FM 3-96
(FM 3-90.6)
BRIGADE COMBAT TEAM

OCTOBER 2015

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Field Manual
No. 3-96

Brigade Combat Team

Contents

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*This manual supersedes FM 3-90.6, dated 14 September 2010.

Figures

Tables

Preface

Army FM 3-96 provides doctrine for the brigade combat team (BCT). This publication describes relationships, organizational roles and functions, capabilities and limitations, and responsibilities within the BCT. *Tactics,* the employment and ordered arrangement of forces in relation to each other (CJCSM 5120.01), are discussed in this manual and are intended to be used as a guide. They are not prescriptive. FM 3-96 applies to the infantry brigade combat team, Stryker brigade combat team, and armored brigade combat team. This publication supersedes FM 3-90.6, *Brigade Combat Team*.

To comprehend the doctrine contained in this publication, readers must first understand the principles of the Army profession and the Army ethic as described in ADP 1, *The Army*. Readers also must understand the principles of war, the nature of unified land operations, and the links between the operational and tactical levels of war described in JP 3-0, *Joint Operations;* ADP 3-0, and ADRP 3-0, *Unified Land Operations;* FM 3-94, *Theater Army, Corps, and Division Operations,* and ATP 3-91, *Division Operations*. In addition, readers should understand the fundamentals of the operations process found in ADP 5-0 and ADRP 5-0, *The Operations Process,* associated with offensive and defensive tasks contained in FM 3-90-1, *Offense and Defense Volume 1,* and reconnaissance, security, and tactical enabling tasks contained in FM 3-90-2, *Reconnaissance Security and Tactical Enabling Tasks, Volume 2*. The reader must comprehend how stability tasks described in ADP 3-07 and ADRP 3-07, *Stability,* carry over and affect offensive and defensive tasks and vice versa. Readers must understand how the operation process fundamentally relates to the Army's design methodology, military decisionmaking process, and troop-leading procedures and the principles of mission command as described in ADP 6-0 and ADRP 6-0, *Mission Command,* and FM 6-0, *Command and Staff Organization and Operations*.

The principal audience for FM 3-96 is the commanders, staffs, officers, and noncommissioned officers of the brigade, battalions, and squadron within the BCT. The audience also includes the United States Army Training and Doctrine Command institutions and components, and the United States Army Special Operations Command. This publication serves as an authoritative reference for personnel developing doctrine, materiel and force structure, institutional and unit training, and standard operating procedures for the BCT.

Commanders, staffs, and subordinates ensure their decisions and actions comply with United States, international, and in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate within the law of war and the rules of engagement. (Refer to FM 27-10 for additional information.)

FM 3-96 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which FM 3-96 is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Definitions for which FM 3-96 is the proponent publication are boldfaced in the text and the term is italicized. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. Unless this publication states otherwise, masculine nouns and pronouns refer to both men and women.

FM 3-96 applies to the Active Army, the Army National Guard/the Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

The proponent for FM 3-96 is the United States Army Training and Doctrine Command. The preparing agency is the United States Army Maneuver Center of Excellence. Send comments and recommendations on a DA Form 2028, (Recommended Changes to Publications and Blank Forms) to: Commanding General, Maneuver Center of Excellence, Directorate of Training and Doctrine, ATTN: ATZK-TDD, 1 Karker Street, Fort Benning, GA 31905-5410; by email to usarmy.benning.mcoe.mbx.doctrine@mail.mil; or submit an electronic DA Form 2028.

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Introduction

The Army provides readily available and trained regionally aligned and globally responsive forces to prevent conflict, shape the security environment, and win wars. Army forces maintain proficiency in the fundamentals of decisive action, and possess capabilities to meet specific geographic combatant command requests. Regionally aligned forces provide combatant commanders with an Army headquarters tailored to missions from tactical level to joint task force capable. The brigade combat team shapes the security environment and wins across the range of military operations. (Refer to FM 3-94 for additional information.)

FM 3-96 focuses on the employment and ordered arrangement of forces within the BCT during the conduct of decisive action across the range of military operations. The tactics addressed in this manual include the ordered arrangement and *maneuver*—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)—of units in relation to each other, the terrain, and the enemy. Tactics vary with terrain and other circumstances; they change frequently as the enemy reacts and friendly forces explore new approaches. Applying tactics usually entails acting under time constraints with incomplete information. Tactics always require judgment in application; they are always descriptive, not prescriptive. FM 3-96 addresses the tactical application of tasks associated with the offense, the defense, and operations focused on stability. FM 3-96 does not discuss defense support of civil authorities.

Employing tactics addressed in FM 3-96 may require using and integrating techniques. Echelon-specific ATPs address *techniques,* non-prescriptive ways or methods used to perform missions, functions, or tasks (CJCSM 5120.01).

This manual incorporates the significant changes in Army doctrinal terminology, concepts, constructs, and proven tactics developed during recent operations. It also incorporates doctrinal terms and changes based on Doctrine 2015.

> *Note:* This manual is written based on the current structure of the BCT and its subordinate units. The organizational charts in chapter 1 illustrate the near-term changes to the structure of the BCT. Future changes to the organizational structures of the BCT will be published as change documents to the manual.

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

Chapter 1 – Organization

Chapter 1 addresses the deployability, role, and organizational characteristics of the BCT as optimized and trained to conduct offensive and defensive tasks, and operations in support of stability to function across the range of military operations. Chapter 1 describes the organization and mission of the Infantry, Stryker, and armored BCT.

Chapter 2 – Threat

Chapter 2 discusses the threat as a fundamental part of an overall operational environment for any operation. In addition, Chapter 2 discusses—

- Understanding the threat.
- Potential threat groups.
- Threat characteristics and organization.
- Threat capabilities, tactics, and techniques.
- Countering adaptations and retaining the initiative.

Chapter 3 – Mission Command

Chapter 3 addresses the fundamental nature and philosophy of mission command. The philosophy requires the commander to lead from a position that allows timely decisions based on an assessment of the operational environment and application of judgment. In addition, Chapter 3—

- Addresses the mission command warfighting function as it assists the commander with blending the art of command with the science of control.
- Emphasizes the human aspects of mission command.

- Discusses BCT command and staff operations.
- Describes how the commander cross-functionally organizes his staff into cells and working groups.
- Describes the establishment of centers to assist with coordinating operations.
- Describes the types and composition of command posts at brigade echelon.

Chapter 4 – Reconnaissance and Security

Chapter 4 discusses reconnaissance and security as continuous and essential to support the conduct of offense, defense, and stability. Chapter 4 provides—

- The doctrinal basis for reconnaissance and security forces.
- An overview of the fundamentals and forms of reconnaissance.
- A discussion of information collection and reconnaissance handover.
- An overview of security fundamentals and security operations tasks.

Chapter 5 – Understand, Shape, Influence, and Consolidate Gains

Chapter 5 addresses the missions and efforts required to shape and influence the operational environment through understanding. Chapter 5 discussion includes—

- Actions that clarify intentions.
- Activities that modify behavior.
- Attaining outcomes through actions.

Chapter 6 – Offense

Chapter 6 discusses offensive actions to destroy, defeat, or neutralize the enemy. The chapter addresses the characteristics of a BCT offense and describes the four offensive tasks: movement to contact, attack, exploitation, and pursuit. Chapter 6 also discusses—

- Common offensive planning considerations.
- Forms of maneuver.
- Planning considerations when transitioning to other tactical operations.

Note. ADRP 3-90, dated 31 August 2012, adds a sixth form of maneuver, flank attack.

Chapter 7 – Defense

Chapter 7 discusses defensive actions to defeat enemy attacks, gain time, control key terrain, protect critical infrastructure, secure the population, and economize forces. The chapter addresses BCT defense characteristics and describes the three defensive tasks: area defense, mobile defense, and retrograde. Chapter 7 also discusses—

- Common defensive planning considerations.
- Forms of the defense.
- Forms of defensive maneuver.
- Planning considerations when transitioning to other tactical operations.

Chapter 8 – Stability

Chapter 8 addresses BCT support to operations focused on stability tasks. This chapter encompasses various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power. In addition, Chapter 8—

- Addresses the foundation (principles and framework), and environment during stabilization.
- Discusses the BCT's responsibilities and roles when supporting stability tasks.
- Discusses the transition from stability to other tactical operations.

Chapter 9 – Sustainment

Chapter 9 discusses the process at every echelon that sustainment planners and operators use to anticipate the needs of the maneuver units. Chapter 9 also discusses the following—

- Fundamentals of sustainment.
- Sustaining the brigade combat team.
- Staff and unit responsibilities and relationships.
- Echelon support.
- Brigade support area.

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Chapter 1

Organization

Brigade combat teams (BCTs) organize to conduct *decisive action*, which is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks (ADRP 3-0). The BCT is the Army's primary combined arms, close combat force. BCTs often operate as part of a division or joint task force. The division or joint task force acts as a tactical headquarters that can control up to six BCTs in high- or mid-intensity combat operations. The tactical headquarters assigns the BCT its mission, area of operations, and supporting elements. The headquarters coordinates the BCT's actions with other BCTs in the formation. The BCT might be required to detach subordinate elements to other brigades attached or assigned to the division or task force. Usually, this tactical headquarters assigns augmentation elements to the BCT. Field artillery, maneuver enhancement, sustainment, and combat aviation brigades can all support BCT operations. (Refer to ATP 3-91 for additional information on division operations.)

> *Note.* This field manual does not address defense support of civil authorities. Refer to ADRP 3-28 and ATP 3-28.1 for information about defense support of civil authorities.

The BCT includes capabilities across the mission command, movement and maneuver, intelligence, fires, sustainment, and protection warfighting functions. These capabilities are scalable to meet mission requirements. All BCTs include maneuver; field artillery; intelligence; signal; engineer; chemical, biological, radiological, and nuclear (CBRN); and sustainment capabilities. Higher commanders augment BCTs for specific missions with additional combat power. Augmentation might include aviation, armor, infantry, field artillery, air defense, military police, civil affairs, military information support elements, engineers, CBRN, and information systems. Organizational flexibility enables the BCT to accomplish the mission across the range of military operations. The three types of BCTs are the infantry brigade combat team (IBCT), the Stryker brigade combat team (SBCT), and the armored brigade combat team (ABCT). The following sections describe each BCT's mission and organization.

SECTION I – INFANTRY BRIGADE COMBAT TEAM

1-1. The IBCT is an expeditionary, combined arms formation optimized for dismounted operations in *complex terrain*—a geographical area consisting of an urban center larger than a village and/or of two or more types of restrictive terrain or environmental conditions occupying the same space (ATP 3-34.80). The IBCT can conduct entry operations by ground, air land, air assault, or amphibious assault (via surface and vertical) into austere areas of operations with little or no advanced notice. Airborne IBCTs can conduct vertical envelopment by parachute assault. The IBCT's dismounted capability in complex terrain separates it from other functional brigades and BCTs.

1-2. *Mission variables,* categories of specific information needed to conduct operations (ADP 1-01), help to determine the task organization and required augmentation for the IBCT. For example, if additional tactical mobility is required, the IBCT can temporarily be augment with aviation assets to conduct air movements or air assault operations, or augment with wheeled assets such as mine-resistant ambush protected vehicles.

1-3.   The role of the IBCT is to close with the enemy using fire and movement to destroy or capture enemy forces, or to repel enemy attacks by fire, close combat, and counterattack. ***Fire and movement* is the concept of applying fires from all sources to suppress, neutralize, or destroy the enemy, and the tactical movement of combat forces in relation to the enemy (as components of maneuver applicable at all echelons). At the squad level, fire and movement entails a team placing suppressive fire on the enemy as another team moves against or around the enemy.**

1-4.   The IBCT performs complementary missions to SBCTs and ABCTs. IBCT complementary missions include control of land areas, populations, and resources. The IBCT optimizes for the offense against conventional, hybrid, and irregular threats in severely restrictive terrain. The IBCT performs missions such as reducing fortified areas, infiltrating and seizing objectives in the enemy's rear, eliminating enemy force remnants in restricted terrain, securing key facilities and activities, and conducting stability in the wake of maneuvering forces.

1-5.   IBCTs easily configure for area defense and as the fixing force component of a mobile defense. The IBCT's lack of heavy combat vehicles reduces its logistic requirements. Not having heavy combat vehicles gives higher commanders greater flexibility when adapting various transportation modes to move or maneuver the IBCT. Airborne IBCTs conduct airborne assault-specific missions. All IBCTs can conduct air assault operations. (Refer to FM 3-99 for information on airborne and air assault operations.)

1-6.   The IBCT is a combined arms force organized around dismounted infantry. Cavalry, field artillery, engineer, intelligence, signal, sustainment, and CBRN reconnaissance units are organic to the IBCT. Higher commanders augment the IBCT for a specific mission. Augmentation can include aviation, armor, field artillery, air defense, military police, civil affairs, military information support elements, engineers, CBRN, and additional information systems assets.

1-7.   The addition of the brigade engineer battalion (BEB) and the battery to the field artillery battalion are recent formation modifications that some IBCTs are currently fielding, or will be fielding in the near future. The BEB replaces the brigade special troops battalion (BSTB) and has a second engineer company. Figure 1-1 illustrates the current IBCT design; the dashed lines represent the redesigned IBCT.

Note. The brigade special troops battalion that converts to a brigade engineer battalion within the IBCT no longer has a military police platoon; another engineer company is added and the CBRN reconnaissance platoon locates in the brigade engineer battalion headquarters and headquarters company.

1-8.   Three infantry battalions serve as the IBCT's primary maneuver force. The infantry battalions organize with a headquarters and headquarters company, three rifle companies, and a weapons company. The headquarters and headquarters company provides planning and intelligence, signal, and fire support to the battalion. The headquarters company has a battalion command section, a battalion staff section, a company headquarters, a battalion medical, scout, mortar and signal platoon, and a sniper squad. (Refer to FM 3-21.20 for additional information.)

1-9.   Infantry rifle companies have three infantry rifle platoons, a mortar section, and a headquarters section. Each rifle platoon has three infantry rifle squads and a weapons squad. The mortar section has two squads, each with a 60-mm mortar. Habitual attachments to the infantry rifle company include a fire support team at the company level and forward observer teams at the platoon level, medics assigned to the rifle platoons, and a senior medic at the company level. (Refer to FM 3-21.10 for additional information.)
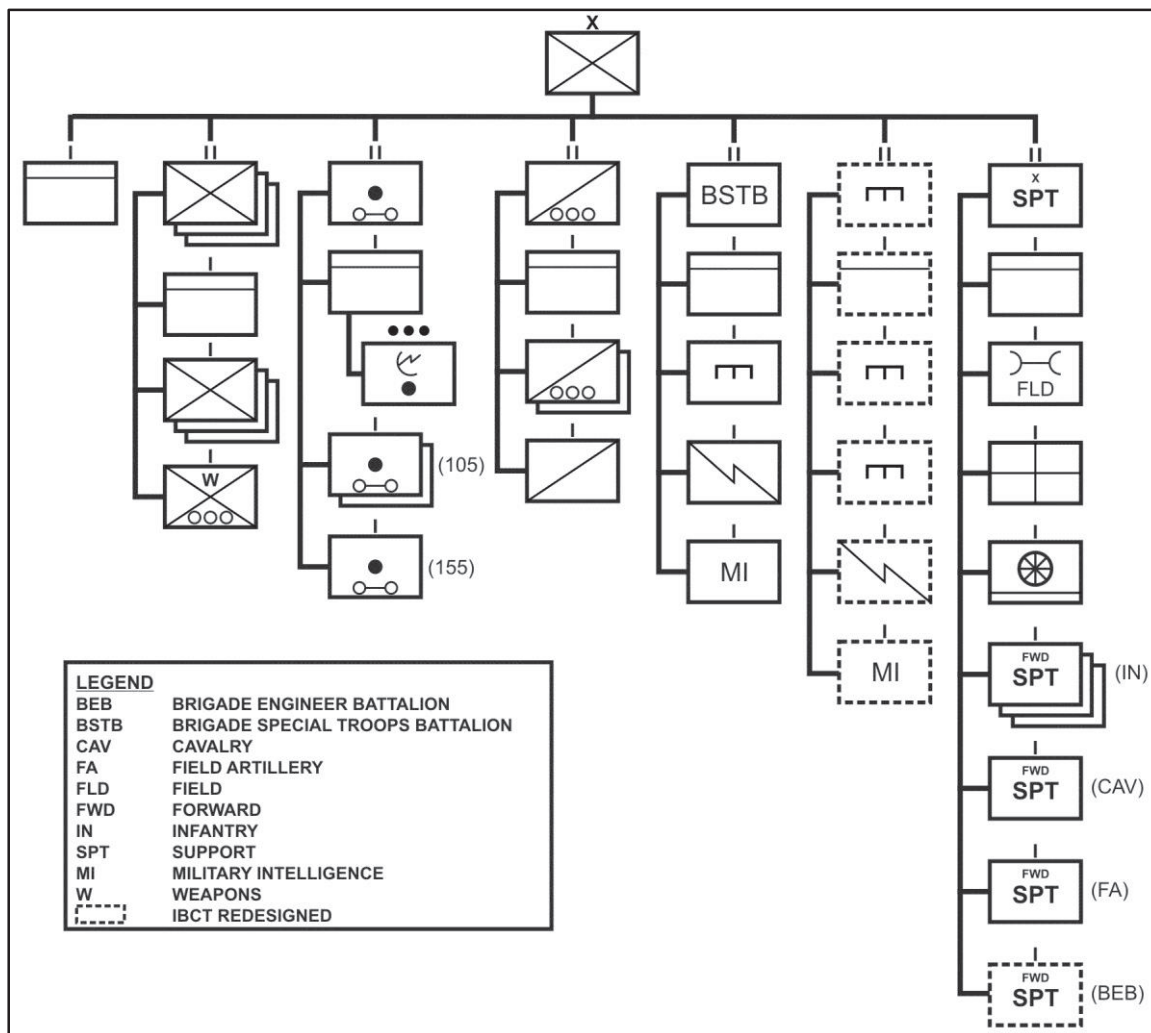
Figure 1-1. Infantry brigade combat team

1-10. The infantry weapons company has a company headquarters and four assault platoons. Each assault platoon has two sections of two squads and a leader's vehicle. Each squad contains four Soldiers and a vehicle mounting the heavy weapons. The heavy weapons can be tailored to a mission based on mission, enemy, terrain and weather, troops and support available, time available and civil considerations (commonly referred to as METT-TC or mission variables). Infantry weapons companies are equipped with the following weapons: the tube launched, optically tracked, wire guided Improved Target Acquisition System, the MK 19, 40-mm grenade machine gun, the M2 series heavy machine gun, the M240 series machine gun, and the Javelin medium close combat missile system. While all of the weapons vehicles can mount the MK 19 and the M2, only two vehicles per platoon are equipped to mount the Improved Target Acquisition System. Habitual attachments for the weapons company include a fire support team at the company level and medics. (Refer to FM 3-21.12 for additional information.)

1-11. The IBCT contains a cavalry squadron, and an infantry battalion scout platoon. These units organize, train, and equip to conduct reconnaissance and surveillance tasks and security operations. However, reconnaissance and surveillance tasks and security operations remain a core competency of the infantry rifle company, platoon, and squad.

1-12. The IBCT cavalry squadron has four troops: a headquarters and headquarters troop; two mounted reconnaissance troops; and one dismounted reconnaissance troop. (See FM 3-20.96.) The two mounted reconnaissance troops are equipped with wheeled vehicles. (See FM 3-20.971.) The dismounted reconnaissance troop enables dismounted infiltration and rotary–wing aircraft insertion. (See ATTP 3-20.97.)

1-13. The IBCT field artillery battalion has four batteries: a headquarters and headquarters battery, two (only one battery in airborne battalions) 105-mm firing batteries (M119 series), and one 155-mm firing battery (M777-series). The field artillery battalion provides massing fires in space and time on single or multiple targets with precision, near precision, and area fires to support BCT operations. The field artillery battalion has two AN/TPQ-53 counterfire radars and four AN/TPQ-50 lightweight countermortar radars for target acquisition. (Refer to FM 3-09 for additional information.)

Notes.

1. Current fielded target acquisition weapons locating radars consist of the AN/TPQ-36, AN/TPQ-37, AN/TPQ-50, and the AN/TPQ-53. The AN/TPQ-53 is being fielded. Once completely fielded, all field artillery target acquisition platoons, except the division artillery, will have two AN/TPQ-53s and four AN/TPQ-50 radars. The division artillery's target acquisition platoon will consist of two AN/TPQ-53s and two AN/TPQ-50 radars.

2. Munitions with a precision capability such as the Global Positioning System-aided Excalibur 155-mm projectile, guided multiple launch rocket system (MLRS) rockets, and the advanced precision munitions initiative 120-mm mortar rounds have a circular error probable of less than 10 meters. Munitions with a near-precision capability have a circular error probable between 10 and 50 meters. Area capabilities have a circular error probable greater than 50 meters. Circular error probable is an indicator of the delivery accuracy of a weapon system used as a factor in determining probable damage to a target. It is the radius of a circle within which half of the rounds fired at a target will impact. Even at the munitions' largest anticipated delivery error, the aimpoint is within the munitions' anticipated radius of direct effects.

1-14. The brigade support battalion (BSB) is the organic sustainment unit of the IBCT. (See chapter 9.) The BSB plans, prepares, executes, and assesses replenishment operations to support brigade operations. The battalion ensures the IBCT can conduct self-sustained operations. The six forward support companies provide each battalion and squadron commander with dedicated logistic assets, less Class VIII (medical supplies), that meet the supported unit's requirements. The BSB also has an assigned distribution company, a field maintenance company, and a Role 2 medical company. The Role 2 medical company provides Army Health System (health service support and force health protection) and Class VIII support. The BSB within the SBCT and the ABCT provides the same function and has the same general configuration as the BSB within the IBCT, with the most significant differences in the maintenance capabilities. (Refer to chapter 9 and ATP 4-90 for additional information.)

1-15. The BSTB provides control and sustainment to the organic engineer company, signal company, military intelligence company, military police platoon, and the CBRN reconnaissance platoon, as well as other units attached to the IBCT. The BSTB has a headquarters and headquarters company to provide administrative, logistics, and medical support to its organic and attached units. On order, the BSTB can plan, prepare, and execute security missions for areas not assigned to other units in the IBCT area of operations. BSTB units can defeat small local threats and, with augmentation or control of some of its organic units such as military police, organize response forces to defeat organized threats. (Refer to ATP 3-90.61 for additional information.)

1-16. The BSTB organization of the headquarters and headquarters company includes the BSTB headquarters, company headquarters, military police platoon, CBRN reconnaissance platoon, Army Health System support, security section, unit ministry team, legal section, and the support platoon. The headquarters and headquarters company commander assists the BSTB commander with locating the BSTB main command post. The BSTB commander decides the company's location. The company units, less detachments, receive their missions from the BSTB commander. The company provides all sustainment functions necessary for the BSTB to accomplish its mission successfully.

1-17. The BSTB combat engineer company performs essential mobility, countermobility, and survivability tasks for the IBCT. The engineer company supports assured mobility, enhances protection, enables force projection and logistics, builds partner capacity, and develops infrastructure, all of which enables freedom of action for the IBCT. The combat engineer company consists of three mobility platoons and one mobility

support platoon. The company has no organic gap crossing capability and requires augmentation from echelons above brigade engineers. (Refer to ATP 3-34.22 for additional information.)

1-18. The brigade engineer battalion (BEB) has mission command of assigned and attached engineer companies for IBCTs where the BSTB has converted to a BEB. Additionally, a signal company, military intelligence company, and CBRN reconnaissance platoon are assigned. The BEB is responsible for administrative, logistics, training, and protection support of subordinate units and has a typical functional staff; however, the staff is predominantly engineers. (Refer to FM 3-34 and ATP 3-34.22 for additional information.) The typical staff for the BEB is as follows:

- Human resources section. The human resources section is responsible for the personnel administration of the battalion's specialized military occupational skills.
- Military intelligence company. The intelligence section's military intelligence officer is responsible for providing intelligence to the brigade engineer battalion and assisting the military intelligence company. The military intelligence company receives administrative and sustainment support from the brigade engineer battalion.
- Operations section. The operations section includes combat (ATP 3-34.22), general (see ATP 3-34.40), and geospatial engineers (see ATP 3-34.80) at the center of technical planning and estimating. The operations section is responsible for the battalion's training, operations, and plans.
- Chemical, biological, radiological, and nuclear platoon. The CBRN platoon provides technical advice to the brigade engineer battalion. The CBRN platoon receives administrative and sustainment support from the brigade engineer battalion.
- Sustainment section. The sustainment section coordinates the integration of supply, maintenance, transportation, and services for the battalion.
- Signal company. The signal company is responsible for network management, knowledge management, and information assurance to the brigade engineer battalion. The signal company receives administrative and sustainment support from the brigade engineer battalion.

1-19. The command and support relationship between units listed above dictate whether the BEB logistically supports or coordinates support with the BCT, the BSB, or other unit higher headquarters. Unless the IBCT directs otherwise, the BEB retains command and support relationships with organic and attached units, regardless of location on the battlefield. Companies may be task-organized further to maneuver task forces and/or a subordinate company or troop.

1-20. The two engineer companies of the BEB provide the IBCT with the minimum capability to support offensive and defensive tasks during decisive action. These tasks include bypassing, marking, and breaching obstacles, assisting in the assault of fortified positions, emplacing obstacles to shape terrain, constructing or enhancing survivability positions, conducting route reconnaissance and information collection, and identifying and clearing explosive hazards. Supporting these tasks maintains the IBCT's freedom of maneuver and inhibits the enemy's ability to mass and maneuver. Each company is slightly different, but the company's primary focus is to support the combat engineering discipline with breaching, gap crossing, and digging assets, and route clearance capabilities.

1-21. Engineer Company A is identical in the infantry and armored BCTs. This engineer company provides combat engineer support and consists of a company headquarters, two combat engineer platoons, and one engineer support platoon. The company provides mobility, countermobility, survivability, and limited construction support to the BCT. The combat engineer platoons provide the BCT with assets for breaching and obstacle emplacement. The engineer support platoon consists of a platoon headquarters, a horizontal squad that provides specialized engineer equipment to support limited general engineering tasks assigned to the company, and a breach squad that provides specialized equipment to support mobility, countermobility, and sustainment tasks assigned to the company. In an SBCT, company A has a company headquarters and two combat engineer platoons. Instead of an engineer support platoon, it has a bridge section and a horizontal squad. The breach squad of the SBCT is limited to mine-clearing line charges and proofing equipment in the company. The Stryker BCT has a Volcano. The airborne IBCT has a rapidly emplaced bridge system.

1-22. Engineer Company B is slightly different in the infantry, armored, and Stryker BCTs. Company B is generally of the same composition as company A, but it has an additional route clearance platoon. This platoon provides the detection and neutralization of explosive hazards and reduces obstacles along routes

that enable force projection and logistics. This route clearance platoon can sustain lines of communications as members of the combined arms team or autonomously in a permissive environment. The infantry and armored BCT organizations for this company are organized the same; however, the breach section contains different equipment and capabilities. The breach section consists of bridging, whereas the IBCT and airborne IBCT breach section consists of mine-clearing line charges. The IBCT currently does not have a bridging capability and requires augmentation from echelons above brigade engineers if bridging capability is required. The airborne IBCT has a rapidly emplaced bridge system. The SBCT has a Volcano. (Refer to FM 3-34 and ATP 3-34.22 for additional information on the engineer companies within the BEB.)

1-23. The signal company connects the unit to the Department of Defense Information Network. The company has a headquarters and two network extension platoons. These platoons consist of a joint network node team, a high capacity line of sight section, a data support team, a wireless network extension team, and an enhanced position location reporting system network manager and gateway (if the brigade is so equipped). Usually, one network extension support platoon locates at the IBCT main command post and another locates at the BSB main command post. The users supported by the IBCT signal company use Army mission command software and hardware capabilities to collaborate, decide, and lead the IBCT's operations. (Refer to FM 6-02 for additional information.)

1-24. The military intelligence company mission is to conduct analysis, full motion video, signals intelligence, geospatial intelligence, and human intelligence activities. The military intelligence company comprises a company headquarters and four platoons (analysis, signals intelligence collection, human intelligence collection, and tactical unmanned aircraft system). Intelligence operations, conducted by the military intelligence company, collect information about the intent, activities, and capabilities of threats and relevant aspects of the operational environment to support the BCT commanders' decisionmaking across the range of military operations. The military intelligence company provides analysis and intelligence production support to the IBCT S-2 and supports the IBCT and its subordinate commands through collection, analysis, and dissemination of information and intelligence. (Refer to FM 2-0 for additional information.)

1-25. The CBRN reconnaissance platoon conducts dismounted CBRN reconnaissance and surveillance. (See ATP 3-11.37.) The CBRN platoon has the following capabilities:

- Provides dismounted assessments in urban operational environments to confirm or deny the presence of CBRN hazards.
- Provides presumptive identification of CBRN hazards.
- Collects, packages, and transports CBRN environmental samples for analysis.
- Conducts small-scale CBRN hazard mitigation (shielding, removal).
- Supports site exploitation.

SECTION II – STRYKER BRIGADE COMBAT TEAM

1-26. The SBCT is an expeditionary combined arms force organized around mounted infantry. SBCT units operate effectively in most terrain and weather conditions due to their rapid strategic deployment and mobility. The role of the SBCT is to close with the enemy by means of fire and movement, to destroy or capture enemy forces, or repel enemy attacks by fire, close combat, and counterattack to control land areas, including populations and resources. The SBCT can gain the initiative early, seize and retain *key terrain,* any locality, or area, the seizure or retention of which affords a marked advantage to either combatant (JP 2-01.3), and conduct *massed fire,* fire from a number of weapons directed at a single point or small area (JP 3-02), to stop the enemy.

1-27. The SBCT is task organized to meet specific mission requirements. All SBCTs include maneuver, field artillery, intelligence, signal, engineer, CBRN, and sustainment capabilities. This organizational flexibility enables SBCTs to function across the range of military operations. Higher commanders augment the SBCT for a specific mission with additional capabilities such as aviation, armor, field artillery, air defense, military police, civil affairs, military information support elements, engineers, CBRN, and information systems assets.

1-28. SBCTs balance combined arms capabilities with significant mobility. The SBCT primarily fights as a dismounted infantry formation that includes three SBCT infantry battalions. The SBCT infantry battalion has three SBCT infantry rifle companies each with three SBCT infantry rifle platoons. Each SBCT infantry rifle

company has a section of organic 120-mm Stryker mortar carrier vehicles with 60-mm dismounted mortar capabilities, a sniper team and a mobile gun system platoon with three mobile gun system vehicles. The headquarters and headquarters company also has a mortar platoon equipped with 120-mm Stryker mortar carrier vehicles that have an 81-mm mortar dismounted capability. In addition, the headquarters and headquarters company has a scout platoon, fire support team, one sniper squad, and a medical platoon. (Refer to FM 3-21.21 and FM 3-21.11 for additional information.)

1-29. The cavalry squadron of the SBCT is extremely mobile. The cavalry squadron is composed of four troops, one headquarters and headquarters troop, and three reconnaissance troops equipped with Stryker reconnaissance vehicles. (See FM 3-20.96.) The CBRN reconnaissance platoon is equipped with an M1135 nuclear, biological, and chemical reconnaissance vehicle Stryker. The CBRN reconnaissance platoon determines the presence and extent of CBRN contamination. The CBRN reconnaissance platoon has the following capabilities:

- Provides large area, rapid CBRN assessment surveys to support reconnaissance.
- Supports site exploitation and CBRN consequence management by assessing CBRN hazards.
- Provides biological surveillance.
- Provides presumptive identification of all known CBRN hazards.
- Reports, marks, and identifies bypass routes around contaminated areas.
- Collects and transfers CBRN environmental samples.

Note. Under the new SBCT formation modification address below, the CBRN reconnaissance platoon transitions from the cavalry squadron to the headquarters and headquarters company of the brigade engineer battalion. (See paragraphs 1-39 and 1-40.)

1-30. Each of the reconnaissance troops includes three scout platoons, a fire support team, and a mortar section. The three scout platoons contain four reconnaissance vehicles, each with a crew and scout team for dismounted reconnaissance. The mortar section consists of two 120-mm mounted mortar carrier vehicles led by a sergeant first class. (Refer to FM 3-20.971 and ATP 3-20.98 for additional information.)

1-31. The SBCT field artillery battalion has four batteries: a headquarters and headquarters battery and three six-gun lightweight M777-series 155-mm towed howitzer batteries. The SBCT field artillery battalion permits each howitzer battery to organize with two firing platoons of three guns each. The battalion supports SBCT operations with precision, near precision, and area fires. The field artillery battalion has two AN/TPQ-53 counterfire radars and four AN/TPQ-50 lightweight countermortar radars for target acquisition. (Refer to FM 3-09 for additional information.)

Notes.

1. Current fielded target acquisition weapons locating radars consist of the AN/TPQ-36, AN/TPQ-37, AN/TPQ-50, and the AN/TPQ-53. The AN/TPQ-53 is being fielded. Once completely fielded, all field artillery target acquisition platoons, except the division artillery, will have two AN/TPQ-53s and four AN/TPQ-50 radars. The division artillery's target acquisition platoon will consist of two AN/TPQ-53s and two AN/TPQ-50 radars.

2. Munitions with a precision capability such as the Global Positioning System-aided Excalibur 155-mm projectile, guided MLRS rockets, and the advanced precision munitions initiative 120-mm mortar rounds have a circular error probable of less than 10 meters. Munitions with a near-precision capability have a circular error probable between 10 and 50 meters. Area capabilities have a circular error probable greater than 50 meters. Circular error probable is an indicator of the delivery accuracy of a weapon system used as a factor in determining probable damage to a target. It is the radius of a circle within which half of the rounds fired at a target will impact. Even at the munitions' largest anticipated delivery error, the aimpoint is within the munitions' anticipated radius of direct effects.

1-32. The brigade support battalion (BSB) is the organic sustainment unit of the SBCT. (See chapter 9.) The BSB has four subordinate companies: a distribution company; a field maintenance company; a medical

company; and a headquarters and headquarters company. Within the current structure of the BSB, the battalion task-organizes to provide support to each supported unit in the SBCT through the distribution company, the field maintenance company, and the Role 2 medical company that provides Army Health System (health service support and force health protection) and Class VIII support. The addition of six forward support companies (FSCs) is a recent formation change that some SBCTs are fielding currently, or will be fielding in the near future. These FSCs provide each battalion or squadron commander with dedicated logistic assets, less Class VIII (medical supplies), that are organized to meet the supported unit's requirements. Figure 1-2 depicts the new task organization for SBCTs with the additions.

1-33. FSCs provide direct support to each of the SBCT battalions and squadron. The FSCs link the BSB to the supported unit. Each FSC organizes to support a specific type of infantry, engineer, or field artillery battalion or cavalry squadron. FSCs provide field feeding, field maintenance, and distribution support for supplies, fuel, and ammunition. FSC structures are similarly with the most significant differences in the maintenance capabilities.

1-34. The FSC commander is the senior logistician for the maneuver battalion. The FSC commander assists the battalion S-4 with the battalion logistics planning. The commander is responsible for executing the logistics plan according to the BSB and supported battalion or squadron commanders' guidance. (Refer to chapter 9 and ATP 4-90 for additional information.)

1-35. The antiarmor company is the primary antiarmor force in the SBCT. The company has three platoons, each with three Stryker antitank guided missile vehicles, and a fire support team. The SBCT commander normally task organizes the antiarmor company to perform a variety of tactical missions as part of operations. The antiarmor company integrates with the appropriate maneuver elements to fill this combat role. (Refer to FM 3-21.91 for additional information.)

1-36. The combat engineer company provides the minimum capability to perform essential mobility, countermobility, and survivability tasks for the SBCT. The engineer company supports assured mobility, enhances protection, enables force projection and logistics, builds partner capacity, and develops infrastructure. The engineer company support allows the SBCT freedom of action. The combat engineer company may augment with additional engineer capabilities but focuses on the integrated application of inherent engineer capabilities. The company has three mobility platoons and one mobility support platoon. Even though the company has four rapidly emplaced bridge systems, it has limited organic gap crossing capability. (Refer to ATP 3-34.22 for additional information.)

1-37. The brigade signal company is organic to the SBCT. The company connects the unit to the Department of Defense Information Network. The company has two network extension platoons and various signal support teams under the company headquarters. The SBCT signal company supports users who operate on the LandWarNet common server. (Refer to FM 6-02 for additional information.)

1-38. The military intelligence company mission is to conduct analysis, full motion video, signals intelligence, geospatial intelligence, and human intelligence activities. Intelligence operations, conducted by the military intelligence company, collect information about the intent, activities, and capabilities of threats and relevant aspects of the operational environment to support the BCT commanders' decisionmaking across the range of military operations. The military intelligence company comprises a company headquarters and four platoons (analysis, signals intelligence collection, human intelligence collection, and tactical unmanned aircraft system). These platoons are under the operational control of the SBCT intelligence staff officer (S-2). These platoons provide support to the development of the SBCT common operational picture, situation development, intelligence preparation of the battlefield, and targeting effects. The platoons integrate and analyze combat information and reports to develop intelligence products in response to priority intelligence requirements. The SBCT can conduct human intelligence collection activities with assistance from the human intelligence platoon. (Refer to FM 2-0 for additional information.)

1-39. The addition of a brigade engineer battalion (BEB) is a recent formation modification that some SBCTs are currently fielding, or will be fielding in the near future. The SBCT receives organic engineer planning and execution from the BEB. The BEB assigns and attaches engineer companies that provide maneuver support for bridging, breaching, route clearance, identification of explosive hazards, and horizontal construction support. The battalion also assigns a military intelligence company, signal company, and antiarmor company. Under the new modification, the CBRN reconnaissance platoon transitions from the

cavalry squadron to the headquarters and headquarters company of the BEB. (Refer to FM 3-34 and ATP 3-34.22 for additional information.) Figure 1-2, page 1-9, depicts the SBCT task organization with these new additions.
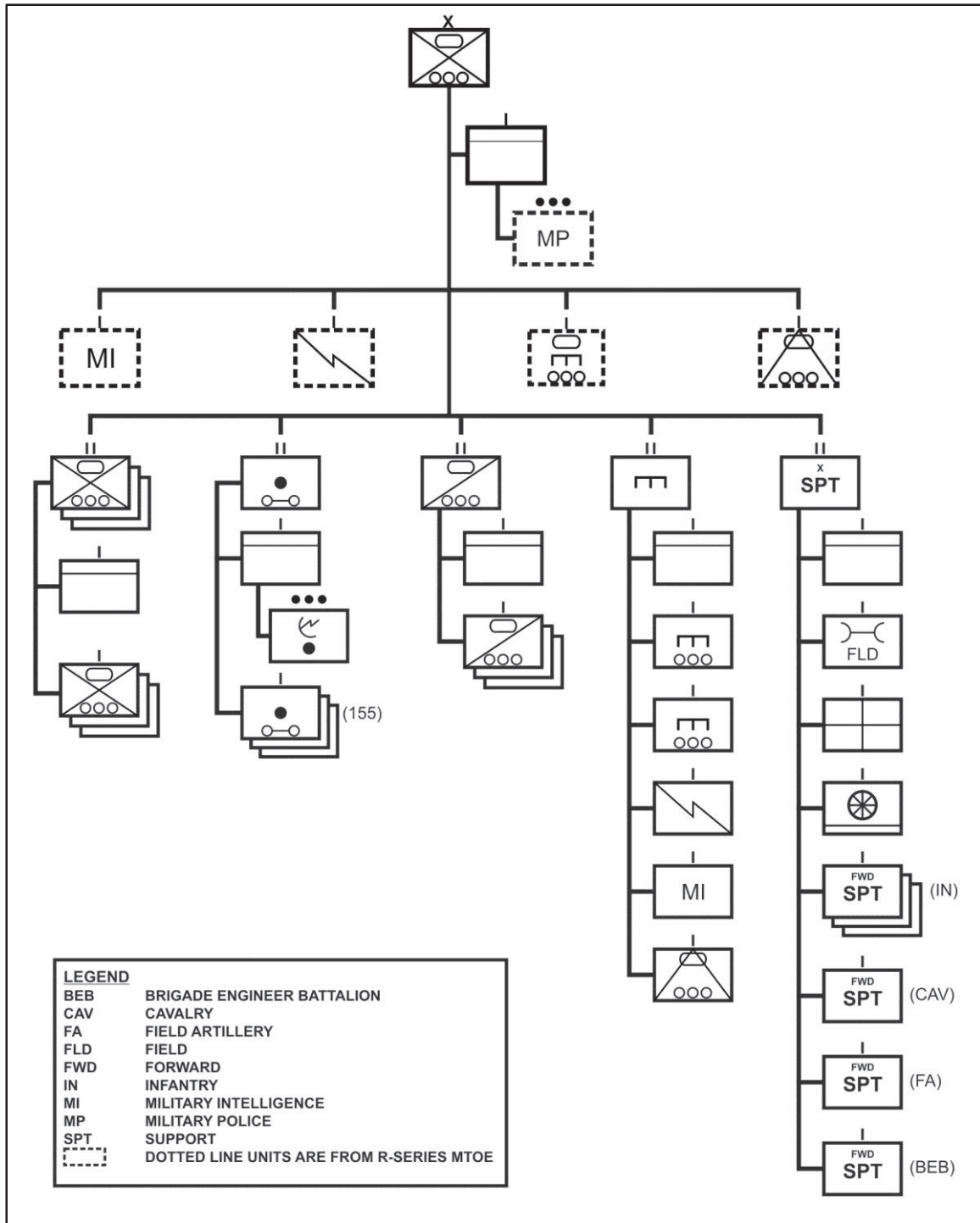
Figure 1-2. Modified Stryker brigade combat team

1-40. The BEB has a typical functional staff; however, the staff is predominantly engineers. (See Section I of this chapter for BEB staff structure.) The battalion's operations section is responsible for training, operations, and plans for the battalion. The operations section includes combat (ATP 3-34.22), general (see

ATP 3-34.40), and geospatial engineers (see ATP 3-34.80). A CBRN platoon is responsible for providing CBRN technical advice to the brigade engineer battalion. Organic, assigned, or attached elements may be task organized to a maneuver task force and/or to a subordinate company or troop. When the engineer battalion receives or provides augmentation, the command and support relationship dictates whether the brigade engineer battalion logistically supports or coordinates support with the SBCT, brigade support battalion, or other units' higher headquarters. The brigade engineer battalion retains its command and support relationships with all its organic and attached units, regardless of their location within the area of operation, unless the SBCT directs otherwise.

1-41. In some instances, the commander may direct the BEB to secure one or both of the SBCT's command posts, assign the BEB to their own area of operations, or give the BEB responsibility for a base perimeter or area defense. A significant change to the engineer battalion mission may affect its ability to provide engineer support to the SBCT. The SBCT staff weighs the level of risks associated with these missions and may recommend additional engineer augmentation from echelons above brigade units to mitigate potential negative effects.

1-42. Two nearly identical engineer companies provide the SBCT with the minimum capability to support offensive and defensive tasks. The engineer companies support the SBCT so it can breach and cross obstacles, assist in the assault of fortified positions, emplace obstacles to protect friendly forces, construct or enhance survivability positions, conduct route reconnaissance and information collection, identify and clear improvised explosive devices, and perform other tasks during decisive action. (See section I of this chapter for additional information on the engineer companies within the BEB.)

SECTION III – ARMORED BRIGADE COMBAT TEAM

1-43. The ABCT's role is to close with the enemy using fire and movement to destroy or capture enemy forces, to repel enemy attacks by fire, to engage in close combat, and to counterattack to control land areas, including populations and resources. The ABCT organizes to concentrate overwhelming combat power. Mobility, protection, and firepower enable the ABCT to conduct offensive tasks with great precision and speed. The ABCT performs complementary missions to the IBCT and SBCT.

1-44. The ABCT conducts offensive tasks to defeat, destroy, or neutralize the enemy. The ABCT conducts defensive tasks to defeat an enemy attack, buy time, economize forces, and develop favorable conditions for offensive actions. During stability, the ABCT's commitment of time, resources, and forces establish and reinforce diplomatic and military resolve to achieve a safe, secure environment and a sustainable peace.

1-45. The ABCT conducts sustained and large-scale actions within the foundations of unified land operations. The ABCT can fight without additional combat power but can be task-organized to meet the precise needs of its missions. The ABCT conducts expeditionary deployments and integrates the Army's efforts with unified action partners.

1-46. The ABCT is a combined arms organization consisting of three combined arms battalions of Armor and mechanized infantry companies. Cavalry, field artillery, engineer, intelligence, signal, sustainment, and CBRN reconnaissance units are organic to the ABCT, also. Higher commanders augment the ABCT for a specific mission. Augmentation can include aviation, armor, field artillery, air defense, military police, civil affairs, military information support operations elements, engineers, CBRN, and additional information systems assets.

1-47. The addition of the brigade engineer battalion and battery to the field artillery battalion is a recent formation modification that some ABCTs are currently fielding, or will be fielding in the near future. The brigade engineer battalion replaces the BSTB and has a second engineer company. Figure 1-3, page 1-11, illustrates the current ABCT design. The dashed lines represent the redesigned ABCT.

> *Note*. The brigade special troops battalion that convert to a brigade engineer battalion within the ABCT no longer has a military police platoon; another engineer company is added and the CBRN reconnaissance platoon locates in the brigade engineer battalion headquarters and headquarters company.
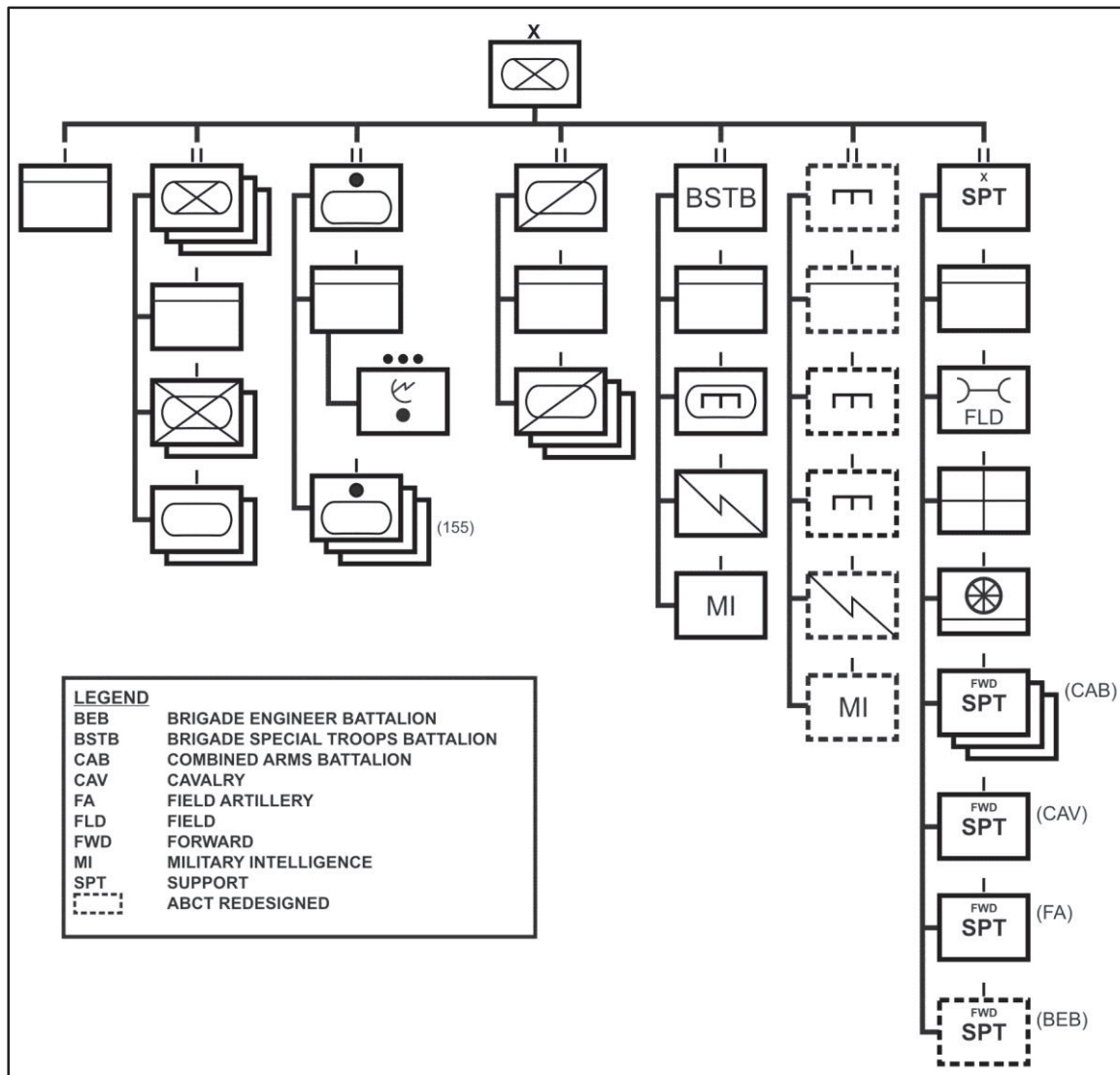
Figure 1-3. Armored brigade combat team

1-48. Three combined arms battalions are the ABCT's primary maneuver force. The combined arms battalion combines the efforts of its two Armor companies and two mechanized infantry companies along with the headquarters company to execute tactical missions as part of a combined arms operation. The combined arms battalion conducts sustained combined arms and close combat land operations as an essential part of the ABCT formation. Combined arms battalions serve as a deterrent to armed conflict; they can deploy worldwide in the conduct of decisive action. Combined arms battalions are responsible for executing combined arms operations within their assigned area of operations to support the ABCT commander. (Refer to FM 3-90.5 and FM 3-90.1 for additional information.)

1-49. The fundamental purpose of the cavalry squadron is to perform reconnaissance and surveillance tasks and conduct security operations in close contact with the enemy and civilian populations, often in conjunction with fighting for information to support the ABCT commander. The conduct of security operations by the squadron provides an economy of force while allowing the ABCT commander the flexibility to conserve combat power for engagements where he desires. (Refer to FM 3-20.96 for additional information.)

1-50. The ABCT field artillery battalion has four batteries, a headquarters and headquarters battery and three batteries of six M109A6 Paladin self-propelled 155-mm howitzers. The batteries are manned and equipped to operate as two separate firing platoons of three guns. The field artillery battalion provides massing fires in space and time on single or multiple targets with precision, near precision, and area fires to support ABCT

operations. The field artillery battalion has two AN/TPQ-53 counterfire radars and four AN/TPQ-50 lightweight countermortar radars for target acquisition. (Refer to FM 3-09 for additional information.)

Notes.

1. Current fielded target acquisition weapons locating radars consist of the AN/TPQ-36, AN/TPQ-37, AN/TPQ50, and the AN/TPQ-53. The AN/TPQ-53 is being fielded. Once completely fielded, all field artillery target acquisition platoons except the division artillery will have two AN/TPQ-53s and four AN/TPQ-50 radars. The division artillery's target acquisition platoon will consist of two AN/TPQ-53s and two AN/TPQ-50s radars.

2. Munitions with a precision capability such as the Global Positioning System-aided Excalibur 155-mm projectile, guided MLRS rockets, and the advanced precision munitions initiative 120-mm mortar rounds have a circular error probable of less than 10 meters. Munitions with a near-precision capability have a circular error probable between 10 and 50 meters. Area capabilities have a circular error probable greater than 50 meters. Circular error probable is an indicator of the delivery accuracy of a weapon system, used as a factor in determining probable damage to a target. It is the radius of a circle within which half of the rounds fired at a target will impact. Even at the munitions' largest anticipated delivery error, the aimpoint is within the munitions' anticipated radius of direct effects.

1-51. The brigade support battalion (BSB) is the organic sustainment unit of the ABCT that forms the nucleus for the ABCT's sustainment operations. (See chapter 9.) The BSB plans, prepares, executes, and assesses replenishment operations to support ABCT operations. The BSB distributes Class I (subsistence), Class II (clothing), Class III (petroleum, oil, and lubricants), Class IV (construction and barrier materials), Class V (ammunition), and Class IX (repair parts). The BSB provides food services, and Roles 1 and 2 of the Army Health System (health service support and force health protection), as well as field maintenance and limited recovery. The BSB maintains visibility of the theater distribution systems, synchronizing the flow of throughput into the ABCT's operational area.

1-52. The BSB positions forward support companies with combined arms battalions, the cavalry squadron, the field artillery battalion, and when converted, the brigade engineer battalion to support the ABCT. The ABCT conducts sustained operations for a finite period of time due to the BSB's materiel-carrying capability. Designated distribution managers coordinate and synchronize logistics flow according to the commander's priorities. Distribution managers have asset and in-transit visibility to optimize the distribution system within their area of operations. Advanced information systems such as movement tracking systems, battle command sustainment support systems, and advanced planning and optimization decision support tools provide this capability. (Refer to chapter 9 and ATP 4-90 for additional information.)

1-53. The brigade special troops battalion (BSTB) provides control and sustainment to the organic engineer company, signal company, military intelligence company, military police platoon, and the CBRN reconnaissance platoon as well as other units attached to the ABCT. (The BSTB of the ABCT has the same configuration as in the IBCT. See Section I of this chapter for subordinate unit discussion.) The BSTB provides sustainment to its organic and attached units so they can support the ABCT commander and staff. During combat operations, the BSTB utilizes all available assets to supplement the capabilities of other rear units while conducting continuous reconnaissance and security of rear areas. In addition, the BSTB has the five primary responsibilities listed below.

- Ensures its organic units are properly trained and equipped to conduct their doctrinal missions.
- Provides mission command while integrating and supporting company and smaller-sized units attached to the ABCT.
- Prepares all subordinate units for their missions, ensures their protection, and provides administrative and sustainment support.
- Secures one or more of the ABCT command posts.
- Conducts support area security when properly augmented on order.

1-54. The mission of the BSTB allows the ABCT staff to focus their responsibilities in anticipation of the ABCT commander's requirements and to plan future operations rather than focus on the administrative and

tactical operations of the BSTB's organic units and any ABCT attachments. Just like the other battalions in the ABCT, the BSTB receives unit missions from the BCT commander through the ABCT S-3.

1-55. The BSTB headquarters and headquarters company provides administrative, sustainment (including field feeding), and Army Health System support to its organic units and any nonorganic attached units of the ABCT. In addition to the military police platoon and CBRN reconnaissance platoon, the headquarters and headquarters company has a detachable field maintenance section that provides direct maintenance support to the engineer company and any attached engineer assets.

1-56. The BSTB is responsible for the security and sustainment of the BCT command posts. The BSTB assumes control of access and security of the base cluster containing the ABCT main command post, remaining elements of the BSTB's own organic units, and any ABCT attachments. If properly augmented, the BSTB can plan, prepare, and execute missions in the ABCT's areas of operation that are not assigned to other units. (Refer to ATP 3-90.61 for additional information.)

1-57. See Section I of this chapter for information on the BSTB that has converted to a brigade engineer battalion within the ABCT. The brigade engineer battalion in the ABCT has the same configuration as in the IBCT.

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Chapter 2

Threat

Threats are a fundamental part of an overall operational environment. A *threat* is any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland (ADRP 3-0). Threats may include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances. When threats execute their capability to do harm to the United States, they become enemies.

SECTION I – UNDERSTANDING THE THREAT

2-1. In general, the various actors in any area of operation can qualify as a threat, an enemy, an adversary, a neutral actor, or a friend. An *enemy* is a party identified as hostile against which the use of force is authorized (ADRP 3-0). An enemy is also called a combatant and is treated as such under the law of war. An *adversary* is a party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged (JP 3-0). A *neutral* is a party identified as neither supporting nor opposing friendly or enemy forces (ADRP 3-0). Land operations often prove complex because a threat, an enemy, an adversary, a neutral, or a friend intermix, often with no easy means to distinguish one from another.

THREAT COMPOSITION, DISPOSITION, AND INTENTION

2-2. Leaders must understand that not all potential state adversaries seek to avoid United States forces or strengths, particularly those state adversaries with overwhelming numbers combined with favorable ground, and those with a chemical, biological, radiological, and nuclear weapons of mass destruction capability. North Korea and Iran are examples. Today's forces must prepare to deal with symmetrical threats as seen in Operation Desert Storm, as well as asymmetrical threats seen during Operation Iraqi Freedom and Operation Enduring Freedom.

2-3. The term hybrid threat has evolved to capture the seemingly increased complexity of operations, the multiplicity of actors involved, and the blurring among traditional elements of conflict. A *hybrid threat* is the diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and/or criminal elements unified to achieve mutually benefitting effects (ADRP 3-0).

2-4. The brigade combat team commander must understand threats, criminal networks, enemies, and adversaries, to include both state and nonstate actors, in the context of the operational environment. When the BCT commander understands the threat, he can visualize, describe, direct, and assess operations to seize, exploit, and retain the initiative. The commander and staff must develop and maintain running estimates (see chapter 3) of the situation. To develop and maintain running estimates of the situation as the basis for continuous adaptation, the commander and staff must consider their own forces within the realm of emerging threats as well as the mission, terrain, friendly forces, and civilian populations.

2-5. Interactions of various actors affect the BCT's area of operation in terms of eight interrelated *operational variables,* a comprehensive set of information categories used to define an operational environment (ADP 1-01). The categories are political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT). Some of these actors include the following:

- Unified action partners.
- Nongovernmental organizations.
- Private volunteer organizations.
- International and private security organizations.
- Media.

- Multinational corporations.
- Transnational criminal organizations.
- Insurgents.
- Violent extremist organizations.
- Tribes, clans, and ethnic groups indigenous to the area of operations.
- Regional influences such as other nation-states.

2-6. The BCT engages in close combat while operating in complex terrain in close proximity to civilian populations. Current and future battlefields require the BCT to fight and win in mountainous, urban, jungle, and desert environments and subsurface areas below ground level. (See chapter 6.) The physical challenges presented by complex terrain, and the continuous interactions of numerous actors, each with their own agendas, objectives, interests, and allegiances, influence the operational environment and mission accomplishment.

2-7. The resulting human and political dynamics of the operational environment produce additional layers of complexity to BCT operations. As a result, the BCT commander and staff must understand the complicated relationships and the complex interactions between the various actors that produce tactical challenges and opportunities. Understanding is critical to seizing, retaining, and exploiting the initiative over enemies and adversaries. Understanding is equally critical to the consolidation of tactical gains to achieve sustainable political outcomes consistent with the mission.

STATE AND NONSTATE ACTORS

2-8. The BCT must be prepared to defeat determined state and nonstate actors that combine conventional and unconventional tactics to avoid our forces' strengths (such as mobility, long-range surveillance, and precision fires capabilities) while attacking our perceived vulnerabilities (such as our difficulty identifying the enemy among civilian populations). Current and future threats use a variety of means, including conventional combined arms operations, terrorism, insurgency, political subversion, and information operations to evade United States forces and disrupt tactical and combined arms capabilities. (See FM 3-24.2.) United States enemies and adversaries seize the initiative and dictate the terms and tempo of operations in their favor. Enemies and adversaries rely on their established sources of strength. These sources of strength include networks that facilitate the undetected movement of logistics, finances, people, and weapons areas within complex terrain to exploit United States and unified action partner military, political, social, economic, and information vulnerabilities.

2-9. The enemy employs tactical countermeasures to limit the United States forces ability to develop the situation, to avoid decisive engagements, and to initiate contact under advantageous conditions. The enemy also employs technological countermeasures to reduce their signature on the battlefield and degrade the United States forces ability to detect, engage, and destroy them. Many hostile nation-states continue to procure conventional capabilities such as tanks, antitank guided missiles, manned aircraft, and air defense systems. These conventional weapons systems are increasingly available to nonstate enemy organizations and hybrid threats. Enemy forces also integrate emerging technology such as robotics, unmanned aircraft systems, cyber, and nano-technologies. Enemies and adversaries combine conventional and unconventional tactics to counter, evade, or disrupt United States forces' efforts across the range of military operations.

2-10. The use of weapons of mass destruction in future conflict is inevitable. Many threat organizations already possess weapons of mass destruction, (chemical, biological, radiological, or nuclear weapons) and their delivery systems (for example, rockets and artillery). Enemies employ these weapons of mass destruction to obtain a relative advantage over United States forces to achieve their objectives. Threat organizations that do not currently possess weapons of mass destruction consistently seek opportunities to acquire them. The potential catastrophic effects associated with the threat or use of weapons of mass destruction adds greater uncertainty to an already complex environment. The BCT commander must anticipate and plan for the conduct of weapons of mass destruction-elimination operations through the four weapons of mass destruction-elimination activities, which are isolation, exploitation, destruction, and monitoring and redirection. (Refer ATP 3-11.23 for additional information.)

2-11. In current and future conflicts, the BCT commander and staff must rapidly develop a detailed and adaptable understanding of the threat, as it exists within the context of local conditions. Such a contextualized understanding allows the commander and staff to determine the nature of the conflict and to gain visibility of the enemy's structure and methods of operation. This determination allows commanders to identify emerging opportunities to seize, retain and exploit the initiative, exert influence over local actors, and consolidate tactical gains into strategic success. By understanding the internal workings of current and future enemies and adversaries, the BCT commander can exploit possibilities to disrupt the enemy and then rapidly dislocate, isolate, disintegrate, and destroy enemy forces.

NETWORKS

2-12. The BCT commander and staff must determine an enemy's strategies, objectives, and the multiple dimensions, (physical, psychological, informational, and political) in which he operates to defeat him. The BCT identifies and depicts networks (such as criminal, financial, terrorist, security forces) as friendly, enemy, or neutral based on how they affect the mission. The BCT supports friendly networks, influences neutral networks, and disrupts, neutralizes, or defeats enemy networks. Network assessment is continuous and collaborative, integrating unified action partners whenever possible. Unified action partners supply much of the information needed for an accurate assessment. At the tactical level, units develop an understanding of various networks through reconnaissance in close contact with the enemy and civilian populations. Network assessment considerations include—

- Objectives and strategy.
- Key individuals, groups, nodes, and their roles within a network.
- Relationships between key individuals and networks.
- Resources that flow across, into, and out of networks (such as people, money, weapons, and narcotics).
- Network intersections where illicit networks connect to legitimate institutions and leaders.
- Network strengths and vulnerabilities.

SECTION II – POTENTIAL THREAT GROUPS

2-13. Threat groups populate the complex operational environment of current and future-armed conflict. Threat groups include nation-state militaries, insurgent organizations, transnational criminal organizations, and terrorist groups. These threat groups may align themselves based on mutual goals and common interests. As a result, the BCT commander must prepare to defeat a complicated and often shifting array of enemies and threats. Understanding enemy and threat capabilities, as well as their political, economic, or ideological aims, is an essential element of seizing, retaining, and exploiting the initiative.

STATES

2-14. States are sovereign governments that control a defined geographic area. Although social movements and global real-time communications reduce the relative power of some states, the state remains the entity that generates, sustains, and employs combat power. States have a number of advantages over organizations. These advantages include the recognition and support of other states, the authority to create laws governing the population and the authority to enforce laws through the control of institutions such as their standing armies and internal security forces, and the ability to raise money through taxation. Using their military forces, states have access to the institutions required to generate doctrinal, organizational, training, and materiel components of combined arms teams and their associated combat power. As a result, the BCT commander must understand a sovereign government's combat capabilities to work with or fight against that sovereign government.

NONSTATE ORGANIZATIONS

2-15. Nonstate organizations are groups that operate within states, but who act outside of the system to support or achieve their own political goals. Such organizations can be small and informal, or large and formal. Frequently, organizations consist of a predominant tribal, ethnic, national, or religious group, but

there are corporate, criminal, and transnational organizations as well. Threat organizations may vary in capabilities and in the goals, they pursue. Often enemies and adversaries seek alliances of convenience by combining criminal networks, terrorists, state and nonstate actors, insurgents, transnational groups, proxies, and paramilitaries to attain short or near-term objectives. For example, during the Iraq war, a variety of organizations operated in the country, some of whom posed threats to the United States mission. Insurgent and militia organizations included Al Qaida, the Islamic State of Iraq, Jaysh al Mahdi, Asaab al Haq, Khattaib Hizballah, the Sons of Iraq, and a variety of Kurdish militia groups. Energy and other corporations with their private security forces operated inside the country, also. At times, the United Nations and other transnational organizations or nongovernment organizations operated within the country. Each of the organizations that operated in Iraq had different, frequently opposing goals. Many of the organizations were directly opposed to United States forces, but even the organizations that were not overt enemies had separate goals that did not align with United States interests. The BCT commander, therefore, must understand and prepare to work with and fight against a wide variety of organizations, many of which may be tied directly to sovereign states.

CRIMINAL NETWORKS AND OPPORTUNISTS

2-16. Criminal networks are often stakeholders in state weaknesses. The government institutions' weaknesses allow criminal networks to have freedom of movement and to divert state resources without repercussions from law enforcement and rule of law. Criminal networks often ally other state and nonstate organizations to engage in and facilitate a range of illicit activities (intimidation and coercion) to capture and subvert critical state functions and institutions. These networks often align regionally and ethnically. The networks build alliances with political leaders, financial institutions, law enforcement, foreign intelligence, and security agencies to pursue political and criminal agendas. Many networks operate with impunity, consistently avoiding meaningful investigations and prosecution, by exerting influence within law enforcement, investigative and judicial institutions within a nation-state government.

2-17. Opportunists often take advantage of unstable conditions to pursue their personal goals and agendas. Opportunists can work with, for, or against an insurgency. Their interests determine their actions, operations, and conduct. An opportunist can work both sides to gain a positional advantage, to maximize influence, to maximize profits, or to avoid retribution. Opportunists can facilitate movement of insurgents while providing intelligence to counterinsurgents. Counterinsurgent or insurgent objectives do not restrict or govern opportunists.

2-18. Commanders and staffs should identify the presence of criminal networks and opportunists. Commanders and staffs must assess criminal networks and opportunists' impact on the mission and protection while planning and executing actions to mitigate those negative impacts. The BCT works with local, federal, United States Army, unified action partners, and law enforcement personnel to mitigate the threat of these groups and individuals. The BCT also integrates law enforcement personnel into their operations and synchronizes their operations to facilitate the reduction and elimination of criminal networks and the threat posed by opportunists, ultimately creating an environment where local law enforcement agencies can assume responsibility in this effort.

INDIVIDUALS

2-19. Identifying the threat posed by states and organizations is relatively easy when compared to the challenge of identifying the threat posed by a single individual. Although United States forces have not historically focused on neutralizing the threat of a single person, the growing interconnectivity of states, organizations, and individuals increases the ability of an individual with sufficient computer technical skills to attack United States interests and forces using an army of computers. The BCT must be prepared to defend its mission command system against cyber-attacks, whether initiated by a state, organization, or individual. In addition to fighting and defeating states and organizations, the BCT commander and staff must retain the ability to identify, disrupt, and isolate individuals within the political, social, and tactical context of the operational environment.

SECTION III – THREAT CHARACTERISTICS AND ORGANIZATION

2-20. Today and in the future, situations will call upon the BCT to fight and win against regular and irregular forces, terrorist forces, and criminal elements. Criminal elements employ unconventional, terrorist tactics and hybrid threats that combine conventional, unconventional, and terrorist methods to meet their goals and political aims.

2-21. Regular forces are part of nation-states that employ military capabilities and forces in military competition and conflict. Normally, regular forces conduct operations to accomplish the following objectives, defeat an enemy's armed forces, destroy an enemy's war-making capacity, and seize or retain territory.

