augmentation to meet dependencies or perform some tasks.
- **Chapter 2.** Chapter 2 describes the MEB support to the decisive action tasks of offensive, defensive, and DSCA (stability is discussed in chapter 5).
- **Chapter 3.** Chapter 3 discusses the primary MEB task of support area operations.
- **Chapter 4.** Chapter 4 discusses the primary MEB task of maneuver support operations.

- **Chapter 5.** Chapter 5 discusses the primary MEB task of stability operations.
- **Chapter 6.** Chapter 6 discusses the sustainment of capabilities within the MEB and its subordinate elements. This chapter describes the integrated sustainment effort required to support MEB operations.

The MEB doctrine that is provided in this manual, together with related chemical, biological, radiological, and nuclear (CBRN); engineer; and military police doctrine will support the actions and decisions of commanders at all levels. This manual is not meant to be a substitute for thought and initiative among MEB leaders and Soldiers. No matter how robust the doctrine or how advanced the MEB capabilities and systems, it is the MEB units and Soldiers who must understand the operational environment, recognize shortfalls, and use their professional judgment to adapt to the situation on the ground.

Based on current doctrinal changes, certain terms for which FM 3-81 is the proponent have been modified for the purposes of this manual (see introductory table-1). The glossary contains acronyms and defined terms.

Introductory table-1. Modified Army terms

<i>Term</i>	<i>Remarks</i>
Maneuver support operations	Modified definition

Chapter 1

Mission and Organization

The MEB is a unique, multifunctional, mission command headquarters that is organized to perform support area operations for the echelon that it supports. It also has the Army capability to perform maneuver support operations. Each MEB headquarters begins with the same basic organization structure, staffing, and capabilities. Task organization is based on identified mission requirements for the echelon that it is supporting. It may be placed in support of Army, joint, interagency, or multinational headquarters. The headquarters is staffed and optimized to conduct combined arms operations integrating a wide range of maneuver support-related technical branches and combat forces. This chapter discusses mission command and MEB general operation process activities. The MEB may include a mix of engineer, military police, CBRN, civil affairs (CA), and a tactical combat force (TCF). The number and type of organizations that are task-organized to a MEB are driven by mission requirements. Peacetime task organization may vary due to stationing and the type of units that are colocated under the MEB for mission command.

CAPABILITIES

1-1. The MEB is designed to provide mission command of forces from multiple branches, but especially those that conduct support area and maneuver support operations for the force. It employs them to conduct decisive action in support of Army division; EAD; and joint, interagency, or multinational headquarters. More than one MEB may be assigned to a higher headquarters.

1-2. The MEB conducts operations to shape the operational environment and mitigate its effects on friendly operations. The MEB can simultaneously support (complement or reinforce) offense, defense, stability, and DSCA in support of a higher echelon or focus on a single task during a phase of a larger operation or within a specific. The capability to synchronize support area operations and maneuver support operations under the MEB has the capabilities to synchronize to other Army, joint, and multinational elements. The MEB can enable the decisive operation or lead shaping or sustaining operations with a focus on general engineering. In special situations, the MEB may conduct the decisive operation.

1-3. The MEB is not a maneuver brigade; however, it is normally assigned an AO and controls terrain. This capability makes the MEB the best organization in the Army to perform support area operations for the division and corps. The MEB capability to conduct support area operations in the assigned echelon support area provides added security and defense for other units and enhances the freedom of mobility for the supported echelon. The only maneuver that the MEB is capable of is defensive maneuver and very limited offensive maneuver by employing its reserve or TCF to counter or spoil a threat. The MEB can provide mission command for assigned forces to defeat Level I, II, and III threats within an assigned AO. The MEB requires a TCF to defeat a Level III threat. The MEB is designed to be assigned an AO and to provide mission command; higher headquarters are designated tactical control (TACON) for the security and defense of tenant units (see chapter 3).

1-4. The MEB shares the following characteristics with other support brigades:

- **Tailorable.** The MEB is task-organized based on the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).
- **Modular.** The MEB easily attaches or detaches subordinate units.
- **Expeditionary.** The MEB can be quickly deployed in modules.
- **Networked.** The MEB has an organic signal company to link with other headquarters or forces.

- **Joint interdependent.** The MEB uses and contributes to other Service capabilities.
- **Agile.** The MEB can reinforce other brigades with subordinate capabilities.
- **Multifunctional.** The headquarters employs multiple branch capabilities to accomplish multiple mission tasks.

1-5. Unlike other support or functional brigades, the MEB is staffed and trained to manage an assigned AO and to control terrain. In this regard, it is similar to a brigade combat team (BCT), without the inherent BCT maneuver capability. The MEB conducts less offensive and defensive tasks than the BCT, but in some cases, more stability and DSCA tasks. Force-tailored MEB capabilities can provide critical nonlethal capabilities to conduct or support stability or DSCA. It has the added staff to perform the tasks that are needed to operate an AO, including conducting selected combat operations within that AO. Many of the units not staffed to control terrain become tenants within the assigned MEB AO (especially if the AO is the echelon support area). (See chapter 3 for information on conducting support area operations.) The MEB can also conduct close combat (up to the battalion level) within its AO when assigned a TCF. It provides an economy of force capability so that BCTs or maneuver units can focus on combat operations.

1-6. The MEB has limited organic structure and depends on other organizations for additional capabilities (see Table of Organization and Equipment 37300R00). Detailed mission analysis and running estimates identify these requirements. This is mission-critical when submitting for MEB subordinate functional unit requirements. Examples of MEB dependencies include fires (counterfire radar and target acquisition assets), area sustainment medical company area support, air medical evacuation, signal, and information collection capability (unmanned aircraft system, military intelligence units, and geospatial staff). The MEB also depends on the supported command for legal, financial management, personnel, and administrative services.

PRIMARY AND SUBORDINATE TASKS

1-7. The MEB primary tasks can be performed individually or simultaneously. The primary tasks include the following:

- *Conduct Support Area Operations* (see chapter 3), including—
 - Terrain management.
 - Information collection.
 - CA operations.
 - Air and ground movement control.
 - Clearance of fires.
 - Protection, including personnel recovery, coordination of base camp/base cluster defense, and response force operations.
 - Liaison.
 - Operational area security.
 - Area damage control.
- *Conduct Maneuver Support Operations* (see chapter 4), including—
 - Mobility.
 - Protection.
 - Sustainment.
- *Conduct DSCA* (see chapter 2), including support to—
 - Domestic disasters.
 - Domestic CBRN incidents.
 - Domestic civilian law enforcement agencies.
 - Other support as required.
- *Conduct Stability* (see chapter 5), including—
 - Civil security (including security force assistance).
 - Civil control.

- Essential services restoration.
- Governance support.
- Economic and infrastructure development support.

1-8. The MEB primary tasks are the same or similar across operations. The general considerations or context may differ in the why, where, who, legal constraints, and doctrinal construct that affect the task conditions and standards (see table 1-1).

Table 1-1. MEB general considerations

Who the task supports?	Department of Defense (joint forces, Army, self or other units)
	U.S. civil authorities (federal, state, and local)
	Foreign governments, militaries, and people
Where the task is conducted?	Domestic (within the United States and its territories)
	Foreign (outside the United States)
Why the task is conducted (strategy, objective, purpose, doctrinal construct)?	Decisive action (offensive, defensive, stability, or defense support of civil authorities)
	Humanitarian assistance
	Support area operations
	Maneuver support operations

ORGANIZATION

1-9. The MEB has an organic staff that is optimized to provide mission command and conduct its primary tasks. It uses attached and operational control (OPCON) units to conduct support area operations and maneuver support operations in its AO and within the broader AO of the organization that it supports. The brigade may conduct combat operations up to the level of a maneuver battalion when task-organized with a TCF or other maneuver forces. The compact size of the organic elements of the MEB facilitate rapid deployment that enables strategic responsiveness while maintaining enough capability to provide mission command and the functional expertise that is necessary for rapid tailoring. The unique MEB staff provides the MEB with the capability to conduct the other key tasks in ways that no other brigade can. Beyond its three organic units (HHC, network support company, and BSB), the MEB has no fixed structure. When assigned or attached in support of a theater-specific operation, operation order, operation plan, or concept plan, the brigade staff will conduct a mission analysis to determine the capabilities, recommend task organization, and command and support the relationships that are necessary to accomplish the mission. The organization is tailored to respond to the METT-TC elements. It receives a mix of modular units from detachments to battalions. Figure 1-1, page 1-4, depicts possible units that are task-organized to the MEB for a specific mission. In many cases, the broad geographic responsibilities and extensive functional capabilities that the MEB represents will require a variety of subordinate, functionally based formations that are mission-tailored for the supported echelon element.

Note. There are proposed changes to the MEB force structure that may affect all or some of the MEBs in the force. In particular, some or all of the MEBs could lose the BSB and the signal company, leaving only the HHC as organic to the MEB. If approved, these changes will have an impact on dependencies and require additional mission analysis for the MEB when determining an area support concept requirement by sustainment assets of the supporting sustainment brigade. Also, action will be needed to mitigate the degradation in signal support capability.

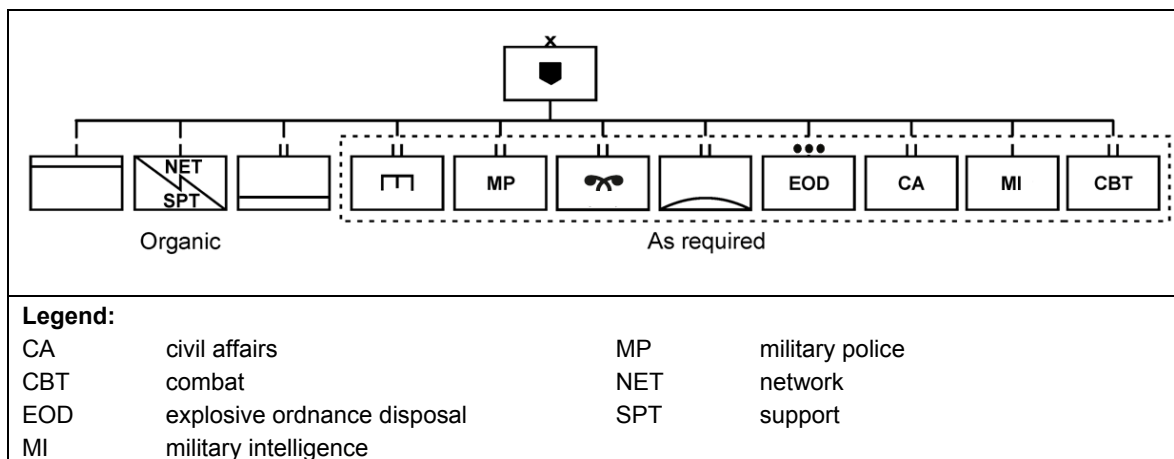


Figure 1-1. A possible MEB task organization

1-10. The MEB requires tailoring or task organization for every mission that it performs. Capability requirements should be identified early in the planning process and constantly reevaluated to ensure that the MEB is able to perform all of the specified and implied tasks that are necessary to achieve mission success. Some of the MEB dependencies are also discussed in this chapter.

1-11. It will be a challenge for the MEB to integrate task-organized units and employ them as cohesive tactical formations the way units with organic subunits, leaders, and Soldiers can. The trust and teamwork that is required to conduct close combat with combined arms formations (technical, functional, and maneuver) is difficult to develop quickly. The Army force generation collective-training events and continuous in-theater training will be essential to prepare the unit, develop trust and teamwork, and certify leaders.

HEADQUARTERS AND HEADQUARTERS COMPANY

1-12. The primary mission is to provide mission command capabilities for the MEB to support the range of military operations. This is accomplished by core staff from the MEB HHC and their associated signal support.

1-13. The MEB staff is unique in its capabilities. No other brigade level organization has such a large and complete organic staff with the capabilities that are required to conduct support area operations and maneuver support operations (see figure 1-2). The MEB staff may need to be augmented with additional personnel from CA when CA units are task-organized under the MEB for mission command.

1-14. The command section contains the commander and deputy commanding officer and provides continuous command presence at one location or the ability to provide mission command for split-based operations. The command sergeant major and enlisted members complete the command group.

1-15. The headquarters company contains the company commander, the first sergeant, other personnel (a food management team, supply personnel, an equipment repair parts noncommissioned officer). The headquarters company provides sustainment support for the MEB headquarters and staff.

1-16. The tactical command post (CP) contains a tailored portion of the MEB headquarters to control current operations. The tactical CP is established when the commander must be positioned away from the main CP location for an extended time period, when METT-TC factors do not permit the commander access to the main CP, and when the main CP is moving. The tactical CP focuses on assisting the commander with the mission command of current operations. The tactical CP is commander-focused and execution-centric. The MEB operations staff officer (S-3) is responsible for the tactical CP, according to the commander's guidance.

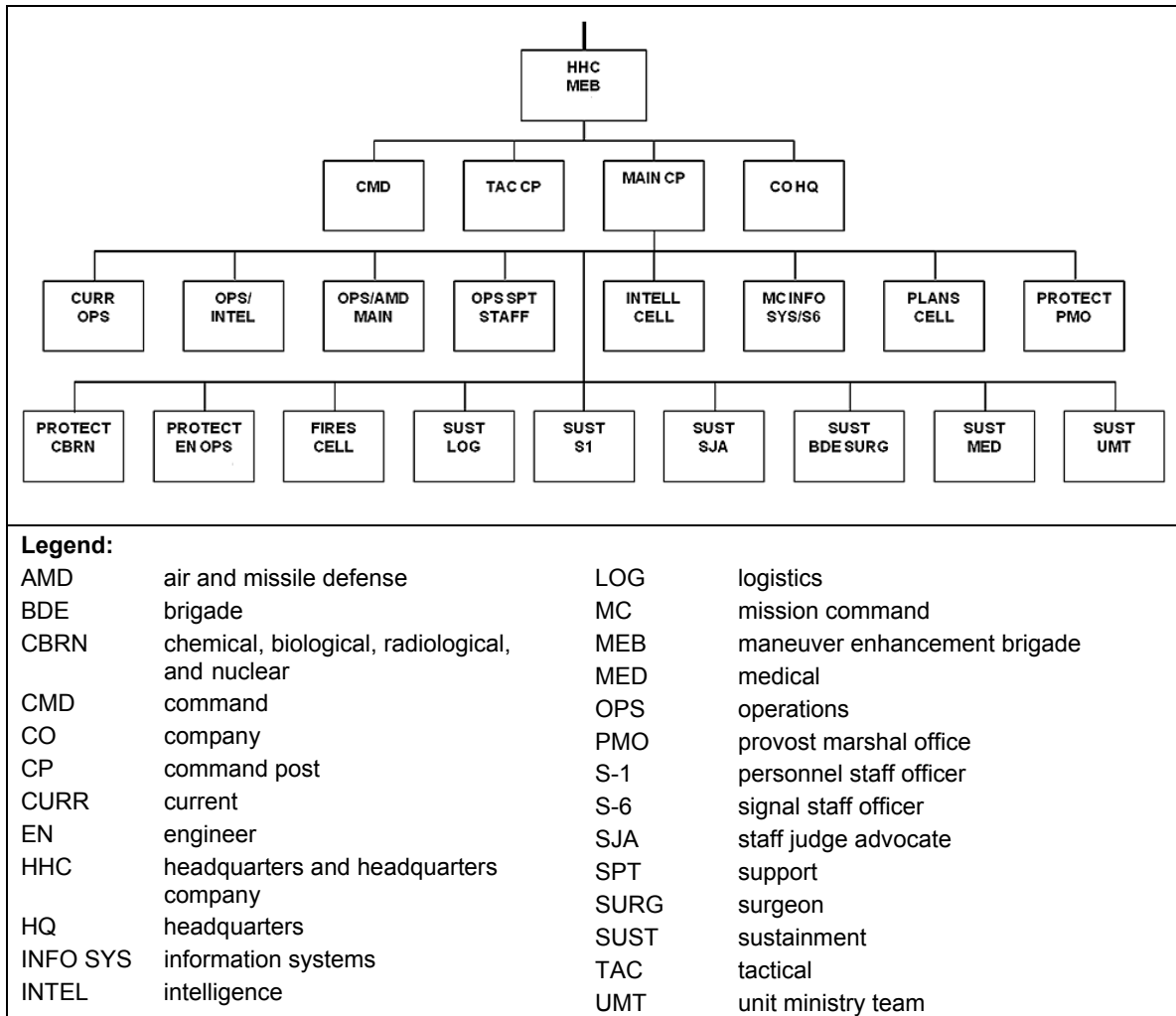


Figure 1-2. MEB HHC

1-17. The main CP contains the portion of the MEB headquarters in which the majority of the planning, analysis, and coordination occurs. The main CP is the commander’s primary mission command facility. The MEB executive officer normally supervises the main CP staff activities and functions. The main CP operates from a relatively secure location and moves as required to maintain the mission command of the operation. The main CP integrates and synchronizes MEB operations and the staff mission functions of information collection, planning, sustainment, mission command, communications, and computers.

1-18. The main CP operations airspace management section includes airspace control, electronic warfare system operator, and tactical airspace integration system operator staff to provide the MEB with the ability to control Army airspace within its assigned AO.

1-19. The fires cell includes a fire support officer and an abbreviated fires section that is capable of fire support into the planning effort. The MEB depends on indirect fires and counterfire radar support within its assigned AO. The MEB must request forward observers as needed; however, properly trained Soldiers can provide the minimum standard that is required for a call for fire. Lasing a target is required when using laser- and precision-guided munitions and should be requested when planning precision fires. Based on METT-TC, the MEB may have an artillery element that is in a command or support relationship to provide indirect fires in support of its AO.

1-20. The S-3 section is unique due to the depth and breadth of its capabilities. This section contains the following cells that provide a staff designed to integrate and synchronize support area and maneuver support operations:

- **Engineer.** The engineer operations cell includes combat engineer, reconnaissance, terrain data, and power system technician staffs that provides the MEB with the ability to conduct most engineer operations.
- **Military police.** The provost marshal office operations cell includes maneuver and mobility support, protective services, and detainee operations expertise that provides the MEB with the ability to provide mission command for most military police operations.
- **CBRN.** The CBRN operations cell includes intelligence, CBRN, and explosive ordnance disposal (EOD) staff to provide the ability to provide mission command for many CBRN operations.

1-21. The capabilities described in the above bullets allow the staff to perform some of the tasks that are associated with decisive action in a more complete manner than other brigade level staffs.

1-22. The typical sustainment personnel staff officer (S-1), brigade surgeon section, medical treatment team, unit ministry team, staff judge advocate, sustainment logistics section, and organic BSB provide the MEB with sustainment capability.

1-23. The intelligence staff officer (S-2) cell includes vulnerability assessment, intelligence analysis, and criminal investigation staff members. If there is a significant threat, the MEB must be augmented or task-organized with an information collection capability.

1-24. The plans cell performs planning functions to support MEB operations and develops immediate, intermediate, and long-range plans for the MEB and subordinate units. It provides consolidated and coordinated running estimates and related products that are required for the development of operation plans and orders within the MEB.

1-25. The mission command information system operations/S-6 section and the organic signal network support company provide the MEB with communications connectivity that most functional brigades do not have.

1-26. The sections within the headquarters will be organized according to the METT-TC factors to support the organization and CP operation. The MEB will normally field two CPs (a main CP and a tactical CP). The brigade will also have the capability to deploy command groups for short- or limited-duration requirements as CPs. The MEB can also use the tactical CP as an early-entry CP (see chapter 3).

1-27. Key command and staff positions within the MEB organization are uniquely identified as requiring the special skills of the CBRN, engineer, or military police branches. The staff must synchronize and integrate many unique functional branches into brigade level operations. The range of employment options requires the staff to have an understanding of joint operations.

NETWORK SUPPORT COMPANY

1-28. The network support company establishes organic communications for the MEB and provides the following communication capabilities:

- The Force XXI Battle Command Brigade and Below (a tactical Internet supporting information system) for situational awareness and mission command data exchange capabilities to maneuver, logistics, and mission command elements.
- Combat net radio retransmission of voice using a—
 - Single-channel, ground and airborne radio system.
 - Improved high-frequency radio.
 - Single-channel, tactical satellite for mission command.

Note. The network support company has a secondary role of data retransmission where enhanced position location reporting system, tactical Internet, or Army Common User System capabilities do not exist for the MEB.

- Multichannel tactical satellite to extend the MEB communications services range.
- MEB mission command network management.
- Establishment of primary CP voice and video MEB capabilities.
- Plans for matters that concern MEB signal operations, automation, management, and information security.

Note. There is a proposed force structure change that would eliminate the signal company from units that are habitually assigned to the MEB. As with elimination of the BSB, signal company elimination will have an impact on the capabilities, dependencies, and requirements for additional mission analysis by MEB staff. To help compensate for signal company elimination, the proposed force structure change calls for adding assets to the MEB HHC S-6 section. These assets, previously found in the signal company, will help mitigate the elimination of signal force structure.

BRIGADE SUPPORT BATTALION

1-29. The BSB provides logistics support to the MEB. The BSB is an organic organization that supports the MEB by providing and coordinating all supply classes, field maintenance and limited transportation support. It consists of a headquarters and headquarters detachment, distribution company, and field maintenance company. Like the network support company, it is an organization that is designed to meet the needs of all of the organic elements of the MEB and selected task-organized units. As the task organization of the MEB exceeds BSB capabilities, the BSB must be task-organized with commensurate sustainment structure, which is normally requested through the MEB to the supporting sustainment brigade.

1-30. The headquarters and headquarters detachment, BSB provides mission command for units that are organic or attached to the BSB. The BSB is normally located where it can best support the MEB based on METT-TC. As a general planning factor, the BSB has the capability to provide area support to units that are operating within the AO over unspecified distances, via a combination of unit distribution and supply point distribution methods. The BSB may require additional capabilities based on the logistics estimate that is prepared to determine sustainment capabilities, anticipate support requirements, identify and resolve shortfalls, and develop support plans. It requires the BSB to coordinate area support through the sustainment brigade when supported battalions exceed MEB BSB support capabilities. Additional Army Health System support is provided on an area basis by Army Health System elements.

1-31. The distribution company is employed from the brigade support area that is providing distribution support to the brigade.

1-32. The field maintenance company headquarters provides mission command, control, administrative, and logistical support for a maintenance control section, service and recovery section, field maintenance section, and maintenance platoon in support of the MEB. The number and type of modules that are attached to the field maintenance company may fluctuate based on METT-TC.

1-33. The BSB has the following capabilities:

- Headquarters and headquarters detachment, including the—
 - Mission command of subordinate elements that provide logistics support.
 - BSB support operations officer who synchronizes distribution operations for the BSB for all units that are assigned or attached to the brigade. The BSB support operations officer is responsible for coordinating support requirements with the sustainment brigade.
 - Readiness oversight with linkages to the organic distribution company Class IX section.
 - Field feeding for the headquarters and headquarters detachment, distribution company, and signal network support company and field feeding support for additional transient personnel.

- Sustainment automation support management office that provides data automation support to the brigade and the support operations section. This office also provides customer support in sustaining and operating the logistics automation systems, including sustainment software, limited hardware, user-owned communication devices, user training programs monitoring, and new equipment fielding.
- Distribution company, including the—
 - Management of supply distribution points, transportation, and fuel and water support to the MEB.
 - Daily receipt, temporary storage, and issuance of all classes of supply (less Class VIII) to the MEB.
 - Fuel section, which receives, temporarily stores, and issues bulk petroleum to the BCT. The section has no static storage capability and has the ability to displace whenever necessary.
 - Water operations in the distribution company, including water purification, forward mobile storage and distribution within the brigade, and water purification support from the sustainment brigade.
- Field maintenance company (with assigned platoons), including the—
 - Management of subordinate elements that perform field maintenance functions.
 - Consolidated unit administration, maintenance, and supply.
 - Maintenance control, shop stock, and wheeled-vehicle recovery capability.
 - Field maintenance of small arms, armament, and wheeled vehicles.
 - Field maintenance of utilities equipment, power generators, quartermaster, and CBRN equipment.
 - Field maintenance for communications, surveillance radars, special electronic devices, and wire system equipment and repair and return of specific test equipment.

Note. There is a proposed force structure change that would eliminate the BSB from units that are habitually assigned to the MEB. If approved, this change will have an impact on the capabilities, the dependencies, and the requirement for additional mission analysis by the MEB staff, particularly the logistics staff officer (S-4). The loss of the distribution company, field maintenance company, and support operations officer in the HHC will require changes in the sustainment operational concept of support for the MEB. Having no habitual assets, the MEB would become dependent on the supporting sustainment brigade, with its assigned combat service support battalion having distribution and field maintenance capabilities to provide sustainment support on an area coverage basis. The planning and coordination of sustainment support, previously performed by the BSB support operations officer, will fall to the MEB S-4 section.

SUPPORTED COMMANDS

1-34. The MEB is primarily designed to provide support to the division, but is capable of supporting EAD organizations. The division is the primary tactical warfighting headquarters for mission command of up to six BCTs, support brigades (including the MEB), and other functional brigades. The division shapes the operation for subordinate brigades; resources them for assigned missions; and coordinates, synchronizes, and sequences their operations. The MEB provides the division with the ability to shape operations and provide selected sustainment.

DIVISION AND ECHELON ABOVE DIVISION SUPPORT

1-35. The division uses BCTs to fight battles and engagements and uses its attached support brigades primarily for shaping and sustaining operations and to complement or reinforce the BCTs. The MEB is normally assigned an AO by the division that is focused on support area activities. This AO may contain all or part of a division supporting a sustainment brigade and other tenant units or headquarters positioned in support of the division. The MEB conducts support area operations when given this role by the division (see chapter 3).

1-36. A joint force commander may place a MEB in support of another Service or multinational forces, such as the senior Army headquarters that is attached to a Marine air ground task force to provide mission command to Army units and capabilities that are assigned, attached, or made available to a Marine formation during operations. As such, the MEB commander would serve as the senior Army commander and advisor responsible to the Marine commander and remain responsible to the Army force commander for internal Army issues.

1-37. Each MEB is uniquely tailored and task-organized. Of special note is the ability to conduct operations within a movement corridor (see chapter 4). As part of its support to a division, the MEB may simultaneously be supporting the BCT while conducting other decisive action tasks in its assigned AO or division area. MEB operations must be simultaneous and continuous to facilitate the actions and the desired operational tempo of the supported commander. The proper task organization of the necessary MEB assets must occur early in the planning process and provide the necessary flexibility of employment and the necessary transitions that will occur in operations.

1-38. The MEB could participate in, or may be required to provide, support to any of the processes of force projection. These processes are—

- Mobilization.
- Deployment.
- Employment.
- Sustainment.
- Redeployment.

1-39. The operations discussed in this manual focus on employment and sustainment. When required, the MEB may conduct operations to support deployment or redeployment.

1-40. The key tasks that are associated with the MEB cover a broad range of potential support to the division or other echelon that is being supported. Depending on the types and numbers of elements that are assigned, the MEB can perform a significant portion of the functional or combined arms missions or tasks that are typically associated with CA, CBRN, engineer, EOD, and military police forces. The MEB is also capable of providing mission command to other forces, including a TCF.

1-41. While capable of performing multiple, simultaneous tasks, a higher headquarters must ensure that the MEB does not exceed the span of control with the number and types of missions that are given to the MEB. When the amount of functional missions challenges MEB ability to perform its multifunctional role, functional brigades may need to be task-organized to the division. For example, a MEB that is responsible for a complex AO is not able to also perform as a headquarters supporting a major division gap-crossing operation within the division AO and another MEB or an engineer brigade would need to support the division to provide the necessary mission command headquarters. Multiple MEBs may be assigned to a division or higher echelon. The MEB has the ability to provide mission command for up to seven battalions.

1-42. When assigned the mission of supporting EAD, joint, or multinational forces, the MEB could be task-organized with other Service or national units and integrate staff augmentation to provide mission command for a variety of elements necessary to support those forces. The MEB may be assigned its own AO in such a role. The MEB could conduct operations to support the corps or joint command. When assigned to a joint command, the MEB may provide mission command of the joint security area. In this case, the MEB commander may be designated as the joint security coordinator by a joint force commander. The MEB may be required to establish or support a theater level joint security coordination center. (See JP 3-10 for additional information on a MEB serving as a Joint Security Coordination center for a joint security area.) The MEB can also support functional component commands, a joint force, or another Service.

OTHER BRIGADE SUPPORT

1-43. The MEB could be tasked to provide support to other divisional units to include BCTs, functional brigades, or other support brigades. The division may task the MEB to conduct certain operations in general support to the division with selected tasks that require direct support. When providing general

support, the other brigades in the division would coordinate their requirements with the division staff and the MEB. Based on the division commander's intent, the MEB would recommend priorities, provide task organization, and provide directed support, refining specific details through collaboration with the BCTs and other support brigades to accomplish missions.

1-44. MEBs can support BCT operations in a variety of ways. In general, the division may task-organize parts of the MEB to the BCTs for a specific mission or the MEB may complement or reinforce the BCT with forces under MEB control that are performing selected missions or tasks within the BCT AO. Examples include—

- Assisting in BCT initial detainee collection point construction.
- Assisting in defensive-position construction.
- Building a bridge over a gap.
- Performing decontamination at a site within a BCT AO.
- Performing other tasks that are temporary and specific in nature.

1-45. Elements out of the MEB may also provide specific CBRN or engineer reconnaissance capability to a BCT. Military police may secure a sensitive site within a BCT AO. CBRN, engineer, EOD, and military police forces may provide a wide range of support to the BCT or other brigades within a division AO.

1-46. The MEB may also support mission-staging operations where a BCT rests, refits, and receives large quantities of supplies. This may occur with the MEB having been assigned the AO within which the mission-staging operations will occur or in another AO with the MEB providing support through maneuver support operations.

EMPLOYMENT

1-47. Figure 1-3 is an example of a division task organization that contains a single MEB. This particular example does not provide the division with any functional brigades. Units that might be found in functional CBRN, engineer, military police, or other brigades would likely be task-organized to the MEB. Support that might be drawn from a functional brigade would likely come from the MEB if the necessary assets have been task-organized to the MEB.

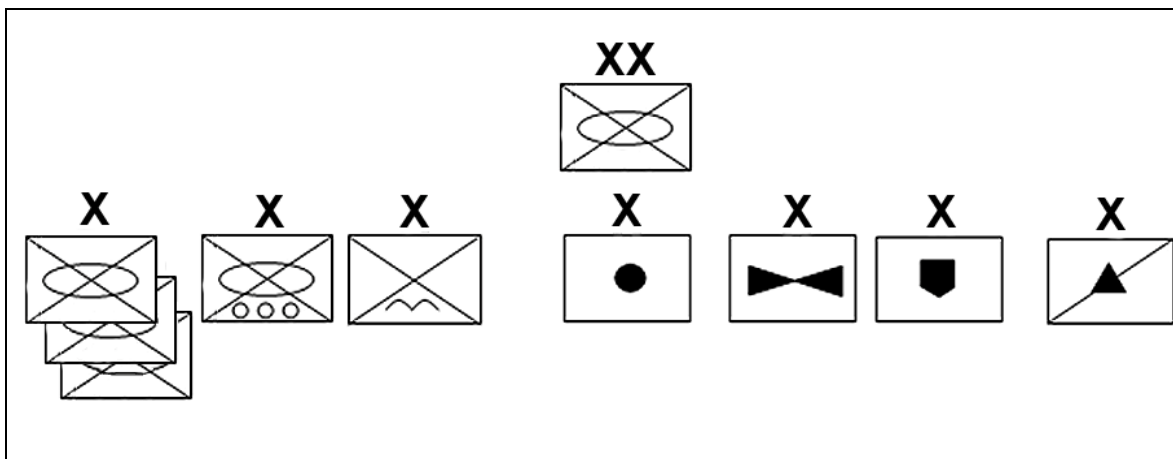


Figure 1-3. Sample division organization

1-48. Figure 1-4 provides an example of the MEB organic units and forces that may be assigned or attached to the MEB in support of a division. This is only one of the many possible task organizations for the MEB. In special situations, the MEB may also have EOD and CA units assigned or attached to it.

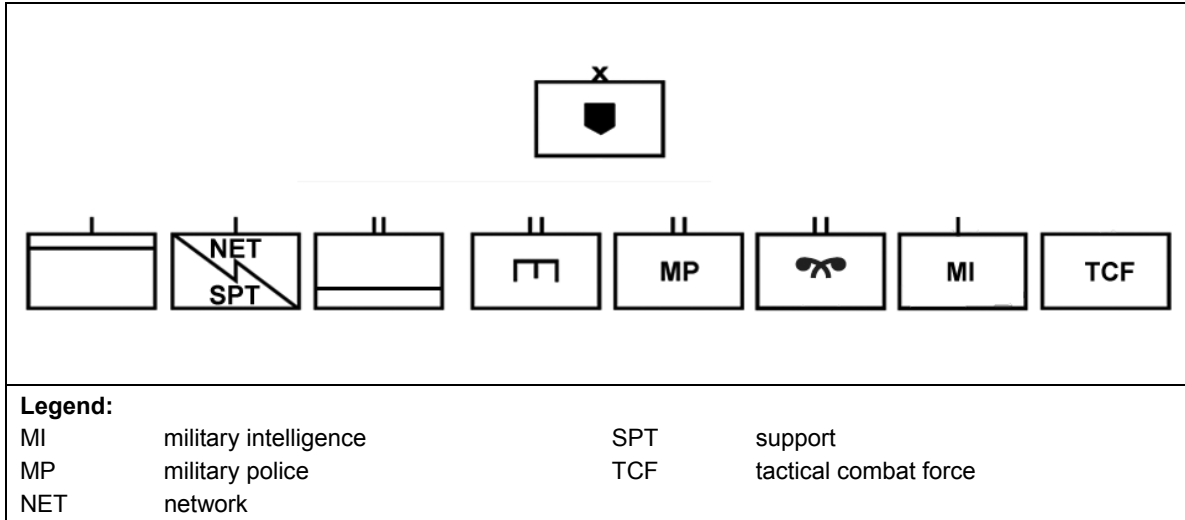


Figure 1-4. Sample MEB organization

1-49. The effectiveness and success of the MEB depends on the synergy that is leveraged from integrating and synchronizing contributions from attached or OPCON units. Depending on the METT-TC factors, MEBs can task-organize assigned units into combined arms task forces and company teams. These combined arms elements can then perform pure functional tasks and maneuver support collective tasks more effectively and efficiently. The military intelligence unit reflected in figure 1-4 would be task-organized to the MEB when the METT-TC factors associated with a particular AO require this augmentation of the MEB, similar to the organic military intelligence companies that are found in all BCTs. The TCF shown in figure 1-4 could be made up of a variety of maneuver forces, and its actual size and composition would be based on the Level III threat that it would be focused against. The MEB is not designed to provide mission command for multiple maneuver battalions.

RELATIONSHIP TO FUNCTIONAL AND OTHER SUPPORT BRIGADES

1-50. Functional brigades and the MEB mostly provide different capabilities to the supported headquarters, and sometimes both units are required. Mission planning for large operations may determine the need for functional brigades and one or more MEBs. A functional brigade would be needed with large and complex functional tasks that require three or more functional battalions. A MEB would be needed to perform support area operations for the supported headquarters or to perform a multifunctional mission that requires two or less of each type of functional battalion. For example, when a support area is extremely large, has brigade level functional requirements, or has a threat that requires a military police brigade, the military police brigade may be needed to help the MEB secure the support area. The MEB would conduct support area operations. A similar example would require an engineer brigade to provide mission command for major construction requirements throughout the support area that is assigned to the MEB.