2-22. Regular forces often possess technologically advanced weapon systems integrated into mechanized and motorized combined arms formations and light infantry forces. Enemy equipment that the BCT may encounter in combat include armored fighting vehicles, anti-armor systems, air defense systems, ballistic missiles, manned and unmanned aircraft, indirect fire systems, mines, and digital communications systems. Regular force organizations are hierarchical (companies, battalions, brigades, and so forth) with a centralized command and control structure. Regular forces can conduct long-term conventional and unconventional operations. Examples of regular forces include—

- Islamic Republic of Iran Army.
- Peoples Liberation Army of China.
- Russian Army.
- North Korean People's Army.

2-23. Irregular forces may be armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces. Irregular forces employ unconventional, asymmetric methods to counter United States advantages. Unconventional methods may include terrorism, insurgency, and guerrilla warfare. A weaker enemy often uses unconventional methods to exhaust the United States collective will through protracted conflict. Economic, political, informational, and cultural initiatives usually accompany and may even be the chief means of an attack on United States influences. Irregular forces or complex threats include paramilitaries, terrorists, guerillas, and criminal organizations and networks.

2-24. Irregular forces or complex threats have political objectives and ideology and grievance is the motivation. These grievances may be real or perceived. Identifying these objectives and motivations can be difficult for a number of reasons, such as—

- Multiple insurgent groups with differing goals and motivations may be present.
- Insurgent leaders may change and the movement's goals change with them.
- Movement leaders may have different motivations from their followers.
- Insurgents may hide their true motivations and make false claims.
- Goals of the insurgency may change due to operational environment changes.

2-25. Irregular forces customarily operate in small, dispersed, decentralized formations or cells (team and squad size) within a decentralized command and control structure. Irregular forces are often highly motivated with established local, regional and worldwide support networks. Irregular forces threat capability is limited to small-arms weapons, antitank weapons, man-portable air defense missiles, mortars, short-range rockets, homemade radio frequency weapons, rudimentary robotics, counter-unmanned aircraft systems, and improvised explosive devices. However, some irregular threats possess the financial means to acquire advanced weapon systems and technologies. Examples of irregular forces in armed conflicts include—

- Revolutionary Army Forces of Columbia-People's Army (1964).
- Mujahidin in Afghanistan (1979).
- Palestine Liberation Organization in the West Bank (2001).
- Al Qaeda in Iraq (2007).
- Taliban in Afghanistan (2009).
- Islamic State in Iraq and the Levant (2013).

2-26. Hybrid threats are the diverse and dynamic combination of regular and irregular threats, terrorist forces, or criminal elements unified (or allied) to achieve mutually benefitting effects. Hybrid threats may include nation-state actors that employ protracted forms of warfare, possibly using proxy forces to coerce and intimidate, or nonstate actors employing capabilities traditionally associated with states. Hybrid threats can operate under a centralized or decentralized command and control structure. Examples of hybrid threats are Hezbollah in Lebanon (2006) and Hamas in Gaza (2008).

2-27. Combat experiences in Afghanistan, Iraq, and other recent conflicts in Lebanon, Mali, Syria, Gaza, Northern Nigeria, and Southern Thailand demonstrate a migration of capabilities, tactics, and techniques previously only associated with military forces of nation-states to state-sponsored and nonstate entities. This migration of capabilities presents friendly maneuver forces with a challenge that extends beyond defeating an enemy's regular force. Current and future threats do and can combine and transition between regular and irregular warfare adopting strategies, tactics, and techniques to evade and disrupt United States advantages and gain tactical advantages within the physical, psychological, informational, and political dimensions of armed conflict. As a result, the BCT must prepare to counter lethal evasion and disruption capabilities from a variety of forces (regular, irregular, and hybrid) in current and future operational areas.

SECTION IV – THREAT CAPABILITIES, TACTICS, AND TECHNIQUES

2-28. Current and future enemies employ a series of integrated tactical and technical countermeasures to counter United States operational and tactical advantages. Countermeasures are deception operations, dispersion, concealment, and the intermingling with civilians in urban terrain. The enemy also employs technological countermeasures, such as cyber-attacks and global positioning system jamming, to evade and disrupt the United States force's ability to develop the situation, seize the initiative, and consolidate tactical gains into favorable outcomes.

2-29. The BCT commander and staff must determine an enemy's strategies and objectives and understand the multiple dimensions in which he operates to defeat him. The following paragraphs address the three dimensions in which enemies operate. These dimensions are the physical dimension, the psychological and informational dimension, and the political dimension.

PHYSICAL DIMENSION

2-30. Current and future enemies operate within complex terrain to evade United States weapon systems, advanced combined arms and air-ground capabilities. They operate in and among the population to evade detection, preserve their combat power, and retain their freedom of movement. The enemy often establishes relationships with local, regional, and transnational criminal organizations, and violent extremist organizations to finance their operations and gain access to illicit trafficking networks to move illegal weapons, munitions, weapons of mass destruction, people, narcotics, or money.

EVASION TACTICS AND TECHNIQUES

2-31. Enemy forces use deception, cover and concealment, smoke, or other obscurant when conducting operations. They move in small, dispersed units, formations, groups, or cells to avoid detection. They conduct short engagements with three- to ten-man elements that break contact before United States forces can bring indirect fire or airborne strike platforms to bear. The enemy creates false battlefield presentations and reduces signatures through deliberate and expedient means of deception to frustrate United States Army information collection efforts. The enemy uses hardened and buried facilities and multispectral decoys to mask the signatures of high-value systems (such as short-range ballistic missiles and surface-to-air missiles). The enemy also exploits safe havens within hostile states or in ungoverned areas and takes advantage of subsurface means to avoid detection (for example tunnels, underground facilities, sewers, drainage systems, and other subterranean spaces). As enemies evade United States and coalition forces, they seek to expand their freedom of movement through intimidation and coercion. The enemy exploits civilian populations and cultural sites to hide key weapon systems.

DISRUPTION TACTICS AND TECHNIQUES

2-32. Enemy forces employ combinations of lethal and other actions to disrupt United States forces' efforts to shape the operational environment. Lethal actions can be offensive and defensive in nature through decisive force. Other actions can be agitation, propaganda, and exploitation of the local population. Enemies employ integrated and networked combined arms teams to offset United States capabilities. They employ small, dispersed, squad-sized teams armed with technologically advanced lethal weapons. Lethal weapons include rocket-propelled grenades, antitank guided missiles, and man-portable air-defense systems to conduct short engagements, and to defend against United States armored, counter-unmanned and unmanned aircraft systems, and rotary-wing aircraft capabilities. Enemies seek opportunities to mass forces against vulnerable targets, such as small combat outposts, dismounted patrols, and logistic convoys where they believe they can achieve quick victories with little risk of decisive engagements. When available, enemy forces employ armored or technical vehicles to increase their tactical mobility, protection, and firepower. Current and future enemies also integrate indirect fires such as rockets, mortars, and artillery into their operations.

2-33. Enemies augment their small combined arms teams' tactical capabilities by employing inexpensive countermeasures such as improvised explosive device, Molotov cocktails, suicide bombers, civilians as obstacles (demonstrators and crowds to incite riots), and fire and smoke as weapon systems. Enemies use these countermeasures to impede United States forces' ability to move and maneuver, or to prevent and delay United States forces from conducting operations. At the same time, enemies seek to acquire technologies such as unmanned aircraft systems (that may be weaponized for precision strike capability), satellite imagery, forward-looking infrared, and electronic warfare systems or platforms.

2-34. The enemy is proficient at establishing and maintaining communications and at disrupting United States forces' command and control systems. The enemy disrupts combined-arms capabilities through combinations of Global Positioning System jamming, cyber-attacks, data pirating, and satellite neutralization. Developing and maintaining these capabilities requires extensive recruitment, training, and outsourcing for personnel with the required skill set to conduct such attacks.

2-35. The loss of space-based communications due to enemy activity remains a major concern for United States Army forces conducting deployed operations. Whether the enemy action against satellites or with intermittent jamming and spoofing causes the communication interruptions, the resulting black-out requires United States forces to adapt and adjust until the restoration of communications. Short-term losses or disruptions of satellite communications mitigate through alternative communications methods and courier networks.

2-36. Regular, irregular, and hybrid forces present formidable tactical challenges to the BCT when combined with area denial weapons. Area denial weapons included area denial systems, artillery munitions, land mines, and weapons of mass destruction. Enemy operations emphasize deception, cover, mobility, and most importantly, depth in the defense. In the offense, enemy operations emphasize deception, cover, mobility, and most importantly, infiltration techniques. Taken together, regular, irregular, and hybrid forces on the current and future battlefield employ significant combined arms capabilities that seek to disrupt BCT operations and dislocate BCT combined arms capabilities.

PSYCHOLOGICAL AND INFORMATIONAL DIMENSION

2-37. Current and future enemies recognize the importance of public perception and its impact on the conduct of operations. The enemy attempts to influence the will of the American people, key allies, and the populations among whom there are conflicts, through propaganda, disinformation, and attacks on United States and allies' assets at home and abroad. The enemy conducts propaganda and disinformation operations to shape local and international public opinion and perception against the United States, host nation, or coalition forces. The enemy undermines ongoing stabilization efforts, marginalizing successes, exploiting instances of friendly force missteps, and fabricating or exaggerating friendly force cultural shortcomings. Enemy organizations attempt to manipulate local, regional, and worldwide news and social media outlets to achieve their ends and solicit new recruits to their cause. For example, mobile phones can activate improvised explosive devices with the results captured on digital cameras, transmitted via satellite phones, and posted on internet chat rooms for a worldwide audience. Additionally, the enemy operating within urban terrain uses

tactics that increase the potential for civilian casualties and collateral damage to undermine the resolve of both the United States and the local populace.

POLITICAL DIMENSION

2-38. Politics, and in particular, competition for power, resources, and survival drive conflicts and are key to their resolution. Understanding the political dynamics at the local level allows BCT commanders to identify the enemy's strategy, capabilities, and potential weaknesses within the political environment. This understanding aids in identifying targets that undermine or counter United States and coalition efforts that consolidate gains and achieve a sustainable political outcome consistent with United States vital interests.

2-39. The enemy exploits societal divisions along political, economic, ethnic, tribal, and religious lines. The enemy offers benefits to favored groups and disenfranchises opposing groups within the population to exploit societal divisions. These activities protect their sources of strength, consolidate their power, and assist in establishing political legitimacy. The enemy also seeks opportunities to exert this legitimacy by filling societal roles that United States forces or host-nation leaderships have failed to address. As enemies and adversaries pursue this strategy, they often align with criminal organizations to undermine and attack existing government institutions. The resulting corruption, acceptance of illicit activities, and paralysis undermine political reform and stability efforts and prevent information gathering. The enemy promotes weaknesses within political institutions by disrupting or influencing elections at the local, provincial, and national level by conducting attacks on voting sites, intimidating election officials, manipulating political districts, and by backing corrupt officials. Additionally, the enemy may attempt to assassinate, abduct, or extort key civic, ethnic, or military leaders to undermine security and good governance, degrade friendly forces' morale, garner media attention to gain support and sway populace opinion, raise funds, and attract new recruits. Weak government institutions allow the enemy and other in state stakeholders the freedom and ability to divert state resources without repercussions from law enforcement and rule of law.

2-40. The enemy's political subversion campaign seeks to exploit existing social and political weaknesses. Degrading public opinion of United States and host-nation efforts, disrupting United States and local force's abilities to provide essential services and security, and alienating the populace from supporting friendly forces are efforts within this campaign. Like the physical capabilities of the enemy, the BCT commander must recognize and counter these efforts as he seeks to maintain the initiative. He must visualize the threat in its political context to understand the dynamics existing within his area of operations and to determine tactical objectives that lead to the achievement of sustainable political outcomes consistent with United States vital interests. The commander can reassure and protect indigenous populations while simultaneously identifying, disrupting, isolating, and ultimately defeating the enemy if he understands the political dynamics of a conflict.

SECTION V – COUNTERING ADAPTATIONS AND RETAINING THE INITIATIVE

2-41. Countering enemy adaptations and retaining the initiative in future-armed conflicts requires forces that understand the threat and the operational environment. Effective information collection must overcome increasingly sophisticated area-denial actions and capabilities to develop the situation. Joint combined arms capabilities must be complimentary and effectively integrated to identify opportunities to seize, retain, and exploit the initiative and dominate in an increasingly challenging and complex environment.

2-42. The BCT must be able to fight for understanding to develop the situation while in contact with the enemy and in close proximity to the population. The BCT commander and staff must understand the tactical, human, and political dynamics associated with current and future-armed conflict because of the requirements and challenges of the operational environment. The BCT commander's and staff's understanding must extend beyond enemy organizations and their capabilities and include ethnic groups, political factions, tribes or clans, religious sects, or ideological movements and their agendas. Identifying and distinguishing these groups and the associated dynamics is extremely difficult and requires a detailed, in-depth information collection effort through every phase of the operation. Only through an effective information collection effort can the BCT gain the understanding necessary to defeat an adaptive and determined enemy on current and future battlefields.

Chapter 3

Mission Command

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). The brigade combat team (BCT) commander uses mission command to seize, retain, and exploit the initiative through mission orders. *Mission orders* are directives that emphasize to subordinates the results to be attained, not how they are to achieve them (ADP 6-0). The word initiative as it relates to mission orders describes personal initiative. The *commander's intent* is a clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned (JP 3-0). The BCT commander uses the mission command philosophy to exploit and enhance uniquely human skills. The commander executes mission command through balancing the *art of command,* the creative and skillful exercise of authority through timely decisionmaking and leadership (ADP 6-0), with the *science of control,* the systems and procedures used to improve the commander's understanding and support accomplishing missions (ADP 6-0).

SECTION I – FUNDAMENTAL NATURE AND PHILOSOPHY OF MISSION COMMAND

3-1.   Understanding the fundamental nature and philosophy of mission command is essential to the effective conduct of operations. Military operations are human endeavors conducted in complex and ever-changing operational environments. The commander's ability to visualize relationships among opposing human wills is essential to understanding the fundamental nature of operations. Mission command is both a philosophy of command and a warfighting function. To account for the uncertain nature of operations, mission command (as opposed to detailed command) tends to be decentralized and flexible. This uncertain nature requires an environment of mutual trust and shared understanding among commanders, subordinates, and partners. This section focuses on the fundamental nature and philosophy of mission command and using mission orders to ensure disciplined initiative within the commander's intent, enabling agile and adaptive commanders, leaders, and organizations. (Refer to ADP 6-0 and ADRP 6-0 for additional information.)

FUNDAMENTAL PRINCIPLES

3-2.   The commander focuses his order on the purpose of the operation through mission orders. Mission orders allow the commander's subordinates the greatest possible flexibility to accomplish assigned tasks. To assist in the effective exercise of mission command, commanders and leaders consider the following six fundamental principles:

- Build cohesive teams through mutual trust.
- Create shared understanding.
- Provide a clear commander's intent.
- Exercise disciplined initiative.
- Use mission orders.
- Accept prudent risk.

COMMAND PRESENCE

3-3. The philosophy requires the commander to lead from a position that allows timely decisions based on an operational environment assessment of the operational environment and application of judgment. The BCT commander may find it necessary to locate forward of the main command post. For example, the commander may position with the main effort to gain understanding, prioritize resources, influence others, and mitigate risk. To do this, the BCT commander must understand how the fundamental principles of mission command guide and help balance the art of command with the science of control.

3-4. The Armored Raid on Baghdad in 2003 offers an example of how the mission command philosophy enabled a BCT to seize, retain, and exploit the initiative in an uncertain environment. The vignette below demonstrates how the six principles of mission command guided the BCT commander during the operation. It also describes how the commander used the principles of mission command to balance of the art of command and science of control.

ARMORED RAID ON BAGHDAD, 5 APRIL 2003

On 5 April 2003, COL David Perkins' 2^d Brigade, 3^d Infantry Division (Mechanized), conducted a raid into western Baghdad as part of the division's advance on Baghdad after a two-week march of over 700 kilometers from Kuwait. As part of the advance, COL William Grimsley's 1st Brigade had already seized the Baghdad airport west of the city (Objective LIONS) from the southwest, bypassing the urban sprawl of the Iraqi capital. In the meantime, Perkins' brigade had seized the key intersection of Highways 8 and 1 (Objective SAINTS) south of the city, creating a partial cordon around the Iraqi capital. The raid, ordered by 3^d Infantry Division commander MG Buford Blount and V Corps commander LTG William S. Wallace, was conducted as a battalion-sized reconnaissance-in-force into western Baghdad to determine the composition and strength of Iraqi forces defending the capital.

Staging out of Objective SAINTS, the column of M1A1 Abrams tanks and M2 Bradley Fighting Vehicles from LTC Eric Schwartz's Task Force 1st Battalion, 64th Armor Regiment (TF 1-64 AR) would advance north on Highway 8, (the main north-south expressway west of the Tigris River) into western Baghdad. The column then turned west to link with Grimsley's troops at the airport. Since the enemy situation was unclear, the operation required initiative and flexibility from the officers, noncommissioned officers, and soldiers executing the operation. Wallace judged that such a bold plan was a reasonable risk. The raid was the first armored foray into a major city since World War II. Perkins' concept for the raid, called a thunder run by the tankers, was for an advance up Highway 8 that "…create[d] as much confusion… inside the city [as possible]." In mitigating the inherent risk of the operation, the 2^d brigade commander considered "…that my soldiers or my units [could] react to chaos much better than the enemy [could]." Perkins' specific guidance to Schwartz was to "conduct a movement to contact north along Highway 8 to determine the enemy's disposition, strength, and will to fight."

Schwartz praised the straightforward commander's intent and purpose. "The planning was simple," he explained, "The Thunder Run mission was the simplest of all tasks that we were given. There was no maneuver required. It was simply battle orders followed by battle drills." Based on Perkins' intent to maintain tempo, Schwartz chose to leave all lightly armored wheeled vehicles at the base of SAINTS. Departing at 0630 on 5 April, Schwartz's command included 731 men, 30 M1A1Abrams tanks, 14 Bradley infantry fighting vehicles, 14 engineer vehicles, and other tracked support vehicles.

Within minutes of moving north of SAINTS, the Americans came under sporadic small arms, mortar, and rocket-propelled grenade fire from Iraqi irregular forces firing from hastily prepared positions adjacent to the highway. Within an hour the small arms fire and rocket propelled grenade volleys had turned the operation into something akin to running a gauntlet of fire, but they did little to slow the column. The plan prohibited slowing the

advance for specific targets, which were passed instead to follow-on vehicles by radio. However, this concept jettisoned temporarily when, six kilometers from the line of departure, a rocket-propelled grenade round fired from an overpass exploded in the engine compartment of SSG Jason Diaz's C Company tank, immobilizing it. As Diaz's crew struggled to put out the growing fire and rig the tank for recovery, other Abrams and Bradley vehicles formed a defensive perimeter. Using coaxial machine gun fire and main gun rounds, the column repulsed several dismounted attacks and approaches by suicide vehicles. Several Americans were wounded. Since Perkins' order emphasized momentum, LTC Schwartz decided after a half hour delay, to renew the northerly advance and destroy Diaz's tank with incendiaries to keep it out of enemy hands. With the spearhead about halfway to the airport, Iraqi small arms fire fatally wounded SSG Stevon Booker, an A Company tank commander, while a nearby Bradley was disabled by rocket-propelled grenade fire which wounded the driver, also. In this case, the delay was short, with the wounded men placed in other vehicles and the Bradley rigged for towing. Soon the column was back on the move.

Schwartz's force turned in the direction of the airport at the intersection of Highway 8 and the Qaddissiyah Expressway, the main east-west thoroughfare between the airport west of the city and downtown Baghdad. Hundreds of paramilitary fighters and military personnel continued to fire on the column from all directions, only to fall victim to the Americans' overwhelming firepower. After a total travel time of two hours and 20 minutes, the column arrived at the airport.

COL Perkins concluded that the reconnaissance in force had completely surprised the enemy. "[The Iraqis] thought that they could bloody our nose enough on the outside of the city … that we just would not push through block by block," Perkins explained. The raid had cost five casualties (one killed and four wounded), one Abrams tank destroyed, and one Bradley heavily damaged. Iraqi losses were estimated to be at least 1000 fighters killed, one T-72 tank, and 30 to 40 BMPs (Boyevaya Mashina Pekhotys) destroyed, and the elimination of a large number of light vehicles and countless roadside bunkers.

The operation demonstrated that United States Armored forces could penetrate Baghdad at will, while suffering minimal casualties. The operation provided excellent indicators of enemy tactics, strength, and fighting positions. LTG Wallace and MG Blount praised the 5 April "Thunder Run." They envisioned the operation as a prelude to additional armored missions in and around the city that would disrupt the Baghdad defenses with the ultimate goal of regime collapse. Using the lessons learned on 5 April, Perkins launched a second, larger operation on 7 April, which resulted in the occupation of downtown Baghdad and the final fall of the Baathist government.

ILLUSTRATIONS OF THE SIX PRINCIPLES OF MISSION COMMAND

3-5.   The application of the six principles of mission command, combined with COL Perkins' use of the art of command and science of control helped reduce uncertainty during the planning, preparation, and execution of the 5 April 2003 movement to contact through Baghdad. Soldiers easily understood the mission and intent, which were simple and clear. COL Perkins' command presence forward set a positive example for TF 1-64 Armor and allowed him to assess the situation and apply judgment.

3-6.   The science of control was illustrated by the actions of the 2/3 ID. The 2/3 ID main command post facilitated mission accomplishment by coordinating with the 3^d ID main command post and with 1/3 ID, synchronizing and integrating actions, informing COL Perkins, and providing procedural control for the 2/3 ID units in OBJ SAINTS. The paragraphs below described the six principles of mission command illustrated in the vignette above.

BUILD COHESIVE TEAMS THROUGH MUTUAL TRUST

3-7. The 2^d Brigade was a regular Army unit, which had stabilized both command tours and personnel assignments during its overseas tour. While the campaign was only two weeks old, the brigade had been in Kuwait for over six months prior to that and had trained intensively. By 5 April, two continuous weeks of combat experience augmented the training. COL Perkins trusted his commanders and Soldiers because of their high level of training and their proven performance in combat.

CREATE SHARED UNDERSTANDING

3-8. The corps, division, and brigade commanders clearly conveyed their intents, objectives, and key tasks to subordinate commanders. The long train-up for the campaign in Kuwait and the previous two weeks of operations facilitated shared understanding. Additionally, the raid was essentially a battle drill, which TF 1-64 Armor had executed many times before, both in training and in combat.

PROVIDE A CLEAR COMMANDER'S INTENT

3-9. Both LTG Wallace and MG Blount provided clear and concise commanders' intents for the 5 April mission. Their intent was to conduct a raid into Baghdad in an armored column to test the Iraqi military's urban defenses, collect intelligence, and pressure the regime. COL Perkins added his own emphasis to maintain momentum throughout the movement and to create as much confusion among enemy elements as possible.

EXERCISE DISCIPLINED INITIATIVE

3-10. Commanders at all levels had confidence that their subordinates could do the job with minimal direction because of shared understanding, mutual trust, and the experience level of the unit. This prevented the column from bogging down at several points during the operation. When SSG Diaz's tank was disabled, for example, LTC Schwartz and COL Perkins knew the crew had done whatever they could to save the tank and accepted that it must be destroyed and abandoned.

USE MISSION ORDERS

3-11. When COL Perkins issued his order for the reconnaissance in force, he directed TF 1-64 AR to attack up Highway 8 all the way to the Baghdad Airport to collect intelligence about the composition and disposition of the Iraqi forces that were defending the city. He provided clear intent, objectives, and graphics and allowed LTC Schwartz to execute. The directive was unambiguous: maintain momentum, hand over targets to trailing armored vehicles, and avoid becoming tied down into a pitched battle. The directive also maximized individual initiative.

ACCEPT PRUDENT RISK

3-12. COL Perkins used armored vehicles to execute the 5 April Thunder Run. The brigade's vulnerable, wheeled vehicles remained at the base at OBJ SAINTS. This deprived the task force of certain logistical and sustainment functions during the course of the operation. The fact that the operation was a raid of short duration mitigated the risk, which required quick movement by combat elements not encumbered by soft-skinned vehicles requiring protection.

3-13. Colonel Perkins used his knowledge of the art of command to position himself and his S-2 in an M113 into the lead task force formation to build understanding and enable timely decisions. This position allowed him to assess the situation, apply judgment, and prioritize resources to accomplish the mission. In addition, COL Perkins' command presence forward gave him the ability to influence TF 1-64 Armor through personal example and guidance.

SECTION II – MISSION COMMAND WARFIGHTING FUNCTION

3-14. The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to

integrate the other warfighting functions (ADRP 3-0). Mission command—as a warfighting function—assists the commander in balancing the art of command with the science of control, while emphasizing the human aspects of mission command. A *warfighting function* is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that the commander uses to accomplish missions (ADRP 3-0). By itself, the mission command warfighting function cannot achieve objectives or accomplish missions. Mission accomplishment requires the integration of all the warfighting functions. Mission command provides purpose and direction to the other warfighting functions. Mission command tasks and the mission command system are elements of the mission command warfighting function. (Refer to ADRP 6-0 for additional information.)

MISSION COMMAND TASKS

3-15. The commander is the central figure in mission command. The commander is responsible for accomplishing assigned missions while the staff performs essential functions that amplify the effectiveness of operations. Throughout operations, the commander uses a clear commander's intent to encourage disciplined initiative while providing enough direction to integrate and synchronize the force at the decisive place and time.

3-16. To this end, the commander performs three primary mission command warfighting function tasks. The commander's first task is to drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. The second task is to develop teams, both within their own organizations and with unified action partners. The commander's third task is to inform and influence audiences, inside and outside their organizations.

3-17. The staff supports the commander and subordinate commanders with understanding situations, decisionmaking, and implementing decisions throughout the conduct of operations. The staff does this through the four staff tasks below:
- Conduct the operations process (plan, prepare, execute, and assess).
- Conduct knowledge management and information management.
- Synchronize information-related capabilities.
- Conduct cyber electromagnetic activities.

3-18. Five additional tasks reside within the mission command warfighting function. These commander-led and staff-supported additional tasks are—
- Conduct military deception.
- Conduct civil affairs operations.
- Install, operate, and maintain the network.
- Conduct airspace control.
- Conduct information protection.

OPERATIONS PROCESS

3-19. The Army's framework for exercising mission command is the *operations process*—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation (ADP 5-0). The BCT commander, assisted by his staff, uses the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe the operational environment, make and articulate decisions; and direct, lead, and assess military operations.

3-20. The operations process, while simple in concept (plan, prepare, execute, and assess), is dynamic in execution. The BCT commander and staff use the operations process to integrate numerous tasks executed throughout the headquarters and with subordinate units. The commander organizes and trains the staff and subordinates as an integrated team to simultaneously plan, prepare, execute, and assess operations. In addition to the principles of mission command, the commander and staff consider the following additional principles for the effective use of the operations process:
- Commanders drive the operation process.
- Build and maintain situational understanding.

- Apply critical and creative thinking.
- Encourage collaboration and dialogue.

3-21. The activities of the operations process are not discrete; they overlap and recur as circumstances demand. Planning starts an iteration of the operations process. Upon completion of the initial order, planning continues as leaders revise the plan based on changing circumstances. Preparing begins during planning and continues through execution. Execution puts a plan into action by applying combat power to seize, retain, and exploit the initiative. (Refer to ADRP 5-0 for additional information.)

PLAN

3-22. *Planning* is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about (ADP 5-0). Planning consists of two separate but interrelated components, a conceptual component and a detailed component. Successful planning requires the integration of both these components. BCT leaders employ three methodologies for planning: the Army design methodology, the military decisionmaking process (brigade and battalion echelons), and troop leading procedures (company echelons and below). Commanders determine how much of each methodology to use based on the scope of the problem, their familiarity with it, and the time available. Planning helps the BCT commander create and communicate a common vision between the staff, subordinate commanders, their staffs, and unified action partners. Planning results in an order that synchronizes the action of forces in time, space, and purpose to achieve objectives and accomplish missions. (Refer to ADRP 5-0 for additional information.)

Army Planning Methodologies

3-23. The BCT commanders and staffs conduct conceptual and detailed planning to facilitate the activities of the operations process. Commanders personally lead the conceptual component of planning. While commanders are engaged in parts of detailed planning, they often leave the specifics to the staff. Conceptual planning provides the basis for all subsequent planning. For example, the commander's intent and operational approach provide the framework for the entire plan. This framework leads to a concept of operations and associated schemes of support, such as schemes of intelligence, maneuver, fires, protection, and sustainment. In turn, the schemes of support lead to the specifics of execution, including tasks to subordinate units and detailed annexes to the operations order. However, the dynamic does not operate in only one direction, conceptual planning must respond to detailed constraints.

3-24. *Army design methodology* is a methodology for applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them (ADP 5-0). The commander and staff conduct conceptual planning (Army design methodology) to understand, visualize, and describe the operational environment and the *operational approach*—a description of the broad actions the force must take to transform current conditions into those desired at end state (JP 5-0)—to the problem. The BCT commander and staff use the Army design methodology, operational variables, and mission variables to analyze an operational environment in support of the operations process. Conceptual planning activities lead to prioritization of defeat and stability mechanisms. This analysis determines the appropriate combination of decisive action (offense, defense, stability) for the operation.

3-25. Outputs of conceptual planning include a problem statement, draft mission statement, draft commander's intent, a broad concept sketch, initial decision points, commander's critical information requirements, and initial planning guidance. Conceptual planning activities should include initial framing of branches and sequels to the plan and the ideal end state or posture. The BCT staff uses the outputs of conceptual planning to begin detailed planning (the military decisionmaking process at the BCT level). The *military decisionmaking process* is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order (ADP 5-0). The result of detailed planning is a synchronized plan that provides mission-type orders for the staff and subordinate units.

3-26. Depending on the situation's complexity, the commander can initiate the Army design methodology before or in parallel with the military decisionmaking process (MDMP). If the problem is hard to identify or the operation's end state is unclear, the commander may initiate Army design methodology before engaging in detailed planning. Army design methodology can assist the commander and staff in understanding the

operational environment, framing the problem, and considering an operational approach to solve or manage the problem. The understanding and products resulting from Army design methodology guide more detailed planning during the MDMP.

3-27. When staff members use the Army design methodology and MDMP in parallel, the commander may direct some staff members to conduct mission analysis while engaging others in Army design methodology activities prior to course of action development. Results of both mission analysis and Army design methodology inform the commander in development of the commander's intent and planning guidance. In time-constrained conditions, or when the problem is not complex, the BCT commander may conduct the MDMP without incorporating formal Army design methodology efforts. During execution, the commander can use Army design methodology to help refine understanding and visualization as well as assessing and adjusting the plan as required. (Refer to FM 6-0 for additional information.)

Key Components of a Plan

3-28. Key components of the plan include the BCT's task organization, mission statement, commander's intent, concept of operation, tasks to subordinate units, coordinating instructions, and control measures. The BCT commander ensures the mission and end state nest with those of their higher headquarters. The commander's intent focuses on the end state; and the concept of operations focuses on the method or sequence of actions by which the force will achieve the end state. Within the concept of operations, the commander may establish objectives as intermediate goals toward achieving the operation's end state. When developing tasks for subordinate units, the commander ensures that the purpose of each task nests with the accomplishment of another task, with the achievement of an objective, or directly to the attainment of an end state condition.

Task Organization

3-29. *Task organization* is a temporary grouping of forces designed to accomplish a particular mission (ADRP 5-0). The BCT commander establishes command and support relationships to task organize the force. Command relationships define command responsibility and authority. Support relationships define the purpose, scope, and effect desired when one capability supports another. Establishing clear command and support relationships is fundamental to organizing any operation. The commander designates command and support relationships to weigh the decisive operation or main effort and support the concept of operations. The commander considers two organizational principles when task-organizing forces: maintain cohesive mission teams and do not exceed subordinates' span of control capabilities.

Mission Statement

3-30. The *mission* is the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore (JP 3-0). The commander analyzes a mission as the commander's intent two echelons above, specified tasks, and implied tasks. The commander considers the mission of adjacent units to understand how they contribute to the decisive operation of their higher headquarters. The analysis results yield the essential tasks that, with the purpose of the operation, clearly specify the action required. This analysis produces the *mission statement*—a short sentence or paragraph that describes the organization's essential task(s), purpose, and action containing the elements of who, what, when, where, and why (JP 5-0), but seldom specifies how.

Commander's Intent

3-31. The commander's intent succinctly describes what constitutes success for the operation. It is critical that planners receive the commander's intent as soon as possible after receiving the mission. The commander's intent includes the operation's purpose, key tasks, and the conditions that define the end state. The commander's intent links the mission, concept of operations, and tasks to subordinate units. A clear commander's intent facilitates a shared understanding and focuses on the overall conditions that represent mission accomplishment. During execution, the commander's intent spurs disciplined initiative. The commander's intent must be understood two echelons down.

Concept of Operations

3-32. The *concept of operations* is a statement that directs the manner in which subordinate units cooperate to accomplish the mission and establishes the sequence of actions the force will use to achieve the end state (ADRP 5-0). The concept of operations expands on the commander's intent by describing how the commander wants the force to accomplish the mission. The concept of operations states the principal tasks required, the responsible subordinate unit, and how the principal tasks complement one another.

3-33. The commander and staff use operational frameworks to help conceptualize and describe the concept of operations. An *operational framework* is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations (ADP 1-01). Any specific framework for conceptually organizing operations does not bind the BCT commander; but he may use one of three conceptual frameworks listed below or in combination. These operational frameworks apply equally to operational and tactical actions.

- The deep-close-security framework to describe the operation in time and space.
- The decisive-shaping-sustaining framework to articulate the operation in terms of purpose.
- The main and supporting efforts framework to designate the shifting prioritization of resources.

3-34. The deep-close-security operational framework has historically been associated with terrain orientation but can apply to temporal and organizational orientations as well. Deep operations involve efforts to prevent uncommitted enemy forces from being committed in a coherent manner. Close operations are operations that are within a subordinate commander's area of operations. Security operations involve efforts to provide an early and accurate warning of enemy operations and to provide time and maneuver space within which to react to the enemy.

3-35. The decisive-shaping-sustaining framework lends itself to a broad conceptual orientation. The *decisive operation* is the operation that directly accomplishes the mission (ADRP 3-0). The decisive operation determines the outcome of a major operation, battle, or engagement. A *shaping operation* is an operation that establishes conditions for the decisive operation through effects on the enemy, other actors, and the terrain (ADRP 3-0). A *sustaining operation* is an operation at any echelon that enables the decisive operation or shaping operation by generating and maintaining combat power (ADRP 3-0).

3-36. The main and supporting efforts operational framework (simpler than other organizing frameworks) focuses on prioritizing effort among subordinate units. Therefore, leaders can use the main and supporting efforts with either the deep-close-security framework or the decisive-shaping-sustaining framework. The *main effort* is a designated subordinate unit whose mission at a given point in time is critical to overall mission success. (ADRP 3-0). Usually, the preponderance of combat power weighs the main effort. A *supporting effort* is a designated subordinate unit with a mission that supports the success of the main effort (ADRP 3-0). (Refer to ADRP 3-0 for additional information.)

Tasks to Subordinate Units

3-37. The BCT commander and staff assign tasks to subordinate units. The assignment of a task includes not only the task (what), but also the unit (who), place (where), time (when), and purpose (why). A task is a clearly defined and measurable activity accomplished by individuals and organizations. Tasks are specific activities that direct friendly action and contribute to mission accomplishment and other requirements. The purpose of each task should nest with completing another task, achieving an objective, or attaining an end state condition.

Coordinating Instructions

3-38. Coordinating instructions pertain to the BCT as a whole. Examples include commander's critical information requirements, essential elements of friendly information, fire support coordination measures and airspace coordinating measures, rules of engagement, risk reduction control measures, personnel recovery coordination measures, the time the operation order becomes effective or the condition of the BCT when the operation order becomes effective.

Control Measures

3-39. A *control measure* is a means of regulating forces or warfighting functions (ADRP 6-0). Tailored to the higher commander's intent, the BCT commander assigns subordinate units missions and imposes control measures necessary to synchronize and maintain control over the operation. The BCT commander or staff assigns graphical, written or procedural control measures (permissive or restrictive) to prevent units from impeding one another and to impose necessary coordination. The commander and his staff must understand their purposes and ramifications, including the permissions or limitations imposed on subordinates' freedom of action and initiative, to employ control measures effectively. Each control measure should have a specific purpose and provide the flexibility needed to respond to changes in the situation. The BCT commander uses graphical, written, or procedural control measures to assign responsibilities, coordinate maneuver, and control the use of airspace. (Refer to FM 3-90-1 and ADRP 1-02 for additional information.)

PREPARE

3-40. *Preparation* is those activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0). The military decisionmaking process drives preparation. Since time is a factor in all operations, the BCT commander and staff conduct a time analysis early in the planning process. This analysis helps them determine what actions they need to take and when to begin those actions to ensure forces are ready and in position before execution. The plan may require the commander to direct subordinates to start necessary movements; conduct task-organization changes; begin reconnaissance, surveillance, and security operations; and execute other preparation activities before completing the plan.

Preparation Activities

3-41. Mission success depends as much on preparation as on planning. Subordinate and supporting leaders and units of the BCT need enough time to understand plans well enough to execute them and develop their plans and preparations for the operation. After they fully comprehend the plan, subordinate leaders rehearse key portions of the plan and ensure Soldiers position themselves and their equipment to execute the operation. The BCT conducts the activities listed in table 3-1 to help ensure the force is protected and prepared for execution. (Refer to ADRP 5-0 for additional information.)

Table 3-1. Preparation activities

Continue to coordinate and conduct liaison	Conduct rehearsals
Initiate information collection	Conduct plans-to-operations transitions
Initiate security operations	Refine the plan
Initiate troop movement	Integrate new Soldiers and units
Initiate sustainment preparations	Complete task organization
Initiate network preparations	Train
Manage terrain	Perform pre-operations checks and inspections
Prepare terrain	Continue to build partnerships and teams
Conduct confirmation briefs	

Conduct Rehearsals

3-42. The BCT conducts rehearsals to prepare for upcoming operations. A *rehearsal* is a session in which the commander and staff or unit practices expected actions to improve performance during execution (ADRP 5-0). Four primary types of rehearsals are the backbrief, combined arms rehearsal, support rehearsal, and battle drill or standard operating procedure rehearsal. Methods for conducting rehearsals are limited only by the commander's imagination and available resources. The BCT commander uses rehearsals as a tool to ensure his staffs and subordinates understand the concept of operations and commander's intent. The extent of rehearsals depends on available time. In cases of short-notice requirements, a detailed rehearsal may not be possible.

3-43. The BCT commander often issues orders to subordinates verbally in situations requiring quick reactions. At battalion and higher levels, written fragmentary orders confirm verbal orders to ensure synchronization, integration, and notification of all parts of the force. If time permits, leaders verify that subordinates understand critical tasks. Methods for doing this include the *backbrief*—a briefing by subordinates to the commander to review how subordinates intend to accomplish their mission (FM 6-0) and *confirmation brief*—briefing subordinate leaders give to the higher commander immediately after the operation order is given. It is their understanding of his intent, their specific tasks, and the relationship between their mission and the other units in the operation (ADRP 5-0). Commanders conduct backbriefs and confirmation briefs between themselves and within staff elements to ensure mutual understanding.

3-44. Support rehearsals help synchronize each warfighting function with the BCT's overall operation. Throughout preparation, the BCT conduct support rehearsals within the framework of a single or limited number of warfighting functions. These rehearsals typically involve coordination and procedure drills for sustainment, aviation, fires, engineer support, or medical and casualty evacuation. Support rehearsals and combined arms rehearsals complement preparations for the operation. Units may conduct rehearsals separately and then combine them into full-dress rehearsals. Although these rehearsals differ slightly by warfighting function, they achieve the same result.

3-45. A battle drill or standard operating procedure rehearsal ensures that all participants understand a technique or a specific set of procedures. A battle drill is a collective action rapidly executed without applying a deliberate decisionmaking process. All echelons use these rehearsal types; however, they are most common for platoons, squads, and sections. Units conduct rehearsals throughout preparation; rehearsals are not limited to published battle drills. All echelons can rehearse such actions as a command post shift change, an obstacle breach lane-marking standard operating procedures, or a refuel-on-the-move site operation.

3-46. Subordinate units conduct rehearsals after they complete their plans and issue orders, if possible. Rehearsals allow subordinate leaders and Soldiers to practice synchronizing operations at times and places critical to mission accomplishment. Effective rehearsals throughout the BCT imprint a mental picture of the sequence of the operation's key actions and improve mutual understanding and coordination of subordinate and supporting leaders and units. Four common rehearsals at the BCT level, although not inclusive, are the combined arms rehearsal, the reconnaissance and security rehearsal, the fire support rehearsal, and the sustainment rehearsal addressed below. (Refer to FM 6-0 for additional information.)

Combined Arms Rehearsal

3-47. The combined arms rehearsal ensures that subordinate plans synchronize with those of other units, and that subordinate commanders understand the intent of the higher headquarters. Usually, the BCT commander, executive officer (XO), primary staff, and subordinate battalion commanders and their S-3s attend the rehearsal. Based upon the type of operation, the commander can modify the audience, such as attachments to the BCT. If invited, flank units and the higher headquarters may attend the combined arms rehearsal if time and distances permit.

3-48. The execution matrix, decision support template, and operation order outline the rehearsal agenda. These tools, especially the execution matrix, drive and focus the rehearsal. The commander and staff use them to control the operation's execution. Any templates, matrixes, or tools developed within each of the warfighting functions should tie directly to the supported unit's execution matrix and decision support template. Examples include an intelligence synchronization matrix or fires execution matrix.

3-49. The combined arms rehearsal should last no more than two hours; however, the combined arms rehearsal is METT-TC dependent, so if the time allotted is insufficient to rehearse the entire operation, the staff must give priority to those critical events that demand a rehearsal. The staff rehearses the most important events first, and continues to rehearse subsequent events as time permits. All combined arms rehearsal participants arrive at the rehearsal prepared to talk their portion of the operation.

Reconnaissance and Security Rehearsal

3-50. The BCT conducts reconnaissance and security rehearsals to ensure that the correct information is gathered; and that Soldiers gathering the required information have a sound plan for insertion and extraction. Usually, the BCT commander, XO, S-2, S-3, fire support coordinator and fire support officer, brigade

assistant engineer, cavalry squadron commander, other subordinate maneuver commanders as required, and military intelligence company commander attend the rehearsal. Other BCT staff cells and elements should have a representative attending (for example signal, sustainment, information operations, protection, aviation, military information support operations, and civil affairs operations).

3-51. The reconnaissance and security rehearsal should last no more than one hour. The documents needed to run the reconnaissance and security rehearsal includes the information collection matrix, the reconnaissance and security overlay, and the enemy situation template. Rehearse the most important named areas of interest first, then those that answer the BCT commander's priority intelligence requirements. Continue to rehearse subsequent named areas of interest as time permits. Each participating commander confirms the purpose (such as priority intelligence requirements) and location, (such as named areas of interest) for each of his collection assets. He also confirms to whom the information is reported and the means of communicating that information.

> *Note*. Due to the inherent risk associated with infantry reconnaissance and surveillance operations, units must rehearse withdrawal under fire and "in-extremis" extraction of infantry, reconnaissance, and surveillance teams to include supporting aviation. Units must also rehearse both lift and attack aviation.

Fire Support Rehearsal

3-52. The BCT fire support rehearsal is crucial to mission accomplishment because it ensures that *fires*—the use of weapons systems to create a specific lethal or nonlethal effect on a target (JP 3-0)—synchronize with the scheme of maneuver. The fire support rehearsal focuses on maximizing the ability of fire support systems to support the maneuver plan, and achieve the commander's intent.

3-53. The fire support rehearsal (including any augmenting fire support from the division artillery or a field artillery brigade) may be used to prepare for a combined arms rehearsal or it may be used after a combined arms rehearsal to refine and reinforce key fire support tasks. If the fire support rehearsal is held first, changes from the combined arms rehearsal may require a second fire support rehearsal. If a combined arms rehearsal is not conducted, a fire support rehearsal may serve as the primary preparation for execution of the fire support plan. The unit may conduct the field artillery tactical rehearsal either before or after the fire support rehearsal. The field artillery technical rehearsal is always held last after target refinement cutoff time.

3-54. The BCT commander, XO, S-3, and subordinate units attend the fire support rehearsal. The BCT staff officers attending include the air liaison officer, assistant brigade engineer, chemical, biological, radiological, and nuclear (CBRN) officer, air and missile defense officer, and brigade aviation officer. Subordinate units often bring personnel that include the S-3, the fire support officer, scout and mortar platoon leaders, and the precision weapons team. Representatives of reinforcing fire support units should participate when possible. The BCT field artillery battalion commander assisted by the BCT fire support officer usually supervises the rehearsal for the BCT commander.

> *Note*. A *precision weapons team* is a three-man observer team that is constituted from forward observer teams in the cavalry squadron of the brigade combat team (ATP 3-09.30).

3-55. The fire support rehearsal should last no more than 90 minutes and should ensure the synchronization of the fire support effort with the maneuver plan. The maneuver plan includes ensuring observers are in the proper location at the proper time to observe planned targets, commonly known as the BCT commander's observation plan.

3-56. Time is inevitably short so the rehearsal focuses on the critical portions of the plan, to include preplanned fires, to ensure Soldiers correctly integrate and synchronize within the operational framework. Additionally, the fire support rehearsal should address action during degraded or intermittent communications to ensure interoperability to preserve the effectiveness of the force and maintain the initiative over the enemy. The critical document supporting the fire support rehearsal is the fire support execution matrix, which includes all fire support tasks. To conduct the fire support rehearsal, the BCT follows the same procedures outlined in the combined arms rehearsal sequence of events.

Sustainment Rehearsal

3-57. The BCT sustainment rehearsal ensures the synchronization of sustainment efforts before, during, and after combat operations. The sustainment rehearsal validates the who, what, when, where, and how of support. The sustainment rehearsal usually occurs after the combined arms and fire support rehearsals, which should not last more than 90 minutes.

3-58. The brigade support battalion commander hosts the rehearsal for the BCT commander. The support operations officer facilitates the rehearsal to ensure rehearsal of critical sustainment events. BCT attendees include the BCT executive officer, the battalion or brigade personnel staff officer (S-1), surgeon, chaplain, S-2 representatives, S-3 representatives, battalion or brigade logistics staff officer (S-4) representatives, and S-6 representatives. Subordinate unit representatives include the BSB commander, the support operations officer, the brigade support medical company commander, and each maneuver battalion executive officer, S-1, S-4, and medical platoon leader, as well as the forward support company commander, mobility warrant, and distribution company commander. The primary document used at the sustainment rehearsal is the sustainment synchronization matrix.

EXECUTE

3-59. *Execution* is putting a plan into action by applying combat power to accomplish the mission (ADP 5-0). The commander positions himself where he can best exercise command during execution. This may be forward of the main or tactical command post to provide command presence, sense the mood of the unit, and to make personal observations. A position forward of the command posts and near the main effort or decisive operation facilitates an assessment of the situation and decisionmaking. Staffs synchronize actions, coordinate actions, inform the commander, and provide procedural control to support the commander's ability to assess, use judgment, and make decisions. FM 6-0 describes decisionmaking during execution and describes the rapid decisionmaking and synchronization process.

ASSESS

3-60. *Assessment* is the determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0). Assessment is continuous; it precedes and guides every operations process activity and concludes each operation or phase of an operation. The BCT commander and staff conduct assessments by monitoring the current situation to collect information, evaluating progress towards achieving endstate conditions or objectives, and recommending or directing action to modify or improve the existing course of action. The commander establishes priorities for assessment in planning guidance, commander's critical information requirements (priority intelligence requirements and friendly force information requirements), essential element of friendly information, and decision points. By prioritizing the effort, the commander avoids excessive analyses when assessing operations.

3-61. Throughout the operations process, the BCT commander integrates his assessments with those of the staff, subordinate commanders, and other unified action partners. Primary tools for assessing progress of the operation include the operation order, the common operational picture, personal observations, running estimates, and the assessment plan. The latter includes measures of effectiveness, measures of performance, and reframing criteria. The commander's visualization forms the basis for the commander's personal assessment of progress. Running estimates provide information, conclusions, and recommendations from the perspective of each staff section. ADRP 5-0 addresses the assessment process during the operations process. (See FM 6-0 for doctrine on developing assessment plans.)

INTEGRATING PROCESSES AND CONTINUING ACTIVITIES

3-62. Throughout the operations process, the BCT commander and staff integrate the warfighting functions to synchronize the force according to the commander's intent and concept of operations. The commander and staff use several integrating processes and continuing activities to do this. (Refer to ADRP 5-0 for additional information.)

INTEGRATING PROCESSES

3-63. The commander and staff use several integrating processes to synchronize specific functions throughout the operations process in addition to the major activities. The integrating processes are intelligence preparation of the battlefield (see ATP 2-01.3), targeting (see ATP 3-60), and risk management (see ATP 5-19).

CONTINUING ACTIVITIES

3-64. While units execute numerous tasks throughout the operations process, the commander and staff always plan for and coordinate continuing activities. Continuing activities include the following:

- Liaison. (See FM 6-0.)
- Information collection. (See FM 3-55.)
- Security operations. (See FM 3-90-2.)
- Protection. (See ADRP 3-37.)
- Terrain management. (See ADRP 5-0.)
- Airspace control. (See FM 3-57.)

KNOWLEDGE AND UNDERSTANDING

3-65. Success in operations demands timely and effective decisions based on applying judgment to available information and knowledge. Throughout the conduct of operations, the BCT commander (supported by his staff and subordinate commanders and in coordination with unified action partners) seeks to build and maintain situational understanding. S*ituational understanding* is the product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decisionmaking (ADP 5-0). The BCT staff uses knowledge management and information management to extract knowledge from the vast amount of available information. This enables the staff to provide knowledge to the commander in the form of recommendations and running estimates to help the commander build and maintain situational understanding.

3-66. The BCT commander strives to create shared understanding of the operational environment, the operation's purpose, the problem, and approaches to solving the problem form the basis for unity of effort and trust. Decentralized actions can perform in the context of shared understanding as if they were centrally coordinated. Knowledge management helps create shared understanding through the alignment of people, processes, and tools within the BCT's organizational structure and culture to increase collaboration and interaction. This results in better decisions and enables improved flexibility, adaptability, integration, and synchronization to achieve a position of relative advantage. Knowledge management facilitates situational understanding and acts as a catalyst for enhanced shared understanding.

3-67. Knowledge management and information management assist the commander with progressively adding meaning at each level of processing and analyzing to help build and maintain situational understanding. Knowledge management and information management are interrelated activities that support the commander's decisionmaking. Four levels of meaning, from the lowest level to the highest level, include data, information, knowledge, and understanding. At the lowest level, processing transforms data into information. Analysis then refines information into knowledge. The BCT commander and staff then apply judgment to transform knowledge into understanding. Commanders and staffs continue a progressive development of learning, as organizations and individuals assign meaning and value at each level.

3-68. *Knowledge management* is the process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking (ADRP 6-0). Knowledge flow refers to the ease of movement of knowledge within and among organizations. Knowledge must flow to be useful. Effective and efficient use of knowledge in conducting operations and supporting organizational learning are essential functions of knowledge management. The BCT executive officer is the senior knowledge management officer in the BCT and advises the commander on knowledge management policy. The executive officer is responsible for directing the activities of each staff section and subordinate unit to capture and disseminate organizational knowledge. When staffed, a knowledge management officer (see paragraph 3-108 and FM 6-0), working through the

executive officer, is responsible for developing the knowledge management plan that integrates and synchronizes knowledge and information management within the BCT.

3-69. *Information management* is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products (ADRP 6-0). Information management supports, underpins, and enables knowledge management. Information management and knowledge management link to facilitate understanding and decisionmaking. Information management is a technical discipline that involves the planning, storage, manipulating, and controlling of information throughout its life cycle in support of the commander and staff. Information management provides a structure so commanders and staffs can process and communicate relevant information and make decisions. The signal staff officer (see paragraph 3-91) of the BCT enables knowledge management by providing network architecture and the technological tools necessary to support content management and knowledge sharing.

3-70. The staff task of "conduct knowledge management and information management" is essential to the mission command warfighting function and entails the continuous application of the knowledge management process of assess, design, develop, pilot, and implement activities designed to capture and distribute knowledge throughout the organization. The assessment step begins with determining what information leaders need to make decisions, and how the unit provides information for those leaders. Design is identifying tailored frameworks for knowledge management products or services that effectively and efficiently answer information requirements and meet the objectives established in the assessment. Develop is the step that actually builds the solution derived from the assessment and design steps. Pilot is the phase that deploys the knowledge management solution and tests and validates it with the unit. Implement is the phase that executes the validated knowledge management plan and integrates it into the unit information systems. (Refer to ATP 6-01.1 for additional information.)

> *Note.* The design step of the knowledge management process differs from and should not be confused with Army design methodology. See paragraph 3-24 for information on Army design methodology.

3-71. The knowledge management process, used throughout the operations process, puts the knowledge management plan into practice. Example activities involved in the conduct of knowledge management and information management will involve assessments and preparation activities, and reporting, refinement of communications, and collaborative processes. Assessments are critical to the conduct knowledge management and information management providing feedback to the organization on what is effective. Preparation activities help the commander and staff, and subordinates understand the situation and their roles in upcoming operations. Based on this improved situational understanding, the commander refines the plan, as required, prior to execution with reporting, refinement of communications, and collaborative processes enabling mission execution. (Refer to FM 6-0 and ATP 6-01.1 for additional activities involved in the conduct of knowledge and information management.)

MISSION COMMAND SYSTEM

3-72. The BCT commander cannot exercise mission command alone. The mission command system enables the commander's ability to lead his staff and provide direction and motivation to subordinate commanders and Soldiers. The commander organizes 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 and leader's understanding and visualization.
- Prepare and communicate directives.
- Establish the means by which commanders and leaders communicate, collaborate, and facilitate the functioning of teams.

3-73. To provide these four overlapping functions, the commander arranges the five components of a mission command system. The five components are:
- Personnel.

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

3-74. At every echelon of command, the most important of these components is personnel. As the commander's mission command system begins with people, the commander bases his mission command system on human characteristics more than on equipment and procedures. Trained personnel are essential to an effective mission command system; the best technology cannot support mission command without them. (Refer to ADRP 6-0 for additional information.)

PERSONNEL

3-75. Soldiers and leaders exercise disciplined initiative and accomplish assigned missions according to the commander's intent, not technology. Therefore, the BCT commander bases his mission command system on human skills, knowledge, and abilities more than on equipment and procedures. Trained Soldiers and leaders form the basis of an effective mission command system; the commander must not underestimate the importance of providing training. Key personnel dedicated to mission command include seconds in command, command sergeants major, and staffs. The second in command is the commander's principal assistant. The command sergeants major is the senior noncommissioned officer of the command. The staff supports the commander with understanding situations, decisionmaking, and implementing decisions throughout the operations process. The commander systematically arranges the staff as part of their mission command system to perform the following three functions:

- Supporting the commander.
- Assisting subordinate units.
- Informing units and organizations outside the headquarters.

NETWORKS

3-76. The BCT commander uses a network to communicate information and control forces whether mounted or dismounted. The commander systematically establishes networks to connect people. These connections can establish socially through the introduction of two personnel to perform a task, or technically through information systems. The commander develops and leverages various social networks—individuals and organizations interconnected by a common interest—to exchange information and ideas, build teams, and promote unity of effort.

3-77. Technical networks also connect people and allow sharing of resources and information. An example is LandWarNet, a technical network. *LandWarNet* is the Army's portion of the Department of Defense Information Networks. It is a technical network that encompasses all Army information management systems and information systems that collect, process, store, display, disseminate, and protect information worldwide (FM 6-02). LandWarNet enables the execution of mission command and supports operations through wide dissemination of data and relevant information. (Refer to FM 6-02 for additional information.)

3-78. As networks may degrade during operations, the commander must develop methods and measures to mitigate the impact of degraded networks. The commander may mitigate the impact of degraded networks through exploiting the potential of technology or through establishing trust, creating shared understanding, or providing a clear intent using mission orders.

INFORMATION SYSTEMS

3-79. The BCT commander determines his information requirements and focuses the staff and organization on using information systems to meet these requirements. An *information system* consists of equipment that collects, processes, stores, displays, and disseminates information. This includes computers, hardware and software, and communications, as well as policies and procedures for their use (ADP 6-0). The BCT staff uses information systems according to the commander's information priorities. These capabilities relieve the staff of handling routine data. Information systems, especially when integrated into a coherent, reliable

network, enable extensive information sharing, collaborative planning, execution, and assessment that promote shared understanding.

PROCESSES AND PROCEDURES

3-80. The BCT commander establishes and uses systematic processes and procedures to organize the activities within the headquarters and throughout the force. Processes are a series of actions directed to an end state, such as the military decisionmaking process. Procedures are standard, detailed steps, often used by the BCT staff, which describes how to perform specific tasks to achieve the desired end state, such as standard operating procedures. Processes and procedures increase organizational competence by improving the staff's efficiency or by increasing the tempo.

3-81. The military decisionmaking process provides the commander, staffs, and subordinate commanders an orderly method for planning. Standard operating procedures often provide detailed unit instructions on how to configure common operational picture displays. Adhering to processes and procedures minimizes confusion, misunderstanding, and hesitation as the commander makes frequent, rapid decisions to meet operational requirements.

FACILITIES AND EQUIPMENT

3-82. The commander systematically arranges facilities and equipment, including command posts, platforms, operation centers, signal nodes, and all mission command support equipment. A facility is a structure or location that provides a work environment and shelter for the other components of the mission command system. Facilities range from a command post composed of vehicles and tentage, to platforms, to hardened buildings. Examples of equipment needed to sustain a mission command system include vehicles, radio or signal equipment, generators, and lighting. Facilities and equipment do not include information systems. (Command posts are discussed later in this chapter and in FM 6-0.)

SECTION III – ORGANIZATION

3-83. The BCT commander organizes his headquarters into command posts and the command group(s) by staff sections, cells, or elements. This section addresses staff organization, command post organization and operation, and command post cells and staff elements.

STAFF ORGANIZATION

3-84. The BCT staff supports the commander, assist subordinate units, and inform units and organizations outside the headquarters. The staff supports the commander's understanding, making and implementing decisions, controlling operations, and assessing progress. The BCT staff makes recommendations and prepares plans and orders for the commander. The staff establishes and maintains a high degree of coordination and cooperation with staffs of higher, lower, supporting, supported, and adjacent units. The BCT staff does this by actively collaborating and communicating with commanders and staffs of other units to solve problems. The staff keeps civilian organizations informed with relevant information according to their security classification as well as their need to know. (See figure 3-1.) The basic BCT staff structure includes an executive officer and various staff sections. A *staff section* is a grouping of staff members by area of expertise under a coordinating, personal, or special staff officer. (Refer to FM 6-0 for additional information.)
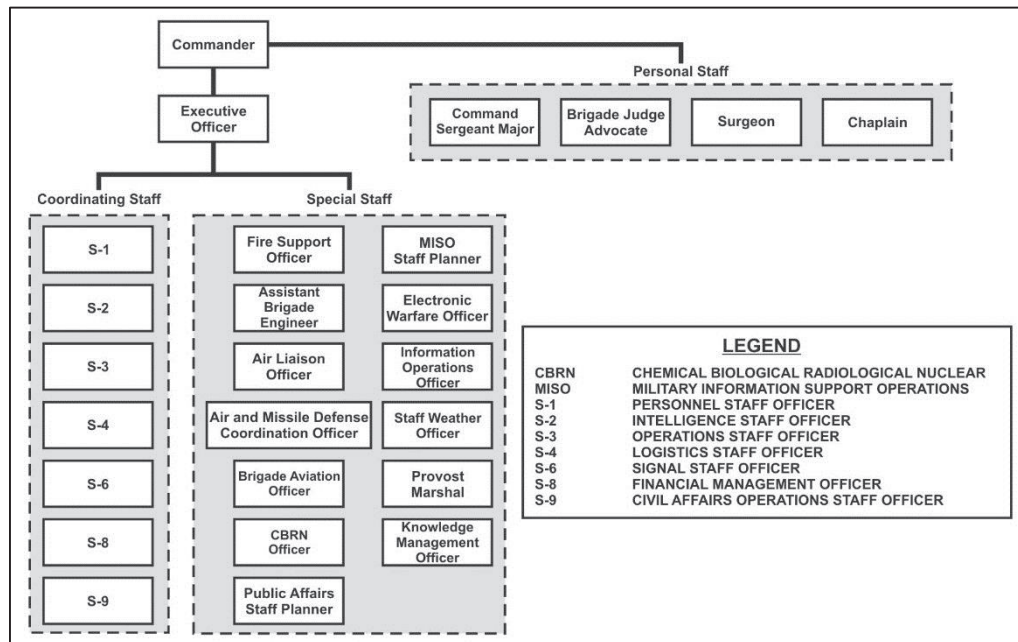
Figure 3-1. Brigade combat team command and staff organization

Note. The public affairs officer is no longer authorized at the BCT echelon. The assigned public affairs noncommissioned officer performs public affairs tasks and supports the BCT commander's ongoing communication strategies and planning guidance.

EXECUTIVE OFFICER

3-85. The executive officer (XO) is the commander's principal assistant and directs staff tasks, manages and oversees staff coordination, and special staff officers. The commander normally delegates executive management authority to the XO. The XO provides oversight of sustainment planning (see chapter 9) and operations for the BCT commander. As the key staff integrator, the XO frees the commander from routine details of staff operations and the management of the headquarters and ensures efficient and prompt staff actions. The XO may be second in command. (Refer to FM 6-0 for additional information.)

COORDINATING STAFF OFFICERS

3-86. The coordinating staff officers are the commander's principal staff assistants. Coordinating staff functionalities are organized and described in the paragraphs below.

Personnel Staff Officer, S-1

3-87. The S-1 is the principal staff officer for all matters concerning human resources support (military and civilian). (See chapter 9.) Specific responsibilities include manning, personnel services, personnel support, and headquarters management. The S-1 has coordinating staff responsibility for the civilian personnel officer and the equal opportunity advisor and prepares a portion of Annex F (Sustainment) to the operation order. (Refer to FM 1-0 and ATP 1-0.1 for additional information.)

Intelligence Staff Officer, S-2

3-88. The S-2 is chief of the intelligence warfighting function. The intelligence staff officer is the principal staff officer responsible for providing intelligence to support current operations and plans. The S-2 gives the commander and the S-3 the initial intelligence synchronization plan, which facilitates reconnaissance and

surveillance integration. The S-2 helps the S-3 to develop the initial reconnaissance and surveillance plan. The S-2 is responsible for the preparation of Annex B (Intelligence) and assists the S-3 in the preparation of Annex L (Information Collection). (Refer to FM 2-0 for additional information.)

Operations Staff Officer, S-3

3-89. The S-3 is responsible for coordinating the activities of the movement and maneuver warfighting function. The operations staff officer is the primary staff officer for integrating and synchronizing the operation as a whole for the commander. He integrates reconnaissance and surveillance during plans and operations. The S-3 synchronizes reconnaissance and surveillance with the overall operation throughout the operations process (with the rest of the staff). He develops plans and orders, and determines potential branches and sequels. The S-3 coordinates and synchronizes warfighting functions in all plans and orders. Additionally, the S-3 is responsible for and prepares Annex L (Information Collection) and Annex V (Interagency Coordination). The S-3 prepares Annex A (Task Organization), Annex C (Operations), and Annex M (Assessment) to the operation order. In conjunction with the knowledge management officer, the S-3 prepares Annex R (Reports) and Annex Z (Distribution). (Refer to FM 6-0 for additional information.)

Logistics Staff Officer, S-4

3-90. The S-4 is the principal staff officer for sustainment planning (see chapter 9) and operations, supply, maintenance, transportation, services, field services, distribution, and operational contract support. The S-4 prepares Annex F (Sustainment), Annex P (Host-Nation Support) and Annex W (Operational Contract Support) to the operation order. (Refer to FM 6-0 for additional information.)

Signal Staff Officer, S-6

3-91. The S-6 is the principal staff officer for all matters concerning network operations, jointly consisting of Department of Defense Information Network Operations and applicable portions of the Defensive Cyberspace Operations. The signal staff officer provides network transport and information services, conducts network operations to operate and defend the network, enables knowledge management, manages LandWarNet and combat net radios assets in area of operation, and performs spectrum management operations. The S-6 prepares Annex H (Signal) and participates in preparation of Appendix 12 (Cyberspace Electromagnetic Activities) to Annex C (Operations) with input from the S-2 and in coordination with the S-3, to the operation order. (Refer to FM 6-02, FM 6-02.70, and FM 6-02.71 for additional information.)

Financial Management Officer, S-8

3-92. The S-8 is the principal staff officer singularly responsible for all financial management (see chapter 9) within the BCT. The financial management officer is the focal point in planning financial management support that allows the BCT to accomplish its mission. The S-8 prepares a portion of Annex F (Sustainment). (Refer to FM 1-06 for additional information.)

Civil Affairs Operations Staff Officer, S-9

3-93. The S-9 is the principal staff officer who is responsible for all matters concerning civil affairs. The civil affairs operations staff officer conducts tactical level planning to integrate civil affairs operations, coordinates relationships between the BCT and the civil component, and synchronizes civil affairs operations to mitigate or defeat threats to civil society. The S-9 shapes the civil environment and sets the conditions for military operations. The S-9 prepares Annex K (Civil Affairs Operations) to the operation order. (Refer to FM 6-0 and FM 3-57 for additional information.)

Note. The S-9 (G-9) is required at all echelons from battalion through corps, but normally authorized only at division and corps. Once deployed, units below division level may be authorized an S-9.

PERSONAL STAFF OFFICERS

3-94. The personal staff officers work under the immediate control of, and have direct access to, the BCT commander. They advise the commander, provide input to orders and plans, and interface and coordinate with entities external to the BCT headquarters. Examples of personal staff officers to the BCT commander include the command sergeant major, the brigade judge advocate, the surgeon, and the chaplain. Personal staff responsibilities are described below.

Command Sergeant Major

3-95. The command sergeant major is the senior noncommissioned officer within the BCT who advises the commander on issues related to the enlisted ranks. The command sergeant major carries out policies and enforces standards for the performance, training, and conduct of enlisted Soldiers. In operations, a commander employs the command sergeant major throughout the area of operations to extend command influence, assess the morale of the force, and assist during critical events.

Brigade Judge Advocate

3-96. The brigade judge advocate is the senior legal advisor to the BCT commander. The brigade judge advocate advises the commander and staff on operational law, military justice, administrative law, fiscal law, and other areas of the law as required and ensures the delivery of legal services to the brigade across the core legal disciplines of the judge advocate general corps. The brigade judge advocate prepares a portion of Annex C (Operations) and Annex F (Sustainment) to the operation order. (Refer to AR 27-1 and FM 1-04 for additional information.)

Surgeon

3-97. The surgeon is responsible for coordinating health service support (see chapter 9) and operations within the command. The surgeon provides and oversees medical care to Soldiers, civilians, and enemy prisoners of war. (See ATP 4-02.3.) The surgeon prepares a portion of Annex E (Protection) and Annex F (Sustainment) of the operation order. (Refer to FM 4-02 for additional information.)

Chaplain

3-98. The chaplain is responsible for religious support operations; advises the commander and staff on religion, morale, moral, and ethical issues, within both the command and area of operation. Chaplains and chaplain assistants are assigned at brigade and battalion echelons. (See chapter 9.) The chaplain prepares a portion of Annex F (Sustainment) to the operations order. (Refer FM 1-05 for additional information.)

SPECIAL STAFF OFFICERS

3-99. Every staff organization has special staff officers. The number of special staff officers and their responsibilities vary with authorizations, the desires of the commander, and the size of the command. Special staff officers, common to the BCT, include the fire support officer, the assistant brigade engineer, the air liaison officer, the air and missile defense coordination officer, the brigade aviation officer, the chemical, biological, radiological, and nuclear officer, the public affairs staff planner, the military information support operations staff planner, the knowledge management officer, the electronic warfare officer, the information operations officer, the staff weather officer, and the provost marshal. Responsibilities for each are described in the following paragraphs. (Refer to FM 6-0 for additional information.)