1-51. The MEB bridges a capability gap between the limited functional units (CBRN, engineer, and military police) of the BCTs and the more capable functional brigades. This headquarters provides more functional staff capability than BCTs, but usually less than a functional brigade. The key difference between the MEB and the functional brigades is the breadth and depth of the MEB multifunctional staff. The MEB provides complementary and reinforcing capabilities. Based on its task organization and mission, the MEB can detach functional modular units or combined arms elements (task forces or company teams) to support the BCTs and, potentially, other multifunctional brigades, providing functional and combined arms support across the higher headquarters AO.

1-52. The MEB is normally employed when there is a requirement to provide mission command for combined arms operations that are focused on the primary tasks of conducting support area, maneuver support operations, DSCA, and stability operations. When the situation changes to require a purely functional approach or exceeds the MEB mission command, selected functional missions should be

transferred to functional brigades. Missions that are better performed by functional brigades could include—

- Complex CBRN decontamination operations.
- Major, focused combat and or general engineering operations.
- Large-scale detainee or resettlement operations (brigade level).
- Major, integrated military police operations.

1-53. The presence of a CBRN, engineer, or military police brigade does not negate the need for a MEB to perform other function-related missions within its own AO or potentially at other selected locations within the division AO.

1-54. The MEB can provide mission command for units in transition as they arrive in the division AO or are in between task organizations and detach these units to provide added support to BCTs or functional brigades when needed. The MEB capability to support reception, staging, onward movement, and integration enables the modular Army to employ assets when and where they are required.

1-55. The MEB may control the terrain where other support or functional brigades are located. They will synchronize their operations with the other tenant support brigades. The MEB may require capabilities in a command or support relationship from the other support brigades. The MEB will have some mission command authority over the tenant organizations within the MEB AO to conduct security and defense; this may be TACON for security and defense (see chapter 5).

1-56. The MEB complements or reinforces the other support brigades. For example, the MEB can be expected to coordinate or provide protection of designated sustainment packages or convoys from the sustainment brigade to the BCTs or other brigades (functional or support) that are in support of the echelon that the MEB is supporting. The MEB is also dependent on the other support brigades to fill capability gaps that were identified during mission planning.

MISSION COMMAND

1-57. *Mission command* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0). 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.

1-58. MEB commanders allocate appropriate resources to subordinates to enable them to accomplish their missions. When conditions change, commanders may change the—

- Priorities.
- Tasks to subordinates.
- Task organization.
- Resource allocation.

1-59. If commanders determine that they lack sufficient resources, they request additional support. If additional resources are not available, commanders execute sequential operations. Commanders must also consider information a resource and share it through all levels of their command using personal leadership and the unit information systems.

1-60. Each MEB headquarters begins with the same basic organization structure, staffing, and capabilities. The personality of the commander, experience of the staff, mission, task-organized units, and staff augmentation will require each MEB to exercise mission command with some variations. This chapter discusses the principles and operational concepts of mission command for the MEB. Some procedures for the MEB must still be developed or refined by units in the field and shared with new MEBs as those units are formed and prepared for employment. Mission command is applied as described in ADRP 5-0 and ADRP 6-0. The MEB mission command system supports the commander as the MEB conducts operations.

ROLE OF THE COMMANDER

1-61. Commanders are the key to mission command (ADRP 3-0). Commanders assess the situation, make decisions, and direct actions (ADRP 6-0). The MEB commander's knowledge, experience, and personality determine how they interact with their units through mission command. Commander's understand, visualize, describe, direct, lead, and assess. Mission command describes the commander's role in the operations process. Commanders decide what they need to do and the best method to use. They lead their units through the operations process. Commanders drive the process through mission command.

1-62. MEB commanders establish a command climate for units, prepare them for operations, command them during operations, and continually assess subordinates. Commanders use the warfighting functions to help exercise mission command.

Plans

1-63. The MEB routinely conducts planning with higher, lower, adjacent, supported, and supporting headquarters and interagency organizations. The commanders and staff ensure that the MEB plans are properly synchronized with the other organizations.

1-64. Commanders should look for disconnects or disagreements between their staff and the other staffs. These frequently occur due to different situational understanding and perspectives. The executive officer should try to resolve these differences, and then the commander should discuss them with the other headquarters commander or leader as the two staffs work together to develop plans and orders.

Risk

1-65. Commanders may assess, evaluate, and decide when to accept prudent risk to create opportunities to achieve decisive results. Risk is an element of operational art (see ADRP 5-0). The MEB will often be required to accept operational or tactical risk somewhere to increase support elsewhere—to balance effort between support area operations and maneuver support operations. The MEB can mitigate this risk by developing branches and sequels and by providing subordinate commanders. Missions must be prepared so that the MEB is better prepared to react to planned and unplanned events and opportunities and changing mission priorities. The be-prepared planning effort increases the mental and organizational agility needed to respond to inevitable changes.

1-66. The MEB can mitigate some tactical risks by shifting resources, changing priorities, phasing or sequencing operations, reducing subordinate unit assigned tasks or AO size, and deciding where to assume risk when required. (See ADRP 3-90, ADRP 6-0, and FM 5-19 for more information on risk management.)

1-67. The MEB must be proficient in mission command and the supporting tasks that are part of the operations process, which include—

- Planning.
- Preparing.
- Executing.
- Assessing.

MISSION COMMAND SYSTEM

1-68. The mission command system enhances the commander's ability to conduct operations. Commanders organize a mission command system to—

- Support the commander's decisionmaking.
- Collect, create, and maintain relevant information and prepare knowledge products to support the commander's understanding and visualization.
- Prepare and communicate directives.

- Establish the means by which commanders communicate, collaborate, and facilitate the team functions.
- Provide the following:
 - Personnel.
 - Networks.
 - Information systems.
 - Processes and procedures.
 - Facility and equipment.

Note. See ADRP 6-0 for a detailed description of the components of a mission command system.

1-69. The maneuver control system supports the commander by performing three functions, which include—

- Creating and maintaining the common operational picture.
- Supporting decisionmaking by improving its speed and accuracy.
- Supporting preparation and communication of information.

1-70. The MEB headquarters may be used as an additional division CP or to reinforce one. The breadth and depth of the MEB mission command system provides it with the capability to be colocated or linked with a division command group and control some division operations. An example would be a deliberate division gap (river) crossing operation under the mission command of a deputy commanding general using the mobile command group and the MEB main CP. A similar example would be a complex passage of lines. Depending on the operation complexity, this may be the only mission that the MEB could support during that time frame.

1-71. The commander decides how to use the MEB deputy commanding officer and executive officer. Considerations include the personalities, individual strengths and weaknesses, and the unit mission. The commander uses the deputy commanding officer to help command, giving the MEB the ability to have the commander continuously available in the main CP or to command a separate operation. The commander may use the deputy commanding officer to provide mission command-specific areas within the MEB so that the commander may focus elsewhere. The executive officer normally performs the role of chief of staff in the main CP.

Personnel

1-72. This section includes organization of the staff for mission command. The staff operates the commander's mission command system (see ADRP 6-0). The MEB staff sections are normally distributed among the following mission command organizations:

- Command groups.
- Tactical CP.
- Main CP.

1-73. The MEB commander organizes the staff within each CP to perform essential staff functions to aid them with planning and controlling operations. Enhanced CP capabilities allow the commander to maintain CP functionality, regardless of the spatial positioning of the staff. The modularized design of each function (maneuver, maneuver support, protection, information collection) provides commanders with the flexibility to tailor their CPs based on their assessment of the current and future situation.

1-74. These mission command organizations are normally positioned within the MEB AO to maintain flexibility, redundancy, survivability, and mobility. The BSB CP, while not a MEB level CP, performs functions that have a significant impact on MEB operations. Accordingly, the BSB staff is often closely involved in parallel or collaborative planning with the MEB CPs.

Command Post Organizations

1-75. The MEB commander may organize command groups, tactical CPs, and a main CP as follows:

- The command section consists of the commander and selected staff members who accompany commanders to enable them to exercise mission command away from a CP.
- A unit or subunit headquarters where the commander and the staff perform their activities is a command post. The CPs are the principal facilities that commanders use to control operations; they are CPs regardless of whether commanders are present.

1-76. The MEB may use command groups to observe critical events and direct the mission command of MEB operations. The command groups are not permanent organizations and are organized based on mission requirements.

Command Section

1-77. Command Group 1 is for the commander, and Command Group 2 is for the deputy commanding officer organization. The command groups are formed anytime the MEB commander or deputy commander relocates to control the operation. They will be equipped to operate separately from a CP when commanders or their deputy commanders must locate to influence operations with rapid decisions and orders. The commander will determine the command group location.

1-78. The commander chooses how often to control operations with the command group and positions it at the decisive point to observe, influence, sense, and ensure communications. The deputy commanding officer's command group complements the commander's command group in the direction of MEB mission command. Command Group 2 is organized as the MEB commander requires it to control an operation or if the commander needs an additional senior leader presence to influence the operations with rapid decisions and orders. The deputy commanding officer uses the same considerations as commanders in positioning their command groups in the AO.

1-79. The commander may control operations from the command group and locates near the most critical event, normally with the main effort CP. From this location, the commander is better able to observe critical events, maintain communications, and sense operations. Despite the increased capability provided by the maneuver control system, command remains a personal endeavor and often requires a commander's on-site assessment and leadership. Commanders should leverage the maneuver control system to allow adequate capabilities within the CP physical view of subordinates and terrain without affecting their decisionmaking ability. Commanders consider the following in determining their location in the AO:

- Maneuver control system network linkage to make timely decisions, including the ability to judge force progress, condition, and morale. Within technical limitations, communications systems adapt to the needs of the commander, not vice versa.
- Time and location of critical events and decision points that have the greatest impact on mission accomplishment. Ideally, commanders select a location where they can observe the conditions that aid in making a critical decision.
- Command group security, including the commander's personal protection.

Tactical Command Post

1-80. The tactical CP contains a tailored portion of the MEB headquarters to control current operations. When METT-TC factors do not permit the commander access to the main CP and the main CP is moving, the tactical CP is established when the commander must be positioned away from the main CP location for an extended period. The tactical CP focuses on assisting the commander with the mission command of current operations. It is commander focused and execution-centric. The MEB S-3 is responsible for the tactical CP according to the commander's guidance.

1-81. Tactical CP functions depend on connectivity to the main CP. The organization of the tactical CP is smaller and more austere than the main CP. Its connectivity to the more robust main CP by way of the maneuver control system suite of systems allows for efficient collaboration to ensure that it gets the required information necessary for the commander's decisionmaking process. The tactical CP can execute

collaborative, distributed, and simultaneous decisionmaking to translate the decision to action. This allows rapid decisionmaking that is focused on current operations.

Main Command Post

1-82. The main CP contains the portion of the MEB headquarters in which the majority of planning, analysis, and coordination occurs. The main CP is the commander's primary mission command facility. The MEB executive officer normally supervises the staff activities and functions of the main CP. It operates from a relatively secure location and moves as required to maintain mission command of the operation. The main CP integrates and synchronizes the conduct of MEB operations and the staff mission functions of—

- Information collection.
- Planning.
- Sustainment.
- Mission command, communications, and computers.

1-83. The main CP monitors operations, coordinates with higher and adjacent units, and provides an in-depth analysis of information and intelligence to provide recommendations to the commander. If the tactical CP is not employed, the main CP controls tactical operations. The main CP is the focal point for intelligence operations in the MEB and provides situational understanding to the commander. The main CP monitors and anticipates the commander's decision points and critical information requirements.

Early-Entry Command Post

1-84. An early-entry CP contains tailored portions of the MEB headquarters for a specific mission over a specific time. It normally includes members of the tactical CP and additional planners, intelligence analysts, liaison officers, and others as required. The MEB modified table of organization and equipment does not provide the unit with a stand-alone, early-entry CP. Since the brigade may be one of the first to deploy into an AO, it should consider establishing an early-entry CP.

1-85. The early-entry CP allows a small part of the headquarters to deploy early into the AO, establish an initial mission command presence, link up with other organizations, assess the situation on the ground to refine plans, and prepare for brigade arrival. The early-entry CP would allow continuous mission command of the MEB mission as the brigade deployed into the AO. The early-entry CP could accept mission command of other early-entry units that will be part of the MEB as they enter the AO. The early-entry CP is typically an ad hoc and temporary mission command arrangement.

Brigade Support Battalion Command Post

1-86. The BSB CP synchronizes sustainment support for the MEB. Improved capabilities (such as the Combat Support System–Very Small Aperture Telecommunication Satellite System, Sustainment Mission Command System, and Movement Tracking System) allow the battalion to manage sustainment across the battlefield. The BSB CP allows seamless communication and provides a common operational picture for the MEB commander and staff and the supporting sustainment brigade. If necessary, MEB sustainment staff (S-1, S-4, and surgeon), may locate portions of their sections with the BSB CP.

1-87. The BSB CP performs the following functions for the MEB:

- Battle tracking to anticipate support requirements.
- Convoy movement within the brigade area and coordination of movement with other units of the brigade.
- Organization of casualty evacuation, retrograde serviceable and unserviceable equipment, and provides sustainment support to detainees.
- Coordination with the sustainment brigade for mortuary affairs support.
- Replenishment operations with the sustainment brigade.
- Sustainment support to detainee operations.
- Liaison, as required, to the main CP to support the logistics section.

Liaison Officer

1-88. The MEB provides liaison, when required, to designated division, corps, and special operations forces and joint, interagency, and multinational units in the AO to ensure effective coordination between the designated unit and the MEB. The liaison officers convey information and its meaning and context through interpretation and explanation. It is essential to have a liaison officer at the immediate higher headquarters during plan and order development to help their staff fully understand the MEB capabilities and limitations and how to best employ it. After the higher headquarters is more familiar with the MEB, the liaison officer can be reassigned. At times, the MEB may need to provide a liaison officer to a unit that receives significant assets from the MEB in a command or support relationship. Other units in the MEB AO may need to provide liaison officers to the MEB to coordinate their operations. As the MEB lacks dedicated liaison officers, officers and noncommissioned officers from staff sections will need to be detailed to the liaison officer duties when required.

Succession of Command

1-89. The succession of command occurs automatically on the death, capture, or evacuation of the brigade commander. It also occurs when communications are lost with the commander for an extended period of time. The brigade must treat the succession of command as a type of drill. The MEB should establish a standing operating procedure and consider METT-TC factors and other relevant considerations when determining the succession of command.

1-90. All leaders must understand the procedures that are required for a quick, smooth succession. The following is a logical succession of command:

- Brigade commander.
- Deputy commanding officer.
- BSB commander.
- Brigade S-3.

System Functions and Organization

1-91. Commanders cannot exercise mission command alone. The mission command system enhances the commander's ability to conduct operations. Commanders organize a mission command system to support the commander's decisionmaking by—

- Collecting, creating, and maintaining relevant information and preparing knowledge products.
- Preparing and communicating directives.
- Establishing the means by which commanders and leaders communicate, collaborate, and facilitate teams.
- Supporting the commander's decisionmaking.

1-92. To provide these overlapping functions, commanders arrange the following components of their mission command system:

- Personnel.
- Networks.
- Information systems.
- Processes and procedures.
- Facilities and equipment.

Note. See ADRP 6-0 for more information on functions.

1-93. The Army supports information operations through inform and influence activities and cyber electromagnetic activities and the integration of information-related capabilities. Cyber electromagnetic activities are considered information-related capabilities when leveraged to influence a cognitive outcome and they must be synchronized and integrated with inform-and-influence activities. The MEB conducts the

staff tasks of inform and influence activities and cyber electromagnetic activities in the *mission command warfighting function* (see FM 3-13).

1-94. Information management uses procedures and information systems to collect, process, store, display, and disseminate information. (ADRP 6-0). It is a continuing activity that the MEB must perform.

1-95. Proper information management ensures that MEB commanders receive the information they need to make timely decisions. It consists of relevant information from the mission command system. The commander and staff must understand how to avoid potential information overload while developing situational understanding within the MEB. Well-structured standing operating procedures assist the commander and staff by rapidly conveying the necessary information within the MEB.

1-96. The executive officer is responsible for information management within the MEB. The executive officer outlines responsibilities and supervises staff performance in collecting and processing relevant information. During operations, the executive officer ensures that staff members understand and support the commander's critical information requirements. The executive officer ensures that staff members understand the requirements, review incoming and outgoing information traffic, and understand the procedures for informing the commander and other designated staff officers of critical or exceptional information.

Note. The MEB uses the Army operations process to conduct operations. See the section below and chapters 3 through 5 for more information.

1-97. The MEB typically develops standardized battle drills to respond to episodic events during CP operations. The MEB develops standing operating procedures for integrating task-organized units and staff augmentees and highlights those tasks that are associated with support area, maneuver support, and stability.

1-98. The MEB uses the maneuver control system. The CP is established using organic equipment in a field environment or within fixed facilities if available.

EXERCISE OF MISSION COMMAND

1-99. The MEB commander must place the maneuver control system into action. Exercising mission command is dynamic throughout the operations process, as shown in the following:

- The MEB must prepare to perform all four actions simultaneously, with the commander at the center of the process. Planning, preparing, executing, and assessing mission command occur continuously in operations, but it is not necessary that they occur sequentially.
- The operations process is execution-focused rather than planning-focused. The maneuver control system compresses planning to allow more time to focus on execution. The maneuver control system does this in two ways.
 - The maneuver control system allows better collaborative and parallel planning among echelons within the MEB.
 - The maneuver control system provides a more accurate common operational picture, allowing forces to execute faster with less detailed planning.

OPERATIONS PROCESS

1-100. The MEB uses the operations process, which consists of the major mission command activities performed during operations (planning, preparing, executing, and continuously assessing the operation) (see ADRP 5-0). The operations process supports the MEB requirement to balance efforts across what will likely be multiple missions. Some of these missions are conducted sequentially, while others are conducted simultaneously. Changes in the scope and focus of each operation are likely to occur during mission execution, and the MEB must be prepared to transition to support the unit needs of the unit to which it is attached or OPCON.

Note. The MEB uses Army planning processes. The standard Army planning processes and staff functions are contained in ADP 6-0, ADRP 5-0, and ADRP 6-0; and they apply to all operations. MEB operations demand an integrated combined arms approach. The MEB performs tactical level planning even when attached or OPCON to an operational-level headquarters.

1-101. The MEB should understand joint planning processes when their controlling headquarters is a joint task force and the national planning processes occur during DSCA. When a MEB is directly subordinate to a joint task force, it may participate in joint operations planning and receives joint formatted orders. The MEB could also support joint planning under a division or corps supporting a joint task force, but it would use the Army planning process and the five-paragraph field order format for its internal orders (see ADP 6-0). The MEB staff may participate in joint contingency or crisis action planning. MEB leaders should understand the joint planning process and be familiar with the joint format for plans and orders (see JP 5-0 for additional guidance on joint operations planning and the preparation of joint plans and orders).

1-102. The MEB conducts operations to shape the operational environment, lower the violence level, set favorable conditions for conducting subsequent operations and tasks, and enhance the freedom of action for the supported force.

Military Decisionmaking Process

1-103. The MEB uses the operations process to critically think about how to conduct its operations. The MEB routinely conducts parallel and collaborative planning with subordinates and higher headquarters (see ADRP 5-0). Throughout the planning process, the MEB staff may need to advise supported commanders and their staffs about MEB capabilities, employment methods, and possible capabilities shortfalls. The MEB may also need to provide planning support to units without embedded functional staff capabilities (such as construction engineering) and are resident in the MEB staff that might otherwise only be available through reachback. The MEB staff will use the automated tools and systems of their functional areas.

1-104. The large number of essential tasks that are developed during the military decisionmaking process for the MEB may be grouped into larger, doctrinally approved tasks in the restated mission. Any nondoctrinal terms used must be defined to reduce confusion. The commander's intent and concept of the operation can provide details (see ADRP 5-0).

1-105. Intelligence preparation of the battlefield remains the same for all types of military operations; however, its focus may change depending on the predominant type of operation or primary focus of the unit. The required products for portraying the information may also change based on the type of operation or unit focus. In addition, civil considerations have assumed an importance on a par with the enemy and environment for all types of operations. Intelligence preparation of the battlefield products must provide enough detail for commanders and staffs to make informed decisions.

1-106. Because of the current limited organic information collection capabilities of the MEB, the staff must carefully develop the information collection plan and set priorities to gain critical information first. Additional assets may be attached or provided to the MEB to accomplish the information collection mission when the MEB is responsible for an echelon support area.

1-107. The MEB may use planning in a time-constrained environment as a tool to make decisions and rapidly resynchronize forces and warfighting functions when presented with opportunities or threats during execution (see ADP 6-0). Planning in a time-constrained environment seeks an acceptable solution, while the military decisionmaking process seeks the optimal one.

1-108. The MEB staff balances the time to plan at the brigade level and allows subordinates time to plan and prepare. Parallel planning, collaborative planning, and warning orders help subordinate units and staffs prepare for new missions by providing them with maximum time. MEB subordinate units without staffs use troop-leading procedures to prepare for a mission (see ADP 6-0).

Operational and Mission Variables

1-109. The MEB analyzes the Army operational variables to frame operational problems and to understand the context of how the MEB conducts its operations and how it complements the application of

combat power for other units. The information from the operational variables analysis is used during MEB mission analysis. The variables analysis uses mission variables as a framework for detailed mission analysis. When used together, mission and operational variables help commanders visualize their situation. Based on mission variables analysis, the MEB will be task-organized with additional capabilities to meet mission requirements. If assigned units and tasks exceed the organic capability of the MEB staff, staff augmentation may be necessary to provide mission command for the mix of units and capabilities that are task-organized to the MEB.

Considerations

1-110. This section discusses the general considerations that apply to MEB operations. Detailed considerations are discussed in chapters 3 through 5.

Plan

1-111. The MEB must conduct its operations in collaboration with higher, lower, and adjacent units. The MEB conducts a broad range of tasks in decisive actions, with a broad range of task-organized units and capabilities. This requires the MEB to conduct integrated, synchronized planning and to balance the effort across several operations. It must integrate several major simultaneous operations. It must integrate the functions, activities, processes, staffs, and the units, tasks, systems, and capabilities of numerous Army branches and joint, interagency, and multinational forces (often into combined arms teams) to conduct complex operations. The MEB must integrate planning with its higher headquarters, planning processes, staff sections, warfighting functions, directorates, centers, and boards. It must integrate with supported units. It must integrate plans, measures, actions, and activities. The MEB commander, staff, and liaison officers contribute to this integrated-planning effort.

1-112. MEB systems are joint-interdependent, and the brigade routinely employs joint capabilities. The MEB integrates joint capabilities that complement Army assigned capabilities to accomplish tactical objectives. The MEB can integrate Joint fires when augmented with a tactical air control party. In the absence of a tactical air control party, the MEB can plan for joint fires; however, these must be nominated to the higher-echelon fires plan for support within the air tasking officer cycle.

1-113. ADRP 5-0 and ADRP 6-0 discuss integration in its various forms and the many things that must be integrated during planning. ADRP 3-0 discusses the integrating processes to synchronize operations during operations process activities. The integrating processes and continuing activities must be synchronized with each other and integrated into the overall operation, to include—

- Intelligence preparation of the battlefield (see FM 2-01.3).
- Targeting (see FM 3-60).
- Information collection (see FM 3-55).
- Risk management (see FM 5-19).
- Knowledge management (see FM 6-01.1).
- Inform and influence activities (see FM 3-13).
- Cyber electromagnetic activities (see FM 3-36).

1-114. The MEB commander considers mutual support when task-organizing forces, assigning AOs, and positioning units. *Mutual support* is that support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities. (JP 3-31). In Army doctrine, mutual support is a planning consideration that is related to force disposition, not a command relationship. The concept of mutual support is useful to plan maneuver support operations and to support area operations. Mutual support can be between MEB units, between units in the echelon support area, or between MEB units and supported units (see ADRP 3-0). The MEB uses mutual support between base camps to conduct base cluster security and defense when assigned the responsibility for an echelon support area (see chapter 3).

Prepare

1-115. Backbriefs and rehearsals occur during preparation. They are essential to ensure that those responsible for execution have a clear understanding of the mission, commander's intent, and concept of operations. Most MEB operations are executed at the battalion level and below. However, some operations may require a MEB level rehearsal. The MEB conducts the brigade combined arms, sustainment information collection, and fire support rehearsals (when assigned an AO) after subordinate battalions or base camp and base cluster commanders have had an opportunity to issue operation orders. These rehearsals ensure that subordinate plans are synchronized with those of other units and that subordinate commanders understand the intent of the higher headquarters. Usually, the MEB commander, deputy commanding officer, executive officer, primary staff, and subordinate battalion commanders and their S-3s attend the rehearsals. Based on the type of operation, the commander can modify the audience, such as the brigade attachments. (See ADP 6-0 for a detailed discussion on rehearsals.)

1-116. The MEB must establish and disseminate clear, concise ROE or rules for the use of force as required before deploying to the AO. Classes and other training sessions, backbriefs, and rehearsals help ensure that everyone understands the ROE and rules for use of force since small-unit leaders and individual Soldiers must make ROE and rules for the use of force decisions promptly and independently.

1-117. Key preparation activities (see ADP 6-0) include—

- Assessment.
- Reconnaissance operations.
- Security operations.
- Protection.
- Plan revising and refining.
- Coordination and liaison.
- Rehearsals.
- Task organizing.
- Training.
- Movement.
- Preoperations checks and inspections.
- Logistic preparations.
- New Soldiers and units integration.

Execute

1-118. *Execution* is putting a plan into action by applying combat power to accomplish the mission (ADP 5-0). Execution uses situational understanding to assess progress and make and adjust decisions. It focuses on concerted action to seize, retain, and exploit the initiative. The Army operational concept emphasizes executing operations at a tempo in which enemies cannot match by acting or reacting faster than they can adapt. To achieve this type of flexibility, commanders use mission command to focus subordinate commanders' initiative. Subordinates who exercise initiative within the commander's intent can significantly increase tempo. Even relatively minor, planned actions by CP cells affect other cell areas of expertise, affecting the overall synchronization of the operation.

1-119. Collaborative synchronization—enabled and expected by mission command—uses individual initiative to achieve resynchronization continuously. The success of subordinates may offer opportunities within the concept or develop advantages that make a new concept practical. The commander's intent keeps the force acceptably focused and synchronized. Subordinates need not wait for top-down synchronization. Mission command enables subordinates to develop the situation. Through disciplined initiative in dynamic conditions within the commander's intent, subordinates adapt and act decisively.

1-120. The current operations cell follows and provides its own level of collaborative synchronization. To assist commanders in massing the effects of combat power at decisive times and places, the current

operations cell considers the following outcomes when making synchronization decisions or allowing others collaborative synchronization to proceed:

- Combined arms integration.
- Responsiveness—proactive and reactive.
- Timeliness.

1-121. Execution involves monitoring the situation, assessing the operation, and adjusting the order as needed. Throughout execution, commanders continuously assess operation progress based on information from the common operational picture, running estimates, and assessments from subordinate commanders. When the situation varies from the assumptions that the order was based on, commanders direct adjustments to exploit opportunities and counter threats.

1-122. The MEB unit commander's staff and the subordinate commander's staff assist the commander in execution through the integration processes and continuing activities during execution (see ADRP 3-0). In addition, commanders who are assisted by the staff perform the following execution-specific activities:

- Focus assets on the decisive operation.
- Adjust commander's critical information requirements based on the situation.
- Adjust control measures.
- Manage the movement and positioning of supporting units.
- Adjust unit missions and tasks as necessary.
- Modify the concept of operations as required.
- Position or relocate committed, supporting, and reserve units.
- Determine the commitment of the MEB reserve (becomes the main effort and decisive point of the brigade).

1-123. Key execution activities (see ADRP 6-0) include—

- Assessing the current situation and forecasting progress of the operation—monitor operations and evaluate progress.
- Making execution and adjustment decisions to exploit opportunities or counter threats.
- Directing actions to apply combat power at decisive points and times—synchronize and maintain continuity.
- Balancing effort and risk among competing tasks.

Assess

1-124. Assessment is the continuous monitoring and evaluation of the current situation, particularly about the enemy and operation progress. Assessment occurs during planning, preparation, and execution. Initial assessments are made during planning and continually updated. Assessment involves monitoring and evaluating the operational environment and the progress of operations using measures of effectiveness. Continuous assessment involves situational understanding, monitoring, and evaluating (see ADRP 6-0). (See ADP 6-0 for tactics, techniques, and procedures to assess operations and for a discussion on monitoring and evaluating.)

1-125. The running estimate is a staff section's continuous assessment of current and future operations to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable. The running estimate format parallels the steps of the military decisionmaking process and serves as the primary tool for recording assessments, analyses, and recommendations for a staff section.

1-126. The commander and staff perform an initial assessment of mission variables at the start of planning and continuously update the assessment and support it with running estimates maintained by each staff section.

1-127. The commander and staff assess operation progress, new information, and condition changes to revise plans. On-site assessments are essential to validate intelligence preparation of the battlefield, assess subordinate understanding of orders, progress, preparations, and combat readiness. The MEB anticipated

branches and sequels, initially formulated during the planning stage, are assessed and updated for possible execution. The staff can adjust the plan within their area of expertise.

1-128. Assessment precedes and guides every activity in the operations process and concludes each operation or phase of an operation. It involves a comparison of forecasted outcomes to actual events, using measures of effectiveness and measures of performance to judge progress toward success. It entails two distinct tasks—continuously monitoring the situation and progress of the operation toward the commander's desired end state and evaluating the operation against measures of effectiveness and performance as defined below:

- A *measure of effectiveness* is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0). Measures of effectiveness focus on the results or consequences of friendly actions taken. Measures of effectiveness determine if the right things are being done, or are additional or alternative actions required.
- A *measure of performance* is a criterion used to assess friendly actions that is tied to measuring task accomplishment (JP 3-0). Measures of performance confirm or deny that things have been done correctly. Measures of performance determine if the task or action was performed as the commander intended.

TRANSITIONS

1-129. Transitions between missions and operations have the potential to be challenging. The design of the MEB optimizes its ability to deal with transitions. The design of the staff and the typical augmentation that is received by the MEB are those elements that are critical to performing maneuver support operations and the tasks associated with stability or DSCA.

1-130. The MEB may hand over all or some of its AO to other military forces, governmental agencies, nongovernmental organizations, or local authorities as stability is achieved. This transfer is similar to a relief and must be carefully planned, coordinated, and executed with the relieving force or agency. The MEB may also transition only some sectors to local authorities.

1-131. Transitions may be a continuation of an ongoing operation, an execution of a completely new tactical mission, or a logistics resupply operations. Increased flexibility and agility are afforded by improved situational awareness, and collaborative mission command tools facilitate transitions to the next mission without halting to conduct extended decisionmaking processes. With increased capability to affect the enemy over a larger area of influence, the MEB can begin setting the conditions for the next engagement during the transition from the last mission.

1-132. The MEB facilitates rapid transition between operations for the unit that it is supporting. The ability of the MEB to rapidly transition denies the enemy an opportunity to recover, regroup, and conduct preparations. Similarly, it allows commanders to quickly deal with consequences that arise out of tactical action, precluding its growth into a separate operational requirement. The MEB normally conducts combat replenishment operations as part of transitional activities. This series of tactical sustainment operations will continue until the supported commander's cycle of operations accommodates a transition to a mission staging operation and a subsequent MEB mission change.

TASK ORGANIZATION AND STAFF AUGMENTATION

1-133. The MEB may receive staff augmentation, units, and capabilities based on task requirements identified during mission analysis; or it may receive units that require temporary mission command. The units that require temporary mission command may not be needed during the current phase of the operation. These units may be task-organized to another unit for employment and task-organized back to the MEB while awaiting their next mission.

1-134. The MEB commander is responsible for ensuring that the organic and task-organized forces of the brigade are combat-ready and properly integrated into existing MEB formations. The MEB should develop standing operating procedures for attaching and detaching units and small teams.

1-135. Task organization may be a more significant effort for the MEB than most units. This is due to the large number and range of specified and implied tasks for the MEB; the lack of organic units; the wide range of assigned, attached, or OPCON units; and the variety of operations that it must conduct (see ADRP 5-0).

1-136. Based on METT-TC, the MEB may form battalion task forces and company teams (see chapter 3 and chapter 4) or employ functional units. Some considerations for MEB task organization include—

- A mission with a broad range of tasks (multifunctional), and uncertain or quickly changing requirements, that are geographically spread out with a desire to minimize unit travel to mission sites may be better performed by a battalion task force or company team.
- A mission with mostly functional task requirements and a long duration. A mission that is conducted within a smaller area and where other capabilities may be integrated without changing the task organization may be better performed by functional units rather than a battalion task force or company team. (See ADRP 3-0 for further discussion on supporting range and distance.) Decide what to retain under MEB control and what to allocate to each subordinate based on METT-TC.
- Forces that are under brigade control give the commander flexibility to shift or mass resources without affecting forces that are task-organized to subordinates.
- The assigned command and support relationships increase responsiveness to subordinate or supported units or limit the MEB commander's flexibility or agility in shifting resources.
- Considerations should be made on weighing the MEB decisive operation and support the higher headquarters decisive operation.
- Considerations should be made on response times to detach forces, attach forces, and prepare forces for new tasks when directing the execution of the task organization changes to subordinates.
- It is much easier to change task organization upon immediate mission completion or changes in operation phases.
- The MEB should expect to change task organization frequently and rapidly to meet changes that are based on METT-TC.

Training Attachments

1-137. Because the MEB has few organic units, there is a high-frequency requirement to train attached units and small teams and occasionally augment staff expertise to understand the units or capabilities it will be receiving, plan for their integration, and provide mission command for their use and sustainment within the MEB. The MEB staff must also be trained to properly conduct operations that employ the capabilities that are provided by these attachments. The MEB staff may also require augmentation to accomplish nonstandard missions. Successful maneuver support operations depend on MEB ability to integrate functionally organized units, task-organize them as needed, and employ them during unified land operations. The MEB must train on requesting and leveraging pooled Army and joint capabilities as necessary.

1-138. The MEB provides training to assigned, attached, and OPCON units on the MEB standing operating procedures; maneuver support operations; and security and defense tactics, techniques, and procedures. Units within the MEB AO that are attached or TACON for security will be trained on security tactics, techniques, and procedures and incorporated into MEB defensive plans.

Planning

1-139. The MEB optimizes the employment of assigned, attached, OPCON, or TACON Army forces and joint, interagency, and multinational assets by ensuring that the respective staffs integrate plans and operations. The MEB staff procedures must include continuous communications with the augmentation formations to ensure that they understand the commander's intent. The unity of command, planning, and standardized communications procedures are essential to successfully execute mission command. The MEB must plan how it will integrate Army forces and joint, interagency, and multinational assets into its

mission command system; share a common operational picture; and achieve high levels of shared situational awareness.

1-140. The networking interfaces between the MEB and the integration of Army or joint, interagency, and multinational units require coordination with gaining units and configuration management controls. The MEB requires established legacy wave forms; a single-channel, ground and airborne radio system, an enhanced position location reporting system; high-frequency and ultra high-frequency, communications security keying; and signal operating instructions requirements to maintain voice networks. Internet protocol routing and server interoperability requires coordinated network configuration management to ensure the passage of information between the different networks. The use of communication elements must be coordinated between the MEB and its attached OPCON, TACON, and supported elements.

1-141. In addition, logistics and personnel issues must be coordinated between the MEB and its attached elements. Personnel and materiel resupply sources must be understood and considered in planning for MEB operations by elements under its control.

OTHER CONSIDERATIONS

1-142. Joint, interagency, and multinational resources that support the MEB will have different organizational and operational cultures and procedures. The MEB commander, staff, and units must be aware of these differences to ensure successful operations. With U.S., joint, and interagency assets, the differences between the MEB commander and staff culture may not be as great as with multinational participants, but those differences still require consideration. Other services and civilian agencies may have different definitions of similar-seeming terms. Common operational expectations and understandings must be ensured before planning and operations begin.

1-143. With multinational augmentation, the need for ensuring common operational expectations and understanding increases. The MEB leaders and Soldiers should respect the culture, religions, customs, and principles of multinational forces. The MEB leaders and Soldiers should also show understanding and consideration of their ideas to solidify the working relationship. Respect builds confidence, while a lack of respect leads to friction that may jeopardize mission accomplishment. The MEB personnel must be proactive in building a mutually beneficial relationship.

1-144. If the MEB is part of a multinational force, the MEB commander must immediately establish rapport with the senior commanders of the multinational force. Effective liaison is essential to overcome misunderstandings and misconceptions. Using liaison teams, horizontally and vertically, eliminates confusion and cannot be overemphasized. Commanders and staffs must learn and understand the capabilities of multinational forces. Differences in languages and customs may create barriers and tension that lead to fractures in a multinational force.

1-145. The MEB must develop procedures to share common operational picture information with multinational forces. While some multinational members may possess the technology to digitally share information, others may not. Disseminating classified common operational picture information to multinational partners requires detailed coordination to establish proper protocols. Before sharing information, the MEB must establish procedures for processing and sharing data. Units must anticipate what information and intelligence can be exchanged and then obtain the necessary authorizations. When necessary, intelligence should be sanitized to facilitate dissemination. (See FM 3-16 for working with multinational forces. See JP 3-08 for working with international organizations.)

COMPLEMENTARY AND REINFORCING CAPABILITIES

1-146. The MEB provides complementary and reinforcing capabilities across the warfighting functions with support that is primarily focused on the protection, movement and maneuver, and selected sustainment functions. The MEB uses combined arms to generate combat power and applies it to operations. It routinely supports divisions and EAD and their subordinate headquarters to generate and maintain combat power. Based on METT-TC, the MEB may create combined arms battalion task forces or company teams from its assigned CBRN, engineer, and military police battalions and other units to facilitate operations within its own AO and in support of other units within the higher headquarters to which it is assigned.

1-147. Combined arms use complementary and reinforcing capabilities. Complementary capabilities protect the weaknesses of one system or organization with the capabilities of a different warfighting function. Reinforcing capabilities combine similar systems or capabilities within the same warfighting function to increase the overall capabilities of the function. The MEB may use task-organized CBRN, EOD, engineer, and military police elements (task forces or company teams) to conduct route reconnaissance and use military police, engineer, CBRN, and EOD elements to perform various tasks that are primarily subordinate to the movement and maneuver, protection, and sustainment warfighting functions. In these examples, the combined arms applications of these elements are complementary and reinforcing and provide maneuver support operations support to the force as a whole and, specifically, to the echelon headquarters that they are supporting.

Chapter 2

Support to Decisive Action

Army forces conduct and sustain land operations through the simultaneous combination of offensive, defensive, and stability tasks or DSCA appropriate to the mission and environment (see ADP 3-0). This chapter discusses how the MEB provides support to decisive action and some of the considerations that may be more important to the MEB than other organizations as mission command activities are performed during the operation process. This chapter discusses the activities of the operation process for the decisive action tasks of offense, defense, and DSCA. (See chapter 5 for information stability tasks.)

COMMANDER AND STAFF CONSIDERATIONS

2-1. The MEB commander and staff use mission command and the operations process defined in ADRP 5-0 to perform the major mission command activities that are performed during operations. Decisive follows a cycle of planning, preparation, execution, and continuous assessment, with the commander driving the operations process.

PLANNING

2-2. The MEB uses the operations process to synchronize tasks across the warfighting functions within the brigade and with its supported higher headquarters. The MEB commander uses the warfighting functions to assist in exercising mission command.

2-3. The MEB must continually maintain a balance of effort across the decisive action tasks to ensure the success of the supported headquarters. The MEB must initially allocate resources against the required tasks. The MEB can request additional capabilities to meet identified shortfalls. When brigade assets will not allow the simultaneous conduct of all tasks, the MEB must sequence or phase tasks or operations or assume risk on some tasks by executing them with less than ideal resources. Through continuous assessment, the MEB adjusts the balance of effort across operations by changing task organization, resource allocation, and priorities. The MEB can use uncommitted resources to add combat power as necessary. One tool the MEB can use to maintain balance is a synchronization matrix that tracks MEB resources against the warfighting functions, operations, tasks, or similar categories. Any tool or process that is used by the brigade to maintain balance must be flexible and adaptive to continually identify emerging requirements, weigh them against ongoing efforts, and make necessary changes. The MEB must be responsive when conducting tasks, assessing risk, and shifting effort between competing requirements. Contingency plans, branches, and sequels and prepared missions help provide responsiveness. The MEB must develop other techniques or processes to maintain balance and share lessons learned.

PLANNING CONSIDERATIONS

2-4. The MEB normally conducts support area operations and maneuver support operations in support of decisive-action operations. The MEB performs tactical-level planning even when attached or OPCON to an operational-level headquarters. The MEB conducts assessment during planning, to include—

- Monitoring the operational environment.
- Monitoring the measures of performance and measures of effectiveness.
- Evaluating courses of action for their operations and supporting headquarters planning.

2-5. The commander and staff visualize how to creatively arrange forces and group missions to provide maneuver support operations in the most effective manner. Maneuver support operations are a combined arms activity (see chapter 4). The MEB may use lines of effort to help visualize stability and DSCA tasks.

2-6. The MEB must balance support across competing mission areas. The MEB must balance between detailed and mission command orders (see ADRP 6-0). The support area operations orders may be more detailed while maneuver support operations orders may be more mission command-oriented (see chapter 1).

2-7. The MEB uses mission variables (see chapter 1) to support the analysis of the operational environment and conditions in their designated AO. (See ADRP 3-07 for a more complete discussion of the relevance of each of these variables to stability tasks.) The initial assessment conducted by the MEB is continuously updated and supported by running estimates that are maintained by each staff section.

2-8. A major operation is a series of tactical actions (battles, engagements, strikes) that are conducted by combat forces of a single Service or several Services, coordinated in time and place, to achieve strategic or operational objectives in an operational area. These actions are conducted simultaneously or sequentially according to a common plan and are controlled by a single commander.

OPERATIONS PROCESS

2-9. The MEB uses the operations process to critically think about how to conduct its operations. The MEB routinely conducts parallel and collaborative planning with subordinates and higher headquarters (see ADP 6-0 and ADRP 5-0). Throughout the planning process, the MEB staff may need to advise supported commanders and their staffs about MEB capabilities, methods of employment, and possible capabilities shortfalls. The MEB may also need to provide planning support to those units without embedded functional staff capabilities (such as construction engineering) that are resident in the MEB staff that might otherwise only be available through reachback.

OFFENSE

2-10. Operation process activities for offensive tasks are discussed below. Important MEB considerations are highlighted.

PLAN

2-11. The MEB plans to support division and BCT offensive operations. Routine support may include support area operations and maneuver support operations. They also may plan limited MEB-controlled offensive tasks (such as counter or spoiling attacks) as part of defending while conducting support area operations (see chapter 3).

2-12. The MEB follows ADRP 3-90 when conducting limited offensive tasks within their assigned AO and is familiar with how the BCT conducts offensive tasks to plan MEB support. The MEB is not structured to conduct offensive tasks as a brigade. The MEB would provide mission command for offensive tasks performed by assigned maneuver units and a TCF.

2-13. During offensive tasks, the initial focus of the MEB is typically on movement and maneuver tasks and then on support to protection tasks and selected sustainment tasks based on the intent and priorities of the supported forces. The MEB may conduct reconnaissance with their task-organized units or capabilities as part of maneuver support operations to support the offensive actions of the BCTs. The MEB may also conduct or provide support to a movement corridor in support of troop movement and logistics preparations.

2-14. The MEB can form task forces or company teams to support the offensive operations of its supported headquarters. These organizations may be attached or placed OPCON to BCTs or employed by the MEB to complement or reinforce maneuver forces across the AO of higher headquarters. The fluid nature of offensive operations may require adjustments to the initial task organization. Due to the difficulty of linkup and integration, changes in task organization are best made at battle conclusion or at the end of an operation phase.

2-15. The MEB distributes its resources across operations to best meet the supported commander's intent. The MEB also distributes its resources across the warfighting functions within an operation. For example, the MEB will—

- Allocate resources to provide protection during movement.
- Enhance the supported BCT mobility within the movement and maneuver warfighting function.

PREPARE

2-16. Detached elements from the MEB must link up and integrate into supported maneuver force combat formations. The MEB conducts preoperations checks and inspections to ensure readiness before the detachment of these elements. These detached MEB forces participate in the rehearsals of the supported forces.

EXECUTE

2-17. The MEB conducts support area operations in the division or EAD support area. The MEB executes maneuver support operations to support the maneuver commander's intent. When required, the MEB conducts DSCA or stability in support of forces that are conducting offensive tasks.

ASSESS

2-18. The MEB continually assesses the balance of effort between mobility and survivability if shaping operations are setting the intended conditions and the balance between supporting division and corps offensive tasks and MEB responsibilities within the MEB AO.

2-19. The MEB assesses the offensive tasks, anticipates changes in task organization and priorities, and balances resource allocation between the tasks to support the decisive operation.

DEFENSE

2-20. This section discusses the activities of the operations process defense tasks. This section highlights important MEB considerations.

PLAN

2-21. The MEB plans to support division and BCT defensive tasks. Routine support may include support area operations, maneuver support operations, and incident management. They also may plan limited MEB controlled defensive tasks as part of the conduct of support area operations or when defending themselves (see chapter 3).

2-22. The MEB follows the doctrine in ADRP 3-90 when conducting defensive tasks and is familiar with how BCTs conduct defensive tasks to plan MEB support.

PREPARE

2-23. If the MEB is supporting a division level defense, MEB focus is on defensive operations within its AO as discussed in chapter 4 of this manual. It is also prepared to provide task-organized assets to support BCTs in their defensive tasks.

2-24. During defensive tasks, the initial focus of the MEB is typically on protection and then on support to movement and maneuver and selected sustainment based on the intent and priorities of the supported forces. The MEB may conduct reconnaissance operations to support the defense. The MEB prepares to execute area damage control. Depending on the situation, the MEB will continually improve defensive positions within its AO or relocate some or all of its activities if required by the higher headquarters defensive plans.

EXECUTE

2-25. The MEB executes defensive tasks to achieve the supported commander's intent. The MEB provides support to the division/EAD defensive tasks and conducts support area operations when assigned an AO.

2-26. When required, the MEB executes incident management operations and area damage control in support of the supported division or corps conducting the defense.

ASSESS

2-27. The MEB continually assesses its effort to support the defensive efforts of its supported division or corps, including—

- The commitment of the MEB reserve or an assigned TCF.
- The balance of effort between support to movement and maneuver, protection, and sustainment.
- The balance of effort between self-defense and mission support.

2-28. Each staff section updates the running estimate to ensure that the latest information is available for the commander to support decisionmaking.

STABILITY

2-29. Stability tasks are tasks that are conducted as part of operations outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (See chapter 5 for MEB involvement in stability tasks.)

DEFENSE SUPPORT OF CIVIL AUTHORITIES

2-30. Army DSCA operations are subordinate to, and in support of, domestic civil authorities as they respond to qualifying disasters and emergencies. The *DSCA* is defined as support that is provided by U.S. Federal military forces, Department of Defense (DOD) civilians, DOD contract personnel, DOD component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests to use those forces in Title 32, U.S. Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events (ADP 3-28).

PLAN

2-31. The roles and responsibilities of the Army for DSCA fall under the following primary tasks:

- **Task 1.** Provide support for domestic disasters.
- **Task 2.** Provide support for domestic CBRN incidents.
- **Task 3.** Provide support for domestic civilian law enforcement agencies.
- **Task 4.** Provide other support as required.

2-32. These DSCA tasks can overlap. For example, providing Army support of civil law enforcement agencies can occur during disaster response or its aftermath. In most cases, a MEB may provide support for Tasks 1, 2, and 3. The MEB may provide assistance as a unit or as part of a joint task force in support of lead civil authorities for DSCA (see JP 3-28). The U.S. laws carefully limit the actions that military forces conduct within the United States, its territories, and its possessions (see ADP 3-28 for information on laws). The MEB complies with these laws while assisting affected citizens.

2-33. Doctrine on CBRN consequence management is contained in JP 3-0 and JP 3-41. This chapter uses the task *Respond to CBRN Incident* for DSCA and area damage control. (Tactical-level doctrine on CBRN consequence management operations is contained in FM 3-11.21.)

2-34. The MEB is well suited to provide support to civil authorities because it has the most complete multifunctional staff of any Army brigade. The MEB also has the skills needed to provide mission command for units that are frequently needed by civil authorities. The MEB is designed to integrate many

of the types of units that have the greatest applicability in support to DSCA (CBRN, engineer, EOD, and military police). The MEB has the broadest multifunctional capability and training for DSCA tasks of any brigade. The MEB may be the ideal brigade to respond to certain incidents because of its capability to provide mission command, be assigned an AO, and perform other related requirements. The brigade is trained to provide mission command for airspace and conduct interface with others that control airspace. This is particularly important in large-scale disasters requiring DOD aviation support. The MEB can conduct or support most DSCA tasks depending on the nature of the incident and its task organization. The MEB may be called upon to function as the on-site DOD or Army headquarters or to complement or support another headquarters (such as a joint task force or the chemical, biological, radiological, nuclear, and high-yield explosives [CBRNE] operational headquarters to respond to specific missions). The MEB can provide area damage control as part of support area (see chapter 3) or maneuver support operations (see chapter 4) performed in support of its higher headquarters and assigned units.

2-35. The MEBs in the Army National Guard could be among the first military forces to respond on behalf of state authorities. Planning DSCA tasks is similar to planning stability tasks (see chapter 5); they both interact with the populace and civil authorities to provide essential services. The MEB tasks are similar, but the environment is different (domestic versus foreign). The specialized capabilities of the MEB to conduct stability tasks apply to DSCA, primarily for Tasks 1 and 3. However, the MEB supports the lead civil authority for DSCA. A civil authority is in the lead for DSCA, while the task force or joint task force (hence MEB) supports the lead civil authority.

2-36. The MEB uses Army planning procedures for DSCA, but must be able to participate and integrate its planning with the planning of organizations at the U.S., state, tribal, or local level as discussed in the next section. Soldiers receive their orders in an Army format, but these orders must be consistent with the overall shared objectives for the response. These orders are aligned with the specific guidance that other on-the-ground responders from other civilian and military organizations are receiving. Soldiers exercise individual initiative to establish and maintain communication at all levels. Based upon the type of support provided, MEB leaders, staff, and Soldiers need to be familiar (to varying degrees) with the terminology, doctrine, and procedures that are used by first responders to ensure the effective integration of Army personnel and equipment. This ensures that citizens who are affected by the disaster receive the best care and service possible.

2-37. When the MEB conducts DSCA tasks, a lead federal or state government agency has the overall responsibility depending on the MEB status as a 10 USC or 32 USC Title 10 or Title 32 organizations. The MEB status as a state or federal asset will determine which documents it should look to as legal authorities when conducting operations. If the MEB is a state asset, it reports to the state National Guard chain of command. If the MEB is a 10 USC asset (Regular Army), it reports to its federal chain of command.

Note. The military chain of command is not violated while the MEB supports the lead federal agency to assist citizens who are affected by a disaster.

2-38. The MEB leaders and staff may help support the emergency preparedness planning that is conducted at the national, state, or local level. The MEB may conduct contingency, crisis response, or deliberate planning. The MEB leaders and staff must understand the following documents from the Department of Homeland Security:

- National level civil disaster and emergency response doctrine contained within the National Incident Management System.
- *National Response Framework* documents.

Note. The MEB leaders must understand the doctrine in JP 3-28.

2-39. The *National Response Framework* organizational structure includes emergency support function annexes. There are currently fifteen emergency support function annexes. The emergency support functions are used to help identify who has what type of resources to provide as part of a disaster response.

- 2-40. Possible considerations for MEB support to DSCA planning include—
- Assisting with interorganizational planning.
 - Assisting with initial needs assessment.
 - Providing logistics support for civil authorities.
 - Providing sustainment in a damaged austere environment.
 - Assisting the lead civil agency to define and share courses of action.
 - Soliciting agency understanding of roles.
 - Developing measurable objectives.
 - Assisting in the coordination of actions with other agencies to avoid duplicating effort.
 - Planning to hand over to the operation civilian agencies as soon as feasible. The end state and transition are based on the—
 - Ability of civilian organizations to carry out their responsibilities without military assistance.
 - Need to commit Army forces to other operations or the preparation for other operations.
 - Providing essential support to the largest possible number of people.
 - Knowing the legal restrictions and rules for the use of force.
 - Establishing funding and document expenditures (see National Incident Management System procedures).
 - Identifying and overcoming obstacles, including—
 - Planning media operation and coordinating with local officials.
 - Maintaining information assurance.
 - Establishing liaison with the lead federal agency.

PREPARE

2-41. Commanders should prepare for DSCA by understanding the appropriate laws, policies, and directives that govern the military during response and planning and preparing with the agencies and organizations they will support before an incident. There may be little or no time to prepare for a specific DSCA mission. When possible, the commander helps develop contingency plans and standing operating procedures for potential natural and man-made disasters. The MEB may plan, receive units, and deploy within hours. It is possible that the MEB would link up with units on-site during execution as they arrive from across a state or region.

2-42. Based on METT-TC factors, training before deployment for DSCA aids in preparing for and executing the necessary tasks. Many stability tasks correlate with DSCA tasks. When possible, the MEB leaders and staff train with civil authorities.

2-43. The notification for DSCA employment usually requires rapid reaction to an emergency, but sometimes may allow for deliberate preparation. After notification, the MEB commander and staff leverage the mission command system to coordinate and synchronize their operations with civilian authorities.

2-44. The deployment may be within a state or anywhere within the United States or its territories. The MEB should develop standing operating procedures for the various methods and locations of deployment. Based on METT-TC, the MEB task-organizes to conduct DSCA. The MEB may deploy an advanced party with additional staff augmentation as an early-entry CP to provide on-site assessment and an immediate mission command presence. Deployment is affected whether the DSCA mission warrants the entire MEB or one or more task forces from the MEB. The MEB task organization may change periodically as the need for particular services and support changes. A MEB involved in DSCA operations normally will be task-organized with CBRN, engineer, medical, military police, public affairs and, potentially, units from other Services. Throughout the coordination effort, it is important for the commander and staff to understand and inform interagency personnel of the MEB capabilities and limitations.

2-45. Due to nonhabitual supporting relationships and dissimilar equipment, the MEB and the lead governmental organization must ensure that there is close coordination in all areas. The MEB may collocate its headquarters with the lead agency to improve coordination. The MEB headquarters may be established

in tactical equipment or fixed facilities. By using liaison teams, the commander and staff work closely with interagency and other military elements.

2-46. A defense coordinating officer and assigned staff may not suffice for a complex disaster. When required, the MEB headquarters can control capabilities that the lead authority requires from the DOD. Depending on the complexity of the operation, some staff augmentation may be required. The previously existing task organization of the MEB may require reinforcement with additional functional units to accomplish assigned missions. The MEB commander task-organizes available assets for the mission and requests reinforcement as necessary.

2-47. The MEB leaders must understand the complex environment in which the brigade conducts its mission. The MEB must integrate its activities into the planning effort of the supported civilian agency, understand support requirements, and be aware of the supported agency's capabilities and limitations. This leader understanding creates an atmosphere that permits shared communications and forges a unified effort between elements. Integrating the MEB mission command system into the mission command systems of the lead governmental agency and local first responders may be a challenge. The extent to which the MEB mission command system is able to integrate into the supported agency mission command system depends on the communications/network compatibility/capability of the supported agency.

2-48. Oftentimes, an agency possesses data that, in its original form, creates compatibility issues with the MEB format and the common operational picture. It is incumbent upon the MEB to facilitate the exchange of information with the lead agency. During planning and execution, the MEB can deploy liaison officers to the lead agency. The network-centric environment of the MEB serves as the conduit for rapidly communicating information, while stationary or while moving en route to the geographical site for support operations.

2-49. When the MEB works closely with an agency, the problem sets can be complex and diverse. The MEB and the agency must leverage their skill sets and resources to better inform leaders and maximize their greatest potential when preparing to conduct a DSCA operation. By eliminating redundancies and identifying shortfalls in corresponding capabilities, the MEB creates the conditions for a unified effort. The MEB must always protect its information, leverage its information collection capabilities and the communications network to enhance situational awareness, and verify the lead governmental agencies capability to fuse data.

EXECUTE

2-50. The MEB will do what is required to accomplish its mission when conducting of DSCA, even though task organizations may need to be changed. The MEB will execute support area operations for the division and may do so for others. The MEB may not be assigned an AO. The MEB may conduct the below tasks for DSCA.

Respond to Chemical, Biological, Radiological, and Nuclear Incidents

2-51. Depending on the nature of the incident and initial assessment, the task organization of the MEB may need to be changed frequently. The controlling headquarters may also change the command or support relationship of the MEB as additional units or organizations respond to the incident. Key response tasks may include assessing a CBRN hazard, conducting risk management, responding to a CBRN hazard, planning and preparing for CBRN consequence management support, and providing mass casualty decontamination support. CBRN response addresses the short-term, direct effects of a CBRN incident. Major functions performed are safeguarding lives, preserving health and safety, securing and eliminating the hazard, protecting property, preventing further damage to the environment, and maintaining the public's confidence in the government's ability to respond to a CBRN incident.

Provide Support to Law Enforcement

2-52. The MEB conducts this task in domestic and foreign locations and is governed by applicable laws and policies (see ADRP 3-28). The efforts are similar to the stability tasks: *Establish Civil Security* and *Establish Civil Control*. Key law enforcement tasks may include, *Conducting Law and Order Operations*,

Providing Guidance on Military Police Operations, Planning Police Operations, and Providing Operational Law Support.

Conduct Postincident Response

2-53. The MEB organic staff has many of the skills required to conduct most postincident response tasks. MEB requirements could include many of the tasks from stability and DSCA to include tasks from support area operations and maneuver support operations. Some DSCA would require the MEB to conduct airspace control, unmanned aircraft system employment, debris removal, medical care, and the employment of specialized search and rescue teams. The MEB can provide mission command for most search and rescue tasks on land but may require augmentation and task-organized capabilities depending on the mission. In a domestic incident, United States Northern Command and United States Pacific Command have a capability area of protection that includes search and rescue. The United States Army Corps of Engineers provides organic and contracted land based search and rescue capabilities.

2-54. Executing DSCA must occur within the guidelines laid out by the lead civil agency. When requested and within the legal limits of federal and state law, the MEB may leverage attached/OPCON information collection assets and network by positioning sensors, robotics, or forces in a manner that provides rapid and accurate data flow to lead governmental agencies, which enables them to assess the situation and the status of objectives. The civil agency may require an adjustment to the plan and the MEB must be ready to modify its ongoing operations. The information processes the MEB has in place, because of its communication network, will allow for rapid dissemination of potential issues to the lead agency for resolution.

2-55. When executing DSCA, MEB leaders and staff must—

- Be familiar with the incident command system and be able to follow unified command system procedures for the integration and implementation of each system.
- Know how the systems integrate and support the incident.
- Be familiar with the overall operation of the two command systems and be able to assist in implementing the unified command system if needed.
- Know how to develop an Incident Action Plan and identify assets available for controlling weapons of mass destruction and hazardous material events.
- Coordinate these activities with the on-scene incident commander.
- Be familiar with steps to take to assist in planning operational goals and objectives that are to be followed on site in cooperation with the on-scene incident commander.
- Know how to interface with and integrate requisite emergency support services and resources among the emergency operations center management and the incident or unified command on-scene incident management team.
- Be familiar with the coordination functions and procedures that are to be conducted by and with the emergency operation center in support of on-scene emergency response activities.

2-56. The tasks of Soldiers are similar to many of the tasks in stability tasks. In most cases, they do not need to have as much knowledge of the incident command system.

2-57. While DSCA operations vary greatly in every mission, the MEB can expect events to follow a pattern of planning, preparation, response, and recovery. Military support for DSCA will be provided through Commander, United States Northern Command; Commander, United States Southern Command; or Commander, United States Pacific Command depending upon the location of the incident.

2-58. The Joint Director of Military Support in the J-3(Joint Staff, Operations), Joint Staff serves as the action agent for the Assistant Secretary of Defense-Homeland Defense and America's Security Affairs who has the executive agent responsibility delegated by the Secretary of Defense. The Joint Director of Military Support plans for and coordinates the DOD civil support mission and is the primary DOD contact for all federal departments and agencies during DOD involvement in most domestic operations.

2-59. If DSCA is provided concurrently with homeland defense, the MEB must be prepared to transition to support the offensive and defensive operations of other military forces.

PREPARATION

2-60. The MEB preparation for disaster response depends upon priority of other missions. If the MEB is a 10 USC unit, mission priorities may dictate minimal planning and preparation for DSCA operations. On the other hand, a 22 USC MEB may have enough time to plan and prepare for DSCA with other civil and military organizations.

2-61. Preparation implements approved plans and relevant agreements to increase readiness through a variety of tasks. Such tasks may include, but are not limited to—

- Developing common standing operating procedures and tactics, techniques, and procedures with expected supported and supporting elements.
- Task-organizing to fill any gaps in duties and responsibilities.
- Train personnel and leaders on nonmilitary terminology and procedures used for DSCA (such as the incident command system).
- Obtaining (through training) the proper credentials for key personnel.
- Exercising and refining plans with military and civilian counterparts.
- Obtaining the proper equipment to provide the required capability.
- Developing, requesting, and maintaining logistics packages for follow-on resupply and maintenance of all classes of supplies in support of extended operations.
- Preparing and maintaining medical records for all personnel to ensure that they are up to date.
- Ensuring that communications equipment, communications security, and controlled cryptographic items are serviceable and ready to deploy.

RESPONSE

2-62. As part of a response, the MEB subordinate units and/or liaison teams enter the affected area and make contact with relief organizations. They relay pertinent information about the effort of these organizations up through their military chain of command. The military chain of command relays this information to the lead civil authority. Planning for the operation, staging CPs into the area, establishing security, deploying the MEB subordinate units, and initiating contact with supported activities and other parts of the relief force occur during this phase of operations.

2-63. The commander considers leading with liaison teams and urgent relief assets, such as debris clearance, law enforcement, search and rescue, food, and water. The mission command system of the lead unit gives the MEB units robust early ability to communicate and coordinate with each other and that organization with which the mission command information systems are compatible. Further, the ability to reconnoiter and gather information makes MEB units useful in the initial efforts by civil and other authorities to establish situational awareness, control the area, and oversee critical actions.

RECOVERY

2-64. Once DSCA is underway, recovery begins. With initial working relationships between all organizations in place, the MEB maintains steady progress in relieving the situation throughout this phase of operations. The MEB work includes coordination with its higher headquarters, supported groups, and other relief forces and the daily allocation of its own assets to recovery tasks.

2-65. The MEB task organization is likely to change periodically as the need for particular services and support changes. Security, maintenance, the effective employment of resources, and Soldier support all need continuing attention. The brigade surgeon advises and assists the MEB commander in counteracting the psychological effects of disaster relief work and exposure to human suffering on the MEB Soldiers throughout the operation.

RESTORATION

2-66. Restoration is the return of normality to the area. In most cases, the MEB disengages before restoration begins. The Federal Emergency Management Agency is in charge of restoration operations for DSCA.

2-67. The DSCA ends in different ways. Crises may be resolved or the MEB may hand off a continuing DSCA to a replacement unit, a relief agency, a police force, or other civil authority. Missions of short duration or narrow scope may end with the completion of the assigned task.

ASSESS

2-68. The MEB mission command system is essential to support the interagency overall assessment. The MEB network-centric environment provides for a robust exchange of information. A common problem that the MEB or a nonmilitary agency may encounter is information overload or a different perception on how an operation is progressing. Commanders share the common operational picture their interpretation of the situation with their civil agency counterpart and to ensure a unified effort. Liaison should occur to demonstrate this capability and verify the method in which information sharing will occur.

2-69. MEB commanders gauge unit readiness for DSCA missions by assessing proficiency in the tasks of mission command, sustainment, protection, support area operations, maneuver support operations, and emergency/incident response or the specified tasks assigned to an Army National Guard unit for planning. The requirement to deploy into a domestic operational environment—often with little warning—and to operate requires mission command that can adapt systems and procedures for a noncombat, civilian-led structure.

2-70. The MEB leverages its mission command system capabilities and supports a degraded or destroyed civilian mission command/communications system. The MEB brings its mobile network and augments and/or replaces a devastated civil infrastructure. Most first responder communications are wireless, using tower-based repeating which is powered by the grid. The MEB augments local law enforcement, emergency medical, fire services, and other first responder communications with the mission command network to restore vital services to the AO.

EMPLOYMENT

2-71. One example of a MEB conducting DSCA is a plane that has crashed into a major industrial site and mass casualties have resulted. A CBRN incident has occurred with downwind prediction that affects a built-up area and state Highway 5, and there is an environmental hazard of runoff into the river that provides water to a built-up area downstream.

2-72. The local officials responded, but were overwhelmed. The state governor declared a state of emergency, directed the state emergency management agency to take over incident command, management, and response and requested support from a neighboring state. That state has an Army National Guard MEB ready to respond to the mission based on an existing support agreement.

2-73. The Army National Guard MEB immediately deploys the deputy commanding officer with an early-entry CP to colocate with the state emergency management agency on-site CP, while the rest of the MEB mobilizes and moves to the incident site. The MEB is task-organized with one engineer battalion, two military police battalions, a CA battalion, two CBRN battalions, and one mechanized infantry battalion. The state emergency management agency also put their state medical battalion, rotary-wing squadron, local and state search and rescue teams, and a volunteer local construction company OPCON to the MEB. The state emergency management agency assigned the MEB an area to control, in which they will conduct the operations. The key tasks include conducting risk management, responding to a CBRN incident, providing support to law enforcement, conducting postincident response, conducting maneuver support operations, improving movement, and supporting area security in and around the industrial site. Finally, they are to conduct sustainment support operations (general engineering to construct a berm to control surface runoff) and other critical requirements that may be identified.

Chapter 3

Support Area Operations

The MEB is the primary Army unit for conducting division and corps support area operations. Therefore, the MEB must be staffed, equipped, and trained to plan, prepare, execute, and assess support area operations. This chapter discusses the MEB execution of operational area security, and the conduct of defensive tasks, and limited offensive and stability tasks when required within the higher headquarters support area assigned to the MEB as an AO. The other units operating with the MEB AO must understand this manual to protect, secure, and defend themselves; to support other units when needed; and to operate within the support area. This FM will not discuss the detailed procedures for base camp security and defense or the detailed standards for base construction (see ATP 3-37.10, FM 3-34.400, and GTA 90-01-001). Further information on offensive and defensive tasks within an AO can be found in ADRP 3-90. The support area is where most sustainment functions occur. The owner of the support area conducts support area operations. Support area operations do not include missions and tasks conducted by other units located in the support area. The MEB is specifically designed and staffed to conduct support area operations. The key MEB capability required for support area operations is the capability to control terrain and be assigned an AO. It also has the capabilities to provide mission command for the type units, key functions, and tasks required to conduct support area operations. The division and corps are the primary Army echelons that should assign their support areas to the MEB. The higher headquarters echelons are also responsible for conducting METT-TC analysis and resourcing the MEB for mission success. The MEB conducts support area operations within the echelon support area to assist the supported headquarters in retaining the freedom of action within areas not assigned to maneuver units. When conducting support area operations, the MEB is in the defense, regardless of the form of maneuver or the major operation of the higher echelon. Defensive doctrine, tasks, tactics, techniques, and procedures provide a clear framework to conduct area security and defense. The MEB uses ADRP 3-90, FM 3-90-1, and FM 3-90-2 as constructs for how to think about, structure, and conduct support area security operations and defensive operations in the support area. The challenge for the MEB is integrating the actions of, and providing for, units of varying defensive capabilities operating under multiple chains of command and focused on their primary missions as they occupy terrain inside the echelon support area assigned to the MEB.

DEFINITIONS

3-1. To understand the fundamentals of support area operations, the staff of the MEB must first understand the following terms and their definitions and the fundamental principles common to support areas:

- *Area damage control* is the measures taken before, during, or after hostile action or natural or man-made disasters, to reduce the probability of damage and minimize its effects (JP 3-10).
- *Base* is 1. A locality from which operations are projected or supported. 2. An area or locality containing installations, which provide logistic or other support. 3. Home airfield or home carrier. (JP 4-0). (See ATP 3-37.10 and FM 3-90-1 for guidance on protecting military bases.)
- *Base camp* is an evolving military facility that supports military operations of a deployed unit and provides the necessary support and services for sustained operations (ATP 3-37.10).
- *Base cluster*, in base defense operations, is a collection of bases, geographically grouped for mutual protection and ease of command and control (JP 3-10).
- *Base cluster operations center* is a command and control facility that serves as the base cluster commander's focal point for defense and security of the base cluster (JP 3-10).
- *Base defense* is the local military measures, both normal and emergency, required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base, to ensure that the maximum capacity of its facilities is available to U.S. forces (JP 3-10).
- *Base defense operations center* is a command and control facility, with responsibilities similar to a base cluster operations center, established by the base commander to serve as the focal point for base security and defense. It plans, directs, integrates, coordinates, and controls all base defense efforts. (JP 3-10).
- *Mobile security force* is a dedicated security force designed to defeat Level I and II threats on a base and/or base cluster. (JP 3-10). The mobile security force shapes the fight with Level III threats until a TCF arrives.
- *Quick response force* is a dedicated force on a base with adequate tactical mobility and fire support designated to defeat Level I and Level II threats and shape Level III threats until they can be defeated by a tactical combat force or other available response forces. (ATP 3-37.10).
- *Reserve* is that portion of a body of troops, which is withheld from action at the beginning of an engagement, in order to be available for a decisive movement. (ADRP 3-90).
- *Response force* is a mobile force with appropriate fire support designated, usually by the area commander to deal with Level II threats in the operational area. (JP 3-10). It usually consists of military police forces supported by available fire support and Army aviation assets. Other possible response force options include engineer units, chemical units, transiting combat elements, elements of the reserve, or host nation assets (see FM 3-90-1).
- *Support area*, in contiguous areas of operations, is an area for any command that extends from its rear boundary forward to the rear boundary of the next lower level of command (ADRP 3-0).
- *Tactical combat force* is a combat unit, with appropriate combat support and combat service support assets that is assigned the mission of defeating Level III threats. (JP 3-10) (See ADRP 3-90.)

PRINCIPLES

3-2. There are fundamental principles that are common to all support areas. Support areas may be designated by any Army echelon or by operational necessity, but are usually associated with organizations that are capable of synchronizing and integrating continuing activities necessary to control terrain. A joint force would designate a joint security area. (See JP 3-10 for a discussion of joint security area, joint security coordinator, and joint security coordination center.) For each echelon, the support area is annotated with the echelon size. The use of the Army term AO applies when an Army unit is assigned responsibility for the joint security area.

3-3. Support area operations are conducted by the assigned area owner and tenants to prevent or minimize interference with mission command and support operations and to provide unimpeded movement of

friendly forces; protection; operations to find, fix, and destroy enemy forces or defeat threats; and area damage control. Key functions performed in the support area include terrain management, movement, protection, base camp security, sustainment, security, and defense. The support area may provide critical infrastructure and secondary mission command nodes. In this chapter, sustainment will only be discussed with respect to sustaining the MEB. Support area operations as discussed in this chapter do not include the mission support operations conducted by tenants within the support area.