Fire Support Officer

3-100. The fire support officer serves as the special staff officer for fires and integrates fires into the scheme of maneuver for the commander. The fire support officer leads the targeting process and fire support planning for the delivery of fires to include preparation fires, harassing fires, interdiction fires, suppressive fires, destruction fires, and deception fires. The fire support officer leads the fire support cell and prepares Annex D (Fires) of the operation order. He also coordinates with the electronic warfare officer and the air liaison officer. The BCT S-3 coordinates this position. (Refer to ADRP 3-09 for additional information.)

> *Note.* The BCT's organic field artillery battalion commander, as the fire support coordinator, is the BCT commander's primary advisor for the planning, coordination, and integration of field artillery and fire support to execute assigned tasks. (Refer to FM 3-09 for additional information.)

Assistant Brigade Engineer

3-101. The assistant brigade engineer (engineer officer) is the senior engineer on staff responsible for coordinating engineer support to combined arms operations. The assistant brigade engineer integrates specified and implied engineer tasks into the maneuver force plan. He ensures that mission planning, preparation, execution, and assessment activities integrate supporting engineer units. The assistant brigade engineer prepares Annex G (Engineer) to the operation order. (Refer to FM 6-0 for additional information.)

> *Note.* The brigade engineer battalion commander is the senior engineer in the BCT and advises the BCT commander on how best to employ combat, general, and geospatial engineering capabilities to conduct combined arms integration in support of decisive action. (Refer to ATP 3-34.22 for additional information.)

Air Liaison Officer

3-102. The air liaison officer is the senior Air Force officer with each tactical air control party. The air liaison officer plans and executes close air support in accordance with the BCT commander's guidance and intent. The air liaison officer is responsible for coordinating aerospace assets and operations such as close air support, air interdiction, air reconnaissance, airlift, and joint suppression of enemy air defenses. At battalion or squadron level, the senior member of the tactical air control party is called a battalion air liaison officer—a specially trained and experienced noncommissioned officer or officer. (Refer to JP 3-09.3, FM 3-52, and ATP 3-52.1 for additional information.)

Air and Missile Defense Coordination Officer

3-103. The air and missile defense coordination officer leads the air defense airspace management cell, responsible for planning, coordinating, integrating, and controlling air defense and airspace management for the BCT. This includes providing the capability to integrate mission command systems to provide the brigade aviation element with the common operating picture, developing air defense plans, air defense artillery task organization, scheme of air defense operations, and reconnaissance and surveillance planning. In addition, the air and missile defense coordination officer integrates and coordinates tasks between the BCT and any augmented air and missile defense assets and units not directly task-organized to BCT subordinate units. The coordination officer within the air defense airspace management cell prepares a portion of Annex D (Fires) to the operation order. (Refer to ATP 3-01.50, FM 3-52, and ATP 3-52.1 for additional information.)

Brigade Aviation Officer

3-104. The brigade aviation officer leads the brigade aviation element (BAE), is the airspace control officer for the BCT S-3, plans for and synchronizes aviation into BCT commander's ground scheme of maneuver. The brigade aviation officer standardizes unmanned aircraft systems employment for the BCT, advises and plans the use of reconnaissance, attack, air assault, air movement, sustainment, and medical evacuation. As the BCT's aviation subject matter expert, the brigade aviation officer is responsible for advising the BCT commander and staff on the status and availability of aviation assets, their capabilities and limitations. The brigade aviation officer recommends and helps coordinate priorities and allocations of aviation assets, helps determine the priorities for their employment, and participates in targeting. The brigade aviation officer helps prepare portions of Annex C (Operations) and portions of Annex D (Fires) of the operation order. (Refer to FM 3-52 and ATP 3-52.1 for additional information.)

Chemical, Biological, Radiological, and Nuclear Officer

3-105.   The CBRN officer is responsible for CBRN operations, obscuration operations, and CBRN asset use. The CBRN officer leads the CBRN working group. When established, the CBRN working group includes members from the protection working group, subordinate commands, host-nation agencies, and other unified action partners (see paragraph 7-75). The CBRN officer prepares a portion of Annex E (Protection) and a portion of Annex C (Operations) of the operation order. (Refer to ATP 3-11.36 for additional information.)

Public Affairs Staff Planner

3-106.   The public affairs staff planner, a noncommissioned officer authorized at the BCT level, develops strategies, leads, and supervises the conduct of public information, community engagements, and command information. Whether commissioned officer, noncommissioned officer, or Army civilian, the public affairs officer's principal role is to provide advice and counsel to the commander and the staff on how affected external and internal publics will accept and understand the unit's operations. The BCT public affairs officer understands and coordinates the flow of information to Soldiers, the Army community, and the public and prepares Annex J (Public Affairs) to the operation order. (Refer to FM 3-61 for additional information.)

> *Note.* The public affairs officer (a personal staff officer to the commander) is required at all echelons from brigade through Army command, but is no longer authorized at the BCT echelon. Once deployed, the BCT may be assigned or attached a public affairs officer and section to perform public affairs tasks and support the BCT commander's ongoing communication strategies and planning guidance.

Military Information Support Operations Staff Planner

3-107.   The military information support operations staff planner, a noncommissioned officer authorized at the BCT level, is responsible for synchronizing and coordinating military information support operations with other information-related capabilities. If no military information support noncommissioned officer is assigned, the commander of an attached military information support element may assume the military information support staff officer's responsibilities. The military information support operations staff planner prepares Appendix 13 (Military Information Support Operations) and a portion of Appendix 14 (Military Deception) and Appendix 15 (Information Operations) to Annex C (Operations) to the operation order. (Refer to FM 3-53 for additional information.)

Knowledge Management Officer

3-108.   Working through the BCT executive officer, the knowledge management officer is responsible for developing the knowledge management plan that integrates and synchronizes knowledge and information management. (The BCT executive officer is responsible for the organization's knowledge management program.) The knowledge management officer synchronizes knowledge and information management to facilitate the BCT commander's situational understanding for any problem set and to provide the staff shared understanding. The knowledge management officer accomplishes this by using the tools, processes, and people available to facilitate an environment of shared understanding. When required, the knowledge management officer is responsible for Annex Q (Knowledge Management) to the operations order. (Refer to FM 6-0 and ATP 6-01.1 for additional information.)

Electronic Warfare Officer

3-109.   The electronic warfare officer serves as the commander's designated staff officer for the planning, integration, synchronization, and assessment of electronic warfare, to include cyber electromagnetic activities. The electronic warfare officer coordinates through other staff members to integrate electronic warfare or/and cyber electromagnetic activities into the commander's concept of operations. The electronic warfare officer prepares Appendix 12 (Cyber Electromagnetic Activities) to Annex C (Operations) to the operation order and contributes to any section that has a cyber electromagnetic activities subparagraph such

as Annex N (Space Operations) in the operations order. (Refer to ATP 3-36 and FM 3-38 for additional information.)

Information Operations Officer

3-110.   The information operations officer, authorized at the BCT level, is responsible for synchronizing and deconflicting information-related capabilities employed in support of BCT operations. *Information-related capabilities* are tools, techniques, or activities employed within a dimension of the information environment that can be used to create effects and operationally desired conditions (JP 3-13). Led by the information operations officer, the BCT staff synchronizes capabilities that communicate information to audiences and affect information content and flow of enemy or adversary decisionmaking while protecting friendly information flow. The information operations staff planner prepares Appendix 15 and a portion of Appendices 12, 13, and 14 to Annex C (Operations) to the operation order. (Refer to ADRP 6-0 for additional information.)

Staff Weather Officer

3-111.   The staff weather officer is an Air Force officer or noncommissioned officer who coordinates operational weather support and weather service matters through the S-2 and other staff members. The staff weather officer collects environmental information. He uses this information to produce and disseminate an environmental running estimate, mission execution forecast, and watches warnings and advisories. He integrates weather effects into planning and execution and responds to weather requests for information. The staff weather officer prepares Tab B (Weather) to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence) to the operations order. (Refer to FM 2-0 for additional information.)

Provost Marshal

3-112.   The provost marshal is responsible for planning, coordinating, and employing all organic, assigned, or attached military police assets. Usually, the provost marshal is the senior military police officer in the command. He augments the staff with a small planning cell that works within the S-3 typically. The provost marshal prepares a portion of Annex C (Operations) and a portion of Annex E (Protection) to the operation order. (Refer to FM 3-39 for additional information.)

> ***Note.*** The brigade special troops battalion that converts to a brigade engineer battalion within the BCT no longer has a military police platoon. Military police support mission requirements are coordinated through the provost marshal to the echelon above the BCT.

AUGMENTATION

3-113.   Often, Army headquarters receive augmentation teams to assist with mission command. The commander integrates these teams and detachments into their command posts. For example, a division may receive an Army space support team when deployed. An Army space support team within a division can provide the BCT with space-related planning that may directly affect BCT operations. Critical space-related information provided to BCT operations includes navigation accuracy forecasts for planning and conducting mission and maneuver operations in support of fires and targeting effects. Space operations identify deliberate enemy interference activities such as attempts to jam friendly communications systems and navigation warfare that directly impacts targeting and maneuver forces. The BCT commander may request staff augmentation. Augmentation teams include but are not limited to—

- Army space support team. (See FM 3-14.)
- Army cyberspace operations support team. (See FM 3-38.)
- Civil affairs planning team. (See FM 3-57.)
- Combat camera team. (See ATP 3-55.12.)
- Legal support teams. (See FM 1-04.)
- Mobile public affairs detachment. (See FM 3-61.)
- Military history detachment. (See ATP 1-20.)

- Military information support operations units. (See FM 3-53.)
- Army information operations field support team. (See FM 3-13)
- Individual augmentation by specialty (assessment or economic development).

COMMAND POST ORGANIZATION AND OPERATION

3-114. A *command post* is a unit headquarters where the commander and his staff perform their activities (FM 6-0). The BCT design, combined with robust communications, gives the commander two command posts, the main command post and the tactical command post, and a command group. The BCT commander may designate the main command post of a subordinate battalion, normally the field artillery battalion, as the BCT alternate command post. Either the brigade support battalion or the brigade special troops battalion (and when replaced, the brigade engineer battalion) main command post may be assigned responsibility for the brigade support area (see chapter 9). The *brigade support area* is a designated area in which sustainment elements locate to provide support to a brigade (ATP 4-90).

3-115. The BCT commander organizes these command posts by staff sections or staff cells. Organizing the staff among command posts, and into cells within command posts, expands the commander's ability to exercise mission command and makes the system survivable. The commander assigns functions and tasks to each command post. The commander determines the sequence, timing of the deployment or movement, initial locations, and exact organization of command posts.

3-116. Command post survivability is vital to the success of the BCT mission. Command posts often gain survivability at the price of effectiveness. When concentrated, the enemy can easily acquire and target most command posts. However, when elements of a command post disperse, they often have difficulty maintaining a coordinated staff effort. When developing command post standard operating procedures and organizing headquarters into command posts for operations, the BCT commander uses dispersion, size, redundancy, and mobility to increase survivability.

3-117. Echelons within the BCT man, equip, and organize command posts to control operations for extended periods. Command post personnel maintain communication with all subordinate units and higher and adjacent units. The commander arranges command post personnel and equipment to facilitate internal coordination, information sharing, and rapid decisionmaking. The BCT commander and staff use standard operating procedures, battle rhythms, and meetings to assist with command post operations. (Refer to FM 6-0 for additional information.)

MAIN COMMAND POST

3-118. The *main command post* is a facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations (FM 6-0). The main command post is the BCT's principal command post. The main command post includes representatives of all staff sections and a full suite of information systems to plan, prepare, execute, and assess operations. The main command post is larger in size and staffing and less mobile than the tactical command post. Normally, the BCT executive officer leads and supervises the staff of the main command post. Functions of the main command post include the following:

- Planning current operations including branches and sequels.
- Developing contingency plans from identified branches to the plan.
- Developing plans from information from higher headquarters.
- Developing plans from sequels identified during the planning process.
- Controlling and synchronizing current operations.
- Synchronizing all aspects of the operational framework (see ADRP 3-0) such as—
  - Deep, close, and security.
  - Decisive, shaping, and sustaining.
  - Main and supporting efforts.
- Monitoring and assessing current operations for their impact on future operations.
- Coordinating fires and effects.

- Synchronizing information-related capabilities; capabilities complemented by capabilities such as—
  - Operations security.
  - Information assurance.
  - Counterdeception.
  - Physical security.
  - Electronic warfare support.
  - Electronic protection.
- Coordinating cyber electromagnetic activities including—
  - Electronic warfare.
  - Cyberspace operations.
  - Spectrum management operations.
- Planning for future operations.
- Employing information collection.
- Anticipating and monitoring the commander's decision points and critical information requirements.
- Coordinating with higher headquarters and adjacent or lateral units.
- Informing higher headquarters and units of ongoing missions.
- Supporting the commander's situational understanding through information and knowledge management.
- Enterprise services and network operations. (See FM 6-02.)
- Planning, monitoring, and integrating airspace users.
- Synchronizing sustainment including—
  - Common operational picture across all echelons of support.
  - Synchronization with the operations process; plan, prepare, execute, and assess.
  - Alignment with military actions in time and space, prioritization, and purpose.
  - Material readiness reports of combat power platforms.
  - Coordination of echelons above brigade sustainment support.
- Developing and implementing—
  - Safety and occupational health. (See AR 385-10.)
  - Risk management. (See ATP 5-19.)
  - Accident prevention requirements, policies, and measures.
- Coordinating air-ground operations.
- Coordinating personnel recovery operations. (See FM 3-50.)

3-119.   Positioning the main command post includes the following considerations:
- Where the enemy can least affect main command post operations.
- Where the main command post can achieve the best communications (digital and voice).
- Where the main command post can control operations best.

> *Note.* In contiguous areas of operation, the BCT main command post locates behind the battalion tactical command post and the BCT tactical command post, and out of enemy medium artillery range, if practical. In noncontiguous areas of operation, the BCT main command post usually locates within a subordinate battalion's area of operations.

TACTICAL COMMAND POST

3-120.   A *tactical command post* is a facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time (FM 6-0). The BCT commander employs the tactical command post as an extension of the main command post to help control the execution of an operation or

task. The BCT commander can employ the tactical command post to direct the operations of units close to each other when direct command is necessary. The commander can use the tactical command post to control a special task force or to control complex tasks such as reception, staging, onward movement, and integration. When the tactical command post is not used, the staff assigned to it reinforces the main command post. BCT standard operating procedures should address procedures to detach the tactical command post from the main command post.

3-121. The tactical command post is fully mobile and is usually located near the decisive point of the operation. As a rule, the post includes the personnel and equipment essential to the tasks assigned; however, sometimes the tactical command post requires augmentation for security. The tactical command post relies on the main command post for planning, detailed analysis, and coordination. Usually the BCT S-3 leads the tactical command post. Tactical command post functions include the following when employed:

- Control current operations.
- Provide information to the common operational picture.
- Assess the progress of operations.
- Assess the progress of higher and adjacent units.
- Perform short-range planning.
- Provide input to targeting and future operations planning.
- Provide a facility for the commander to control operations, issue orders, and conduct rehearsals.

3-122. Airborne mission command support often requires independent operations by aircrews and aircraft under operational control to commanders and staffs down to the BCT and battalion level. An Army airborne mission command platform provides the maneuver commander with a highly mobile, self-contained, and reliable airborne digital command post. The command post is equipped with the mission command systems needed to operate with joint forces and components, multinational forces, and United States government agencies and departments. The airborne mission command platform allows the commander and his staff to maintain voice and digital connectivity with required elements, roughly replicating the systems and capabilities of a digitized maneuver BCT commander's tactical command post. The commander and staff can perform all mission command and coordination functions from the airborne platform. The airborne platform provides tactical internet access to manipulate, store, manage, and analyze information, intelligence data, mission plans, and mission progress data. The size and functions required of an airborne tactical command post is mission dependent and within the capabilities and limitations of the aircraft. Ideally, as a minimum the S-3, S-2, fire support officer, and air liaison officer accompany the commander.

COMMAND GROUP

3-123. The commander and selected staff members comprise a command group (see FM 6-0). Selected staff members accompany the commander to exercise mission command away from a command post. The command group gives the commander the mobility and protection to move throughout the area of operations and to observe and direct BCT operations from forward positions.

3-124. The command group led by the BCT commander consists of whomever he designates. The command group can include the command sergeant major and representatives from the S-2, S-3, and the fire support cell. Normally, the command group is task-organized with a security element whenever it departs the main command post. For example, a maneuver platoon from one of the BCTs maneuver battalions may be tasked to provide that element. The commander positions his command group near the most critical event, usually with or near the main effort or decisive operation. The BCT executive officer may establish a second command group when required.

EARLY-ENTRY COMMAND POST

3-125. While not part of the unit's table of organization and equipment, the commander can establish an early-entry command post to assist in controlling operations during the deployment phase of an operation. An *early-entry command post* is a lead element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational (FM 6-0). The early-entry command post normally consists of personnel and equipment from the tactical command post with additional intelligence analysts, planners, and other staff officers from the main command based on the situation. The

early-entry command post performs the functions of the main and tactical command posts until those command posts are deployed and fully operational. The BCT executive officer or operations officer normally leads the early-entry command post.

> ***Note***. Refer to FM 3-99, *Airborne and Air Assault Operations* for information on airborne assault and air assault command post organization and operation.

COMMAND POST CELLS AND STAFF ELEMENTS

3-126.   The situation determines the main command post configuration. A *command post cell* is a grouping of personnel and equipment organized by warfighting function or by planning horizon to facilitate the exercise of mission command (FM 6-0). Staff elements, consisting of personnel and equipment from staff sections, form command post cells. Typically, a BCT organizes into two types of command post cells: integrating cells (current operations and plans) and functional cells (intelligence, movement and maneuver, fire support, protection, sustainment). Integrating and functional cells provide staff expertise, communications, and information systems that work in concert to aid the commander in planning and controlling operations. (See figure 3-2.)
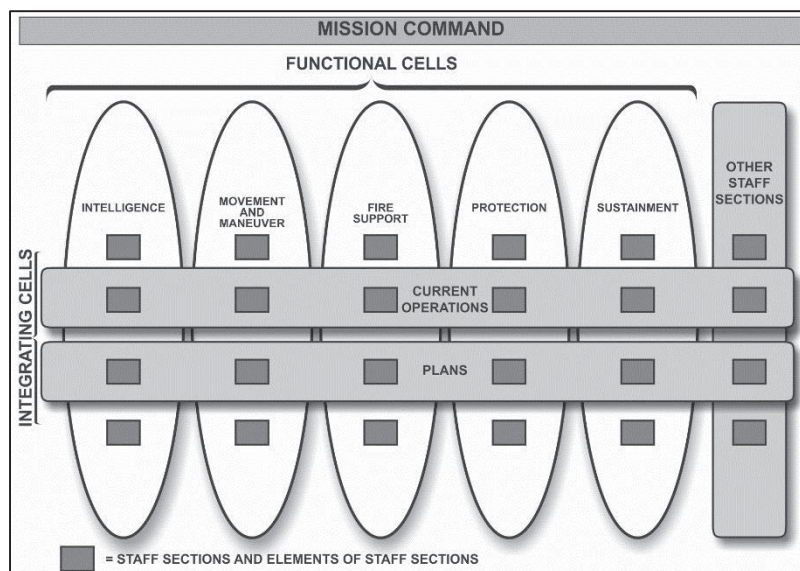
Figure 3-2. Integrating and functional cells

INTEGRATING CELLS

3-127.   Cross functional by design, integrating cells coordinate and synchronize forces and warfighting functions within a specified planning horizon. A *planning horizon* is a point in time that commanders use to focus the organization's planning efforts to shape future events (ADRP 5-0). The three planning horizons are short, mid, and long. These planning horizons correspond to the integrating cells within a headquarters, which are the current operations cell, future operations cell (typically above BCT level, see FM 6-0 for discussion), and the plans cell.

3-128.   Not all echelons and types of units are resourced for all three integrating cells. The BCT has a current operations cell and a small, dedicated planning cell. The BCT is not resourced for a future operations cell. Planning horizons are situation-dependent; they can range from hours and days to weeks and months. As a rule, the higher the echelon, the more distant the planning horizon with which it is concerned.

Current Operations Cell

3-129.   The current operations cell is the focal point for all operational matters. The cell oversees execution of the current operation. The current operations cell assesses the current situation while regulating forces and warfighting functions according to the commander's intent and concept of operations.

3-130.   The current operations cell displays the common operational picture and conducts shift change, battle updates, and other briefings as required. The cell provides information on the status of operations to all staff members and to higher, lower, and adjacent units. The movement and maneuver cell forms the core of the current operations cell. Typically, a BCT designates a chief of operations to lead the current operations cell from the main command post. The current operations cell has representatives from all staff sections, who are either permanent or on call as well as attached or supporting subordinate units, special operations forces, and unified action partner liaison officers.

Plans Cell

3-131.   The plans cell is responsible for planning operations for the mid- to long-range planning horizons. The plans cell develops plans, orders, branches, and sequels using the military decisionmaking process to prepare for operations beyond the scope of the current order. The plans cell oversees military deception planning.

3-132.   The plans cell consists of a core group of planners and analysts led by the plans officer. All staff sections assist as required. While the BCT has a small, dedicated plans element, the majority of its staff sections balance their efforts between the current operations and plans cells. Upon completion of the initial operation order, the plans cell normally develops plans for the next operation or the next phase of the current operation. In addition, the plans cell develops solutions to complex problems resulting in orders, policies, and other coordinating or directive products such as memorandums of agreement. In some situations, planning teams form to solve specific problems, such as redeployment within the theater of operations. These planning teams dissolve when planning is complete.

FUNCTIONAL CELLS

3-133.   Functional cells coordinate and synchronize forces and activities by warfighting function. The functional cells within a command post are movement and maneuver, fire support, intelligence, protection, and sustainment.

Movement and Maneuver Cell

3-134.   The movement and maneuver cell coordinates activities and systems that move forces to achieve an advantageous position in relation to the enemy. Activities include tasks that employ forces in combination with direct fire or fire potential (maneuver), force projection (movement) related to gaining a positional advantage over an enemy, and mobility and countermobility. Elements of the operations, airspace control, aviation, and engineer staff sections form this cell. The S-3 leads this cell. Staff elements in the movement and maneuver cell form the core of the current operations cell, also. Additional staff officers and elements residing in the movement and maneuver cell may include information operations officer, military information support operations officer, electronic warfare officer, and brigade judge advocate.

Fire Support Cell

3-135.   *Fire support* are fires that directly support land, maritime, amphibious, and special operations forces to engage enemy forces, combat formations, and facilities in pursuit of tactical and operational objectives (JP 3-09). The fire support cell and its elements integrate the fires warfighting function within the BCT. The BCT fire support officer leads this cell. Soldiers who have expertise integral to the fires warfighting function staff the fire support cell. The cell has resources to plan for future operations from the main command post and to support current operations from the tactical command post when deployed. Additionally, the cell has the limited capability to provide coverage to the command group when deployed.

3-136.   The fire support cell plans, prepares, executes, and assesses fires. The cell synchronizes the effects of fires with other elements of combat power to accomplish the commander's intent. During the targeting

process, the fire support cell develops high-payoff targets and prioritizes targets for attack. The cell matches a wide range of targeting and delivering systems, and integrates air defense and airspace management. The fire support cell coordinates with the joint air-ground integration center (JAGIC), in the division's current operations integrating cell, for the execution of fires in support of current operations. The JAGIC ensures the fire support cell has current fire support coordination measures and airspace coordinating measures and that all BCT fires are executed within BCT airspace parameters. The JAGIC may also execute fires, through BCT fire support cell, in specific situations.

3-137.   The air defense airspace management element and the brigade aviation element collocate within the fire support cell. The air defense airspace management/brigade aviation element (ADAM/BAE) composed of Army air and missile defense and aviation staff supports the BCT commander and staff by providing situational understanding of the airspace and early warning via connectivity with airspace users and with multinational partner's sensors and command networks. The ADAM/BAE cell coordinates closely with the BCT tactical air control party to identify close air support airspace requirements and facilitate air-ground integration. The cell coordinates airspace and aviation support issues with other BCT cells, participates directly in the targeting process, airspace control, air defense, and may be a part of most working groups and meetings. The ADAM/BAE is responsible for integrating airspace requirements in the BCT unit airspace plan and submits airspace requirements to the division airspace element. (See paragraphs 3-155 to 3-157 for addition information.)

3-138.   The tactical air control party (TACP) is the principal air liaison unit collocated with the fire support cell in the main command post. Selected portions of the cell can deploy with the tactical command post when used. The air liaison officer is the senior TACP member attached to the BCT who functions as the primary advisor to the BCT commander on air operations. The TACP has two primary missions: advise the BCT commander and staff on the capabilities and limitations of air operations and provide the primary terminal attack control of close air support. TACPs coordinate airspace coordinating measures and deconflict aircraft with other fire support. TACPs may employ joint terminal attack controllers (JTACs) at any echelon, but will most often place them in a forward position down to company and troop level. The JTAC is a qualified and certified Service member, who, most often from a forward position, directs the action of combat aircraft engaged in close air support and other air operations. The JTAC provides the ground commander recommendations on the use of close air support and its integration with ground maneuver. (Refer to JP 3-09.3 for additional information.)

3-139.   The brigade judge advocate participates in the planning and targeting processes. Additionally the trial counsel assists the brigade judge advocate on operational law matters and is a standing member of work groups, targeting boards, and the fire support cell. The brigade legal section's inclusion in planning and on board and working groups helps the legal section to have a full awareness of all the issues. The legal section should advise the command about matters such as rules of engagement. The legal section also should review any output for legal sufficiency and provide responsive advice for proposed follow-on operations. (Refer to FM 1-04 for additional information.)

3-140.   The electronic warfare officer leads the electronic warfare and/or the cyber electromagnetic activities working groups. The determination of which working group is appropriate is situation dependent based on which portion of the information environment desired effects occur. The electronic warfare officer plans, coordinates, assesses, and supports the execution of electronic warfare and other cyber electromagnetic activities, supports the BCT S-2 during intelligence preparation of the battlefield and the fire support officer to ensure electronic attack fires are prioritized and integrated with all other effects. The electronic warfare officer plans, assesses, and implements friendly electronic security measures, serves as electronic warfare subject matter expert on existing electronic warfare rules of engagement, and maintains a current assessment of available electronic warfare resources. (Refer to ATP 3-36 or FM 3-38 for additional information.)

3-141.   The Army and Air Force can augment the main command post's fire support cell as the mission variables of METT-TC dictate. Joint resources and assets such as information engagement, civil affairs, and related activities can augment the cell as needed. Additional functions within the fire support cell include:

- Targeting work group. (See ATP 3-60.)
- Preparing fires portion of operations order including scheme of fires. (See FM 3-09.)
- Managing changes to fire support coordination measures. (See ATP 3-09.32.)
- Coordinating clearance for attacks against targets (clearance of fires). (See FM 3-09.)

- Preparing products for targeting work group and targeting board. (See ATP 3-60.)
- Implementing, updating, managing, and disseminating all targeting guidance in the Advanced Field Artillery Tactical Data Systems. (See FM 3-09.)
- Recommending radar employment and functional dissemination of rocket, artillery, and mortar warnings. (See ATP 3-01.60.)

Intelligence Cell

3-142.   Intelligence core competencies within the intelligence cell are intelligence synchronization, intelligence operations, and intelligence analysis. *Intelligence synchronization* is the "art" of integrating information collection and intelligence analysis with operations to effectively and efficiently support decisionmaking (ADRP 2-0). *Intelligence operations* are the tasks undertaken by military intelligence units and Soldiers to obtain information to satisfy validated requirements (ADRP 2-0). *Intelligence analysis* is the process by which collected information is evaluated and integrated with existing information to facilitate intelligence production (ADRP 2-0). Intelligence core competencies are the basic activities and tasks used to describe and drive the intelligence warfighting function and leverage the intelligence enterprise. (Refer to ADRP 2-0 for additional information.)

3-143.   The BCT intelligence officer leads the intelligence cell. The BCT intelligence staff section is the core around which the intelligence officer forms the BCT intelligence cell along with designated Soldiers from the BCT military intelligence company and an assigned USAF weather team. Higher headquarters may augment this cell with additional capabilities to meet mission requirements. The BCT intelligence cell requests, receives, and analyzes information from all sources to produce and distribute intelligence products. Although there are intelligence staff elements in other command post cells, most of the intelligence staff section resides in this cell. (Refer to FM 2-0 for additional information.) The BCT intelligence cell performs the following functions:

Facilitate Commander's Visualization and Understanding

3-144.   The BCT intelligence cell facilitates the commander's visualization and understanding of the threat, terrain and weather, and civil considerations as well as other relevant aspects of the operational environment within the BCT area of interest. The intelligence cell provides information and intelligence that assists the commander with performing his visualization (see ADRP 5-0). The cell performs intelligence preparation of the battlefield (see ATP 2-01.3), indications and warning (see FM 2-0), and situation development tasks (see FM 2-0) to provide information and intelligence.

Support Targeting and Protection

3-145.   The intelligence cell provides the commander and staff with information and intelligence to target threat forces, organizations, units, and systems through lethal and nonlethal effects. The BCT intelligence cell conducts tasks to deny or degrade the threat's effort to access and gain intelligence about friendly forces. The intelligence cell develops target systems, locates targets, and performs battle damage assessment to support targeting (see ATP 3-60). The intelligence cell performs counterintelligence by reporting the capabilities and limitations of threat intelligence services to the commander. (Refer to FM 2-22.2 for additional information.)

Assisting in Information Collection Planning

3-146.   The BCT intelligence cell integrates military intelligence collection assets so the commander can gain situational understanding to produce intelligence. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations (FM 3-55). The intelligence cell identifies, prioritizes, and validates information collection tasks. The information collection plan is developed and synchronized with the concept of operations. The BCT intelligence cell performs the planning requirements and assesses collection tasks to support information collection planning. (Refer to ATP 2-01 for additional information.)

Produce Intelligence Products

3-147. Intelligence informs the commander and staff of where and when to look. Reconnaissance, surveillance, security operations, and intelligence operations are the collection means. The collection means range from national and joint collection capabilities to individual Soldier observations and reports. The result or product is intelligence that supports the commander's decisionmaking. (Refer to ATP 2-01 for additional information.)

Disseminating and Integrating Intelligence

3-148. The cell uses various mission command networks to disseminate and integrate within the BCT area of operation. The cell uses verbal reports, documents, textual reports, graphic products, softcopy products, and automated databases to disseminate intelligence. The commander and staff integrate the intelligence to assist them in maintaining situational awareness. Establishing communications networks and knowledge and information management procedures accomplishes this function.

Protection Cell

3-149. The protection cell integrates and synchronizes protection tasks and their associated systems throughout the operations process. The protection cell coordinates the activities and systems that preserve the force through risk management. Risk management includes tasks associated with protecting personnel and physical assets. Protection tasks and systems include air and missile defense, personnel recovery, information protection, fratricide avoidance, operational area security, antiterrorism, survivability, force health protection, CBRN operations, safety, operations security, and explosive ordnance disposal. Elements of the following staff sections form this cell, chemical, biological, radiological, and nuclear; engineer; personnel recovery; and provost marshal. The protection cell coordinates with the signal staff section to facilitate the information protection task.

3-150. The S-3 supervises the protection cell within the BCT. Protection integration in the BCT may require the commander to designate a staff lead as the protection officer. The protection officer has the experience to integrate risk management and other integrating processes. The executive officer, S-3, or a sergeant major could perform these duties. The commander may designate the assistant operations officer or other staff officer as the protection coordinator to facilitate the integration of protection tasks.

3-151. Working groups established within the protection cell may include cyber electromagnetic activities (see FM 3-38), CBRN (see ADRP 3-37), and personnel recovery (see FM 3-50). For example, protection requires the integration and coordination of tasks to defend the network, as well as protect individuals and platforms. Thus, the S-3 designates and relies on the cyber electromagnetic activities working group. The electronic warfare officer, with representation from the S-2, S-6 and other staff elements, leads the cyber electromagnetic activities working group to achieve the level of protection required. In all cases, protection officers and coordinators work with higher and lower echelons to nest protection activities with complementary and reinforcing capabilities. (Refer to ADRP 3-37 for additional information.)

Sustainment Cell

3-152. The sustainment cell coordinates activities and systems that provide support and services to ensure freedom of action and to prolong endurance. The sustainment cell includes tasks associated with logistics, personnel services, and health service support. The following staff section elements work in the sustainment cell, logistics, human resources, and the surgeon. The BCT sustainment cell may collocate with the BSB within the brigade support area. The BCT S-4 leads this cell. (Refer to chapter 9 for additional information.)

AIR-GROUND OPERATIONS

3-153. Air and ground forces must integrate effectively to conduct operations and to minimize the potential for fratricide and civilian casualties. *Integration*, the arrangement of military forces and their actions to create a force that operates by engaging as a whole (JP 1), maximizes combat power through synergy of both forces. The integration of air operations into the ground commander's scheme of maneuver may also require integration of other services or multinational partners. Integration continues through planning, preparation,

execution, and assessment. The BCT commander and staff must consider the following framework fundamentals to ensure effective integration of air and ground maneuver forces.

- Understanding capabilities and limitations of each force.
- Standard operating procedures.
- Habitual relationships.
- Regular training events.
- Airspace control.
- Maximizing and concentrating effects of available assets.
- Employment methods.
- Synchronization.

3-154. The BCT commander uses the division's joint air-ground integration center (JAGIC) to ensure continuous collaboration with unified action partners to integrate fires and to use airspace effectively. The BCT fire support cell sends requests for division-level Army and joint fires to the JAGIC in the current operations integrating cell of the division. Upon receipt of the request for fire or joint tactical airstrikes, the JAGIC fire support cell personnel make attack recommendations and, if required, provide target coordinate mensuration. Additionally, the JAGIC conducts collateral damage estimation and reviews available ground and air component fires capabilities to determine the most effective attack method. Refer to ATP 3-91.1 for additional information on the joint air-ground integration center.

Air Defense Airspace Management/Brigade Aviation Element

3-155. The air defense airspace management/brigade aviation element (ABCT and IBCT), and the air defense airspace management element (SBCT), located within the BCT fire support cell, provides the BCT commander and staff with the aerial component of the common operational picture. These elements coordinate airspace control requirements with higher headquarters and enable air and missile defense and aviation considerations throughout the operations process. By providing the BCT commander and staff with near-real-time situational awareness of the airspace dimension, these elements allow the commander to optimize the air battle and airspace management at all levels.

3-156. The air defense airspace management (ADAM) element integrates within the BCT's fire support cell and always deploys with the BCT. Upon mission notification, the ADAM element conducts an assessment to determine if air and missile defense augmentation from the division air and missile defense battalion is required. The element conducts continuous planning and coordination proportionate with the augmented sensors deployed within the brigade's area of operation. The ADAM element and tailored air and missile defense augmentation force provide the active air defense within the BCT's area of operations. (Refer to ATP 3-01.50 for additional information.)

3-157. The brigade aviation element (BAE) plans and coordinates the incorporation of Army aviation into the ground commander's scheme of maneuver and synchronizes aviation operations and airspace control measures. The element provides employment advice and initial planning for aviation missions to include employment of unmanned aircraft systems, airspace planning and coordination, and synchronization with other air liaison officers and the fire support coordinator. The BAE coordinates directly with the supporting combat aviation brigade or aviation task force. The combat aviation brigade commander exercises an informal oversight role for the brigade aviation officer and the BAE. The combat aviation brigade commander interfaces with the supported BCT commander to ensure the BAE is manned properly to meet the BCT commander's intent. (Refer to FM 3-04.111 for additional information.)

Combat Aviation Brigade

3-158. The combat aviation brigade is a modular and tailorable force organized and equipped to integrate and synchronize operations of multiple aviation battalions. The combat aviation brigade can operate as a maneuver headquarters and can employ subordinate battalions and other augmenting forces in deliberate and hasty operations. The combat aviation brigade headquarters provides tailored support to adjacent supported maneuver commanders at the BCT level and below when employed in this role. While a BAE works directly for the BCT commander as a permanent member of the BCT staff, aviation liaison teams represent the supporting aviation task force at designated maneuver headquarters for the duration of a specific operation.

If collocated with a BAE, the liaison team normally works directly with the brigade aviation officer as a functioning addition to the BAE staff section. Effective employment of liaison officers is imperative for coordination and synchronization. Often aviation liaison teams coordinate with the BAE and proceed to a supported ground maneuver battalion or squadron location.

3-159. Air-ground integration is merging air and ground operations into one fight. The goal is to apply aviation capabilities according to the BCT commander's intent. Ideally, integration begins early in the planning process with the brigade aviation element's involvement. The brigade aviation element advises the BCT commander on aviation capabilities and on how to best use aviation to support mission objectives. The employment of aviation assets is dependent upon providing the supporting aviation units with a task and purpose, integrating them into the BCT commander's scheme of maneuver. This integration allows the aviation commander and staff to identify the best available platform(s) for the mission, to identify the proper utilization of aviation assets, and to increase the BCT's maneuver capabilities, as well as the commander's ability to conduct mission command on the move. BCT planners, down through the supporting aviation unit to the individual aircrews, should consider these imperatives as elements of air-ground operations. A failure to properly consider these imperatives can result in the lack of synchronization, wasted combat power, the loss of friendly forces by enemy actions, or fratricide. (Refer to FM 3-04.111 for additional information.)

3-160. Combat aviation brigade attacks may be in close proximity or in direct support of ground maneuver forces (close combat attack) or the attacks may be against enemy forces not in direct contact with friendly ground forces (interdiction). A close combat attack is a coordinated attack by Army attack reconnaissance aircraft (manned and unmanned) against targets that are in close proximity to friendly forces. The close combat attack is not synonymous with close air support flown by joint aircraft. Terminal control from ground units or controllers is not required due to the capabilities of the aircraft and the enhanced situational understanding of the aircrew. Detailed integration with ground forces is required due to the close proximity of friendly forces. *Interdiction* is an action to divert, disrupt, delay, or destroy the enemy's military surface capability before it can be used effectively against friendly forces, or to otherwise achieve objectives (JP 3-03). An interdiction is at such a distance from friendly forces that detailed integration with ground forces is not required.

3-161. Air-ground operations include the movement of maneuver forces. An *air assault* is the movement of friendly assault forces by rotary-wing aircraft to engage and destroy enemy forces or to seize and hold key terrain (JP 3-18). Air assaults use the firepower, mobility, protection, and total integration of aviation assets in their air and ground roles to attain the advantage of surprise. Air assaults allow friendly forces to strike over extended distances and terrain to attack the enemy when and where it is most vulnerable. By their very nature, air assaults are high-risk, high-payoff operations that are resource-intensive and require extensive planning and preparation to be successful. (Refer to FM 3-99 for additional information.)

3-162. Army *air movements* are operations involving the use of utility and cargo rotary-wing assets for other than air assaults (FM 3-90-2). Air movements are a viable means of transport and distribution to support maneuver and sustainment conducted to reposition units, personnel, supplies, equipment, and other critical combat elements. In addition, to airdrop and air landing, these operations include external carry by sling-load. Army rotary-wing aircraft conduct airdrop and air-landing movement as well as sling load operations. Sling operations are unique to helicopters with external cargo hooks. The utility and cargo helicopters of the combat aviation brigade supplement ground transportation to help sustain continuous operations. The aviation unit performs air movements on a direct support or general support basis with utility and cargo aircraft. The same general planning considerations that apply to air assaults apply to air movements. (Refer to FM 3-04.113 for additional information.)

3-163. The combat aviation brigade has an organic air ambulance medical company, also referred to as the medical company (air ambulance), found in the general support aviation battalion. The air ambulance medical company has a company headquarters and four forward support medical evacuation platoons or forward support medical evacuation teams. Air ambulance aircraft are equipped with medical personnel and equipment enabling the provision of en route care of patients. Air ambulance medical company assets can collocate with Army health service support organizations, the aviation task force, the supported BCT, or higher to provide air ambulance support throughout the area of operation. (Refer to ATP 4-02.3 and FM 3-04.111 for additional information.)

SECTION IV – STAFF PROCESSES AND PROCEDURES

3-164.   A BCT must man, equip, and organize command posts to control operations for extended periods. The BCT commander, assisted by his staff, arranges command post personnel and equipment to facilitate 24-hour operations, internal coordination, information sharing, and rapid decisionmaking. The commander ensures procedures to execute the operations process within the headquarters enable mission command. The staff uses standard operating procedures, battle rhythm, meetings, and running estimates to assist them in command post operations.

STANDARD OPERATING PROCEDURES

3-165.   Standard operating procedures (SOPs) that assist with effective mission command serve two purposes. Internal SOPs standardize each command post's internal operations and administration. External SOPs, developed for the entire force, standardize interactions among command posts and between subordinate units and command posts. Effective SOPs require all Soldiers to know their provisions and to train to their standards. (Refer to FM 7-15 for additional information on tasks for command post operations.) Critical brigade combat team SOPs include tactical SOPs (refer to ATP 3-90.90), targeting SOPs (refer to ATP 3-60), and command post battle drill SOPs (refer to FM 7-15).

BATTLE RHYTHM

3-166.   Within the operations process, the BCT commander and staff must integrate and synchronize numerous activities, meetings, and reports with their headquarters and higher headquarters and with subordinate units. The commander and staff establish the BCT's battle rhythm. *Battle rhythm* is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations (FM 6-0). The BCT's battle rhythm sequences the actions and events within a headquarters that are regulated by the flow and sharing of information that supports decisionmaking. An effective battle rhythm—

- Establishes a routine for staff interaction and coordination.
- Facilitates interaction among the commander, staff, and subordinate units.
- Facilitates staff planning and the commander's decisionmaking.

3-167.   As a practical matter, a BCT's battle rhythm consists of a series of meetings, report requirements, and other activities synchronized by time and purpose. These activities may be daily, weekly, monthly, or quarterly depending on the planning horizon.

3-168.   The BCT commander adjusts the unit's battle rhythm as operations progress. For example early in the operation, a commander may require a commander's update every several hours. As the situation changes, the commander may require only a daily commander's update. Some factors that help determine a unit's battle rhythm include the staff's proficiency, higher headquarters' battle rhythm, and current mission. The BCT commander and/or executive officer consider the following when developing the unit's battle rhythm:

- Higher headquarters' battle rhythm and report requirements.
- Duration and intensity of the operation.
- Planning requirements of the integrating cells (current operations and plans).

MEETINGS

3-169.   Meetings (including working groups and boards) take up a large amount of a BCT's battle rhythm. Meetings are gatherings to present and exchange information, solve problems, coordinate action, and make decisions. Meetings may involve the staff; the commander and staff; or the commander, subordinate commanders, staff, and other partners. Who attends a meeting depends on the issue. The BCT commander establishes meetings to integrate the staff and enhance planning and decisionmaking within the headquarters. Two critical meetings that happen as a part of the BCT battle rhythm are the operations update and assessment briefing and the operations synchronization meeting.

OPERATION UPDATE AND ASSESSMENT BRIEFING

3-170.   An operation update and assessment briefing may occur daily or anytime the commander calls for one. The content is similar to the shift-change briefing but has a different audience. The staff presents the briefing to the commander and subordinate commanders. The briefing provides all key personnel with common situational awareness. Often the commander requires this briefing shortly before an operation begins to summarize changes made during preparation, including changes resulting from reconnaissance and surveillance efforts.

3-171.   Staff sections present their running estimates during the briefing. Subordinate commanders brief their current situation and planned activities. Rarely do all members conduct this briefing face-to-face. All command posts and subordinate commanders participate using available communications, including radio, conference calls, and video teleconference. The briefing follows a sequence and format specified by SOPs that keeps transmissions short, ensures completeness, and eases note taking. The briefing normally has a format similar to a shift-change briefing. However, this briefing omits command post administrative information and includes presentations by subordinate commanders in an established sequence.

OPERATIONS SYNCHRONIZATION MEETING

3-172.   The key event in the battle rhythm is the operations synchronization meeting, which supports the current operation. The primary purpose of the meeting is to synchronize all warfighting functions and other activities in the short-term planning horizon. The meeting ensures that all staff members have a common understanding of current operations including upcoming and projected actions at decision points.

3-173.   The operations synchronization meeting does not replace the shift-change briefing or operation update and assessment briefing. The S-3 or XO chairs the meeting. Representatives of each command post cell and separate staff section attend the meeting. The operations synchronization meeting includes a fragmentary order addressing any required changes to maintain synchronization of current operations, and any updated planning guidance for upcoming working groups and boards. All warfighting functions are synchronized and appropriate fragmentary orders are issued to subordinates based on the commander's intent for current operations.

RUNNING ESTIMATE

3-174.   Effective plans and successful executions hinge on accurate and current running estimates. A *running estimate* is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable (ADP 5-0). Failure to maintain accurate running estimates may cause errors or omissions resulting in flawed plans or bad decisions during execution.

3-175.   Running estimates are principal knowledge management tools the BCT commander and staff use throughout the operations process. In their running estimates, the commander and each staff section member continuously considers the effect of new information and update the following:

- Facts.
- Assumptions.
- Friendly force status.
- Enemy activities and capabilities.
- Civil considerations.
- Conclusions and recommendations.

3-176.   Running estimates always include recommendations for anticipated decisions. During planning, the BCT commander uses these recommendations to select feasible, acceptable, and suitable courses of action for further analysis. The commander uses recommendations from running estimates in decisionmaking during preparation and execution.

3-177.   The BCT staff maintains formal running estimates while the commander's estimate is a mental process directly tied to his vision. The commander integrates personal knowledge of the situation with analysis of the operational and mission variables, with subordinate commanders and other organizations

assessments, and with relevant details gained from running estimates. The BCT commander uses his running estimate to crosscheck and supplement the staff's running estimates. A running estimate format is included in FM 6-0.

SECTION V – NETWORK AND INFORMATION SYSTEMS

3-178.   The BCT uses networks and information systems, such as brigade combat team network and LandWarNet, to share the common operational picture with subordinates to guide the initiative. The common operational picture conveys the BCT commander's perspective and facilitates subordinates' situational understanding. The following paragraphs address the BCT commander's mission command system and the various information systems that support the brigade combat team network. (Refer to ADRP 6-0 for additional information.)

3-179.   The brigade combat team network is a portion of LandWarNet when connected or accessing LandWarNet and Department of Defense information network providing applications, data, and computing services. The brigade combat team network technical infrastructure includes communications systems, network services, applications, information management, and network operations. These BCT technical infrastructures use warfighting functions to collect, process, store, display, disseminate, and protect information within their organizations.

3-180.   LandWarNet gives the BCT advantages when collecting technical information and when distributing information and intelligence. The LandWarNet comprises core battlefield automated systems plus common services and network management. Each system provides access and the passing of information from a horizontally integrated brigade combat team network. The following are the core systems:
- Tactical Mission Command System.
- Global Command and Control System-Army.
- Distributed Common Ground System-Army.
- Battle Command Sustainment Support System.
- Air and Missile Defense Planning and Control System.
- Advanced Field Artillery Tactical Data System.
- Force XXI Battle Command, Brigade and Below.
- Blue Force Tracking.
- Tactical Airspace Integration System.
- Digital Topographic Support System.
- Integrated System Control.

Note: The Tactical Mission Command System comprises the functions previously performed by the Maneuver Control System and the command post of the future.

3-181.   The LandWarNet common server supplies interoperability and infrastructure between the mission command systems. The common server provides command posts at multiple echelons with a localized network directory, access control, and other services. The server also provides the command post with nonbattle command server systems (such as collaboration servers, databases, file servers, websites, and email). Lastly, the LandWarNet common server supplies the command post with networks operating either as a stand-alone configuration or as part of the Department of Defense information network. (Refer to FM 6-02 for additional information.)

3-182.   The BCT uses combat net radios for voice mission command transmission and secondarily for data transmission where other data capabilities do not exist. The combat net radio's design is around single-channel ground and airborne radio systems, single-channel tactical satellites, and high frequency radios. The blue force tracking, when equipped, can communicate between platforms. Blue Force Tracking, equipped with Force XXI Battle Command, Brigade and Below (terrestrial and satellite); use the enhanced position location reporting system for rapid, jam-resistant, secure data transfer between Force XXI Battle Command, Brigade and Below systems. (Refer to ATP 6-02.72 for additional information.)

3-183.   The BCT and battalion S-6 sections use integrated system control to provide communications system network management, control, and planning. Transport systems consist of the Warfighter Information Network-Tactical Increment 1 or Increment 2 and the brigade subscriber node.

Chapter 4

Reconnaissance and Security

Reconnaissance and security is essential to all operations. Brigade combat teams (BCTs) develop and sustain understanding to defeat the enemy through four primary means (reconnaissance, surveillance, security operations, and intelligence operations) conducted as part of information collection. Reconnaissance and security forces within the BCT provide flexibility, adaptability, and depth to the maneuver commander's plan by synchronizing and integrating combined arms teams based on a relevant understanding of the situation. BCT commanders understand the tactical, human, and political environment, visualize operations, develop the situation, and identify or create options to seize, retain, and exploit the initiative through reconnaissance and security operations. Reconnaissance and security operations answer the commander's critical information requirements and enable the commander to make decisions, and direct forces to achieve the mission.

SECTION I – RECONNAISSANCE AND SECURITY FORCES

4-1. Reconnaissance and security forces, through effective information collection (specifically reconnaissance, surveillance, and security operations) help develop and sustain the BCT's understanding of the operational environment to defeat adaptive and determined enemies and set conditions to consolidate tactical gains. Reconnaissance employs many tactics, techniques, and procedures throughout the course of an operation, one of which may include an extended period of surveillance. *Surveillance*—is the systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means (JP 3-0). Both reconnaissance and surveillance produce raw data and information, some of which may be combat information that meets one or more of the commander's critical information requirements or intelligence requirements. A key difference between surveillance missions and reconnaissance is that surveillance is systematic, usually passive in collection of information, and may be continuous while reconnaissance may be limited in duration of the assigned mission, is active in collection of information, and usually includes human participation. Security operations keep or inhibit the enemy from acquiring accurate information about friendly forces, provide early warning and early and continuous disrupt enemy actions. This section addresses the employment of reconnaissance and security forces within the BCT.

RECONNAISSANCE AND SECURITY OPERATIONS

4-2. BCTs conduct reconnaissance and security operations through combined arms from scout and infantry squad through BCT subordinate cavalry squadron and maneuver battalion. By employing reconnaissance and security forces, in the context of the mission variables of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC), the BCT commander can fight, collect, and exploit information and develop the situation against a broad range of threats. The resulting tactical effects of these combined arms provide the BCT commander with tactical depth, freedom to maneuver, and flexibility. As the eyes and ears of the BCT commander, reconnaissance and security forces can also better enable decisions by confirming or denying the commander's critical information requirements, as well as identify and develop opportunities to seize, retain, and exploit the initiative. Reconnaissance and security operations enable the BCT commander to—

- Understand the tactical, human, and political dynamics within an area of operations.
- Visualize operations in the context of mission variables.
- Achieve tactical depth.

- Develop the situation through action in close contact with enemy and civilian populations.
- Execute decisive operations with higher degrees of flexibility, adaptability, synchronization, and integration.
- Identify or create options to seize, retain, and exploit the initiative.

4-3. The BCT commander and maneuver battalion commanders use reconnaissance and security forces, specifically the BCT's cavalry squadron and the maneuver battalion's scout platoon, respectively, to develop the situation under conditions of uncertainty in close contact with the enemy and civilian populations. The BCT fights to gain a position of relative advantage over the enemy to win in combat and accomplish the mission. The BCT commander must strike the enemy in a time, manner, and place where the enemy is not prepared. Leaders must then prevent the enemy's recovery by rapidly following up with a series of actions that destroy enemy capabilities, seize decisive terrain, protect populations and critical infrastructure, and degrade the integrity of the enemy force, and then defeat or destroy him before he can recover.

4-4. Reconnaissance and security operations are essential in providing the BCT commander with the freedom of action required to conduct decisive action. Knowing when, where, and how to conduct decisive action, as well as protecting fleeting opportunities to do so, is a result of effective reconnaissance and security operations. Additionally, BCT reconnaissance and security forces accomplish a secondary mission to defeat enemy reconnaissance and surveillance efforts through counterreconnaissance. *Counterreconnaissance* is a tactical mission task that encompasses all measures taken by a commander to counter enemy reconnaissance and surveillance efforts. Counterreconnaissance is not a distinct mission, but a component of all forms of security operations (FM 3-90-1). Counterreconnaissance prevents hostile observation of a force or area and is an element of most local security measures. Counterreconnaissance involves both active and passive elements and includes combat action to destroy or repel enemy reconnaissance units and surveillance assets.

4-5. During decisive action, reconnaissance and security forces must develop an accurate understanding of the tactical situation. Effective reconnaissance and security operations assist the BCT to ease transitions and mitigate information gaps between units. In other words, if the BCT is to conduct operations characterized by flexibility, lethality, adaptability, depth, and synchronization, then the BCT commander must have the combat information on the enemy, the terrain, and indigenous populations to do so. With this information, the commander can maneuver to positions of relative advantage, and apply effective firepower against enemies to accomplish the mission. Effective reconnaissance and security operations allow the commander to direct friendly strengths against enemy weaknesses, while simultaneously protecting friendly forces, infrastructure, and populations. In the end, reconnaissance and security operations allows the commander to confirm information requirements, identify or create options, and employ the most appropriate forms of maneuver to defeat enemy forces.

4-6. The BCT commander uses reconnaissance fundamentals and the fundamental of security operations to provide for mission command, fill gaps in information, determine if the friendly plan is still valid, locate gaps or weaknesses in the enemy's defense, cover gaps for stationary or moving forces, and maintain contact with the enemy. Reconnaissance operations answer priority intelligence requirements and enable the commander to make decisions and direct forces to achieve mission success. Reconnaissance and security operations enable offensive and defensive tasks and operations focused on stability tasks. The BCT commander and staff identify information gaps during the military decisionmaking process and continuously assess, adapt, add, and delete requirements throughout the operation. The BCT staff identifies specified, implied, and essential tasks necessary for mission success during mission analysis, while reviewing available assets and when identifying resource and information shortfalls. During mission analysis, the staff identifies certain critical facts and assumptions that aid in the development of initial commander's critical information requirements. The commander's critical information requirements include priority intelligence requirements and friendly force information requirements. Commander's critical information requirements facilitate timely decisionmaking. Priority intelligence requirements are information requirements necessary to understand an adversary or enemy and the operational environment. Priority intelligence requirements identify information about the threat, terrain, weather, and civil considerations that the commander considers most important. Priority intelligence requirements have an impact upon future decisions. Friendly force information requirements identify information about friendly forces and supporting capabilities and information that affects future courses of action and decisions from a friendly perspective. The BCT staff assigns tasks to prioritize, manage, and develop collection of information requirements based upon identified information

requirements leading to future decisions. As the staff identifies requirements necessary for successful execution, they recommend and assign tasks for reconnaissance forces so the commander can make decisions and capitalize on opportunities.

COMMANDER'S RECONNAISSANCE AND SECURITY PLANNING GUIDANCE

4-7.   The BCT commander's reconnaissance and security planning guidance gives a clear understanding of the reconnaissance and security organization's task and purpose, specifically the BCT's cavalry squadron. Reconnaissance and security guidance explains tempo, the level of detail, and covertness required, the reconnaissance objective, and guidelines for engagement, disengagement, and bypass criteria, and displacement criteria. The commander develops his planning guidance based on the BCT mission, commander's intent, timeline, and enemy to satisfy information requirements and identify opportunities to seize, retain, and exploit the initiative. The BCT commander specifies different reconnaissance and security planning guidance for each phase of an operation and adjusts the components of his guidance when appropriate. The commander's reconnaissance and security planning guidance consists of the following components:

- Tempo, level of detail and covertness required.
- Reconnaissance objective.
- Engagement, disengagement, and bypass criteria.
- Displacement criteria.

TEMPO, LEVEL OF DETAIL, AND COVERTNESS REQUIRED

4-8.   Tempo, the level of detail, and covertness required of the cavalry organization to accomplish reconnaissance or security operations tasks are described in four ways: rapid, deliberate, stealthy, and forceful. (See figure 4-1.) *Tempo* is the relative speed and rhythm of military operations over time with respect to the enemy (ADRP 3-0). Rapid and deliberate are levels of detail that are mutually exclusive in all cases, as one cannot be rapid and deliberate at the same time. However, cavalry organizations can oscillate between the two from phase to phase or even within sub-phases of an operation. Stealthy and forceful indicate mutually exclusive levels of covertness. Commanders choose the appropriate form of reconnaissance or security operations task, balanced with the mission variables of METT-TC, to complete the mission.

4-9.   Rapid action dictates that the level of detail for reconnaissance and security operations is limited to a prescribed list of critical tasks or priority intelligence requirements. Rapid action is appropriate when time is of the essence and only a limited number of information requirements are necessary to accomplish the mission.

4-10. Deliberate action implies that the organization must accomplish all critical tasks to ensure mission success. Deliberate action allows the organization more time to answer all information requirements. Detailed and thorough reconnaissance and security operations require time intensive, comprehensive, and meticulous mounted and dismounted efforts to observe reconnaissance objectives and develop the situation.

4-11. Stealthy action emphasizes avoiding detection and engagement dictated by restrictive engagement criteria. Stealthy reconnaissance and security operations typically takes more time than aggressive reconnaissance and security operations. Stealthy reconnaissance utilizes dismounted scouts to take maximum advantage of cover and concealment to reduce signatures that lead to compromise. The BCT commander uses stealthy reconnaissance when time is available, detailed reconnaissance and stealth is required, enemy forces are likely to be in a specific area, when dismounted scouts encounter danger areas, and when restrictive terrain limits effectiveness of mounted reconnaissance or security operations.

4-12. Forceful action develops the situation by employing reconnaissance and security forces, technical means, and direct and indirect fire systems that can move rapidly to develop the situation. Forceful reconnaissance and security operations require firepower, aggressive exploitation of action on contact, operational security, and training to survive and accomplish the mission. Forceful reconnaissance and security operations are appropriate when time is limited, detailed reconnaissance is not required, terrain is open, environmental conditions allow for mounted reconnaissance, and when dismounted reconnaissance cannot complete the mission within existing time constraints. Forceful reconnaissance and security

operations do not preclude the judicious use of dismounted reconnaissance to reduce risk as long as the organization maintains the tempo of the operation.
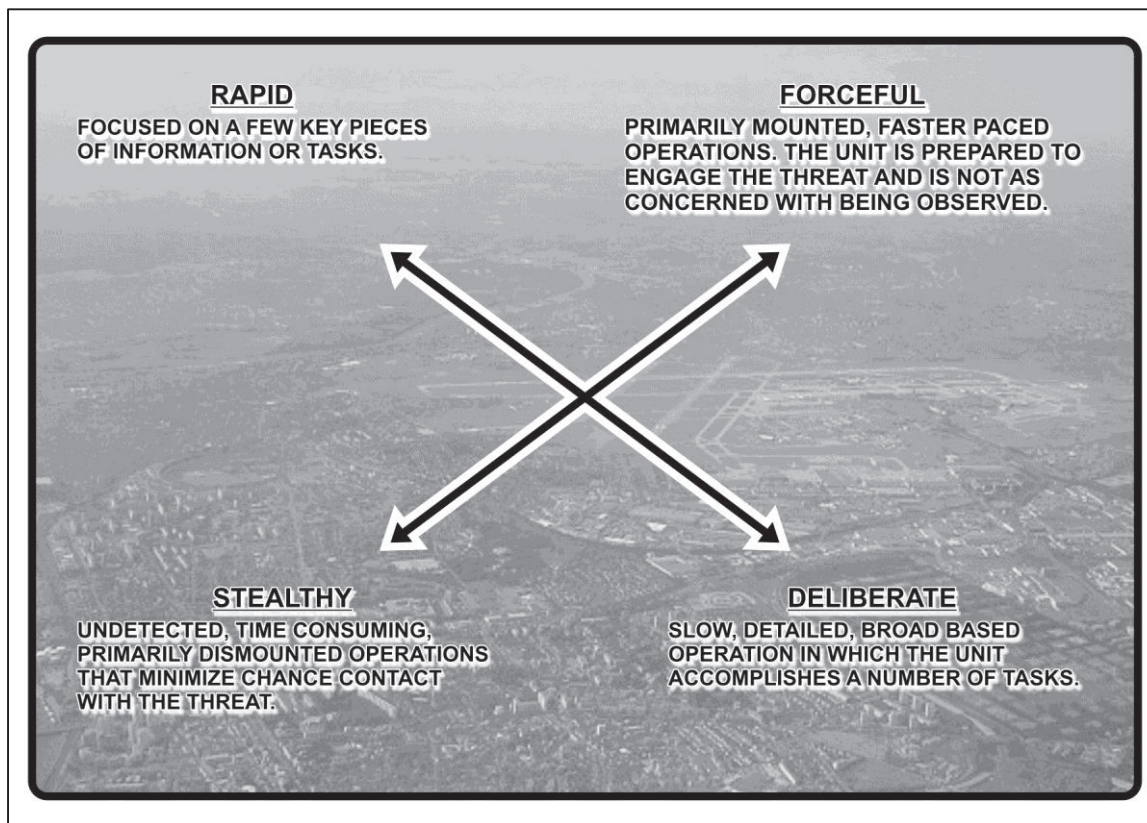

Figure 4-1. Variations of action

RECONNAISSANCE OBJECTIVE

4-13. *Reconnaissance objective* is a terrain feature, geographic area, enemy force, adversary, or other mission or operational variable, such as specific civil considerations, about which the commander wants to obtain additional information (ADRP 3-90). A reconnaissance objective focuses the cavalry organization's area of emphasis. Four categories form the area of emphasis—threat, infrastructure, terrain and weather effects, and civil considerations. The commander often assigns more than one category to cavalry units even though the tasking organization recognizes that a broad focus in multiple areas dilutes the cavalry organization's ability to collect information. Narrowing the scope of operations helps to focus the cavalry organization to acquire information to develop the situation for future operations.

4-14. Threat prescribes the identification of the enemy's locations, composition, disposition, and strength within an assigned area of operation. Infrastructure dictates gathering information pertinent to the understating of the operational environment. Terrain and weather effects confirm step two of the intelligence preparation of the battlefield process (describe environmental effects on operations) and is accomplished by analyzing and determining the influences that the five military aspects of terrain and the military aspects of weather will have on future operations. The five military aspects of terrain are observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment, expressed in the Army memory aid OAKOC. The military aspects of weather include visibility, wind, precipitation, cloud cover, temperature, humidity, and atmospheric pressure (as required). Civil considerations reflect the influence of manmade infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within the operational environment on the conduct of military operations. The commander and staff analyze civil considerations in terms of the following categories: areas, structures, capabilities, organizations, people, and events, expressed in the memory aid ASCOPE. (Refer to ATP 2-01.3 and ATP 3-34.80 for additional information.)

ENGAGEMENT, DISENGAGEMENT, AND BYPASS CRITERIA

4-15. Engagement, disengagement, and bypass criteria prescribe events and conditions that require initiation of engagement with the enemy, disengagement from enemy contact, or bypassing the enemy. Engagement, disengagement, and bypass criteria outlines parameters for cavalry units to engage the enemy with direct or indirect fire based on the level of threat, levels of risk, required levels of covertness, and preservation of the force.

4-16. *Engagement criteria* are protocols that specify those circumstances for initiating engagement with an enemy force (FM 3-90-1). Regardless of engagement criteria, it is not enough to state in the operations order that engagement criterion is either restrictive or permissive; the operations order must describe conditions relative to the enemy situation to ensure complete understanding.

4-17. *Disengage* is a tactical mission task where a commander has the unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement (FM 3-90-1). Disengagement criteria describe the events and conditions that necessitate disengaging from enemy contact or temporarily breaking enemy contact to preserve the force. Compromised cavalry units or scouts who find themselves in a position of disadvantage provide no information or security value and should temporarily break contact to reestablish observation as soon as the tactical situation permits. As with engagement criteria, specific conditions are described that require disengagement.

4-18. *Bypass criteria* are measures during the conduct of an offensive operation established by higher headquarters that specify the conditions and size under which enemy units and contact may be avoided (ADRP 3-90). Bypass criteria describes the events and conditions that necessitate maneuver around an obstacle, position, or enemy force to maintain the momentum of the operation. Bypass criteria describes the conditions that necessitate maneuver so as not to decisively engage or fall below a certain combat strength when deliberately avoiding combat with an enemy force.

DISPLACEMENT CRITERIA

4-19. Displacement criteria define triggers for planned withdrawals, passage of lines, or reconnaissance handovers between units. As with engagement, disengagement, and bypass criteria, the conditions and parameters set in displacement criteria integrate the BCT commander's intent with tactical feasibility. Conditions are event driven, time driven, or enemy driven. An example of event driven conditions are associated priority intelligence requirements being met, enemy contact not expected in the area, and observed named areas of interest or avenues of approach denied to the enemy. Time driven conditions is ensuring the time triggers are met (for example, latest time information is of value.) An observation post compromised by threat or local civilian contact is a threat driven condition. Failure to dictate conditions of displacement, nested within the higher scheme of maneuver, results in mission failure.

TARGETING AND REQUIREMENTS DEVELOPMENT

4-20. Targeting, nested within the operations process, is an effective method for matching friendly force capabilities against enemy targets. The targeting process is comprised of four basic steps: decide, detect, deliver, and assess. The decide step sets priorities for information collection and scheme of fires during detect and deliver steps. The decide step draws heavily on the commander's intent and concept of operations and a detailed intelligence preparation of the battlefield with continuous assessment.

4-21. Information collection priorities must be set for each phase or critical event of an operation. Priorities depicted during targeting value analysis using visual products and matrixes communicate the importance of specific targets to the enemy's course of action and those targets that, if destroyed, would contribute favorably to the friendly course of action.

4-22. The information collection plan guides reconnaissance and security forces to answer the commander's critical information requirements, to include those high-payoff targets designated as priority intelligence requirements. Effective planning requirements and assessing collection focuses information collection activities on obtaining the information required by the BCT commander and staff to influence targeting decisions and the scheme of fires. Determining information requirements is necessary for the early identification of information gaps. (Refer to FM 3-09 and ATP 2-01 for additional information.)

COMBINED ARMS, AIR-GROUND RECONNAISSANCE AND SECURITY OPERATIONS

4-23. The commander uses information and intelligence from combined-arms, air-ground reconnaissance and security operations to reduce uncertainty and facilitate rapid decisionmaking. Reconnaissance operations collect information so the commander can understand the situation, visualize the battlefield, and shape decisions. Security operations protect the force, provide reaction time, and maneuver space to enable decisions and prudent use of combat power. The commander uses reconnaissance and security operations to answer priority intelligence requirements to fill information gaps, mitigate risk, prioritize tasks, and allocate resources. Lastly, reconnaissance and security operations create advantageous conditions for future operations that seize, retain, and exploit the initiative.

4-24. Army attack reconnaissance aircraft, both manned and unmanned, provide direct fire, observation, and rapid movement during reconnaissance and security operations and counterreconnaissance. Army attack reconnaissance units conduct close combat attacks during reconnaissance and security operations and interdiction to destroying high-value and high-payoff targets within a targeted area of interest. Close combat attack aircraft can provide additional observation to assist reconnaissance and security forces, specifically the cavalry squadron in maintaining contact. Utility and cargo helicopters support reconnaissance and security operations through air movements, (including casualty evacuation and emergency resupply operations) depending on the enemy's air defense threat.

> *Note.* The same general planning considerations that apply to air assaults apply to air movements. (Refer to FM 3-99 for additional information.)