3-4. Support area operations are often conducted as economy-of-force operations. The higher headquarters assesses and assumes risk in the support area to be able to maximize combat power in other AOs. During planning, the higher headquarters and assigned support area commander conduct their initial assessment and adjust resources as the situation changes. Based on METT-TC, any unit assigned the support area will normally require augmentation to successfully complete the mission. A MEB headquarters would require the least augmentation to successfully complete the support area mission.

3-5. Support areas achieve the economy of force by having properly staffed headquarters control terrain so that combat forces can conduct operations in other AOs. The MEB conducts battles and engagements within the support area when needed to defend. Due to the MEB having limited organic capabilities, the higher headquarters provides resources for the MEB or assists them in defeating threats that are expected in the support area. This is most appropriately done by task-organizing the MEB with a TCF. At division level, the assigned support area headquarters performs as the land owner. However, sustainment functions are the responsibility of the sustainment brigade.

3-6. When a division support area is designated, the MEB, in most cases, will be given responsibility for it. In this case, the division support area becomes the MEB AO. The MEB commander conducts operations within the AO for the echelon headquarters it is supporting in a similar fashion to what a BCT does within its AO. The higher headquarters remains responsible for all unassigned areas within its AO that are not assigned to subordinate units. If the supported echelon has more than one MEB assigned, then the support area may be split into two or more AOs, one for each MEB. At times, a single MEB may be assigned two noncontiguous AOs and conduct split-based operations for a short period of time, but this is not the desired situation. This may require the MEB to conduct extensive air operations or conduct or support intermittent movement corridors to link the two AOs.

3-7. When further resourced, the MEB may conduct maneuver support operations within the echelon rear area. Depending on the scope of requirements or METT-TC, a second MEB or a functional brigade may need to be assigned the mission to conduct maneuver support operations within the echelon rear area.

3-8. Units in the support area will be assigned to an established base camp or directed to establish their own perimeter security and provide mutual support to a base cluster. Their assignment or direction will be from higher headquarters or the MEB.

RESPONSIBILITIES

3-9. Units that are assigned an AO have the following responsibilities within the boundaries of that AO:

- Terrain management.
- Information collection.
- Inform and influence activities.
- Air and ground movement control.
- Targeting.
- Clearance of fires.
- Security.
- Personnel recovery.
- Environmental considerations.
- Minimum-essential stability tasks.

3-10. Within an assigned support area the MEB also has these responsibilities:

- Support to base camp and base cluster defense.
- Liaison and coordination.

- Infrastructure development.
- Integrate host nation support.
- Area damage control.

3-11. Support area operations include area damage control. The higher headquarters is responsible for area damage control and delegates this responsibility to the AO commander. Incident response and area damage control follow established battle drills and standing operating procedures. These drills allow effective action against fear, panic, and confusion that follows an attack.

3-12. Units within an AO have responsibility for unit self-defense and unit self-defense should be integrated into the security operations plan, base defense plan, and base cluster defense plan (see ATP 3-37.10).

3-13. The MEB commander may designate subordinate AOs and base camp and base cluster commanders. Units may establish their own defensive perimeters or be assigned to operate within an established base. The MEB commander can group units with their own defensive perimeters or established base camps into a base cluster for mutual support. The higher headquarter or the MEB commander will designate the senior commander as the base camp or base cluster commander who will establish a base defense operations center or base cluster operations center to provide mission command for the operations among the base camps close to each other. The base defense operations center or base cluster operations center will be staffed and equipped from units within the base or cluster. Unless the AO, base camp, or base cluster commander has assets to secure and defend the AO or base camp and staff and equip the base defense operations center or base cluster operations center, the commander may task other tenant units to support these collective tasks. The base camp and base cluster commanders will submit requests for other support to conduct support area operations to the MEB commander. The MEB commander provides the support or coordinates for it.

3-14. When a higher headquarters assigns the MEB an AO, it also may assign them the authority to command or task units operating within the AO. This is essential for a unity of command and effort. The higher headquarters or MEB commander may designate base camp and base cluster commanders. The MEB commander, normally by order of the echelon commander, will typically have TACON of all units within the AO for security and defense and specified broader TACON over base camp and base cluster commanders within the AO (this could include the aspect of protection, security, defense, movement control, or terrain management). The base camp/base cluster commanders have TACON over their tenant and transient units unless the higher headquarters orders otherwise. The tenant or transient units may be tasked to support security, antiterrorism/force protection, defense, guard, and response force requirements within the limits of their capability. The conduct of these operations will challenge all units to closely assess the troops-to-tasks, and other mission priorities. Each unit commander in the support area will have to decide on acceptable risk level as they apportion effort between security and defensive tasks and conduct their primary mission. The MEB commander will designate a minimum level of effort that each unit must provide to security and defensive tasks. The higher headquarters may establish a TACON relationship of other forces to the MEB. The AO commanders, subordinate AO commanders, base cluster commanders, or base camp commanders ensure the unity of effort regardless of mission command relationships. This requires coordinated, integrated, and synchronized planning, preparation, execution, and assessment.

3-15. The MEB commander's operations center establishes communications and coordinates directly with higher headquarters, the subordinate AO commanders, base cluster commanders, and base camp commanders. The AO commander will provide mission command for AO collective efforts and support the individual unit tactical operations in the AO.

3-16. The MEB commander determines the support area commander's intent; tasks and responsibilities; and issues the orders for movement, protection, area security, and defense, as does each individual base commander. If the MEB is responsible for a base that is located outside the support area, it may need to conduct split-based operations for a short time.

3-17. Each base camp has a base defense operations center to maintain situational awareness and make timely decisions, coordinate base defense, provide mission command for counter strikes, and coordinate incident response and area damage control. The base defense operations center is a contributor to the information collection process. The AO commander, base camp, and base cluster commanders designate

quick-reaction force, base cluster defense force, mobile security force, response force, TCF, and a reserve as needed. Depending on the threat assessment, the MEB may form a TCF from assigned, attached, or OPCON units to handle a less mobile threat Level III. If the threat assessment indicates a continually present more mobile or armored force, then the MEB should be assigned a maneuver TCF to defeat this threat. The AO, base camp, and base cluster commanders should use liaison teams to coordinate operations. The higher level commander may direct the base cluster, base camp or tenant unit to provide a liaison member.

3-18. Following an attack, the AO commander and headquarters may assist the higher-echelon commander to provide mission command for the mission support of the units in the support area if their chain of command or mission command systems are disrupted. This assistance would be temporary until the higher headquarters reestablishes the chain of command or mission command systems or the unit completes reorganization.

CONSIDERATIONS

3-19. This section uses the operations process activities (plan, prepare, execute, and assess) to discuss considerations that are important to the MEB in conducting support area operations.

PLAN

3-20. The MEB plans for support area operations within an assigned support area. The AO responsibilities of the MEB require it to plan decisive, shaping, and sustaining operations within the AO. Securing host nation population and critical infrastructure must also be planned for support area operations. It must integrate numerous units and headquarters elements to conduct support area operations. Even if the MEB is not assigned an AO, it still must plan support area operations to operate its own brigade support area.

3-21. The division or corps could assign their support area to a BCT (depending on its size, maneuver requirements, and threat) but normally, that would be a waste of resources. Support area operations are nontraditional missions for a BCT. Normally, the best unit to be assigned a division or corps support area is the MEB since it is organically able to control terrain and is trained to conduct support area operations and tasks. A less desirable and inefficient use of organic resources would be to assign the support area to a functional or support brigade since they would require augmentation, mission command systems, and training to control terrain and perform other support area tasks. The MEB is the ideal headquarters that is capable of conducting support area operations. However, depending on its organic capabilities and METT-TC analysis, the MEB will need to be augmented when assigned a large AO or one with significant threats.

3-22. Echelon planners must analyze METT-TC to determine what capabilities and units the MEB needs to successfully accomplish the support area mission. A troop-to-task analysis must be done during mission analysis to determine the required capabilities. The commander must then assess the level of risk and apportion the minimum resources to the unit that is assigned the support area mission. In some tactical situations, the commander may accept additional risk in the support area, but then plan to apportion additional combat power to the support area to improve the tactical situation in the AO. Failure to do so could result in unit loss of control of the sustainment area and jeopardize the sustainment of the units in all AOs. Depending on the tactical situation in the higher headquarters AO, the unit assigned the support area may be an economy-of-force mission and the unit could be last in priority of support for some phases of the operation. If control of the support area is lost, the unit assigned the support may need to be provided a higher priority of support or possibly further augmentation to be able to generate the combat power required to regain control of the support area.

3-23. The corps and division operational areas are normally subdivided and assigned as subordinate unit AO; corps AOs to divisions and brigades, and division AOs to brigades (see ADRP 3-0). At corps and division levels, METT-TC analysis may not support an option to assign the echelon support area to a single unit. The area retained by the echelon may be easy to secure and control so that it can all be assigned as the echelon support area to the MEB with minor augmentation. As the operation progresses and the situation changes, the size of the echelon support area controlled by the echelon and the course of action used to secure and control them may change. If the area retained by the echelon is large or more difficult to secure

and control, the echelon could increase the augmentation to the MEB, and adjust the size of its AO. It may—

- Assign the remaining unassigned area as an AO to a functional brigade.
- Designate other subordinate unit AOs to reduce the area controlled by the echelon headquarters.

3-24. The higher headquarters order should establish command and support relationships within the AO and give the MEB commander clear authority to alleviate the MEB commander from having to request or negotiate with units for their compliance, or support. Within this authority and that inherent in being assigned the AO, the MEB commander directs, tasks, and provides oversight of tenant and transient units within the AO. The MEB must be able to have positive control of all tactical actions and movements within the AO. Other support and functional brigades within the support area provide necessary support to the MEB for the conduct of support area operations within the support AO. The rest of this chapter will focus on the situation when the support area is assigned as the MEB AO.

3-25. When the operational environment or particular missions require a high degree of certainty and order, compliance, or centralization, the MEB may adjust the degree of control. Examples are in terrain management with the positioning and design of bases. This is often needed for base-inherent defensibility, clustering of bases for mutual support, the employment of base and base cluster response forces, and the MEB reserve. Some units that are tenants within the MEB AO will not have the staff to conduct detailed intelligence preparation of the battlefield and defense planning and preparation needed to execute a decentralized mission command type operation. This requires the MEB to conduct operations in a level of detail not normally done by other brigades.

3-26. The MEB develops plans to support its operations. When it has been given an AO, it must also integrate the actions of tenant units, to include base and base cluster commanders. Responsibilities may include protection, information collection, security, defense, movement control, fires, air support, air and missile defense, incident response, and area damage control. The brigade coordinates decentralized execution by its assigned unit, base, and base cluster commanders. It integrates the actions of tenant units to include base and base cluster commanders. The MEB may also need to coordinate area damage control support to functional brigades, the sustainment brigade, or the sustainment command. The brigade reviews and coordinates the supporting base camp and base cluster defense plans, develops plans to employ the TCF, reserve, and fires; and coordinates for host nation, joint, interagency, and multinational assets.

3-27. The MEB coordinates with the higher headquarters to establish priorities, develop plans, and decide when and where to accept risk in the AO. The MEB can use several levels of vulnerability assessments and the risk management process discussed in FM 5-19.

3-28. The higher headquarters would need to provide the MEB with additional task organization, to include information collection support, additional security forces, or additional fires and other forces. The increased span of control might be excessive for the MEB and require the higher headquarters to deal with more area not assigned to subordinates within its larger AO, commit a second MEB or another unit that is capable of providing mission command for another portion of those unassigned areas if that is feasible, or accept risk in another fashion.

3-29. The MEB usually will command one of the base camps within the support area and may designate the BSB commander or an assigned battalion-size unit as the base camp defense commander. The MEB may assign subordinate unit boundaries within the AO.

3-30. The MEB may use several boards or working groups during planning and execution. For example, multifunctional members of the protection working group ensure that all aspects of protection are considered, assessed, and incorporated.

3-31. The MEB may perform CA activities within their AO. Commanders use CA activities to mitigate how the military presence affects the populace and vice versa. Conducting CA activities is a task under the mission command warfighting function (see ADRP 6-0). The MEB CA staff works with assigned CA forces, higher headquarter CA staff, the division CA battalion and, if required, the corps level CA assets to develop civil considerations assessments and plan CA operations. The CA units can establish liaison with civilian organizations to enhance relationships and integrate their efforts as much as possible with MEB operations.

3-32. Although the MEB was not designed to be a maneuver headquarters, some of its subunits must be capable of maneuver and enabled with capabilities to enhance their freedom of maneuver when required. The MEB may be assigned a maneuver unit as a TCF (designed to combat Level III threats) or may potentially form a response force short of a TCF from other attached or OPCON units such as combat engineers or military police units. The MEB would control the maneuver of the TCF or response force as they employ maneuver and fires to defeat threats. The discussion of maneuver in this chapter is within this limited context. The MEB will initially fight any size threat operating in the AO and must plan to employ all fires, Army aviation, and close air support. When counterfire radars are attached, OPCON, or TACON the MEB is responsible for and plans where to locate and use counterfire radars to effectively deny effective enemy fire.

PREPARE

3-33. During initial entry, the MEB assigns units to AOs or existing base camps or, if required, directs the designated base camp commanders to prepare their individual base camps according to standards directed by the combatant commander. If the support area is established in an initially secure area, then contractors alone or assisted by military units may construct the bases. A technique may be to have the MEB or functional units construct turn-key base camps within their AO. Turn-key would include planning, designing, siting, constructing, and securing against Level II or III threats as required. There may be situations in which the MEB takes control of base camps and facilities that are not constructed to acceptable standards and must be upgraded.

3-34. The MEB can conduct maneuver support operations to prepare the support AO defensive plan and prepare for area damage control. This includes mobility, countermobility, and survivability; obstacles; structures; and antiterrorism. The MEB will conduct initial reconnaissance of their AO to verify and refine intelligence preparation of the battlefield. The proper location selection, design, construction, and manning of base camps and base clusters can help to reduce the need for a maneuver TCF.

3-35. The MEB will establish standing operating procedures to ensure protection, security, defense, and the ability to perform area damage control within their AO. These standing operating procedures allow the MEB to use more mission command orders. The MEB will ensure the base camp security and defense forces are trained, rehearsed, and ready. Important rehearsals include commitment of base camp response forces, commitment of cluster response forces, commitment of the MEB reserve, battle handover, and fire plan rehearsals.

EXECUTE

3-36. The MEB conducts support area operations within the assigned support AO. The MEB staff will ensure close, continuous coordination with the higher headquarters staff, AO tenant, and transient units to ensure security, protection, movement, continuous support, and defense. The MEB will aggressively execute detection, early warning, and rapid response to threats and coordinate responsive area damage control to minimize effects.

3-37. The MEB will synchronize security operations, conduct information collection, and develop the common operational picture and share it with all units in the AO. The MEB will coordinate the collective defense within the AO. The MEB may direct and employ transiting combat forces with the approval of higher headquarters. The MEB will defeat Level III threats or conduct battle handover to other combat forces.

ASSESS

3-38. The MEB must fuse the assessments from the commander, staff, subordinates, supporting units and tenant units to monitor and evaluate the current situation and progress. The MEB conducts base threat and vulnerability assessments. Key areas the staff assesses include security, base camp defense preparations, and area damage control preparations. The MEB commander and staff share their assessment with their higher headquarters commander and staff. Based on the assessments they share responsibility to adjust tasks, resources, or risk. This is a dynamic process, which will need to be redone as conditions and the risk

change. The staff can use measures of effectiveness and measures of performance from FM 7-15 to help it develop METT-TC measures for the assigned support area and required detailed tasks.

TERRAIN MANAGEMENT

3-39. The higher headquarters may position a number of other support brigades; functional brigades; smaller units; various higher headquarters; contractors; and joint, interagency, and multinational organizations within the MEB AO. Regardless of commander's rank or size of units, the MEB commander has some mission command responsibilities over those in their AO. The MEB commander retains final approval authority for the exact placement of units and facilities within its AO, unless placement is directed by the MEB higher headquarters. The commander must deconflict operations, control movement, and prevent fratricide.

3-40. Terrain management involves allocating terrain by establishing AOs and other control measures, by specifying unit locations, and by deconflicting activities that may interfere with operations. Indirect fires and air corridors must be planned congruently to ensure deconfliction in time and space. Control trigger, elevation, and azimuths should be considered when planning airspace deconfliction and synchronized with Division or Corps and adjacent unit plans. It includes grouping units into bases and designating base clusters as necessary for common defense. A technique is for the MEB to designate subordinate task force AOs to increase the ability of unit leaders to develop improved relationship with local officials. Terrain management should facilitate current and future operations. Poor terrain management can result in congestion, interruption of tactical traffic patterns, and degradation of support operations. The failure to follow basic rules of coordination can cause disruption and create combat identification hazards. Good terrain management will enhance operations. This section establishes procedures for terrain management in the MEB support AO.

3-41. Having an AO assigned restricts and facilitates the movement of units and the use of fires. It restricts units that are not assigned responsibility for the AO from moving through the AO without coordination. It also restricts outside units from firing into or allowing the effects of its fires to affect the AO. Both of these restrictions can be relaxed through coordination with the owning unit. It facilitates the movement and fires of the unit assigned responsibility for, or owning, the AO. In selected situations, subordinate AOs may be created to facilitate the movement of sustainment convoys or maneuver forces through the support AO. The MEB can conduct operations as discussed in chapter 4.

3-42. Within its support AO, the MEB conducts the tactical coordination and integration of land and air units while employing firepower and maneuvering forces for positional advantage in relation to the enemy. Beyond the inherent responsibilities for adjacent unit coordination, the area operations section within the MEB deconflicts terrain coordination issues by collaborating with adjacent, passing, and supported units to reduce the likelihood of combat identification errors and trafficability problems and to enhance situational understanding, security, and defense. Airspace management is also planned, coordinated, and monitored from the airspace management cell in the area operations section. Firepower integration and coordination, to include fires from rotary wing aircraft, is conducted by the MEB fire support element through the targeting process. Effects are assessed against the supporting mission requirements.

OPERATIONS SECTION PROCEDURES

3-43. The MEB S-3 operations section functions as the overall terrain manager for the brigade and assigns and reassigns AOs based on mission requirements to subordinate units. The brigade manages and is responsible for any terrain in its AO not assigned to a subordinate unit. Within the MEB the area operations section serves as primary terrain manager for the brigade and reports directly to the S-3. The S-3 is responsible for overall AO surveillance and reconnaissance plans and integrates subordinate unit and base plans.

3-44. The MEB performs a detailed intelligence preparation of the battlefield for their AO and shares it with all tenants. The detailed terrain analysis is key to MEB terrain management. The MEB must consider the defensibility of the terrain and primary units missions when constructing new bases and assigning units to existing bases. The MEB considers the military aspect of terrain and other applicable aspects (see the Joint Force Operations Base Handbook and ATP 3-37.34). The MEB S-3 will engage the entire staff,

particularly the S-2, the engineer, military police, and the CBRN operations officer when analyzing factors essential to assigning territory and locating bases and facilities within its AO. These factors include—

- Locating bases on the best defensible terrain. The S-2, S-3, terrain analysis team, engineer, and maneuver commander (if a TCF is assigned) collaborate on this effort. This will significantly reduce the resources need to effectively defend them.
- Locating the sustainment brigade (if in the AO) with access to transportation infrastructure.
- Constructing a base defense can be viewed as constructing a strong point (360-degree defense).

3-45. These factors also include an assessment of—

- Drop zones or landing zone availability that is protected from the observation and fire of the enemy, which is a main consideration in selecting and organizing the location.
- Geographical boundaries.
- Concept of the operation.
- Mission requirements.
- Mission priority.
- Tactical maneuver plans.
- Likely enemy avenues of approach.
- Direct and indirect fire weapons capabilities.
- Deconfliction of fires (fire control measures and fire control plan) and airspace coordinating measures.
- Equipment density.
- Incident response.
- Accessibility for sustainment.
- Storage space for supply units.
- Indigenous civil considerations.
- Trafficability (ideally level, well drained, and firm ground).
- Access to the main supply route (MSR), roads, transportation infrastructure.
- Available facilities.
- Environmental considerations.
- Room for dispersion.
- Natural obstacles and canalized areas.
- Cover, concealment, and camouflage (natural or man-made structures).
- Security and mutual support.
- Ease of evacuation.
- Key facilities.
- Weapons of mass destruction research, production, and storage sites.
- Toxic industrial material hazard sites and areas.
- Decontamination sites.

3-46. MEB elements may be tasked to conduct traffic regulation enforcement for major unit movements in the division or EAD AO in general, or they may be tasked to enforce a specific circulation, control, or movement plan. For example, the division or EAD provost marshal's office, in conjunction with the division transportation office, generally develops and disseminates a battlefield circulation plan of some type.

OTHER KEY STAFF INPUT TO TERRAIN MANAGEMENT

3-47. The MEB engineer cell supports the planning, integration, and assessment of engineer capabilities supporting the maneuver support and terrain management functions for the brigade. The brigade engineer cell plans and synchronizes engineer support for infrastructure development tasks in the MEB AO. Competing requirements at every echelon will drive commanders to carefully prioritize and synchronize

engineer tasks and efforts to maximize their effectiveness consistent with the mission, threats and hazards, and time. Additional support includes—

- Identifying and coordinating with the area operations section for unit-specific terrain requirements that may require engineer preparation.
- Assisting the S-3 in analyzing terrain for placement of units.
- Assisting in coordination of assembly areas or other facilities in the MEB AO for incoming units.
- Assisting the intelligence section in the intelligence preparation of the battlefield process that supports the terrain management effort.
- Conducting engineer reconnaissance to facilitate terrain use and trafficability.
- Assessing facilities and bases and making recommendation on repair or upgrade.
- Designing and planning construction and security features of base camps and facilities.

Note. Infrastructure development applies to all fixed and permanent installations, fabrications, or facilities that support and control military forces. Infrastructure development focuses on facility security modifications and includes area damage control and repairs.

3-48. The MEB CBRN officer considers the vulnerability of facilities, equipment, and supplies to the CBRN threat. They recommend ways to mitigate these vulnerabilities and the effects of the hazard that can result from these threats.

3-49. The MEB assists in AO vulnerability assessments and security requirements (the MEB may designate the senior military police as provost marshal). The provost marshal recommends allocation of assessment to protect critical facilities and high-value targets.

INFORMATION COLLECTION

3-50. The MEB develops an information collection plan that capitalizes on organic and assigned information collection capabilities to develop information, which answers the commander's critical information requirements. These activities of information collection support the commander's understanding and visualization of the operation by identifying gaps in information, aligning assets and resources against them, and assessing the collected information and intelligence to inform the commander's decisions. They also support the staff's integrating processes during planning and execution. The direct result of the information collection effort is a coordinated plan that supports the operation. The MEB requests information collection support from the higher headquarters. This support could be provided through counterintelligence, human intelligence, signal intelligence, unmanned aircraft system, or ground surveillance systems. When the MEB is deployed in an AO, the MEB will typically be augmented and perhaps task-organized with information collection capabilities.

3-51. Counterreconnaissance is also inherent in all security operations. It is the sum of all actions taken to counter the enemy reconnaissance and surveillance efforts. The focus is to deny the enemy information and destroy or repel enemy reconnaissance elements. Security forces operate offensively or defensively when executing counterreconnaissance.

3-52. The MEB tasks units that it has a command or support relationship with within its AO to conduct parts of the information collection plan. The MEB must know enemy capabilities and intentions. It must anticipate, and receive, and provide early warning of emerging threats in the AO. This requires access to all-source intelligence. Based on intelligence the MEB commander locates facilities and units and applies combat power to defeat threats early in the AO and, if required, relocate units at risk.

3-53. The MEB and base commanders use observation posts and patrols to gain intelligence and improve security. Base and base cluster commanders have an inherent responsibility to gather information and share intelligence with the MEB. Surveillance is inherent and continuous in all security operations.

3-54. *Counterintelligence* is information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. (JP 2-0)

Counterintelligence includes all actions taken to detect, identify, track, exploit, and neutralize the multidiscipline intelligence activities of adversaries. It is a key intelligence community contributor to protect U.S. interest and equities (FM 2-22.2). The MEB S-2 will coordinate all counterintelligence measures and operations with the counterintelligence coordinating authority of the higher headquarters.

MOVEMENT CONTROL

3-55. *Movement control* is the dual process of committing allocated transportation assets and regulating movements according to command priorities to synchronize distribution flow over lines of communications to sustain land forces. (ADRP 4-0). The component of the movement control process that the MEB supports is regulating movements and a key aspect of regulating movements is route synchronization. Route synchronization is the planning, routing, and scheduling of movement on ground supply routes and is a control measure that regulates the flow of movement supporting military operations. Route synchronization is executed by commanders with the responsibility to provide order, prevent congestion, and enforce movement priorities for the ground supply routes in their operational area (ATP 4-16). ATP 4-16 discusses movement planning and control measures.

3-56. The MEB commander regulates movement throughout the MEB assigned AO. If the movement is conducted on MSRs or alternate supply routes (ASRs) designated by higher headquarters, the MEB commander regulates movement in coordination with the division transportation office/movement control battalion/movement control teams. The MEB does provide movement coordination and regulation on MSRs and ASRs. Units may not move through ground lines of communication within the designated AO without clearance from the MEB. The MEB designates, maintains, secures, and controls movement along the routes within the AO unless the higher headquarters directs otherwise. Most routine movement on MSRs/ASRs is handled by the unit conducting the movement or the supporting headquarters. The MEB must assert control when security conditions require it and stop, reroute, or delay movement even if coordinated or approved by others.

3-57. The echelon that designates the support area must provide clear guidance on the roles and responsibilities for movement control, protection, and defense of forces moving through the AO or originating in the support area AO that move into other AOs. Active participation with higher headquarters planners will help to ensure proper guidance is provided. The MEB has responsibility for movement control, protection, and defense within its AO, and may have a role within the higher headquarters AO as it conducts maneuver support operations for other units and forces. The higher headquarters, through its movement control battalion and movement control teams, has primary responsibility for movement control within the theatre. The convoy commander has primary responsibility for convoy protection, security, and defense. The MEB may be assigned TACON (JP 3-10 uses TACON in joint security area operations while units are moving within the AO).

3-58. When a unit wants to move within the designated AO, it coordinates with the base defense operations center or base cluster operations center. The base defense operations center or base cluster operations center will coordinate with the MEB to obtain movement support: intelligence updates, additional security, fires, and final approval. When the unit plans to leave the support AO, the MEB will coordinate with the supporting movement control team as required to obtain movement clearance for use of the MSRs and ASRs. The base camp or base cluster commander adjusts perimeter security after a unit loads out for movement or integrates a new unit into existing plans to ensure a comprehensive security posture.

3-59. When a unit moves through the support AO, it coordinates with the supporting movement control team and the MEB. The MEB will provide needed support as it does for convoys originating within the support AO.

3-60. The division or EAD assistant chief of staff, operations or assistant chief of staff, logistics or their supporting sustainment brigade may establish control points and measures. These may include the first destination reporting points, a periodic movement control board, or the sustainment brigade mobility branch, to control the movement of forces into the division or EAD AO in a predictable or deliberate manner. The MEB may want to consider placing a liaison officer at the higher headquarters movement control board. The responsible movement control team coordinates all sustainment movement into and out of the MEB AO. The MEB area operations section may have reporting, regulating, or response force

responsibilities to major movements and convoys in coordination with the responsible provost marshal's office and division transportation officer while supporting division or EAD movement priorities. For major movements, the MEB may establish a movement control board to coordinate with higher headquarters assistant chief of staff, logistics, movement control staffs, the sustainment brigade, convoy commanders, and AO owners that the movement will transit.

3-61. The MEB staff plans and conducts the required maneuver support operations to support movement. The CBRN officer determines likely areas for enemy use of CBRN, and designates decontamination sites for restoring contaminated units. The CBRN officer also coordinates with task-organized CBRN assets to position chemical detection sensors and to establish the corresponding process for receiving, validating, and disseminating chemical alerts, precautions, and downwind messages to subordinate, adjacent, and higher units. The engineer coordinates mobility support, monitoring route status and directing required route maintenance. The EOD staff, in coordination with the engineer and S-2, monitors and conducts trend analysis within the support AO. The military police coordinates traffic control and directs required military police security. The signal staff officer (S-6) ensures that the required codes, loads, administrative data, and procedures for accessing dedicated communication nets or networked systems are current, available, operational, and packaged for dissemination by the operations section to organic, tenant or passing units. They coordinate with subordinate electronic warfare officers to ensure that electronic counter measure devices and equipment are properly installed, tested, and deconflicted with noncomplementary devices of similar purpose within the support AO.

OPERATIONAL AREA SECURITY

3-62. When assigned an AO the MEB is responsible for security. The MEB may perform any required security task within their assigned AO but primarily conducts operational area security as discussed in ADRP 3-37. The MEB must understand the security operations tasks discussed in ADRP 3-90 and FM 3-90-2. This discussion focuses on the MEB conducting echelon support area security. The MEB commander is responsible for the security of all units operating with the support AO. Each unit commander retains responsibility for their local security of the unit. The MEB supports the base camp commanders within the support area to conduct base camp security and defense. (See ATP 3-37.10 for a discussion of base camp security and defense.)

3-63. The MEB conducts area security to protect the force. They provide time and maneuver space in which to react to the enemy and develop the situation. Security operations include—

- Conducting reconnaissance to reduce terrain and enemy unknowns.
- Gaining and maintaining contact with the enemy to ensure continuous information.
- Providing early and accurate reporting of information to the protected force.

3-64. Security is an essential part of operations. Security operations are those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time in which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. The ultimate goal of security operations is to protect the force from surprise and reduce the unknowns in any situation. Units employ local security at all times, because the battlefield offers many opportunities for small enemy elements to move undetected. The MEB commander does have to conduct area security operations throughout their AO, but must except risk in some areas to ensure adequate security for the more critical assets. This may occur with a large AO and noncontiguous bases. They must provide security forces to prevent surprise and provide time for units within the AO to effectively respond. The MEB commander must inform tenants and transients of their security plans and capabilities.

3-65. When assigned the responsibility for the support area AO, the MEB commander defines responsibilities for the security of units within that echelon support area. The MEB would be responsible for defensive planning and risk mitigation within that area. The MEB can designate tenant units within the support area as base camp and base cluster commanders. Those base camp and base cluster commanders are responsible for the local security for their respective base camp and base clusters. The MEB can also designate protection standards and defensive readiness conditions for tenant units and units transiting through the area. Higher protection standards may impact the ability of those supporting sustainment units

to perform their primary mission in support of the operations. The MEB coordinates to mitigate the effects of security operations on units in the support area (ADRP 3-90).

3-66. Successful security operations are planned and performed using the following fundamentals (see FM 3-90-2) of security:

- Orient on defended assets.
- Perform continuous reconnaissance.
- Provide early and accurate warning.
- Provide reaction time and maneuver space.
- Maintain enemy contact.

3-67. There are five primary types of security—screen, guard, cover, area security, and local security. The MEB would not be assigned a screen, guard, or cover mission by a higher headquarters, but can use all except guard and cover as part of their conduct of support AO security operations.

3-68. A screen unit is tasked to maintain surveillance; provide early warning to the MEB or base camp; or impede, destroy, and harass enemy reconnaissance without becoming decisively engaged. Depending on the screening unit capabilities, they may be able to impede and harass the enemy force with indirect and/or direct fires. A screen may be static or moving. Any subordinate element that can maneuver can be given a screening mission. The assigned maneuver unit should be trained on these doctrinal tasks. The engineer and military police units may need training to perform these security missions.

3-69. Area security is a form of security that includes reconnaissance and security of designated personnel, airfields, unit convoys, facilities, MSRs, lines of communications, equipment, and critical points. An area security force neutralizes or defeats enemy operations in a specified area. It screens, reconnoiters attacks, defends, and delays as necessary to accomplish the mission. The MEB conducts area security to deny the enemy the ability to influence friendly actions in a designated area or to deny the enemy use of an area for their own purposes. Area security often entails route security, convoy security, and checkpoint operations.

3-70. Local security consists of low-level security operations conducted near a unit to prevent surprise by enemy forces. All units of the MEB are capable of, and required to, conduct local security operations as an inherent part of self-protection and mission assurance measures.

3-71. Area and high-value assets security is a form of security that includes reconnaissance and security of designated personnel, airfields, unit convoys, facilities, MSRs, lines of communications, and other critical points. An area security force neutralizes or defeats enemy operations in a specified area. It screens, reconnoiters attacks, defends, and delays as necessary to accomplish the mission. The MEB performs area security missions to prevent the enemy from influencing friendly actions in a designated area, or to deny the enemy use of an area for its own purposes. Area security often entails route security, convoy security, and checkpoint operations. The MEB support AO security operations will involve both these forms of security.

3-72. The MEB conducts route security missions to prevent enemy ground maneuver forces or unconventional forces from coming within direct fire range of the protected route. Military police or reconnaissance units execute this mission as part of battlefield circulation and may require augmentation during small scale contingency or large-scale combat. A route security force operates on and to the flanks of a designated route. Route security operations are defensive in nature and, unlike guard operations, are terrain oriented. A route security force prevents an enemy force from impeding, harassing, containing, seizing, or destroying traffic along the route.

3-73. The MEB conducts convoy security operations when insufficient friendly forces are available to continuously secure lines of communications in an AO. They also may be conducted in conjunction with route security operations. A convoy security force operates to the front, flanks, and rear of a convoy element moving along a designated route. Convoy security operations are offensive in nature and orient on the force being protected. A convoy security mission has certain critical tasks that guide planning and execution

SUPPORT OF BASE CAMP SECURITY AND DEFENSE

3-74. A MEB will conduct base camp and base cluster security and defense when it is necessary to defend in all directions, when it must hold critical terrain in areas where the defense is not tied in with adjacent units, or when it has been bypassed and isolated by the enemy, and must defend in place. Within a support area, the MEB normally must defend in all directions and prepares perimeter base camp security and defense. Forward operating bases may be used by the BCTs or MEBs. The MEB continually conducts base camp security and base camp defense within its AO.

3-75. The MEB is responsible for area security, base camp and base cluster security and defense within its AO. The designated base camp commanders within the MEB AO should be TACON to the MEB. The elements operating within the individual base camps should be under OPCON or TACON of the base camp commander. The MEB tasks units within their AO to conduct collective information collection, security, and defense operations. (See ATP 3-37.10 for details on base camp security and defense.)

3-76. The MEB integrates the base camp and base cluster security and self-defensive plans. The MEB commander designates tenant commanders as base camp commanders. The base camp commanders perform this additional responsibility under the oversight of the MEB commander. The MEB can mass forces, capabilities, or systems from several base camps or base clusters to integrate, synchronize, and mass combat power at a decisive point where the threat exceeds a single base camp's security or defensive capabilities.

OUTER SECURITY AREA

3-77. Typically each base camp or base cluster has a boundary established beyond their perimeter to at least direct fire range (may be 3 to 5 kilometers) to execute their fire plans and within their ability to control; this is their security area. The MEB is responsible for the security of the area not assigned to a subordinate unit within the MEB AO. This security area should be wide enough to preclude enemy use of mortars and allow adequate time to detect enemy threats and engage with direct fire weapons. The commander clearly defines the objective of the security area. Operation orders state the tasks of the security force(s) in terms of time required or expected to maintain security.

3-78. Early warnings of pending enemy actions ensure the commander time to react to any threat. The S-2 analyzes likely routes and methods the enemy could use to conduct reconnaissance. He templates likely locations and activities of enemy observation posts, patrols (mounted and dismounted), and other reconnaissance assets. Named areas of interest are established at these locations to focus counterreconnaissance activities. Security forces use observation posts, combat outposts, patrols, sensors, target acquisition radars, and aerial surveillance to locate high potential targets, and to confirm or deny the commander's critical information requirements. This is a vital step in disrupting the enemy plan and getting inside their decision.

DEFENSE IN DEPTH

3-79. The depth extends from the range of the threat's indirect weapons, to the individual Soldier's response to threats inside the perimeter. The MEB commander can mass combat power at any of the base camps or direct the response forces, reserve, or TCF to fight from one of the base camps. The commander plans fires throughout the support area up to the maximum planning range of available weapons. He may place portable obstacles around critical locations within the AO or base camp perimeters during periods of reduced visibility to disrupt the enemy plan based on visual reconnaissance and add depth to the defense.

3-80. The base camps formed into base clusters provide mutual support to each other. The MEB can coordinate mutual support between base camps and between base clusters. This provides a series of integrated defensive positions that adds to defense in depth.

STRONG POINT

3-81. In hostile fire areas, most base camps are planned, prepared, and executed as modified strong points since their focus is not primarily antiarmor. Normally the modified strong point must defeat personnel, car

or truck bombs, and indirect fires. If the base camp is designated a strong point, then the MEB has sited and planned it based on a detailed analysis of the terrain to best use its defensive potential.

COMBAT OUTPOSTS

3-82. A combat outpost is a reinforced observation post that is capable of conducting limited combat operations. While the factors of METT-TC determine the size, location, and number of combat outposts established by a unit, a reinforced platoon typically occupies a combat outpost. Mounted and dismounted forces can employ combat outposts. Combat outposts are usually located far enough in front of the protected force to preclude enemy ground reconnaissance elements from observing the actions of the protected force. Considerations for employing combat outposts—

- Allow security forces to be employed in restrictive terrain that precludes mounted security forces from covering the area.
- Can be used when smaller observation posts are in danger of being overrun by enemy forces infiltrating into and through the security area.
- Enable a commander to extend the depth of his security area.
- Should not seriously deplete the strength of the main body.

3-83. Forces manning combat outposts can conduct aggressive patrolling, engage and destroy enemy reconnaissance elements, and engage the enemy main body before their extraction. The commander should plan to extract his forces from the combat outpost before the enemy has the opportunity to overrun them.

PENETRATIONS

3-84. The MEB must develop plans to find, fix, and destroy enemy forces in the AO. This is accomplished throughout the MEBs AO and in the outer security area or within the base camps when there is a penetration. Each base camp commander or unit assigned an AO is responsible for identifying enemy forces. Enemy threats may originate within the support area or be a larger element that penetrates the support area or a base camp perimeter.

3-85. If a base camp is threatened with a penetration, the MEB commander may take the following actions in order of priority:

- Allocate immediate priority of all available indirect fires, including attack aviation or close air support, or coordinate for reinforcing fires from higher or adjacent commands to support of the threatened unit. This is the most rapid and responsive means of increasing the combat power of the threatened unit.
- Direct and reposition adjacent units to engage enemy forces that are attacking the threatened unit. This may not be possible if adjacent units are already decisively engaged.
- Commit the TCF (if available) to defeat the Level III threat.
- Commit the reserve to reinforce the threatened unit.
- Commit the reserve to block, contain, or destroy the penetrating enemy force.

3-86. The MEB or base camp commander can use the following steps to counter a penetration:

- **Maintain contact with the penetrating enemy force.** Forces may be able to delay the penetrating force, with which to maintain contact. The commander seeks to determine the size, composition, direction of attack, and rate of movement of the penetrating enemy force. Forces in contact must also sustain fires and close air support against the enemy to disrupt, delay, or divert his attack.
- **Take immediate actions to hold the advance or expansion of the penetration.** This may require changing task organization, adjusting adjacent boundaries and tasks, executing situational or reserve obstacles, or shifting priority of fires.
- **Move threatened units.** Based on the direction of enemy attack, units may need to move away from the penetration. These movements must be controlled to ensure they do not interfere with counterattack plans or movements of combat forces.

- **Determine where and how to engage the penetrating enemy force.** Based on the size, composition, and direction of enemy attack, the commander selects the best location to engage the enemy. The reserve may counterattack into the flank of the enemy, or it may establish a defensive position in depth to defeat or block the enemy. The staff establishes control measures for the attack of the reserve. The reserve can use an engagement area or objective to orient itself to a specific location to engage the enemy. A battle position can be used to position the reserve along defensible terrain. The commander and staff develop a concept of fires and consider required adjustments to fire support coordination measures. They also decide on the commitment of directed, reserve, or situational obstacles to support the action. Traffic control is especially critical. Sufficient routes must be designated for the reserve to use, and provisions such as the use of Military police and combat engineers must be taken to ensure those routes remain clear.
- **Plan effectively.** A simple, well thought-out plan, developed during the initial planning process, greatly improves the ability of subordinates to react effectively.

3-87. The MEB commander must keep his higher headquarters informed of any enemy penetrations and the base camp commanders must keep the MEB commander informed. The higher headquarters or MEB commander might reinforce the base camp commander with additional fires, attack aviation, security forces, or maneuver forces. Normally, in the case of a base camp penetration, the commander positions with the response force or reserve due to the criticality of the counterattack.

COUNTERATTACK

3-88. The MEB and base camp commanders use counterattacks to destroy an enemy within the AO or base camp perimeter. The units seek to slow the rate of penetration, weaken the enemy, and reduce his maneuver options, momentum, and initiative, then counterattack with all available force. Timing is critical to a counterattack. Assuring the mobility of the counterattacking force is critical.

3-89. Ideally, the response force or reserve must be given warning time to prepare and maneuver. A quick verbal warning order or monitoring the command net can give the response force or reserve some warning and allow them to begin immediate movement toward their attack position to begin a counterattack. The response force or reserve would issue situation reports and oral fragmentary orders on the move. Planning and preparation to a battle drill standard are needed. Within the support area, a successful defense is the defeat of enemy forces within the security area or the main battle area, if designated.

FIRES

3-90. The MEB must plan for Army and joint fires: indirect fires, attack aviation, and close air support. The commander must consider the risk and advantages of observed and unobserved fires, and then incorporate this into the attack guidance and target selection standards of the concept of fires and targeting criteria.

RESPONSE FORCE

3-91. Each designated base camp commander is responsible for organizing and preparing a response force. The response force can be assigned, attached, or OPCON units or supporting or reinforcing combat forces directed to conduct combat operations in support of the unit. These forces operate under control of the base defense operations center to defeat Level I and some Level II threats and delay Level III threats until the MEB responds with their reserve or a TCF. A base cluster commander is also responsible for organizing and preparing a response force, for Level II threats, from the assets available in assigned base camps.

3-92. When needed, the base camp response force assembles and counterattacks by fire and maneuver to eliminate the threat. The base camp commander commits the response force, reconstitutes the response force, and notifies the base cluster commander, if assigned, or the MEB commander. This notification becomes the warning order for the base cluster or MEB reserve.

3-93. The commitment of a response force or reserve becomes a significant mission command and potential fratricide problem that rehearsals and standing operating procedures can mitigate. Since the two

friendly forces may converge, typically the higher commander assumes mission command of the engagement.

RESERVE

3-94. When assigned an AO the MEB dedicates a reserve. The reserve is a dedicated force withheld from action and committed at a decisive moment. The reserve provides the commander flexibility to exploit success or deal with a tactical setback. The force is not committed to perform any other task.

3-95. The reserve is positioned to respond quickly to unanticipated missions. A reserve maintains protection from enemy fires and detection by maximizing covered and concealed positions, wide dispersion, and frequent repositioning.

3-96. When resources (or METT-TC) permit, the MEB may begin defensive operations with a company reserve, and allocate additional forces to the reserve as operations progress. In other cases, the MEB initial reserve force might be as small as a platoon.

3-97. A reserve usually is assigned an assembly area or base camp. Maintaining and positioning a reserve is a key requirement for achieving depth within the defense. The commander and staff determine the size and position of the reserve based on the accuracy of knowledge about the enemy and the ability of the terrain to accommodate multiple enemy courses of action. When the MEB has good knowledge about the enemy and the maneuver options of the enemy are limited, the MEB can maintain a smaller reserve. If knowledge of the enemy is limited and the terrain allows the enemy multiple courses of action, then the MEB needs a larger reserve. This gives the MEB the required combat power and reaction time to commit the reserve effectively.

3-98. To employ the reserve the MEB must be able to track the threat, assess information, and employ and control fires. The MEB may need air surveillance assets to look at named areas of interest and targeted areas of interest not under routine surveillance by base camp, base clusters, or units in provide mission command of movement corridors.

TACTICAL COMBAT FORCE

3-99. The MEB defeats Level I, II, and III (if assigned a TCF) threats within their AO. Tenant units defeat Level I and some II threats within their assigned base camps. The MEB employs a response force (may be engineer units and military police units) within their AO to assist tenants or convoy commanders to defeat Level II threats when they are not capable of doing it themselves. The MEB employs a TCF as the designated MEB reserve, to defeat Level III threats.

AIRSPACE MANAGEMENT

3-100. The MEB is staffed to conduct airspace command and control to synchronize use of airspace and enhance mission command of forces using airspace (see FM 3-52 and JP 3-52). The MEB manages the airspace over its assigned AO to include identification, coordination, integration, and regulation of airspace users. The MEB coordinates with the higher headquarters airspace command and control staff, the joint air operations center, or the theater airspace control authority as required to deconflict and integrate by using airspace within the MEB AO. The airspace management section has digital connectivity to theater level with the tactical airspace integration system. When assigned an AO, the MEB commander approves, disapproves, or denies airspace combat operations. Fires and airspace use is deconflicted in the fires cell and air defense artillery cell. The MEB can use control measures such as an unmanned aircraft system holding area, base defense zone, restricted operations area, and restricted operations zone. Key tasks may include coordinating manned and unmanned Army aviation support.

FIRE SUPPORT COORDINATION

3-101. The MEB has the authority to determine surface targets and perform clearance of fires within their AO. The MEB integrates fires with security and defense plans and rehearses their employment. Within its AO, the MEB may employ any direct or indirect fire system without further clearance. ADRP 3-90 lists

three exceptions: munitions effects extend beyond the AO, restricted munitions, and restrictive fire support coordination measures. Detailed coordination is required of fire support planning and measures to apply fires to and from adjacent Division or Corps systems in accordance with their targeting and fires priorities, Cross boundary fires should be strictly coordinated , and if time allows, thoroughly rehearsed.

3-102. The MEB must conduct detailed fires planning in order to allocate resources to be used down to the company level while integrating and coordinating fires within the AO. The MEB must integrate fire support planning) and targeting. The MEB staff will coordinate fires with the higher headquarters, base camp, and base clusters staffs. The MEB could provide fires if the TCF is task-organized with artillery or mortar systems. Much of the time, the MEB will receive fire support from a fires battalion. The MEBs must develop targeting and counter-fire standing operating procedures (see FM 3-60 and FM 3-09.12).

3-103. An example of a MEB conducting support area operations is shown in figure 3-1. In this example, the division support area was assigned to the MEB as AO BILL. Based on the company team mechanized armor threat, the division task-organized an OPCON battalion TCF to the MEB. The MEB located them in an area within the base camp closest to the threat. The division established TACON for the aviation and sustainment brigade to the MEB. The MEB designated the aviation brigade and chemical battalion commanders as base camp commanders. The sustainment brigade designated one of its battalion commanders as a base camp commander. The MEB designated the sustainment brigade as base cluster commander and established TACON for the MEB military police company team assigned to a small base camp within the sustainment brigade's outer security area. The division located its headquarters in a base camp commanded by the aviation brigade. The MEB task-organized an military police battalion task force to run the division tactical assembly area, a proposed detainee holding areas and landing zone. The MEB also task-organized an engineer battalion task force to the sustainment brigade. The MEB established a movement corridor from the sustainment brigade through division area not assigned to a subordinate along MSR WHITE to a BCT AO not shown to the left side of the sketch. Within the movement corridor, the MEB established an air corridor and air control points to their current AO boundary. The MEB prepared information collection and fires plans and designated named areas of interest.

AREA DAMAGE CONTROL

3-104. The MEB performs area damage control before, during, or after incidents within the assigned support area (see JP 3-10). ADC is performed to reduce the probability of damage and minimize its effects. To help minimize its effects Area damage control includes actions to recover immediately, resume operations, and maintain and restore order (see ADRP 3-37). Area damage control involves centralized planning and decentralized execution. Commanders assess their ability to withstand hostile action, man-made, or natural disasters and then allocate area damage control resources to mitigate the hazards in consonance with their importance to the mission.

3-105. Following an enemy attack, the MEB or base camp commander may need to reorganize while transitioning from defensive to routine operations. *Reorganization* is all measures taken by the commander to maintain unit combat effectiveness or return it to a specific level of combat capability (FM 3-90-1).

3-106. Incident management plans and area damage control are key components to a successful protection plan. The area damage control plan includes subordinate and support area or base camp tenant responsibilities that include the specific actions to be taken before, during, and after incidents. The area damage control plan is synchronized and coordinated with the defensive and protection plans (includes survivability and antiterrorism plans). The intelligence preparation of the battlefield process and safety techniques are used to identify and assess hazards and make recommendations to prevent or mitigate the effects of those hazards. Training and rehearsals assist in the ability to respond immediately to damage. Assessment teams advise the commander on the extent of damage and estimated time for recovery.

3-107. Area damage control is a tiered response. As a part of area security operations, all commanders conduct area damage control to prevent, respond, and recover from the negative effects of enemy or adversary action that can diminish combat power with their local assets and resources. The base camp provider is the next level of area damage control response with their capabilities. Each base camp defense plan includes an area damage control plan. The MEB coordinates area damage control within the support area in accordance with the area damage control plan, additional support from higher headquarters, or

specialized units. Within an assigned AO, the MEB may keep centralized control of some area damage control assets to permit allocation at the critical point and time.

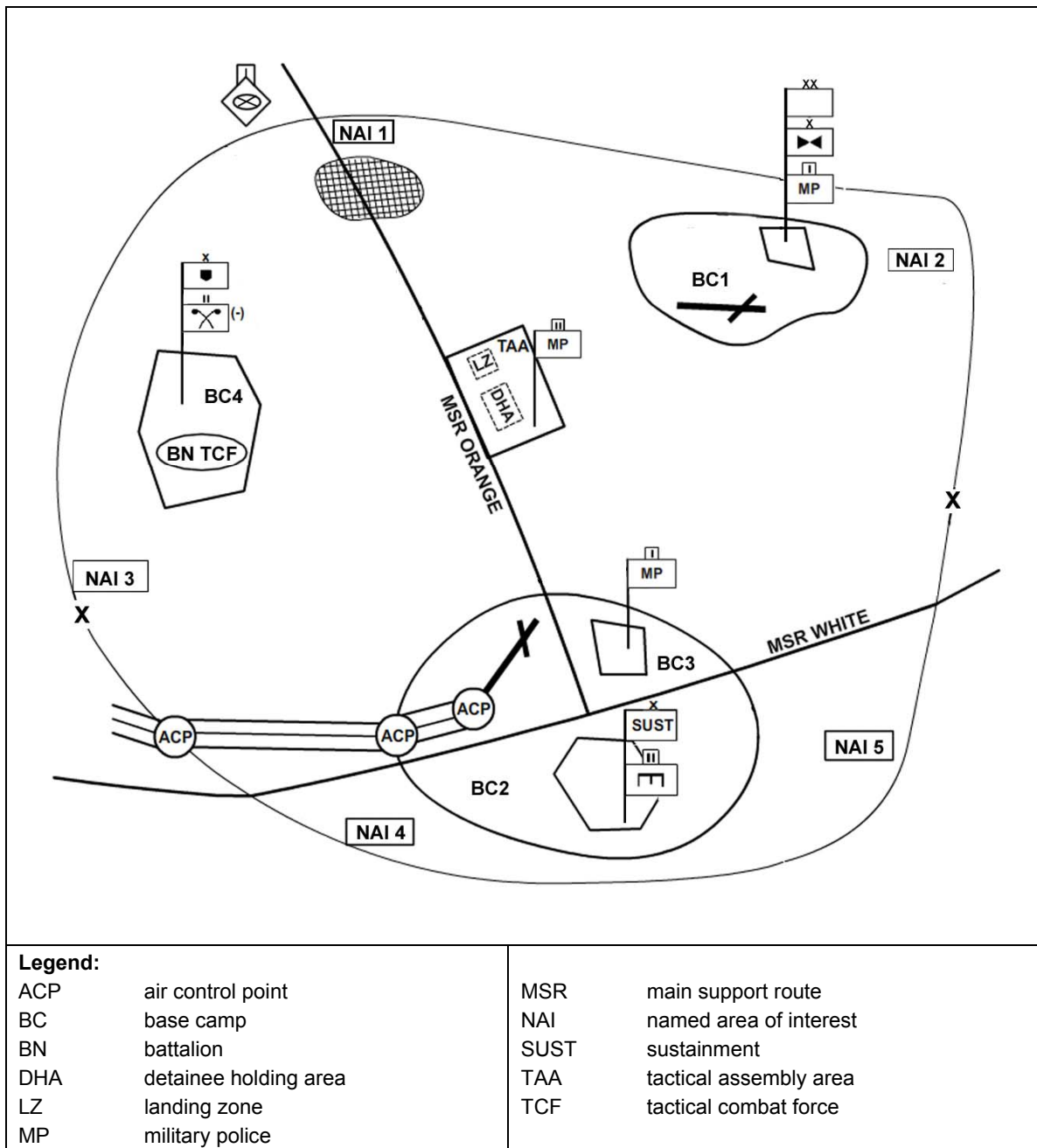


Figure 3-1. Example of a MEB conducting support area operations

3-108. Area damage control may include such measures as—

- Establishing fire breaks and lanes.
- Hardening structures.
- Dispersing of key capabilities and resources.
- Coordinating with higher headquarters and CA to use host nation support for area damage control.

- Locating, isolating, and containing the incident.
- Isolating danger or hazard areas.
- Mitigating personnel and material losses.
- Reestablishing security.
- Assessing the situation and damage.
- Supporting decontamination operations.
- Searching and rescuing entrapped personnel.
- Eliminating pockets of enemy resistance.
- Providing civil control.
- Removing and exposing of explosive ordnance.
- Clearing rubble.
- Clearing tree blow down.
- Providing electrical power services.
- Providing fire protection services.
- Controlling flood damage.
- Reorganizing or reconstituting a response force or reserve.
- Repairing facilities.
- Improving security or defenses.
- Capturing lessons learned.
- Replacing or shifting information collection assets and observers.
- Recovering and repairing damaged equipment.
- Repairing critical facilities, routes, or lines of communications within the AO.

3-109. One example of MEB performing area damage control is shown in figure 3-2. In this example, the BCT area from the movement corridor employment example is shown in more detail. An enemy rocket attack destroyed the bridge on MSR BLACK and produced a CBRN incident. The BCT requested area damage control support from the division to allow the BCT to focus their capabilities on an expected enemy attack on their base. The MEB task-organized and prepared a chemical battalion task force, which included the chemical battalion, an engineer construction company, a bridging company, and two military police companies. The division detached the task force from the MEB and placed it in direct support to the BCT. The BCT created a new unit boundary and placed the task force within it to allow the BCT to mass their organic capabilities on the expected ground attack. The task force is required to conduct area reconnaissance, area security, highway regulation, decontamination, construction of ASR INDIGO, and emplacement of a bridge upstream from the contaminated and destroyed bridge.

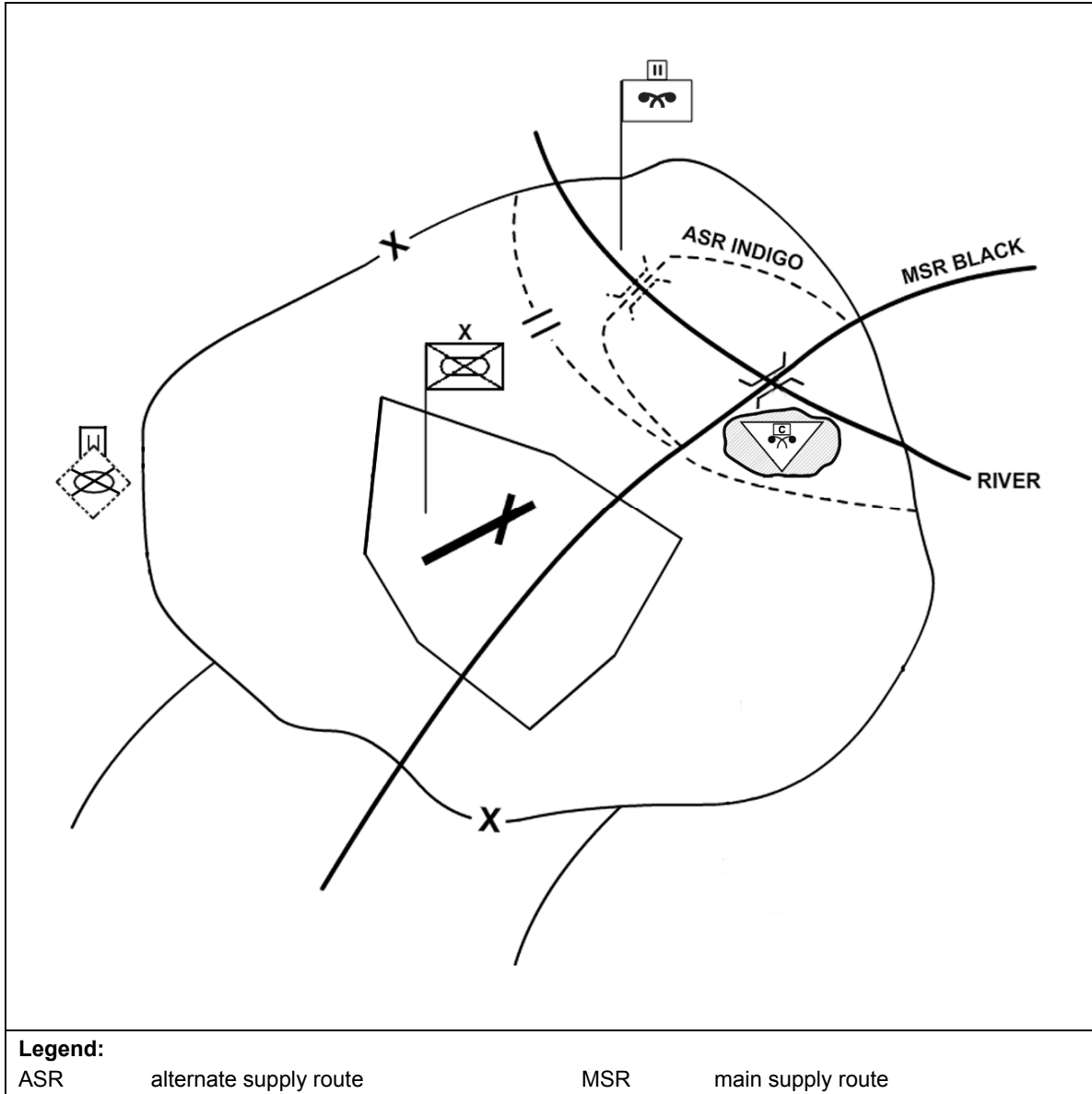


Figure 3-2. Example of a MEB performing area damage control

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Chapter 4

Maneuver Support Operations

This chapter discusses the integration of mobility, countermobility, protection, and sustainment tasks and the continuous integration of these major areas of maneuver support operations. It discusses how to think differently about combined arms operations to support mobility, countermobility, and apply some aspects of protection to movement as part of maneuver support operations. The MEB is designed with a staff that is optimized to conduct maneuver support operations. The integration of maneuver support operations is typically a continuous process. This chapter discusses the fundamentals of maneuver support operations and looks at the typical tasks associated with maneuver support operations. (See ADP 3-0 and ADRP 3-90 for further discussion of the tasks associated with movement and maneuver. See ATTP 3-90.4 and FM 5-102 for a discussion of mobility and countermobility operations. For further discussion of selected protection supporting tasks, see ADRP 3-37, FM 3-39, and FM 3-11. For a further discussion of sustainment tasks, see ADRP 4-0 and FM 3-34.)

FRAMEWORK

- 4-1. ***Maneuver support operations integrate the complementary and reinforcing capabilities of mobility, countermobility, protection, and sustainment tasks to enhance decisive action.*** An overview of maneuver support operations was provided and its typical supporting subordinate tasks were identified in chapter 1. This chapter further develops the discussion of what maneuver support operations are and how they may be implemented. The following is a framework to think systematically about maneuver support operations.
- 4-2. Maneuver support operations integrate the complementary and reinforcing capabilities of tasks within the primary warfighting functions of movement and maneuver, protection, and sustainment and synchronizes them across all of the Army warfighting functions. Conduct mobility and countermobility operations is a task within the movement and maneuver warfighting function. The MEB has less capability applied to the intelligence warfighting function, with selected application within the fires warfighting function. The MEB conducts maneuver support operations to enhance all decisive-action tasks. Maneuver support actions occur throughout the operations process (plan, prepare, execute, and assess).
- 4-3. Rather than the independent performance of functional tasks, maneuver support operations are usually combined arms activities. *Combined arms* is the synchronized and simultaneous application of arms to achieve an effect greater than if each arm was used separately or sequentially (ADRP 3-0). Many units may conduct specific tasks that complement or reinforce mobility, countermobility, protection, and sustainment. However, when MEB units perform these tasks in an integrated fashion, it is viewed as maneuver support operations, rather than a branch function, operation, or task. It is often more efficient and more effective when all members of the supporting units provide the creative thinking to identify tasks best performed by task-organized subordinate headquarters to increase the teamwork, synergy, and efficient use of forces. For example, a similar task common for many units is *Conduct Reconnaissance*. When multiple task-organized MEB units perform these similar reconnaissance tasks as a team to complement mobility, countermobility, protection, or sustainment, they may be conducting maneuver support operations. This teamwork reduces security requirements, economizes the use of manpower and equipment, improves operations security, improves information collection integration, and increases the combat power of the formation performing the tasks.

4-4. The MEB integrates task-organized organizations and units, capabilities, tasks, and systems to conduct maneuver support operations. CBRN, engineer, and military police units constitute the core body of MEB units that contribute to maneuver support operations. The MEB conducts maneuver support operations while a functionally pure battalion or company may perform a branch task. If METT-TC determines that required support can be performed better by integrating branch pure units, then the MEB may create a battalion task force or company team and assign them a maneuver support operations task and purpose. The task force or company team may still perform some purely functional tasks.

4-5. Maneuver support operations can shape the operational environment and help protect the force. MEB mobility and countermobility support can modify the physical environment, and help dominate terrain. MEB protection support can protect the force and physical assets. The MEB conducts maneuver support operations to support the higher headquarters and its assigned units.

ASSURED MOBILITY

4-6. Assured mobility is a framework—of processes, actions, and capabilities—that assures the ability of a force to deploy, move, and maneuver where and when desired, without interruption or delay, to achieve the mission (ATTP 3-90.4). Mobility and countermobility operations are equal components of assured mobility, are a subordinate task within the movement and maneuver warfighting function, and are complementary opposites. (See FM 5-102 for a discussion of countermobility operations.) MEBs may provide limited support to the movement and maneuver of BCTs by complementing or reinforcing the functional units supporting the BCT. MEBs support assured mobility through the conduct of combined arms mobility and countermobility operations within an assigned support area. The MEB support to assured mobility primarily assures operational mobility within the support area and may support strategic mobility while the units, in direct support of maneuver units, primarily assures tactical mobility.

MOVEMENT AND MANEUVER

4-7. Movement and maneuver is an element of combat power and a warfighting function. The *movement and maneuver warfighting function* is the related tasks and systems that move and employ forces to achieve a position of advantage over to the enemy and other threats (ADRP 3-0). Direct fire is inherent in maneuver as in close combat.

4-8. *Maneuver* is the employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy (JP 3-0). Maneuver is a means by which commanders mass the effects of combat power to achieve surprise, shock, and momentum. When a unit maneuvers, it moves and fires, which provides an inherent level of protection. Any other move may be referred to as movement, categorized as tactical ground movement, air movement, and administrative movement. Movement may be necessary to disperse and displace the force as a whole; this movement helps provide and enhance protection.

4-9. Movement is necessary to disperse and displace the force as a whole. Movement helps provide and enhance protection.

4-10. Unlike a BCT that can move and maneuver, most units move without maneuver. The movement of units not conducting maneuver does not have this inherent level of protection. The opposite is true; they become more vulnerable and may need added protection. Protection must often be applied to units that are conducting movement and are not capable of effective maneuver. Maneuver support operations applies protection to movement and is initially integrated though the operation process. Depending on the threat, the effective movement of nonmaneuver units also requires planning and resourcing for maneuver support operations.

4-11. The integration and synchronization of maneuver support-related tasks shape the environment to provide mobility and countermobility, provide or enhance other movement and maneuver tasks, and expand the freedom of action of friendly forces while denying it to the enemy. Maneuver support operations directly enable the movement and maneuver warfighting function. The movement and maneuver warfighting function does not include administrative movements of personnel and materiel. These movements fall under the sustainment warfighting function.

PROTECTION

4-12. *Protection* is the preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area (JP 3-0). Protection is an overarching concept that is inherent to command within all military operations. The Army includes protecting personnel (combatants and noncombatants) within the protection warfighting function (see ADRP 3-37).

4-13. Protection tasks are conducted or supported by a mix of support and functional brigades. Protection may require a significant commitment of resources that can limit a formation's freedom of action if not integrated deliberately. Maneuver support operations integrate some capabilities and protection tasks to complement or reinforce mobility, countermobility, and sustainment. Maneuver support primarily applies some aspects of protection to movement.

SUSTAINMENT

4-14. Maneuver support operations primarily integrate the capabilities and tasks of general engineering to complement or reinforce mobility, countermobility, and protection. The other sustainment tasks are not part of maneuver support.

MANEUVER SUPPORT INTEGRATION

4-15. Maneuver support operations represent combined arms operations that typically require the MEB to integrate key capabilities within and across the warfighting functions in a complementary or reinforcing manner to achieve the effect of enhancing freedom of action within the supported division or higher echelons. The MEB conducts maneuver support in a scalable manner necessary to extend and maintain tactical momentum and operational reach. For example, the MEB reinforces the movement and maneuver function with mobility, countermobility, and obscurity capabilities to enable an operational tempo that threat forces cannot maintain. Similarly, the MEB complements the sustainment function when it applies protection to transportation through the conduct of convoy escort. However, movement corridor operations reflect an expansion of security tasks within the protection function and, therefore, are considered reinforcing capabilities to route and area security operations.

4-16. Functional brigades (such as CBRN, engineer, or military police) may provide complementary functional capabilities to the MEB or reinforcing force capabilities to a BCT. The MEB may provide maneuver support reinforcing capabilities to a BCT (figure 4-1).

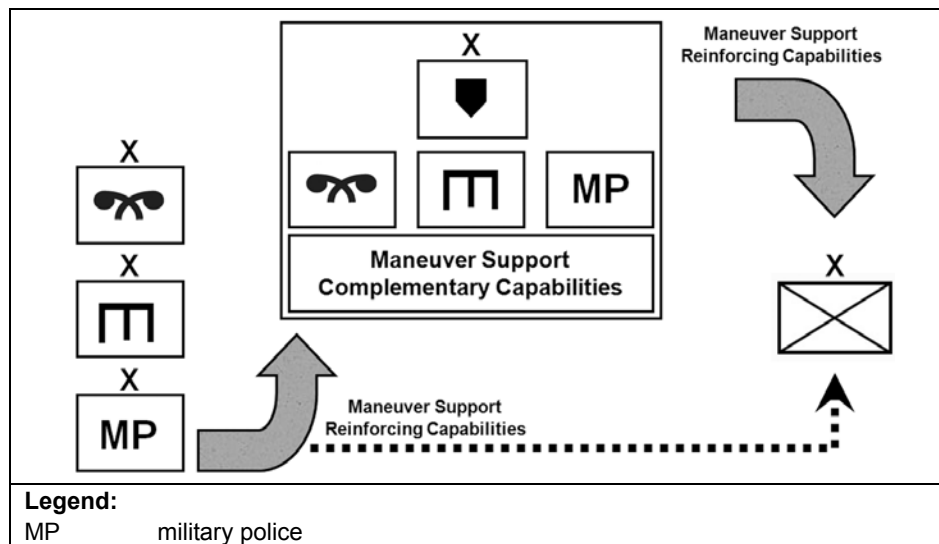


Figure 4-1. MEB and maneuver support operations

4-17. The composition and size of the MEB headquarters staffed with CBRN, engineer, military police, fire support, intelligence, and aviation expertise makes it uniquely capable among other support or functional brigades when integrating these capabilities. The combination of the significant expertise resident in the CBRN, engineer, and military police functional areas enable a level of detail, precision, and integration in all facets of the operations process (prepare, plan, execute, assess). Not possible in the BCTs or the functional brigades without augmentation. The MEB staff is trained and organized to provide mission command for maneuver support operations.

4-18. Typically, maneuver support operations at division and above are best conducted by the MEB rather than other potential headquarters because the MEB has the highest concentration of staff capabilities required for its integration and synchronization. Another formation may be tasked with conducting maneuver support operations if deliberately augmented with functional expertise from across the required functional units required for the specific purpose of providing freedom of action for a supported force.

4-19. Determining whether the MEB will provide complementary or reinforcing capabilities to the force supports decisionmaking and serves as a point of departure when task-organizing formations or recommending command and support relationships. The complementary and reinforcing character of the capabilities that the MEB typically provides permits the scalable expansion of key tasks and functions along a range or continuum of functional capability. This is significant because some warfighting functions do not maintain the same character as operations transition across decisive action along the levels of military action (strategic, operational, tactical) or as resources are applied to solve the tactical problem. The *Protection* and *Movement and Maneuver* warfighting functions provide good examples of this. Figure 4-2 shows MEB contributions across three of the warfighting function.

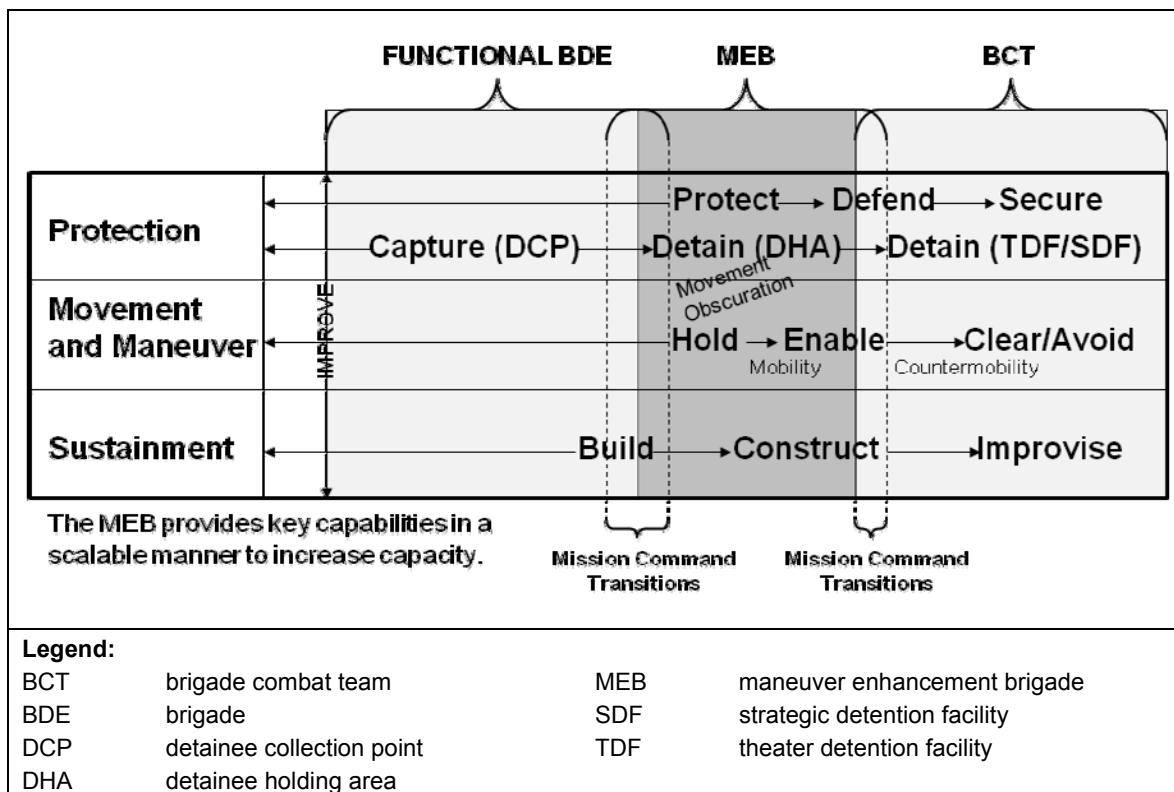


Figure 4-2. Increased functional capabilities

4-20. Typically, the MEB simultaneously reinforces maneuver with mobility operations or tasks while complementing the movement with protection coordination. The MEB staff continually analyzes and examines how specific functions are affected as they expand along a capability scale to meet the changing requirements of the operational environment. Consequently, the MEB adjusts its mission profile, task

organization, and mission command arrangement to accommodate those scalable effects. For example, the MEB could simultaneously reinforce the BCT engineer capability with mobility operations or tasks while complementing movement with protection capabilities.