4-25. Air-ground operations require detailed planning of synchronized timelines, aviation task and purpose, and airspace management. Shared graphics ensure common operational language, reduce fratricide risk, reduce the chance of an accidental compromise of a ground unit, and increase the effectiveness of mixing collection sources. Development of detailed mission statements for the supporting aviation is essential for aviation commanders and staffs to employ the right platforms and munitions. Understanding the threat and the commander's intent and desired effects drives the aviation units' task organization of air elements and selection of weapon systems. Aircraft fuel consumption rates, forward arming and refueling, and fighter management can limit aircraft availability.

4-26. *Airspace management* is the coordination, integration, and regulation of the use of airspace of defined dimensions (JP 3-52). Airspace management is essential to integrate all airspace uses (manned and unmanned aircraft and indirect fires). Properly developed airspace coordinating measures facilitate reconnaissance and security operations and the BCT's employment of aerial and surface-based fires simultaneously as well as unmanned assets to maintain surveillance. Airspace management includes development of control measures and synchronization of timelines and events. (Refer to FM 3-52 and ATP 3-52.1 for additional information about airspace control and ATP 3-91.1 for information about the joint air-ground integration center.)

RECONNAISSANCE AND SECURITY FORCE SUSTAINMENT

4-27. Sustainment for reconnaissance and security forces requires deliberate planning. Logistics units supporting reconnaissance and security operations must contend with long lines of communication, dispersed forces, poor trafficability, and contested terrain. Planners must consider protection requirements to protect sustainment units against bypassed enemy forces and the effects of extended lines of communications. Well-timed and tailored forward logistics elements (see chapter 9) extend the operational reach of reconnaissance and security operations. Reconnaissance and security force sustainment must be rehearsed and wargamed.

4-28. Reconnaissance and security forces often require a basic load in excess of the typical three days of supply configuration due to mission requirements. Supplies can be pre-positioned in collocated trains with a maneuver battalion's echelon support. In restricted terrain, the most important commodities are likely Class I (subsistence-priority to water) and Class III (petroleum, oil, and lubricants) and depending on the enemy situation and terrain Class V (ammunition). Examples would include moderate-to-steep slopes or moderately-to-densely spaced obstacles, swamps, and rugged terrain and operation in urban terrain.

4-29. Forces conducting reconnaissance generally have a greater requirement for Class III and Class V for indirect fire assets and anti-armor systems. Similar to offensive tasks, reconnaissance requires refuel on the move. Security forces have a greater reliance on Class V and reduced requirements for Class III during security operations. Reconnaissance and security forces generally do not have large barrier Class IV (construction and barrier materials) requirements. Possible exceptions for security forces are during the execution of long-term guard missions or during a defensive cover.

4-30. When units task-organize, particularly from outside the BCT, planners must incorporate and rehearse supporting logistics assets. The nature of reconnaissance and security operations stresses medical evacuation and requires wargaming and close coordination with external assets. Casualty evacuation planning and requirements for reconnaissance and security forces focuses on ground movement assets and must balance with survivability and stealth. Planners plan for and utilize aviation casualty backhaul as aircrafts become available.

SECTION II – RECONNAISSANCE

4-31. *Reconnaissance* is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (JP 2-0). Reconnaissance operations validate the intelligence preparation of the battlefield process by confirming or denying natural and manmade obstacles, trafficability of routes, viability and utility of key terrain, and enemy composition, disposition, and strength. As mission analysis identifies information gaps, the BCT commander and staff develop information requirements to fill those gaps. During wargaming, information requirements develop into priority intelligence requirements, which further develop tasks that, when executed, answer priority intelligence requirements. The commander and staff continuously reevaluate information gaps and refocus the reconnaissance effort with the seven reconnaissance fundamentals. The commander utilizes one of the five forms of reconnaissance as they collect and assess information. (Refer to FM 3-90-2 for additional information.)

RECONNAISSANCE FUNDAMENTALS

4-32. Reconnaissance fundamentals, discussed below, remind planners and practitioners of the inherent characteristics required to execute successful reconnaissance. Failure to understand the following seven fundamentals results in incomplete reconnaissance and missed opportunities.

ENSURE CONTINUOUS RECONNAISSANCE

4-33. The BCT conducts reconnaissance before, during, and after all operations. Before an operation, reconnaissance fills gaps in information about the enemy, the terrain, and civil considerations. During an operation, reconnaissance provides the BCT commander with updated information that verifies the enemy's composition, dispositions, and intentions as the battle progresses. After an operation, reconnaissance forces maintain contact with the enemy to determine the enemy's next move and collect information, including terrain and civil considerations, necessary for planning subsequent operations. When current operational information is adequate, reconnaissance forces gather information for branches and sequels to current plans. As operations transition from a focus on one element of operations to another, the nature of priority intelligence requirements and information requirements change. Reconnaissance over extended distances and time may require pacing reconnaissance assets to maintain the effort, or rotating units to maintain continuous coverage. The human and technical assets used in the reconnaissance effort must be allowed time for rest, resupply, troop leading procedures, and preventive maintenance checks and services. The commander must determine not only where, but also when, the maximum reconnaissance effort is required and pace the commitment of available reconnaissance assets to ensure adequate assets are available at those critical times and places.

DO NOT KEEP RECONNAISSANCE ASSETS IN RESERVE

4-34. Never keep reconnaissance assets in reserve. The BCT commander commits reconnaissance forces and assets with specific missions designed to help reduce uncertainty through the collection of information related to priority intelligence requirements and information requirements. Although noncontiguous operations may

necessitate orientation of reconnaissance assets in multiple directions, reconnaissance forces maximize all assets at their disposal to information collection focused on the commander's critical information requirements. This does not mean that all reconnaissance forces and assets are committed all the time. The BCT commander uses reconnaissance forces and assets based on their capabilities and the mission variables of METT-TC to achieve the maximum coverage needed to answer commander's critical information requirements. At times, this requires the commander to withhold or position reconnaissance forces and assets to ensure that they are available at critical times and places.

ORIENT ON THE RECONNAISSANCE OBJECTIVE

4-35. The BCT commander orients reconnaissance assets by identifying a reconnaissance objective in the area of operations. The reconnaissance objective clarifies the intent of the reconnaissance effort by specifying the most important result to obtain from the reconnaissance effort. Every reconnaissance mission specifies a reconnaissance objective. The commander assigns a reconnaissance objective based on priority intelligence requirements resulting from the intelligence preparation of the battlefield process and the capabilities and limitations of the reconnaissance force or asset. The reconnaissance objective can be information about a specific geographical location, such as the cross-country trafficability of a specific area, a specific enemy or adversary activity to be confirmed or denied, or a specific enemy or adversary unit to be located and tracked. When the reconnaissance force does not have enough time to complete all the tasks associated with a specific form of reconnaissance, it uses the reconnaissance objective to guide it in setting priorities. The commander may need to provide additional detailed instructions beyond the reconnaissance objective, such as the specific tasks and their priorities. The commander issues additional guidance to the reconnaissance force or specifies these instructions in tasks to subordinates in a warning order, fragmentary order, or the operations order.

REPORT INFORMATION RAPIDLY AND ACCURATELY

4-36. Reconnaissance assets acquire and report accurate and timely information on the enemy, terrain, and civil considerations of the area over which the commander conducts operations. As information may quickly lose its value over time, the BCT commander must have accurate reports quickly to make informed decisions as to where to concentrate combat power. Rapid reporting allows the staff maximum time to analyze information and make timely recommendations to the commander. Information requirements, tied to decision points, define a latest time information is of value date-time group. Reconnaissance forces report exactly what they see and, if appropriate, what they do not see. Seemingly, unimportant information may be extremely important when combined with other information. Reports of no enemy activity are as important as reports of enemy activity. Failing to report tells the commander nothing.

RETAIN FREEDOM OF MANEUVER

4-37. Reconnaissance forces must maintain battlefield mobility, as fixed reconnaissance forces are ineffective. Reconnaissance forces must have clear engagement criteria that support the BCT commander's intent. They must employ proper movement and reconnaissance techniques, use overwatching fires, and follow standard operating procedures. Initiative and knowledge of both the terrain and the enemy reduce the likelihood of decisive engagement and help maintain freedom of movement. Before initial contact, the reconnaissance force adopts a combat formation designed to gain contact with the smallest friendly element possible. This combat formation provides the reconnaissance force with the maximum opportunity for maneuver and enables the force to avoid having the entire reconnaissance force decisively engaged. The intelligence preparation of the battlefield is use to identify anticipated areas of contact. Indirect fires to provide suppression, obscuration, and to destroy point targets is a method reconnaissance forces use to retain freedom of maneuver.

GAIN AND MAINTAIN ENEMY CONTACT

4-38. Once reconnaissance forces gain contact with the enemy, it maintains that contact unless the commander directing the reconnaissance orders a change of mission, disengagement or displacement criteria, when the force conducts reconnaissance handover or the survival of the unit is at risk. Contact can range from surveillance to close combat. Surveillance, combined with stealth, is often sufficient to maintain contact and is the preferred method. Units conducting reconnaissance avoid combat unless it is necessary to gain essential

information, in which case the reconnaissance force uses maneuver (fire and movement) to maintain contact while avoiding decisive engagement. Maintaining contact provides real-time information on the enemy's composition, disposition, strength, and actions that allow the staff to analyze and make recommendations to the commander.

DEVELOP THE SITUATION RAPIDLY

4-39. When reconnaissance forces make contact with an enemy force or obstacle, it must act instinctively to develop the situation and quickly determine the threat it faces. For an enemy force, reconnaissance forces must determine the enemy's composition, disposition, activities, and movements and assess the implications of that information to allow the BCT commander freedom of action. For an obstacle, reconnaissance forces must determine the type and extent of the obstacle and whether fire is covering the obstacle. Obstacles can provide information concerning the enemy force, weapon capabilities, and organization of fires. Reconnaissance forces, in most cases, develop the situation using *actions on contact*—a series of combat actions often conducted simultaneously taken on contact with the enemy to develop the situation (ADRP 3-90)—in accordance with the commander's plan and intent. Actions on contact are deploy and report, evaluate and develop the situation, choose a course of action, execute selected course of action, and recommend a course of action to the higher commander.

FORMS OF RECONNAISSANCE

4-40. The five forms of reconnaissance, discussed below, are zone reconnaissance, area reconnaissance, route reconnaissance, reconnaissance in force, and special reconnaissance. Each form of reconnaissance provides a specific level of detail in information collection specific to the mission, conditions, and end state of the BCT commander. All forms of reconnaissance satisfy priority intelligence requirements to understand and visualize the environment, develop the situation, create options, and identify opportunities to seize, retain, and exploit the initiative.

ZONE RECONNAISSANCE

4-41. *Zone reconnaissance* is a form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries (ADRP 3-90). Zone reconnaissance is a deliberate and time-intensive operation that takes more time to conduct than any other form of reconnaissance. The BCT commander assigns a zone reconnaissance when the enemy situation is vague or when information related to terrain, infrastructure, or civil considerations is limited. A zone reconnaissance conducted over an extended distance begins at the line of departure, and concludes at a specified limit of advance. The BCT commander specifies information requirements based upon time constraints and his intent, and relates reconnaissance objectives to follow-on missions. Reconnaissance forces find and report enemy activities within the area of operation for the zone reconnaissance, reconnoiter specific terrain, and report all information in a timely manner.

AREA RECONNAISSANCE

4-42. *Area reconnaissance* is a form of reconnaissance that focuses on obtaining detailed information about the terrain or enemy activity within a prescribed area (ADRP 3-90). The commander assigns an area reconnaissance when information on the enemy situation is limited, when focused reconnaissance in a given area likely yields specific information related to decision points, or when information that is more thorough is required in a designated area. The commander defines the area as a named area of interest to focus the unit on a relatively small area such as a building, bridge, or key terrain. Area reconnaissance allows for focused reconnaissance over a wide area concentrated in specific locations that answer priority intelligence requirements and develop the situation to provide the commander with options.

ROUTE RECONNAISSANCE

4-43. *Route reconnaissance* is a directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route (ADRP 3-90). A route can be a road, highway, trail, mobility corridor, avenue of approach, or axis of advance. Routes begin at a start point

and end at a destination release point. The commander assigns a route reconnaissance either as a discrete mission or as a specified task of a zone or area reconnaissance. Route reconnaissance is not to be confused with route classification, which requires technical measurements and analysis typically performed by mission-tailored engineer reconnaissance teams. Typically, a route classification is included as a specified task for the engineer reconnaissance team as part of an assigned route reconnaissance. Reconnaissance forces collect information about roads, bridges, tunnels, fords, waterways, and other natural and manmade terrain features that can affect traffic flow. Route reconnaissance provides the commander with detailed information on the route and terrain that can influence the route to prevent surprise, determine trafficability for follow-on forces, and to confirm or deny running estimates made during the operations process.

RECONNAISSANCE IN FORCE

4-44. *Reconnaissance in force* is a deliberate combat operation designed to discover or test the enemy's strength, disposition, and reactions or to obtain other information (ADRP 3-90). A reconnaissance in force is a limited objective operation normally conducted by a battalion-sized or larger task force. The commander assigns a reconnaissance in force when the enemy is operating within an area and the commander cannot obtain adequate intelligence by any other means. Reconnaissance in force is an aggressive reconnaissance, which develops information in contact with the enemy to determine and exploit enemy weaknesses. The commander plans for the extrication of the force or the exploitation of success in advance.

SPECIAL RECONNAISSANCE

4-45. *Special reconnaissance* is reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces (JP 3-05). Special reconnaissance operations support the collection of the joint task force commander's priority intelligence requirements. Special reconnaissance may occur prior to conventional forces entering a designated area of operation. A special operations liaison may provide a responsive reporting capability in situations where the special operations task force commander has been requested to provide intelligence information that supports the intelligence requirements of a conventional force commander. The BCT commander and staff must understand when, where, and why the force is conducting special reconnaissance operations to establish unity of purpose. The BCT and the special operations forces element may establish a liaison capacity to understand collection task prioritization, and to understand associated reporting requirements and mechanisms. (Refer to FM 3-18 for additional information.)

> *Note.* A special operations forces element will not suspend or alter their collection efforts to support another collection plan unless directed to do so by the joint task force commander.

INFORMATION COLLECTION

4-46. The purpose of reconnaissance is to gather information so commanders can create plans, make decisions, and issue orders. The BCT commander's focus for reconnaissance usually falls in three general areas: commander's critical information requirements, targeting, and voids in information. The BCT staff, primarily the intelligence staff officer, identifies gaps in available intelligence based on the initial intelligence preparation of the battlefield. The intelligence preparation of the battlefield process helps determine factors that affect information collection, specifically the reconnaissance and surveillance effort.

4-47. Reconnaissance forces must employ the appropriate combinations of mounted, dismounted, and aerial (manned and unmanned) reconnaissance and surveillance to obtain the information required to answer the commander's priority intelligence requirements and to support the targeting process. At the same time, reconnaissance forces must be prepared to conduct counterreconnaissance and continuously develop detailed information on both the enemy and terrain. Reconnaissance forces fight for information as in a reconnaissance in force designed to discover or test the enemy's strength, dispositions, and reactions.

4-48. Reconnaissance forces often may be the first friendly units to encounter special operations forces because of their forward proximity in the BCT's area of operation. Depending on the command relationship,

conventional reconnaissance forces may operate in conjunction with special operations forces. (Refer to FM 3-55 for additional information.)

RECONNAISSANCE HANDOVER

4-49. Reconnaissance handover is the action that occurs between two elements to coordinate the transfer of information or responsibility for observation of potential threat contact, or the transfer of an assigned area from one element to another. Reconnaissance handover facilitates observation or surveillance of enemy contact or an assigned named or targeted area of interest. Reconnaissance handover is associated with a trigger, coordination point, or phase line designated as the reconnaissance handover line. A reconnaissance handover line is a designated phase line on the ground where reconnaissance responsibility transitions from one element to another. The reconnaissance handover line ensures positive control and chain of custody from the initial force to the force assuming responsibility and control.

4-50. Reconnaissance handover prevents gaps or seams to emerge that the enemy can exploit. Once handover is complete, the reconnaissance force transferring control either passes to the rear through the main body assuming responsibility for the reconnaissance objective as a rearward passage of lines or continues further into the zone to continue the reconnaissance mission. Reconnaissance handover assures that information requirements are transferred between units to maintain initiative, tempo, and to ease transitions. Well-planned and executed reconnaissance handover eases transitions in plans, phases, and priorities of effort and mitigates information gaps between units.

SECTION III – SECURITY OPERATIONS

4-51. *Security operations* are operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force (ADRP 3-90). The main difference between the conduct of security operations and reconnaissance is that the conduct of security operations orient on the protected force or facility, while reconnaissance is enemy and terrain oriented. Security missions protect the BCT from observation, indirect fires, harassment, surprise, and sabotage. At the same time, security forces conducting security operations provide information about the size, composition, location, and movement of enemy forces including information about the terrain and populations within a BCT's area of operations. Effective security operations can also draw enemy forces into exposed positions, trade space for time, allow the BCT to concentrate forces elsewhere, deceive the enemy, attrite enemy forces, and hold, deny, or control key terrain. Security forces must be prepared to destroy enemy reconnaissance efforts and fight for information to seize, retain, or exploit the initiative. (Refer to FM 3-90-2 for additional information.)

FUNDAMENTALS OF SECURITY OPERATIONS

4-52. Five fundamentals of security operations establish the framework for security operations. These fundamentals, discussed below, provide a set of principles that remind planners and practitioners of the inherent characteristics required to execute security operations. These fundamentals include provide early and accurate warning; provide reaction time and maneuver space; orient on the force or facility to be secured; perform continuous reconnaissance; and maintain enemy contact.

PROVIDE EARLY AND ACCURATE WARNING

4-53. The security force detects, observes, and reports threat forces that can influence the protected force. Early detection and warning through rapid reporting enables the BCT commander to make timely and well-informed decisions to apply forces relative to the threat. As a minimum, security forces should operate far enough from the protected force to prevent enemy ground forces from observing or engaging the protected force with direct fires. The BCT commander and staff plan for the positioning of ground security, aerial scouts, and unmanned aircraft systems to provide long-range observation of expected enemy avenues of approach. The commander reinforces and integrates them with available intelligence collection systems, such as unattended ground sensors, surveillance systems, and moving target indicators to maximize warning time.

PROVIDE REACTION TIME AND MANEUVER SPACE

4-54. Security forces provides the protected force with enough reaction time and maneuver space to effectively respond to likely enemy actions by operating at a distance from the protected force and by offering resistance (within its capabilities and mission constraints) to enemy forces. Providing the security force with an area of operation that has sufficient depth to operate enhances its ability to provide reaction time and maneuver space to the protected force. The commander determines the amount of time and space required to effectively respond from the information provided by the intelligence preparation of the battlefield process and the protected force commander's guidance regarding time the protected force requires to react to enemy courses of action based on the mission variables of METT-TC. Reaction time and maneuver space relates to decision points driven by information requirements and indicators given the latest time information is of value parameters to ensure the commander makes decisions that place maximum firepower at the decisive point in a timely manner.

ORIENT ON THE FORCE OR FACILITY TO BE SECURED

4-55. While reconnaissance forces orient on the enemy, security forces orient on the protected force by understanding their scheme of maneuver and follow-on mission. The security force focuses all its actions on protecting and providing early warning operating between the protected force and known or suspected enemy. The security force moves as the protected force moves and orients on its movement. The value of terrain occupied by the security force hinges on the protection it provides to the protected force. In addition to orienting on a force, security operations may orient on an area or facility.

PERFORM CONTINUOUS RECONNAISSANCE

4-56. Reconnaissance fundamentals are implicit in all security operations. Security forces continuously seek the enemy and reconnoiter key terrain. Security forces use continuous reconnaissance to gain and maintain enemy contact, develop the situation, report rapidly and accurately, retain freedom of maneuver to provide early and accurate warning, and provide reaction time and maneuver space to the protected force. Security forces conduct area reconnaissance or zone reconnaissance to detect enemy movement or enemy preparations for action and to learn as much as possible about the terrain with the ultimate goal to determine the enemy's course of action and to assist the protected force in countering it. Terrain information focuses on its possible use by the enemy or the friendly force, either for offensive or defensive operations. During operations focused on stability, terrain includes civil considerations. Stationary security forces use combinations of observation posts, aviation, patrols, intelligence collection assets, and battle positions to perform reconnaissance. Moving security forces perform zone, area, or route reconnaissance along with using observation points and battle positions to detect enemy movements and preparations.

MAINTAIN ENEMY CONTACT

4-57. Once the security force makes enemy contact, it does not break contact unless the main force commander specifically directs it. However, the individual security asset that first makes contact does not have to maintain that contact, if the entire security force maintains contact with the enemy. The security force commander ensures that subordinate security assets hand off contact with the enemy from one security asset to another in this case. The security force must continuously collect information on the enemy's activities to assist the main body in determining potential and actual enemy course of actions and to prevent the enemy from surprising the protected force. This requires the security force to maintain continuous visual contact, to be able to use direct and indirect fires, and to maneuver freely, which requires the security force have depth in space and time.

SECURITY OPERATIONS TASKS

4-58. Security operations tasks provide the protected force with varying levels of protection and are dependent upon the size of the unit conducting the security operation. All security tasks provide protection and early warning to the protected force. Security operations encompass five tasks: screen, guard, cover, area security, and local security.

4-59. Security tasks conducted in the security area by one force or a subordinate element of a force that provides security for the larger force are screen, guard, and cover. The screen, guard, and cover security tasks, respectively, contain increasing levels of combat power and provide the main body with increasing levels of security. The more combat power in the security force means less combat power for the main body. Normally, the BCT commander designates a security area in which security forces provide the BCT with reaction time and maneuver space to preserve freedom of action. (Refer to FM 3-90-2 for additional information.)

4-60. Operational area security occurs regardless of which element of operations is currently dominant. *Operational area security* is a form of security operations conducted to protect friendly forces, installations, routes, and actions within an area of operations (ADRP 3-37). Forces engaged in operational area security protect the force, installation, route, area, or asset. Although vital to the success of military operations, normally operational area security is an economy-of-force mission. Operational area security designed, to generate and maintain combat power, ensures the continued conduct of sustainment operations to support decisive and shaping operations. Operational area security preserves the commander's freedom to move reserves, position fire support means, provide for mission command, and conduct sustaining operations. Operational area security in noncontiguous areas of operations requires the BCT commander to emphasize area security. (Refer to ADRP 3-37 for additional information.)

4-61. Local security provides immediate protection to the friendly force. All forces are responsible for their own local security. Local security may consist of observation posts, local security patrols, perimeter security, and other measures to provide close-in security for a force. (See echelon-specific ATPs for echelon level discussions.)

SCREEN

4-62. *Screen* is a security task that primarily provides early warning to the protected force (ADRP 3-90). The screen provides the least protection of any security mission; it does not have the combat power to develop the situation. A screen is appropriate to cover gaps between forces, exposed flanks, or the rear of stationary and moving forces. The commander can place a screen in front of a stationary formation when the likelihood of enemy action is small, the expected enemy force is small, or the main body needs only limited time, once it is warned, to react effectively. If a significant enemy force is expected or a significant amount of time and space is needed to provide the required degree of protection, the commander assigns and resources a guard mission instead of a screen.

4-63. A screening force observes, identifies, and reports enemy actions. The unit performing a screen may engage, repel, or destroy an enemy's reconnaissance and surveillance element within its capabilities, augmented by indirect fires, close combat attack, and/or close air support, but otherwise fights only in self-defense. The screen has the minimum combat power necessary to provide the desired early warning, which allows the commander to retain the bulk of the main body's combat power for commitment at the decisive place and time. The depth of the screen is critical to allow reconnaissance handover of threat contact from one element to another without displacement from established observation posts. Screening forces use depth to delay, impede, and harass the enemy with indirect fires and/or air support to cause the enemy to deploy early and to prevent the enemy from identifying, penetrating, and exploiting the screen.

4-64. Within an assigned area of operation, a security force normally conducts a screen by establishing a series of observation posts and patrols to ensure adequate surveillance. The commander uses reconnaissance patrols (mounted, dismounted, and aerial), relocates observation posts, and employs technical assets to ensure continuous and overlapping surveillance. The commander also employs terrain data base analytical support systems to ensure the integration of friendly reconnaissance and surveillance assets to provide that necessary coverage. (Refer to FM 3-90-2 for additional information.)

GUARD

4-65. *Guard* is a security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. Units conducting a guard mission cannot operate independently because they rely upon fires and functional and multifunctional support assets of the main body (ADRP 3-90). A guard force differs from a screen in that

it routinely engages enemy forces with direct and indirect fires. A screening force primarily uses indirect fires or air support to destroy enemy reconnaissance elements and slow the movement of other enemy forces.

4-66. The BCT commander assigns a guard mission when he expects contact or has an exposed flank that requires greater protection than a screen can provide. The three types of guard operations are advance, flank, and rear guard. The commander can assign a guard mission to protect either a stationary or a moving force. The guard force commander normally conducts the guard mission as an area defense, a delay, a zone reconnaissance, or a movement to contact mission in the security area to provide reaction time and maneuver space to the main body. A guard operates within the range of the main body's fire support weapons, deploying over a narrower front than a comparable-sized screening force to permit concentrating combat power. Guards are most effective when air assets are integrated. The commander's intent and end state determines the nature and extent of required augmentation. (Refer to FM 3-90-2 for additional information.)

COVER

4-67. *Cover* is a security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body (ADRP 3-90). In Army doctrine, a *covering force* is a self-contained force capable of operating independently of the main body, unlike a screening or guard force, to conduct the cover task (FM 3-90-2). A covering force performs all the tasks of screening and guard forces.

4-68. A division covering force is usually a reinforced BCT that performs reconnaissance or other security missions. The *covering force area* is the area forward of the forward edge of the battle area out to the forward positions initially assigned to the covering force. It is here that the covering force executes assigned tasks (FM 3-90-2). The width of the covering force area is the same as the main body's area of operation. An adequately reinforced combined arms battalion, ABCT or SBCT cavalry squadron, or SBCT infantry battalion may perform a covering force mission if the division area of operations is narrow enough. These reinforcements typically revert to their parent organizations on passage of the covering force. BCTs and battalions typically organize a guard force instead of a covering force because their resources are limited.

4-69. A covering force's distance forward of the main body depends on the main body commander's intentions and instructions, reinforcements, the terrain, the enemy location and strength, and the main body and covering force's rate of march. Covering forces often become decisively engaged with enemy forces and therefore, must have substantial combat power to engage the enemy and accomplish the mission. A covering force develops the situation earlier than a screen or a guard force, fights longer and more often and defeats larger enemy forces. (Refer to FM 3-90-2 for additional information.)

AREA SECURITY

4-70. *Area security* is a security task conducted to protect friendly forces, installations, routes, and actions within a specific area (ADRP 3-90). Area security operations allow commanders to provide protection to critical assets without a significant diversion of combat power. Protected forces range from echelon headquarters through artillery and echelon reserves to the sustaining base. Protected installations can be part of the sustaining base or they can constitute part of the area's critical infrastructure.

4-71. During the offense, various military organizations may be involved in conducting area security operations in an economy-of-force role to protect lines of communications, convoys, or critical fixed sites and radars. Route security operations are defensive in nature and are terrain-oriented. A route security force may prevent an enemy force from impeding, harassing, or destroying lines of communications. Establishing a movement corridor for traffic along a route or portions of a route is an example of route security operations.

4-72. Areas to secure range from specific points, (bridges and defiles) and terrain features (ridgelines and hills), to large civilian population centers and their adjacent areas. Population-centric area security missions are common across the range of military operations, but almost a fixture during irregular warfare. Population-centric area security operations typically combine aspects of the area defense and offensive tasks to eliminate the power to produce internal defense threats. (Refer to ADRP 3-37 for additional information.)

LOCAL SECURITY

4-73. *Local security* is a security task that includes low-level security activities conducted near a unit to prevent surprise by the enemy (ADRP 3-90). Local security tasks include local measures that prevent or interdict enemy efforts. Local security is an enduring priority of work, is essential to maintaining initiative, and prevents units from being surprised. Local security involves avoiding detection and deceiving the enemy about friendly actions, positions, and intentions. Local security includes finding any enemy forces in the immediate vicinity and knowing as much about their positions and intentions as possible.

4-74. Local security can be part of the sustaining base or part of the area infrastructure. Local security protection ranges from echelon headquarters to reserve and sustainment forces using active and passive measures to provide local security. Active patrolling, unit standard operating procedures, and continuous reconnaissance are active measures that help provide local security. Passive measures include using camouflage, movement control, noise and light discipline, proper communications procedures, ground sensors, night-vision devices, and daylight sights. (See echelon-specific ATPs for echelon level discussions.)

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Chapter 5

Understand, Shape, Influence, and Consolidate Gains

Brigade combat teams (BCTs) must understand the operational environment, shape the operational environment through action, influence the population and its leaders, and consolidate gains to seize, retain, and exploit the initiative. BCT commanders conduct multiple missions to shape the operational environment and seek to achieve a common goal and end state that nests with high command objectives. Commanders must understand competing interests within the operational and information environment to determine what is of value to competitive parties and entities within the BCT's area of operations. Understanding competing interests helps develop courses of action that influence the populace and political structure, enhance the security situation, and lead to mission success. BCTs consolidate gains and favorable milestones to seize and exploit weaknesses, capitalize on opportunities, and further the allies' interests to secure stable political settlements and objectives complimentary to desired outcomes.

SECTION I – UNDERSTANDING THE OPERATIONAL ENVIRONMENT

5-1.   Interests are motivations that provide insight to perceived rights, influences, responsibilities, and power. Interests influence how populations perceive complexity, physical security, political systems, economic influence, tribal and religious identity, self-serving, or a combination of two or more. The BCT commander and staff develop an understanding of operational variables—political, military, economic, social, information, infrastructure, physical environment, and time (commonly referred to as PMESII-PT) and mission variables—mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) through information collection to enhance situational awareness and understanding of competing interests. (At the tactical level, intelligence operations, reconnaissance, security operations, and surveillance are the four primary means conducted as part of information collection.) The commander and staff can frame a problem if they understand competing interests within the area of operation. The BCT seeks to understand the motivations and recognize that each interest has multiple perspectives. The BCT considers political interests from multiple perspectives to operate effectively under conditions of complexity and in close contact with enemies and populations. Understanding interests assist the commander and staff to synchronize information-related capabilities that shape the information environment and to modify behaviors to further sustainable objectives.

5-2.   Understanding interests requires analysis of operational variables and mission variables within a particular region. Understanding requires an appreciation of the operational environment's complex, humanistic, and political environs within the context of war as a contest of wills. The BCT commander and staff must develop an understanding of the local audience's cultural communication techniques to communicate with them effectively. The BCT also must understand that the most important aspect of cultural communication is how the population receives the information rather than how the unit transmits the information. Determination of valued interests within an area provides options for the BCT to establish programs that incentivize cooperation leading to mission accomplishment. Comprehension of interests allows understanding to implement disincentives that seek to coerce and persuade adversaries, enemies, and neutral parties with interests counter to the objectives the BCT and higher have established. The understanding and acknowledgement of interests help to frame information-related capabilities in future operations.

5-3.   Efforts to understand interests begin before deployment. Country studies, analysis of the social demographics, constructs of local, sub-national and national governance, and understanding of key personalities and organizations within the BCT's future area of operation provide baseline knowledge to increase situational awareness and identify potential areas of friction before deployment. The BCT considers

operational variables and mission variables within their area of operations to gain an understanding of the interests and motivations particular to different groups and individuals to enhance situational awareness. Unified action partners and Army special operations forces are key resources that the BCT uses to develop situational understanding to shape efforts that lead to a sustainable, secure environment. Analysis of these resources allows informed leaders to identify information gaps and develop courses of action that increase their situational understanding within their area of operation.

5-4.   The BCT conducts information collection through intelligence operations, reconnaissance, security operations, and surveillance means that focus on intelligence requirements to bridge information gaps. Gaps identified during intelligence preparation of the battlefield develop into information requirements through aggressive and continuous operations to acquire information. The BCT staff considers operational variables and mission variables, with emphasis on civil considerations, to understand the interests within their area of operation. Information requirements that develop situational understanding of the interests within an area are defined and collected by focusing civil considerations within the construct of area, structures, capabilities, organizations, people, and events, (commonly known as ASCOPE). BCTs use human terrain system teams, the processes by which these teams function, and other enablers (civil affairs operations, military information support operations) to understand the nuances and particulars of organizations and people within the area of operation.

5-5.   The commander and staff consider culture and pillar organizations that influence the operational environment's civil considerations. Culture is the shared beliefs, values, customs, behaviors, and artifacts members of a society use to cope with the world and each other. Pillar organizations are organizations or systems on which the populace depends for support, security, strength, and direction. Examination of a culture gives insight to the motivations and interests of people and organizations. Consideration of a culture is imperative to successful shaping operations that set conditions for future successes. Thorough understanding of the interests of groups and individuals allow for informed and viable courses of action that seek to favorably shape the environment and contribute to positive outcomes and objectives within the BCT's area of operations.

5-6.   Host-nation security organizations and political partners provide invaluable insight into values, beliefs, and interests. As organizations are comprised of the people, they secure and govern, their native fluency in the customs, courtesies, cultures, beliefs, interests, and ideals provide the partnering BCT cultural perspective and intelligence that develop understanding of the operational environment. Close positive relationships (as addressed in the vignette below) with host-nation partners breed trust, which leads to an enhanced understanding of the operational environment.

UNDERSTAND, SHAPE, AND INFLUENCE

When 1st Brigade, 1st Armored Division (the Ready First Combat Team) arrived in Ramadi, Iraq in June 2006, the situation was dire. Attacks averaged over thirty per day, spiking on some days to over fifty. Less than 100 police out of an authorized 4000 were present for duty each day. The police that were present each day were forced to stay bunkered in their stations. Attacks bombarded the garrison at the government center several times daily with mortars, rocket propelled grenades, and small arms fire. The population of this provincial capital was terrified of the anticipated full-scale assault on the city to remove the insurgents.

The armored brigade combat team of 6000 United States Soldiers and Marines and 3000 Iraqi Army troops employed a far different strategy. Instead of launching a massive assault to clear the city house by house, the brigade isolated the insurgents. Disregarding the theater emphasis to withdraw to large bases, the brigade pushed out, placing company -sized combat outposts in the worst insurgent areas. These outposts restricted insurgent movement and demonstrated willingness to confront Al Qaeda in his sanctuary. Using the outposts as an example of their commitment to free the city from insurgent control, the BCT and Iraqi partners reached out to the remaining local tribal leaders, offering protection and economic development in exchange for police recruits to clear the

city. Frustrated by Al Qaeda's excesses and abuse, the tribal leaders provided over 4000 recruits over the following six months to fill the dwindling police ranks.

In the meantime, the BCT continued to execute a clear, hold, build strategy in the city, emplacing more combat outposts to reduce insurgent control over the city's center. A linked information operations effort began to discredit Al Qaeda in the eyes of the people. Allied tribes provided intelligence that enabled raids; thus, demoralizing the Al Qaeda force. The Iraqi Army and United States' forces liberated the city's large hospital, freeing access to medical care. Micro- and macro -economic development projects began in cooperative areas, providing much -needed local jobs. Sensing diminishing support and legitimacy among the population, Al Qaeda attempted to retaliate against cooperating tribes through a murder and intimidation campaign. The Ready First stood by the tribes, providing air, artillery, and troop support to defend against insurgent attacks when required. This demonstration of solidarity solidified the tribal rebellion, which expanded exponentially.

Returning police recruits provided security in cleared areas, and provided the flexibility to expand and clear the remaining sanctuaries. In addition to sending troops to far away police and army schools, the Ready First Combat Team provided a leadership academy to develop local forces' ability to conduct counterinsurgency operations. Soldiers and local security forces inhabited joint security stations throughout the city, working together to provide security. The tribal councils selected mayors and local leaders to rebuild the human infrastructure of the city. Violence decreased by nearly 70 percent by February 2007, and by summer 2007, attacks practically ceased in Ramadi. The Awakening spread quickly from Ramadi to the rest of Anbar, changing the course of the Iraq war.

SECTION II – SHAPE THE ENVIRONMENT

5-7.   Setting conditions to shape the operational environment requires understanding of competing dynamics within the area of operation. The BCT commander and staff consider the competitive environment of the area of operations and shape the operational environment to set conditions to seize, retain, and exploit the initiative. Different political entities, different personalities, tribal dynamics, religious interests, economic motivations, sources of security, and potential havens of refuge for enemies all contribute to the competitive nature of the operational environment. Not all of these interests are parallel and mutually supportive of the objectives and end state for a particular region. The BCT develops situational understanding and influences personalities and organizations to achieve objectives to shape the environment. Shaping the environment includes persuading and empowering other personalities and organizations to modify behaviors and actions consistent with the friendly force's intent and objectives. Setting conditions is an enduring process throughout all phases of an operation.

5-8.   The BCT Commander and staff understand through analysis of operational and mission variables, enhanced and developed through information collection to understand the competing dynamics within the area of operation. The commander and staff seek to understand the populations' interests and motivations and to identify pillar organizations that provide guidance, inspiration, and strength to the population. The BCT must understand who is influential in the area of operation to engage leaders, influence behaviors, and persuade neutral and fringe groups to synthesize with friendly objectives, and to plan and execute limited offensive tasks that set conditions for future successes. Ultimately, greater understanding of operational and mission variables is essential to the development, planning, and execution of information-related capabilities that shape the operational environment.

5-9.   Commanders seek to understand the competitive interests within their area of operations and how these interests influence desired outcomes and objectives. Some interests and motivations are supportive of the BCT's objectives and others conflict, counter, and disrupt efforts of the desired end state. The BCT's ability to shape favorable outcomes relates to the BCT's ability to understand the influence of different competitive interests. The BCT seeks answers to information gaps through the development of intelligence requirements that are satisfied through active information operations within a given area. Staffs develop options for the

commander through information collection and analysis so he can inform the populace and influence various actors to shape the environment.

5-10. Analysis of the motivations and interests of personalities and organizations provide insight to future information operations seeking to modify behaviors counter to friendly force objectives. Subordinate commanders and staffs develop plans and operations that support the BCT commander's intent and desired end state. Supporting efforts empower key influencers and organizations, and persuade neutral audiences, to bolster legitimacy and secure vital interests and objectives. Coercive efforts attack to neutralize the enemy's narrative. BCTs use coercive efforts to counter enemy propaganda and isolate adversaries or enemies from their support base to begin the psychological breakdown of adversary or enemy organizations. The BCT shapes conditions for favorable objectives in line with the interests of the host nation contributing to the enemy's defeat through use of military deception, engagements, and communication mediums.

5-11. Activities that shape the operational environment derive success in how effectively they persuade the populace and empower the host-nation government. All efforts focus on bolstering the legitimacy of the rule of law and the host-nation's ability to provide for effective governance. Persuasion and empowerment demand BCTs use engagement strategies to make connections and form relationships with pillar organizations and individuals who control and influence the local community. Engagements secure common and clearly defined goals and ideals that provide a common reference point for future engagements and activities. Engagements seek to reinforce the authority of legitimate leaders and pillars and to restore or solidify confidence in host-nation security forces, governance, and rule of law. Persuasive efforts utilize a compelling narrative that justifies and explains friendly actions while delegitimizing motivations and behaviors of those who are counter to positive gains within the area of operations. Additionally, persuasive efforts specifically target neutral or fringe entities with the goal of tipping neutrality to a favorable alliance.

5-12. Offensive tasks of limited scope, duration, and objectives targeting enemy, capabilities, groups, or individuals seize initiative and opportunities contributing to enduring success. BCTs identify opportunities to seize, retain, and exploit the initiative to destroy, dislocate, disintegrate, or isolate enemy organizations and discredit enemy actions as trust builds and information is collected. Offensive tasks shape the operational environment within the three operational frameworks and establish conditions for future operations. Effective offensive tasks retain initiative through actions and coherent and compelling themes and messages to inform and influence audiences.

SECTION III – INFLUENCE AUDIENCES

5-13. The BCT commander ensures actions, themes, and messages complement and reinforce each other to accomplish objectives. An information theme is a unifying or dominant idea or image that expresses the purpose for an action. A message is a verbal, written, or electronic communication that supports an information theme focused on an audience. A message supports a specific action or objective. Actions, themes, and messages are inextricably linked. The commander ensures actions, themes, and messages complement and reinforce each other and support operational objectives. The commander keeps in mind that every action implies a message, and avoids contradictory actions, themes, or messages.

5-14. Throughout operations, the commander informs and influences audiences inside and outside of the BCT. The commander informs and influences by conducting Soldier and leader engagements, radio programs, command information programs, operations briefs, and unit website posts or social media. The BCT staff assists the commander to create shared understanding and purpose inside and outside of the BCT, and among all affected audiences. Shared understanding synchronizes words and actions, which supports the commander's operational goals.

5-15. Influence is central to shaping the operational environment. All activities conducted by the BCT directly or indirectly contribute to or detract from the BCT's ability to influence the populace and environment. Information-related tools, techniques, and activities are the integration of designated information-related capabilities to synchronize themes, messages, and actions with operations to inform United States and global audiences, influence foreign audiences, and affect adversary and enemy decision making. Information-related capabilities clarify intentions through common narratives, counter enemy propaganda, expose corruption within competing groups or entities, and bolster the legitimacy of host-nation power and governance. Information-related capabilities modify behaviors and efforts through persuasion,

cooperation, or coercion that leads to successful operations that secure the populace and provide order to the social structure.

5-16. Narratives provide a communication mechanism and are the unifying structures between action and communication with the populace. Simple narratives tie together the actions of the BCT with unit objectives. Simple narratives provide a basis for informing and influencing leaders and pillars as to the purpose behind actions and activities conducted by host-nation forces and the BCT. Compelling narratives seek to address concerns and interests of the populace while explaining the methodologies endeavored by the host-nation government and security forces in partnership with the BCT. All BCT leaders must understand the narrative as they play a central role in key leader engagements and all information-related capabilities. Narratives explain and justify friendly actions while delegitimizing enemy and adversary actions. Narratives simultaneously serve as both communication mechanisms and counterpropaganda instruments that gain the populaces' favor. Narratives seek to neutralize or disable the support structures provided to adversary or enemy groups and factions. BCTs must be aware of the multiple narratives within a given information environment. The BCT gains valuable insights from competing narratives to determine the multiple and disparate interests and motivations of the population and its subsets. BCTs identify the actors and analyze the narratives to determine competing narratives; staffs then articulate these competing narratives to inform the commander's decisions.

5-17. BCTs address enemy propaganda efforts by preempting and countering enemy propaganda to neutralize their effects on friendly actions and objectives. BCTs maintain credibility with the host-nation populace and counter enemy propaganda that seeks to delegitimize host-nation government and friendly forces actions to maintain the initiative. Use of mainstream media, social media, community meetings, key leader engagements, and other messaging mechanisms provide multiple means to counter enemy propaganda and address accusations and misinformation before the local, regional, national, and global audience perceives deceit and lies as truth and fact. The BCT must actively collects information and intelligence that allows unhindered observation of enemy messaging and propaganda platforms to identify enemy information campaigns that seek to degrade the effectiveness of friendly actions and activities. BCTs construct narratives, identify enemy countermessaging and propaganda efforts through information collection, and aggressively deliver countermessages that discredit enemy propaganda. BCTs assess the impact of friendly and enemy influences upon the populace at the local, regional, national, and international level to counter enemy propaganda.

5-18. Criminal patronage networks that undermine progress for their own political or economic gains require transparency, accountability, and combined oversight with host-nation partners. Political environments and security organizations allow opportunists to infiltrate legitimate systems and pursue agendas outside the interests, aims, and objectives that support sustainable and favorable outcomes. Political subversion undermines legitimacy and gives enemies and adversaries insider information about friendly motivations and operations.

5-19. The BCT must understand the external and internal influences of corruption within host-nation political, economic, and security systems. BCTs, in partnership with the host nation, must identify corrupt officials, discredit enemy influence in legitimate systems, and eliminate subversive elements that promote negative influences to legitimate governmental processes or other pillar organizations. When the host-nation denies enemy organizations sanctuary in pillar organizations, they are forced to seek support elsewhere or retire from a given area, thereby making themselves vulnerable to friendly forces that can identify transitions, seize initiative, exploit weakness, and neutralize or destroy enemy forces.

5-20. Above all, the BCT supports efforts designed to bolster host-nation partner legitimacy among the populace and global audience. Legitimacy takes on varying forms depending upon the social, cultural, and political systems of a particular society. Rule of law is fundamental to legitimate governance. Partnered security operations between the BCT and host-nation security forces are essential to gaining and maintaining the rule of law and a sustainable security environment. The populace decides whether the governance mechanisms within their society are legitimate since local and cultural norms define legitimacy and acceptance by the people. Measurable and noticeable progress, however slight, enhances legitimacy that improves the security, law and order, economic situation, and social structure over time.

5-21. BCTs that exhibit an understanding of the information environment are prepared to synchronize information-related capabilities to enhance the effectiveness of their operations. Information operations communicate action and intent to the populace, encourage cooperation through persuasion and relationships,

effectively counter enemy propaganda, expose and defeat corruption, and bolster the legitimacy of host-nation partners. Effective information operations shape the information environment and enable sustainable outcomes that lead to rule of law, effective governance, address the needs of the people, and enhance mission accomplishment.

SECTION IV – INFLUENCE OUTCOMES

5-22. BCT commanders employ information-related capabilities within their area of operation to empower the successful accomplishment of objectives. Influence alters public opinion garnering support for military and diplomatic operations. Well-planned and executed, information operations lead to diplomatic and political conclusions that minimize or eliminate the need for military operations. All assets and capabilities at a commander's disposal have the capacity to achieve objectives, and inform and influence to varying degrees. Some examples of resources commanders may use include combat camera, counterintelligence, maneuver, and network operations. Objectives encapsulate the results of activities and the expected or desired conclusion of missions and tasks. Use of information-related capabilities nested within tactical, operational, and strategic objectives reinforce narratives that inform and promote influence.

5-23. Culture, history, religion, politics, tradition, and needs hierarchies contribute to interpretation and acceptance of the narratives presented to adversaries, host-nation forces, and indigenous populations. Competing narratives clash within the operational environment concurrently with lethal, nonlethal, and ancillary capabilities within the operational environment. Commanders work with information-related capabilities such as civil affairs, public affairs, military intelligence, and other capabilities. Capabilities such as military information support operations, draft, implement, distribute, and monitor the effectiveness of narratives. Unintended or unconsidered consequences, impacts from activities and actions of entities outside of the commander's sphere of control, and adversary or enemy competing narratives struggle for acceptance or rejection of the narrative within the operational environment. Using environmental metrics, civil considerations, intelligence, monitoring of media (external and social), and constant attention to all competing narratives increases the commander's development of influence within an area of operations.

5-24. Influence and outcomes are inextricably linked so commanders can consolidate the elements of combat power resulting in mission success and end-state accomplishment. Subsets within influence and its attainment are concepts and actions such as conflict resolution, negotiation, accommodation, reconciliation, compromise, and release of authority and responsibility to host-nation military and political forces and entities. Continuous information collection and analysis of intelligence within the human dynamic are essential to gain and implement influence. BCT commanders and staffs must continuously assess and modify information-related capabilities to maintain narrative dominance. Commanders and staffs ensure that any expected or desired outcomes of other activities and operations link and nest with influence mechanisms and narrative.

SECTION V – CONSOLIDATE GAINS

5-25. BCTs consolidate gains by seizing, retaining, and exploiting initiative and opportunities resulting from information collection, interaction with people and organizations, offensive and defensive tasks, information-related capabilities, and cyber electromagnetic activities. Consolidating gains is the combination and nesting of multiple objectives to unite military advantage and influence within the area of operation. Executing tasks to accomplish objectives that are consistent with the higher intent achieves consolidation. Gains capitalize success in military operations, the information environment, and combined operations to accomplish tactical, operational, and strategic objectives. BCTs develop and reassess situations, perceptions, and opportunities through continuous information collection to maintain positive momentum and tactical, operational, and strategic gains.

5-26. BCT commanders and staffs influence their host partners and populace through compelling narratives that explain actions, discredit enemy propaganda, and highlight common goals, themes, and messages. BCTs develop information and intelligence to understand, shape, and influence the operational environment and consolidate positive gains leading towards desired objectives. BCT commanders and staffs analyze operational and mission variables to provide understanding of the operational environment and to influence the people and organizations within their area of operation. The BCT influences, persuades, and empowers

people and organizations to shape the environment and support sustainable objectives. Setting conditions to shape transcends phases and is continuous throughout all operations.

5-27. The BCT commander seeks opportunities to maintain pressure on enemy forces, highlight and promote positive contributions in rule of law and governance, and exploit weaknesses in enemy narratives. Consolidating gains capitalize on the positive actions and objectives through information collection, offensive and defensive tasks, information operations, narratives, themes, messages, and host-nation partnerships to bridge tactical success with operational and strategic objectives. In essence, the consolidation of gains (demonstrated in the example below) links positive, contributing tactical actions with operational and strategic objectives.

CONSOLIDATION OF GAINS

A BCT establishes two combat outposts within a contested area. These combat outposts represent gains in security and stability within their immediate surroundings, but the contested space (physical-geographical, political, social, and so forth) between the combat outposts remains under the control and influence of adversarial groups. The BCT consolidates (nests) these gains (combat outposts security and stability) through the rapid introduction of joint patrolling and influence mechanisms within the contested space. Thus, the BCT maintains the initiative and momentum towards mission accomplishment and operational and strategic goal achievement.

5-28. As described above, the BCT commander joined complimentary tactical objectives across multiple lines of effort to influence operational and strategic objectives with tactical actions. Ultimately, the host nation must have the capability to ensure a safe and secure environment and must likewise develop the capacity to maintain acceptable conditions related to good governance, the rule-of-law, social well-being, and economic development. The BCT commander builds partner capacity through collaboration and empowerment that enhances the legitimacy of host-nation forces and government. Partner capacity must be sustainable and eventually independent of the BCT's influence to maintain legitimate authority and perception of the rule of law and governance.

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Chapter 6

Offense

The brigade combat team (BCT) conducts offensive tasks to defeat and destroy enemy forces and seize terrain, resources, and population centers. Offensive actions impose the BCT commander's will on the enemy. Offensive actions capitalize on accurate and timely intelligence and other relevant information regarding enemy forces, weather, and terrain. Protection tasks, such as security operations, operations security, and information protection prevent or inhibit the enemy from acquiring accurate information about friendly forces. As the commander maneuvers forces to advantageous positions before contact, contact with enemy forces before the decisive operation is deliberate and designed to shape the optimum situation for the decisive operation. When commented, the decisive operation is a sudden, shattering action that capitalizes on subordinate initiative and a common operational picture. This chapter addresses the characteristics of the offense, common offensive planning considerations, forms of maneuver, offensive tasks, and planning considerations when transitioning to other tactical operations.

SECTION I – CHARACTERISTICS OF THE OFFENSE

6-1. Successful offenses share the following characteristics: surprise, concentration, tempo, and audacity. Offense characteristics, used in concert, create the foundation for an effective offense in any operational environment. The tactical vignette below is an example of this foundation and illustrates why United States forces must be able to transition from one type of military action (counterinsurgency) to another (close combat) seamlessly and rapidly.

6-2. Close combat, as experienced by Russian forces in Grozny and United States forces in Fallujah illustrate two approaches for conducting the offense in urban terrain. In each case, noncombatants were told to evacuate in advance of the attack and anyone left was a de facto enemy fighter. These geographically remote cities were, in effect, besieged and then stormed, with attacks supported by massive firepower. The result was high casualties on both sides and rubbled cities. The 2008 battle for Sadr City offers a different approach. The challenges during the battle for Sadr City were in some cases even more formidable than the challenges posed by Grozny and Fallujah.

Sadr City is part of Baghdad and has an estimated population of 2.4 million. Forcing noncombatants to evacuate was not an option, there was nowhere for them to go. However, the approach to ridding Sadr City of Jaish al-Mahdi fighters was quite different from that used in Grozny or Fallujah. The operation in Sadr City focused on enemy fighters and their capabilities, rather than taking and clearing the city.

The trigger for the battle was Jaish al-Mahdi fighter's response to the Iraqi government's offensive against insurgents in Basra. Jaish al-Mahdi fighters launched their own offensive, overrunning Iraqi government of Iraq security forces and firing rockets and mortars into the International Zone, also known as the Green Zone. In response, a United States Army brigade and Iraqi security forces (army and police), featuring Abrams tanks, Bradley fighting vehicles, and Strykers, along with engineers, civil affairs, and psychological operations personnel and other support troops, attacked Jaish al-Mahdi fighters. The command and control arrangements gave the brigade commander direct access to crucial joint intelligence, surveillance, and reconnaissance assets, and fire support including attack

helicopters, fighter aircraft, armed Predator unmanned aircraft systems, and Shadow unmanned aircraft systems. This arrangement gave the brigade commander a short decision-response time, rapidly increasing the tempo of attacks to disrupt Jaish al-Mahdi operations.

An early priority was to stop the rocket and mortar attacks on the international zone. Jaish al-Mahdi fighters could launch these attacks quickly and almost at will. These attacks simply required pulling a vehicle into a firing position, unloading the rocket and its firing rail, firing off the rocket, and driving back to a hide position. United States forces quickly realized that the international zone was at the extreme end of the 107-mm rocket's range. The solution was to push Jaish al-Mahdi fighters out of their firing positions and back into Sadr City. This approach did not stop Jaish al-Mahdi infiltration. The brigade then employed an innovative but straightforward approach: It walled off two neighborhoods south of Sadr City, including the one containing the Jamilla market where Jaish al-Mahdi fighters obtained much of their resources. This inventive plan consisted of T-wall sections, each twelve feet tall and weighing 9000 pounds. The wall became an impenetrable; nearly five-kilometer barrier that denied Jaish al-Mahdi fighters what had been terrain and avenues of movement crucial to its operations. The fighting was particularly intense and required the brigade commander to commit Abrams tanks and Bradley fighting vehicles to dislodge Jaish al-Mahdi fighters and protect the soldiers building the wall. As soon as the wall started to go up, Jaish al-Mahdi fighters instantly recognized the threat posed to its operations and launched numerous attacks to stop its construction. The wall, in the words of one United States commander, became a terrorist magnet. United States forces fought from a position of advantage, massing the effects of combat power to defeat the Jaish al-Mahdi fighters' assaults. While the construction of the T-wall ultimately squelched the rocket attacks by defeating Jaish al-Mahdi fighters, United States forces waged an intense and instructive concentration of counterfire operation.

Key to the counterfire operation was giving the brigade commander direct access to joint intelligence, surveillance, and reconnaissance assets so that he could identify firing locations almost immediately without having to consult with another headquarters. The commander could also pass intelligence rapidly, and by using secure communications, down to the company level. He could attack enemy firing points around the clock with a formidable array of assets, including Apache helicopters, Air Force fighter aircraft, and armed Predator unmanned aircraft systems. Brigade intelligence analysts honed their techniques over time and learned to follow Jaish al-Mahdi rocket teams to their source rather than attack them immediately. This tactic allowed the United States forces to strike ammo dumps and senior leaders at a time or place the enemy did not expect. This tactic had a profound effect, more so than if they had destroyed a vehicle and a few fighters.

The overall results were impressive. In about two months, United States and Iraqi forces obliterated Jaish al-Mahdi fighters, killing an estimated 700, won back significant numbers of the population, and re-established control of what had been an insurgent stronghold. United States forces killed in action numbered fewer than ten. Furthermore, the Multi-national Division-Baghdad exploited the success of the combat gains in Sadr City with an intensive campaign of providing local security and reconstruction, all complemented by information operations. In addition to the key lessons highlighted above, other key lessons emerged. First, persistent intelligence, surveillance, and reconnaissance, technical intelligence, and responsive precision strikes were crucial to success because they were integrated at low levels. Second, ground maneuver forces were essential. Aggressive ground maneuver forced the enemy to react and enabled United States forces to seize control of the terrain south of Sadr City and to erect the barrier. Finally, capable indigenous forces were decisive in securing gains. Their presence signaled that Iraqis were in charge, not coalition forces that would leave eventually.

SURPRISE

6-3.   As in the vignette above, BCT commanders achieve surprise by striking the enemy at a time or place the enemy does not expect or in a manner that the enemy is unprepared. Commanders assess the enemy's intent to prevent him from gaining situational understanding. The BCT identifies and avoids enemy strengths while attacking enemy weaknesses. The BCT strikes the enemy where he least expects it through night attacks, infiltrations, and/or rapid insertion of airborne or air assault forces, thus, forcing the enemy to deal with multiple forms of contact. BCTs focus security forces to gain accurate and timely information about the enemy and capitalize on this information by maneuvering forces to critical locations on the battlefield to limit the enemy's ability to react.

CONCENTRATION

6-4.   Concentration, as display in the vignette, is the massing of overwhelming effects of combat power to achieve a single purpose. During the offense, the BCT commander must avoid set patterns or obvious movements that would indicate the timing or direction of the attack. The commander designates, sustains, and shifts the main effort as necessary. The BCT concentrates combat power against the enemy using company level enhanced digital communications and information systems. Simultaneously, the BCT synchronizes information from reconnaissance operations, adjacent units, higher headquarters, and unified action partners. Synchronizing allows the BCT to gain an understanding of the terrain and threat forces in its area of operations and to concentrate reconnaissance efforts on the commander's specific information requirements.

6-5.   The division commander assists the BCT commander to achieve concentration by task organizing additional resources from augmenting units or forces from within the division. The division commander, through the division artillery headquarters, may provide additional artillery support from the division artillery or a field artillery brigade. If lacking external resources, the division commander for example, may direct the organic field artillery battalion of the BCT in reserve to reinforce the fires of the field artillery battalion organic to the BCT conducting the main effort until the reserve is committed. Another example is to direct the division artillery target acquisition platoon radars to provide coverage while BCT radars are moving.

TEMPO

6-6.   Commanders build the appropriate tempo to provide the necessary momentum for successful attacks that achieve the objective. Controlling or altering tempo, as demonstrated in the vignette, by the commander's direct access to crucial joint intelligence, surveillance, and reconnaissance assets was essential to retaining the initiative and maintaining the rapid tempo of the operation. During the offense, rapid tempo focuses on key pieces of information and terrain at the tactical level. A rapid tempo entails a small number of tasks, and allows attackers to penetrate barriers and defenses quickly to destroy enemy forces in-depth before they can react. A rapid tempo allows the BCT to deliver multiple blows in-depth from numerous directions to seize, retain, and exploit the initiative. Blows from multiple directions cause a multidimensional dilemma for the enemy.

6-7.   Commanders adjust the tempo to achieve synchronization. Speed is preferred to keep the enemy off balance. Establishing the conditions for decisive actions may require slowing the tempo as the pieces are set in place. Once ready, the tempo is increased, and the action takes place rapidly.

AUDACITY

6-8.   As seen in the vignette a simple but boldly executed plan of action, walling off the two neighborhoods south of Sadr City, demonstrated audacity through action to seize the initiative and press the battle. Commanders must exercise audacity by developing inventive plans that produce decisive results while violently applying combat power. Commanders must understand when and where to take risks and avoid hesitation when executing the plan.

SECTION II – COMMON OFFENSIVE PLANNING CONSIDERATIONS

6-9.   The BCT commander begins with a designated area of operations, identified mission, and assigned forces. The commander develops and issues planning guidance based on his visualization relating to the

physical means to accomplish the mission. The following paragraphs discuss activities, functions, and specific operational environments as the framework for discussing offensive planning considerations.

JOINT, INTERORGANIZATIONAL, AND MULTINATIONAL TEAMS

6-10. The operational environment may require the BCT to maintain direct links with joint and multinational forces and United States and foreign governmental and nongovernmental organizations involved in the conflict, crisis, or instability. In many situations, such as when an adversary or enemy is primarily employing unconventional activities, the BCT benefits from exploiting the knowledge and capabilities residing within these organizations.

6-11. The BCT headquarters or subordinate elements actively participate in civil-military activities and may synchronize their operations with those of different civil-military organizations. Unity of effort with these organizations is essential and facilitates best through the exchange of a liaison officer. The fact that the BCT's communications systems may not be compatible with the civil-military organization increases the need for an exchange of knowledgeable liaison officers who are properly equipped to communicate according to the table of organization and equipment.

MISSION COMMAND

6-12. As with all operations, the BCT commander drives the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing. For example, a movement to contact includes the general plan, direction, objectives, general organization of forces, general guidance of actions on contact, bypass criteria, and other guidance as required. The commander also specifies his location. (Refer to ADRP 6-0 for additional information.)

6-13. The commander and staff use the operational framework to help conceptualize and describe the concept of operations. The operational framework provides the commander and staff with basic conceptual options for visualizing and describing operations in time, space, purpose, and resources (see chapter 3). The BCT commander is not bound by any specific framework for conceptually organizing operations; but may use one of three conceptual frameworks or in combination, that follow. For example, a commander may use the deep–close–security framework to describe the operation in time and space, the decisive–shaping–sustaining framework to articulate the operation in terms of purpose, and the main and supporting efforts framework to designate the shifting prioritization of resources. These operational frameworks apply equally to both operational and tactical actions. (Refer to ADRP 3-0 for additional information.)

6-14. Mission command within the operations process involves a continuous development process of estimates, decisions, assigning tasks and missions, executing tasks and missions, and acquiring feedback. The operations process includes deriving missions, formulating concepts, and communicating the commander's intent successfully. Information products and the interpretations result in decisions and directives. Based on the commander's guidance, the staff recommends—

- Suspected enemy locations and courses of action.
- Formation and task organization of forces (planned two levels down, tasked one level down).
- Reconnaissance and surveillance tasks (enemy's strength, disposition, and location).
- Decision points to support changes in the movement formation.
- Security plans to protect the main body.
- Priorities of fire.
- Bypass criteria.
- Missions for subordinate units.
- Control measures.

6-15. Mission command involves acquiring and displaying information. All units continually acquire information about the mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) through a variety of means. Units send and receive information, manage the means of communicating the information, and filter and maintain the information in a form that is convenient to the decisionmaking process. The commander records his decisions as plans and orders that serve as input

to the mission command process at the next lower echelon. Feedback from subordinate units provides input to the BCT's mission command process thus contributing to an ongoing process. (Refer to FM 3-90-1 for additional information.)

6-16. Airspace management conducted through the development of a unit airspace plan consists of positive and procedural control measures as well as the synchronization of airspace users and activities supporting the BCT. Airspace control procedures provide flexibility through a combination of positive and procedural control measures. *Positive control*—a method of airspace control that relies on positive identification, tracking, and direction of aircraft within an airspace, conducted with electronic means by an agency having the authority and responsibility therein (JP 3-52). *Procedural control*—a method of airspace control which relies on a combination of previously agreed and promulgated orders and procedures (JP 3-52). Properly developed airspace control measures facilitate the BCT's employment of aerial and surface-based fires simultaneously. (Refer to JP 3-52, FM 3-52, and ATP 3-52.1 for additional information on airspace control and ATP 3-91.1 for information on the joint air-ground integration center.)

MOVEMENT AND MANEUVER

6-17. The commander conducts movement and maneuver to avoid enemy strengths and to create opportunities to increase friendly fire effects. The commander makes unexpected maneuvers, rapidly changes the tempo of ongoing operations, avoids observation, and uses deceptive techniques and procedures to surprise the enemy. The commander overwhelms the enemy with one or more unexpected blows before the enemy has time to react in an organized fashion. Attacking the enemy force from an advantageous position, such as engaging the enemy from a flanking position, facilitates defeating the enemy force.

6-18. The commander maneuvers to close with and destroy the enemy by close combat and shock effect. *Close combat* is warfare carried out on land in a direct-fire fight, supported by direct and indirect fires, and other assets (ADRP 3-0). Close combat defeats or destroys enemy forces or seizes and retains ground. Close combat encompasses all actions that place friendly forces in immediate contact with the enemy where the commander uses fire and movement.

6-19. Swift maneuver against several decisive points supported by precise, concentrated fire can induce paralysis and shock among enemy troops and commanders. During combined arms operations, commanders compel the enemy to respond to friendly action. Such friendly actions nullify the enemy's ability to conduct their synchronized, mutually supporting reactions. In the offense, the decisive operation is a sudden, shattering action against an enemy weakness that capitalizes on speed, surprise, and shock. Offense involves taking the fight to the enemy and never allowing enemy forces to recover from the initial shock of the attack.

6-20. The commander integrates and synchronizes all available combat power to achieve the commander's objectives, which are to seize, retain, and exploit the initiative, and sustain freedom of movement and action. He employs joint capabilities when provided, such as close air support to complement or reinforce BCT capabilities.

6-21. Air-ground operations support the commander's objectives. Relationships, common understanding, and mutual trust enhance the planning, coordination, and synchronized employment of ground and air maneuver. Air-ground operations require detailed planning of synchronized timelines, aviation task and purpose, and airspace management. Aircraft are limited in time due to fuel requirements and fighter management of aircrew duty day. Commanders and staffs use friendly timelines. Synchronization matrixes assist the commanders and staffs to ensure air assets are at the right place at the right time, that they nest with the ground maneuver plan, and provide the desired effects to support the BCT mission. Aviation commanders and staffs use these timelines to manage aircrew duty day and aircraft readiness.

SCHEME OF MANEUVER

6-22. The scheme of maneuver covers the actions from prior to line of departure to consolidation and reorganization. The BCT operations order scheme of maneuver paragraph addresses the following:
- Task and purpose of subordinate elements.
- Actions at known or likely enemy contact locations.
- Scheme of fires.
- Direct fire control measures.

- Fire support coordination measures and airspace coordinating measures.
- Commander's critical information requirements.
- Methods for moving through and crossing dangerous areas.
- Combat formation and known locations where the formation changes.
- Actions and array of forces at the final objective or limit of advance.
- Decision points and criteria for execution of maneuver options (attack, report and bypass, defend and retrograde), that may develop during execution.

MOBILITY

6-23. The brigade special troops battalion, engineer company or brigade engineer battalion, engineer companies' priority of support typically is to mobility, although it may rapidly change to countermobility in anticipation of an enemy attack. Engineer reconnaissance teams join reconnaissance and security forces to reconnoiter obstacles based on an analysis of the mission variables of METT-TC. Suppression and obscuration fires planning support breaching operations. Additional combat engineers, task organized for breaching, reducing obstacles, and making expedient repairs to roads, trails, and ford sites may travel with the advance guard. The combat engineers' purpose is to assure that the advance guard and the main body remains mobile. (Refer to ATP 3-34.22 for additional information.)

6-24. For BCTs where the brigade special troops battalion has converted to a brigade engineer battalion the military police platoon is no longer assigned. Mobility planning, based upon the mission variables of METT-TC includes identifying requirements for military police support and augmentation. Military police contribute to the maneuver and mobility by—

- Preserving the freedom of movement over main supply routes (see ATP 3-39.10).
- Improving the protection of high-risk personnel and facilities during security and mobility (see ATP 3-39.30).
- Providing temporary detention operations (see FM 3-63) for detained individuals.
- Integrating police intelligence through operations (see ATP 3-39.20) to enhance situational understanding, protection, civil control, and law enforcement efforts.

6-25. The BCT provost marshal is responsible for coordinating military police assets and activities for the brigade. Mobility planning should integrate the security and mobility support discipline to support the BCT with a distribution of military police forces throughout the area of operations. (Refer to FM 3-39 for additional information.)

PASSAGE OF LINES

6-26. Maneuver forces conduct passage of lines when at least one of the mission variables of METT-TC does not permit the bypass of a friendly unit. A passage of lines is a complex operation requiring close supervision and detailed planning, coordination, and synchronization between the commander of the unit conducting the passage and the unit being passed.