FREEDOM OF ACTION

4-21. An overview of freedom of action is provided in chapter 1. Freedom of action allows the commander to seize, retain, and exploit operational initiative. Army forces gain and preserve the freedom of action, reduce vulnerability, and exploit success through maneuver (see ADRP 3-0). Freedom of action includes the ability of commanders to exercise their wills to complete the mission, achieve the objective, affect movement, or protect the force. Maneuver support operations enhance maneuver and help protect forces that typically do not conduct maneuver. This contributes to enhancing freedom of action for the force.

4-22. The MEB increases freedom of action by shaping the operational environment, providing protection, and reducing impediments to operations. Maneuver support operations deny the enemy the freedom of action. Regardless of when they occur, maneuver support operations enhance the freedom of action of the commander.

4-23. Maneuver support operations enhance the freedom of action for the supported commander, similarly to the sustainment warfighting function that provides support and services to ensure the freedom of action. Maneuver support operations are multifunctional and typically performed throughout all types of operations. The MEB conducts mobility and countermobility operations to enhance the freedom of maneuver. The brigade also performs protection support coordination, movement corridor operations, and selected sustainment operations to enhance the freedom of movement.

MOBILITY AND COUNTERMOBILITY

4-24. The MEB performs primary supporting tasks as a part of mobility and countermobility support. These primary supporting tasks are highlighted below.

CONDUCT MOBILITY OPERATIONS

- *Mobility operations* are those combined arms activities that mitigate the effects of natural and man-made obstacles to enable the freedom of movement and maneuver (ATTP 3-90.4). The MEB directs, integrates, and controls the capabilities necessary to clear an area, location, or line for communication of obstacles or impediments that could hazard or hinder friendly movement and maneuver or the occupation of a location. The MEB may conduct this operation in its own AO to support movement corridors, rapid runway repair, and horizontal construction. The MEB may support combat operations of a BCT such as breaching operations, and gap crossings. Key mobility tasks (see FM 3-34 and FM 3-39) may include—
- Plan engineer mobility operations.
- Plan gap (river) crossing operations.
- Conduct security and mobility support.
- Plan breaching operations.
- Direct.
- Overcome barriers, obstacles, and mines.
- Enhance movement and maneuver.
- Negotiate a tactical AO (see FM 7-15).

CONDUCT COUNTERMOBILITY OPERATIONS

4-25. Countermobility operations are combined arms activities that use or enhance the effects of natural or man-made obstacles to deny an adversary the freedom of movement or maneuver. The MEB directs, integrates, and controls the capabilities necessary to alter the mobility of adversaries. The MEB may conduct this operation in its own AO as part of security and defense. The MEB may support combat

operations of a BCT such as defense and use terrain reinforcement or directed targets. Key countermobility tasks may include (see FM 5-102)—

- Plan engineer countermobility operations.
- Prepare an obstacle plan.
- Site obstacles.
- Construct, emplace, or detonate obstacles.
- Mark, report, and record obstacles.
- Maintain obstacle integration.

EMPLOY BATTLEFIELD OBSCURATION

4-26. The MEB may employ its CBRN units to employ battlefield obscurant effects to include large area or long duration effects. Military applications include protection, marking, and deception. The CBRN staff and units conduct the planning, coordination, and synchronization and use tactical and technical considerations to provide battlefield obscurant. They plan for obscurants to achieve and maintain obscurant, denying adversaries' access to select portions of the electromagnetic spectrum while leaving other portions open for U.S. forces to attack and suppress or destroy adversaries, contributing to the protection of forces while enhancing maneuver and firepower. Key tasks may include plan smoke operations.

CONDUCT INFORMATION COLLECTION

4-27. Information collection conducted within the movement corridor provides support to the commander's informational understanding and targeting. This may include complementary route and area reconnaissance and ground and aerial reconnaissance. These actions may help identify the decision points, high-payoff targets, and high-value targets that are linked to the threat's actions within the movement corridor. The MEB employs the information collection capabilities of assigned, attached or OPCON units and produces a common operational picture for the movement corridor.

CONDUCT OPERATIONAL AREA SECURITY

4-28. Operational area security may include route security operations, observation posts, check points, antiterrorism activities, security of convoy support facilities, and convoy security operations. Convoy security operations protect convoys. Units conduct convoy security operations any time there are not enough friendly forces to continuously secure lines of communications in an AO and there is a danger of enemy ground action against the convoy. Convoy security operations are defensive in nature and orient on the protected force (see ADRP 3-90). The MEB may be tasked to enhance convoy security operations through the technique of creating and supporting a movement corridor.

4-29. Route (including highway, pipeline, rail, and water) security operations protect lines of communications and friendly forces moving along them. Units conduct route security missions to prevent enemy ground forces from moving into direct fire range of the protected route. Route security operations are defensive in nature and terrain-oriented (see ADRP 3-90).

CONDUCT POLICE INTELLIGENCE OPERATIONS

4-30. Police intelligence operations is a military police function, integrated within all military police operations, that supports the operations process through analysis, production, and dissemination of information collected as a result of police activities to enhance situational understanding, protection, civil control, and law enforcement. This information is gathered during the conduct of military police operations and, on analysis, may contribute to commander's critical information requirements; intelligence-led, time-sensitive operations; or policing strategies necessary to forecast, anticipate, and preempt crime or related disruptive activities to maintain order. Continuous integrated police intelligence operations activities provide police information and police intelligence to military police commanders and staffs to support ongoing military police operations throughout the collection, analysis, and production activities.

Simultaneously, police intelligence operations continually feed information to the operations process and its three integrating processes (see ADRP 3-0 and ADRP 5-0).

4-31. Police intelligence operations address the reality that in some operational environments the threat is more criminal than conventional in nature. In those environments, it is not uncommon for members of armed groups, insurgents, and other belligerents to use or mimic established criminal networks, activities, and practices to move contraband, raise funds, or generally or specifically further their goals and objectives. Assessing the impact of criminal activity on military operations and deconflicting that activity from other threat or environmental factors can be essential to leverage host nation police, security organizations, and the local population in support of operations in movement corridors, effective targeting, and mission success (see ATTP 3-39.20).

EMPLOYMENT

4-32. One example of a MEB establishing and conducting operations in a movement corridor is shown in figure 4-3. In this example, the MEB AO and the BCT AO are connected by MSR BLACK. Based on METT-TC, the division needs to secure movement between the brigade AOs and has tasked the MEB to expand its existing AO to include an area that runs about 4 kilometers on each side of the MSR and establish a movement corridor. The MEB may establish a security area along the northern and southern boundaries of the movement corridor. The MEB is required to conduct reconnaissance, clear, and secure the new area; support the sustainment brigade to establish the convoy support center and conduct movement regulation and traffic control; and to maintain the MSR in its expanded AO. Due to the complexity of the requirement, the MEB has assigned the mission to a military police task force (shown with its headquarters in the convoy support center), but retained control of the movement corridor as part of its AO. The MEB has developed an initial information collection plan. The task force military police conducts police engagement to leverage host nation or multinational police assets to enhance security. The brigade has also established traffic control points along the MSR, an air corridor, and air control points in conjunction with the division headquarters and the BCT to regulate ground traffic and control rotary wing and unmanned aircraft system traffic between the MEB and BCT airfields. The air control point near the convoy support center supports air traffic to and from the convoy support center and respond to the named areas of interest in the built-up area. The MEB develops an initial fires plan for convoy and convoy support center security and defense with target reference points as shown in figure 4-3.

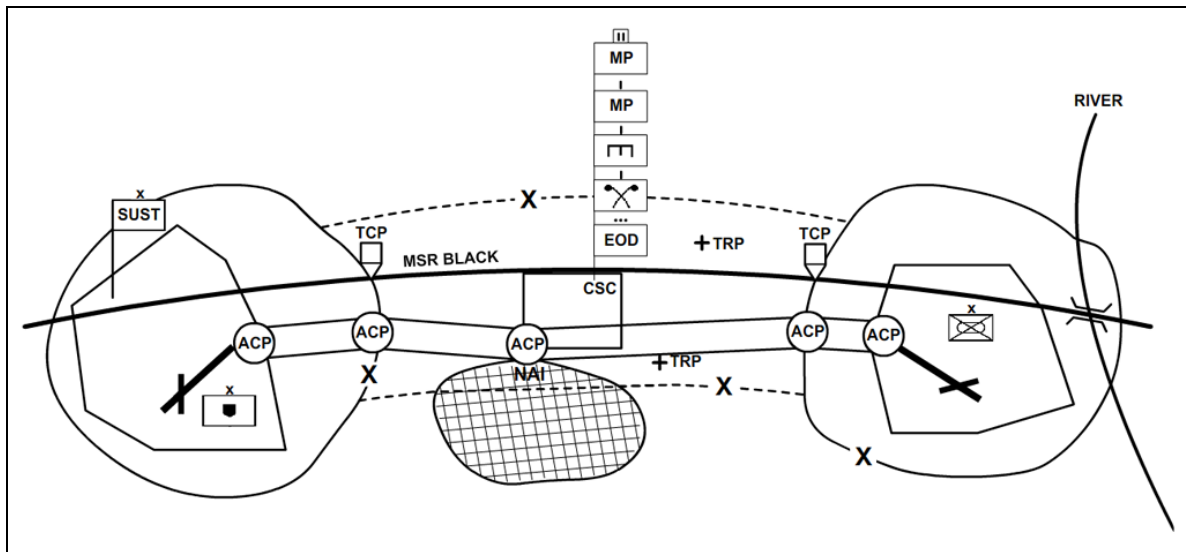


Figure 4-3. Example of a MEB supporting a movement corridor

Legend:			
ACP	air control point	NAI	named area of interest
CSC	convoy support center	SUST	sustainment
EOD	explosive ordnance disposal	TCP	traffic control point
MP	military police	TRP	target reference point
MSR	main supply route		

Figure 4-3. Example of a MEB supporting a movement corridor (continued)

PROTECTION

4-33. When resourced and tasked, the MEB can best integrate, provide combined arms augmentation, or conduct the following tasks to support protection:

- Conduct operational area security.
- Employ safety techniques, including fratricide avoidance.
- Implement operations security.
- Provide intelligence support to protection.
- Implement physical security procedures.
- Conduct police operations.
- Conduct personnel recovery.
- Apply antiterrorism measures.
- Conduct survivability operations.
- Provide force health protection.
- Conduct CBRN operations.
- Provide EOD and protection support.
- Coordinate air and missile defense.
- Conduct detention operations.
- Conduct resettlement operations.
- Establish a movement corridor.

4-34. Some protection warfighting function supporting tasks frequently require support or augmentation from the MEB or another support or functional brigade. The MEB only coordinates the integration of some protection supporting tasks with the higher headquarters protection staff, cells, or directorates. The MEB may conduct all protection supporting tasks for themselves. Most units can generally conduct the other supporting tasks included in the protection warfighting function with minimal support.

CONDUCT OPERATIONAL AREA SECURITY

4-35. Many parts of the MEB staff contribute to the MEB capability to conduct operational area security, typically performed when the MEB is assigned an AO (see chapter 3). At the operational level, survivability and area and base security contribute to protection and preserves combat power (see ADRP 3-37). Commanders should consider—

- **Sites, accommodations, and defensive positions.** Precautions should be taken to protect positions, headquarters, support facilities, and accommodations. These may include obstacles and shelters. Units must also practice alert procedures and develop drills to rapidly occupy positions. A robust engineer force can provide support to meet survivability needs. Units should maintain proper camouflage and concealment based on METT-TC. Additional information on precautions is provided in ATP 3-37.34.
- **Roadblocks.** Military police forces may establish and maintain roadblocks. If military police forces are unavailable, other forces may assume this responsibility. Roadblocks can be used not only to restrict traffic for security purposes but also to control the movement of critical cargo in support of humanitarian operations. As a minimum, the area should be highly visible and defensible with an armed overwatch.

- **Personnel vulnerabilities.** Forces are always vulnerable to personnel security risks from local employees and other personnel subject to bribes, threats, or compromise. The threat from local criminal elements is also a constant threat and protection consideration.
- **Personal awareness.** An effective 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 that Soldiers remain alert and do not establish a routine.
- **Sniper threats.** In stability tasks and DSCA, the sniper can pose a significant threat. Counters include rehearsed responses, reconnaissance and surveillance, battlefield obscurity, and cover and concealment. ROE should provide specific instructions on how to react to sniper fire, to include restrictions on weapons to be used. Units can use specific weapons, such as sniper rifles, to eliminate a sniper and reduce collateral damage.
- **Security measures.** Security measures are METT-TC dependent and may include the full range of active and passive measures such as patrolling, reconnaissance and surveillance, and use of reaction forces. Every Army leader has the inherent responsibility to secure their formation or position and must do so with the organic capabilities and the means at hand.
- **Coordination.** Commanders should coordinate security with local military and civil agencies and humanitarian organizations when possible.

EMPLOY SAFETY TECHNIQUES

4-36. The MEB staff has no unique capabilities to conduct this protection supporting task but could support a unit safety program with the MEB processes and procedures designed to protect the force and avoid fratricide. Safety techniques are used to identify and assess hazards to the force and make recommendations on ways to prevent or mitigate the effects of those hazards (see FM 5-19). Commanders have the inherent responsibility to analyze the risks and implement control measures, to mitigate them. The MEB staff and commanders factor into their analysis how their execution recommendations could adversely affect Soldiers. Incorporating protection within the risk management integrating process is key. It ensures a thorough analysis of risks and implements controls to mitigate their effects (see ADRP 3-37).

IMPLEMENT OPERATIONS SECURITY

4-37. Operations security is inherent in unit operations, with the MEB staff having no unique capabilities to conduct this protection supporting task.

PROVIDE INTELLIGENCE SUPPORT

4-38. The MEB staff has no unique capabilities to conduct this protection supporting task, but could support unit measures with MEB assets.

IMPLEMENT PHYSICAL SECURITY PROCEDURES

4-39. The MEB staff has no unique capabilities to conduct this protection supporting task, but could support unit procedures with MEB assets.

CONDUCT POLICE OPERATIONS

4-40. Police operations are conducted across the range of military operations and encompass the associated law enforcement activities to control and protect populations and resources to facilitate the existence of a lawful and orderly environment. Military police conduct police operations—

- **To maintain good order and discipline.** Police operations are focused internally at policing our own Soldiers and civilians and deterring, mitigating, and preventing criminal and terrorist threats.
- **To establish and maintain civil security and civil control while enabling the rule of law.** This application of the police operations is focused externally at policing the local population in an operational environment where host nation policing and security capability are nonexistent or

inadequate. The goal of any police operation within a host nation is to enable the rule of law and to eventually transition all policing functions to host nation control.

- **During times of crisis in DSCA.** National Guard military police elements regularly support their respective state governors in this function while operating as state assets under 32 USC. U.S. Army Reserve and active duty military police elements, including federalized National Guard Soldiers, are generally prohibited from direct participation in law enforcement.

CONDUCT PERSONNEL RECOVERY

4-41. The MEB staff has no unique capabilities to conduct this protection supporting task, but could support unit personnel recovery efforts with the MEB assigned, attached, or OPCON units. Personnel recovery is one task that the MEB performs when assigned an AO. The Army defines *personnel recovery* as the sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel (ADRP 3-37).

APPLY ANTITERRORISM MEASURES

4-42. Antiterrorism is the defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military and civilian forces. Terrorism may well be the most likely threat that Army forces will face when conducting stability tasks and DSCA. Commanders have an inherent responsibility for conducting antiterrorism measures to provide for the security of the command (see ADRP 3-37).

4-43. Antiterrorism support from the MEB could include assisting in unit and installation threat and vulnerability assessments, establishing special-reaction teams and protective services, establishing civil-military partnerships for CBRN crisis and consequence management, supporting survivability operations, area damage control, and security of key locations and personnel.

CONDUCT SURVIVABILITY OPERATIONS

4-44. *Survivability operations* are those military activities that alter the physical environment to provide or improve cover, concealment, and camouflage (ATP 3-37.34). Key tasks also include protecting against enemy hazards in the AO conducting related security operations, and conducting actions to control pollution and hazmat. The MEB engineer operations cell and engineer units may conduct survivability operations in their AO or as part of maneuver support operations. Other cells and units (to include the CBRN cell and CBRN units) may also participate in survivability operations (see ATP 3-37.34).

4-45. The MEB is optimized to conduct a host of survivability-related tasks and operations in support of decisive action. Plans and procedures are developed by the MEB to provide immediate protection to the units residing in the brigade AO, based on threat assessments, intelligence summaries, and unit reporting. Individuals, equipment, facilities, communications, infrastructure, and other mission-essential materials will be safeguarded, prepared, or hardened to prevent damage, casualties, or mission failure. The MEB area security section considers the dispersal of tenant units within the brigade AO while conducting terrain management and allocating terrain. Most units attached, OPCON, or TACON to the MEB conduct operations that contribute to the survivability of the force as they protect information and execute security operations. The MEB can be configured to contain and control hazardous material incidents or to defend against CBRN attacks in the brigade AO. Key survivability tasks may include direct survivability construction, construct earthen walls and berms, and construct vehicle protective positions.

PROVIDE FORCE HEALTH PROTECTION

4-46. The MEB has no unique capability to conduct force health protection. The brigade surgeon can establish processes and procedures for the units assigned, attached, or OPCON to the command that will promote and improve the mental and physical well-being of Soldiers.

CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR OPERATIONS

4-47. CBRN operations include integrated CBRN and EOD tasks that may also require collaborative coordination with engineers. The MEB staff includes a CBRN cell to integrate CBRN and EOD tasks and units into CBRN operations. EOD actions are often also integrated with engineer operations.

4-48. The MEB can integrate or conduct most CBRN operations using the principles of CBRN defense (contamination avoidance, protection, and decontamination), CBRN information management (CBRN Warning and Reporting System and hazard modeling and prediction), and CBRN consequence management in support of decisive action. CBRN operations may include offensive operations (raids to secure sensitive sites), active defense measures (active air defense), and passive defense measures to prevent and defend against attack by CBRN weapons and their effects, and to survive and sustain combat operations in a CBRN environment. CBRN passive defense measures dominate the MEB. CBRN passive defense measures include the avoidance of CBRN hazards, protection of personnel and equipment from unavoidable CBRN hazards, and decontamination. An effective CBRN defense deters belligerent threats and attacks by minimizing vulnerabilities, protecting friendly forces, and maintaining an operational tempo that complicates targeting. By denying or countering any advantages that the enemy may accrue from using CBRN weapons, Army forces and their multinational partners significantly deter their use (see FM 3-11).

4-49. CBRN passive defense measures include: CBRN reconnaissance and surveillance, CBRN asset support to weapons of mass destruction elimination operations as required, CBRN warning and reporting, CBRN hazard modeling and prediction, CBRN protection for personnel, equipment, and installations, and CBRN decontamination. CBRN CONSEQUENCE MANAGEMENT includes activities to plan, prepare, respond, and recover from intentional or accidental incidents involving CBRN hazards. The MEB also may have CBRN units capable of providing large area obscuration in its task organization to support friendly forces.

PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT

4-50. The MEB staff has no unique capabilities to conduct this protection supporting task unless assigned or reinforced with EOD assets. Explosive ordnance and hazards are ever-present dangers in most areas of operation. They limit mobility, deny the use of critical assets, and potentially injure or kill Soldiers and civilians. EOD forces have the capability to render-safe and destroy explosive ordnance and hazards across the range of military operations. EOD units are specifically trained in render-safe procedures and the disposal of explosive ordnance, explosive hazards, and CBRN munitions (see ADRP 3-37).

4-51. The MEB will coordinate with the higher headquarters protection staff and any EOD unit in a command or support relationship to the MEB to provide EOD support, within the MEB AO. Key EOD tasks may include develop EOD disposal support plan, coordinate EOD disposal support, supervise EOD operations, and respond to improvised explosive device incidents. As an example, an EOD battalion may be attached to an Army division and the division may further establish a command or support relationship with the particular subunits of a division. An EOD company may be allocated to those subordinate headquarters within a division that are assigned an AO (BCTs and MEBs). EOD elements in the division that are not allocated to a headquarters assigned an AO typically receive their planning and execution guidance from the division through their EOD battalion or task force headquarters. The MEB only exercises control over EOD operations within their AO while BCTs control their own EOD assets.

COORDINATE AIR AND MISSILE DEFENSE

4-52. The MEB staff includes an air space management section and an air operations section to coordinate actions during support area operations or when the MEB is assigned an AO. The MEB may include air and missile defense units (see chapter 3).

CONDUCT DETENTION OPERATIONS

4-53. When assigned or reinforced with detention assets, the MEB will have a capability to coordinate or conduct detention operations for the supported command. This may include providing detainee facilities (see FM 3-39.40).

4-54. This is primarily a military police task that could require combined arms. The general engineering construction support may be required to construct or modify facilities. Military intelligence and CA staff augmentation or task-organized capabilities are integrated as required.

4-55. The MEB can facilitate the development and the provide mission command of detention operations to support the onward momentum of combat forces or to control the dispersion of displaced populations. Organic legal personnel and assigned military police can operate temporary detainee holding areas until dedicated functional, theater, or joint capabilities can expedite the evacuation of detainees to a theater detention facility or strategic detention facility. Assigned engineer assets are capable of modifying, preparing, or constructing facilities and they can develop the life support infrastructure necessary. The MEB may also provide support for the construction or security of a theater detention facility positioned within a division AO.

CONDUCT RESETTLEMENT OPERATIONS

4-56. When assigned or reinforced with resettlement assets, the MEB will have the capability to coordinate or conduct resettlement operations for the supported command. This may include providing resettlement facilities. Resettlement operations for dislocated civilians may also require the wholesale movement, resettlement, and subsequent sustainment of populations for their protection or to increase the combat power potential of the force (see FM 3-39.40).

ESTABLISH A MOVEMENT CORRIDOR

4-57. A *movement corridor* is a designated area established to protect and enable ground movement along a route. Units establish a movement corridor to set the conditions to protect and enable movement of traffic along a designated surface route. Units conduct synchronized operations within the movement corridor such as reconnaissance, security, mobility, and information collection for forces that require additional mission command, protection, and support to enable their movement. A movement corridor may be established to facilitate the movement of a single element or be established for a longer period of time to facilitate the movement of a number of elements along a given route. The owner of an AO may establish a movement corridor within their AO along an established MSR or a route designated for unit movement. The movement corridor would typically include the airspace above it to allow the establishing unit to conduct aerial reconnaissance and fires.

4-58. One way to apply protection to movement is by planning for maneuver support operations during the operations process. The unit commander or convoy commander is responsible for a base level of security during movement. Most support brigades and functional units have a need for more security that they can organically provide during their movement and receive little support from maneuver units to provide additional required security. Units owning an AO may provide additional security support to units moving through or present in their AOs to include the ability to provide fires. Several tasks and tactics, techniques, and procedures can be integrated within an AO to set conditions to help secure individual unit movement, to include—

- Support to situational understanding.
- Conduct tactical maneuver (performed by the AO owner or assigned maneuver unit).
- Conduct route and convoy security operations.
- Conduct antiterrorism activities.
- Conduct CBRN operations.
- Conduct survivability operations.
- Hand off security responsibility when crossing AO borders or at nearest secure area/facility/base.
- Integrate fires.
- Coordinate logistics support.
- Conduct tactical troop movement.
- Employ combat patrols.
- Conduct counterambush actions.

- Employ obscurants.
- Provide tactical overwatch.

4-59. The MEB routinely controls the enablers and has the staff necessary to establish a movement corridor and integrate operations within it. Chapter 3 discusses MEB support to movement within the assigned support AO. This paragraph discusses support to movement beyond the MEB initially assigned support area by using the technique of movement corridors. There are several techniques that the MEB may use to support movement beyond its assigned support area. Where an MSR passes from the MEB support area AO through a division-controlled area directly into a BCT AO, the division could designate an AO around the MSR and assign it to the MEB as part of the support area. The MEB could create a movement corridor from the MEB original AO to the BCT AO. In this case, the MEB would be responsible for all actions within the movement corridor. The division would provide the required information collection and fires support. The MEB would coordinate with higher headquarters and the unit conducting the movement to provide the required maneuver support operations. The MEB would transfer responsibility for units moving along the corridor to the BCT at their boundary. The BCT could extend the movement corridor within their AO to their brigade support area or to their other boundary if the MSR passes through the AO. MEB support to movement that does not move on an MSR could also be provided within a movement corridor. A movement corridor that does not use an established MSR may require additional information collection and other maneuver support effort to set conditions. The MEB can perform the key supporting tasks discussed below to conduct movement corridor operations.

SUSTAINMENT

4-60. The MEB conducts its' primary tasks to support sustainment. These supporting tasks are reflected in the engineer construction support tasks.

4-61. This is primarily an engineer effort and is focused on general engineering. The capability of the MEB to conduct engineer construction support may require staff augmentation and will primarily depend on task-organized unit capabilities. The construction support could include assessments, estimates, project management, and vertical and horizontal construction. Project site security may be provided by nonengineer units to maximize the engineer effort.

4-62. The MEB integrates engineer staff augmentation to provide a wide array of engineer construction capability and support. The MEB staff can integrate the tasks that are necessary to repair infrastructure; restore, repair; and maintain lines of communications; provide base camp sustainment, site preparation, ongoing operational and recovery support; or restore areas damaged by environmental hazards, natural and man-made disasters, or threat action. Firefighting, facilities, vertical construction, and repair are included in this capability. Using task-organized units, the MEB is capable of developing and maintaining electric power generation, distribution, and management in a tactical environment. The MEB engineer section is also capable of conducting engineer assessments and inspections of routes, structures, facilities, or other infrastructure (see FM 3-34 and FM 3-34.170).

EMPLOYMENT

4-63. An example of a MEB performing maneuver support operations is shown in figure 4-4, page 4-14. This example depicts maneuver support incorporating tasks from mission command, sustainment, protection, and area support operations. In this example the tactical assembly area from the division support area was included in the AO assigned to a MEB is shown in detail. The example includes primarily examples of general engineering and internment/resettlement support. In this example, the MEB is required to construct and mission the detainee holding area within the tactical assembly area. This includes the internal structure of the detainee holding area, the security fence and measures, the road connecting it to MSR ORANGE, and an improved rotary wing landing zone. The MEB creates a military police task force that is task-organized with a military police team (that includes a military police internment and resettlement company and a transportation section to allow for initial movement of personnel to the detainee holding area) and an engineer construction company. The MEB has assigned the tactical assembly area to the military police task force and they have designated subordinate areas for their subordinate elements to occupy while the detainee holding area is being constructed. Once the detainee holding area is constructed, the MEB will change the task organization and the military police battalion will assign the

detainee holding area mission to the military police internment and resettlement company. The task organization may then change to include military intelligence and/or CA capabilities.

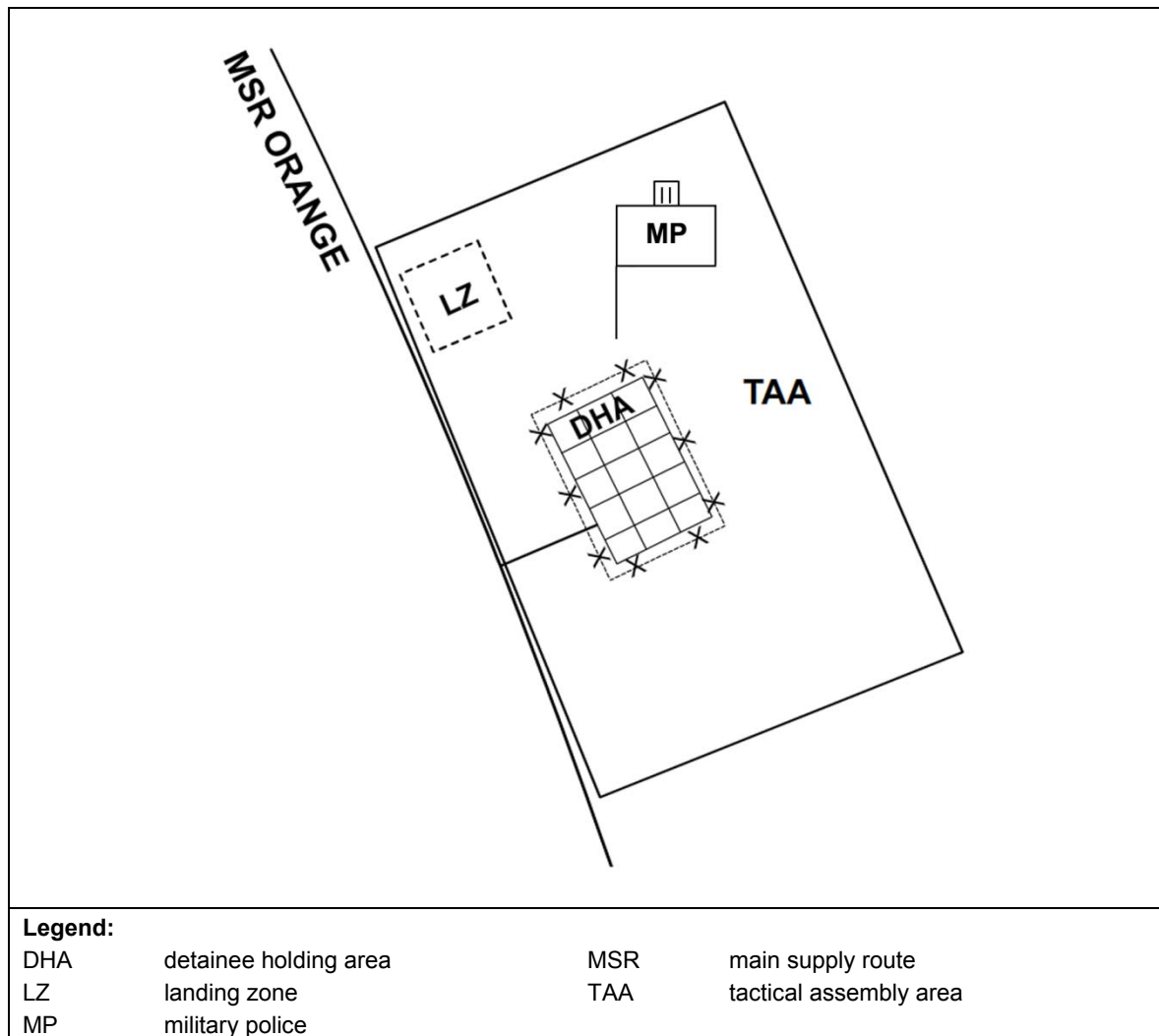


Figure 4-4. Example of a MEB performing maneuver support

INTELLIGENCE

4-64. This section discusses the limited MEB ability to support intelligence. When the MEB is task-organized with CBRN, military police, and engineer capabilities, their intelligence capability is significantly increased; site exploitation is an example

SITE EXPLOITATION

4-65. The MEB can enable site exploitation. *Site exploitation* is systematically searching for and collecting information, material, and persons from a designated location and analyzing them to answer information requirements, facilitate subsequent operations, or support criminal prosecution (ATTP 3-90.15). Support to site exploitation is an example of the how maneuver support could support the intelligence warfighting function. Site exploitation is primarily a reconnaissance effort, but could result in an incident that requires CBRN consequence management. Using attached or OPCON units, the MEB may form a task force or company team to conduct site exploitation. CBRN unit capabilities provide detection, reconnaissance, identification; hazard prediction and assessment capability for CBRN related sites or incidents.

Conventional CBRN elements can assess and preserve items collected while technical CBRNE forces continue the preservation of the items collected and have the added capability to characterize, exploit and disable or neutralize (see ATTP 3-11.23). Military police assets can assist by isolating and securing the site by establishing a restricted perimeter, restrict access to prevent evidence destruction, conduct detainee operations, evidence collection, provide military working dog teams with explosive detection, narcotic detection, or specialized search dog capabilities, and can coordinate for investigation through the U.S. Army Criminal Investigation Command who can assist with site evaluation and collection of forensic evidence. Engineers conduct military searches and may conduct operations to isolate, protect, or demolish sensitive sites as necessary. EOD integrates with CBRN units and engineers to facilitate the render safe and disposal of explosive ordnance and improvised explosive devices.

CAPABILITIES

4-66. The MEB has minimal organic intelligence assets within the S-2 intelligence cell of the HHC. When augmented the MEB has additional capability to provide support for the intelligence warfighting function tasks.

MANEUVER SUPPORT OPERATIONS AND THE OPERATIONS PROCESS

4-67. Commanders and staff use continuing activities to synchronize operations throughout the operations process (plan, prepare, execute, and assess). They use military decisionmaking processes and troop-leading procedures to integrate activities during planning (see ADP 6-0).

4-68. The MEB uses maneuver support operations to integrate and synchronize selected tasks with the continuing activities and into the overall operation to generate combat power and mission success. Maneuver support operations are integrated during all operations process activities and are required in all decisive action. During planning and assessing, maneuver support operations provide predictive and proactive capabilities and a better understanding of the operational environment. During preparing and execute, maneuver support operations provide initiative, flexibility, protection, and proactive operational environment shaping capabilities.

4-69. The MEB and other selected headquarters use their battle rhythm as a key control measure for managing their integration of tasks within maneuver support operations, across the warfighting functions, and with supported and higher headquarters.

PLAN

4-70. The integration of maneuver support operations is continuous and must be included in offense, defense, stability, or DSCA. The staff determines how these tasks can best be grouped. The staff may determine that some tasks are best performed by functionally pure units. The staff would then propose task force or company team formations and assign tasks to them or to functional unit headquarters. The task forces or company teams would execute most grouped tasks using combined arms formations, but may also perform some functionally pure tasks. The staff may be asked to recommend the command or support relationship between the MEB forces or functional units and the supported headquarters. The staff continually assesses to update required tasks, integration, and changes to the task organization. The staff also synchronizes the maneuver support effort within all the warfighting functions at the brigade and with higher and supported headquarters. A maneuver support operations synchronization matrix can be used to integrate complementary and reinforcing efforts within and across the warfighting functions.

4-71. Occasionally, the MEB may conduct the decisive operation for a higher headquarters. The purpose of the operation would define whether to think of the effort as shaping or sustaining. For example emplacing an obstacle to deny an enemy the freedom of maneuver against a BCT conducting an attack would be a shaping operation. Emplacing the same obstacle as part of a base entry control point to protect a guard tower would be viewed as a protection task. The building of the same obstacle may be general engineering and considered as a sustainment task.

4-72. Planners should use these maneuver support planning considerations:

- Integrate operations, tasks, and new units.
- Integrate with supported headquarters.
- Analyze when to transfer efforts to functional organizations.
- Analyze when to form combined arms task forces and company teams.
- Phase task organization of attachments and detachments; ensure sustainment.
- Deliberately apply protection to movement.
- Balance support area operations efforts and maneuver support operations.
- Reachback to augment expertise.
- Mitigate the effects of the complex environment.

4-73. Planners also—

- Analyze tasks where a maneuver support combined arms approach is a better way to conduct tasks than a pure functional effort. Some examples may include gap (wet or dry) crossing, reconnaissance, route clearance, convoy protection/security, and movement corridors.
- Keep the tasks under brigade control that it takes a brigade staff to mission command.
- Assign the task force and company team the tasks they are resourced to perform.
- Assign other tasks to subordinate pure functional units.
- Provide MEB units and capabilities to others with a command or support relationship if they are best done by one unit or capability under the supported unit mission command.

4-74. When the MEB and one or more functional brigades support a BCT, the brigade headquarters coordinates the efforts. If no MEB is available, a functional (engineer, or military police brigade (or battalion) may be required to integrate efforts to conduct maneuver support operations.

PREPARE

4-75. Once a task organization has been approved, the staff can issue a warning order to the subordinate MEB units to allow them to reorganize and synchronize movement and rehearsals with supported headquarters.

4-76. The MEB must orient assigned units to understand how they contribute to maneuver support operations and how they operate as part of maneuver support combined arms teams. There will be cases where MEB units provide purely functional support.

4-77. The MEB forms task forces and company teams as necessary to accomplish its missions. The MEB must build mutual trust quickly with units that have been task-organized to them and verify that all formations are combat ready.

4-78. When units from the MEB are required to support other units, the MEB may provide battalion task forces, company teams, or functional units to the BCT. The gaining unit integrates and synchronizes task organization of these resources (if the command and support relationship allows that) until the mission is completed. The provided resources will then be returned to the MEB or tasked to provide mission support in another AO.

4-79. The MEB will conduct key rehearsals. When assigned an AO or conducting the tasks associated with a movement corridor, rehearsals may include—fires, commitment of the MEB reserve, or commitment of a TCF.

EXECUTE

4-80. The MEB assists its higher headquarters to conduct the integration of maneuver support operations. It also supports operational movement and maneuver of units during deployment.

4-81. Although the MEB may frequently attach and detach more units than other support brigades, it must also continually provide integrated and synchronized services like the other support brigades. The MEB must not be viewed as an intermediate force pool or force provider.

4-82. The MEB provides mission command over key mobility areas within its AO or as tasked to support within a BCT AO. Based on reconnaissance, topographical, and terrain analysis, the MEB validates and further develops the supported headquarters modified combined obstacle overlay in its assigned AO. When necessary to ensure the mobility of the force, the MEB directs necessary actions to eliminate, neutralize, or reduce physical and potential inhibitors to friendly movement and maneuver. The MEB develops information requirements essential to maintaining a maneuver-focused situational awareness that contributes to the commander's common operational picture. This focused awareness enables the acceleration of friendly maneuver decisions and the prevention of enemy countermobility efforts.

4-83. Based on an analysis of METT-TC and commander's guidance from the higher headquarters, the MEB will tailor forces for maneuver support operations, structure support assignments and forces, and provide support from within its task organization to the remainder of the force. The MEB has a wide array of capabilities with which to defeat enemy threats in its assigned AO. These capabilities consist of direct fires of assigned, attached, OPCON, or TACON forces and the ability to leverage Army and joint lethal and nonlethal precision fire assets, and Army and joint aviation assets (see ADRP 3-90).

ASSESS

4-84. The MEB must continually assess the operational environment to predict and detect impediments to operations and adjust maneuver support operations to mitigate impediments. It must assess the progress and effectiveness all MEB operations to shift resources across those operations as required. It must assess the effects of maneuver support operations on enemy the freedom of action and the freedom of action provided for the echelon headquarters that it is supporting.

4-85. The staff can use the measures from FM 7-15 to assess measures of performance or measures of effectiveness to address some of the maneuver support operation tasks, or develop additional measures of performance or measures of effectiveness.

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Chapter 5

Stability

The specialized organization and training focus of the MEB makes it an important contributor to stability. The MEB may be required to conduct some stability tasks for its supported echelon within an assigned AO while concurrent large-scale combat is occurring in the larger AO of the headquarters they are supporting. In this case, the MEB would effectively perform in an economy of force role in one area with the relative weight of their effort on stability tasks as other units focus the relative weight of their effort in offensive or defensive tasks in another area. The MEB may be required to conduct stability tasks simultaneously with support area operations and maneuver support operations. (See ADRP 3-0 and ADRP 3-07 for additional information on stability tasks.)

TASKS AND PURPOSES

5-1. Stability tasks aim to strengthen legitimate governance, restore or maintain the rule of law, support economic and infrastructure development and foster a sense of national unity to achieve a sustainable peace and security and create the conditions that will enable the host nation to assume responsibility for civil administration.

5-2. Stability tasks are conducted as part of operations outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. Primary Army stability tasks include—

- Establish civil security (including security force assistance).
- Establish civil control.
- Restore essential services.
- Support to governance.
- Support to economic and infrastructure development.

5-3. The MEB can conduct or support stability tasks; however, they have little unique capability to conduct the primary Army stability tasks: supporting to governance and economic development. The MEB does have the capability to support infrastructure development. These tasks are conducted in a complementary, reinforcing, and concurrent manner with other agencies or multinational forces. While the stability tasks are essential for success, without complementary inform and influence efforts that explains these actions to the population, success may be unattainable. The MEB could be the primary military unit conducting selected stability tasks in an environment with a low level of violence or following a natural disaster. However, it would more likely conduct stability tasks concurrently in support of other Army or joint forces. The MEB may conduct stability tasks within their assigned AO. The brigade may also provide forces in a command or support relationship when commanders of other AOs require MEB capabilities.

5-4. The MEB and its subordinate elements may support host nation or other civilian agencies. When the host nation or other agencies cannot provide basic government functions, MEB forces may be required to do so directly. The MEB conducts coercive and constructive actions. The brigade has the capability to provide mission command for many of the types of units needed to establish and maintain stability. The MEB establishes fusion cells to integrate intelligence from all organizations. It assesses requirements and conducts operations integrated and synchronized with others to shape the civil conditions. The MEB interacts with the populace and civil authorities and conducts maneuver support operations to provide the full freedom of movement for friendly forces while denying it to the enemy. They can use reachback

capabilities or staff augmentation to better conduct these tasks. (See ADRP 3-07 for a discussion of primary stability tasks, subordinate stability tasks, and supporting inform and influence tasks.) The MEB may be called upon to conduct any of their key tasks in the conduct of stability operations.

5-5. During stability, in particular, commanders maximize interactions with the local populace, nongovernmental organizations, and others through frequent Solder and leader engagement. There can be a large range of small-unit technical or constructive tasks along several lines of operation that the commander must integrate and synchronize. This makes the environment complex and suited to the MEB staff capabilities and probable task organization of CBRN, EOD, and engineer units, especially if major offensive or defensive actions are not required in the MEB AO or are small enough to be conducted by the MEB with a task-organized maneuver battalion.

ESTABLISH CIVIL SECURITY

5-6. The MEB provides major capabilities through maneuver support operations to establish civil security and can conduct support area operations. The objective is to provide a safe and secure environment to create conditions for political, economic, and humanitarian activities to succeed. Civil security involves protecting individuals, infrastructure, and institutions from external and internal threats. Ideally, Army forces defeat external threats posed by enemy forces that can attack population centers. Simultaneously, they assist host nation police and security elements as the host nation maintains internal security against criminals and small, hostile groups. In some situations, there is no adequate host nation capability for civil security and Army forces may provide most of it while developing host nation capabilities. Civil security is required for the other stability tasks to be effective. Responsibility is transferred to competent and legitimate local authorities when they can perform the task. Stability subordinate tasks may include—

- Enforcing cessation of hostilities, peace agreements, and other agreements.
- Determining disposition of constitution and national armed and intelligence services.
- Conducting disarmament, demobilization, and reintegration.
- Conducting border control, boundary security, and the freedom of movement.
- Supporting identification programs.
- Protecting key personnel and facilities.
- Clearing explosives hazards.

5-7. MEB key supporting tasks may include coordinating interface and liaison between U.S. military forces and local authorities and nongovernmental organizations, conducting area security operations, planning host nation police-building operations, and planning security operations.

ESTABLISH CIVIL CONTROL

5-8. The MEB provides major capabilities through maneuver support operations to establish civil control. The objectives of civil control are to establish civil administration and provide for social reconciliation. Building host nation capacity for civil control is paramount to establishing the foundation for lasting civil order. Civil control regulates selected behavior and activities of individuals and groups. This control reduces risk to individuals or groups and promotes security. Civil control channels the population's activities to allow the establishment of security and essential services. Civil control may be required while coexisting with a military force conducting operations. The MEB may use military police, engineer, CBRN or CA units, or a combat force to impose curfews, conduct information collection, or close borders. Stability subordinate tasks may include—

- Establishing public order and safety.
- Supporting law enforcement and police reform.
- Supporting human rights initiatives.
- Supporting corrections reform.
- Supporting public outreach and community rebuilding programs.

5-9. MEB key supporting tasks may include planning populace and resource control operations, planning civil disturbance operations, and performing a variety of military police tasks.

RESTORE ESSENTIAL SERVICES

5-10. The MEB provides major capabilities through maneuver support operations to restore essential services. The objective is to provide immediate and essential humanitarian relief in coordination with nongovernmental organizations and international government organizations. Normally, Army forces support other government, intergovernmental, and host nation to establish or restore the most basic services and protect them until a civil authority or the host nation can provide them. This military stability task includes programs conducted to relieve or reduce the results of natural or man-made disasters or other endemic conditions such as human suffering, disease, or privation that might represent a serious threat to life or that can result in great damage to, or loss of, property. When the host nation or other agency cannot perform its role, MEB Army forces may provide the basics directly. The MEB has the staff to assess most needs and plan for the provision of most essential services. They can use reachback or staff augmentation to better plan and control some tasks. Stability subordinate tasks may include—

- Conducting movement and resettlement of dislocated civilians.
- Performing tasks related to civilian dislocation.
- Supporting humanitarian demining.
- Supporting public health programs.

5-11. MEB key supporting tasks may include coordinating support with host nation and multinational representative(s), performing an initial infrastructure assessment, installing prime power generation equipment, and other general engineering tasks.

SUPPORT GOVERNANCE

5-12. The MEB has no special capabilities to support governance. The short-term objective may be to establish a military government, support an interim or host nation government, and create an environment conducive to stable governance. The objective is to support legitimate authorities, assess formal and informal power arrangements, encourage dialogue among leaders, and work with local leaders in coordination with interagency objectives. The MEB can help establish conditions that enable interagency and host nation actions to succeed. Stability subordinate tasks may include—

- Supporting transitional administrations.
- Supporting development of local governance.
- Supporting anticorruption initiatives.
- Supporting elections.

SUPPORT ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

5-13. The MEB provides capabilities through maneuver support operations and some pure-functional engineer tasks to support infrastructure development. Without staff augmentation, the MEB has no major capabilities to support economic development, except to support economic generation by conducting local infrastructure projects and providing security and protection. The objective is to prevent infrastructure from further deterioration and decay, rebuild infrastructure, provide basic services to the populace, and restore the functioning of economic production and distribution. Civilian agencies have the lead for this task. Support to economic and infrastructure development helps a host nation develop capability and capacity in these areas. It may involve direct and indirect military assistance to local, regional, and national entities. Infrastructure has four major subsystems: utilities, transportation, industry, and public facilities. The CA, CBRN, engineer, EOD, and capabilities typically task-organized to a MEB are often needed in the support of economic and infrastructure development. Infrastructure reconnaissance will be an important piece of this support. (For more information on infrastructure reconnaissance, see FM 3-34.170.) Stability subordinate tasks may include—

- Supporting private sector development.
- Protecting national resources and the environment.
- Supporting agricultural development.
- Restoring transportation infrastructure.

- Restoring telecommunications infrastructure.
- Supporting general infrastructure reconstruction programs.

CONSIDERATIONS

5-14. During the conduct of stability tasks, the MEB has the considerations discussed below by activities of the operations process.

PLAN

5-15. The MEB considerations for stability planning are very similar for DSCA planning because the supporting tasks outlined in chapter 2 are similar. The MEB will normally plan stability. The MEB will typically conduct maneuver support and support area operations during stability. The MEB may need to plan to conduct or support each of the military stability tasks. MEB leaders must understand the Army doctrine in ADRP 3-07 to conduct or support stability.

5-16. The MEB must understand any linkage to the Department of State stability sectors (see ADRP 3-07). The MEB must be involved in the early stages of stability support planning to ensure higher-level planners understand the capabilities and limitations of the MEB and effect force tailoring. The MEB staff must understand the conditions and objectives to achieve the strategic and military end states to develop the MEB operations. The end state can evolve, and the MEB must adjust operations.

5-17. A stability mechanism is the primary method through which friendly force focus affects civilians in order to attain conditions that support the establishment a lasting stable peace. As commanders and their staffs frame an operation, they determine an appropriate combination of stability mechanisms to contend with the civilian population and civil considerations required for successful operations. The situation may require a combination of defeat (dislocation, isolation, destruction, and disintegration) and stability mechanisms and sets in motion the process that will ultimately create the conditions that define the desired end state (see ADRP 3-0). The four stability mechanisms are—

- Compel.
- Control.
- Influence.
- Support.

5-18. CA operations are fundamental to executing stability tasks. CA operations are those activities that establish and maintain relations among U.S. military forces, host nations, nongovernmental organizations, Department of State agencies, other U.S. governmental agencies, and the civilian populace. CA units provide commanders with the means to shape their operational environment with regard to these significant factors and to synchronize their actions with those of the military force. Additionally, CA units perform important liaison functions between the military force and the local civil authorities, international organizations, and nongovernmental organizations. The MEB plans CA operations nested within the use of stability mechanisms to attain conditions (see FM 3-57).

5-19. Planning considerations and necessary interagency coordination for stability tasks are discussed in ADRP 3-07 along with the stages of stability tasks and the necessary interaction with other agencies. Within its AO, the MEB must—

- Understand the drivers of conflict.
- Coordinate actions with other agencies.
- Enhance the capabilities and legitimacy of the host nation.
- Empower at the lowest feasible levels.
- Project a credible force.
- Act decisively to prevent escalation.
- Apply force selectively and discriminately.
- Provide essential support to the largest number of people with focus on the most vulnerable.
- Collaborate on measures of effectiveness.

- Hand over to civilian agencies as soon as possible.
- Conduct all operations in as transparent a manner as possible.
- Be flexible and adaptable.

5-20. Army tactical tasks for stability are those tasks that must be performed to establish or maintain order when civilians cannot do so. Successfully performing these tasks can help secure a lasting peace and facilitate the timely withdrawal of U.S. and foreign forces (see ADRP 3-0 and ADRP 3-07).

5-21. Stability tasks require the absence of major threats to friendly forces and the populace. The MEB must plan to secure critical infrastructure and populated areas, and provide essential services to minimize and relieve civilian suffering. The MEB will plan to minimize the effects of combat on the populace. As civil security is established, the force returns territory to civil authorities' control as they are prepared to accept control. Transitions to civil authority require the coordination and integration of civilian organizations and military efforts. Unified action is crucial.

5-22. To ensure a unified effort, MEB commanders and their staff coordinate plans and actions with their higher headquarters and adjacent units and with government and nongovernmental organizations present in the AO. Use of liaison officers is vital for this requirement. The MEB may work with a variety of organizations and CA will be critical to the success of its operations. JP 3-57 and FM 3-57 contain CA doctrine.

5-23. The MEB augments its communications abilities to effect long-range communications, access to civilian telephones and data links, and proper liaison with necessary organizations. Commanders and their staff consider equipment compatibility, data encryption, information sharing, and security measures when working with special operations forces, joint forces, and multinational forces.

5-24. Stability tasks involve numerous legal, religious, and cultural issues. The MEB Chaplain, CA, brigade judge advocate, and military information support operations staff will play key roles in the planning and execution of stability tasks in these areas. All staff members must incorporate these considerations in their planning and running estimates as they apply to each staff section. Legal implications will be largely the staff focus of the Brigade Judge Advocate and the religious and culture implications will typically be the focus of the Chaplain, CA officer, and military intelligence support operations officer.

5-25. Stability tasks are normally long-term endeavors requiring the commitment of forces and resources to achieve a lasting success. To account for this, the commander must develop a vision for the operation from initiation to the desired end state. The commander must guard against a tendency to expand the stated mission in an effort to accomplish more than is appropriate. The commander and staff should not expand their mission unless the accomplishment of additional tasks is critical to accomplishing the stated mission and achieving the desired end state.

5-26. Commanders and their staff analyze the current political and socioeconomic situation in the AO, the friendly situation, and the higher headquarters' order to determine the MEB mission and requirements. Developing and articulating a desired end state in terms of the military and political socioeconomic conditions that have the greatest potential for lasting stability in the area is a commander's responsibility. For commanders of the MEB, much of this guidance will typically be provided by a higher headquarters. Commanders and their staff determine the required sequence of tasks and objectives that must be accomplished to meet the end state. The most critical tasks that normally provide at least a temporary suspension of violence, suffering, and chaos are undertaken immediately. These often include actions that separate the warring factions, restore basic security, and provide immediate relief to suffering people. Other critical actions include moving into the AO and the establishment of a base of operation and sustainment base for the MEB. As the immediate situation stabilizes, follow-on actions are taken to restore order, assist local governments, assist in repairing infrastructure, remove weapons, disarm factions, and enforce specified military aspects of political agreements. The commander and staff assign objectives and AOs to subordinate forces. They allocate forces and establish control measures for subordinate forces to accomplish their missions.

5-27. To maintain focus during this type of long-term operation, it is vital that commanders and their staff develop a concept of the operation that establishes objectives and timelines that meet the desired end state.

The concept should cover the entire duration of the operation from deployment to the end state, defining how the MEB will accomplish its assigned mission. Fragmentary orders and subsequent operation orders are used to control the execution of each phase of operation and various missions as required.

Command and Support Relationships

5-28. With the exception of military forces under the command of a geographic combat commander, the ambassador to the country is responsible for U.S. civilian and military operations. The ambassador heads a country team that interfaces with civilian and military agencies. The term *country team* describes interdepartmental coordination among the members of the U.S. diplomatic mission within a specific country. Examples of team members include the—

- Economics officer.
- Director of the U.S. Agency for International Development.
- Commercial attaché.
- Agriculture attaché.
- Military attaché.
- Department of State.
- Chief, Security Assistance Office.

5-29. The U.S. area military commander is not a member of the diplomatic mission. The joint task force interfaces with the senior military defense representative on the country team. If there is no joint task force, a division or MEB headquarters may be responsible for interface with the country team and host nation. (See ADRP 3-07 for a discussion of working with country team.)

Fires

5-30. Although fire support planning for stability tasks is the same as for traditional large-scale combat operations, there will likely be additional limitations or restrictions on the use of certain indirect fire assets. The ROE and munitions restrictions may be established to prevent fratricide and decrease collateral damage.

5-31. MEB commanders integrate fire support into their tactical plans in accordance with the ROE and any restrictions imposed within the AO (no-fire or restrictive fire areas, presence of noncombatants). Special considerations include—

- Procedures for the rapid clearance of fires (more complex due to avoidance of collateral damage and fratricide of noncombatants).
- Close communication and coordination with host country officials.
- Increased security for indirect firing positions.
- Restricted use of certain munitions, such as dual-purpose, improved conventional munitions or scatterable mines.
- Integration of nonlethal effects.

Inform and Influence Activities

5-32. Inform and influence activities help commanders use information and actions to shape the operational environments to multiply the effects of friendly successes. Commanders and staffs use inform and influence lines of effort to secure the trust and confidence of various audiences to reinforce desired behaviors and to dispel adversary and enemy information. The MEB may not have every information-related capability elements attached, but these capabilities can be requested from higher Headquarters to accomplish the required mission. Accurate integration and synchronization of information related capabilities within the two line of effort is critical in stability tasks where inform and influence can be one of a commander's primary efforts. Information-related capabilities are—

- Public affairs.
- Military information support operations.
- Combat camera.

- Soldier and leader engagement.
- CA operations.
- Civil and cultural considerations.
- Operations security.
- Military deception.
- Organic capabilities, which include but are not limited to—
 - Cyberelectromagnetic activities, including electronic warfare, cyberspace operations, and electromagnetic spectrum management operations.
 - Special technical operations.
 - Presence, posture, and profile.
 - Physical attack.
 - Physical security.

5-33. Information operations in multination operations will require the MEB commander and staff to understand that multinational partners recognize a variety of information concepts and possess sophisticated doctrine, procedures, and capabilities. It is essential to resolve potential conflicts as soon as possible and integrate multinational partners into information operations planning as early as possible to gain agreement on integration and coordination of objectives in the information environment. Coordination in a multination environment will include—

- Clarifying all multinational partner objectives in the information environment.
- Understanding all multinational partner employment of information-related capabilities.
- Establishing procedures to avoid conflicting messages.
- Identifying multinational force vulnerabilities.
- Developing a strategy to mitigate multinational force vulnerabilities.
- Identifying multinational force information-related capabilities.

Sustainment

5-34. The MEB ability to sustain itself in the AO depends on theater maturity, the sustainment structure, and the time flow of forces. Engineering support plays a critical role in delivering sustainment by enhancing its capabilities. General principles to consider when planning sustainment for stability tasks include—

- Ability to implement logistical support in any stability task area.
- Ability of the MEB 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 lines 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.

5-35. The primary sustainment challenges of stability tasks are to anticipate needs and to integrate assigned units and sources of supply into the operation. Informational needs include—

- Resources available in the AO.
- Nature and condition of the infrastructure.
- Capabilities of general reconstruction units.
- Overall material readiness of the MEB.
- Contracting. (In some cases, contracting can augment organic sustainment.)
- Liaison with civil authorities.
- Additional liaison teams.

Note. Close coordination with civil authorities and nonstandard supporting relationships demand the use of digitized liaison teams to assure their greatest usefulness. They can also require the creation of additional liaison teams that may have to operate without the mission command information systems.

Army Health System Support

5-36. In stability tasks, the MEB BSB could be augmented with a medical company area support. Additional health service support augmentation could include a forward surgical team, a forward support medical platoon (from the general aviation support battalion), and hospital augmentation may be required. (See AR 40-3 for information on emergency medical treatment for local national civilians during stability tasks.) Army Health System support for the MEB in stability tasks depends upon the specific type of operations, anticipated duration of the operations, and number of personnel deployed, evacuation policy, medical troop ceiling, and anticipated level of violence. Additional force health protection requirements could include veterinary services, preventive medicine, laboratory, combat and operational stress control, and preventive dentistry support.

PREPARE

5-37. The MEB may conduct stability operations in its own AO or in support of other AOs within the larger AO of the unit that it is supporting. When deploying from home station the MEB will need to deploy and move into the AO.

Deployment and Movement into the Area of Operations

5-38. The commander and staff must plan, synchronize, and control the movement of forces into the AO to maintain the proper balance of security and flexibility. In coordination with the movement control team and movement control battalion, commanders must decide the sequence in which their forces will enter the AO. The MEB must consider the number of suitable routes or lift assets available to meet the movement requirements of its subordinate elements. Other considerations include—

- Road and 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 the freedom of or restrict civilian movements along routes.
- Communications architecture.

5-39. If the AO does not have the infrastructure to support the operation, it might be necessary to deploy an advance party heavy with logistical and engineering support into the AO. If the threat level is high, security elements will be a critical consideration. In other circumstances, it may be necessary for the commander or deputy commander and a small group of specialized key personnel such as CA, public affairs, or the Brigade 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. In all cases, a well-developed movement order is essential. Infrastructure reconnaissance (to include the use of geospatial products) may be critical to early success.

Use of Force in Stability

5-40. When using force, restraint is as important in stability missions as applying overwhelming force is in offensive and defensive operations. In stability, commanders at every level emphasize that violence not precisely applied is counterproductive. Speed, surprise, and shock are vital considerations in lethal actions; perseverance, legitimacy, and restraint are vital considerations in stability and civil support operations. The ROE may include procedures for warnings and the employment of lethal and nonlethal force. During

preparation, all subordinate units must understand completely how to comply with the ROE. (See ADRP 3-07.)

5-41. Commanders address the apprehension caused by the presence of heavily armed Soldiers operating among the local populace. Discipline and strict adherence to the ROE are essential but not sufficient to reassure the population.

5-42. Generally, stability tasks require a greater emphasis on nonlethal actions. Often the mere presence of military force is enough to maintain stability and compel behavior. However, some belligerents may provoke forces conducting stability tasks into an overreaction that can be further exploited through propaganda.

Nature of Stability Actions

5-43. The MEB may execute stability at any point across the range of military operations from stable peace to general war. Stability tasks by nature are often decentralized in execution. Subordinate units (often at the company and platoon level) carry out the vast majority of critical tasks and must possess a complete understanding of the commander's intent. The MEB must maintain the ability to conduct coordinated small-scale operations over great distances quickly and securely. Subordinate units may conduct a wide range of tasks to support the stability subordinate tasks including, but not limited to—

- Battalion level and below offensive tasks such as attacks, search and attack, and ambushes.
- Defensive tasks such as area defense.
- Cordon and search operations.
- Humanitarian assistance.
- Environmental assistance, which may include environmental clean up or environmental services.
- Operational area security.
- Reconnaissance operations.
- Controlling civil disturbances.

5-44. Due to the multiple and unique demands of these operations, MEB forces must remain responsive and flexible. Task organization of units may change many times during the course of the operation. The MEB must ensure adequate support for its subordinate units and take active measures to create the conditions for its subordinates to succeed. The MEB focuses the majority of its efforts towards coordinating and supporting subordinate's actions, assigning subordinate objectives and responsibilities that support the concept of operations, and controlling all efforts to ensure they are working towards the brigade's overall objectives.

Complex and Uncertain Situations

5-45. Stability tasks often take place in political, military, and cultural situations that are highly fluid and dynamic. Unresolved political issues, an unclear understanding, or description of a desired end state, or difficulty in gaining international consensus may cause ambiguity. Complexity in these actions may also arise from—

- Troops dispersed throughout the AO.
- Difficulty in discriminating between combatants and noncombatants or between the many parties of a dispute.
- Undisciplined factions, uncontrolled by a central authority and unwilling to consent to the agreement.
- Absence of basic law and order.
- Violations of human rights.
- Widespread destruction or decay of physical and social infrastructure and institutions; collapse of civil infrastructure.
- Environmental considerations (damage, hazmat).
- Threats of disease or epidemics.

- Presence of many displaced persons.
- Presence and involvement of nongovernmental organizations, media, and other civilians.

5-46. Stability requires detailed interagency planning and coordination. The Army response to crises will have to address several components, such as political, diplomatic, humanitarian, economic, and security.

5-47. After the MEB 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 mission and the higher commander's concept of operation and intent. This knowledge enables the commander to prioritize tasks, begin stability tasks, and allow subordinates to take initiative. Tactical tasks executed during the stability operation depend upon the factors of METT-TC. These tactical tasks 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.

End State of Stability

5-48. The MEB can terminate stability operations in four ways:

- The MEB may be relieved of its mission and conduct a mission handover of the operation to a follow-on force. This force could be another MEB, functional brigade, BCT, a United Nations 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 assumes responsibility for stability.
- The MEB could be redeployed with no follow-on forces and without the area being stabilized. A condition such as this would place the MEB in a vulnerable situation. Security must be intense and the protection of the force during its exit must be well planned and executed.
- The MEB could transition to large-scale combat. The commander must always ensure the MEB maintains the ability to transition quickly and forcefully. (See ADRP 3-07 for more discussion on transitions during humanitarian response and between various stability missions.)

ASSESS

5-49. The MEB must continually assess the operational environment to maintain situational awareness. Running estimates are continuously updated to ensure the commander is provided with accurate data and staff assessments to make necessary decisions. Assessing stability tasks requires a long-range horizon, coordinated short-term goals, and great flexibility to include out-of-the-box thinking. The MEB must consider their assessments and variances from planning goals and variances from the assessments provided by supported civil authorities. The MEB has the ability to assess infrastructure, security requirements, mobility requirements, host nation police capabilities, internment and resettlement requirements, general engineering requirements, and CBRN materials. (See ADRP 3-07 and FM 7-15 for possible measures of effectiveness and measures of performance related to stability.)

5-50. The MEB CA staff can provide detailed, on-the-ground assessments to validate intelligence preparation of the battlefield and assess progress. Every Soldier must be trained and able to collect and report information of value. (See FM 3-57 for more information on the role of CA in stability tasks.)

SPECIALIZED CAPABILITIES

5-51. The MEB has a broad range of capabilities to conduct stability. With adequate resources, the MEB can conduct stability tasks in its AO while simultaneously supporting offensive or defensive operations being conducted by its higher headquarters. The unique breadth and capabilities of the MEB staff and likely

mix of units with constructive capabilities could make it the preferred headquarters to conduct some stability tasks rather than use a BCT or other functional headquarters.

5-52. In some stability tasks, the employment of a MEB rather than a BCT may prove less provocative and a much more effective alternative. MEB elements are suited to helping set the conditions for postconflict recovery in areas where active combat operations are not underway. Commanders may choose to use a MEB and its task-organized elements in lower-risk areas to economize combat power for decisive operations being conducted elsewhere in the supported echelon AO.

5-53. A MEB is typically task-organized with assets (such as CBRN, CA, engineer, EOD, and military police) that are capable of performing many of the essential stability tasks. These resources may come from higher-echelon Army or joint, interagency, or multinational sources and must be integrated into MEB operations for successful use. Assets conducting stability tasks include components capable of security operations, engineering support, information-related capabilities (such as CA operations, Soldier and leader engagement, and other lethal and nonlethal, information-related capabilities), police intelligence operations, hazard neutralization, and other capabilities required to meet the unique situations encountered in stability.

MISSION COMMAND

5-54. The MEB headquarters allows it to deploy with a staff that is trained to conduct a wide range of technical and combat missions. With specific staff augmentation, it can better use other, more specialized assets in its AO. It can readily accept augmentation and quickly task-organize to create the needed task forces and teams to conduct complex stability missions.

5-55. The MEB may be required to conduct stability operations in its own AO, while other units are conducting large-scale combat in their AOs. Depending on task organization, the MEB could simultaneously conduct maneuver support operations for its higher headquarters.

SUSTAINMENT

5-56. With its organic BSB, the MEB has the baseline ability to integrate its sustainment in austere and undeveloped areas. This baseline ability allows it to rapidly integrate additional sustainment capability into the concept of support.

COMMUNICATIONS

5-57. With its organic signal network support company, the MEB can communicate with most organizations. With augmentation, it can interface with and support civil communications.

SUPPORT AREA OPERATIONS

5-58. The MEB may conduct support area operations in support of stability tasks. The ability to control terrain is key in most stability tasks. It will likely require information collection assets and fire support if there is a significant threat since these are not organic to the brigade.

MANEUVER SUPPORT OPERATIONS

5-59. The MEB may conduct maneuver support operations in support of stability tasks. Improving mobility in the AO of the supported unit or within the MEB AO will almost certainly be a part of the unit mission in stability tasks. The freedom to move and maneuver is essential to the conduct of stability. The MEB may be tailored and task-organized with a variety of engineer or other mobility assets. Providing protection support will also typically be required and will depend heavily on military police and other assets (Army, joint, multinational, host nation, and potentially other contracted security).

5-60. The MEB has a staff that routinely integrates unit capabilities to conduct maneuver support operations that enhance the freedom of movement needed to conduct stability tasks. Maneuver support operations can support military forces or civil authorities. The MEB has a staff that routinely fuses intelligence and plans and conducts operations to provide many aspects of protection to create a safe and secure environment.

EMPLOYMENT

5-61. One example of a MEB conducting stability is shown in figure 5-1. In this example, the MEB is assigned to conduct stability tasks primarily within AO JONES. The stability tasks require the MEB to establish civil security, civil control, and restore essential services. The MEB is task-organized with a chemical, engineer, and military police battalion; and a CA company; and EOD company. Based on METT-TC, the MEB creates three battalion task forces task-organized based on the primary tasks within their assigned boundaries. The military police task force has responsibility for the MSR RED and the construction of ASR BLUE to improve movement within the AO and bypass the built-up area. Attachments to the military police task force include an engineer company and a CA team, and it has a detached company and platoon. The chemical battalion task force has toxic industrial chemical and toxic industrial material concerns and responsibility for the smaller built-up area. Attachments to the CBRN battalion task force include a military police platoon, and a CA team. The engineer task force has responsibility for the largest built-up area, general engineering support to the BSB, and the largest area of demand to restore essential services. Attachments to the engineer task force include a military police company and a CA team and it has a detached company to the military police task force. The MEB and CA headquarters are collocated within the largest built-up area to coordinate with and assist the regional civil authority. The MEB locates the brigade support area within a partially destroyed, existing base near the built-up area due to sources of local supplies and access to the road connecting to MSR RED.

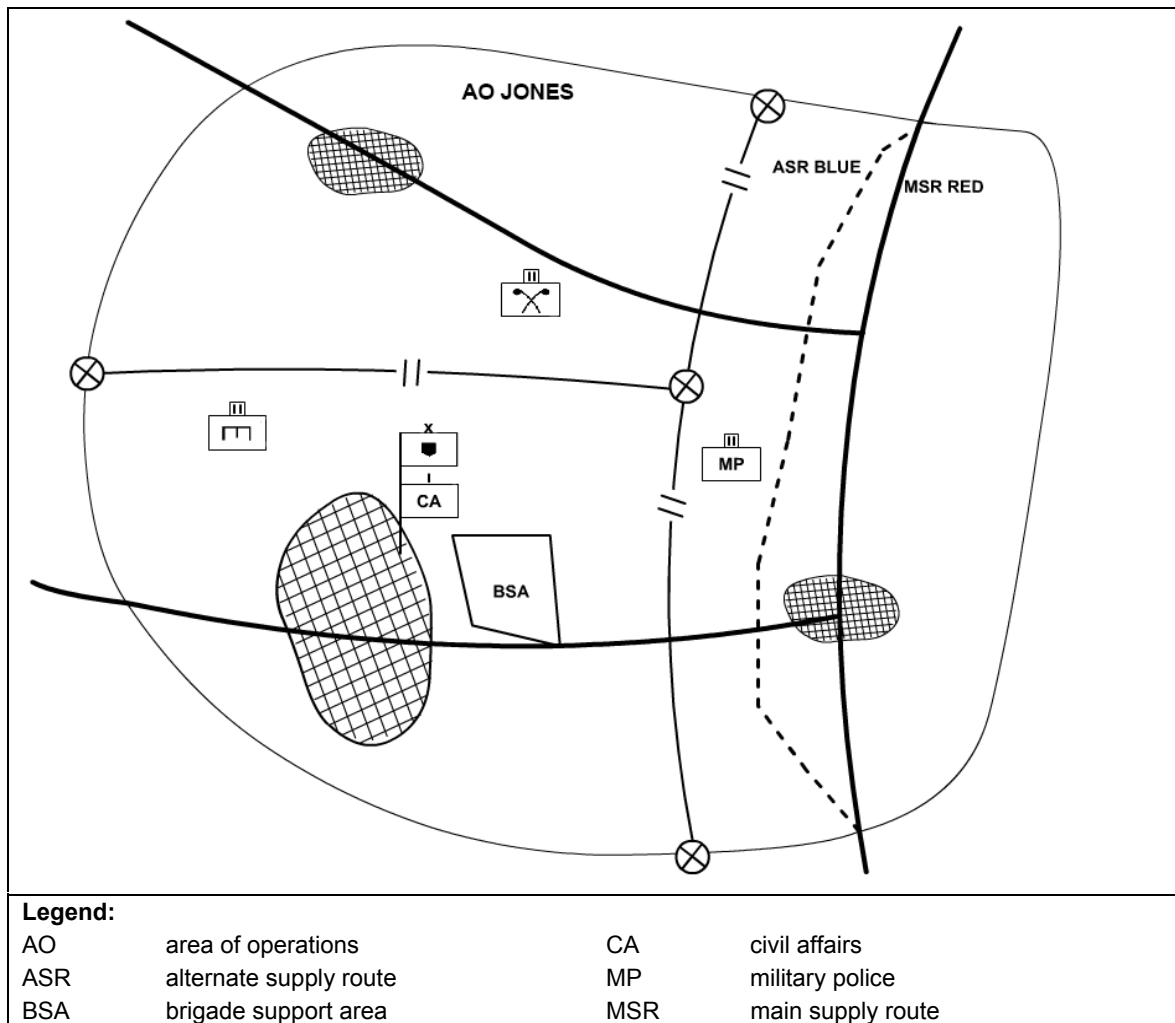


Figure 5-1. Example of a MEB conducting stability

Chapter 6

Sustainment

Sustainment is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0). The endurance of Army forces is primarily a function of their sustainment. Sustainment enables the operational reach of Army operations. It is essential to retaining and exploiting the initiative. Sustainment provides the support necessary to maintain operations until mission accomplishment (ADRP 4-0). MEB commanders use their assets to maintain the momentum of operations and enhance the capabilities of their forces. This chapter discusses sustainment of the MEB, not the conduct of sustainment tasks, as a part of maneuver support operations. Further information on sustainment operations can be found in ADP 4-0, ADRP 4-0, and FM 4-90. Information on operational contract support can be found in ATTP 4-10. (See FM 3-34 or FM 3-34.400 for information on general engineering support [part of logistics].)