6-27. The primary purpose of a passage of lines is to transfer responsibility (forward or rearward) for an area from one unit to another. Units conduct a passage of lines to sustain the tempo of an offensive task or to transfer responsibility from one unit to another to maintain the viability of the defense. Units also conduct passage of lines to transition from a delay or security operation by one force to a defense or to free a unit for another mission or task. (Refer to FM 3-90-2 for additional information.)

COMBAT FORMATIONS

6-28. A *combat formation* is an ordered arrangement of forces for a specific purpose and describes the general configuration of a unit on the ground (ADRP 3-90). The seven combat formations are column, line, echelon (left or right), box, diamond, wedge, and vee.

6-29. Combat formations are threat-or terrain-based. The BCT may use more than one formation within a given movement, especially if the terrain or enemy situation changes during a movement. For example, a battalion may use the column formation during the passage of lines and then change to another formation

such as the wedge. Companies within the battalion formation may conduct movement-using formations different from that of the battalion. For example, one company may be in a wedge, another in an echelon right, and yet another in a column. Other factors, such as the distance of the move or enemy dispositions may prompt the commander to use more than one formation. Distances between units are METT-TC dependent.

6-30. Combat formations allow the unit to move in a posture suited to the commander's intent and mission. The commander considers the advantages and disadvantages of each formation to determine the appropriate formation for a situation. A series of combat formations may be appropriate during the course of an attack. All combat formations use one or more of the three movement techniques, which are traveling, traveling overwatch, and bounding overwatch. (FM 3-90-2 describes these three movement techniques.)

6-31. The commander designates a combat formation to establish a geographic relationship between units and to posture for an attack. The commander considers probable reactions on enemy contact, indicates the level of security desired, and establishes the preponderant orientation of subordinate weapon systems when directing formations. The commander provides flexibility to subordinate units to shift from one formation to another based on changes to METT-TC. (Refer to FM 3-90-1 for additional information.)

TROOP MOVEMENT

6-32. *Troop movement* is the movement of troops from one place to another by any available means (ADRP 3-90). The BCT commander must be able to move his forces to a position of advantage relative to the enemy. Troop movement places troops and equipment at the destination at the proper time, ready for combat. METT-TC dictates the level of security required and the resulting speed of movement. (Refer to FM 3-90-2 for additional information.) The three types of troop movement are administrative movement, tactical road march, and approach march.

Administrative Movement

6-33. *Administrative movement* is a movement in which troops and vehicles are arranged to expedite their movement, and conserve time and energy when no enemy ground interference is anticipated (FM 3-90-2). The commander only conducts administrative movements in secure areas. Examples of administrative movements include rail and highway movement in the continental United States. Once units deploy into a theater of war, commanders normally do not employ administrative movements. Since these types of moves are nontactical, the echelon assistant chief of staff, logistics/battalion or brigade logistics staff officer usually supervises the movement. (FM 4-01 discusses route synchronization planning.)

Tactical Road Marches

6-34. A *tactical road march* is a rapid movement used to relocate units within an area of operation to prepare for combat operations (ADRP 3-90). The unit maintains security against enemy air attack and prepares to take immediate action against an enemy ambush, although contact with the enemy ground forces is not expected.

6-35. The march column is the organization for a tactical road march. All elements use the same route for a single movement under control of a single commander. The commander organizes a march column into four elements: reconnaissance, quartering party, main body, and trail party. (Refer to FM 3-90-2 for additional information.)

Approach March

6-36. An *approach march* is the advance of a combat unit when direct contact with the enemy is intended (ADRP 3-90). An approach march emphasizes speed over tactical deployment. Commanders employ an approach march when they know the enemy's approximate location, since an approach march allows units to move with greater speed and less physical security or dispersion.

6-37. Units conducting an approach march are task organized before the march begins to allow transition to another movement technique without slowing the tempo. The approach march terminates at a march objective, such as an attack position, assembly area, or assault position, or an approach march can be used to

transition to an attack. Follow-and-assume and reserve forces also may conduct an approach march forward of a line of departure. (Refer to FM 3-90-2 for additional information.)

INTELLIGENCE

6-38. BCT commanders consider their entire area of operations, the enemy, and information collection activities (intelligence operations, reconnaissance, security operations, and surveillance) necessary to shape an operational environment and civil conditions. Intelligence helps commanders visualize the operational environment, organize forces, and control operations to achieve objectives. Intelligence answers specific requirements focused in time and space. Intelligence leaders within the BCT ensure that the intelligence warfighting function operates effectively and efficiently. The intelligence staff officer is the BCT commander's primary advisors on employing information collection assets and driving information collection.

6-39. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination of systems in direct support of current and future operations (FM 3-55). The information collection plan should be the first consideration for the conduct of an offensive task. The BCT staff must integrate, synchronize, and coordinate the plan among the BCT subordinate units, with the higher echelon assets, and the other elements executing the overall information collection plan.

6-40. Information identified early and incorporated into the information collection plan includes potential enemy missions, courses of action, objectives, defensive locations, uses of key terrain, avenues of approach and routes, enemy engagement areas, population locations and characteristics, and obstacles. Information collection supports situational understanding and intelligence support to targeting and information capabilities. Information collection efforts result in the timely collection and reporting of relevant and accurate information, which supports intelligence production. Information collection can disseminate as combat information, also.

6-41. Commanders use reconnaissance, security operations, surveillance, intelligence operations, and the skills of Soldiers to obtain information. All activities that help to develop understanding of the area of operation are information collection activities. Planners must understand all collection assets and resources available to them and the procedures to request or task collection from those assets and resources.

6-42. The military intelligence company supports the BCT and its subordinate commands. The military intelligence company commander ensures that intelligence operations conform to and support the brigade commander's intent, concept of operations, scheme of information collection, and the scheme of maneuver. The military intelligence company supports the BCT and its subordinate units through collection, analysis, and dissemination of intelligence information. The company provides analysis and intelligence synchronization support to the BCT S-2. The intelligence company supports the BCT S-2 with maintaining a timely and accurate picture of the enemy situation to increase the commander's situational understanding and to support the lethal and nonlethal targeting process. (Refer to FM 2-0 for additional information.)

FIRES

6-43. The BCT, in coordination with the field artillery headquarters, positions its field artillery batteries to provide continuous indirect fires. Battalions do the same with their heavy mortars. Companies often have their mortars follow behind the forward platoons so they are prepared to provide immediate indirect fires. Army attack reconnaissance helicopters and close air support may be available to interdict enemy counterattack forces or to destroy defensive positions.

6-44. BCTs plan for, integrate, coordinate, and synchronize joint fires capabilities (sensors and weapon systems) into the concept of operations to achieve synergy and provide redundancy in coverage from a particular asset. By definition *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).

6-45. During the offense, using preparation fires, counterfire, suppression fires, and electronic warfare assets provides the BCT commander with numerous options for gaining and maintaining fire superiority. The commander uses long-range artillery systems (cannon, rocket, and air support; rotary- and fixed-wing) to

engage the enemy throughout the depth of the enemy's defensive positions. (Refer to FM 3-09 for additional information.)

6-46. Fires can be time or event driven. The two types of triggers associated with a target are tactical (event driven) and technical (time driven). A tactical trigger is the maneuver related event or action that causes the initiation of fires. This event can be friendly or enemy based and is usually determined during course of action development. A technical trigger is the mathematically derived solution for fires based on the tactical trigger to ensure that fires arrive at the correct time and location to achieve the desired effects. Triggers can be marked using techniques similar to those for marking target reference points (see FM 3-21.10).

6-47. The tactical air control party is collocated with the fire support cell at the BCT main command post. Air liaison officers and joint terminal attack controllers make up the tactical air control party. The air liaison officer is the BCT commander's principal air support advisor. The air liaison officer leverages the expertise of the tactical air control party with linkage to the higher echelon to plan, prepare, execute, and assess air support for BCT operations to include the integration of all forms of unified action partner fires. Joint fires observers may assist joint terminal attack controllers with conducting Type 2 or 3 close air support or with the proper authorization, conduct autonomous terminal guidance operations. (Refer to JP 3-09.3 for additional information.)

6-48. Considerations for supporting the scheme of maneuver during the offense include:
- Weight the main effort.
- Consider positioning fires assets to exploit weapons ranges.
- Preclude untimely displacement when fires are needed the most.
- Provide counterfire.
- Provide early warning and dissemination.
- Provide wide area surveillance.
- Provide fires to protect forces preparing for and assets critical to offensive actions.
- Disrupt enemy counterattacks.
- Plan fires to support breaching operations.
- Plan fires to deny enemy observation or screen friendly movements.
- Allocate responsive fires to support the decisive operation.
- Allocate fires for the neutralization of bypassed enemy combat forces.
- Plan for target acquisition and sensors to provide coverage of named areas of interest, target areas of interest, and critical assets.

6-49. The BCT's brigade aviation element and/or air defense airspace management element, normally located in the fire support cell, are key monitoring and managing assets for the airspace over the area of operation. The air defense airspace management element and brigade aviation element (ABCT/IBCT) or air defense airspace management (SBCT) assists the commander to coordinate and employ air and missile defense and aviation assets to support the scheme of maneuver. (Refer to ATP 3-01.50 for additional information.)

SUSTAINMENT

6-50. Commanders and staffs must plan for increased sustainment demands during the offense. Sustainment planners synchronize and coordinate with the entire BCT staff to determine the scope of the operation. Sustainment planners develop and continually refine the sustainment concept of support. Coordination between staff planners must be continuous to maintain momentum and freedom of action. The brigade support battalion (BSB) commander anticipates where the greatest need may occur to develop a priority of support that meets the BCT commander's operational plan. Sustainment planners may consider positioning sustainment units in close proximity to operations to reduce critical support response times. Establishment of a forward logistics element provides the ability to weight the effort for the operation by drawing on all sustainment assets across the BCT (see chapter 9). Commanders and staff may consider alternative methods for delivering sustainment during emergencies.

6-51. Logistics within the BCT is planning and executing the movement and support of forces. During the offense, the most important commodities typically are fuel (Class III bulk), ammunition (Class V), and major

end items (Class VII). Movement control is critical to ensuring supply distribution. The concept of support must include a responsive medical evacuation plan (see ATP 4-02.2) and resupply plan. Long lines of communication, dispersed forces, poor trafficability, contested terrain, and congested road networks are factors that impede the transportation system. The BCT commander must consider all of these factors when developing the distribution plan that supports the operational plan. (Refer to FM 4-95 for additional information.)

6-52. Personnel services are sustainment functions that man and fund the force, promote the moral and ethical values, and enable the fighting qualities of the BCT during the conduct of the offense. Personnel services staff planning is a continuous process that evaluates current and future operations from the perspective of the personnel services provider. Providers consider how the information being developed impacts personnel services that support each phase of a military operation. Units focus on casualty reporting and personnel accountability during the offense and accomplish other tasks as the situation permits. Personnel services complement logistics by planning and coordinating efforts that provide and sustain personnel. Personnel services within the BCT include human resources support, financial management operations, legal support, and religious support. (Refer to FM 1-0 and ATP 1-0.1 for additional information.)

6-53. The burden on health service support (casualty care, medical evacuation, and medical logistics) increases due to the intensity of offensive actions and the increased distances over which support is required as the force advances. BCTs have organic medical resources within maneuver unit headquarters (brigade surgeon's section), subordinate maneuver battalions or squadron (medical platoons), and the BCT (Role 2 medical company). The commander reallocates medical resources as the tactical situation changes. The medical command (deployment support) or the medical brigade (support) serves as the medical force provider and is responsible for developing medical force packages for augmentation to the BCT as required. Slight differences exist between the medical capabilities or resources of the three BCTs due to differences in types and quantities of vehicles and numbers of personnel assigned; however, the mission remains the same for all health service support units or elements and they execute their mission in a similar fashion. (Refer to ATP 4-02.5, ATP 4-02.2 and FM 4-02 for additional information.)

6-54. BCT planners must consider protection requirements to protect sustainment units against bypassed enemy forces. Planners must also factor time and distance when developing the offensive plan. The BSB and its supporting sustainment units must balance maintaining manageable distances to resupply the maneuver battalions and squadron and receiving resupply from their next higher sustainment echelon. The BSB commander must articulate to the BCT commander any potential sustainment shortfall risks as the BCT's offensive movement extends logistic lines of communication. The BSB receives its resupply from a supporting sustainment brigade or combat sustainment support battalion. During the offense, the BSB must synchronize the operational plan with supporting higher sustainment echelons to ensure that echelon above brigade sustainment support is responsive as the maneuver plan is incorporated.

6-55. Transportation shortfalls can occur during the offense. Sustainment planners integrate a combination of surface and aerial delivery methods to augment distribution requirements. Distribution managers synchronize the BCT's movement plans and priorities according to the commander's priority of support. Regulating traffic management through movement control is essential to coordinate and direct movements on main supply routes and alternate supply routes.

6-56. The conduct of offensive tasks normally is associated with higher casualty rates and may increase requirements for medical resources and nonstandard transportation support. Additional combat and operational stress control teams may be required to treat casualties following operations. Higher casualty rates increase the emphasis on personnel accountability, casualty reports, and replacement operations. The offense support plan must incorporate religious support. Religious support through counseling and appropriate worship can help reduce combat and operational stress, increase unit cohesion, and enhance performance.

PROTECTION

6-57. Survivability operations enhance the ability to avoid or withstand hostile actions by altering the physical environment. Conduct of survivability operations in the offense (fighting and protective position development) is minimal for tactical vehicles and weapons systems. The emphasis lies on force mobility. Camouflage and concealment typically play a greater role in survivability during offensive tasks than the

other survivability operations. Protective positions for artillery, air and missile defense, and logistics positions, however, still may be required in the offense. Stationary command posts, and other facilities for the mission command, may require protection to lessen their vulnerability. The use of terrain provides a measure of protection during halts in the advance, but subordinate units of the BCT still should develop as many protective positions as necessary for key weapons systems, command posts, and critical supplies based on the threat level and unit vulnerabilities. During the early planning stages, geospatial engineer teams can provide information on soil conditions, vegetative concealment, and terrain masking along march routes to facilitate the force's survivability. (Refer to ATP 3-37.34 for additional information.)

6-58. BCT forces engaged in operational area security protect the force, installation, routes, area, or assets. Operational area security normally is an economy-of-force mission, often designed to ensure the continued conduct of sustainment operations and to support decisive and shaping operations by generating and maintaining combat power. Operational area security often focuses on named areas of interest in an effort to answer commander's critical information requirements, aiding in tactical decisionmaking and confirming or denying threat intentions. In the offense, security forces engaged in operational area security typically organize in a manner that emphasizes their mobility, lethality, and communications capabilities. (See ADRP 3-37.) As in all operations, the commander has the inherent responsibility to analyze the risks and implement control measures to mitigate them. The BCT commander and staff must understand and factor into their analysis how the execution of the operation could adversely affect Soldiers. Incorporating protection within the risk management integrating process ensures a thorough analysis of the risk and the implementation of controls to mitigate their effects. Risk management integration during the activities of the operations process is the primary responsibility of the protection officer and operations officer within the BCT. (See ATP 5-19.)

6-59. Air and missile defense planning in support of the BCT integrates protective systems by using the six employment guidelines, mutual support, overlapping fires, balanced fires, weighted coverage, early engagement, and defense in-depth, and additional considerations necessary to mass and mix air and missile defense capabilities. The BCT's air defense airspace management element is a key monitoring and managing asset for the airspace over the area of operation. The air defense airspace management element is usually located in the fire support cell with the brigade aviation element. This BCT element assists the commander to employ air defense assets to support the scheme of maneuver. (Refer to ARPP 3-37 ATP 3-01.50 for additional information.)

6-60. The purpose of operations security is to reduce the vulnerability of the BCT from successful enemy exploitation of critical information. Operations security applies to all activities that prepare, sustain, or employ units of the BCT. The operations security process is a systematic method used to identify, control, and protect critical information and subsequently analyze friendly actions associated with the conduct of the offense. Tailored to the operations security process, intelligence preparation of the battlefield is a useful methodology for the intelligence section to perform mission analysis on friendly operations. Intelligence preparation of the battlefield provides insight into potential areas where the adversary could collect information and identify essential elements of friendly information.

6-61. Identification of essential elements of friendly information assists operations security planners to ensure all operations security-related critical unclassified information is included in the critical information list. Unlike security programs that seek to protect classified information and controlled unclassified information, operations security is concerned with identifying, controlling, and protecting unclassified information that is associated with specific military operations and activities. The BCT's operations security program and any military deception or survivability efforts should, as a minimum, conceal the location of the friendly objective, the decisive operation, the disposition of forces, and the timing of the offensive task from the enemy or mislead the enemy regarding this information. (Refer to JP 3-13.3 for additional information.)

6-62. The task, provide intelligence support to protection alerts the commander to threats and assists in preserving and protecting the force. Intelligence support to protection includes providing intelligence that supports measures, which the BCT takes to remain viable and functional by protecting the force from the effects of threat activities. Intelligence support to protection includes analyzing the threats, hazards, and other aspects of an operational environment and utilizing the intelligence preparation of the battlefield process to describe the operational environment and identify threats and hazards that may influence protection. Intelligence support develops and sustains an understanding of the enemy, terrain and weather, and civil considerations that affect the operational environment. (Refer to ADRP 3-37 for additional information.)

6-63. Information collection can complement or supplement protection tasks. All-source analysts that the BCT receives depends on information collection assets internal and external to the BCT for accurate and detailed information about threats and relevant aspects of the operational environment. All-source analysts make the most significant contributions when they accurately assess (predictive assessment) possible threat events and actions. Predictive assessments facilitate the commander's visualization and support decisionmaking. Predictive assessments answer specific requirements focused in time and space and identifying any threats to mission accomplishment. The intelligence staff of the BCT provides the commander with predictive assessments that consider all aspects of threats, terrain and weather, and civil considerations. The commander should receive an estimate regarding the degree of confidence the intelligence officer places in each analytic assessment using predictive assessments. (Refer to ADRP 2-0 for additional information.)

6-64. The BCT commander and his staff continuously plan, task, and employ collection assets and forces within the BCT using information collection. These forces collect, process, and disseminate timely and accurate information to satisfy the commander's critical information requirements and other intelligence requirements. (See FM 3-55.) When necessary, information collection assets (ground- and space-based reconnaissance and surveillance activities) focus on special requirements, such as personnel recovery. (See FM 3-50.)

6-65. Within the BCT, *physical security* is that part of security concerned with physical measures designed to safeguard personnel; to prevent unauthorized access to equipment, installations, material, and documents; and to safeguard them against espionage, sabotage, damage, and theft (JP 3-0). Refer to ATP 3-39.32 for a detailed discussion of physical security.

6-66. Subordinate units of the BCT may be involved in area security in an economy-of-force role to protect lines of communications, convoys, and critical fixed sites and radars during the conduct of the offense. Units identify antiterrorism measures through mission analysis to counter terrorist tactics. The BCT commander, with the assistance of his antiterrorism officer and staff, assesses the threat, vulnerabilities, and criticality associated with conducting the offense. The BCT's protection cell provides staff oversight and recommends the emplacement of security forces to thwart identified threats. The protection cell increases overall protection through implementation of antiterrorism measures to protect the force. Staff members weigh the probability of terrorist organizations attacking forces en route to execute offensive tasks within the protection cell. Staff members analyze the susceptibility of terrorist attacks on other BCT subordinate units along lines of communications with the reduction of available combat forces other than an economy-of-force role by security forces. (Refer to ATP 3-37.2 for additional information.)

6-67. Military police support to protection includes security and mobility support (see ATP 3-39.30), detention [(specifically detainee operations (see FM 3-63)], and police operations (see ATP 3-39.10). The security and mobility support discipline, discussed earlier under mobility, provides the BCT with a distribution of military police forces throughout the area of operations. These military police forces support mobility operations, and conduct area security, local security, main supply route regulation enforcement, and populace and resource control. Military police forces patrol aggressively and conduct reconnaissance to protect units, critical facilities, high-risk personnel, and civilian populations. Planning includes identifying requirements for task organization of additional baseline military police elements. (Refer to FM 3-39 for additional information.)

6-68. Military police support to the offense includes missions and tasks that support uninterrupted movement, allow maneuver forces to preserve combat power so that it may be applied at decisive points and times, and foster rapid transitions in operations. Military police operations supporting the offense include the simultaneous application of military police capabilities. Military police operations in close support of maneuver forces are the primary focus during offensive tasks; however, military police apply all three disciplines simultaneously to some degree. The primary focus is support that enables movement and maneuver, provides detention tasks to support captured or detained individuals, and provides protection.

6-69. Military police operations during the conduct of the offense include early shaping operations to establish conditions for preparing follow-on efforts for civil security and civil control. Military police operations, in concert with other elements, begin the initial efforts to—

- Restore and maintain order in areas passed by maneuver forces.
- Assess the criminal environment and begin the identification of criminal elements.
- Identify and establish rapport with existing host-nation police or friendly security elements.

Note. For BCTs where the brigade special troops battalion has converted to a brigade engineer battalion, the military police platoon is no longer assigned. For those BCTs, planning requires identifying all required military police support and augmentation.

6-70. Force health protection encompasses measures to promote, improve, or conserve the mental and physical well-being of Soldiers. (Refer to FM 4-02.) Force health protection measures enable a healthy and fit force, prevent injury and illness, protect the force from health hazards, and include the prevention aspects of—

- Preventive medicine (medical surveillance, occupational and environmental health surveillance).
- Veterinary services (food inspection, animal care missions, prevention of zoonotic disease transmissible to man).
- Combat and operational stress control.
- Dental services (preventive dentistry).
- Laboratory services (area medical laboratory support).

6-71. Soldiers must be physically and behaviorally fit; therefore, programs must promote and improve the capacity of personnel to perform military tasks at high levels, under extreme conditions, and for extended periods. Preventive and protective capabilities include physical exercise, nutritional diets, dental hygiene and restorative treatment, combat and operational stress management, rest, recreation, and relaxation geared to individuals and organizations. (Refer to ATP 4-02.3.)

6-72. The commander integrates chemical, biological, radiological, and nuclear (CBRN) defense considerations into mission planning depending on the CBRN threat. This includes CBRN passive-defense principles, such as contamination avoidance, individual and collective protection, and decontamination. CBRN protective measures may slow the tempo, degrade combat power, and increase logistics requirements. CBRN reconnaissance and surveillance consumes resources, especially time. Personnel wearing individual protective equipment find it difficult to work or fight for an extended period. (Refer to FM 3-11.4 and ATP 3-11.37 for additional information.)

6-73. *Weapons of mass destruction* (WMD) are chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties and exclude the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon (JP 3-40). WMD elimination operations at the tactical level are conducted as preventive measures. WMD elimination operations conducted by the BCT can include requirements to locate, characterize, and secure WMD materials and to collect forensic evidence and intelligence that enable later attribution. WMD elimination missions require extensive collaborative planning, coordination, and execution oversight by BCT commander and staff. WMD elimination will likely involve teams of experts to include both technical forces (but are not limited to, CBRN reconnaissance teams, hazardous response teams, CBRN dual-purpose teams, and explosive ordnance disposal elements) and specialized forces (but are not limited to, technical escort units, nuclear disablement teams, and chemical analytical remediation activity elements). Associated planning will begin at echelons above the BCT characterized by centralized planning and decentralized execution of WMD elimination missions to ensure that the right assets are provided. (Refer to FM 3-94, ATP 3-91, and ATP 4-32 for additional information.)

6-74. Weapons of mass destruction elimination operations may be lethal or nonlethal as indicators are identified that meet the commander's critical information requirements and priority intelligence requirements suggesting that a site contains sensitive information. Weapons of mass destruction elimination operations may develop intelligence that feeds back into the planning process to include the intelligence preparation of the battlefield and targeting process. The priority for WMD elimination activities is to reduce or eliminate the threat. Weapons of mass destruction elimination operations may be conducted under two circumstances—planned and opportunity. While planned operations are preferred, some operations involving WMD sensitive sites may occur because the opportunity presents itself during operations to accomplish another mission. Not every operation requires destruction tasks—tactical isolation or exploitation may be the only elements

executed. Nonetheless, the BCT commander and staff always consider each element of WMD elimination operations (isolation, exploitation, destruction, and monitoring and redirection) and its relevance to the situation. A particular element may be unnecessary, but making that judgment is the commander's responsibility. (Refer to ATP 3-11.23 for additional information.)

6-75. WMD elimination is described as actions undertaken in a hostile or uncertain environment to systematically locate, characterize, secure, and disable, or destroy WMD programs and related capabilities. Collecting forensic evidence from the WMD program during WMD elimination is a priority for ascertaining the scope of a WMD program and for follow-on attribution. Many technical chemical, biological, radiological, nuclear, and explosives (CBRNE) forces have the capability to conduct some activities within WMD elimination; however, no single technical CBRNE force can accomplish the entire WMD elimination mission alone. CBRNE response teams conduct exploitation and destruction. They also have the capability to provide field confirmatory identification of CBRN hazards. Nuclear disablement teams (specialized forces) perform site exploitation and disable critical radiological and nuclear infrastructure during WMD elimination. (Refer to ATP 3-11.24 for additional information.)

6-76. An explosive ordnance disposal company, when tasked, provides explosive ordnance disposal, protection planning, and operations support to the BCT. (See ATP 4-32.16.) The explosive ordnance disposal company supporting the BCT may provide an operations officer and noncommissioned officer to the BCT to provide appropriate explosive ordnance disposal planning and to perform liaison officer duties that include facilitating cooperation and understanding among the BCT commander, staff, and explosive ordnance disposal battalion and company commanders. The explosive ordnance disposal company coordinates tactical matters to achieve mutual purpose, support, and action. In addition, the company ensures precise understanding of stated or implied coordination measures to achieve synchronized results.

6-77. Explosive ordnance disposal elements supporting subordinate maneuver units can neutralize hazards from conventional unexploded ordnance, explosives and associated materials, improvised explosive devices, booby traps containing both conventional explosives and CBRN explosives that present a threat to those units. These elements may dispose of hazardous foreign or United States ammunition, unexploded ordnance, individual mines, booby-trapped mines, and chemical mines. Breaching and clearance of minefields is primarily an engineer responsibility. (Refer to ATP 4-32.2 for additional information about unexploded ordnance procedures.)

6-78. BCT commanders are committed to the safety and security of the members of their organization. Commanders emphasize personnel recovery throughout the operations process to prevent forces or individual Soldiers from becoming isolated, missing, or captured. Individuals or groups become isolated for a variety of reasons, including their own behavior, enemy actions, and interaction with the physical environment. The BCT commander and staff must guard against treating personnel recovery as episodic, must anticipate requirements, and integrate personnel recovery throughout all operations. The commander develops three interrelated categories of information to exercise mission command of personnel recovery: personnel recovery guidance, isolated Soldier guidance, and evasion plan of action.

6-79. The BCT commander and staff must have an understanding of the complex, dynamic relationships among friendly forces and enemies and the other aspects of the operational environment (including the populace). This understanding helps the commander visualize and describe his intent for personnel recovery and helps him develop focused planning guidance. Effective personnel recovery planning guidance accounts for the operational environment and the execution of operations. Personnel recovery guidance provides a framework for how the BCT and subordinate units synchronize the actions of isolated personnel and the recovery force. As the commander develops personnel recovery guidance for subordinate units, he must ensure that subordinates have adequate combat power for personnel recovery. The commander must also define command relationships with the requisite flexibility to plan and execute personnel recovery operations.

6-80. The commander translates personnel recovery guidance into recommendations usually known as isolated Soldier guidance. Isolated Soldier guidance focuses on awareness, accountability, and rapid reporting of isolation incidents. Isolated Soldier guidance anticipates the potential situation. As with personnel recovery guidance, there is no set format. At the BCT level, where there are no dedicated personnel recovery staff officers and noncommissioned officers, the guidance is a part of the general protection guidance. The commander gives guidance for developing isolated Soldier guidance during initial planning and establishes isolated Soldier guidance for operations in any area with a risk of isolation.

6-81. The commander determines if units or individuals require an evasion plan of action. Typically, evasion plans of action contain specific instructions developed for short-term aviation operations (air movements and air assaults) and ad hoc groupings such as combat and reconnaissance patrols, ground convoys, combat outposts, and human intelligence teams or civil affairs assistance teams. These operations and ad hoc groupings develop an evasion plan of action when the risk of isolation is elevated and make modification to the plan when conditions change.

6-82. Personnel recovery guidance, isolated Soldier guidance, and evasion plan of action apply also to civilians and contractors. Because the isolated person may include department of defense civilians and contractors authorized to accompany the force, the BCT commander and staff must develop a communications program to inform these individuals. Civilian and contractor members of the organization need the guidance necessary for their safety, especially the isolated Soldier guidance that enables them to contribute to prevention, preparation, and self-recovery if they become isolated. When dealing with local national or third-country national contractors, culture and language complicates this process. (Refer to FM 3-50 for additional information.)

6-83. The conduct of offensive tasks, often require the temporary resettlement of civilian populations (see FM 3-39) and detention operations (see FM 3-63). The BCT can expect to accumulate a sizeable number of resettlement or detained individuals, all with varying classifications, depending on the situation. The BCT monitors the actual number closely to avoid devoting too many or too few resources to the performance of resettlement or detention operations. The BCT protection cell works with the sustainment cell to ensure resources are available to construct and operate resettlement or detention facilities for individuals acquired during the conduct of the mission. Military police, when available, organize to establish and operate resettlement and detention facilities, and to shelter, sustain, guard, protect, and account for civilians that are dislocated due to military or civil conflict or natural and manmade disasters.

SPECIFIC OPERATIONAL ENVIRONMENTS

6-84. Specific operational environments include urban, mountain, desert, and jungle. Subsurface areas are conditions found in all four operational environments. Offensive tasks in these environments follow the same planning process as operations in any other environment, but they do impose specific techniques and methods for success. Each specific operational environment has a specific manual because of their individual characteristics.

OPERATIONS IN URBAN TERRAIN

6-85. Operations in urban terrain are infantry-centric combined arms operations that capitalize on the adaptive and innovative leaders at the squad, platoon, and company level. (Refer to ATTP 3-06.11 for additional information.) Common considerations for operations in urban terrain include—

- Flexible plan that promote disciplined initiative by subordinate leaders.
- Simple scheme of maneuver and a clear commander's intent
- Determination of likely maneuver options that may occur during execution.
- Force tailoring at the right place and time to achieve the desired effect.
- Detailed control measures for interaction with civilian population and/or noncombatants.

OPERATIONS IN MOUNTAINOUS TERRAIN

6-86. Offensive tasks in mountainous terrain are conducted for three primary purposes: to deny an enemy a base of operations to conduct operations against United States or coalition forces; to isolate and defeat enemy forces before they conduct operations in populated areas; and to secure lines of communication for friendly and coalition forces. Commanders understand during planning that even a technologically inferior enemy can capitalize on the advantages of mountainous terrain and potentially mitigate United States forces' advantages. (Refer to ATTP 3-21.50 for additional information.) Common considerations for operations in mountainous terrain include:

- Identification of enemy positions.
- Maneuver.

- Sustainment functions.
- Terrain.
- Weather changes.

DESERT TERRAIN

6-87. Successful operations in desert terrain require adaptation to the terrain and climate. Equipment must be adapted to a dusty and rugged landscape with extremes in temperature and visibility. The visibility in the desert may change from 30 miles to 30 feet in a matter of minutes. (Refer to FM 90-3 for additional information.) Common considerations for operations in desert terrain include:

- Active and aggressive reconnaissance and security operations.
- Lack of concealment when moving.
- Criticality of mobility and sustainment.

JUNGLE TERRAIN

6-88. Successful operations in jungle terrain combine dispersion and concentration. For example, a force may move out in a dispersed formation to find the enemy. Once the force makes contact, its subordinate forces close on the enemy from all directions. Operations are enemy-oriented, not terrain-oriented. Forces should destroy the enemy wherever he is found. If the force allows the enemy to escape, the force will have to find him again, with all the risks involved. (Refer to FM 90-5 for additional information.) Common considerations for operations in jungle terrain include:

- Limited fields of view and fire.
- Difficulty in finding the enemy.
- Limited mobility.
- Difficulty controlling units.

SUBSURFACE AREAS

6-89. A subsurface area is a condition found in all four operational environments described above. Subsurface areas are areas below ground level that may consist of underground facilities, passages, subway lines, utility corridors or tunnels, sewers and storm drains, caves, or other subterranean spaces. This dimension includes areas both below the ground and below water. Additional subterranean areas include drainage systems, cellars, civil defense shelters, mines, and other various underground utility systems. In older cities, subsurface areas include ancient hand-dug tunnels and catacombs.

6-90. Subsurface areas may serve as secondary and, in fewer instances, primary avenues of approach at lower tactical levels. Subsurface areas are used for cover and concealment, troop movement, command functions, and engagements, but their use requires intimate knowledge of the area. When thoroughly reconnoitered and controlled, subsurface areas offer excellent covered and concealed lines of communications for moving supplies and evacuating casualties. Attackers and defenders can use subsurface areas to gain surprise and maneuver against the rear and flanks of an enemy and to conduct ambushes. However, these areas are often the most restrictive and easiest to defend or block. The BCT commander may need to consider potential avenues of approach afforded by the subsurface areas of rivers and major bodies of water that border urban areas.

6-91. Knowledge of the nature and location of these subsurface areas is of great value to both friendly and enemy forces. The effectiveness of subsurface areas depends on superior knowledge of their existence and overall design. A thorough understanding of the environment is required to exploit the advantages of subsurface areas. Maximizing the use of these areas could prove to be a decisive factor while conducting offensive and defensive tasks. (Refer to FM 3-06, FM 2-91.4, and FM 3-34.170 for additional information on subsurface areas.)

SECTION III – FORMS OF MANEUVER

6-92. The forms of maneuver are envelopment, turning movement, infiltration, penetration, frontal attack, and flank attack. Combined arms organizations synchronize the contributions of all units to execute the forms of maneuver to accomplish the mission. The BCT commander generally chooses one form to build a course of action. The higher commander rarely specifies the specific offensive form of maneuver; however, his guidance and intent, along with the mission, may impose constraints such as time, security, and direction of attack that narrows the form of maneuver to one option. The area of operation's characteristics and the enemy's dispositions also determine the offensive form of maneuver selected. A single operation may contain several forms of maneuver, such as a frontal attack to clear a security area, followed by a penetration to create a gap in the enemy's defense.

ENVELOPMENT

6-93. An *envelopment* is a form of maneuver in which an attacking force seeks to avoid the principal enemy defenses by seizing objectives behind those defenses that allow the targeted enemy force to be destroyed in their current positions (FM 3-90-1). At the BCT level, envelopments focus on seizing terrain, destroying specific enemy forces, and interdicting enemy withdrawal routes. The BCT commander's decisive operation focuses on attacking an assailable flank. The operation avoids the enemy's front, which is his strength, where the effects of his fires and obstacles are the greatest. The BCT commander prefers to conduct an envelopment instead of a penetration or a frontal attack because the attacking force tends to suffer fewer casualties while having the most opportunities to destroy the enemy. If no assailable flank is available, the attacking force creates one.

6-94. The BCT commander uses boundaries to designate areas of operations for each unit participating in the envelopment. The commander designates phase lines, support-by-fire and attack-by-fire positions, and contact points. The commander also designates appropriate fire support coordination measures, such as a restricted fire line or boundaries between converging forces, and any other control measures he feels are necessary to control the envelopment. The four varieties of envelopment are single envelopment, double envelopment, encirclement operation, and vertical envelopment.

SINGLE ENVELOPMENT

6-95. *Single envelopment* is a form of maneuver that results from maneuvering around one assailable flank of a designated enemy force (FM 3-90-1). The commander envisioning a single envelopment organizes his forces into the enveloping force and the fixing force. (See figure 6-1.) He also allocates forces to conduct reconnaissance, security, reserve, and sustaining operations. The enveloping force, conducting the decisive operation, attacks an assailable enemy flank and avoids his main strength en route to the objective. The fixing force conducts a frontal attack as a shaping operation to fix the enemy in his current positions to prevent his escape and reduce his capability to react against the enveloping force. (Refer to FM 3-90-1 for additional information.)

DOUBLE ENVELOPMENT

6-96. *Double envelopment* results from simultaneous maneuvering around both flanks of a designated enemy force (FM 3-90-1). A commander executing a double envelopment organizes his forces into two enveloping forces and one fixing force in addition to allocating reconnaissance, security, reserve, and sustaining forces. (See figure 6-2.) The commander typically designates the more important of the two enveloping forces as the main effort for resources. The enveloping force is the commander's decisive operation if its action accomplishes the mission. (Refer to FM 3-90-1 for additional information.)
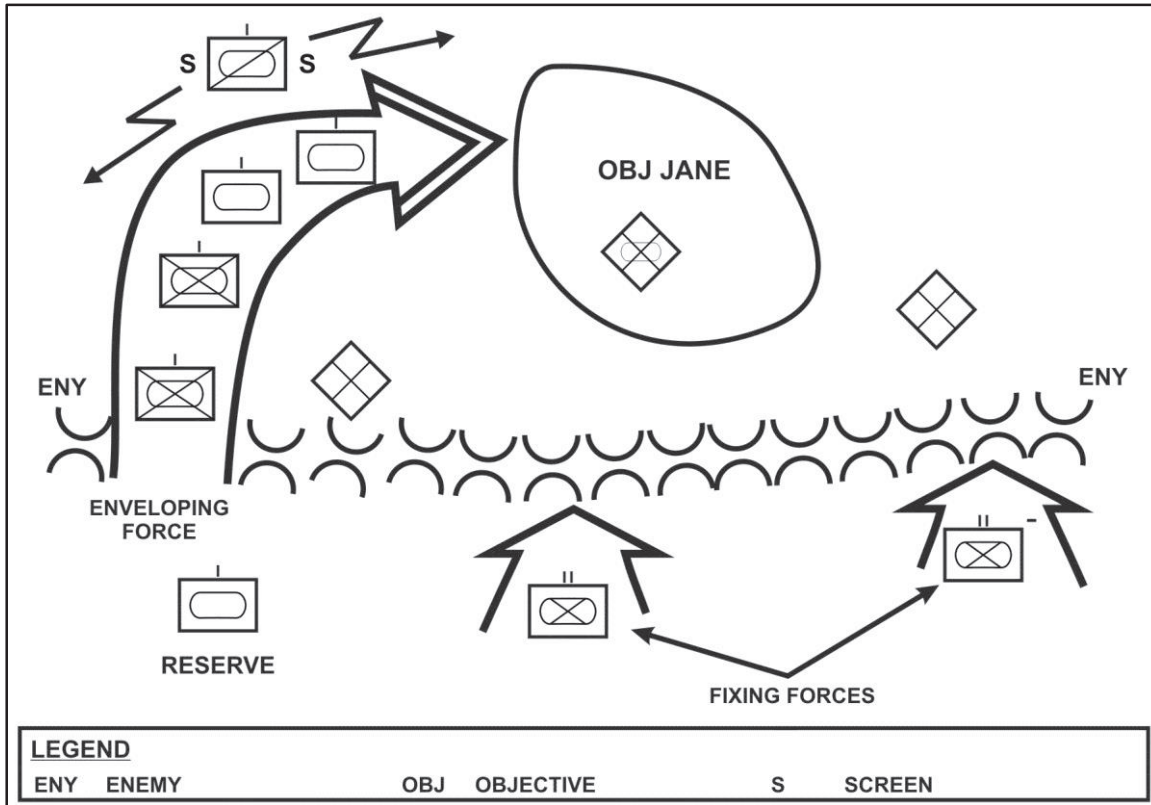
Figure 6-1. Single envelopment
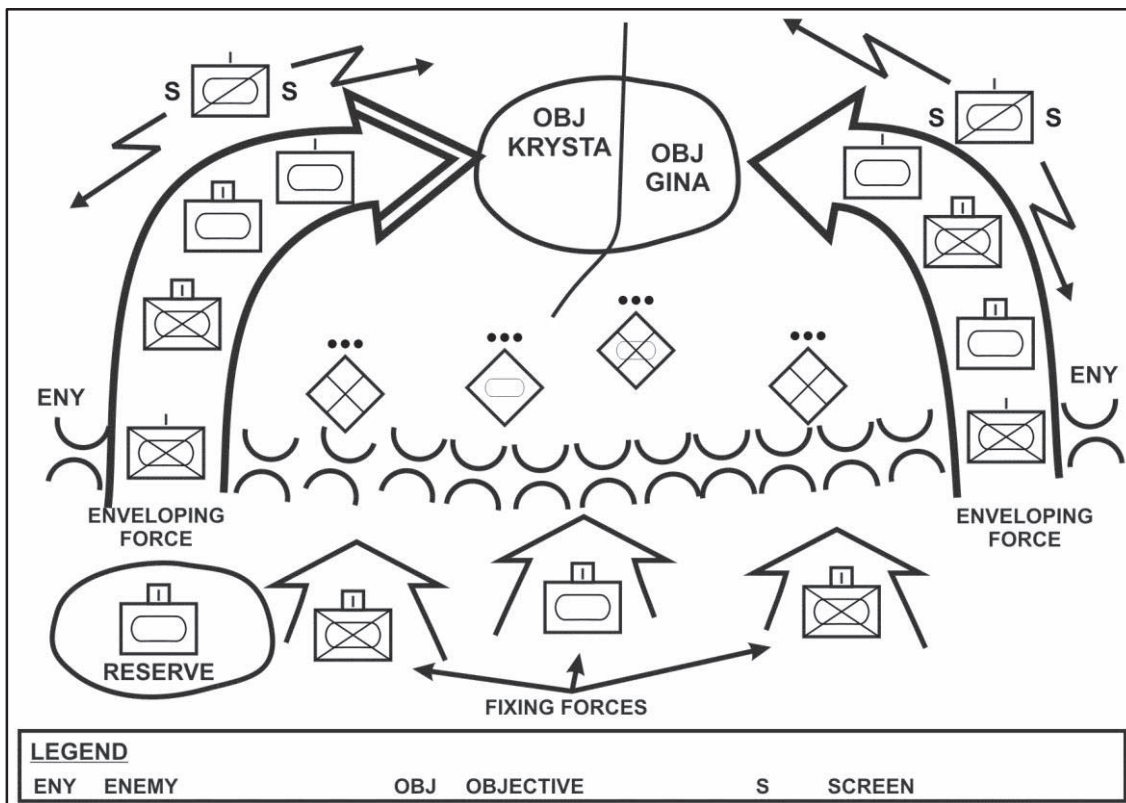
Figure 6-2. Double envelopment

ENCIRCLEMENT OPERATIONS

6-97. *Encirclement operations* are operations where one force loses its freedom of maneuver because an opposing force is able to isolate it by controlling all ground lines of communication and reinforcement (ADRP 3-90). The commander conducts offensive encirclements to isolate an enemy force. Typically, encirclements result from penetrations and envelopments, or are extensions of exploitation and pursuit operations. As such, encirclements are not a separate form of offensive operations but an extension of an ongoing operation. Encirclements may be planned sequels or result from exploiting an unforeseen opportunity. Encirclements usually result from the linkup of two encircling arms conducting a double envelopment. However, encirclements can occur in situations where the attacking commander uses a major obstacle, such as a shoreline, as a second encircling force. Although a commander may designate terrain objectives in an encirclement, isolating and defeating enemy forces are the primary goals. Ideally, an encirclement results in the surrender of the encircled force. An encirclement operation minimizes friendly force losses and resource expenditures.

6-98. An encirclement operation usually has at least two phases—the actual encirclement and the action taken against the isolated enemy. The commander considers adjusting subordinate units' task organizations between phases to maximize unit effectiveness in each phase. The first phase is the actual encirclement that isolates the enemy force. The organization of forces for an encirclement is similar to that of a movement to contact or an envelopment. The commander executing an encirclement operation organizes encircling forces into a direct pressure force and one or more encircling arms. (See figure 6-3.)

6-99. The commander organizes an inner encircling arm only if there is no possibility of the encircled forces receiving relief from enemy forces outside the encirclement. The commander organizes both inner and outer encircling arms if there is any danger of an enemy relief force reaching the encircled enemy force. The commander assigns the outer encircling arm a security mission, an offensive mission to drive away any enemy relief force, or a defensive mission to prevent the enemy relief force from making contact with the encircled enemy force. Once the encirclement is complete, these inner or outer encircling arms form a perimeter. (Refer to FM 3-90-2 for additional information.)
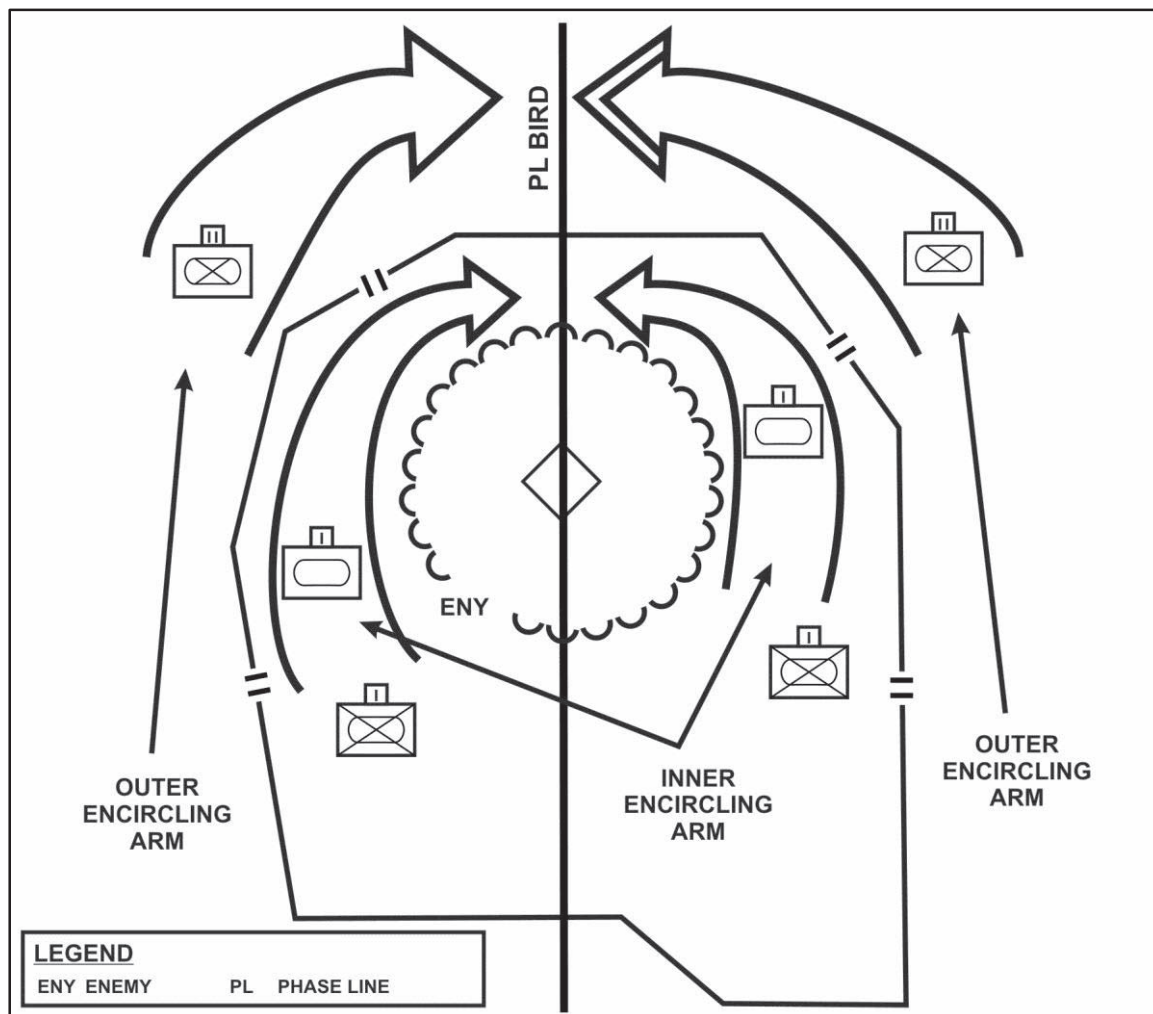
Figure 6-3. Encirclement operations

VERTICAL ENVELOPMENT

6-100. *Vertical envelopment* is a tactical maneuver in which troops that are air-dropped, air-landed, or inserted via air assault, attack the rear and flanks of a force, in effect cutting off or encircling the force (JP 3-18). A vertical envelopment, airborne assault and/or air assault (see figure 6-4), allows the commander to threaten the enemy's rear areas causing the enemy to divert combat elements to protect key terrain, vital bases or installations, and lines of communications. An *airborne assault* is the use of airborne forces to parachute into an objective area to attack and eliminate armed resistance and secure designated objectives (JP 3-18). An *air assault* is the movement of friendly assault forces by rotary-wing aircraft to engage and destroy enemy forces or to seize and hold key terrain (JP 3-18). Vertical envelopment allows the commander to—

- Overcome distances quickly, overfly barriers, and bypass enemy defenses.
- Extend the area over which the commander can exert influence.
- Disperse reserve forces widely for survivability reasons while maintaining their capability for effective and rapid response.
- Exploit combat power by increasing tactical mobility.

6-101. Entry operations, airborne operation and/or air assault operation, occupy advantageous ground to shape the operational area and accelerate the momentum of the engagement. An *airborne operation* is an operation involving the air movement into an objective area of combat forces and their logistic support for execution of a tactical, operational, or strategic mission (JP 3-18). An *air assault operation* is an operation

in which assault forces, using the mobility of rotary-wing assets and the total integration of available firepower, maneuver under the control of a ground or air maneuver commander to engage enemy forces or to seize and hold key terrain (JP 3-18). An enemy may or may not be in a position to oppose the maneuver. While the commander should attempt to achieve an unopposed landing when conducting a vertical envelopment, the assault force must prepare for the presence of opposition. (Refer to FM 3-99 for additional information.)
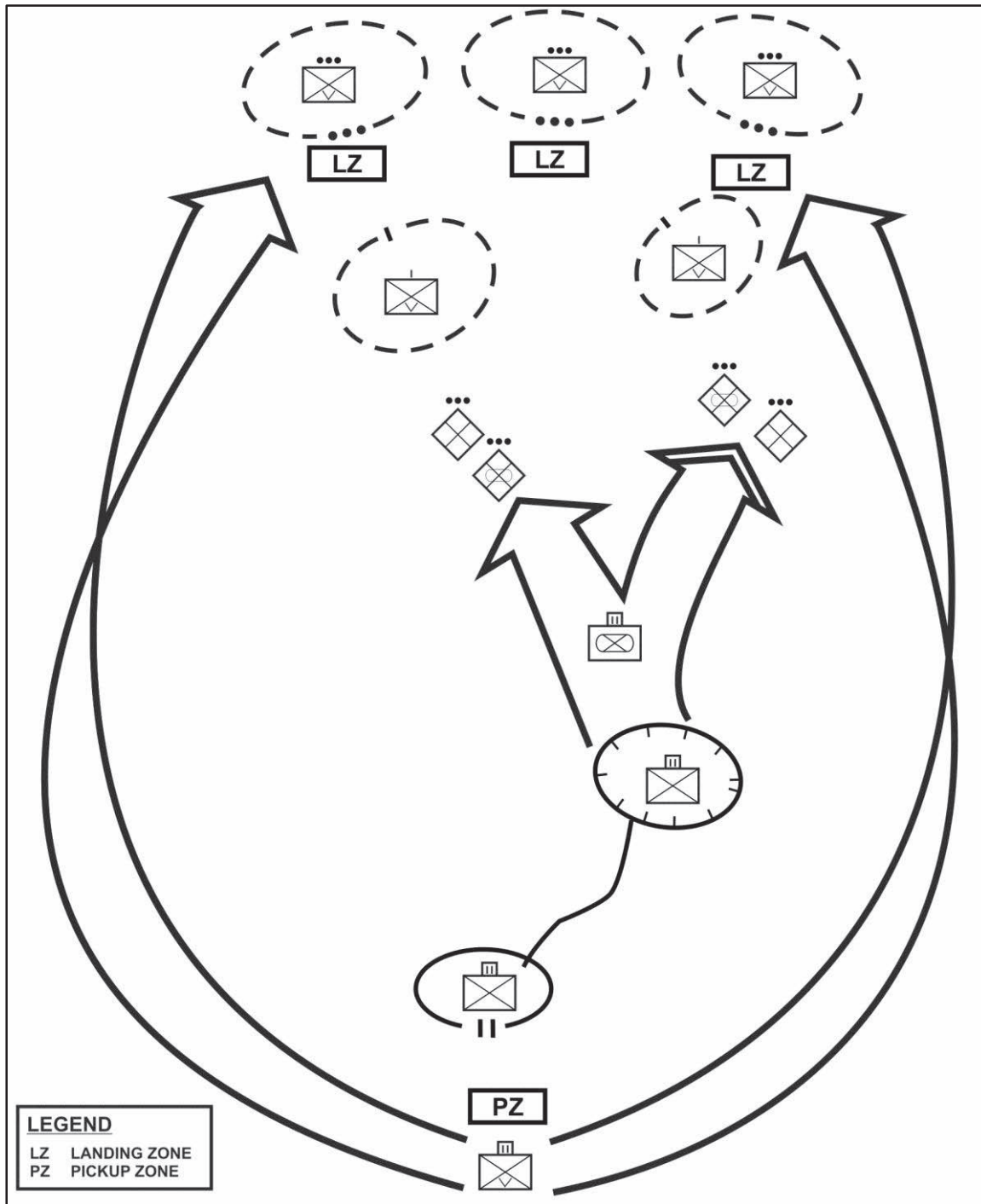
Figure 6-4. Vertical envelopment (example air assault)

TURNING MOVEMENT

6-102.   A *turning movement* (see figure 6-5) is a form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives behind the enemy's current positions thereby causing the enemy force to move out of their current positions or divert major forces to meet the threat (FM 3-90-1). A turning movement differs from an envelopment in that the turning movement force seeks to make the enemy displace from his current locations, whereas an enveloping force seeks to engage the enemy in his current location from an unexpected direction. A turning movement is particularly suited when forces possess a high degree of tactical mobility. Commanders frequently use a turning movement to transition from an attack to an exploitation or pursuit.

6-103.   The BCT commander organizes his forces into a turning force, a main body, and a reserve. Either the turning force or the main body can conduct the decisive operation based on the situation. Normally, a turning force conducts the majority of its operations outside of the main body's supporting range and distance; therefore, the turning force must contain sufficient combat power and sustainment capabilities to operate independently of the main body for a specific period. The turning force seizes vital areas to the enemy's rear before the main enemy force can withdraw or receive support or reinforcements. The maneuver of the turning force causes the enemy to leave his position.

6-104.   The commander organizes the main body so the turning force is successful. The main body conducts operations, such as attacks to divert the enemy's attention away from the area where the turning force maneuvers. The main body can be the decisive or shaping operation. The commander organizes his reserve to exploit success of the turning force or the main body. The reserve also provides the commander with the flexibility to counter unexpected enemy actions.

6-105.   The BCT commander establishes boundaries to designate the area of operations for each force participating in the turning movement. The commander designates control measures, such as phase lines, contact points, objectives, limit of advance, and appropriate fire support coordination measures to synchronize the operation. (Refer to FM 3-90-1 for additional information.)
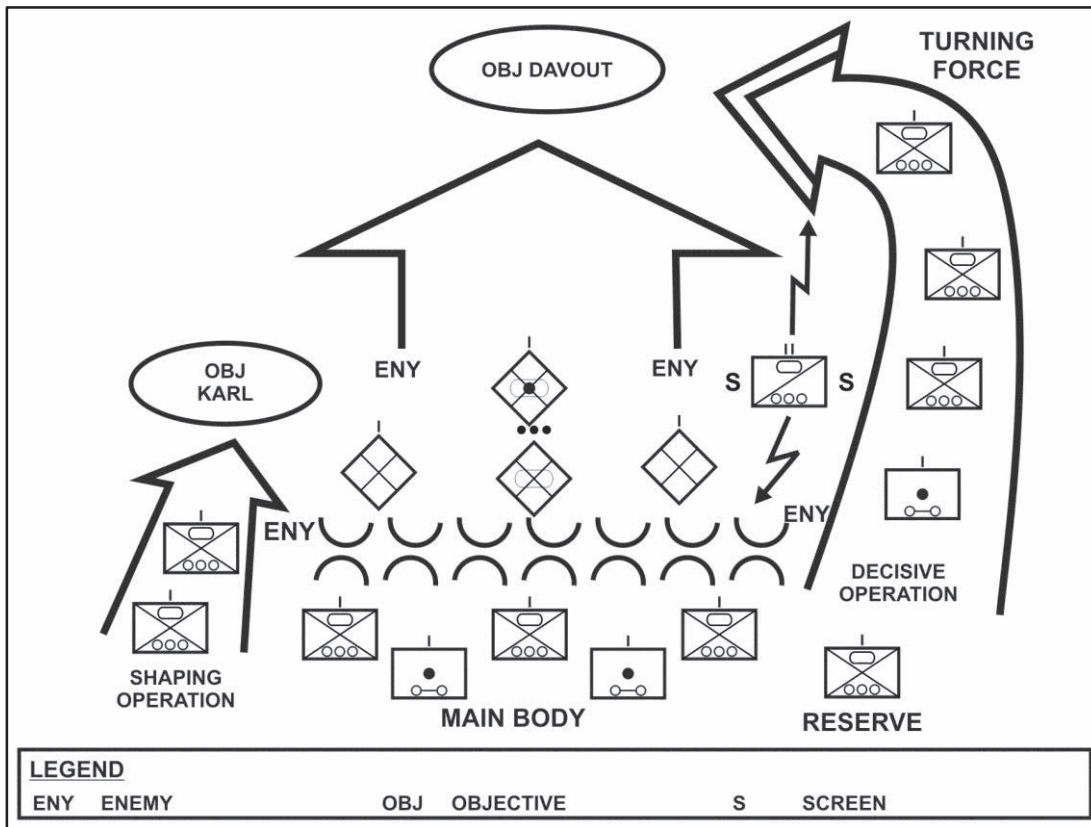
Figure 6-5. Turning movement

INFILTRATION

6-106.   An *infiltration* is a form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage behind those enemy positions while exposing only small elements to enemy defensive fires (FM 3-90-1). Infiltration occurs by land, water, air, or a combination of means. Moving undetected by enemy forces is paramount to success. Moving and assembling forces covertly through enemy positions takes a considerable amount of time. Limits on the size and strength of an infiltrating force mean that the force can rarely defeat an enemy force alone. Commanders use infiltration to support other forms of maneuver.

6-107.   The infiltrating force's size, strength, and composition are limited usually. The infiltrating unit commander organizes his main body into one or more infiltrating elements. The largest element that is compatible with the requirement for stealth and ease of movement conducts the infiltration. This increases the commander's control, speeds the execution of the infiltration, and provides responsive combat power. The exact size and number of infiltrating elements are situation dependent. The commander considers the following factors when determining how to organize his forces. Smaller infiltrating elements are not as easy to detect and can get through smaller defensive gaps. Even the detection of one or two small elements by the enemy does not prevent the unit from accomplishing its mission in most cases. Larger infiltrating elements are easier to detect and their discovery is more apt to endanger the success of the mission. In addition, larger elements require larger gaps to move through as opposed to smaller elements. A unit with many smaller infiltrating elements requires more time to complete the infiltration and needs more linkup points than a similar size unit that has only a few infiltrating elements. Many infiltrating elements are harder to control than fewer, larger elements. The commander may establish security forces that move ahead of, to the flanks of, and/or to the rear of each infiltrating element's main body to provide early warning, reaction time, and maneuver space. The sizes and orientations of security elements are situation dependent. Each infiltrating element is responsible for its own reconnaissance effort, if required. Sustainment of an infiltrating force normally depends on the force's basic load of supplies and medical and maintenance assets accompanying the infiltrating force. After completing the mission, the commander reopens lines of communication to conduct normal sustainment operations.

6-108.   The commander establishes boundaries to designate the area of operations for the unit(s) conducting the infiltration. (See figure 6-6, page 6-24.) The commander also designates additional control measures as necessary to synchronize the operations of his subordinates. Additional control measures include one or more infiltration lanes, a line of departure or points of departure, movement routes, linkup or rally points, assault positions, objectives, and a limit of advance. (Refer to FM 3-90-1 for additional information.)
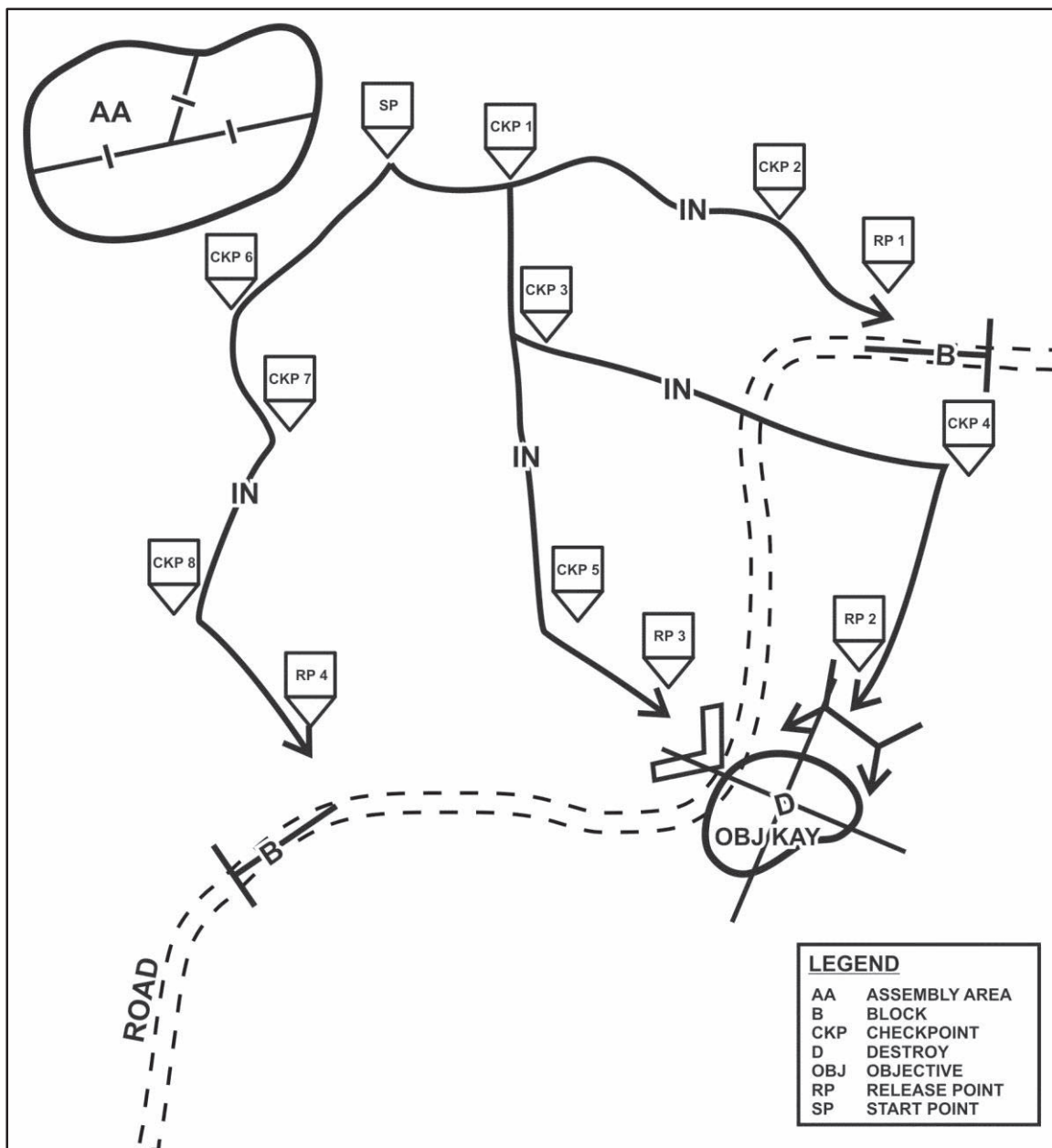
Figure 6-6. Infiltration

PENETRATION

6-109. A *penetration* is a form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system (FM 3-90-1). Destroying the continuity of the enemy's defense causes the enemy's isolation and defeat in detail. The penetration extends from the enemy's security area through his main defensive positions and the rear area. A commander executes a penetration when time pressures do not permit an envelopment, there is no assailable flank, enemy defenses are overextended, and weak spots are detected in the enemy's positions through reconnaissance operations.

6-110. Penetrating a well-organized position requires massing overwhelming combat power at the point of penetration and combat superiority to continue the momentum of the attack. The BCT commander designates a breach force, support force, assault force, and a reserve. He can designate these elements for each defensive position that he is required to penetrate. He assigns additional units follow-and-support or follow-and-assume

missions to ensure rapid exploitation of initial success. The commander designates forces to fix enemy reserves in their current locations and isolate enemy forces within the area selected for penetration. (See figure 6-7.)
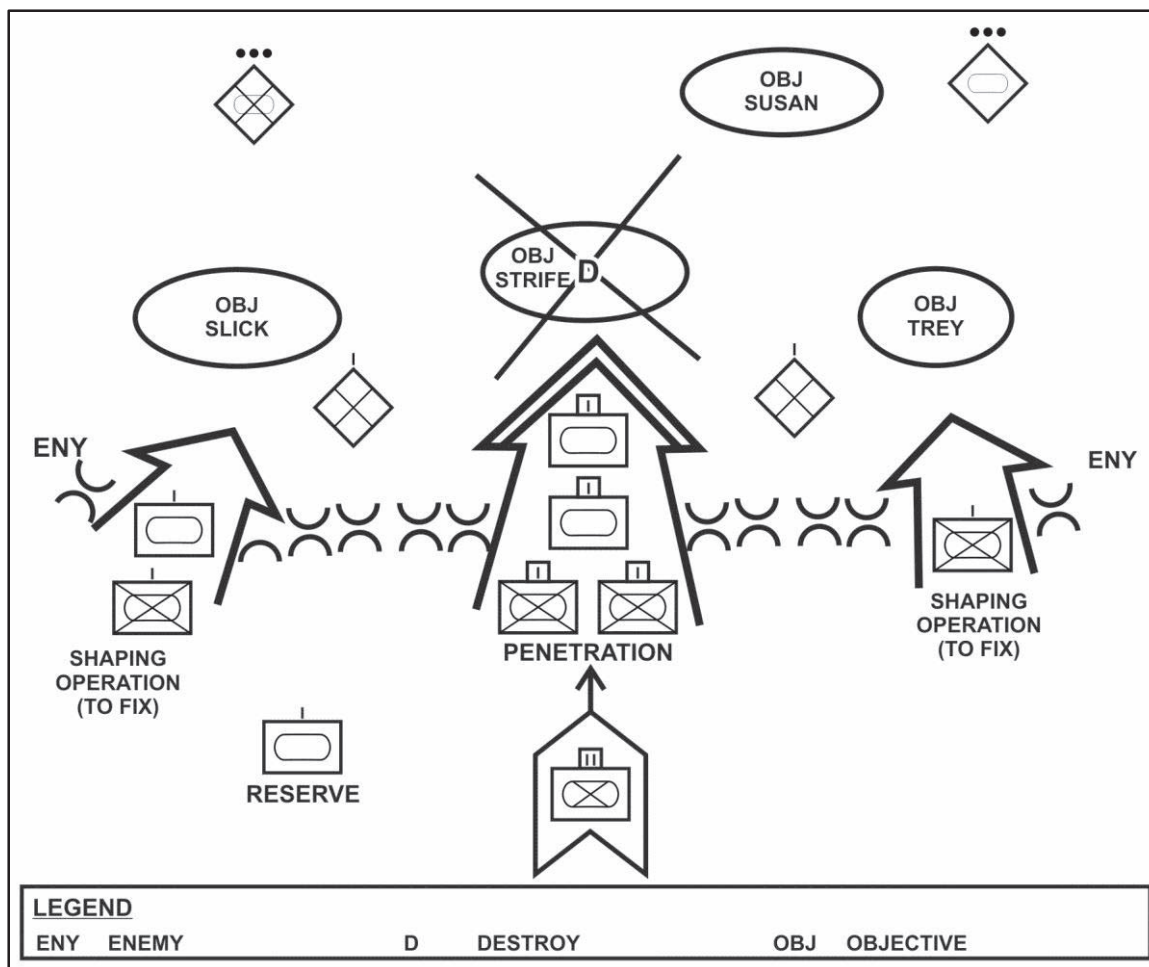
Figure 6-7. Penetration

6-111. The commander assigns, as a minimum, an area of operation to every maneuver unit, a line of departure or a line of contact, a time of the attack or a time of assault, a phase line, an objective, and a limit of advance to control and synchronize the attack. (See figure 6-8, page 6-26.) The commander can use a battle handover line instead of a limit of advance if he knows where he would like to commit a follow-and-assume force. The commander designates the limit of advance beyond the enemy's main defensive position. If the operation results in opportunities to exploit success and pursue a beaten enemy, the commander adjusts existing boundaries to accommodate the new situation. (Refer to FM 3-90-1 for additional information.)
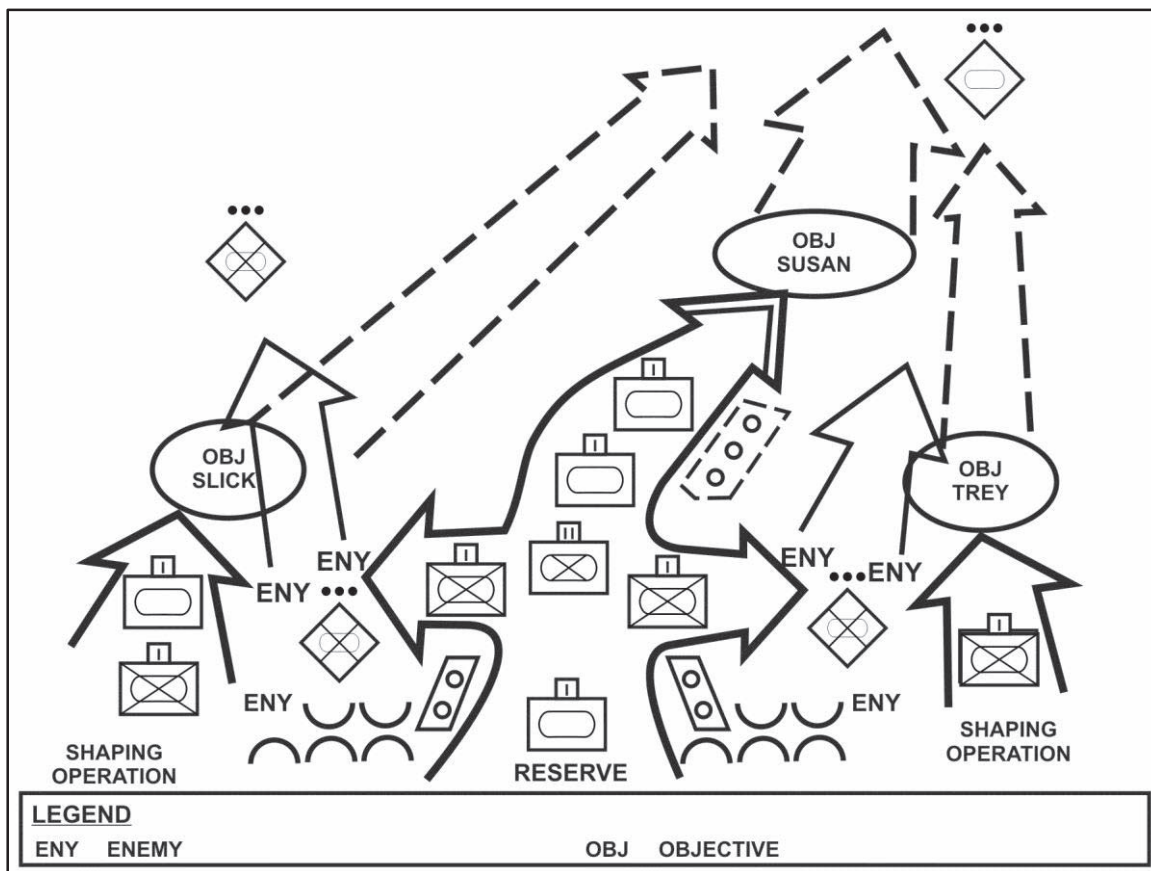
Figure 6-8. Expanding the penetration

FLANK ATTACK

6-112.   A *flank attack* is a form of offensive maneuver directed at the flank of an enemy (FM 3-90-1). A flank attack is designed to defeat the enemy force while minimizing the effect of the enemy's frontal orientation. BCTs conduct flanking attacks with the main effort directed at the enemy's flank. Usually, a supporting effort engages the enemy's front by fire and movement while the main effort maneuvers to attack the enemy's flank. This supporting effort diverts the enemy's attention from the threatened flank.

6-113.   Depth is the primary difference between a flank attack and an envelopment. A flank attack is an envelopment delivered squarely on the enemy's flank. Conversely, envelopment is an attack delivered beyond the enemy's flank and into the enemy's support areas, but short of the depth associated with a turning movement. Commanders often use a flank attack for a hasty attack or meeting engagement where speed and simplicity are paramount to maintaining battle tempo and ultimately, the initiative. Smaller-sized tactical units, such as maneuver battalions, companies, and platoons are more likely to conduct flank attacks. (See figure 6-9.)

6-114.   The commander establishes boundaries to designate the area of operations for each unit participating in the flank attack. He designates control measures, such as phase lines, support-by-fire and attack-by-fire positions, contact points, and appropriate fire support coordination measures, such as a restricted fire line or boundary between converging forces, to control the flank attack. (Refer to FM 3-90-1 for additional information.)
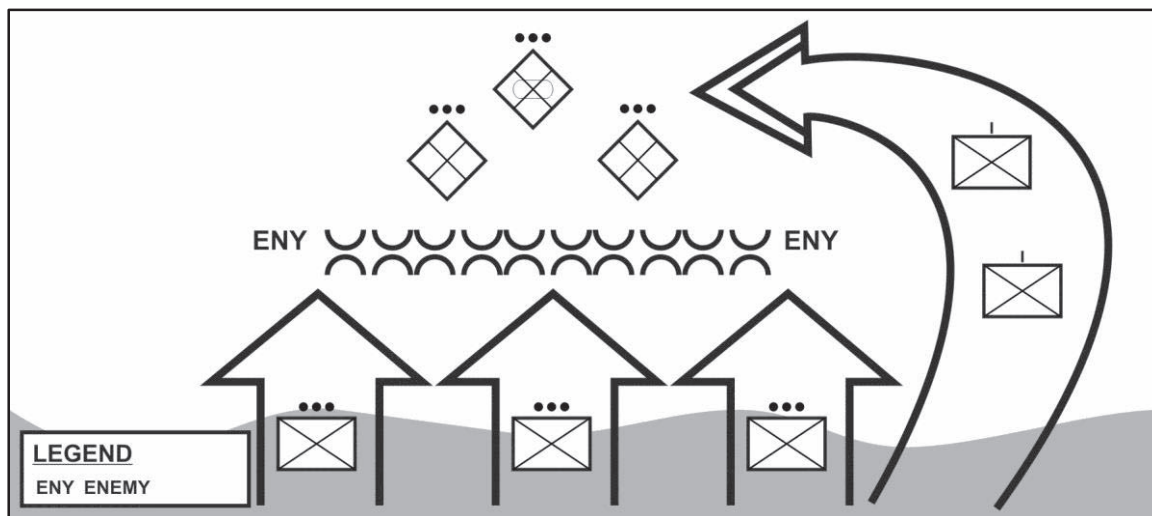
Figure 6-9. Flank attack

FRONTAL ATTACK

6-115.   A *frontal attack* is a form of maneuver in which an attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front (FM 3-90-1). The BCT commander uses a frontal attack as a shaping operation in conjunction with other forms of maneuver. The commander employs a frontal attack to clear enemy security forces, overwhelm a depleted enemy during an exploitation or pursuit, and to fix enemy forces in place. The BCT commander conducts a frontal attack when assailable flanks do not exist. While a penetration is a sharp attack designed to rupture the enemy position, the BCT commander designs a frontal attack to maintain continuous pressure along the entire front until either a breach occurs or the attacking forces succeed in pushing back the enemy. Frontal attacks conducted without overwhelming combat power are seldom decisive. (See figure 6-10, page 6-28.)

6-116.   A unit conducting a frontal attack normally has a wider area of operation than a unit conducting a penetration does. A commander conducting a frontal attack may not require any additional control measures beyond those established to control the overall mission. Control measures include an area of operation defined by unit boundaries, and an objective, at a minimum. The commander uses other control measures necessary to control the attack, including attack positions, lines of departure, phase lines, assault positions, limits of advance, and direction or axis of advance for every maneuver unit. (Refer to FM 3-90-1 for additional information.)
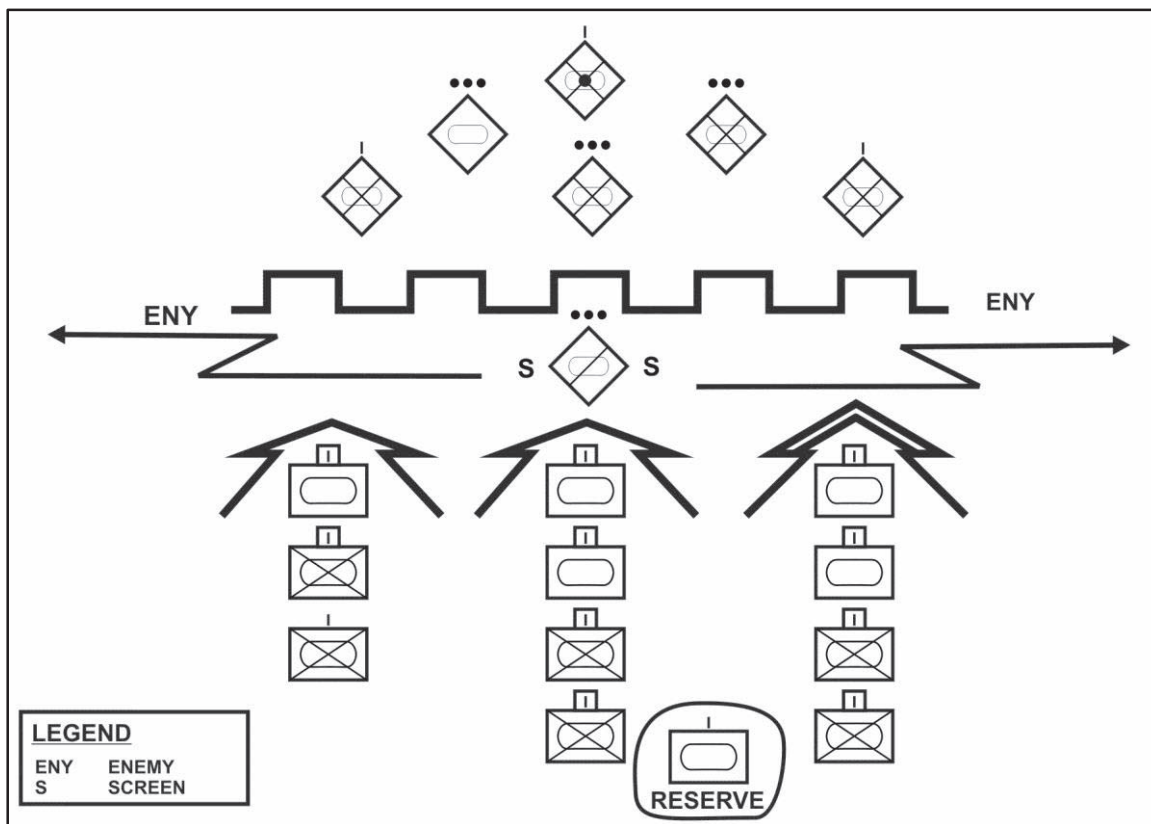
Figure 6-10. Frontal attack

SECTION IV – OFFENSIVE TASKS

6-117. The BCT conducts *offensive tasks* to defeat and destroy enemy forces and seize terrain, resources, and population centers (ADRP 3-0). Offensive tasks are movement to contact, attack, exploitation, and pursuit. BCTs conduct operations according to the capabilities and limitations inherent in their organizational structure.

MOVEMENT TO CONTACT

6-118.   A m*ovement to contact* is an offensive task designed to develop the situation and establish or regain contact (ADRP 3-90). A movement to contact employs movement, decentralized control, and the hasty deployment of combined arms formations from the march to create favorable conditions for subsequent tactical actions. A movement to contact may result in a meeting engagement. A *meeting engagement* is a combat action that occurs when a moving force, incompletely deployed for battle, engages an enemy at an unexpected time and place (FM 3-90-1).

6-119.   The BCT commander considers requirements for maneuver (fire and movement) upon contact. The force making contact seeks to make contact with the smallest element possible to avoid decisive engagement with the main body. Once the commander makes contact with the enemy, the commander has five options: attack, defend, bypass, defend, delay, or withdraw (see paragraph 6-136). Search and attack and cordon and search are subordinate tasks of movement to contact. See FM 3-90-1 for a discussion of search and attack. See ATP 3-06.20 for a discussion of cordon and search.

ORGANIZATION OF FORCES

6-120.   The BCT commander organizes his forces into security forces and a main body in a movement to contact. A maneuver battalion organizes its forces the same as the BCT when conducting a movement to

contact independently. When the battalion moves as part of the BCT, a maneuver battalion moves as part of the main body or with the requisite attachments may be part of the security force. The cavalry squadron normally moves as part of the security force (See figure 6-11).
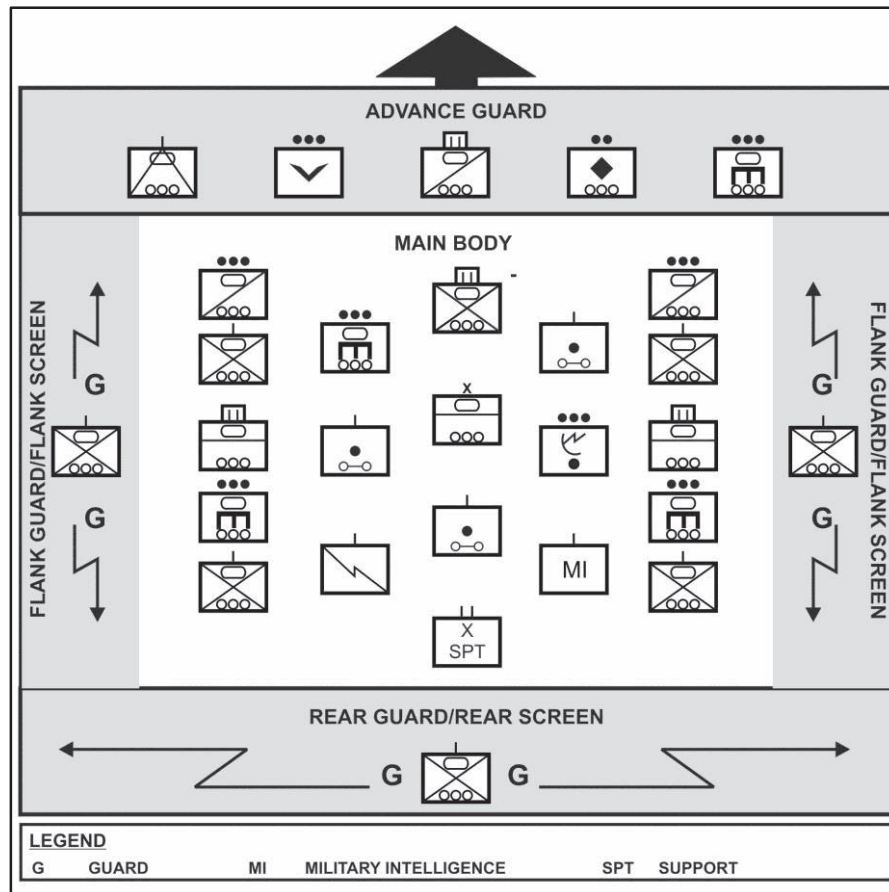
Figure 6-11. Organization of forces for a movement to contact

Security Forces

6-121.   The security forces for a BCT conducting a movement to contact, normally consists of the advance guard and, if required, flank and rear security forces. The advance guard has sufficient forces to protect the main body from surprise attack. The positioning of flank and rear forces depends on the proximity of friendly units to the flank or rear and to the enemy.

Advance Guard

6-122.   An advance guard is a task-organized combined arms unit that precedes the main body and provides early warning, reaction time, and maneuver space. The BCT organizes an advance guard to lead the BCT with or without a covering force from a higher echelon. When a covering force from a higher echelon is employed forward of the BCT, the advance guard maintains contact with the covering force. The advance guard requires anti-armor and engineer support and remains within range of the main body's indirect fire systems. The advance guard reduces obstacles to create passage lanes, repairs roads and bridges, and locates bypasses. For obstacles not covered by fire, the advance guard can either seek a bypass or create the required number of lanes to support its maneuver or the maneuver of a supported unit's maneuver. For obstacles covered by fire, the unit can either seek a bypass or conduct a breaching operation.

6-123.   The advance guard fixes the enemy to protect the deployment of the main body when the main body commits to action. The advance guard forces the enemy to withdraw, or destroys small enemy groups before they can disrupt the advance of the main body. When the advance guard encounters large enemy forces or

heavily defended areas, it takes prompt and aggressive action to develop the situation and, within its capability, defeat the enemy. The commander reports the location, strength, disposition, and composition of the enemy and tries to find the enemy's flanks, gaps, or other weaknesses in his position.

Covering Force

6-124.   A covering force's mission is to protect the main body, provide early warning, reaction time, and maneuver space before committing the main body. The covering force is task organized to accomplish tasks independent of the main body. The covering force commander reports directly to the establishing commander (division or corps). The BCT normally does not have the organic resources or capabilities to establish a covering force. A covering force, if established, moves well ahead of the BCT's advance guard and usually beyond the main body's fire support range. (See FM 3-90-1 for additional information on the covering force.)

Flank and Rear Security

6-125.   The BCT establishes flank and rear security elements when their flanks or security area are unprotected. The BCT may use cavalry organizations for flank security, or main body forces may provide flank and rear security forces.

Main Body

6-126.   The bulk of the BCT's combat power is in the main body. The main body follows the advance guard and keeps enough distance between itself and the advance guard to maintain flexibility. The BCT commander may designate a portion of the main body as the reserve.

6-127.   After the security force makes contact, the BCT commander receives information from the security force in contact. Based upon that information the commander directs a course of action consistent with the higher commander's intent and within the main body's capability. Elements of the main body initiate direct and indirect fires to gain the initiative. The commander emplaces fires assets to respond immediately to calls for fire.

6-128.   A portion of the main body composes the BCT commander's sustaining base. The commander tailors the sustainment base to the mission. He decentralizes the execution of sustainment support, but that support must be continuously available to the main body. Sustainment support includes using preplanned logistics packages.

PLANNING

6-129.   The BCT plans for a movement to contact in the same manner as any offensive tasks, however, time to plan may be constrained. Planning for a movement to contact begins with a thorough understanding of the area of operation through a detailed intelligence preparation of the battlefield. The BCT commander and staff develop and execute the operations order information collection (Annex L) to the operations order in collaboration with the cavalry squadron, military intelligence company, and other security force assets. Collaborating with the cavalry squadron, military intelligence company, and security force assets helps to synchronize the information collection effort and allows the main body to focus on the movement to contact conduct.

6-130.   The BCT intelligence staff officer and S-2 section develop feasible threat courses of action that address all aspects of the enemy's potential capabilities. The S-2 section, assisted by BCT engineer and air defense staff representatives, analyzes the terrain to include enemy air avenues of approach. The plan addresses actions the commander anticipates based upon available information and intelligence, and probable times and locations of enemy engagements.

6-131.   BCT reconnaissance and security forces detect the enemy; then confirms or denies the enemy's presence making contact with the enemy using the smallest elements possible. A successful information collection effort integrates reconnaissance and security forces with human intelligence collection operations, signals intelligence collection, target acquisition assets, and aerial reconnaissance and surveillance (manned and unmanned) assets. The BCT commander may task organize reconnaissance and security forces with additional combat power allowing them to develop the situation on contact with the enemy. Additional

combat power may include Abram tanks, Bradley fighting vehicles, Stryker vehicles, SBCT mobile gun systems, SBCT antiarmor or infantry weapons companies, or an infantry rifle company. The unit's planned movement formation should contribute to the goal of making initial contact with the smallest force possible and provide for efficient movement of the force.

6-132.   The commander directs the establishment of decision points, branches, and sequels based upon the commander's critical information requirements to ensure flexibility in the plan. The commander controls the movement to contact by using control measures to provide the flexibility needed to respond to changes in the situation and to allow the commander to rapidly concentrate combat power at the decisive point.

6-133.   The commander may task a forward security force to conducting zone reconnaissance where the main body is to traverse. Based on the commander's decision points, the security force conducts reconnaissance or target handover with the main body to maintain contact with the enemy. This handover allows the BCT to manage transitions between phases of the operation, or follow-on tasks and allows the security force to conduct tasks that support the BCT scheme of maneuver.

6-134.   BCT Commanders tailor organic sustainment assets to the mission. Battalion and company trains may be combined and accompany the main body. METT-TC determines the type and amount of supplies transported in these trains. Locating the combat trains with the battalion permits rapid resupply of the maneuver units than if they were further to the rear. Commanders, however, may decide to assign combat units to combat trains for their security if they determine that the combat trains do not have sufficient combat power to counter the anticipated threat. (Refer to FM 3-90-1 for additional information.)

PREPARATION

6-135.   The BCT constantly refines the enemy situation during the preparation based on information and integrated intelligence products. One of the primary concerns during preparation is to ensure the commander and staff have the latest information and that the common operational picture is accurate and the plan is still valid. The commander ensures, through confirmation briefs, backbriefs and rehearsals, that subordinates understand his intent and their individual missions as new information becomes available. Simple, flexible plans that rely on standard operating procedures and battle drills, and plans that units rehearse against likely enemy courses of action are essential to success.

6-136.   The commander rehearses the operation from initiation to occupation of the final march objective or limit of advance. The commander prioritizes rehearsals of maneuver options, enemy courses of action, and primary, secondary, and tertiary communications systems at all levels. Actions to consider during rehearsals include:

- Making enemy contact (advance guard).
- Making contact with an obstacle not identified and reported (advance guard).
- Making enemy contact (flank security force).
- Reporting requirements, engagement, and bypass criteria.
- Fire support.
- Maneuver.
- Unit transitions.
- Sustainment.

EXECUTION

6-137.   The BCT maneuvers aggressively within its area of operation or along its axis of advance. Speed and security requirements must balance based on the effectiveness of the information collection effort, friendly mobility, effects of terrain, and enemy capabilities. The common operational picture enables close tracking and control of the movement and location of units. The BCT (typically the tactical command post) continually monitors the location and movement of security forces. This monitoring of security forces ensures adequate security for the main body, and ensures the security forces are within supporting range of main body maneuver forces and fire support assets. The BCT also controls the movement of sustainment assets, adjusting movement to meet support requirements, to avoid congestion of routes, and to ensure responsiveness.

Scheme of Maneuver

6-138.   Movement to contacts start from a line of departure or a specified point(s) at the time specified in the operations order. A limit of advance or a forward boundary controls the depth of the movement to contact. Phase lines, contact points, and checkpoints control the rate of movement. Fire support is planned for throughout the movement to contact to provide accurate and continuous fires. Actions on contact, (see paragraph 4-39), are planned for and rehearsed. Subordinate echelons must quickly react to contact, develop the situation, report, and gain a position of advantage over the enemy. Maneuvering unit commanders coordinate forward passage through friendly forces in contact as required.

6-139.   The primary focus of a movement to contact is the enemy force, which may be stationary or moving. Objectives can designate the movement of subordinate units and identify suspected enemy positions. Although an axis of advance can guide movement, there is the risk of enemy forces outside the axis being undetected and inadvertently bypassed. During a movement to contact, the intent of the commander is to maneuver quickly to defeat the enemy before the enemy can react. The commander avoids piecemeal commitment of the main body unless failure to do results in mission failure or prevented by restricted or severely restricted terrain. The BCT commander uses the advance guard to fix the enemy while the main body maneuvers to seek the assailable flank. The commander focuses on the enemy's flanks and rear before the enemy can counter these actions.

Maneuver Options

6-140.   The commander makes the decision to execute a maneuver option based on the progress of the advance guard's initial engagement. The movement to contact generally ends with the commitment of the main body. The tactical options available to the BCT after contact include the following:

6-141.   Attack. The commander directs an attack when the BCT has greater combat power than the enemy does or when he assesses that, the BCT can reach a decisive outcome. The commander can direct an ambush against a moving or infiltrating force that is not aware of the presence of the friendly force.

6-142.   Defend. The commander directs a defense when the BCT has insufficient combat power to attack. The commander also directs a defense when the enemy's superior strength forces the BCT to halt and prepare for a more deliberate operation.

6-143.   Bypass. The commander provides criteria detailing conditions for bypassing enemy forces. The unit in contact can bypass if authorized, but, if the bypassed force represents a threat, the unit must fix or contain it until released by the higher commander.

6-144.   Delay. A delaying force under pressure trades space for time by slowing the enemy's momentum and inflicting maximum damage on the enemy, without decisively engaging, in principle. Once the advance guard (fixing force) makes contact with the enemy, the enemy may attempt a frontal counterattack in response to the BCT's movement to contact. In this case, the fixing force defends itself or conducts a delay while the main body of the BCT maneuvers to attack.

6-145.   Withdraw. The commander directs a withdrawal when the BCT lacks the combat power to attack or defend, to improve a tactical situation, or to prevent a situation from worsening. Both direct and indirect fire assets from main body forces provide support to cover the withdrawal of the advance guard or lead elements of the main body. The commander also may employ obscuration to assist with breaking contact with the enemy.

Bypassed Forces

6-146.   Bypassed forces present a serious threat to forces that follow the maneuver elements, especially sustainment elements. Units conducting a movement to contact do not bypass enemy forces unless authorized by higher authority. Bypass criteria, if established, are measures established by higher headquarters that specify the conditions and size under which enemy units may be bypassed. The BCT distributes the location and strengths of enemy forces throughout the area of operation so following units can move around these threats. Bypassed enemy units are kept under observation unless otherwise directed by the commander. The destruction or containment of the bypassed enemy forces becomes the responsibility of the higher commander if the commander permits the lead elements to bypass.

Actions at Obstacles

6-147. Once the unit detects an obstacle, the obstacle is immediately reported and its location and description distributed. The element quickly seeks a bypass. If a bypass is available, the unit in contact with the obstacle marks the bypass; the unit reports the route of the bypass around the obstacle, also. The BCT breaches consistent with the breaching fundamentals of suppress, obscure, secure, reduce, and assault to create breach lanes and continue the movement to contact. Engineers support the breach effort by reducing the obstacle, improving the lanes, and guiding the main body through the obstacle. (Refer to ATTP 3-90.4 for additional information.) Civil affairs, military police, or military information support operations assets may redirect civilians away from the route of advance when the movement of displaced civilians causes reduced mobility.

Five-Step Sequence

6-148. FM 3-90-1 discusses executing all four offensive tasks in a five-step sequence, listed below. This sequence is for discussion purposes only and is not the only way of conducting offensive tasks. Execution of offensive tasks tends to overlap each other during the conduct of offensive actions. Normally the first three of these steps are shaping operations or supporting efforts, while the maneuver step is the decisive operation or main effort. Follow through is normally a sequel or a branch to the plan based on the current situation. Refer to FM 3-90-1 for additional information on the following five-step sequence:

Step 1, Gain and Maintain Enemy Contact

6-149. The advance guard focuses on identifying the enemy's composition, strength, and dispositions. The forces provide the commander with combat information. The commander can then maneuver his units to positions of advantage to commit friendly forces under optimal conditions.

Step 2, Disrupt the Enemy

6-150. On contact, the advance guard maneuvers to disrupt or defeat the enemy to prevent him from conducting a spoiling attack or organizing a coherent defense. The advance guard commander gathers as much information as possible about the enemy's dispositions, composition, strengths, capabilities, and probable course(s) of action.

Step 3, Fix the Enemy

6-151. The advance guard prevents the enemy from maneuvering against the main body. If unable to defeat the enemy, the advance guard reports the enemy strength and disposition and establishes a base of fire for the subsequent attack by the main body.

Step 4, Maneuver

6-152. If the advance guard cannot defeat the enemy with a flank or frontal attack, the commander quickly maneuvers his main body to attack. The commander attempts to defeat the enemy while still maintaining the momentum of his advance. The main body commander resumes the movement to contact after a successful attack. The intent is to deliver an assault before the enemy can deploy or reinforce their engaged forces.

Step 5, Follow Through

6-153. The unit transitions back to a movement to contact and continue to advance if the enemy is defeated. The movement to contact terminates when the unit reaches its final objective or limit of advance; otherwise, it must transition to another offensive or defensive task.

SEARCH AND ATTACK

6-154. *Search and attack* is a technique for conducting a movement to contact that shares many of the characteristics of an area security mission (FM 3-90-1). The BCT conducts a search and attack to destroy enemy forces, deny the enemy certain areas, protect the force, or collect information. Although the battalion is the echelon, that usually conducts a search and attack, the BCT assists its subordinate battalions by ensuring

the availability of indirect fires and other support. Refer to FM 3-21.20 or FM 3-90-1 for detailed information on conducting a search and attack.

CORDON AND SEARCH

6-155.   *Cordon and search* is a technique of conducting a movement to contact that involves isolating a target area and searching suspected locations within that target area to capture or destroy possible enemy forces and contraband (FM 3-90-1). The BCT normally assigns a cordon and search mission to a battalion. The BCT supports the cordon and search by conducting shaping operations and providing additional resources to the unit conducting the cordon and search. A cordon and search may support site exploitation (see ATP 3-90.15). Refer to FM 3-21.20 or ATP 3.06.20 for detailed information on conducting a cordon and search.

ATTACK

6-156.   An *attack* is an offensive task that destroys or defeats enemy forces, seizes and secures terrain, or both (ADRP 3-90). Although an attack may be a deliberate operation or a hasty operation, both synchronize all available warfighting functions to defeat the enemy. The main difference between a hasty and a deliberate operation is preparation and planning time.

6-157.   The key difference between a movement to contact and an attack is the amount of information known about the enemy. Information enables the commander to have more control, to better synchronize the operation, and to employ combat power more effectively than in a movement to contact. The commander has the advantage of being extremely deliberate and refined in task organization, assignment of tactical mission tasks, and the scheme of maneuver.

6-158.   The BCT executes subordinate forms of the attack to achieve different results. These subordinate forms of the attack have special purposes and include the ambush, counterattack, demonstration, feint, raid, and spoiling attack. The commander's intent and the mission variables of METT-TC determine the specific attack form. The commander can conduct these forms of attack, except for a raid, as a hasty or a deliberate operation. Refer to FM 3-90-1 for additional information on each subordinate form of the attack.

ORGANIZATION OF FORCES

6-159.   The BCT commander determines the scheme of maneuver and task organizes the force to give each subordinate unit the combat power to accomplish its assigned missions. The commander normally organizes the force into a security force, a main body, and a reserve. The commander completes any changes in task organization early in the process to allow subordinate units to conduct rehearsals with their attached and supporting elements.

Security Forces

6-160.   The BCT executes most attacks while in contact with the enemy which reduces the requirement for a separate forward security force. The commander commits security forces during an attack only if the attack is likely to uncover one or more flanks or the rear of the attacking force as it advances. The commander designates a flank or rear security force and assigns it a guard or screen mission depending on METT-TC.

Main Body

6-161.   The BCT commander allocates forces based on the assigned tasks, the terrain, and the size of the enemy force that each avenue of approach can support (probable force ratio). The BCT attacks to destroy enemy forces or to seize key terrain. The scheme of maneuver identifies the decisive operation. During the course of the attack, the unit(s) executing the decisive operation may change based upon conditions or plans.

6-162.   Maintaining mobility in an attack is critical. The assistant brigade engineer officer must plan and allocate mobility resources to the main body and security forces. The commander designates a breach, assault, and support force as the initial decisive operation if he anticipates or has identified the need to conduct a breach during the attack. The breaching fundamentals applied to ensure success when breaching against a

defending enemy are suppress, obscure, secure, reduce, and assault (described by the memory aid SOSRA). These obstacle reduction fundamentals always apply, but they may vary based on METT-TC. The commander isolates and secures the breach area, breaches the enemy's defensive obstacles, seizes the point of penetration, and rapidly passes through follow-on forces to continue the attack. (Refer to ATTP 3-90.4 for additional information.)

6-163.   The commander arranges forces in-depth and designates a reserve. The commander controls the field artillery battalion, long-range fire support systems, and any breaching assets to retain flexibility until he can identify the point of breach. The commander focuses all available resources to support achievement of the decisive operation.

6-164.   The commander designates subordinate units to conduct shaping operations for the execution of the decisive operation. The commander allocates only the combat power needed to accomplish the missions since he cannot employ overwhelming combat power everywhere. Shaping operations disrupt enemy defensive preparations through aggressive combat patrolling, feints, limited-objective attacks, harassing indirect fires, and air strikes. The commander uses shaping operations to isolate the enemy and destroy the enemy's ability to mutually support or reinforce his positions. (See figures 6-12 and 6-13, page 6-36.)
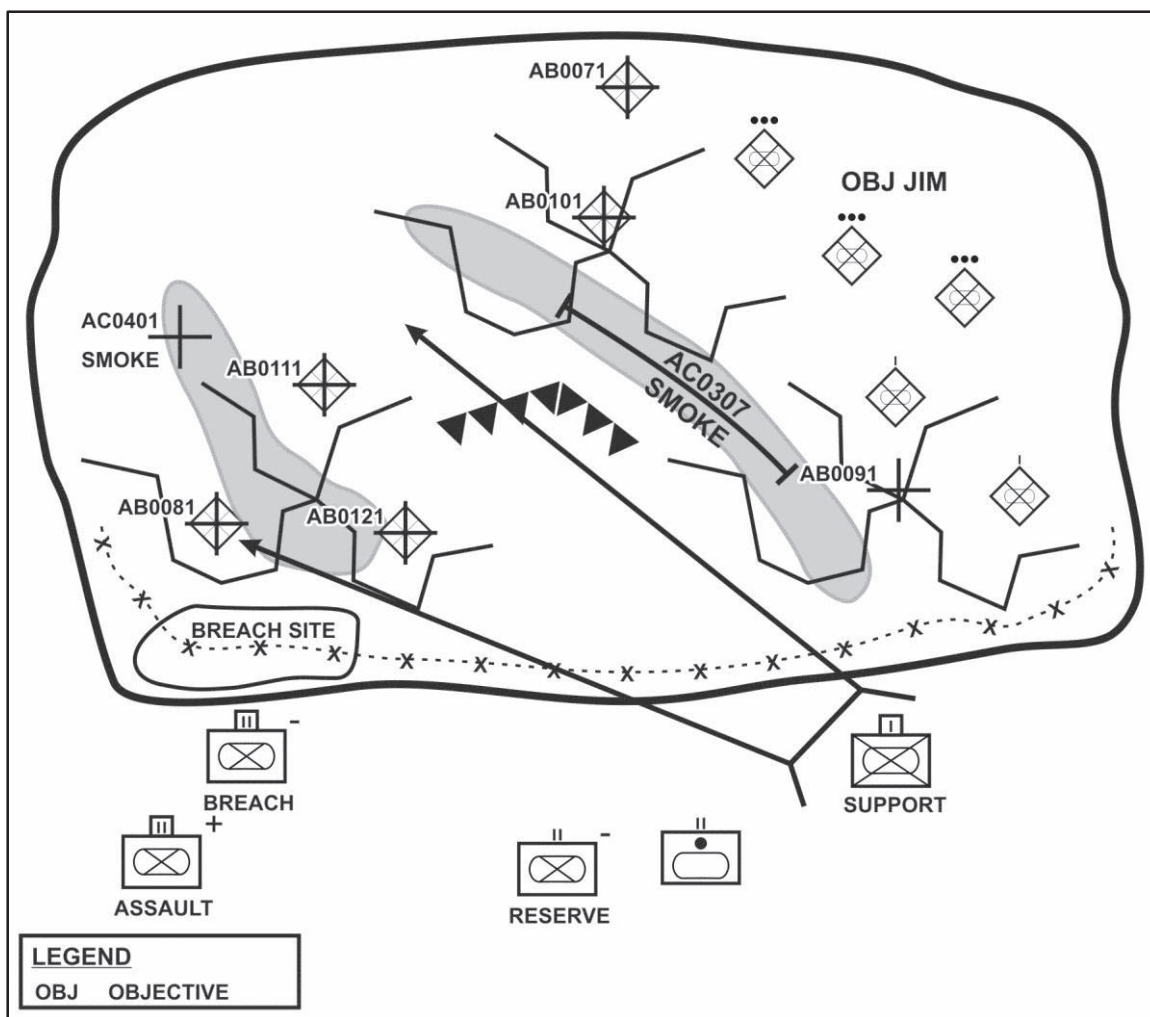
Figure 6-12. Organization of forces for the breach
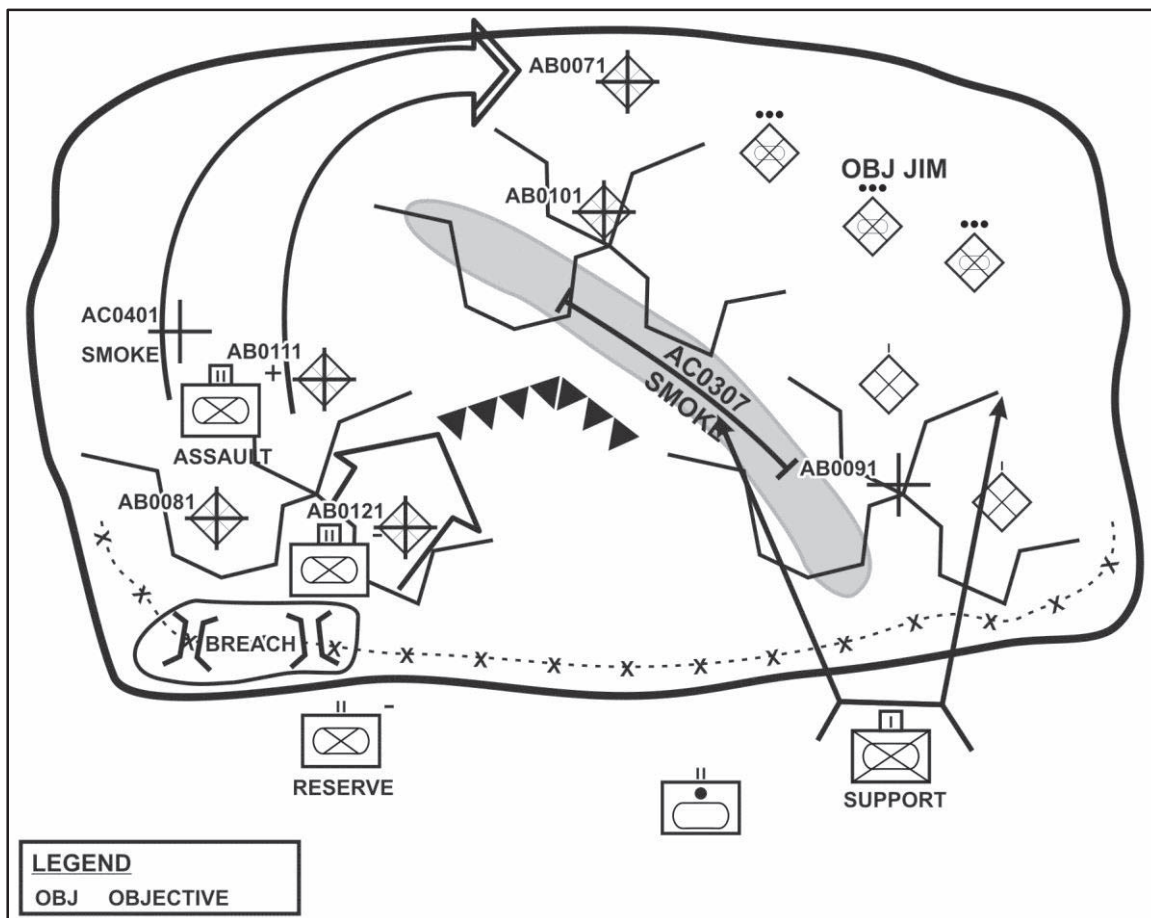
Figure 6-13. Organization of forces for the assault

Reserve

6-165.   A *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). The reserve is not a committed force, and is not used as a follow and support force or a follow and assume force. The commander uses the reserve to exploit success, to defeat enemy counterattacks, or to restore momentum to a stalled attack.

6-166.   Once committed, the reserve's actions normally become or reinforce the BCTs decisive operation. The commander makes every effort to reconstitute another reserve from units made available by the revised situation. Often a commander's most difficult and important decision concerns the time, place, and conditions for committing the reserve.

6-167.   In an attack, the commander prioritizes the positioning of the reserve to reinforce the success of the decisive operation, then to counter enemy counterattacks. The reserve must be able to move quickly to areas where it is needed in different contingencies. This is most likely to occur if the enemy has strong counterattack forces.

Sustainment

6-168.   The BCT commander resources sustainment assets to support the attacking force. The BSB commander and BCT subordinate maneuver commanders organize sustainment assets to support the BCT's concept of support. The BSB commander controls the sustainment for the BCT with priority of support to the decisive operation or main effort. The BSB commander positions sustainment units well forward in an attack whenever possible to provide immediate support. As the BCT advances, sustainment units and capabilities echelon support forward to ensure uninterrupted support to maneuver units.

PLANNING

6-169.   The BCT commander allocates resources as required to provide the maximum possible combat power to the decisive operation. Units conducting shaping operations should have sufficient combat power to conduct their mission.

Control Measures

6-170.   The commander assigns missions to subordinate units and establishes control measures to synchronize the operation. The commander assigns subordinate unit areas of operation that allow for initiative and decentralized actions. At a minimum BCT control measures should include, but are not limited to areas of operation, target reference points, objectives, checkpoints, phase lines, and contact points. Contact points indicate a specific location and time for coordinating fires and movement between adjacent units. Additional minimum control measures include line of departure (which could also be the line of contact) and the time to initiate the attack.

Fire Support

6-171.   Fire support are fires that directly support land, maritime, amphibious, and special operations forces to engage enemy forces, combat formations, and facilities in pursuit of tactical and operational objectives. The commander uses a blend of friendly information management, knowledge management, and information collection operations to take advantage of the range, precision, and lethality of available weapon systems and information superiority, thus achieving fire superiority. The commander focuses fire support effects to gain and maintain fire superiority at critical points during the attack and to maintain freedom of maneuver. Responsiveness and flexibility requires that the BCT must have the ability to rapidly clear fires.

Aviation

6-172.   Attack reconnaissance units conduct shaping operation attacks to assist the BCT in finding, fixing, and destroying the enemy. Attack reconnaissance units support ground forces in contact through close combat attacks. During a meeting engagement, attack reconnaissance units can fight for information and develop the situation. Assault helicopter battalions support ground force maneuver through air movement and air assault missions.

PREPARATION

6-173.   The BCT uses the available time before the attack to conduct reconnaissance, precombat checks and inspections, and rehearsals. The BCT conceals attack preparations from the enemy. The commander and staff refine the plan based on continuously updated intelligence. Subordinates conduct parallel planning and start their preparation for the attack immediately after the BCT issues a fragmentary order. As more intelligence becomes available, the commander revises orders and distributes them; thereby giving subordinates more time to prepare for the attack. (Refer to FM 3-90-1 for additional information.)

EXECUTION

6-174.   For discussion purposes, the execution of the attack is addressed using the following five-step sequence, gain and maintain enemy contact, disrupt the enemy, fix the enemy, maneuver, and follow through. This sequence is not the only method of executing an attack. These steps may overlap or be conducted simultaneously. Normally the first three of these steps are shaping operations or supporting efforts, while the maneuver step is the decisive operation or main effort. Follow through is normally a sequel or a branch to the plan based on the current situation. Refer to FM 3-90-1 for additional information on the following five-step sequence:

Step 1, Gain and Maintain Enemy Contact

6-175.   The commander positions maneuver forces and information collection assets to maintain observation of enemy reactions to maneuver on the objective. Information collection focuses on areas the enemy may use to reposition forces, commit reserves, and counterattack. For example, the commander may infiltrate or insert

reconnaissance and surveillance forces to observe the objective or routes that an enemy reserve may use. As the BCT attacks, reconnaissance and surveillance forces report enemy reactions, repositioning, and battle damage assessment. The BCT may task the reconnaissance forces to target and engage enemy repositioning forces, reserves, counterattacking forces, and other high payoff targets with indirect fires. Early identification of enemy reactions is essential for the BCT to maintain momentum and the initiative during the attack. To regain contact with the enemy during an attack, the BCT commander may use the cavalry squadron to regain contact and provide information on the enemy's current location, disposition, and movement.

Step 2, Disrupt the Enemy

6-176.   Disrupting one or more parts of the enemy weakens their entire force and allows the BCT commander to attack the remaining weakened enemy force. The commander can disrupt the enemy's defenses using a variety of methods including:

● Gaining surprise.
● Avoiding enemy security forces.
● Using suppressive, interdiction, preparation, and counterair fires against enemy formations, strong points, and assembly areas.
● Destroying his target acquisition systems.
● Taking advantage of limited visibility, concealment, and cover by masking the approach.
● Using augmented electronic warfare assets to degrade enemy command and control systems.
● Using military deception to conceal the exact time and location of the attack.
● Using precision fires (precision-guide munitions, multiple launch rocket system/high mobility artillery rocket system, Excalibur) against high-payoff targets in-depth coordinated with long-range surveillance and precision observation teams.

Step 3, Fix the Enemy

6-177.   The primary purpose in fixing the enemy is to prevent the enemy from maneuvering to reinforce the unit targeted for destruction. Fixing the enemy into a given position or course of action limits the enemy's ability to respond to the attack effectively. Fixing the enemy usually is a shaping operation. To conserve combat power, the BCT commander carefully considers which enemy elements to fix and targets only the elements that can affect the point of attack.

6-178.   The BCT commander fires on supporting and rear positions to isolate the objective. The commander uses the fires to suppress the enemy's suspected command and control centers, fire support systems, and reserve. The commander also degrades the enemy's command and control systems through cyber electromagnetic activities, also.

Step 4, Maneuver

6-179.   The BCT commander maneuvers his forces to gain positional advantage so he can seize, retain, and exploit the initiative. He avoids the enemy's strength, employing tactics that defeat the enemy by attacking through a point of relative weakness, such as a flank or rear. The key to success is to strike hard and fast, overwhelm a portion of the enemy force, and quickly transition to the next objective or phase, thus maintaining the momentum of an attack without reducing pressure on the enemy.

6-180.   The coordination between fire and movement is critical to massing combat power. As maneuver forces approach the enemy defense, the commander shifts fires and obscurants to suppress and obscure the enemy. Proper timing and adjustment of fires enable the maneuver force to close on the enemy's positions. The commander echelons his fires to maintain effective suppression on the objective(s) up to the last possible moment while reducing any possibility of fratricide. The key to a successful attack is the suppression of the enemy force by indirect and direct fires that shift in the front of the assault force as it reaches its limit of advance. Maneuver forces and information collection assets provide battle-damage assessment to the commander. The commander may need to adjust the speed of the approach to the objective based on reports from forward reconnaissance and surveillance assets.

6-181. The BCT employs fires to weaken the enemy's position. The BCT sets conditions for success prior to closure within direct-fire range of the enemy. Initially, fires focus on the destruction of key enemy forces that affect the concept of operations, such as to destroy the enemy positions at the point of penetration during an attack.

6-182. Fires allow the commander to destroy enemy security forces and weaken or neutralize enemy reserves. Fires can emplace artillery-delivered obstacles to block enemy reserve routes to the objective, support breaching operations, isolate the objective, and suppress enemy positions. The commander can employ obscuration and screening fires to deceive the enemy of the BCT's actual intentions. Obscuration fires (placed on or near enemy positions) decrease an enemy's capability to visually sight friendly forces. Screening fires (delivered in areas between friendly and an enemy force) degrade enemy detection, observation, and engagement capabilities to enable friendly maneuver and action. The commander employs fires to disrupt enemy counterattacks and neutralize bypassed enemy combat forces. The commander employs fires to conduct cyber electromagnetic activities to degrade, neutralize, or destroy enemy combat capability. The BCT neutralizes the enemy's indirect fires through counterfire.

6-183. Fires assets are usually positioned forward so they can cover the objective and beyond without having to displace. The field artillery battalion positions its batteries as close as possible to the line of departure. The battalion heavy mortars position themselves close to assault units and are prepared to displace forward as required. Attached platoons from infantry weapons companies or SBCT anti-armor company may displace by sections and closely follow the maneuver companies. Close air support and close combat attack identify and attack preplanned targets.

Step 5, Follow Through

6-184. After seizing an objective, the BCT commander has two alternatives: exploit success and continue the attack or terminate the operation. Normally, the BCT maintains contact and attempts to exploit its success. Indirect and direct fires may continue to suppress other enemy positions. Follow-on forces, which may or may not be part of the BCT, can conduct a forward passage of lines to continue the attack (See FM 3-90-2.).

6-185. The most likely on-order mission is to continue the attack after seizing an objective. During consolidation, the commander continues the military decisionmaking process in preparation for any on-order missions assigned by a higher headquarters.

SUBORDINATE FORMS OF THE ATTACK

6-186. The BCT can launch subordinate forms of the attack with various purposes to achieve different results. Special purpose attacks are ambush, counterattack, demonstration, feint, raid, and spoiling attack. (Refer to FM 3-90-1 for additional information.)

6-187. An *ambush* is an attack by fire or other destructive means from concealed positions on a moving or temporarily halted enemy (FM 3-90-1). The three forms of an ambush are point ambush, area ambush, and anti-armor ambush. An ambush is conducted at the small-unit level generally and takes the form of an assault to close with and destroy the enemy, or it might be an attack by fire only, executed from concealed positions. An ambush does not require seizing or holding the ground. Ambushes are generally executed to reduce the enemy force's overall combat effectiveness through destruction, although other reasons could be to harass and capture the enemy or capture enemy equipment and supplies. (Refer to FM 3-90-1 and FM 3-21.8 for additional information.)

6-188. A *counterattack* is an attack by part or all of a defending force against an enemy attacking force, for such specific purposes as regaining ground lost or cutting off or destroying enemy advance units, and with the general objective of denying to the enemy the attainment of the enemy's purpose in attacking. In sustained defensive actions, it is undertaken to restore the battle position and is directed at limited objectives (FM 3-90-1). The commander plans counterattacks as part of the BCT's defensive plan, or the BCT might be the counterattack force for the higher headquarters. The BCT must provide the counterattack force with enough combat power and mobility to affect the enemy's offense. (Refer to FM 3-90-1 for additional information.)

6-189.   In military deception, a *demonstration* is a show of force in an area where a decision is not sought that is made to deceive an adversary. It is similar to a feint but no actual contact with the adversary (Army uses the term enemy instead of adversary) is intended (JP 3-13.4). The BCT commander uses demonstrations and feints in conjunction with other military deception activities. The commander generally attempts to deceive the enemy and induce the enemy commander to move reserves and shift fire support assets to locations where they cannot immediately affect the friendly decisive operation or take other actions not conducive to the enemy's best interests during the defense. The BCT commander must synchronize the conduct of these forms of attack with higher and lower echelon plans and operations to prevent inadvertently placing another unit at risk. Both forms are always shaping operations but a feint will require more combat power and usually requires ground combat units for execution.

6-190.   A *feint* in military deception is an offensive action involving contact with the adversary (Army uses the term enemy instead of adversary) conducted for the purpose of deceiving the adversary (Army uses the term enemy instead of adversary) as to the location and time of the actual main offensive action (JP 3-13.4). The principal difference between a feint and a demonstration is that in a feint the BCT commander assigns the force an objective limited in size, scope, or some other measure. The force conducting the feint makes direct fire contact with the enemy but avoids decisive engagement. The planning, preparing, and executing considerations for demonstrations and feints are the same as for the other forms of attack. The commander assigns the operation to a subordinate unit and approves plans to assess the effects generated by the feint, to support the operation. (Refer to JP 3-13.4, FM 3-90-1, and FM 3-90-2 for additional information.)

6-191.   A *raid* is an operation to temporarily seize an area in order to secure information, confuse an adversary (Army uses the term enemy instead of adversary), capture personnel or equipment, or to destroy a capability culminating with a planned withdrawal (JP 3-0). The BCT plans raids and usually executes them at battalion level and below. The raiding force may operate within or outside of the BCT's supporting range, and it moves to its objective by infiltration. The raiding force quickly withdraws along a different route once the raid mission is completed. (Refer to FM 3-90-1 and echelon-specific ATPs for discussion.)

6-192.   A *spoiling attack* is a tactical maneuver employed to seriously impair a hostile attack while the enemy is in the process of forming or assembling for an attack (FM 3-90-1). The BCT commander conducts a spoiling attack during the defense to strike the enemy while he is in assembly areas or attack positions preparing for his own offensive mission, or has temporarily stopped. The BCT commander employs organic fires, as well as other available units, to attack the enemy's assembly areas or other positions. (Refer to FM 3-90-1 for additional information.)

EXPLOITATION

6-193.   *Exploitation* is an offensive task that usually follows a successful attack and is designed to disorganize the enemy in-depth (ADRP 3-90). Exploitation is the bold continuation of an attack designed to increase success and take advantage of weakened or collapsed enemy defenses. The purpose of exploitation can vary, but generally, an exploitation capitalizes on a temporary advantage, on preventing the enemy from establishing an organized defense, or preventing the enemy from conducting an orderly withdrawal. An exploitation should prevent reconstitution of enemy defenses, prevent enemy withdrawal, secure deep objectives, and destroy enemy command and control facilities, logistics, and forces.

6-194.   The conditions for exploitation develop very quickly. The commander capitalizes on opportunities using information collected to seize, retain, and exploit the initiative. The commander designates priority intelligence requirements tied to decision points that seek out the following:

- A significant increase in enemy prisoners of war.
- An increase in abandoned enemy equipment and material.
- The overrunning of enemy artillery, command and control facilities, and logistics sites.
- A significant decrease in enemy resistance or in organized fires and maneuver.
- A mixture of support and combat vehicles in formations and columns.
- An increase in enemy movement rearward, including reserves and fire support units.

6-195.   The commander plans the exploitation to maintain pressure on the enemy. To accomplish this, the BCT attacks over a broad front to prevent the enemy from establishing a defense, organizing an effective rear

guard, withdrawing, or regaining balance. The BCT secures objectives, severs escape routes, and destroys all enemy forces. (See figure 6-14.) The commander may employ the reserve as an exploitation force.
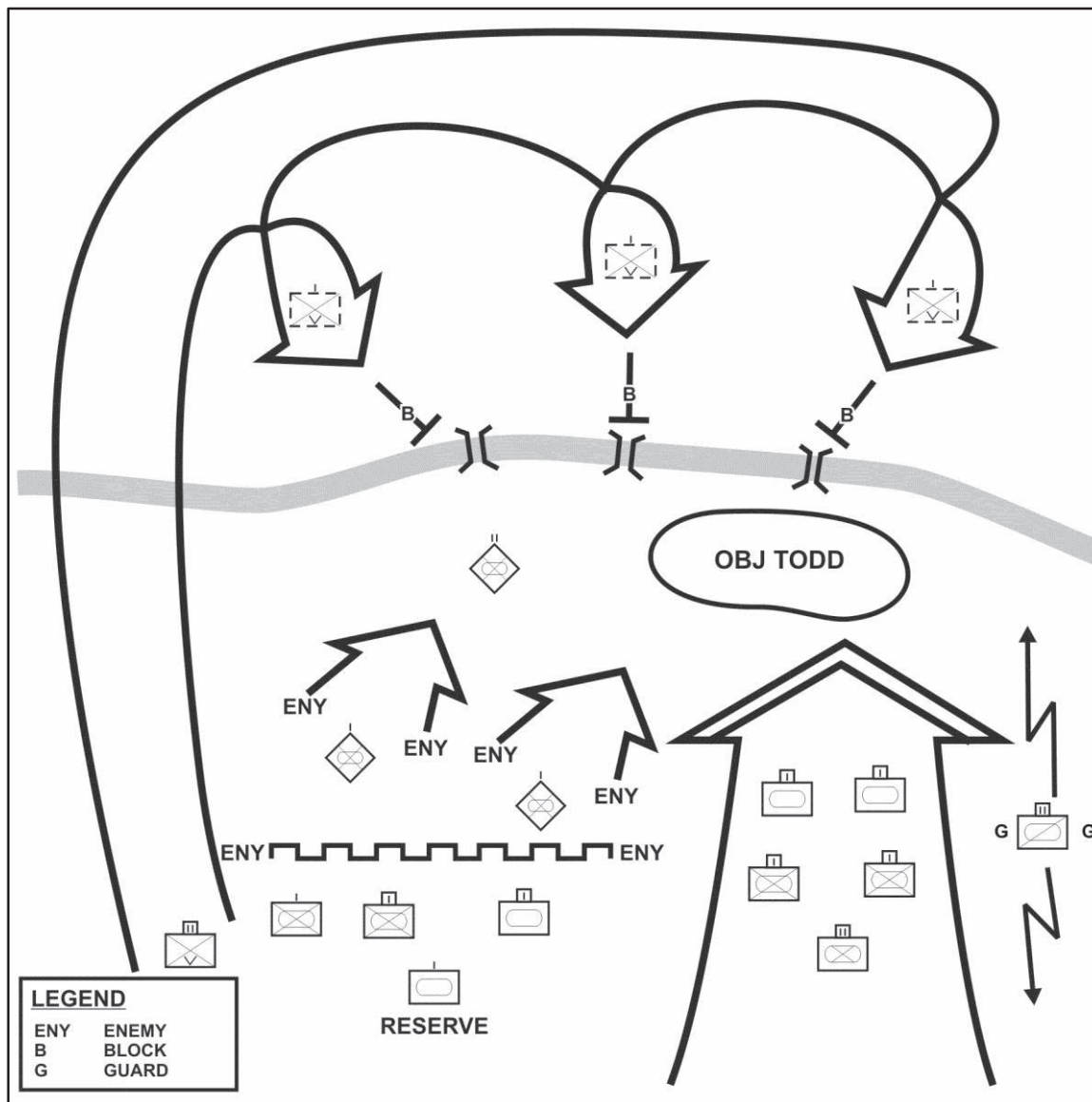
Figure 6-14. Organization of forces for an exploitation

6-196.   Decentralized execution is characteristic of the exploitation; however, the commander maintains enough control to prevent overextension of the command. Minimum control measures are used. Tactical air reconnaissance and Army aircraft maintain contact with enemy movements and advise the commander of enemy activities. Interdiction, close air support, close combat attacks, and deep artillery fires can attack moving enemy reserves, withdrawing enemy columns, enemy constrictions at choke points, and enemy forces that threaten the flanks of the exploiting force. The commander must consider the security of ground supply columns and an aerial resupply may be necessary. Exploiting forces take advantage of captured supplies whenever possible.

6-197.   Failure to exploit success aggressively gives the enemy time to reconstitute an effective defense or regain the initiative using a counterattack. BCT mounted elements may move rapidly to positions of advantage to block enemy forces. If available, Army aviation assets can move forces to blocking positions and unmanned aircraft systems can maintain contact. (Refer to FM 3-90-1 for additional information.)

PURSUIT

6-198.   *Pursuit* is an offensive task designed to catch or cut off a hostile force attempting to escape, with the aim of destroying it (ADRP 3-90). The commander orders a pursuit when the enemy force can no longer maintain its position and tries to escape. Normally, the commander does not organize specifically for pursuit operations ahead of time, although the unit staff may plan for a pursuit mission as a branch or sequel to the current order. The plan must be flexible for subordinate elements of the BCT to react when the situation presents itself. Subordinate elements are made as self-sufficient as resources will permit.

6-199.   Two options exist when conducting a pursuit. Both pursuit options involve assigning a subordinate the mission of maintaining direct-pressure on the rearward moving enemy force. The first option is a frontal pursuit that employs only direct-pressure. (See figure 6-15.) The second is a combination that uses one subordinate element to maintain direct-pressure and one or more other subordinate elements to encircle the retrograding enemy. (See figure 6-16.) The combination pursuit is more effective, generally. The subordinate applying direct-pressure or the subordinate conducting the encirclement can conduct the decisive operation in a combination pursuit.
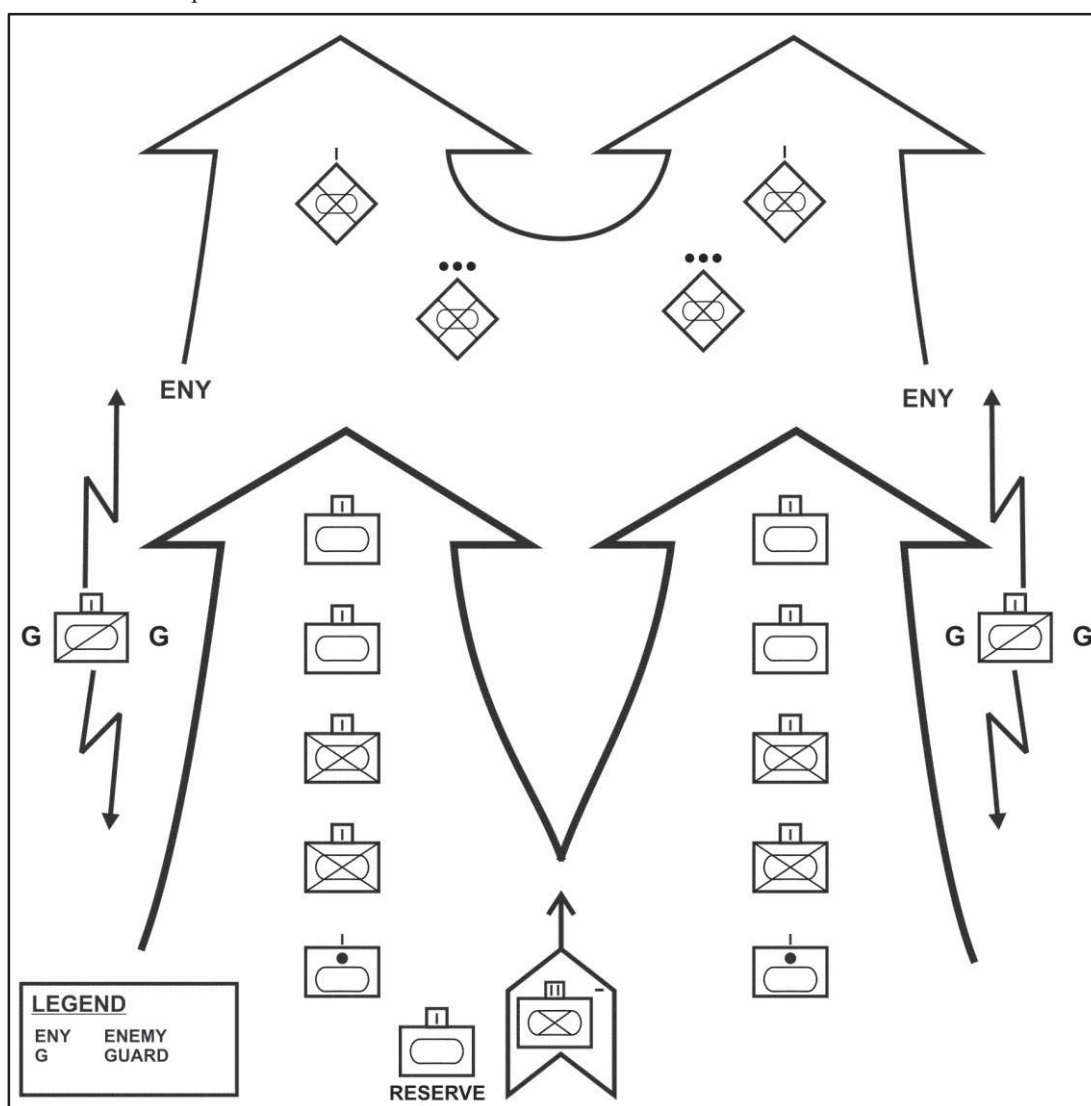
Figure 6-15. Organization of forces for a frontal pursuit
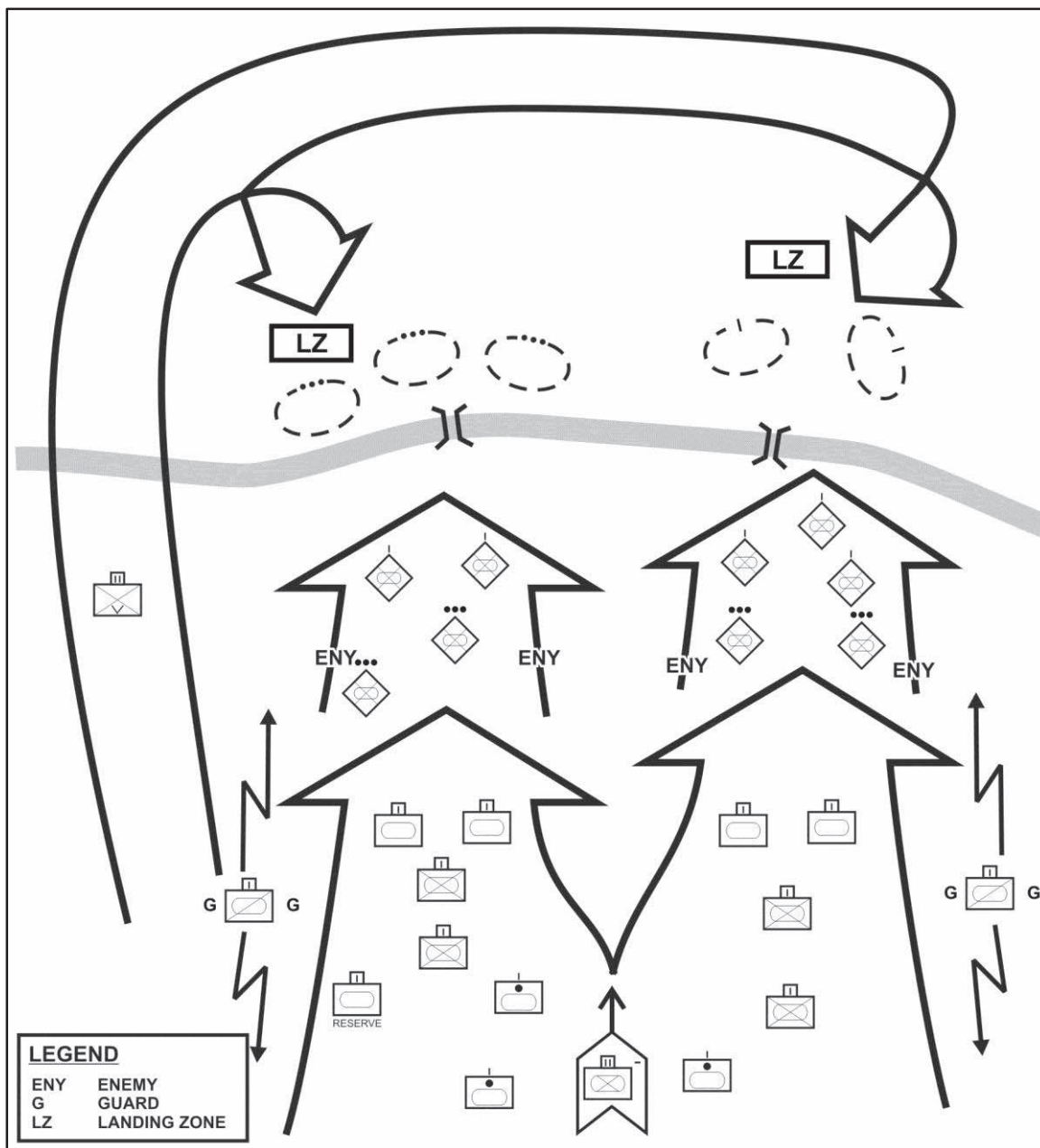
Figure 6-16. Organization of forces for a combination pursuit

6-200. During the pursuit, the commander exerts unrelenting pressure to keep the enemy force from reorganizing and preparing its defenses. The BCT may be a part of a corps or division pursuit, either functioning as the direct-pressure or encircling force. An aggressive pursuit leaves the enemy faced with the options of surrendering or facing complete destruction. Pursuits require swift maneuvers and attacks.