PLANNING

6-1. The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure the freedom of action, extend operational reach, and prolong endurance (ADRP 3-0). Sustainment encompasses the elements of logistics, personnel services, and health service support required to support operations for mission accomplishment. Logistics is planning and executing the movement and support of forces. It includes the aspects of military operations that deal with design and development, acquisition or construction, storage, movement, distribution, maintenance, evacuation and disposition of material. It is also the acquisition or construction, maintenance, operation, and disposition of facilities and acquisition or furnishing of services. Army Health System support consists of all measures taken by commanders, leaders, individual Soldiers, and the military health system to promote, improve, conserve, or restore the mental and physical well-being of Soldiers.

6-2. This chapter discusses how the MEB sustains itself when assigned a BSB. MEB is a unique organization, which can expand to employ a wide range of capabilities, each with their own sustainment needs. Operational planners must ensure that MEB sustainment planning is conducted as early as possible, and continue to monitor as the mission changes in order to effectively sustain the MEB throughout the operation. If the MEB does not have a BSB, prior to deployment, the planning staffs of the higher-echelon headquarters and the sustainment command headquarters must conduct a METT-TC analysis and provide the MEB required sustainment support to ensure their mission success. When the MEB is assigned a support area mission, they should have an assigned BSB. The BSB must synchronize sustainment requirements and capabilities with the supporting sustainment brigade so that a seamless support structure can exist as the MEB receives attached units and operates within its assigned AO.

6-3. The MEB staff synchronizes operations across all six warfighting functions to generate and maintain combat power. It plans tactical logistics. The sustainment warfighting function is synchronized with the higher-echelon staff and supporting sustainment brigade. The BSB support operations officer assists the brigade staff in its' planning efforts. A movement control team supporting the AO and other sustainment brigade assets may be located in the MEB brigade area. The MEB S-4, S-1, brigade surgeon, and chaplain are the principal sustainment planners for the MEB. The BSB is the principal sustainment executer. Logistics synchronization for the brigade is done between the primary staff sections and the BSB support operations officer. The MEB commander designates who will oversee logistics synchronization for the brigade. Normally, this position will be the BSB commander, who is the senior logistician in the brigade.

The MEB commander may elect to use the deputy commanding officers, the executive officer, or the brigade S-4 to oversee logistics synchronization for the brigade in the absence of a BSB commander. The MEB obtains the logistics preparation of the theater information and products from the supporting sustainment brigade and the higher-echelon headquarters concept of operations and integrates this with their intelligence preparation of the battlefield. The S-4, S-1, and BSB support operations officer maintain a continuous sustainment estimate during all operations. They use the logistics estimate to determine sustainment capabilities, anticipate support requirements, identify and resolve shortfalls, and develop support plans. They integrate into all planning what is needed to develop and synchronize sustainment with maneuver and fire plans. Sustainment commanders and planners must thoroughly understand the mission, tactical plans, and the MEB commander's intent.

6-4. The MEB must know—

- Mission, task organization, and concept of operations for all subordinate battalions and attachments under MEB control.
- Higher headquarters sustainment plans.
- Known and anticipated branch plans and sequels.
- Density of personnel and equipment of each subordinate unit.
- Known and anticipated enemy situation and capabilities.
- Capabilities and limitations of subordinate units.
- Host nation support and contract capabilities.
- Size and capabilities of local population civil infrastructure.
- Capacity and capability of local government and nongovernmental agencies.

6-5. The BSB supports the MEB sustainment and maintenance of organic and attached units. The BSB is a fixed organization, which provides direct support to the MEB. The BSB integrates specific logistics capability that is not organic to the BSB or additional capacity to support the BSB. The BSB support operations officer coordinates with subordinate and supporting organizations on what organic support they have or are bringing with them. The support operations officer will array those capabilities on the battlefield so that they are integrated with the BSB capabilities. The MEB BSB has an HHC, distribution company, and maintenance company as organic assets. Unlike other BSBs, the MEB BSB does not have an assigned medical company or assigned forward support company. This poses a challenge for the BSB in how it supports subordinate elements. Subelements like an engineer battalion have assigned forward support companies in their modified table of organization and equipment. This makes support straight forward by coordinating with battalion forward support companies directly. Other units like Military police and CBRN do not have forward support companies in their force structure, but do have sustainment assets down to their company level organizations. Because the MEB BSB does not have a medical company, it receives it receives Role 2 Army Health System support from medical units in area support of the AO. It task-organizes as needed to support multiple simultaneous or sequential operations, conducts sustainment for current operations and sets conditions for future operations. The BSB may command nonlogistics units when necessary. The BSB maintains visibility of the distribution system, theater infrastructure, and MSRs to provide the flexible support when and where it is needed.

6-6. The MEB establishes a brigade support area. The brigade support area could be a perimeter established by the BSB within the AO of the supported unit, a base commanded by the BSB, or an area or base within the MEB support AO. The MEB operations may require split based sustainment operations. The BSB may conduct replenishment operation within the MEB support AO or within the AO of a unit that the MEB is supporting. The MEB may establish an area within the support AO to support mission staging operations for the MEB or support a BCT to establish an area for them in their AO or in the supported AO.

6-7. Logistics planners must understand the MEB current and projected sustainment capabilities. They use information collected from personnel and logistics reports and operational reports to determine the personnel, equipment, and supply status of each unit within the MEB. They consider the disposition and condition of all supporting sustainment units and individual unit level capabilities. They analyze this data and the current situation to determine the MEB logistical capabilities and limitations.

6-8. Sustainment planners must anticipate and understand support requirements of a tactical plan or course of action. The S-1, S-4, and the BSB commander/BSB support operations officer analyze all courses

of action and modifications to current plans. They assess their sustainment feasibility, identify support requirements, and determine requirements for synchronization. The S-1 and S-4, like the commander, must visualize how the operation will unfold to determine critical requirements for each sustainment element. They consider the requirements for each sustainment element during all phases of an operation. They analyze each course of action and consider the following:

- Type and duration of the operation.
- Task organization, tasks, and sustainment requirements of subordinate forces.
- Medical and maintenance profile of units to be assigned or attached.
- Ramifications of tactical operations such as gap (river) crossings, tactical pauses, long movements, preparatory fires, or defenses.
- Need for special equipment, supplies, or service.
- Requirements to separate, disassemble, configure, uncrate, or trans-load supplies above normal requirements.
- Requirements for reconstitution.
- Required varieties and quantities of all classes of supplies (especially Class III, V, and IX).
- Requirements for support of reconnaissance forces, security operations, or deception efforts.
- Need for Class IV/V obstacle material.
- Positioning of combat trains and other supporting logistics elements.
- Casualty numbers and likely locations.
- Large-scale decontamination operations in support of BCTs or CBRN mass casualty decontamination operations.
- Area damage control preparations and response.
- Minimal essential stability tasks to support the operation.

6-9. The S-4/support operations officer's analysis also includes estimated attrition based on likely outcomes of subordinate missions. Analysis of estimated attrition primarily focuses on critical systems. The S-1 assists by projecting potential personnel losses. To perform this analysis, current unit personnel and equipment densities, standard planning factors, operations logistics software, and historical data are used in conjunction with operations logistics plan. When analyzing courses of action, this projection helps the commander understand the potential losses and associated risks of each course of action.

6-10. To understand the MEB capabilities and determine support requirements, logistics planners apply a METT-TC analysis to the operation. Table 6-1, page 6-4, gives an example of general sustainment consideration for tactical operations.

6-11. The S-4 and BSB support operations officer must balance support requirements and priorities with available sustainment capabilities. They consider existing stock, anticipated receipts, capacities, and capabilities. They must assess the status of all logistics functions required to support the MEB and compare them to available capabilities. They identify potential shortfalls then take or recommend actions to eliminate or reduce their effect on the operation.

6-12. When a logistics shortfall is identified, the sustainment planners take every action available to eliminate or reduce its effect. They must understand its potential impact on the force, the risk that it presents to mission accomplishment, the duration, and which requirement exceeded the unit capabilities. They analyze the shortfall to determine its cause such as battle losses, supply availability, resource availability (equipment, man-hours), or distribution shortfall. They consider the following actions to resolve a shortfall:

- Shifting supplies or assets by phase of the operation.
- Requesting support or additional assets from higher headquarters.
- Using alternative distribution methods.
- Considering the use of host nation support.
- Considering pre-positioning supplies or attaching additional sustainment capabilities to subordinate forces.
- Modifying the course of action or plan.

Table 6-1. Logistics considerations for tactical operations

Mission	MEB mission and commander's intent.
	Concept of operations.
	Higher headquarters mission and concept of operations.
	Higher headquarter concept of support.
	Type and duration of operation.
	Required supply rate.
	Controlled supply rate.
Enemy	Enemy capabilities and tactics that could threaten sustainment operations.
	Enemy unconventional tactics that could threaten sustainment operations.
	Anticipated amount of detainees.
Troops	MEB task organization to include supporting logistics units.
	Location and condition of all units, including sustainment units.
	Current and projected status of personnel, equipment, and classes of supply.
	Availability and status of services.
	Unit level sustainment capabilities.
Terrain and Weather	Effects of weather and terrain on sustainment operations.
	Additional sustainment requirements of the MEB due to weather and terrain.
	Condition of infrastructure such as roads and bridges.
Time Available	Impact on the ability to build-up supplies and replenish units.
	Planning and preparation time for sustainment units.
	Impacts of time on support requirements and distribution methods.
Civil Considerations	Host nation support and contract services.
	Impact of civilian and refugee movements.
	Potential for hostile reactions by civilians against sustainment operations.
	Potential detainee or resettlement requirements.
	Provision of minimum essential stability tasks.
Legend:	
MEB	maneuver enhancement brigade

6-13. Based on the logistics estimate, the sustainment planners develop support plans. The overall sustainment plan is briefly described in the concept of support. The concept of support provides commanders and staffs with a general understanding of the commander's priorities and how the operation will be logistically supported. Detailed sustainment plans are outlined in Annex F (Sustainment) to the MEB operation order or as part of a fragmentary order. BSB commanders also issue an operation order to all units under their control. BSB commanders in conjunction with the S-4 and executive officer closely monitor the implementation of the sustainment plan. They adjust sustainment operations, or shift resources to account for changing situations, changes in priorities (such as shifting the main effort), or to replace lost sustainment capabilities.

6-14. The MEB staff plans for sustainment of a frequently changing task organization with augmentation from other Army, joint, interagency, and multinational forces. Attachments to the MEB should arrive with their appropriate sustainment capability. When a company, team, or detachment is attached to the MEB, the BSB support operations officer integrates their sustainment into the MEB support system. The attachment orders must clearly state who will provide medical, maintenance, and recovery services, and provide support for Class III, V, and IX supplies. When receiving attachments, sustainment planners require some basic information from the S-4 of the sending unit to anticipate development of a synchronized concept of

support. When the unit is detached, the MEB assists by forwarding on-hand supplies or equipment to the gaining unit. Some considerations are the—

- Number and type of vehicles, personnel (by military occupational specialty), and weapons systems and their current status.
- Organic medical and maintenance capabilities.
- Attachment is effective and for how long.
- Support assets that are coming with each attachment to the MEB.
- Linkup will occurrence, and who is responsible for linkup.

FUNCTIONAL RESPONSIBILITIES AND LIMITATIONS

6-15. This section discusses the sustainment functional responsibilities and limitations of the MEB.

LOGISTICS

6-16. Logistics is primarily the responsibility of the MEB S-4 and provided primarily by the MEB organic BSB. Logistics includes maintenance, transportation, supply, field services, distribution, operational contract support, and general engineering. General engineering and detainee operations are primarily planned by the S-3 staff and not discussed in this chapter. Field services will be discussed further and include mortuary affairs, shower and laundry capabilities, field feeding, and water purification. Operational contract support is discussed in greater detail since much of this information is new or emerging doctrine.

Maintenance

6-17. How maintenance is accomplished in the MEB is dependent on individual unit capabilities. Most units, are organic or attached to the MEB, have some organic field maintenance capabilities. The BSB field maintenance company provides field maintenance for organic MEB units and supplemental field maintenance support to other units attached to the MEB that may be required above their own capability (see ATTP 4-33).

Transportation

6-18. The MEB HHC, BSB, and signal company have 100 percent mobility of their table of organization and equipment and supplies in a single lift using organic equipment. If MEB assigned and attached units require additional lift support they will request it through channels to the BSB support operations section. The BSB support operations section acts as the distribution management center for the MEB (see FM 55-1).

Supply

6-19. Supply is the process by which required materials and equipment are made available to supported units to help them accomplish the mission. This includes all classes of supply to include Class VIII. MEB resupply to subordinate elements is coordinated through the BSB support operations officer. Supplies are provided through the distribution processes established below (see FM 4-40).

Field Services

6-20. This section discusses the logistics field services responsibilities and limitations of the MEB.

Shower and Laundry

6-21. There is no organic laundry or shower capability in the MEB. Support must be coordinated by the support operations officer with the sustainment brigade in general support of the MEB.

Field Feeding

6-22. Field feeding for the MEB is dependent on the individual units assigned/attached to the MEB. The MEB HHC has its' own food service section. The BSB HHC food service section will feed itself, the distribution company, and the MEB signal network company. In addition, they have the capability for an additional 350 personnel. Most assigned units will have organic food service capabilities. Examples are the forward support company food service section in the engineer battalions or the food service sections in the military police companies. The MEB senior food service advisor in the brigade S-4 is responsible for coordinating food service support in the brigade.

Water

6-23. The BSB has the organic capability to produce, store, and transport purified water to meet the MEB support requirements. When the MEB gains supporting units, water production and distribution capacities will quickly exceed the organic ability to produce, store, and distribute. A continuous logistics status report to the supporting sustainment brigade must be made so that shortfalls are avoided.

Mortuary Affairs

6-24. The MEB is dependent on augmentation for collection, processing, and evacuation of remains. A mortuary affairs team from the theater sustainment brigade provides mortuary services support to the MEB. The team operates from the brigade support area and is responsible for processing remains. The team has no transportation capabilities and coordinates with the support operations officer for evacuation back to the theater mortuary evacuation point. Internal to the MEB, handling teams are predesignated at the unit level. It is the responsibility of the unit to evacuate remains to the brigade support area.

Distribution

6-25. Distribution is the primary means to prolong endurance. *Distribution* is the operational process of synchronizing all elements of the logistic system to deliver the *right things* to the *right place* at the *right time* to support the geographic combatant commander. Additionally, it is the process of assigning military personnel to activities, units, or billets (JP 4-0).

6-26. The BSB supports the MEB by providing or coordinating Class I, II, III, III, IV, V, VII, and IX supplies. The BSB distributes these supplies normally through unit distribution or supply point distribution.

6-27. In unit distribution, supplies are configured in unit sets (battalion/company/platoon, depending on the level of distribution) and delivered to one or more central locations. This technique makes maximum use of the capacity of BSB truck assets by minimizing delivery and turnaround time (see FM 4-90).

6-28. Supply point distribution requires unit transportation assets to move to a supply point to pick up their supplies. Supply point distribution is most commonly by means of a logistics release point. The logistics release point may be any place on the ground where unit vehicles return to pick up supplies and take them forward to their units. The logistics release point can be the brigade support area itself.

Operational Contract Support

6-29. The Army has consolidated its theater support contracting capabilities into separate table of organization and equipment units. These units include the contracting support brigade, contingency contracting battalions, senior contingency contracting teams, and contingency contracting teams. The contracting support brigade and the primary mission of its subordinate unit include—

- Providing theater support contracting capabilities to deployed Army forces, and to other military forces, governmental agencies, and/or nongovernmental agencies, as directed.
- Assisting theater Army and Army forces staffs in developing operational contract support plans (Annex W of the operation plan). These plans will include mission specific contracting and contractor-specific integration, synchronization and management information.
- Coordinating execution of planned theater support contracts and coordination with the supporting Army field support battalion.

6-30. Contracting support brigades are regionally aligned to a specific theater Army. When deployed, the contracting support brigade has a direct-support relationship with the Army Forces commander in the operational area and executes its contracting mission under the direction and contracting authority of the expeditionary contracting command. The Army forces commander may further delegate this direct-support relationship per METT-TC factors. Theater support contracting actions in support to the MEB will be executed in a general-support manner.

6-31. Contracting is a key source of support for deployed armed forces in unified land operations. Because of the importance and unique challenges of operational contract support, the MEB commander and staff need to fully understand their role in planning and managing contracted support in the AO. Current doctrine describes three broad types of contracted support:

- **Theater support.** Theater support contracts are contracts awarded by contingency contracting officers deployed to the operational area that provide the ability to rapidly contract for logistics support within a theater of operations. Theater support contractors acquire goods, services, and minor construction support, usually from the local commercial sources, to meet the immediate needs of operational commanders. Theater support contracts are the type of contract typically associated with contingency contracting. MEBs will often be the requiring activity for theater support contract support actions related to internal and external missions. Theater support contracts in support of the MEB missions are normally executed on a regional aligned basis.
- **External support.** External support contracts provide a variety of mission support to deployed forces. External support contracts may be prearranged contracts or contracts awarded during the contingency itself to support the mission and may include a mix of U.S. citizens, third country nationals, and local national subcontractor employees. The largest and most commonly used external support contract is the Logistics Civilian Augmentation Program). This Army program is commonly used to provide life support, transportation support, and other supporting functions to deployed Army forces and other elements of the joint force as well. In most operations, the MEB is a supported unit, but not the requiring activity when it comes to the Logistics Civilian Augmentation Program support.
- **Systems support.** Systems support contracts are contracts are prearranged contracts awarded by and funded by acquisition program executive officers and project/product management officers. These contracts provide technical support, maintenance support and, in some cases, Class IX support for a variety of nontype classified and selected other Army weapon and support systems. System contractors, made up of U.S. citizens, provide support in garrison, and may deploy with the force to training and real-world operations. They may provide temporary support during the initial fielding of a system, called interim contracted support, or long-term support for selected materiel systems, often referred to as contractor logistic support. The MEB does not normally have a significant role to play in planning or coordinating system support contracts other than coordinating and executing support of system support contract related personnel.

6-32. For the MEB, the major challenge is ensuring operational contracting support actions are properly incorporated and synchronized with the overall MEB support effort. The MEB S-4 and BSB support operations officer staff will be trained on their roles in the operational contract support planning and execution process as described below:

- **Contract management.** The MEB will nominate a contracting officer representative (sometimes referred to as contract officer technical representative) for every service contract and a receiving official for all supply contracts. Quality contracting officer representative (approved by the supporting contracting office) and receiving-official support is key to ensuring contractors provide the service or item according to the contract. The MEB must also manage funding for each contract and request funds in advance of depletion of current funds or all contract work will stop until adequate funds are available.
- **Contract closeout.** The MEB is responsible for completing receiving reports, certifying that contracted goods or services were received by the Army, and submitting the receiving report to the contracting officer so the contract can be closed out and the contractor paid.

Note. For more information on operational contract support see ATTP 4-10.

PERSONNEL SERVICES

6-33. Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel. Personnel services are an integral part of unit readiness. The MEB S-1 is the staff officer responsible for personnel services. MEB capabilities include human resources support, financial management, legal support, and religious support.

Human Resources Support

6-34. Human resources support is an important component of sustainment. The MEB S-1 is responsible for providing or coordinating the operational and tactical level human resources support that sustains the combat potential of the force, and the morale and welfare of Soldiers. Human resource support is also found at the sustainment brigade level on a general-support or an area basis. They provide human resource companies, which can provide planning and coordination for human resource operations, as well as liaison and technical support to their customers and supported units.

6-35. The MEB S-1 section serves as a conduit between subordinate units and the higher-echelon human resources organization. Because of distances and communications capabilities, all reports are submitted through the MEB S-1 for forwarding to the appropriate agency. Initial personnel data is submitted by subordinate and attached units of the MEB by using digital technology. The MEB S-1 also provides information to subordinate units on status of evacuated/hospitalized personnel and adjusts personnel requirements accordingly.

6-36. Human resource support includes personnel accountability, strength reporting, personnel information management, personnel readiness management, casualty operations management, essential personnel services, personnel support, postal operations, and morale welfare and recreation and community support.

Personnel Accountability

6-37. The brigade S-1 is responsible for coordinating and managing personnel accountability in the MEB. Personnel accountability is the process for recording by-name data on Soldiers when they arrive and depart from the command.

Strength Reporting

6-38. Replacement companies under mission command of replacement battalions at theater or corps level receive, support, and process replacements. They coordinate movement with the appropriate movement control element. The division replacement section coordinates with the assistant chief of staff, logistics and higher headquarters transportation officer for movement to the brigade support area. The MEB S-1 processes and assigns replacements to battalions. The battalion S-1 further assigns replacements to company level.

Personnel Information Management

6-39. Personnel information management encompasses the collection, processing, storage, display, and dissemination of information about Soldiers, units, and civilians. Personnel information management is controlled by the brigade S-1 through the battalion S-1s within the command.

Personnel Readiness Management

6-40. The purpose of the personnel readiness management system is to distribute Soldiers to units based on documented requirements or authorizations to maximize mission preparedness and provide the manpower needed. Personnel accounting is the system for recording by-name data on Soldiers when they arrive in and depart from units, when their duty status changes (such as from duty to hospital), and when their grade changes. Strength reporting is a numerical end product of the accounting process. It starts with strength-related transactions submitted at unit level and ends with a database update through all echelons to the Total Army Personnel Database. Personnel readiness managers, casualty managers, and replacement managers all utilize a personnel information database when performing their missions.

Casualty Operations Management

6-41. The casualty reporting system is a by-name personnel accounting system that begins at unit level with the person who knows that a casualty has occurred. DA Form 1156 (*Casualty Feeder Card*) is forwarded as soon as possible. Reports are prepared using the Army Casualty Information Processing System–Light and are sent directly to Headquarters, Department of the Army (DA), with copies furnished to other higher headquarters, as appropriate. Patient evacuation, mortality reports and treatment, and disposition logs are provided daily to the MEB S-1 from the area support medical company.

Essential Personnel Services

6-42. Essential personnel operations will be coordinated with subordinate commands and higher command G-1 (Assistant Chief of Staff, Personnel). This will include providing the MEB with timely and accurate personnel services that efficiently update Soldier status, readiness, and quality of life. This allows commanders to effectively manage the force, including actions supporting individual career advancement and development, proper identification documents for security and benefits entitlements, recognition of achievements and service (see ADRP 4-0).

Personnel Support

6-43. Personnel support encompasses command interest/human interest programs, and retention functions. Personnel support also includes substance abuse and prevention programs, enhances unit cohesion, and sustains the morale of the force (see ADRP 4-0).

Postal Operations

6-44. The brigade S-1 is responsible for coordinating and providing postal operations support with subordinate units of the brigade. The MEB has no dedicated postal support capability and must perform this function with on-hand assets. The Military Postal Service serves as an extension of the U. S. Postal Service; therefore, services are regulated by public law and federal regulation. Postal operation requires significant logistics and planning for transportation and mail handling (see ADRP 4-0).

Morale, Welfare, and Recreation

6-45. The brigade S-1 will coordinate morale, welfare, and recreation support with subordinate commands in the MEB. This will include providing Soldiers and other authorized personnel with recreation and fitness activities, goods, and services.

Financial Management

6-46. The MEB has no special financial management capability. The MEB S-3 coordinates for support from mobile financial management teams. Financial management organizations provide support to the MEB units and individual Soldiers on an area basis. During deployments, mobile teams from corps level financial management organizations provide support to forward units. Financial management support units are also found at the sustainment brigade level on a general-support or an area basis. They provide financial management services, which include paying of limited U.S. and non-U.S. pay, preparing certified vouchers, receiving collections, establishing financial management control processes, track commitments and obligations, and provide vendor support and accounting and establishment of disbursing station number and local depository.

Legal Support

6-47. The brigade legal section provides and supervises legal support to MEB mission command, sustainment, and support operations. The brigade legal section provides and coordinates all legal support for the MEB. Paralegal Soldiers in the MEB and subordinate battalions provide paraprofessional and ministerial support for legal actions. The U.S. Army Trial Judiciary and U.S. Army Trial Defense Service are independent organizations that provide military judge and trial defense services to the MEB.

Religious Support

6-48. The MEB chaplain is the personal staff officer responsible for implementing the commander's religious support program. Included in this program are worship opportunities, administration of sacraments, rites and ordinances, pastoral care and counseling, religious education, ministry to casualties to include support of combat operational stress reaction casualty treatment, and development and management of the unit ministry team. The chaplain advises the commander and staff on matters of morals, morale as affected by religion, the impact of local religion on the military mission, and the ethical impact of command decisions. The unit ministry team is composed of at least one chaplain and one enlisted chaplain assistant. The chaplain assistant is an active member of the noncommissioned officer support channel. The assistant assesses the well being of Soldiers and other authorized personnel (see FM 1-05).

ARMY HEALTH SYSTEM

6-49. This section discusses the Army Health System responsibilities and limitations of the MEB.

Health Service Support

6-50. Health service support includes limited organic medical support and relies on area medical support. The MEB has limited medical logistics planning capability. The MEB surgeon ensures that all Army Health System support functions are considered and included in operation plans and operation orders. The MEB surgeon is a full-time special staff officer answering directly to the MEB commander on matters that pertain to the health of the command. The MEB surgeon coordinates Army Health System support. The MEB surgeon coordinates health service support operations with the higher-echelon surgeon and Army Health System mission command elements and establishes medical guidelines for the MEB. The duties and responsibilities of the MEB surgeon include health service support and force health protection functions.

6-51. The MEB surgeon's duties and responsibilities for health service support may include—

- Advising the commander on the health of the MEB units.
- Planning and coordinating for health service support for MEB units (including but not limited to medical treatment, medical logistics, medical evacuation, hospitalization, dental support, preventive medicine, behavioral health, and clinical medical laboratory support).
- Developing and coordinating the health service support portion of Army Health System operation plans to support the MEB commander's decisions, planning guidance, and intent in support of unified land operations (see FM 4-02).
- Recommending task organization of medical units/elements in support to MEB units to satisfy all health service support mission requirements.
- Monitoring troop strength of medical personnel and their utilization.
- Evaluating and interpreting medical statistical data.
- Monitoring medical logistics and blood management operations in the theater (see FM 4-02.1).
- Monitoring medical regulating and patient tracking operations for MEB personnel (see FM 4-02.2).
- Determining MEB training requirements for first aid and for maintaining wellness of the command.
- Recommending disposition instructions for captured enemy medical supplies and equipment.
- Submitting to higher headquarters those recommendations on medical problems/conditions that require research and development.
- Coordinating, and synchronizing—
 - Health education and combat lifesaver training for the MEB.
 - Mass casualty plan developed by the S-3.
 - Medical care of enemy prisoners of war, detainees, and civilians in the MEB operations area.
 - Treatment of sick, injured, or wounded Soldiers.

- Performing medical evacuation, including use of the dedicated medical evacuation platforms (air and ground) of the Army.
- Coordinating medical logistics, including Class VIII resupply, blood management, and medical maintenance.
- Creating health-related reports and battlefield statistics.
- Collecting and analyzing operational data for on-the-spot adjustments in the medical support structure and for use in postoperations combat and materiel development studies.

Casualty Care

6-52. The brigade surgeon section assists the surgeon with responsibilities listed above. The brigade surgeon section monitors and tracks operations with medical communications for combat casualty care for applicable automated systems (see FM 4-02.21) and provides updated information to the surgeon and the support operations officer chief for building capabilities to meet the MEB medical requirements identified by the surgeon. Other functions include—

- Planning for the Army Health System support for the MEB units.
- Identifying and coordinating through the division surgeon section and as authorized directly with medical brigade elements to support requirements of the MEB.
- Coordinating and managing medical evacuation and treatment capabilities.
- Coordinating and managing Class VIII resupply capabilities and ensuring medical support is integrated and synchronized with the MEB operational support plan.

6-53. The brigade surgeon section is normally staffed with medical operations officers (O-4, area of concentration 70H00) and a medical operations noncommissioned officer (E-7, military occupational specialty 68W40). The primary function of this brigade surgeon section is medical planning to ensure that adequate Army Health System support is available and provided in a timely and efficient manner for the MEB and its attached units. This brigade surgeon section coordinates with the division surgeon section and, as authorized, with medical brigade for the placement and support requirements of medical units and elements located in the MEB operations area. For additional information on medical staff planning, see FM 8-55.

6-54. The medical treatment team is assigned to the brigade surgeon section and supports the MEB headquarters. The team provides Role 1 Army Health System support for MEB headquarters personnel. The medical treatment leader is a physician assistant and works under the supervision of the MEB surgeon.

Medical Evacuation

6-55. Medical evacuation provides en route care and emergency medical care. En route medical care enhances the Soldier's prognosis, reduces long-term disability, and provides a vital linkage between the roles of care necessary to sustain the patient during transport (ADRP 4-0). Most units assigned/attached to the MEB will have organic ground evacuation capability. The MEB sustainment medical operations officer will need to coordinate medical evacuation for those units assigned or attached to the MEB that do not have an organic evacuation capability.

Medical Logistics

6-56. The MEB surgeon coordinates medical logistics support with the supported higher-echelon surgeon and the medical brigade providing general support to the AO. This will include planning and executing all Class VIII supply support, along with contract support, medical hazardous waste disposal, and distribution of medical gases.

Force Health Protection

6-57. The MEB surgeon's duties and responsibilities for force health protection may include—

- Identifying potential medical-related commander's critical information requirements (priority intelligence requirements and friendly force information requirements) as they pertain to the health threat; ensuring they are incorporated into the command's intelligence requirements.
- Coordinating for veterinary support for food safety, animal care, and veterinary preventive medicine to include zoonotic diseases that are transmissible to man.
- Planning for and implementing force health protection operations to counter health threats (see FM 4-02.17).
- Planning for and accomplishing redeployment and postdeployment health assessments.
- Establishing and executing a medical surveillance program (refer to AR 40-5, AR 40-66, and FM 4-02.17 for an in-depth discussion).
- Establishing and executing an occupational and environmental health surveillance program (see FM 3-34.5).
- Recommending combat and operational stress control, behavioral health, and substance abuse control programs (see FM 4-02.51).
- Ensuring the general threat, health threat, and medical intelligence considerations are integrated into Army Health System support operation plans and orders.
- Advising MEB commanders on force health protection CBRN defensive actions, such as immunizations, use of chemoprophylaxis, pretreatments, and barrier creams.
- Maintaining situational understanding by coordinating for current force health protection information with surgeon staffs of the next higher, adjacent, and subordinate headquarters.
- Coordinating and synchronizing:
 - Combat and operational stress control program with the division surgeon section and supporting medical brigade.
 - Preventive medicine services to include identification of health threats.
 - Preventive dentistry support program for the prevention of cavities and gum disease.
 - Support of area medical laboratories to include the identification of biological and chemical environmental hazards, as required.

6-58. The health threat to Soldiers comes from enemy action and environmental situations. Effective and timely force health protection initiatives are essential factors in sustaining combat power during continuous operations. The MEB first line of protection is the use of preventive medicine measures and the units' field sanitation teams. For additional support, the MEB subordinate units coordinate through their medical treatment team or the brigade surgeon section for preventive medicine support. The preventive medicine and mental health elements from the medical brigade provide direct support as required that includes—

- Preventive medicine advice and consultation in the areas of disease and nonbattle injury, environmental sanitation, epidemiology, entomology, medical surveillance, limited sanitary engineering services, and pest management. (See FM 4-02.17 for definitive information on preventative medicine.)
- Training and advice in the promotion of positive combat and operational stress behaviors; the mental health element can provide early identification, handling, and management of misconduct stress behavior and Soldiers with combat and operational stress reactions. It assists and counsels personnel with personal, behavioral, or psychological problems and may refer suspected neuropsychiatric cases for evaluation. (See FM 4-02.51 and FM 6-22.5 for definitive information on Combat/Operational Stress Control.)

Glossary

The glossary lists acronyms and terms. Terms for which FM 3-81 is the proponent are marked with an asterisk (*).

SECTION I – ACRONYMS AND ABBREVIATIONS

ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AO	area of operations
AR	Army regulation
ASR	alternate supply route
ATP	Army techniques publication
ATTN	attention
ATTP	Army tactics, techniques, and procedures
BCT	brigade combat team
BSB	brigade support battalion
CA	civil affairs
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CP	command post
DA	Department of the Army
DC	District of Columbia
DOD	Department of Defense
DSCA	defense support of civil authorities
EAD	echelons above division
EOD	explosive ordnance disposal
FM	field manual
G-1	Assistant Chief of Staff, Personnel
GTA	graphic training aid
HHC	headquarters and headquarters company
J-3	Joint Staff, Operations
JP	joint publication
MEB	maneuver enhancement brigade
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MO	Missouri
MSCoE	Maneuver Support Center of Excellence
MSR	main supply route
No.	number
OPCON	operational control
ROE	rules of engagement
S-1	personnel staff officer

S-2	intelligence staff officer
S-3	operations staff officer
S-4	logistics staff officer
S-6	signal staff officer
TACON	tactical control
TCF	tactical combat force
U.S.	United States
USC	United States Code

SECTION II – TERMS

***maneuver support operations**

Integrate the complementary and reinforcing capabilities of mobility, countermobility, protection , and sustainment tasks to enhance decisive action.

***movement corridor**

Adesignated area established to protect and enable ground movement along a route.

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***FM 3-81 (FM 3-90.31)**

21 April 2014

By Order of the Secretary of the Army

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:

A handwritten signature in black ink, appearing to read "Gerald B. O'Keefe". The signature is written in a cursive style with a large initial "G" and "O".

GERALD B. O'KEEFE
Administrative Assistant to the
Secretary of the Army
1408003

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