6-201. The pursuit normally follows a successful exploitation. The primary function of a pursuit is to complete the destruction of the enemy force. Although the BCT may pursue a physical objective, the mission is the destruction of the enemy's main force. Pursuits include the rapid shifting of units, continuous day and night movements, hasty operations, containment of bypassed enemy forces, and large numbers of prisoners. A pursuit includes a willingness to forego some synchronization to maintain contact and pressure on a fleeing enemy.

6-202.   A mobility advantage over the enemy is vital to the BCT's effectiveness in pursuit. A combination of armored or Stryker forces, combined with infantry conducting air assaults, can be extremely effective when cutting off the enemy forcing them to either surrender or be destroyed. The range, speed, and weapons load of attack reconnaissance units makes them uniquely useful in an exploitation or pursuit to extend the ground commander's reach. Dismounted movement over difficult terrain allows infantry units to seize blocking positions. (Refer to FM 3-90-1 for additional information.)

SECTION V – TRANSITIONS

6-203.   Decisive action involves more than simultaneous execution of all tasks. Decisive action requires the commander and his staff to consider the BCT's capabilities and capacities relative to each assigned task. The commander considers his mission, determines which tactics to use, and balances the tasks of decisive action while preparing his commander's intent and concept of operations. The commander determines which tasks the force can accomplish simultaneously, if phasing is required, what additional resources the force may need, and how to transition from one task to another.

6-204.   Transitions between tasks of decisive action require careful assessment, prior planning, and unit preparation as the commander shifts his combinations of offensive, defensive, and stability tasks. Commanders first assess the situation to determine applicable tasks and the priority for each. When conditions change, commanders adjust the combination of tasks of decisive action in the concept of operations.

6-205.   A transition occurs when the commander makes an assessment that the unit must change its focus from one element of decisive action to another. A commander halts the offense only when the offense results in complete victory and the end of hostilities reaches a culminating point, or the commander receives a change in mission from a higher commander. This change in mission may be a result of the interrelationship of the other instruments of national power, such as a political decision.

6-206.   All offensive actions that do not achieve complete victory reach a culminating point when the balance of strength shifts from the attacking force to its opponent. Usually, offensive actions lose momentum when friendly forces encounter and cannot bypass heavily defended areas. Offensive actions also reach a culminating point when the resupply of fuel, ammunition, and other supplies fails to keep up with expenditures, Soldiers become physically exhausted, casualties and equipment losses mount, and repairs and replacements do not keep pace with losses. Offensive actions also stall when reserves are not available to continue the advance, the defender receives reinforcements, or the defender counterattacks with fresh troops. Several of these actions may combine to halt an offense. When the offensive action halts, the attacking unit can regain its momentum, but normally this only happens after difficult fighting or after an operational pause.

6-207.   The commander plans a pause to replenish combat power and phases the operation accordingly, if the commander cannot anticipate securing decisive objectives before subordinate forces reach their culminating points. Simultaneously, the commander attempts to prevent the enemy from knowing when friendly forces become overextended. (Refer to ADRP 3-0 for additional information.)

TRANSITION TO A FOCUS ON THE CONDUCT OF DEFENSIVE TASKS

6-208.   Once offensive actions begin, the attacking commander tries to sense when subordinate units reach, or are about to reach, their respective culminating points. The commander must transition to a focus on the defense before subordinate units reach this point. The commander has more freedom to choose where and when to halt the attack, if the commander can sense that subordinate forces are approaching culmination. The commander can plan future activities to aid the defense, minimize vulnerability to attack, and facilitate renewal of the offense as the force transitions to branches or sequels of the ongoing operation. For example, some subordinate units may move into battle positions before the entire unit terminates its offensive actions to start preparing for ensuing defensive tasks. The commander can echelon sustainment assets forward to establish a new echelon support area. A new echelon support area may serve to prevent overburdening the extended lines of communications that result from advances beyond eight hours of travel from the echelon support area.

6-209.   A lull in combat operations often accompanies a transition. The commander cannot forget about stability tasks because the civilian populations of the unit's area of operation tend to come out of their hiding positions and request assistance from friendly forces during these lulls. The commander must consider how to minimize civilian interference with the force's combat operations while protecting civilians from future hostile actions according to the law of war. The commander must also consider the threat civilians pose to the force and its operations if enemy agents or saboteurs are part of the civilian population. (See FM 3-07.)

6-210.   A commander anticipating the termination of unit offensive actions prepares orders that include the time or circumstances under which the current offense transitions to the defense, the missions and locations of subordinate units, and control measures. As the unit transitions from an offensive focus to a defensive focus, the commander maintains contact with and surveillance of the enemy, using a combination of reconnaissance and security forces and surveillance assets to develop the information required to plan future actions. The commander also establishes a security area and local security measures.

TRANSITION TO A FOCUS ON THE CONDUCT OF STABILITY TASKS

6-211.   A transition to stability-centric operations occurs for several reasons. A transition may occur from an operation dominated by combined arms maneuver to one dominated by wide area security. Transitions also occur with the delivery of essential services or retention of infrastructure needed for reconstruction. An unexpected change in conditions may require commanders to direct an abrupt transition between phases. In such cases, the overall composition of the force remains unchanged despite sudden changes in mission, task organization, and rules of engagement. Typically, task organization evolves to meet changing conditions; however, transition planning must account for changes in mission, also. Commanders continuously assess the situation and task-organize and cycle their forces to retain the initiative. Commanders strive to achieve changes in emphasis without incurring an operational pause.

6-212.   Planning for operations focused on stability begins the moment the BCT receives the mission. Coordinated early planning between the military and the interagency for post-conflict operations is vitally important. When coordinated planning to transition responsibility from military to civilian entities does not occur, the result is always the development of military and civilian parallel efforts, which seek to either secure or develop the host nation. The end state of the offense is the eventual transfer of all security operations to host-nation control. Transferring security operations does not allow the commander to abdicate his role to provide security for the host nation, facilities, or his units. The commander must work in concert with host-nation security forces to ensure a smooth transition to host-nation control.

6-213.   Building partner capacity is the outcome of comprehensive interorganizational activities, programs, and engagements. Building partner capacity enhances security, rule of law, essential services, governance, economic development, and other critical government functions. Army forces support host-nation ownership when planning and implementing capacity building as part of a comprehensive approach.

6-214.   All actors involved in decisive action integrate with the operation from the onset of planning. Together, they complete detailed analyses of the situation and operational environments, develop integrated courses of action, and continuously assess the situation. Integrating civilian and military efforts into a whole-of-government approach has challenges. First, the efforts have differing capacities and differing perspectives. Second, the two efforts use different approaches and decisionmaking processes.

6-215.   A comprehensive approach integrates the cooperative efforts of the departments and agencies of the United States Government, other unified action partners, and private sector entities to achieve unity of effort toward a shared goal. A comprehensive approach builds from the cooperative spirit of unity of effort. Successful operations use this approach, even for those operations involving actors participating at their own discretion or present in the operational area but not acting as a unified action partner member. Integration and collaboration among actors with different agendas and experience is challenging. A comprehensive approach achieves unity of effort to forge a shared understanding of a common goal. Mandates, experiences, structures, and bureaucratic cultures make it difficult to sustain a comprehensive approach. Commanders overcome and mitigate this challenge with extensive cooperation and coordination.

6-216.   Five broad conditions provide the underpinnings for strategic, whole-of-government planning and serve as a focal point for integrating operational- and tactical-level tasks. The end state conditions are flexible

and adaptive to support activities across the range of military operations but rely on concrete principles and fundamentals in application. (See ATP 3-07.5.) End state conditions are—

- A safe and secure environment.
- Established rule of law.
- Social well-being.
- Stable governance.
- A sustainable economy.

Chapter 7

Defense

The BCT conducts defensive tasks to defeat enemy attacks, gain time, control key terrain, protect critical infrastructure, secure the population, and economize forces. Most importantly, the BCT sets conditions to transition to the offense or operations focused on stability. Defensive tasks alone are not decisive unless combined with offensive tasks to surprise the enemy, attack enemy weaknesses, and pursue or exploit enemy vulnerabilities. This chapter addresses the characteristics of the defense, common defensive planning considerations, forms of the defense, defensive control measures, defensive tasks, and planning considerations when transitioning to other tactical operations.

SECTION I – CHARACTERISTICS OF THE DEFENSE

7-1.   Successful defenses share the following characteristics: disruption, flexibility, maneuver, mass and concentration, operations in-depth, preparation, and security. Defenses are aggressive. Defending commanders use all available means to disrupt enemy forces. Commanders disrupt attackers and isolate them from mutual support to defeat them in detail. Defenders seek to increase their freedom of maneuver while denying it to attackers. Defending commanders use every opportunity to transition to the offense, even if only temporarily. As attackers' losses increase, they falter and the initiative shifts to the defenders. These situations are favorable for counterattacks. Counterattack opportunities rarely last long. Defenders strike swiftly when the attackers reach their decisive point. Surprise and speed enable counterattacking forces to seize the initiative and overwhelm the attackers.

7-2.   The Battle of Kasserine Pass, described below, is an example of neglecting the characteristics of the defense. Prior to the Battle of Kasserine Pass, II Corps failed to adequately resource and prepare defensive positions; ensure defensive positions could mass effects of direct and indirect fires; adequately include flexibility, depth, and maneuver in planning, and conduct continuous reconnaissance and security operations to provide early and accurate warning.

The Battle of Kasserine Pass, Tunisia in February 1943, served as a rude awakening for the American Army in World War II. Over the course of the month, German Field Marshal Erwin Rommel's veteran Armeegruppe Afrika delivered a series of defeats to the relatively inexperienced American II Corps under Major General Lloyd Fredendall. Kasserine Pass was a tremendous blow to American pride and a loss of confidence in the eyes of II Corps' British and French allies. However, lessons learned from the battle led to changes in leadership, tactics, and training, resulting in a competent force in the African theater, as well as more realistic and effective training in America. Kasserine Pass remains a bitterly poignant example of the disasters that befall a force that neglects the characteristics of the defense.

The Anglo-American advance into Tunisia transitioned to a defense in December 1942 due to poor weather and logistical challenges. Major General Fredendall's II Corps was tasked with reinforcing the French defenses around several mountain passes and a road junction in southern Tunisia. Fredendall, headquartered some 70 miles from the forward line of troops, personally directed the dispersion of his subordinate elements over a large area of operations. Simultaneously, engineer assets needed for improving of defensive positions were instead constructing a cavernous bunker for the Corps command post.

Lack of cooperation with allied forces and inadequate reconnaissance and security operations allowed German and Italian elements of Armeegruppe Afrika to achieve tactical surprise at the onset and throughout the battle. During the following weeks, French and American units routinely found themselves surprised by enemy contact, fighting from non-mutually supporting positions, and unable to mass direct and indirect fires. German and Italian forces, enjoying local air superiority as allowed by weather, rarely experienced disruption at the hands of isolated and easily bypassed defensive positions. Retrograde operations frequently degenerated into routes with significant losses of manpower and equipment. Allied attempts to maneuver against Axis forces were poorly coordinated due to failures to incorporate flexibility into the array of forces as well as command failures at multiple echelons. Brigadier General Paul R. Robinette, commander of Combat Command A of the 1st Armored Division, would later record the Soldiers' observation that during this battle "never were so few commanded by so many from so far away."

The poor performance of the American Army left a bitter legacy for the American Soldier that would haunt Anglo-American relations in the theater. At the human level, II Corps sustained approximately six thousand casualties during the February 1943 engagements as well as the loss of 183 tanks, 104 half-tracks, 208 artillery pieces, 500 other vehicles, and vast amounts of supplies. Conversely, Rommel's forces sustained approximately 1000 casualties and a tenth of the material losses. (See figure 7-1.)

Figure 7-1. Kasserine Pass and Sbiba Gap map

DISRUPTION

7-3.   The BCT must disrupt the tempo and synchronization of the enemy's operation to counter his initiative, to prevent his concentrating combat power against a part of the defense, and to force him to go where the BCT commander wants him to go. The commander achieves disruption by defeating or misleading enemy reconnaissance forces, impeding his maneuver, disrupting his reserves, neutralizing his fire support, and interrupting his command and control. Defensive techniques vary with circumstances, but all defensive concepts of operation aim to spoil the attacker's synchronization. Strong security forces to defeat enemy reconnaissance, phony initial positions or dummy positions, and obstacles are some of the measures used to increase BCT security in the defense. The commander uses counterattack, counterbattery, and countermortar fires; spoiling attacks; obstacles; and retention of key or decisive terrain to prevent the enemy from concentrating overwhelming strength against portions of the defense.

FLEXIBILITY

7-4.   The BCT commander uses detailed planning, sound preparation, operations in-depth, retaining reserves, and mission command to maintain flexibility. Flexibility requires the commander to visualize the battlefield to detect the enemy's scheme of maneuver in time to direct fire and movement against it. The commander does not limit his information collection efforts only to the forces in contact. He also concentrates on formations arrayed in-depth. The enemy may try to bypass areas where the defense is strong. Hence, the BCT commander must ensure that he can detect and defeat the enemy along all possible avenues of approach. The commander uses aviation reconnaissance and surveillance assets to support information collection. The BCT commander's plan must allow him to shift his decisive operation or main effort quickly, if the situation changes, while maintaining his synchronization. In addition, alternate and subsequent positions provide the flexibility needed to execute the defense, effectively. Small reserves may position near critical terrain or likely avenues of attack to enable rapid deployment to those areas. Blocking positions can be established to deny the enemy a chance for a rapid breakthrough.

MANEUVER

7-5.   Maneuver allows the commander to take full advantage of the area of operations and to mass and concentrate resources where required. The BCT arrays and allocates forces in relationship to likely enemy courses of action. The BCT uses allocations based on the results of the relative combat power analysis of the BCT and enemy forces' assigned tasks and the terrain. The commander accepts risk along less likely avenues of approach to ensure that adequate combat power is available for more likely avenues of approach.

7-6.   Maneuver also encompasses defensive actions such as security and support area operations. In some cases, the commander must accept gaps within the defense, but must take measures to maintain security within these risk areas. The BCT uses surveillance assets, security forces, patrols, or other economy of force missions for these areas.

MASS AND CONCENTRATION

7-7.   The BCT masses its combat power to overwhelm the enemy and regain the initiative. The commander must be able to concentrate forces and/or mass the effects of fires at the decisive point and time. To accomplish this, the commander may economize forces in some areas, retain a reserve, shift priority of fires, and maneuver repeatedly to concentrate combat power. Commanders accept risks in some areas to concentrate for decisive action elsewhere. Obstacles, security forces, and fires assist in reducing these risks as forces economize.

7-8.   Dependent on the operational framework, the commander designates a main effort to achieve concentration, and directs all other elements and assets to support and sustain this effort. He also may reprioritize forces, designating a new main effort as the situation changes. The commander directs the task and purpose of supporting elements to create the conditions necessary for the main effort to accomplish its task and purpose. The commander narrows the width of subordinate areas of operations, focusing counterattack plans to support the main effort; assigns the main effort unit priority of obstacle preparation; gives the unit priority of indirect fire; and positions the reserve to influence the main effort's area.

7-9.   Concealment and deception must mask the concentrating forces since concentration increases the risk level of large losses from enemy fires. The strategy is to concentrate the effects of the forces, not to physically concentrate the forces themselves. Defending units use engagement areas to concentrate combat power from mutually supporting positions. Reconnaissance and surveillance and security operations are vital to gaining the information and time needed to concentrate the forces and fires of the BCT.

OPERATIONS IN-DEPTH

7-10. Integration of all combat power throughout the area of operation improves the chances for success while minimizing friendly casualties. Quick, violent, and simultaneous action throughout the depth of the BCT's area of operations can hurt, confuse, and even paralyze an enemy force when he is most exposed and vulnerable. Such actions weaken the enemy's morale and do not allow any early successes to build their confidence. Operations in-depth prevent the enemy from gaining momentum in the attack. Synchronization of actions within an operational framework facilitates mission success.

7-11. Alternate and supplementary positions, combat outposts, and mutually supporting strong points extend the depth of the defense. The commander plans fires throughout the defensive area up to the maximum range of available weapons. Fire support units and observers move and reposition to maintain contact with enemy forces and observe target areas of interest in-depth as the battle develops. The commander plans for the emplacement of obstacles around critical locations to disrupt the enemy's most dangerous and most likely courses of action.

PREPARATION

7-12. The commander must be familiar with the enemy's abilities and limitations to prepare the defense properly. The enemy's abilities and limitations include their organization, offensive doctrine (tactics, techniques, and procedures), weapons systems, and equipment. Collection means, reconnaissance, surveillance, security operations, and intelligence operations inform the commander and staff to enable understanding and multiply the effectiveness of the defense.

7-13. The commander analyzes the terrain in detail from all perspectives and then verifies on the ground to select engagement areas and positions that allow for the massing of fires and the concentration of forces on likely enemy avenues of approach. Emphasis is on preparing and concealing positions, routes, obstacles, logistical support, and mission command facilities and networks. The commander plans, coordinates, and prepares military deceptions and uses rehearsals to insure staffs and subordinates understand the concept of operations and commander's intent.

7-14. During preparation, aerial (manned and unmanned) reconnaissance and surveillance collection efforts complement ground efforts by increasing speed and depth with which reconnaissance can be conducted over an area. Ground reconnaissance and security forces employ and supplies are pre-positioned. Counterattack plans to support the defense and to place the BCT on the offense are key to retaining the initiative. Counterattack routes must be reconnoitered, improved, secured, and rehearsed. Defensive preparations within the main battle area continue in-depth even as close engagement begins.

SECURITY

7-15. The BCT commander establishes security areas forward of the main battle area, on the flanks, and within the BCT's support area to protect the force while in the defense. Security tasks forward of the main battle area normally include screen, guard, and cover. The presence of a security force forward of the main battle area does not relieve the main battle area units from their own security responsibilities (area security and local security tasks). All units must maintain security within assigned areas and contribute to counterreconnaissance.

7-16. The BCT may defend to conserve combat power for use elsewhere at a later time. The commander secures the force through integrated security operations throughout the depth and breadth of its assigned area of operation. Long-range reconnaissance and surveillance assets at the division and corps level conduct information collection to define and confirm the enemy at extended ranges and in time and manner. The

commander plans for and employs information related capabilities and cyber electromagnetic activities to confuse the enemy as to the BCT's manner of defense and to aid in securing the force.

SECTION II – COMMON DEFENSIVE PLANNING CONSIDERATIONS

7-17. The commander in the defense exploits prepared, mutually supporting positions even though he has yielded the initiative to the enemy. He uses his knowledge of the terrain to slow the enemy's momentum. The defending force maintains its security and disrupts the enemy's attack at every opportunity. The defending commander uses long-range fires to reduce the force of the enemy's initial blow, hinder enemy offensive preparations and wrest the initiative from the enemy. He draws the enemy into engagement areas where he can surprise the enemy with concentrated and integrated fires from concealed and protected positions. He then counterattacks the enemy, repeatedly imposing blows from unexpected directions. The following discussion uses the warfighting functions (mission command, movement and maneuver, intelligence, fires, sustainment, and protection) and specific operational environments as the framework for planning considerations that apply to defensive tasks.

MISSION COMMAND

7-18. The BCT commander understands, visualizes, and describes the anticipated enemy actions and issues commander's guidance to his staff. Based upon the commander's guidance, the staff refines the higher headquarters' products to enable the BCT commander to visualize his operational environment. The BCT commander and staff refine the higher headquarters' intelligence preparation of the battlefield products to focus on the details of the operation in the BCT's area of operations. The higher commander normally defines where and how the BCT defeats or destroys the enemy and the operational framework. The BCT commander defines how he envisions the BCT's execution of its portion of the higher echelon fight.

7-19. The BCT commander and staff analyze how and where to defeat the enemy. The BCT commander may define a defeat mechanism that includes use of single or multiple counterattacks to achieve success. Subordinate commanders and staffs analyze their unit's role in the fight and determine how to achieve success. In an area defense, usually the BCT achieves success by massing the effects of obstacles and fires to defeat the enemy forward of a designated area, often in conjunction with a higher echelon's counterattack. In a delay operation, the BCT achieves success by combining maneuver, fire support, obstacles, and the avoidance of decisive engagement until conditions are right to gain time or shape the battlefield for a higher echelon's counterattack.

7-20. The BCT organizes in the defense to facilitate the execution of a defensive task. The BCT commander and staff use the operational framework to help conceptualize and describe the concept of operations. The operational framework provides the commander and staff with basic conceptual options for visualizing and describing operations in time, space, purpose, and resources (See chapter 3 for additional information.) The commander is not bound by any specific framework for conceptually organizing operations, but may use one of three conceptual frameworks, or a combination. The three conceptual frameworks are—
- Deep–close–security framework to describe the operation in time and space.
- Decisive–shaping–sustaining framework to articulate the operation in terms of purpose.
- Main and supporting framework to designate the shifting prioritization of resources.

7-21. As an example, the deep-close-security operational framework historically has been associated with terrain orientation, but this framework can apply to temporal and organizational orientations as well. The BCT can use the deep-close-security operational framework to engage simultaneously the enemy in three distinct areas–deep area, close area, and security area. In a deep, close, and security framework, a commander may also refer to a support area. (See figure 7-2, page 7-6.)

7-22. *Deep area* in contiguous areas of operations, an area forward of the close area that a commander uses to shape enemy forces before they are encountered or engaged in the close area (ADRP 3-0). In noncontiguous areas of operations, the deep area is the area between noncontiguous areas of operations or beyond contiguous areas of operations.

7-23. *Close area* in contiguous areas of operations, an area assigned to a maneuver force that extends from its subordinates' rear boundaries to its own forward boundary (ADRP 3-0). In noncontiguous areas of operations, the close area is the area within the subordinate commanders' areas of operations.

7-24. *Security area*, that area that begins at the forward area of the battlefield and extends as far to the front and flanks as security forces are deployed. Forces in the security area furnish information on the enemy and delay, deceive, and disrupt the enemy and conduct counterreconnaissance (ADRP 3-90).

7-25. A *support area* in contiguous areas of operations, 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). In noncontiguous areas of operations, the support area is that area defined within the higher commander's area of operations providing a location to base sustainment assets and provide sustainment to the force. (Refer to ADRP 3-0 for additional information.)
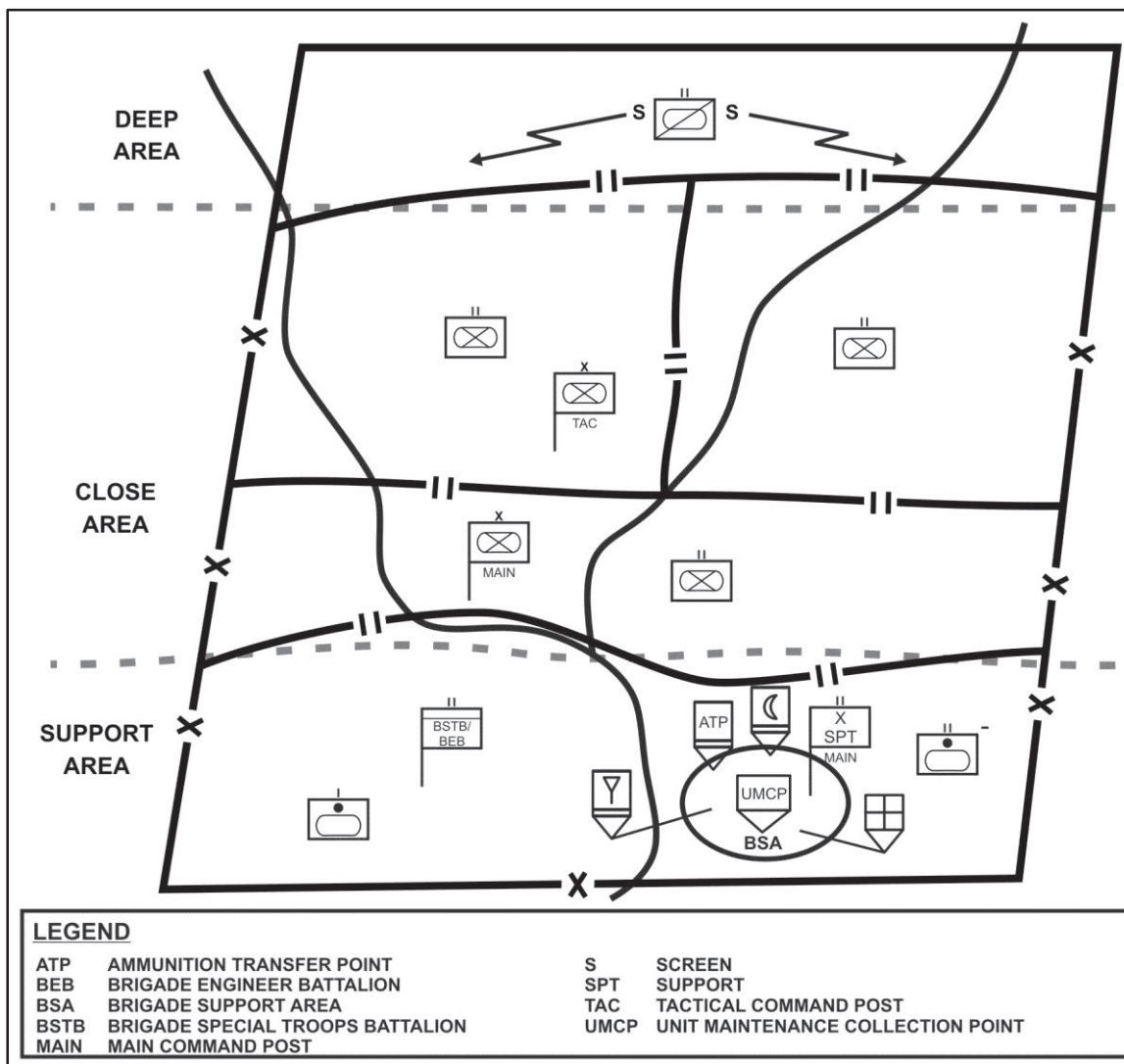
Figure 7-2. Deep-close-security operational framework, contiguous area of operations

7-26. The BCT commander assigns tasks to subordinate units through his staff. The assignment of a task includes not only the task (what), but also the unit (who), place (where), time (when), and purpose (why). The commander and staff develop obstacle fire support plans concurrently with the defensive force array, again defining a task and purpose for each obstacle and target in keeping with the commander's stated fire support tasks and intended obstacle effects. The desired end state is a plan that defines how the commander

intends to mass the effects of direct and indirect fires with obstacles and use of terrain to shape the battlefield and defeat or destroy the enemy.

7-27. The BCT plans control measures to provide the flexibility needed to respond to changes in the situation and allow the BCT to concentrate combat power at the decisive point. Defensive control measures within the BCTs area of operation include designating the security area, the battle handover line, the main battle area with its associated forward edge of the battle area, and the echelon support area. The BCT and subordinate units use battle positions (primary, alternate, supplemental, subsequent, and strong point), direct fire control, and fire support coordination measures to conduct defensive tasks. The commander designates disengagement lines to trigger the displacement of subordinate forces when required. A *disengagement line* is a phase line located on identifiable terrain that, when crossed by the enemy, signals to defending elements that it is time to displace to their next position (ADRP 3-90).

MOVEMENT AND MANEUVER

7-28. The BCT can conduct defensive operations with units out of range and/or in mutual support of each other. Defensive operations with out of range units require a judicious effort by the BCT commander and his staff to determine the positioning and priority of support assets and capabilities. During the terrain analysis, the commander and staff must look closely for key and decisive terrain, engagement areas, choke points, intervisibility lines, and reverse slope opportunities to take full advantage of the BCT's capabilities to mass firepower to support defensive maneuvers.

7-29. The BCT commander must determine any potential gaps between units once he has assigned area of operations to his maneuver units. The BCT should plan to cover any gaps with reconnaissance assets. The BCT must plan local counterattacks to isolate and destroy any enemy that penetrates a gap in the area of operations. The commander should also plan to reposition units not in contact to mass the effects of combat power against an attacking enemy.

7-30. The BCT commander identifies engagement areas where he intends to contain or destroy the enemy force with the massed effect of all available weapons and supporting systems with the assignment of area of operations. The commander determines the size and shape of the engagement area by the visibility of the weapons systems in their firing positions and the maximum range of those weapons. The commander designates engagement areas to cover each enemy avenue of approach into his position. Elements, deliberately left behind or inserted through infiltration or helicopter, can report and call in fires on an approaching enemy.

7-31. The BCT combines fires, defensive positions, countermobility obstacles, and counterattacks to disrupt the enemy's attack and break his will. The BCT must disrupt the synchronization of the enemy's operation to counter his initiative, prevent his concentrating combat power against a part of the defense, and force him to go where the commander wants him to go. The commander causes disruption defeating or misleading the enemy's reconnaissance forces, impeding his maneuver, disrupting his reserve, neutralizing his fire support, and interrupting his command and control.

7-32. Defensive techniques vary with circumstances, but all defensive concepts of operation aim to spoil the attacker's synchronization. Strong security forces to defeat enemy reconnaissance, phony initial positions or dummy positions, and obstacles are some of the measures used to increase security in the defense. Repositioning forces, aggressive local protection measures, and employment of roadblocks and ambushes combine to disrupt the threat of an attack. Counterattack, counterbattery fires, obstacles, and retention of key or decisive terrain prevent the enemy from concentrating overwhelming strength against portions of the defense.

7-33. The information environment supports the commander's mission and desired end state using information-related capabilities, techniques, or activities. These capabilities include, but are not limited to, public affairs operations, military information support operations, combat camera, Soldier and leader engagement, civil affairs operations, civil and cultural considerations, operations security, military deception, and cyber electromagnetic activities. Cyber electromagnetic activities at the BCT level include cyberspace operations, electronic warfare, and spectrum management operations. (Refer to FM 3-13 and FM 3-38 for additional information.)

7-34. The BCT commander considers mutual support when task-organizing forces, assigning areas of operations, 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). Mutual support has two aspects—supporting range and supporting distance.

7-35. *Supporting range* is the distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems (ADRP 3-0). Mutual support exists when positions and units are in supporting range by direct or indirect fires, thus preventing the enemy from attacking one position without subjecting themselves to fire from one or more adjacent positions. *Supporting distance* is the distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation (ADRP 3-0). When friendly forces are static, supporting range equals supporting distance.

7-36. Mutual support increases the strength of all defensive positions, prevents defeat in detail, and helps prevent infiltration between positions. Tactical positions achieve the maximum degree of mutual support between them when they are located to observe or monitor the ground between them or conduct patrols to prevent any enemy infiltration. At night or during periods of limited visibility, the commander may position small tactical units closer together to retain the advantages of mutual support. Unit leaders must coordinate the nature and extent of their mutual support.

7-37. Capabilities of supported and supporting units affect supporting distance. Units may be within supporting distance, but if the supported unit cannot communicate with the supporting unit, the supporting unit may not be able to affect the operation's outcome. In such cases, the units are not within supporting distance, regardless of their proximity to each other. The following factors affect supporting distance: terrain and mobility, distance, enemy capabilities, friendly capabilities, and reaction time. (Refer to ADRP 3-0 for additional information.)

7-38. The need for flexibility through mobility requires the use of graphic control measures to assist mission command during counterattacks and repositioning of forces. Specified routes, phase lines, attack- and support-by-fire positions, battle positions, engagement areas, target reference points, and other fire control measures are required to synchronize maneuver effectively. (Refer to FM 3-90-1 for additional information.)

7-39. During the defense, the focus for military police forces is to ensure movement of repositioning or counterattacking forces and to support the evacuation of captured or detained individuals. Defensive missions demand focused effort to provide the freedom of movement for repositioning forces and the reserve when it is committed with priority of movement along main supply routes. (Refer to FM 3-39 for additional information.) Examples of expected military police missions include—
- Conducting detention operations.
- Establishing a movement corridor.
- Conducting convoy escorts.
- Conducting response force operations.

7-40. Army aviation conducts offensive tasks to support the maneuver commander's defensive task. Manned and unmanned aircraft can provide reconnaissance, surveillance and security for ground forces. Aviation quick reaction force can respond to a counterattack during the maneuver commander's transition from offensive to defensive tasks, allowing ground forces to focus on consolidation and reorganization. Additionally, once in an established defensive position, aviation assets can conduct information collection and delay advancing enemy forces. Aviation allows the maneuver commander to mass reserves by air to reinforce a defensive position. Additional aviation considerations include—
- Conduct reconnaissance to identify bypasses, adequate sites and routes, and provide overwatch for security force operations.
- Provide direct fires and/or call for fires to cover obstacles.
- Provide security and early warning for ground movement, assembly areas, and fixed-base operations.

- Transport air defense teams, chemical, biological, radiological, and nuclear (CBRN) teams, and supplies.
- Conduct aerial surveys of known or suspected CBRN contaminated areas.
- Provide information collection for targeting.

7-41. The speed and mobility of aviation can help maximize concentration and flexibility. Attack reconnaissance helicopters routinely support security area operations and mass fires within the main battle area. Synchronization and integration of aviation assets into the defensive ground maneuver plan is important to ensure engagement as a whole. If the BCT augments with aviation assets, it must involve the direct fire planning processes of the supporting aviation unit through its aviation liaison officer, the air defense airspace management element, and brigade aviation element within the fire support cell.

7-42. Air assets provide direct fire, observation, and the rapid movement of supplies and personnel during the conduct of the defense. Attack reconnaissance helicopters and fixed-wing aircraft can employ guided and unguided munitions that provide close combat attack and close air support to ground forces in direct contact with enemy elements. Through reconnaissance, intelligence, surveillance, and target acquisition planning (see FM 3-09), these assets can conduct interdiction missions to destroy high value and high payoff targets prior to their employment to shape the operation. Attack reconnaissance helicopters can assist the BCT reserve in exploiting opportunities to attack an enemy weakness or to support restructuring of friendly lines in the event of enemy penetration. Rotary and fixed wing aircraft can provide additional observation and control indirect fires directed at enemy formations prior to contact with the BCT defense and enhance situational awareness for the commander and staff. Utility and cargo rotary-wing aircraft can provide casualty evacuation and conduct emergency resupply operations depending on the enemy's air defense capabilities.

7-43. The ground commander controls all air-ground attack operations short of the fire support coordination line (see JP 3-09). Air-ground operations require detailed planning and synchronization timelines, aviation tasks and purposes, and airspace control. Aircraft are limited in time due to fuel requirements and the fighter management of aircrew duty day. Analysis of enemy courses of action and timelines allow the BCT staff to synchronize aircraft operational times to match expected enemy contact. Security forces forward of the BCT main battle area assist in synchronizing aircraft employment at the decisive point.

7-44. Development of detailed task and purpose for the supporting aviation is essential as it enables the aviation commander and staff to employ the right platforms and munitions. Understanding the threat and the BCT commander's desired aviation effects drives the aviation units' task organization of air elements and selection of weapon systems. (Refer to FM 3-04.111 for additional information.)

7-45. Effective airspace control is contingent on the development of a unit airspace plan consisting of positive and procedural control measures as well as the synchronization of airspace users and activities supporting the BCT. Airspace control is essential for deconflicting manned and unmanned aircraft from indirect fires. Properly developed airspace coordinating measures enable the BCT to mass aerial and surface-based fires simultaneously while using unmanned assets to maintain surveillance. (Refer to JP 3-52, FM 3-52, and ATP 3-52.1 for additional information on airspace control and ATP 3-91.1 for information on the joint air-ground integration center.)

INTELLIGENCE

7-46. Intelligence preparation of the battlefield is a critical part of defensive planning. Intelligence preparation of the battlefield helps the BCT commander determine where to concentrate combat power, where to accept risk, and where to plan the potential decisive operation. The staff integrates intelligence from the higher echelon's collection efforts and from units operating forward of the BCT's area of operations. Information collection includes collection from spot reports, tactical unmanned aircraft systems, and other higher-level collection assets. Early warning of enemy air attack, airborne or helicopter assault or insertion, and dismounted infiltration are vitally important to provide adequate reaction time to counter these threats as far forward as possible. To aid in the development of a flexible defensive plan, the intelligence preparation of the battlefield presents all feasible enemy courses of action. The essential areas of focus are terrain analysis, determination of enemy force size and likely courses of action with associated decision points, and determination of enemy vulnerabilities.

7-47. Intelligence operations, conducted by the military intelligence company, collect information about the intent, activities, and capabilities of threats and relevant aspects of the operational environment to support commanders' decisionmaking. The commander uses intelligence products to identify probable enemy objectives and approaches and develops named and targeted areas of interest from probable objectives and approaches. The commander studies the enemy operation patterns and the enemy's vulnerability to counterattack, interdiction, electronic warfare, air attacks, and canalization by obstacles. The commander examines the enemy's ability to conduct air attacks, insert forces behind friendly units, and employ nuclear, biological, and chemical weapons and determines how soon follow-on or reaction enemy forces can influence the operation.

7-48. The commander and staff use available reconnaissance, surveillance, and engineer assets to study the terrain. By studying the terrain, the commander tries to determine the principal enemy and friendly heavy, light, and air avenues of approach. The commander assesses the most advantageous area for the enemy's main attack, as well as other military aspects of terrain to include OAKOC. The BCT commander and staff assess ground and air mobility corridors and avenues of approach to determine where the enemy can maneuver to reach his likely objectives and to identify limitations on friendly maneuver and positioning. Identification of terrain, such as chokepoints that create potential enemy vulnerabilities and opportunities for friendly attack, is critical. (Refer to ATP 2-01.3 and ATP 3-34.80 for additional information.)

7-49. The BCT engineer uses the Digital Topographic Support System to provide terrain analysis. The Digital Topographic Support System can identify critical terrain and position weapons systems and intelligence assets. Once subordinate units know the area of operation, BCT units conduct their own terrain analysis using physical reconnaissance and the line-of-sight analysis function in Force XXI Battle Command, Brigade and Below. Terrain analysis must achieve a fidelity that allows for effective positioning of direct fire weapons systems and observers. The analysis must identify intervisibility lines, fields of fire, dead spaces, and integrate the effects of weather.

7-50. The staff weather officer, or higher headquarters staff if a staff weather officer is not assigned, can assist the BCT staff by supplying predictive and descriptive weather information for specific time-periods and locations within the BCT's area of operations. In addition, the weather program of record (for example, the Distributed Common Ground System-Army) can provide weather predictions and weather effects for a specific mission, desired area of operations, or particular weapons system.

7-51. The result of the terrain analysis is a modified, combined obstacle overlay and identification of defensible areas. The BCT staff should transmit results of the analysis digitally to subordinate units. When the staff has analyzed the BCT's assigned area of operations, the staff should expand its analysis to adjacent area of operations and areas forward and to the rear of the BCT.

7-52. The staff determines enemy force sizes, likely courses of actions, and decision points through analysis. The staff determines the size of the enemy force that each avenue of approach and mobility corridor can support. The expected size of the enemy force drives the determination of friendly force allocation, fires, and obstacle efforts. The commander and staff use the enemy force's size to understand how the enemy intends to utilize his forces and the terrain. The enemy courses of actions developed must be feasible and must reflect the enemy's flexibility and true potential. All courses of actions, at a minimum, should analyze the following:

- Likely enemy objectives.
- Enemy composition, disposition, and strength.
- Schemes of maneuver including—
  - Routes.
  - Formations.
  - Locations and times the enemy may change formations.
  - Possible maneuver options available to the enemy.
  - Key decision points.
- Time and distance factors for the enemy's maneuver through the area of operation.
- Likely employment of all enemy combat multipliers including —
  - Artillery.
  - Air defense.

- Obstacles.
- Chemical, biological, radiological, and nuclear strikes.
- Dynamic obstacles.
- Attack aircraft.
- Likely use of all enemy reconnaissance assets and organizations including likely reconnaissance objectives, reconnaissance avenues of approach, times to expect enemy reconnaissance.
- Likely use of all reconnaissance assets to locate observer locations and observation posts.
- Likely locations and identification of enemy high-value targets such as artillery formations, reserves, and command and control.
- Likely locations, compositions, strength, employment options, and time and distance factors for enemy reserves and follow-on forces.
- Locations of enemy decision points that determine selection of a specific course of action.
- Likely breach sites, strike areas, and points of penetration.

7-53. The staff develops the enemy course of action statement and sketch. The staff graphically depicts the enemy on a situation template based upon the results of the intelligence preparation of the battlefield. The S-2 and staff use these items to develop the initial information collection plan. As planning progresses, artillery counterbattery radar and counterfire radar employment is continually updated. The staff should distribute all products digitally to the entire staff and subordinate units to support parallel planning. (Refer to FM 3-55 for additional information.)

7-54. The staff observes the enemy's tactics, the terrain, the weather, and friendly and enemy capabilities to identify potential enemy vulnerabilities. To engage the enemy where the terrain puts him at a disadvantage, the staff identifies restrictive terrain that may slow the enemy's attack, cause a separation of forces, create difficulties in command and control, or force the enemy to conduct defile drills; for example, narrow valleys, passes, or urban areas. The staff also identifies chokepoints or natural obstacles that may cause a loss of momentum, a potential fragmenting of forces, or a vulnerable concentration of forces (rivers and canals). The staff identifies terrain that canalizes enemy formations into areas that provide defending forces with good fields of fire, observation, and flanking fires. The staff also identifies areas dominated by key or defensible terrain that allows massing of fires.

7-55. The entire staff must participate for intelligence preparation of the battlefield to develop successfully for the commander and subordinate units. Each staff member is responsible for analyzing the enemy based upon their warfighting function. Each staff member must be knowledgeable in friendly and enemy capabilities and terrain analysis. Each staff member must execute the process rapidly. The staff must ensure the results are detailed, legible, and disseminated quickly to support planning at all echelons.

7-56. The intelligence officer, supported by the entire staff, provides the fire support officer and information operations officer information and intelligence for targeting and information capabilities. The intelligence officer supports targeting by providing accurate, current intelligence and information to the staff and ensures the information collection plan supports the finalized targeting plan. Intelligence support to targeting includes two tasks—providing intelligence support to target development and providing intelligence support to target detection. Intelligence support to information capabilities provides the commander with information and intelligence support for information tasks and targeting through nonlethal actions. It includes intelligence support to the planning, preparation, and execution of the information-related activities, as well as assessing the effects of those activities. (Refer to FM 2-0 and FM 3-13 for additional information.)

FIRES

7-57. Supporting the BCT commander's concept of operations during the defense involves attacking and engaging targets throughout the area of operations with massed or precision indirect fires, air and missile defense fires, defensive counterair, air support, and electronic warfare assets. Fire support planners must make maximum use of any preparation time available to plan and coordinate supporting fires. Planners must ensure fire support complements and supports all security forces and unit protection plans.

7-58. Fire support plays a key role in disrupting the attacker's tempo and synchronization during the defense. When required, massing overwhelming fires at critical places and times gains maximum efficiency and

effectiveness in suppressing direct and indirect fire systems and repelling an assault. Fire support planning and execution must address flexibility through operations in-depth and support to defensive maneuver. Additional fires support considerations for supporting the commander's concept of operations include—

- Weigh the main effort.
- Provide 360-degree air and missile defense coverage.
- Provide and disseminate early warning.
- Contribute targeting information.
- Engage critical enemy assets with fires before the attack.
- Plan counterfire against enemy indirect fire systems attacking critical friendly elements.
- Use lethal and nonlethal means to apply constant pressure to the enemy's command and control structure.
- Provide fires to support defensive counterair operations to defeat enemy attacks.
- Plan the acquisition and attack of high payoff targets throughout the area of operation.
- Employ electronic attack to degrade, neutralize, or destroy enemy combat capability.
- Concentrate fires to support decisive action.
- Provide fires to support counterattacks.
- Plan fires to support the barrier and obstacle plan.
- Plan for target acquisition and sensors to provide coverage of named areas of interest, target areas of interest, and critical assets.

7-59. The BCT may utilize unmanned aircraft systems, remote sensors, and reconnaissance and security forces to call for fire on the enemy throughout the area of operations. Quick, violent, and simultaneous action throughout the depth of the defender's area of operations can degrade, confuse, and paralyze an enemy force just as that enemy force is most exposed and vulnerable. (Refer to FM 3-09 and FM 3-90-1 for additional information.)

SUSTAINMENT

7-60. Typically, sustaining operations in support of the defense requires more centralized control. Clear priorities of support, transportation, and maintenance are required. Movement of materiel and Soldiers within the operating environment must be closely and continuously coordinated, controlled, and monitored to ensure communication and enforcement of priorities. (Refer to FM 4-95 for additional information.)

7-61. The routing function of movement control becomes an essential process for coordinating and directing movements on main supply routes or alternate supply routes, and regulating movement on lines of communications to prevent conflict and congestion. Movement priorities must include throughput of echelons above brigade assets transporting additional engineer assets in preparation for the defense. Supply of Class IV (construction and barrier materials) and Class V (ammunition) normally have higher movement priorities during the defense. Planners may consider nighttime resupply operations to minimize enemy interference. (Refer to ATP 4-16 for additional information.)

7-62. The BCT logistics staff officer (S-4) must ensure that the sustainment plan is coordinated fully with the rest of the staff. He coordinates with the operations staff officer (S-3) to ensure that supply routes do not interfere with maneuver or obstacle plans but still support the full depth of the defense. Sustainment planners must consider prepositioning Class IV, Class V, and Class III (bulk) far forward initially to support the security area during the counterreconnaissance fight, followed by the main battle area so that the BCT can rapidly transition from defense to offense. Planning for sustainment operations throughout the security area is critical to sustaining reconnaissance and security operations to prevent enemy forces from determining friendly force disposition. Forces within the security area are configured prior to line of departure with a minimum of 72-hour logistics package of Class I (subsistence), Class III (petroleum, oil, and lubricants), and Class V. Sustainment support to the security area must include planning for both ground and aerial medical evacuation of long duration observation points. BCT sustainment planners also consider cross leveling classes of supply and sustainment assets upon transition from the offense to the defense. (See http://www.army.mil/article/105838/CASCOM releases _ OPLOG _ Planner Version_8_0/.)

7-63. Enemy actions and the maneuver of combat forces complicate forward area medical operations. Defensive operations must include health service support to medical personnel who have much less time to reach a patient, complete vital emergency medical treatment, and remove the patient from the battle site. The enemy's initial attack and the BCT's counterattack produce the heaviest patient workload. These are also the most likely times for enemy use of artillery and chemical, biological, radiological, and nuclear weapons. The enemy attack can disrupt ground and air routes and delay evacuation of patients to and from treatment elements. The depth and dispersion of the defense create significant time-distance problems for medical evacuation assets. For additional information on the tactics, techniques, and procedures associated with health service support, see FM 4-02, ATP 4-02.2, and ATP 4-02.3.

PROTECTION

7-64. The BCT must take measures to protect against all acts designed to impair its effectiveness and prevent the enemy from gaining an unexpected advantage. Because a force defends to conserve combat power for use elsewhere or later, the commander must secure the force. The BCT ensures security by employing reconnaissance and security forces throughout the depth and breadth of its assigned area of operations. The BCT may employ counterreconnaissance, combat outposts, a screen or guard force, and other security operations tasks to provide this security. Information related capabilities and cyber electromagnetic activities aid in securing the force and confuse the enemy as to the manner of defense.

7-65. As discussed in chapter 6, personnel and physical assets have inherent *survivability*—a quality or capability of military forces which permits them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission (ATP 3-37.34), which can be enhanced through various means and methods. One way to enhance survivability when existing terrain features offer insufficient *cover*—**protection from the effects of fires** and *concealment*—**protection from observation or surveillance** is to alter the physical environment to provide or improve cover and concealment. Similarly, natural or artificial materials may be used as camouflage to confuse, mislead, or evade the enemy. Together, these are called *survivability operations*—those military activities that alter the physical environment to provide or improve cover, concealment, and camouflage (ATP 3-37.34).

7-66. All units conduct survivability operations within the limits of their capabilities. Engineer and CBRN assets have additional capabilities to support survivability operations. Engineer support to survivability operations is a major portion of the enhance protection line of engineer support (see FM 3-34). CBRN support to survivability operations includes the employment of obscurants, which forces can use to enable survivability operations by concealing friendly positions and screening maneuvering forces from enemy observation and support to disengagement or movement of forces. (See FM 3-11.5.)

7-67. Although survivability encompasses capabilities of military forces both while on the move and when stationary, survivability operations focus more on stationary capabilities—constructing fighting and protective positions and hardening facilities. In the case of camouflage and concealment, however, survivability operations include both stationary and on-the-move capabilities. Conducting survivability operations is one of the tasks of the protection warfighting function, but forces can also use survivability operations to enable other warfighting functions. For example, military deception, part of the mission command warfighting function, can be enabled by the use of survivability operations intended to help mislead enemy decision makers. This may include the use of dummy or decoy positions or devices. (Refer to ATP 3-37.34 for additional information.)

7-68. Ground-based air defense artillery units execute most Army air and missile defense operations though air and missile defense support to the BCT may be limited. Subordinate units of the BCT should expect to use their organic weapons systems for self-defense against enemy air threats. When available air and missile defense protects the BCT from missile attack, air attack, and aerial surveillance by ballistic missiles, cruise missiles, conventional fixed- and rotary-wing aircraft, and unmanned aircraft systems. Air and missile defense prevents the enemy from interdicting friendly forces, while freeing the commander to synchronize movement and firepower.

7-69. Indirect-fire protection systems protect the BCT from threats that are largely immune to air defense artillery systems. The indirect-fire protection intercept capability is designed to detect and destroy incoming rocket, artillery, and mortar fires. This capability assesses the threat to maintain friendly protection and

destroys the incoming projectile at a safe distance from the intended target. The air and missile defense task consists of active and passive measures that protect the BCT from an air or missile attack. Passive measures include camouflage, cover, concealment, hardening, and operations security. Active measures are taken to destroy, neutralize, or reduce the effectiveness of hostile air and missile threats. The early warning of in-bound missile threats is provided in theater by the globally located, joint tactical ground stations.

7-70. As stated in chapter 3, protection cell planners coordinate with the air defense airspace management cell for air and missile defense for the protection of the critical asset list and defended asset list and for other air and missile defense protection as required. There is continuous coordination to refine the critical asset list and defended asset list throughout defensive and offensive operations, ensuring the protection of critical assets and forces from air and missile attack and surveillance. Air and missile defense assets integrate protective systems by using the six employment guidelines—mutual support, overlapping fires, balanced fires, weighted coverage, early engagement, and defense in-depth—and additional considerations necessary to mass and mix air and missile defense capabilities. (Refer to ADRP 3-37 and ATP 3-01.50 for additional information.)

7-71. Military police planners, based upon the mission variables of METT-TC, identify requirements for military police support and augmentation. The BCT provost marshal and military police staff planners at division level coordinate military police activities and provide for the integration of military police-focused considerations throughout the operations process. Military police operations require the use of military police-specific technical skill sets to plan, manage, and execute the military police-specific disciplines. Liaisons may be needed in certain situations to ensure proper and complete staff planning. (Refer to FM 3-39 for additional information.) During the defense, military police planners must—

- Understand the intelligence preparation of the battlefield, commander's critical information requirements, and priority intelligence requirements to facilitate the integration of police intelligence activities within all military police operations to support those requirements.
- Consider the type and size of the area of responsibility, line-of-communication security, and the threat and plan for detainee operations and dislocated civilians to determine how their presence may affect maneuver forces.
- Anticipate operational changes and/or transitions and prepare the military police effort toward that action.

7-72. Chemical, biological, radiological, and nuclear (CBRN) operations in the defense, measures taken to minimize or negate the vulnerabilities and effects of a CBRN incident, involve a combination of active and passive defense measures to reduces the effectiveness or success of CBRN weapon employment. The BCT commander and staff integrates CBRN defense into mission planning, regardless of the mission type. CBRN active defense comprises measures taken to defeat an attack with CBRN weapons by employing actions to divert, neutralize, or destroy those weapons or their means of delivery while en route to their target. CBRN active defense operations to defend against conventionally and unconventionally delivered weapons of mass destruction (WMD) include, but are not limited to— missile defense (ballistic and cruise), air defense, special operations, and security operations.

7-73. CBRN active defense operations differ from WMD interdiction operations with the goal of active defense operations to achieve a layered capability to defeat the full scope of delivery means in defense of forces and other interests. WMD interdiction operations focus on stopping the transit of WMD capabilities. Examples of BCT CBRN active defense tasks include, but are not limited to—

- Destroying or defeating enemy CBRN capabilities leveraging lethal and nonlethal means.
- Targeting munitions movement while en route to the detonation location.
- Denying enemy attempts to position WMD.
- Detecting planned terrorist actions maximizing the use of intelligence assets to discover who, what, when, where, and how.

7-74. CBRN passive defense includes measures taken to minimize or negate the vulnerability to, and effects of, CBRN attacks. Passive defense focuses on maintaining the BCT's ability to continue operations in a CBRN environment. Success depends on the effective integration of equipment; CBRN training; and CBRN tactics, techniques, and procedures. Passive defense measures by the BCT designed to mitigate the immediate effects of a CBRN incident enable and protect the force conducting the operation. The application of the

following three principles specifically address the hazards created by CBRN incidents or accidents and help minimize vulnerabilities, protect friendly forces, and maintain the BCT's operational tempo to achieve objectives:

- CBRN contamination avoidance of CBRN hazards. (See FM 3-11.3.)
- CBRN protection of individuals, units, and equipment from unavoidable CBRN hazards. (See FM 3-11.4.)
- CBRN decontamination to restore operational capability. (See FM 3-11.5.)

Note. Although mission command is not one of the CBRN principles, mission command enables the conduct of CBRN active and passive defense measures. (See ATP 3-11.36.)

7-75. When established, the CBRN working group led by the CBRN officer includes members from the protection-working group, subordinate commands, host-nation agencies, and other unified action partners. The CBRN working group—disseminates CBRN operations information, including trend analysis, defense best practices and mitigating measures, operations, the status of equipment and training issues, CBRN logistics, and consequence management and remediation efforts and refines the CBRN threat, hazard, and vulnerability assessments. The working group helps to develop, train, and rehearse a CBRN defense plan to protect personnel and equipment from an attack or incident involving CBRN threats or hazards. CBRN threat and hazard assessments made by the working group help determine initial, individual protective equipment levels and the positioning of decontaminants. Force health personnel maintain the medical surveillance of personnel strength information for indications of force contamination, epidemic, or other anomalies apparent in force health trend data. (Refer to FM 3-11 and ADRP 3-37 for additional information.)

7-76. Force health protection, measures to promote, improve, conserve or restore the mental or physical well-being of Soldiers, enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards. Defensive actions can result in prolonged occupation of static positions and corresponding exposure of personnel to diseases, weather and other health hazards and environmental affects that can quickly degrade readiness. The commander enforces environmental disciplines, such as hydration, sanitation, hygiene, protective clothing, and inspection of potable water supplies. Defensive actions also may entail sustained enemy bombardments or attacks resulting in dramatic effects on the mental and behavioral health of unit personnel. Soldiers can become combat ineffective from heavy indirect fire even if exposure is for short durations. Commanders deliberately emplace systems for combat stress identification and treatment to reduce the return-to-duty time of affected personnel. (Refer to FM 4-02 and ATP 4-02.3 for additional information.)

7-77. When planning for base camp security and defense it is critical to remember that a properly designed perimeter security system should be an integrated, layered, defense in-depth that takes advantage of the security area. BCT commanders, supported by their staff, evaluate mission variables—focusing on the threat to establish a viable perimeter defense plan. Planning for perimeter security and defense, like all protection measures integrates fires and obstacles, within the context of mission and operational variables and associated constraints, throughout the depth of the base camp area of operation to meet security and defense objectives. Commanders and staff with base camp security and defense responsibilities plan, coordinate, and synchronize actions using integrating processes and continuing activities to ensure full integration of their area security and base defense plans. (Refer to ATP 3-37.10 for additional information.)

7-78. Refer to chapter 6 for a discussion of the following supporting tasks of the protection warfighting function—

- Conduct operational area security.
- Employ safety techniques (including fratricide avoidance).
- Implement operations security.
- Provide intelligence support to protection.
- Implement physical security procedures.
- Apply antiterrorism measures.
- Conduct law and order.
- Provide explosive ordnance disposal and protection support.
- Conduct personnel recovery.

● Conduct internment and resettlement.

SPECIFIC OPERATIONAL ENVIRONMENTS

7-79. Specific operational environments include urban, mountain, desert, and jungle. Defensive tasks in these environments follow the same planning, preparation, execution, and assessment as operations in any other environment. Successful defensive tasks, however, impose specific techniques and methods. The BCT uses defensive tasks in urban terrain to turn the environment's characteristics to their advantage. Urban areas are ideal for the defense because they enhance the combat power of defending units. (Refer to ATTP 3-06.11 for additional information.)

7-80. Defensive tasks in a mountainous terrain may reduce the BCT's technical superiority over the enemy. Enemy offensive tactics commonly involve short violent engagements followed by a hasty withdrawal through preplanned routes. The enemy often strikes quickly and fights only as long as the advantage of the initial surprise is in their favor. Attacks may include direct fires, indirect fires, or improvised explosive devices and may be against stationary or moving forces. The design of the landscape, coupled with climatic conditions, creates a unique set of mountain operations characteristics that are characterized by close fights with dismounted infantry, decentralized small-unit operations, degraded mobility and increased movement times, restricted lines of communications, and operations in thinly populated areas. (Refer to ATTP 3-21.50 for additional information.)

7-81. In desert terrain, the BCT orients on primary enemy approaches; units prepare for attack from any direction. It is neither possible nor necessary to have maximum firepower in all directions. Air cover or an air defense umbrella is necessary for a successful defense. Considerations for defensive tasks in a desert environment include obstacles to site a defense, which are limited; strong points to defend choke points and other key terrain; and mobility and sustainment. (Refer to FM 90-3 for additional information.)

7-82. Jungle operations use the same defensive fundamentals as other defensive operations. Some of the fundamentals, however, may acquire a special significance in the jungle. Considerations for defensive tasks in a jungle environment include limited visibility and fields of fire, and limited and restricted maneuver. (Refer to FM 90-5 for additional information.)

7-83. Subsurface areas are conditions commonly found in all four operational environments described above. Refer to chapter 6 for information on subsurface areas.

SECTION III – FORMS OF THE DEFENSE

7-84. The three forms of the defense (defense of a linear obstacle, perimeter defense, and reverse-slope defense) have special purposes and require special planning and execution. The three forms of the defense provide distinct advantages for the BCT and its subordinate units and apply to the area defense and the operations of the fixing force during a mobile defense. (Refer to FM 3-90-1 for additional information.)

DEFENSE OF A LINEAR OBSTACLE

7-85. The defense of a linear obstacle usually forces the enemy to deploy, concentrate forces, and conduct breaching operations. A defense of a linear obstacle generally favors the use of a forward defense (see paragraphs 7-124 and 7-125). The defending unit constructs obstacles to stop the enemy forces and channel them into planned engagement areas. Maintaining the integrity of the linear obstacle is the key to this type of defense. When attacked, the defending force isolates the enemy, conducts counterattacks, and delivers fires onto the concentrated force to defeat attempts to breach the obstacle.

7-86. A defense of a linear obstacle often is used as part of an economy of force measure. In this situation, the defending force cannot allow the enemy to build up its forces on the friendly side of the obstacle because it may lack the required combat power to defeat the enemy forces. As forces to counterattack and destroy the enemy may not be available immediately; defending forces must be able to—

● Detect enemy penetrations early enough so that local counterattacks can defeat them.
● Defend after being isolated.

- Use reconnaissance elements, sniper teams, and other elements to detect enemy forces and call in fires.
- Bring the fight to the enemy side of the obstacle to destroy its forces and disrupt enemy preparations.
- Use fires to their maximum effect.
- Use its mobility to concentrate combat power.

Defense of a Linear Obstacle: Fredericksburg, VA 1862

By December 13, 1862, Confederate General Robert E. Lee established a strong defensive position behind the Rappahannock River in Northern Virginia against Union forces (figure 7-3, page 7-18). He only lightly defended the actual river line because the Union army artillery dominated both sides of the river. His main defensive position was directly west along a line of hills. The area between the river and the hills was generally open with scattered woods and streams or canals. The most concealed area was the town of Fredericksburg.

Early on December 13, the Union army crossed the river and formed for attack. The plan was to conduct the main attack to the south with a supporting attack to the north. Despite repeated attacks, the Union forces were repulsed everywhere. Union casualties were approximately 10,000 while the confederate forces suffered approximately 5,000 casualties.
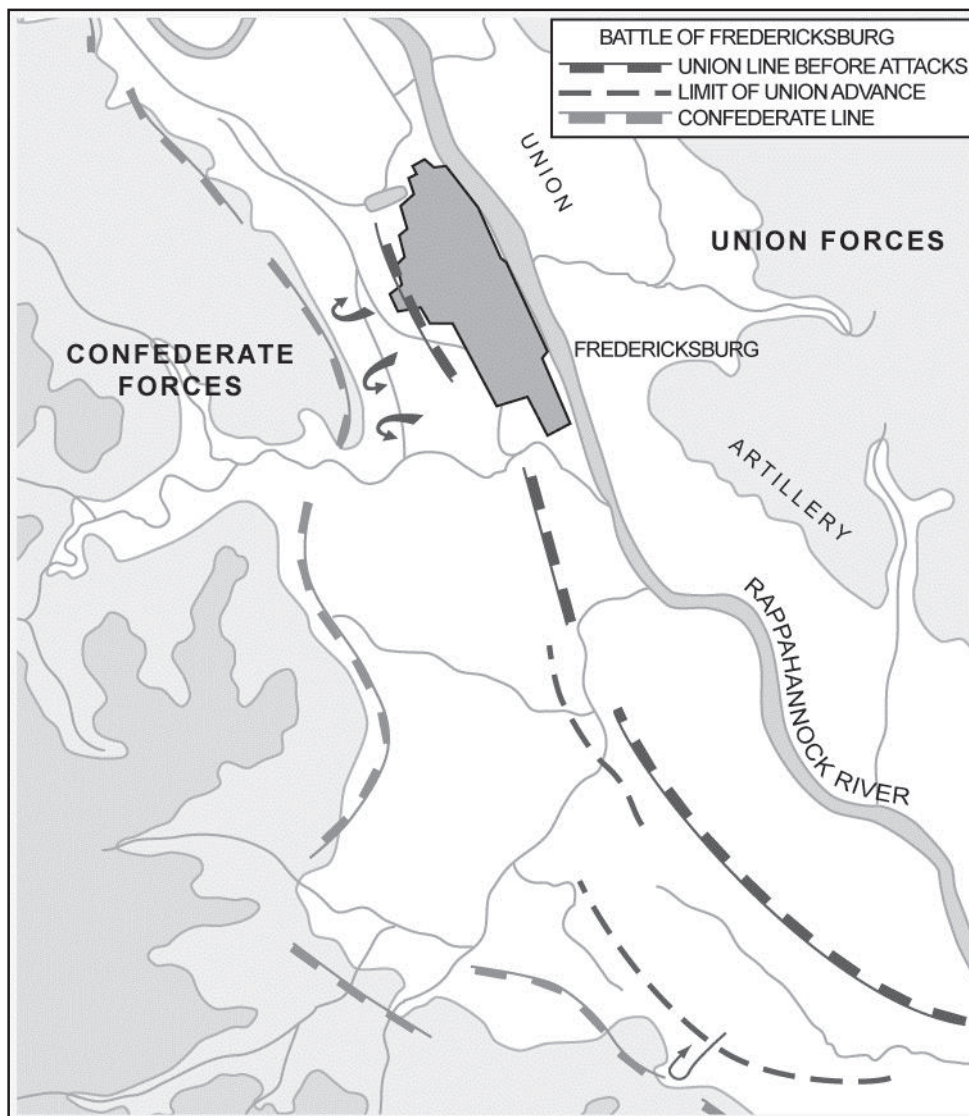
Figure 7-3. Historical example, defense of a linear obstacle, Fredericksburg 1862

PERIMETER DEFENSE

7-87. The BCT and its subordinate elements often use a perimeter defense when conducting airborne and air assault operations, as well as when conducting operations in noncontiguous areas of operations. The BCT presents no assailable flanks to the enemy and allows the defender to reinforce a threatened area rapidly. Some disadvantages of a perimeter defense include its isolation and the vulnerability of its concentrated units to enemy fires.

7-88. The commander establishes a perimeter defense when the unit must hold critical terrain, such as a strong point, or when it must defend itself in areas where the defense is not tied in with adjacent units. Units can organize a perimeter defense to accomplish a specific mission, such as protecting a base or providing immediate self-protection, such as during resupply operations when all-around security is required. During a perimeter defense, leaders at all levels ensure that—

- Units physically tie into each other.
- Direct fire weapons use flanking fire to protect the perimeter.
- Field artillery and mortars are protected.

- Communications are secure and redundant systems in place.
- Obstacles are employed.
- Final protective fires are established.

During the Chinese Fourth Phase offensive, the 23^d infantry regimental combat team, reinforced, used a perimeter defense to defeat elements of three People's Republic of China armies, about 25,000 soldiers at Chip'yong-Ni, Republic of Korea (figure 7-4). From 13 to 14 February 1951, the 23d established a perimeter defense around the town of Chip'yong-Ni and blunted a major People's Republic of China offensive. After a bitter fight, the Chinese forces withdrew at the cost of 51 United Nation's Soldiers and an estimated 2000 Peoples Republic of China soldiers killed. The battle was a major defeat for the Chinese forces and led to subsequent United Nation offensives that forced the Chinese back to the North.
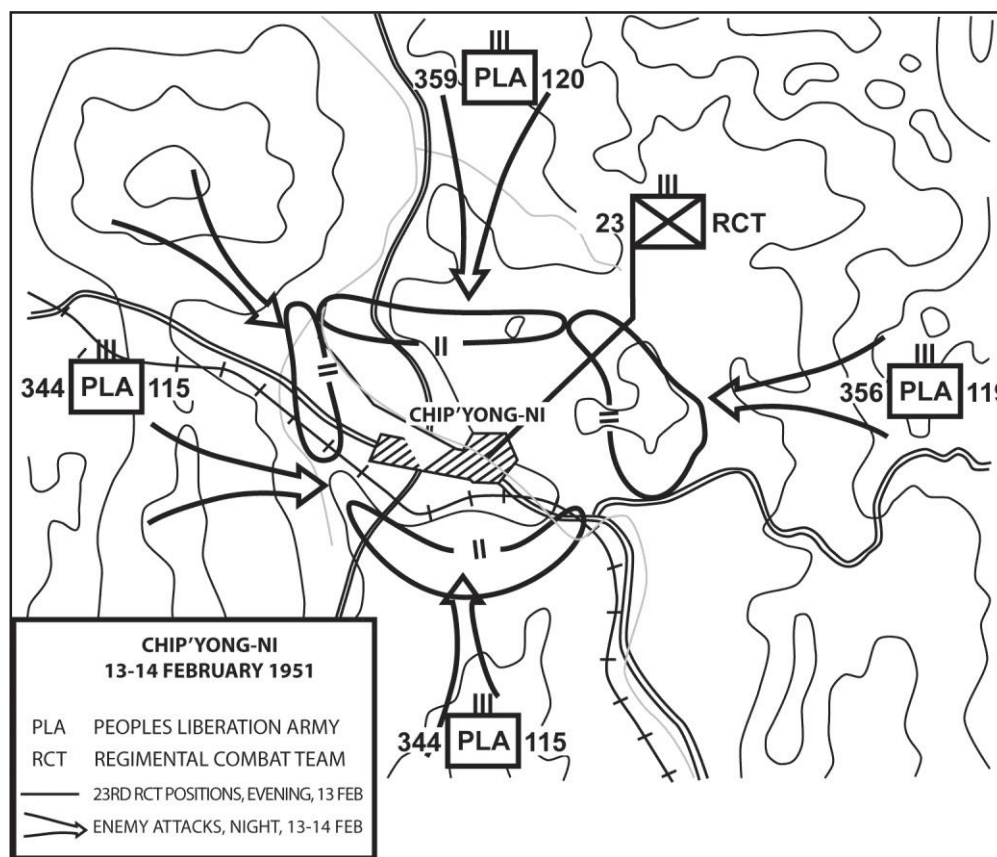
Figure 7-4. Historical example of a perimeter defense, Chip'yong-Ni, 1951

REVERSE-SLOPE DEFENSE

7-89. The reverse-slope defense allows units to concentrate their direct fires into a relatively small area while being protected from the enemy's direct observation and supporting fires. The defender can destroy the enemy's isolated forward units through surprise and concentrated fires. The control of the forward slope is essential for success. Gaining control of the forward slope can be done by using dominating terrain behind the defenders or with the use of stay behind forces, such as reconnaissance and sniper teams, that can observe and call in fires on the attackers. Generally, a unit at battalion level and below conducts a reverse-slope defense even though the BCT may have areas within its area of operations that are conducive to the use of a reverse-slope defense.

During the Okinawa campaign, Imperial Japanese forces conducted reverse-slope defenses along a series of ridges (figure 7-5). This tactic was devastating and cost many American lives. The Japanese, dug-in on the reverse slope, and able to maneuver through tunnels would immediately counterattack American forces that reached the crest of the defended ridge. The Japanese held their positions for many days against heavy American firepower and repeated American attacks. Some of the positions, such as Kakazu Ridge, were taken, lost, and retaken repeatedly until finally falling to American forces.
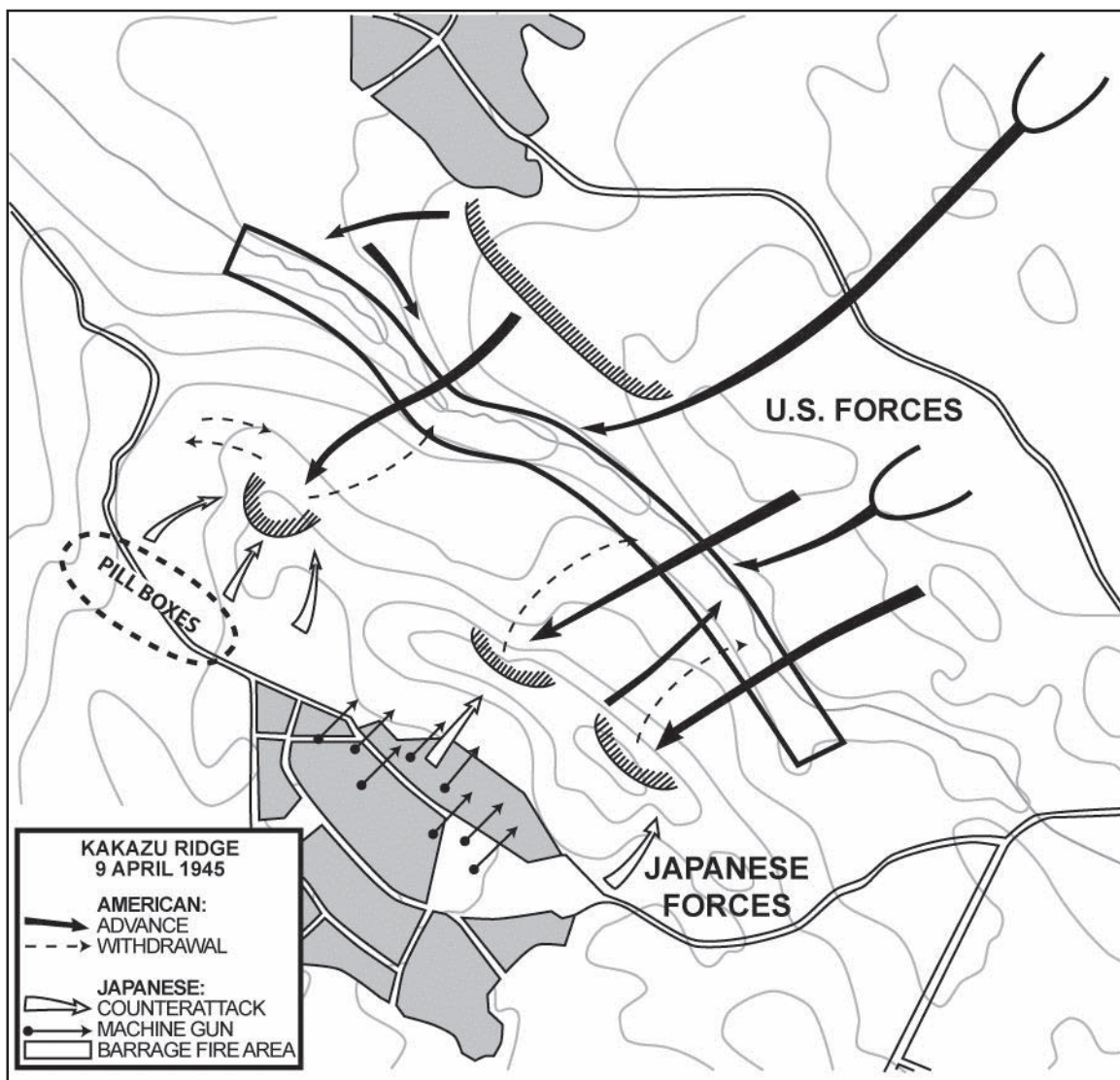
Figure 7-5. Historical example of a reverse-slope defense, Kakazu Ridge, 1945

SECTION IV – DEFENSIVE CONTROL MEASURES

7-90. A *control measure* is a means of regulating forces or warfighting functions (ADRP 6-0). Control measures provide procedural control without requiring detailed explanations. Control measures can be permissive (which allows something to happen) or restrictive (which limits how something is done). Some control measures are graphic. A *graphic control measure* is a symbol used on maps and displays to regulate forces and warfighting functions (ADRP 6-0). See ADRP 1-02 for illustrations of graphic control measures and rules for their use.

7-91. Control measures provide the ability to respond to changes in the situation. They allow the defending commander to concentrate combat power at the decisive point. Commanders use the minimum number to control their units and tailor their use to the higher commander's intent. Figure 7-6, (page 22) illustrates a BCT's use of the following control measures:

- Assembly area.
- Attack by fire position.
- Axis of advance.
- Battle handover line.
- Battle position (occupied and planed).
- Boundaries.
- Brigade support area.
- Contact point.
- Engagement area.
- Fire support coordination line.
- Forward edge of the battle area.
- Lane.
- Named area of interest.
- Observation post.
- Passage point.
- Phase line.
- Security (guard).
- Strong point battle position.
- Target area of interest.
- Target reference point.
- Turning obstacle.
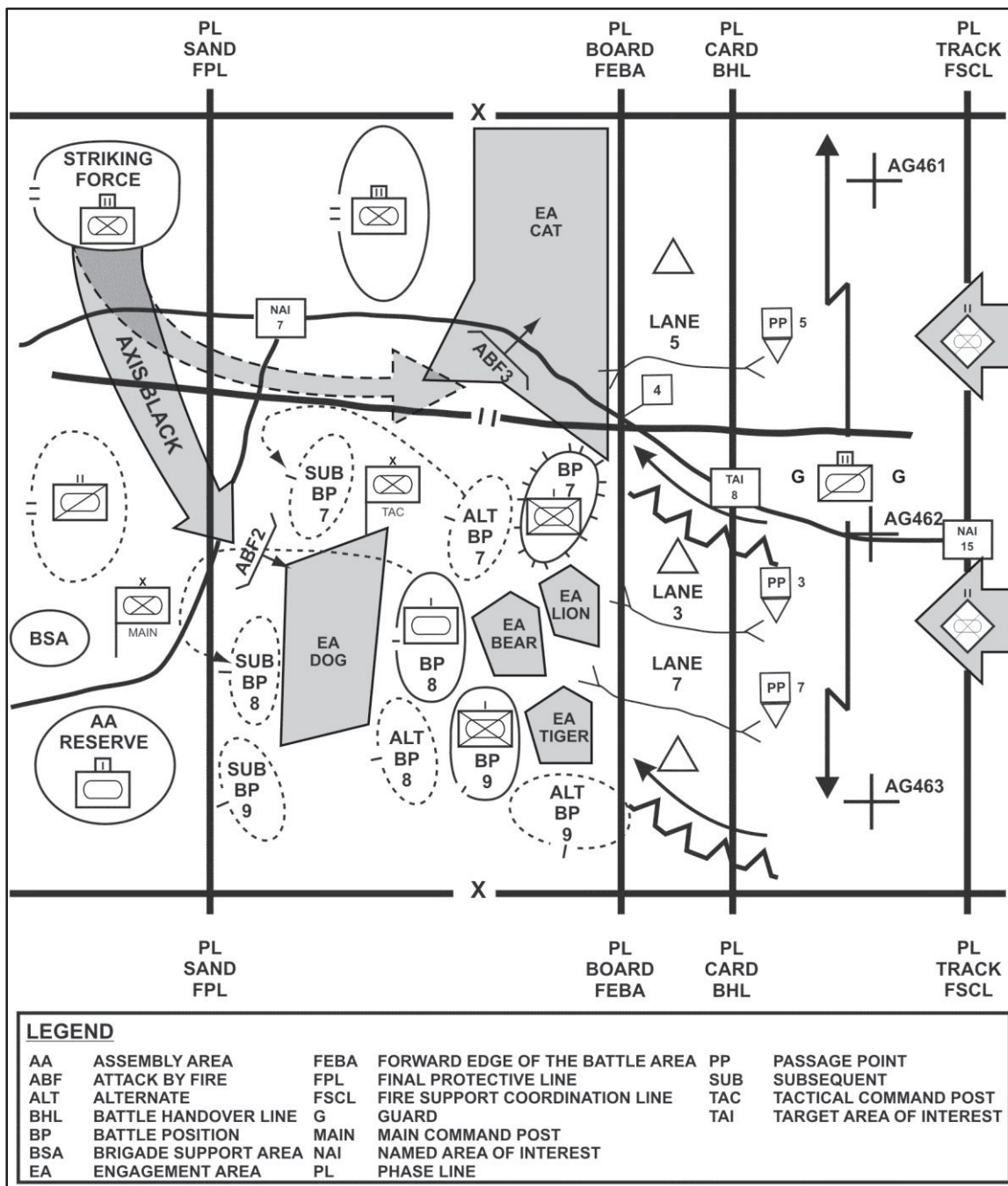
Figure 7-6. Common brigade combat team defensive control measures

7-92. Effectively employing control measures requires the BCT commander and staff to understand their purposes and ramifications, including the permissions or limitations imposed on subordinates' freedom of action and initiative. Each measure should have a specific purpose. Control measures include designating the security area, the main battle area with its associated battle positions, the forward edge of the battle area, and the echelon support area.

7-93. Commanders use graphical control measures to assign responsibilities, coordinate fires and maneuver, and control the use of airspace. Well-planned fire control measures permit the proper distribution of fires and prevent multiple weapons from firing upon prominent targets while less prominent targets escape destruction.

The BCT uses both fire support and direct fire control measures. (Refer to ADRP 3-90 and ADRP 1-02 for additional information.)

AREA OF OPERATIONS

7-94. An *area of operations* is an operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces (JP 3-0). An area of operations is a basic tactical concept and the basic control measure for all types of operations. An area of operations gives the responsible unit freedom of maneuver and enables fire support planning within a specific area. All units assigned an area of operations have the following additional responsibilities within the boundaries of that area of operations:

- Terrain management.
- Information collection.
- Civil affairs operations.
- Air and ground movement control.
- Clearance of fires.
- Security.
- Personnel recovery.
- Environmental considerations.
- Minimum essential stability tasks.

7-95. A unit's area of operations should provide adequate depth based on its assigned tasks, the terrain, and the anticipated size of the attacking enemy force. To maintain security and a coherent defense, an area of operations generally requires continuous coordination with flank units. The BCT assigns control measures, such as phase lines, coordinating points, engagement areas, obstacle belts, and battle positions, to coordinate subordinate unit defenses within the main battle area. The BCT commander and staff use briefings, inspections, rehearsals, and supervision to ensure coordination among subordinate units, to eliminate any gaps, and to ensure a clear understanding of the defensive plan.

7-96. Subordinate unit area of operations may be contiguous or noncontiguous. A *contiguous area of operations* (See figure 7-9, page 7-26.) is where all a commander's subordinate forces' areas of operations share one or more common boundaries (FM 3-90-1). A *noncontiguous area of operations* (See figure 7-7, page 7-24.) is where one or more of the commander's subordinate force's areas of operation do not share a common boundary (FM 3-90-1). The higher headquarters is responsible for controlling the areas not assigned to subordinate forces within noncontiguous areas of operations. (Refer to FM 3-90-1 for additional information.)
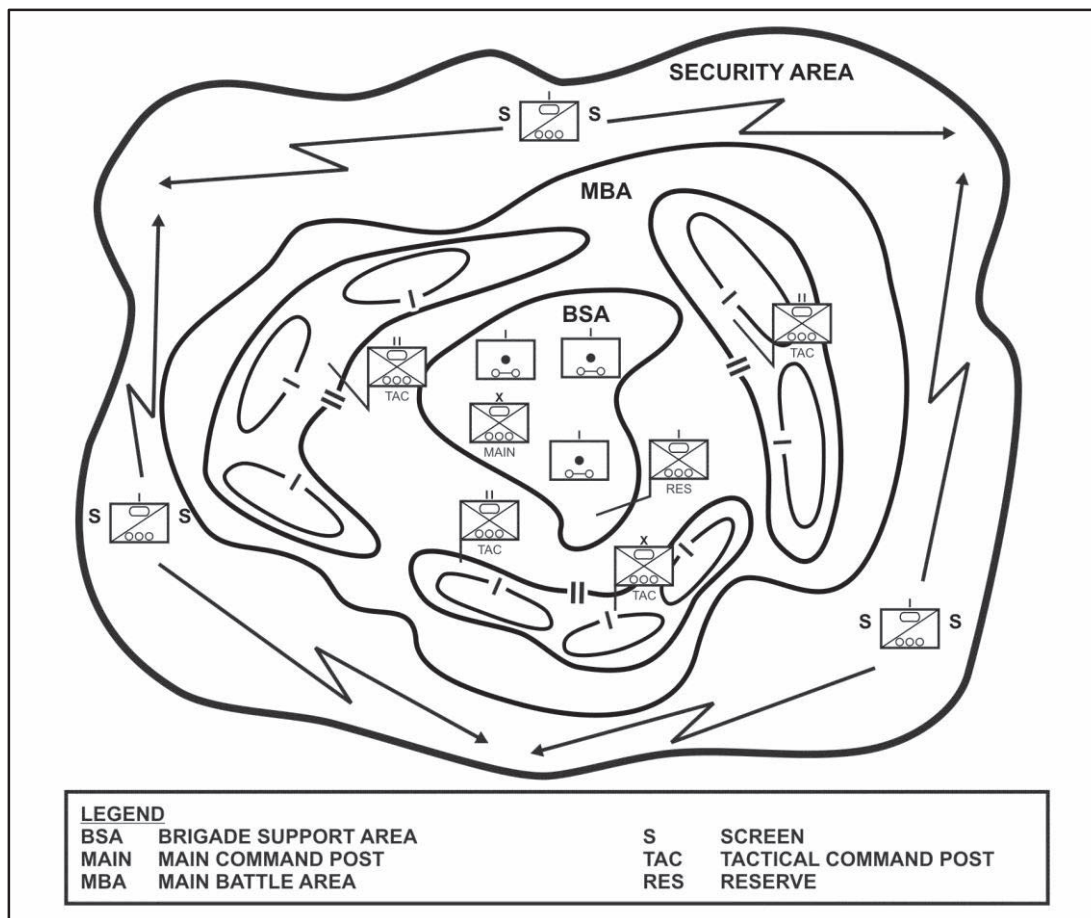
Figure 7-7. Area defense, noncontiguous area of operations

BATTLE POSITION

7-97. A *battle position* is a defensive location oriented on a likely enemy avenue of approach (ADRP 3-90). The BCT commander assigns a battle position to a battalion when he wishes to control the battalion's fires, maneuver, and positioning. Usually, the commander assigns boundaries to provide space for the battalion security, support, and sustainment elements that operate outside a battle position. When the commander does not establish unit boundaries, the BCT is responsible for fires, security, terrain management, and maneuver between positions of adjacent battalions. The battle position prescribes a primary direction of fire by the orientation of the position. The commander defines when and under what conditions the battalion can displace from the battle position or maneuver outside it. The use of prepared or planned battle positions, with the associated tasks of prepare or reconnoiter, provides flexibility to rapidly concentrate forces and adds depth to the defense.

7-98. There are five types of battle positions, primary, alternate, supplementary, subsequent, and strong point. The commander always designates the primary battle position. The commander designates and prepares alternate, supplementary, and subsequent positions as required.

7-99. A *primary position* is the position that covers the enemy's most likely avenue of approach into the area of operations (ADRP 3-90). This position is always designated. An *alternate position* is a defensive position that the commander assigns to a unit or weapon for occupation when the primary position becomes untenable or unsuitable for carrying out the assigned task (ADRP 3-90). The alternate position covers the same area as the primary position. A *supplementary position* is a defensive position located within a unit's assigned area of operations that provides the best sectors of fire and defensive terrain along an avenue of approach that is not the primary avenue where the enemy is expected to attack (ADRP 3-90). Assigned when more than one avenue of approach into a unit's area of operations. A *subsequent position* is a position that a unit expects to

move to during the course of battle (ADRP 3-90). Subsequent positions can have primary, alternate, and supplementary positions associated with them.

7-100.   A *strong point* is a heavily fortified battle position tied to a natural or reinforcing obstacle to create an anchor for the defense or to deny the enemy decisive or key terrain (ADRP 3-90). A strong point implies retention of terrain to control key terrain and blocking, fixing, or canalizing enemy forces. Defending units require permission from the higher headquarters to withdraw from a strong point. All combat, maneuver enhancement, and sustainment assets within the strong point require fortified positions. In addition, extensive protective and tactical obstacles are required to provide an all-around defense. (See figure 7-8, page 7-26.)

7-101.   As a rule of thumb, a minimally effective strong point requires a one-day effort from an engineer unit the same size as the unit defending the strong point. Organic BCT engineers lack sufficient capacity to create a strong point within a reasonable amount of time; additional engineer assets from echelons above the BCT are required. Once the strong point is occupied, all units and equipment not essential to the defense are displaced from the strong point. This includes nonessential staff and elements from the forward support company. (Refer to FM 3-90-1 for additional information.)

7-102.   Planning considerations for a strong point, although not inclusive, may include—
- Establishment of outposts and observation posts.
- Development of integrated fires plans that include final protective fires.
- Priorities of work.
- Counterattack plans.
- Stockage of supplies.
- Integration and support of subordinate forces outside the strong point.
- Actions of adjacent units.

COMBAT OUTPOST

7-103.   A *combat outpost* is a reinforced observation post capable of conducting limited combat operations (FM 3-90-2). Using combat outposts is a technique for employing security forces in restrictive terrain that precludes mounted security forces from covering the area. While the mission variables of METT-TC determine the size, location, and number of combat outposts established by a unit, a reinforced platoon typically occupies a combat outpost. Combat outposts normally are located far enough in front of the protected force to prevent enemy ground reconnaissance elements from directly observing the protected force. (Refer to FM 3-90-2 and FM 3-21.8 for additional information.)
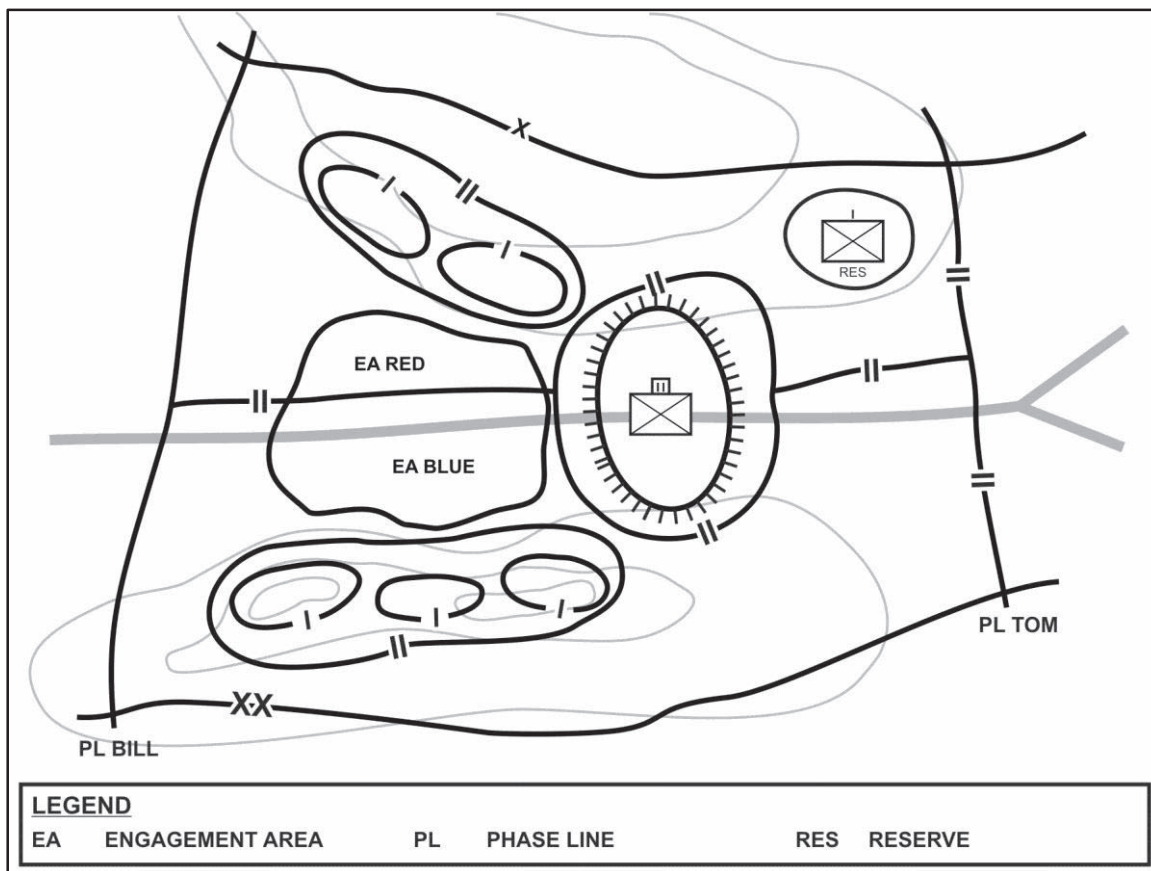
Figure 7-8. Strong point placement

SECTION V – DEFENSIVE TASKS

7-104. A *defensive task* is a task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks (ADRP 3-0). The three defensive tasks are area defense, mobile defense, and retrograde. Planning and preparing an effective defense takes time. The commander uses his security elements to provide early warning, reaction time, and maneuver space. Units establish a defense immediately upon occupation. Commanders refine the initial defense through planning and preparation and may require units to shift and adjust their positions after the plan is final. Defensive preparations and refinement are never complete.

AREA DEFENSE

7-105. An *area defense* is a defensive task that concentrates on denying enemy forces access to designated terrain for a specific time rather than destroying the enemy outright (ADRP 3-90). The defender limits the enemy's freedom of maneuver and channels them into designated engagement areas. The focus of the area defense is to retain terrain where the bulk of the defending force positions itself in mutually supporting, prepared positions. Units maintain their positions and control the terrain between these positions. The decisive operation focuses on fires into engagement areas possibly supplemented by a counterattack. The commander can use his reserve to reinforce fires; add depth, block, or restore the position by counterattack; seize the initiative; or destroy enemy forces. The BCT conducts an area defense under the following conditions:

- When directed to defend or retain specified terrain.
- When forces available have less mobility than the enemy does.
- When the terrain affords natural lines of resistance.

- When the terrain limits the enemy to a few well-defined avenues of approach.
- When there is time to organize the position.
- When conditions require the preservation of forces.

ORGANIZATION OF FORCES

7-106. The BCT commander organizes an area defense around the static framework of the defensive positions seeking to destroy enemy forces by interlocking fire or local counterattacks. The commander has the option of defending forward or defending in-depth. The depth of the force positioning depends on the threat, task organization of the BCT, and nature of the terrain. When the commander defends forward within an area of operations, the force is organized so that most of the available combat power is committed early in the defensive effort. To accomplish this, the commander may deploy forces forward or plan counterattacks well forward in the main battle area or even beyond the main battle area. If the commander has the option of conducting a defense in-depth, he uses security forces and forward main battle area elements to identify, define, and control the depth of the enemy's main effort while holding off secondary thrusts. Doing so allows the commander to conserve combat power, strengthen the reserve, and better resource the counterattack. In an area defense, the commander organizes the defending force to accomplish information collection, security, main battle area, reserve, and sustainment missions. (See figure 7-9, page 7-28.)

Information Collection

7-107. The commander directs information collection assets to determine the locations, strengths, and probable intentions of the attacking enemy force. He places a high priority on early identification of the enemy's main effort. The commander ensures that the mission of his reconnaissance forces and surveillance assets are coordinated with those of higher headquarters. In the defense, reconnaissance and surveillance operations overlap the unit's planning and preparing phases.

7-108. BCT subordinate commanders and leaders performing reconnaissance and surveillance tasks understand that these tasks often start before the commander fully develops the plan. Commanders and leaders have to be responsive to changes in orientation and mission. The commander ensures that the staff plans, prepares, and assesses the execution of the information collection portion of the overall plan. (Refer to FM 3-90-1 for additional information.)
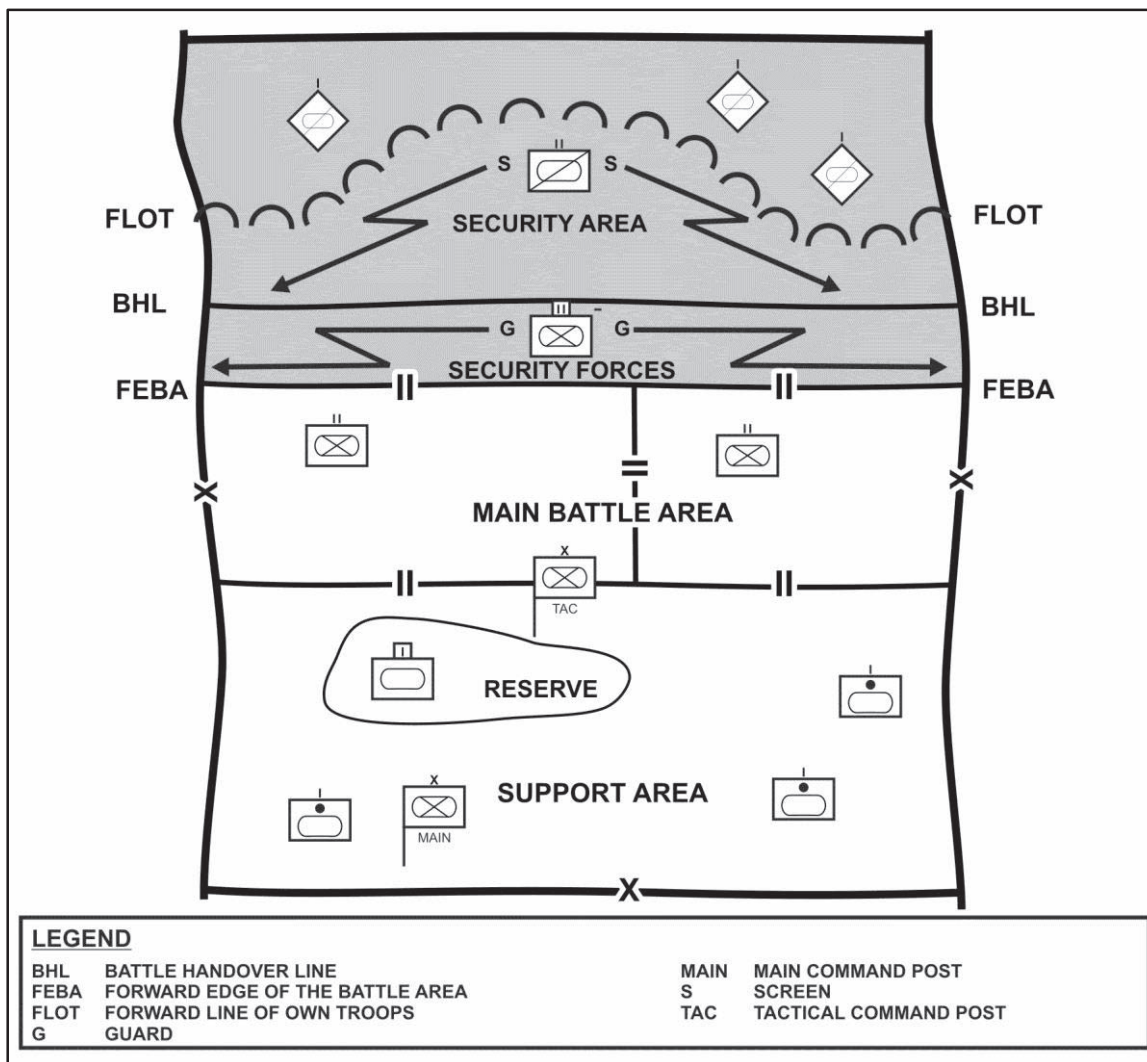
Figure 7-9. Area defense, organization of forces (contiguous area of operations)

Security

7-109.   The higher commander defines the depth of the BCT's security area. The BCT's security area extends from the forward edge of the battle area to the BCT's forward boundary. Depth in the security area gives the forces within the main battle area more reaction time. Depth allows the security force more area to conduct security missions. A very shallow security area may require more forces and assets to provide the needed reaction time.

7-110.   The BCT commander must clearly define the objective of the security area. He states the tasks of the security force in terms of time required or expected to maintain security, expected results, disengagement and withdrawal criteria, and follow-on tasks. He identifies specific avenues of approach and named areas of interest on which the security force must focus. The BCT assists in the rearward passage of lines and movement through the BCT area of operations of any division and corps security force deployed beyond the BCT's forward boundary. (Refer to FM 3-90-1 and FM 3-90-2 for additional information.)

7-111.   The BCT commander balances the need for a strong security force to shape the battle with the resulting diversion of combat power from the decisive operation in the main battle area. The BCT frequently executes the forward security mission as a guard or screen. Typically, there are two options for organizing the security force. The BCT forward defending maneuver battalions establish their own security areas or the

maneuver battalions provide security forces that operate with the cavalry squadron under the BCT's direct control.

7-112.   The BCT conducts counterreconnaissance and operational area security, and implements local security measures, operations security, and information protection (see ADRP 6-0) activities to deny the enemy information about friendly dispositions. BCT reconnaissance and security forces seek to confuse the enemy about the location of the BCT's main battle positions, to prevent enemy observation of preparations and positions, and to keep the enemy from delivering observed fire on the positions. The BCT conducts reconnaissance and security operations to gain and maintain contact with the enemy, develop the situation, answer commander's critical information requirements, retain freedom of maneuver, consolidate gains, secure the force, and protect the local population. (Refer FM 3-90-1 and ADRP 3-37 for additional information.)

Main Battle Area

7-113.   The *main battle area* is the area where the commander intends to deploy the bulk of the unit's combat power and conduct decisive operations to defeat an attacking enemy (ADRP 3-90). The BCT's main battle area extends from the forward edge of the battle area to the unit's rear boundary. The commander selects his main battle area based on the higher commander's concept of operations, intelligence preparation of the battlefield, results of initial reconnaissance and surveillance efforts, and his own assessment of the situation.

7-114.   The BCT commander delegates responsibilities within the main battle area by assigning areas of operations and establishing boundaries to and for subordinate battalions. The commander locates subordinate unit boundaries along identifiable terrain features and extends them beyond the forward line of own troops by establishing forward boundaries. Unit boundaries should not split avenues of approach or key terrain. The BCT is responsible for terrain management, security, clearance of fires, and coordination of maneuver among other doctrinal responsibilities within the entire area of operations if the commander does not assign area of operations to subordinate battalions. (Refer ADRP 3-90 for additional information.)

Reserve

7-115.   The reserve is not a committed force. The BCT commander can assign it a wide variety of tasks on its commitment, and it must be prepared to perform other missions. The reserve may be committed to restore the defense's integrity by blocking an enemy penetration, reinforcing fires into an engagement area, or conducting a counterattack against the flank or rear of an attacking enemy. The reserve gives the commander the flexibility he needs to exploit success or to deal with a tactical setback.

7-116.   The commander positions the reserve to respond quickly to unanticipated missions. The commander determines the reserve's size and position based on accurate knowledge about the enemy and whether the terrain can accommodate multiple enemy courses of action. When the BCT has accurate knowledge about the enemy and the enemy's maneuver options are limited, the BCT can maintain a smaller reserve. If knowledge about the enemy is limited and the terrain allows the enemy multiple courses of action, then the BCT needs a larger reserve positioned deeper into the area of operations. (Refer to FM 3-90-1 for additional information.)

Sustainment

7-117.   The sustainment mission in an area defense requires a balance among establishing forward supply stocks of ammunition, barrier material, and other supplies in sufficient amounts, and having the ability to move the supplies in conjunction with enemy advances. Proper forecasting of supply and support requirements is important to the success of the area defense. The location of sustainment units within the support area is METT-TC dependent. (See chapter 9.)

PLANNING AN AREA DEFENSE

7-118.   An area defense requires detailed planning and extensive coordination. In the defense, synchronizing and integrating the BCTs combat and supporting capabilities enables a commander to apply overwhelming combat power against selected advancing enemy forces. A successful defense depends on knowing and understanding the enemy and its capabilities. The commander's situational understanding is critical in

establishing the conditions that initiate the defensive action. As the situation develops, the commander reassesses the plan based on a revised situational understanding that results from an updated common operational picture as new intelligence and combat information becomes available. In planning an area defense, the commander may choose between two forms of defensive maneuver—a defense in-depth or a forward defense.

Understanding

7-119.   The BCT commander considers the mission variables of METT-TC to determine how to concentrate his efforts and economize his forces. A detailed terrain analysis may be the most important process the BCT commander and staff complete. A successful defense relies on a complete understanding of terrain to determine likely enemy courses of action and the best positioning of BCT assets to counter them.

7-120.   The commander must understand the situation in-depth, develop the situation through action, and constantly reassess the situation to keep pace with the engagement. Defending forces must gain and maintain contact with the enemy to observe, assess, and interpret enemy reactions and the ensuing opportunities or threats to friendly forces, populations, or the mission. The commander must establish priority intelligence requirements to enable information collection through reconnaissance, surveillance, intelligence operations, and security operations to develop situational understanding.

7-121.   Enemy forces counter friendly reconnaissance and surveillance efforts to prevent the BCT from gaining information. Enemy forces use other countermeasures such as dispersion, concealment, deception, and intermingling with the population to limit the BCT's ability to develop the situation out of contact. Reconnaissance and security forces fill in the gaps in commanders' understanding of the situation. Fighting for understanding and identifying opportunities to seize, retain, and exploit the initiative requires combined arms capabilities, access to joint capabilities, specialized training, and employing combinations of manned and unmanned air and ground systems.

Forms of Defensive Maneuver

7-122.   The BCT commander may choose between two defensive maneuver forms when planning an area defense: a defense in-depth or a forward defense. The commander usually selects the form of defensive maneuver, but the higher headquarters' commander may define the general defensive scheme for the BCT. These two deployment choices are not totally exclusionary. Part of a defending commander's unit can conduct a forward defense, while the other part conducts a defense in-depth. The specific mission may also impose constraints such as time, security, and retention of certain areas, which are significant factors in determining how the BCT defends.

Defense in-depth

7-123.   A defense in-depth (figure 7-10) reduces the risk of a quick penetration by the attacking enemy force. Even if initially successful, the enemy has to continue to attack through the depth of the defense to achieve a penetration. The defense in-depth provides more space and time to defeat the enemy attack. Dependent on the mission variables of METT-TC, it may require forces with at least the same mobility as the enemy to maneuver to alternate, supplementary, and subsequent positions. The mobility of the enemy force can determine the disengagement criteria of the defending forces as they seek to maintain depth. The BCT commander considers using a defense in-depth when—

- The mission allows the BCT to fight throughout the depth of the area of operations.
- The terrain does not favor a forward defense and there is better defensible terrain deeper in the area of operations.
- Sufficient depth is available in the area of operations.
- Cover and concealment forward in the area of operations is limited.
- Chemical, biological, radiological, and nuclear weapons may be used.
- The terrain is restrictive and limits the enemy's maneuver and size of attack.
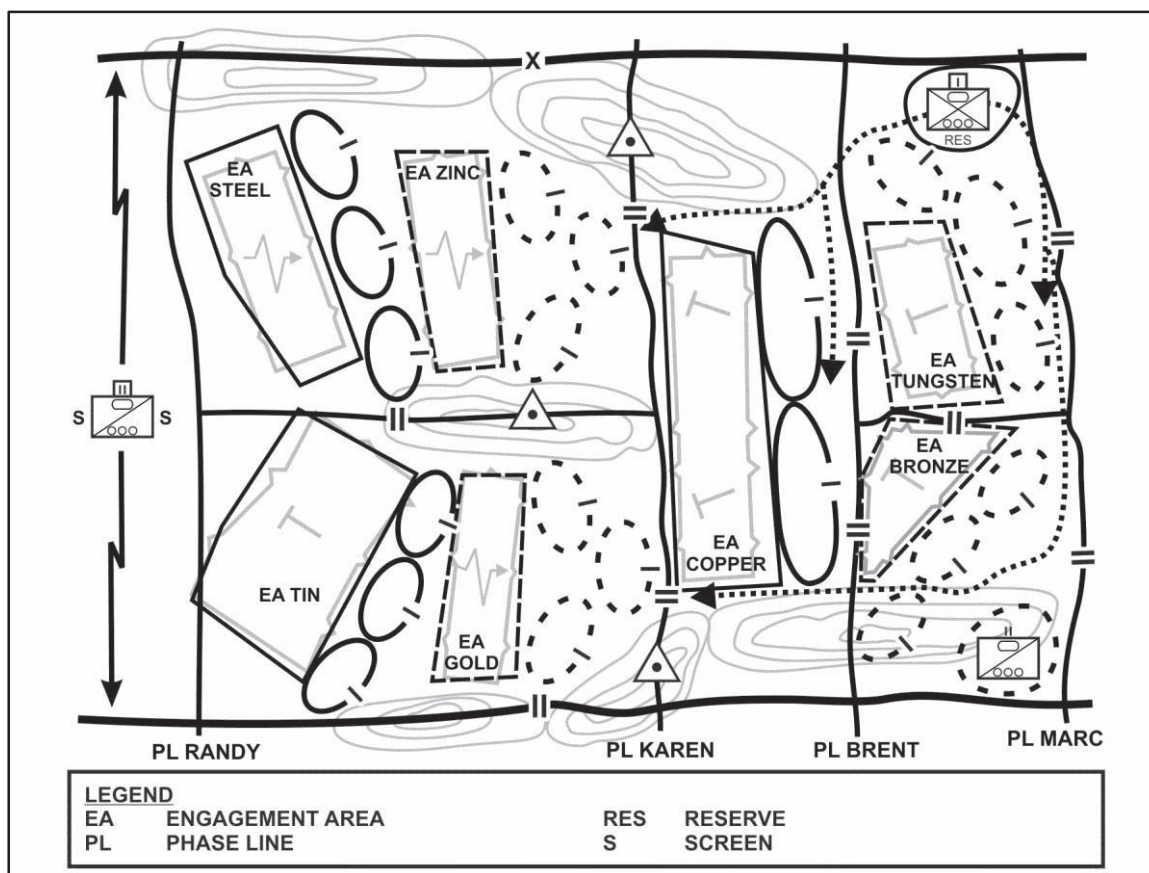
Figure 7-10. Defense in-depth

Forward Defense

7-124.   The intent of a forward defense (figure 7-11) is to prevent enemy penetration of the defense. A forward defense is the least preferred form of the area defense due to its lack of depth. The BCT commander deploys the majority of his combat power into defensive positions near the forward edge of the battle area. The commander fights to retain the forward position and may conduct spoiling attacks or counterattacks against enemy penetrations, or he may destroy enemy forces in forward engagement areas. Often, counterattacks are planned forward of the forward edge of the battle area to defeat the enemy. Commanders may use reconnaissance and security forces to find the enemy in vulnerable situations and exploit the opportunity to conduct a spoiling attack to weaken his main attacking force and disrupt his operations.

7-125.   The BCT commander uses a forward defense when a higher commander directs the commander to retain forward terrain for political, military, economic, and other reasons. Alternatively, a commander may choose to conduct a forward defense when the terrain in that part of the area of operations—including natural obstacles—favors the defending force because—

- Terrain forward in the area of operations favors the defense.
- Strong, existing natural or man-made obstacles, such as a river or a canal, are located forward in the area of operations.
- Assigned area of operations lacks depth due to the location of the protected area.
- Natural engagement areas occur near the forward edge of the battle area.
- Cover and concealment in the rear portion of the area of operations is limited.
- Directed by higher headquarters to retain or initially control forward terrain.
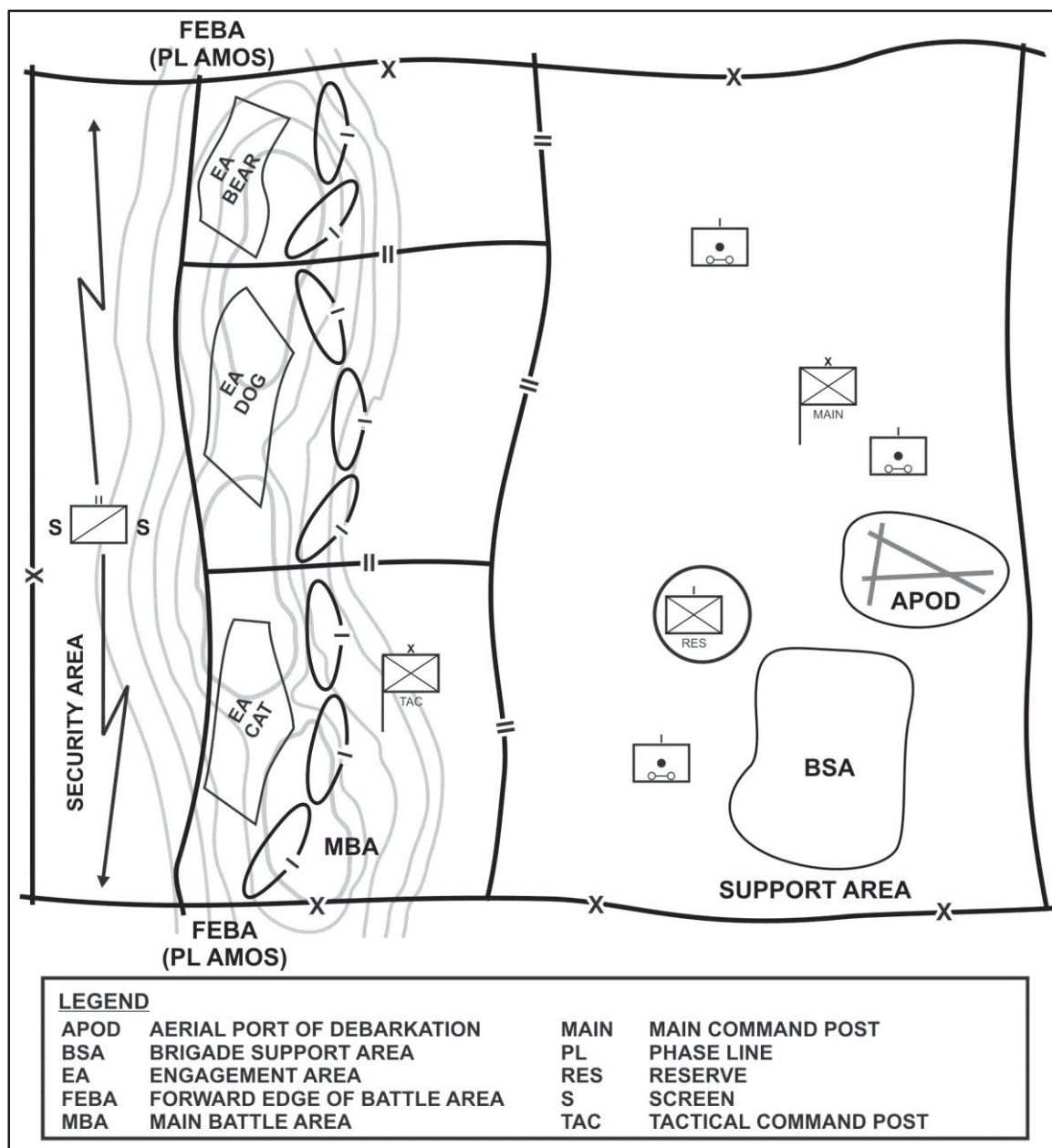
Figure 7-11. Forward defense

PREPARING AN AREA DEFENSE

7-126.   The BCT uses time available to build the defense and to refine counterattack plans. The commander and staff assess unit preparations while maintaining situational awareness of developments in the BCT's areas of interest. Collection activities begin soon after receipt of the mission and continue throughout preparation and execution. Security operations are conducted aggressively while units occupy and prepare assigned positions and rehearse defensive actions. During preparation, reconnaissance, surveillance, and intelligence operations help improve understanding of the enemy, terrain, and civil considerations.

7-127.   Revising and refining the plan is a key activity of preparation. The commander's situational understanding may change over the course of operations, enemy actions may require revision of the plan, or unforeseen opportunities may arise. During preparation, assumptions made during planning may be proven

true or false. Intelligence analysis may confirm or deny enemy actions or show changed conditions in the area of operations because of shaping operations.

Establish Security

7-128.   The first priority in the defense is to establish security. During the defense, effective security requires the establishment of the security area (forward of the main battle area), the employment of patrols and observation posts, the use of manned and unmanned aircraft systems and sensors, and the use of the terrain (cover and concealment). Security operations, counterreconnaissance, survivability operations, military deception, information-related capabilities, and cyber electromagnetic activities counter enemy intelligence, surveillance, and reconnaissance from determining friendly locations, strengths, and weaknesses.

7-129.   Potential threats to the defense may include noncombatant access to communications, digital cameras, and similar devices. Security measures, such as shutting down telephone exchanges and cell telephone towers, and preventing unauthorized personnel from moving in the BCT's area of operations may be required. The BCT should request guidance from higher headquarters before implementing any security measures that could affect the civilian population.

7-130.   As part of the defense, higher headquarters may have created a military deception operation and associated information operations to protect the force, cause early committal of the enemy, or mislead the enemy as to the defenders true intentions, composition, and disposition of friendly forces. The BCT aids in the preparation and execution of the military deception plan to—

- Exploit enemy pre-battle force allocation and sustainment decisions.
- Exploit the potential for favorable outcomes of protracted minor engagements and battles.
- Lure the enemy into friendly territory exposing his flanks and rear to attacks.
- Mask the level of the sustaining and operational forces committed to the defense.

7-131.   A defense containing branches and sequels gives the commander preplanned opportunities to exploit the situation and around these branches and sequels that deception potentials exist. Specific deceptive actions the BCT commander can take to hasten exhaustion of the enemy offensive include, but are not limited to—

- Masking the conditions under which the enemy will accept decisive engagement.
- Luring the enemy into a decisive engagement that facilitates the transition sequence.
- Employing camouflage, decoys, false radio traffic, movement of forces, and the digging of false positions and obstacles.

Occupation of Positions

7-132.   The BCT commander and staff monitor and deconflict any positioning problems with BCT or higher headquarters' reconnaissance and security efforts as units move into their assigned areas of operation and occupy positions. The BCT may have to make minor adjustments to areas of operation, engagement areas, battle positions, and other defensive control measures based on unanticipated conditions the occupying units encountered as they begin preparing the defense.

7-133.   The assistant brigade engineer monitors units assigned to close gaps or to execute directed obstacles such as demolition of bridges or dams to assure the units are ready to execute their mission. The assistant brigade engineer also ensures the units site and complete all obstacle emplacements within the BCT according to the obstacle plan.

Rehearsals

7-134.   The BCT conducts defensive rehearsals as time permits. The commander uses any, or combinations of, the four types of rehearsals: backbrief, combined arms rehearsal, support rehearsal, and battle drill or SOP rehearsal. Each rehearsal type achieves a different result and has a specific place in the preparation timeline. The commander's imagination and available resources are the only limits restricting methods of conducting rehearsals. The BCT commander ensures the integration of attached enabling forces into the defensive scheme of maneuver through rehearsals. (Refer to Chapter 3, Section II of this manual and FM 6-0 for additional information.)

EXECUTING AN AREA DEFENSE

7-135. In an area defense, the BCT concentrates combat power effects against attempted enemy breakthroughs and flanking movements from prepared and protected positions. The commander uses his reserve to cover gaps between defensive positions, to reinforce those positions as necessary, and to counterattack to seal penetrations or block enemy attempts at flanking movements. (Refer to FM 3-90-1 for additional information.) For discussion purposes, the following paragraphs divide execution of an area defense into a five step sequence:

Step 1, Gain and Maintain Enemy Contact

7-136. Gaining and maintaining contact with the enemy is vital to the success of the defense. As the enemy's attack begins, the BCT's initial goals are to identify committed enemy units' positions and capabilities, determine the enemy's intent and direction of attack, and gain time to react. Initially, the commander accomplishes these goals in the security area. The sources of this type of information include reconnaissance and security forces, surveillance assets, and supporting echelons above the BCT. The commander ensures the distribution of a common operational picture throughout the BCT during the battle to form a shared basis for subordinate commanders' actions. The commander uses available information, in conjunction with his judgment, to determine the point at which the enemy is committed to a course of action.

Step 2, Disrupt the Enemy

7-137. The commander executes shaping operations to disrupt the enemy. After making contact with the enemy, the commander seeks to disrupt the enemy's plan and his ability to control his forces. Ideally, the commander's shaping operations result in a disorganized enemy force conducting a movement to contact against a prepared defense. Once the process of disrupting the enemy begins, it continues throughout the defense. The BCT uses indirect fires, close air support, close combat attack, and other available fires and nonlethal effects during this phase of the battle to—

- Support the security force.
- Disrupt or limit the momentum of the enemy's attack.
- Destroy high-payoff targets.
- Divert the enemy's attack.
- Reduce the enemy's combat power.
- Separate enemy formations.

Step 3, Fix the Enemy

7-138. The commander has several options to help him fix an attacking force. The commander can design his shaping operations, such as securing the flanks and point of penetration, to fix the enemy and allow friendly forces to execute decisive maneuver elsewhere. Combat outposts and strong points can also deny enemy movement to or through a given location. A properly executed deception operation can constrain the enemy to a given course of action.

Step 4, Maneuver

7-139. The decisive operation occurs in the main battle area. This is where the effects of shaping operations, coupled with sustaining operations, combine with the decisive operation of the main battle area force defeat the enemy. The commander's goal is to prevent the enemy's further advance using a combination of fires from prepared positions, obstacles and reserve forces. To accomplish this, the commander masses effects by maneuvering his forces to focus direct and indirect fires at a critical point to counter the enemy's attack.

7-140. In an area defense, the need for flexibility through movement and maneuver requires the use of graphic control measures to assist mission command during the repositioning forces and counterattacks. Specified routes, phase lines, attack- and support-by-fire positions, battle positions, engagement areas, target reference points, and other fire control measures are required to synchronize movement and maneuver.

7-141. During the defense, the BCT commander must prepare to quickly take advantage of fleeting opportunities, seize the initiative, and assume the offense. Although the BCT commander plans for the counterattack, the plan may not correspond exactly with the existing situation when the commander launches the counterattack. As the situation develops, the commander reassesses the plan based on a revised situational understanding that results from an updated common operational picture.

7-142. Ideally, the commander has a counterattack plan appropriate to the existing situation. When this is not the case, the commander must rapidly reorganize and refit selected units, move them to attack positions, and attack or the commander must conduct an attack using those units already in contact with the enemy, which is normally the least favorable course of action.

Step 5, Follow Through

7-143. Three conditions may result from the initial enemy attack: friendly forces achieve their objectives, friendly forces do not achieve their objectives, or both forces are in a stalemate with neither side gaining a decisive advantage over the other. A successful area defense allows the commander to transition to an attack. An area defense resulting in the defender being overcome by the enemy attack and needing to transition to a retrograde operation must take into account the current situation in adjacent defensive areas. Only the commander who ordered the defense can designate a new forward edge of the battle area or authorize a retrograde operation.

7-144. As the purpose of a defensive action is to retain terrain and create conditions for a counteroffensive that regains the initiative. A successful area defense causes the enemy to sustain unacceptable losses short of any decisive objectives. During follow-through, time is critical. Unless the commander has a large, uncommitted reserve prepared to quickly exploit or reverse the situation, the commander must reset his defense as well as maintain contact with the enemy. Time is also critical to the enemy, because he can use it to reorganize, establish a security area, and fortify his positions.

7-145. The BCT commander plans and conducts a counterattack to attack the enemy when and where the enemy is most vulnerable. There is a difference between local counterattacks designed to restore the defense and a decisive operation designed to wrest the initiative from the enemy force and then defeat it. To conduct a decisive counterattack, the defending force must bring the enemy attack to or past its culminating point before it results in an unacceptable level of degradation to the defending force. To do this, the defending force must disrupt the enemy's ability to mass, causing the enemy to disperse its combat power into small groups or attrit enemy forces to gain a favorable combat power ratio. The defending force must continue to disrupt the enemy's ability to introduce follow-on forces and attack the defender's sustainment system. (See figure 7-12, page 7-36.) As the objective of the counterattack is reached, the BCT consolidates and continues reorganization that is more extensive and begins preparation to resume the offense.
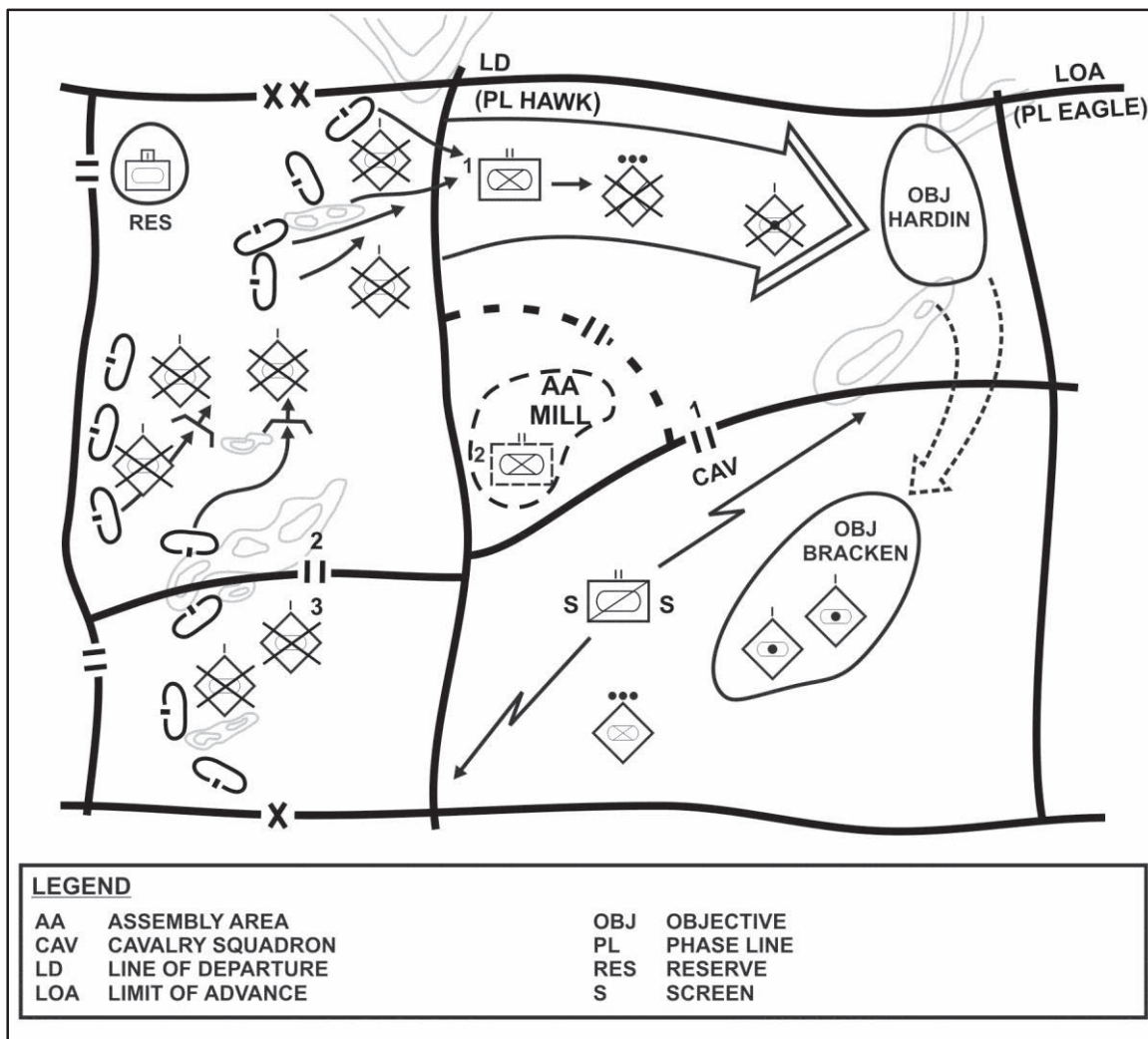
Figure 7-12. Counterattack

7-146.   In a successful defense, the enemy's attack is defeated and the defensive plan must address missions following successful operations. The division's follow-on missions for the BCT govern this plan. The staff must begin planning for future offensive operations as they develop defensive plans. The commander and staff must develop maneuver plans, control measures, obstacle restrictions, and sustainment plans that enable the BCT to quickly transition to follow-on offensive missions or to pass follow-on forces.

MOBILE DEFENSE

7-147.   The *mobile defense* is a defensive task that concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force (ADRP 3-90). The mobile defense focuses on defeating or destroying the enemy by allowing enemy forces to advance to a position that exposes them to a decisive counterattack by the striking force. The commander uses the fixing force to hold attacking enemy forces in position, to help channel attacking enemy forces into engagement areas, and to retain areas from which to launch the striking force. (See figure 7-13.) A mobile defense requires an area of operations of considerable depth. The commander must be able to shape the battlefield, causing an enemy force to overextend its lines of communication, expose its flanks, and risk its combat power. Likewise, the commander must be able to move friendly forces around and behind the enemy force, cut them off, and destroy them. (See figure 7-14.) Divisions and larger formations normally execute mobile defenses. However, BCTs and maneuver battalions may participate in a mobile defense as part of the fixing force or the striking force. (Refer to FM 3-90-1 for additional information.)
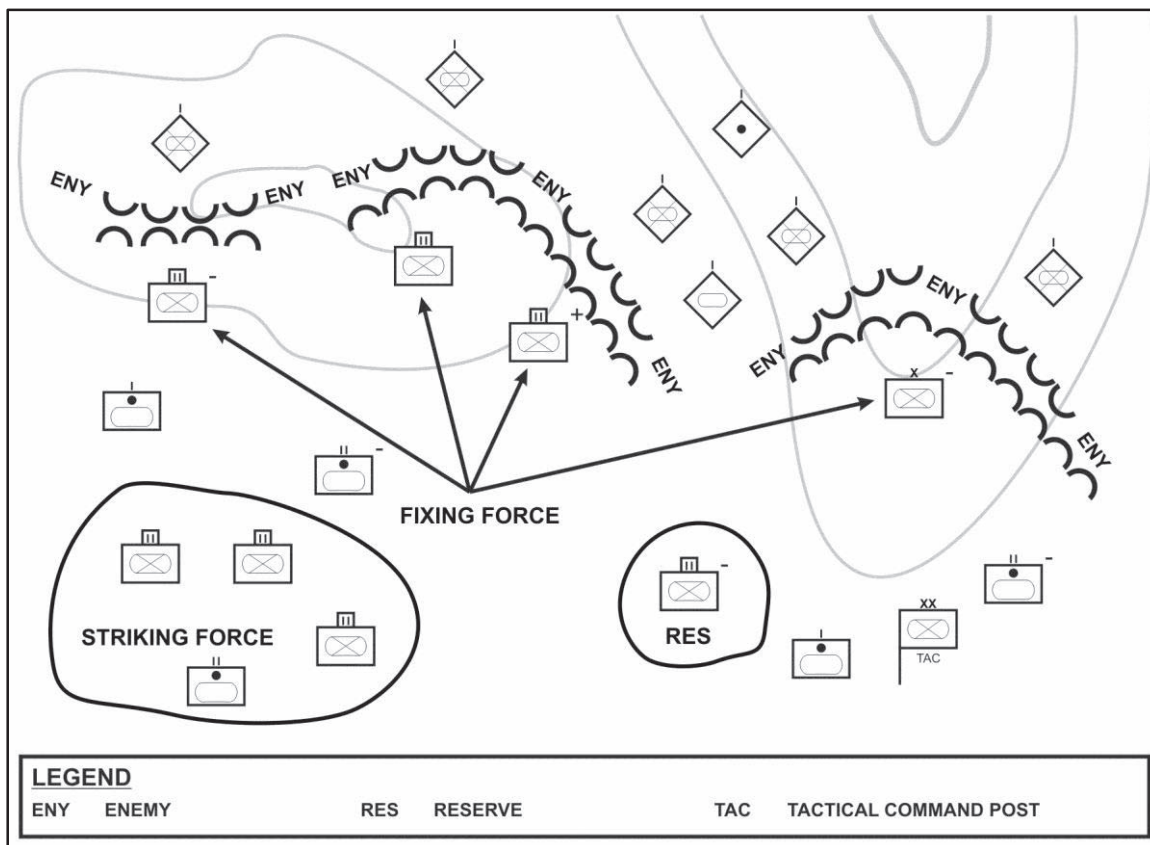
Figure 7-13. Mobile defense, fixing force
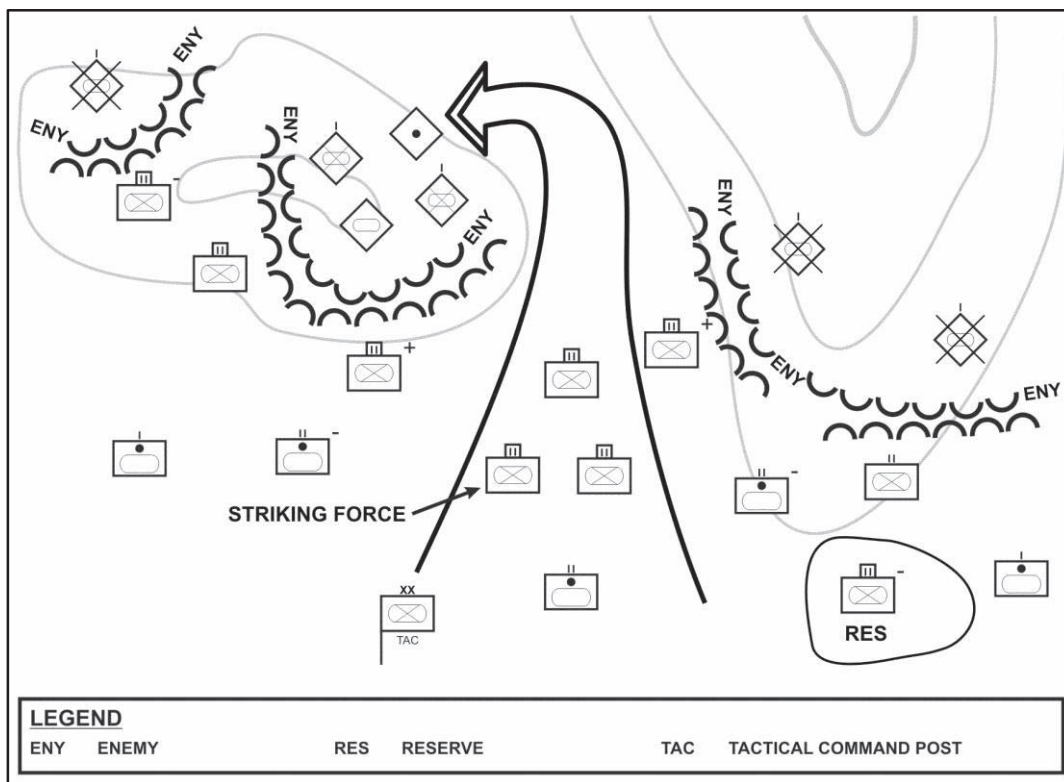
Figure 7-14. Mobile defense, committed striking force

RETROGRADE

7-148. A *retrograde* is a defensive task that involves organized movement away from the enemy (ADRP 3-90). The enemy may force the retrograde or a commander may execute it voluntarily. There are three forms of retrograde operations: delay, withdrawal, and retirement. (Refer to FM 3-90-1 for additional information.)

DELAY

7-149. A *delaying operation* is an operation in which a force under pressure trades space for time by slowing down the enemy's momentum and inflicting maximum damage on the enemy without, in principle, becoming decisively engaged (JP 3-04). Delays allow units to yield ground to gain time while retaining flexibility and freedom of action to inflict the maximum damage on the enemy. The methods are delaying from successive positions and alternate positions. BCTs conduct the delay by using one or a combination. The method selected depends on the width of the front, the terrain, the forces available, the enemy, and the amount of time required of the delay. In either method, a mobility advantage over the enemy is required.

Delay from Successive Positions

7-150. A delay from successive positions involves fighting rearward from one position to the next, holding each as long as possible or for a specified time (figure 7-15). In this type of delay, all maneuver battalions are committed on each of the BCT delay positions or across the area of operations on the same phase line. The BCT commander uses a delay from successive positions when an area of operations is so wide that available forces cannot occupy more than a single line of positions. The disadvantages of this delay are lack of depth, less time to prepare successive positions, and the possibility of gaps between units.

7-151. When ordered to move, the BCT disengages, then moves and occupies the next designated position. A part of the unit displaces directly to the rear when the order to begin the delay is received and occupies the next designated position. The rest of the unit maintains contact with the enemy between the first and second delay positions. As these elements pass through the second position, the forces on that position engage the enemy at the greatest effective range. When the BCT can no longer hold the position without becoming decisively engaged, it moves to the next successive position. When conducting a delay from successive positions, the BCT may retain a reserve if the division has none. The reserve will frequently be small and employed as a counterattacking force. It protects a threatened flank, secures vital rear areas, or provides overwatch fires to a withdrawing unit.

STEP 1: Elements of the delaying force disengage and move to the rear to organize the next position.

STEP 2: Elements remaining in contact fight to the rear while maintaining continuous contact.

STEP 3: Elements rejoin parent organizations at the next delay position and continue the delay.

ENY

ENY

INITIAL DELAY

SECOND DELAY

ENY

ENY

D

ENY

ENY

LEGEND

D   DELAY   ENY   ENEMY
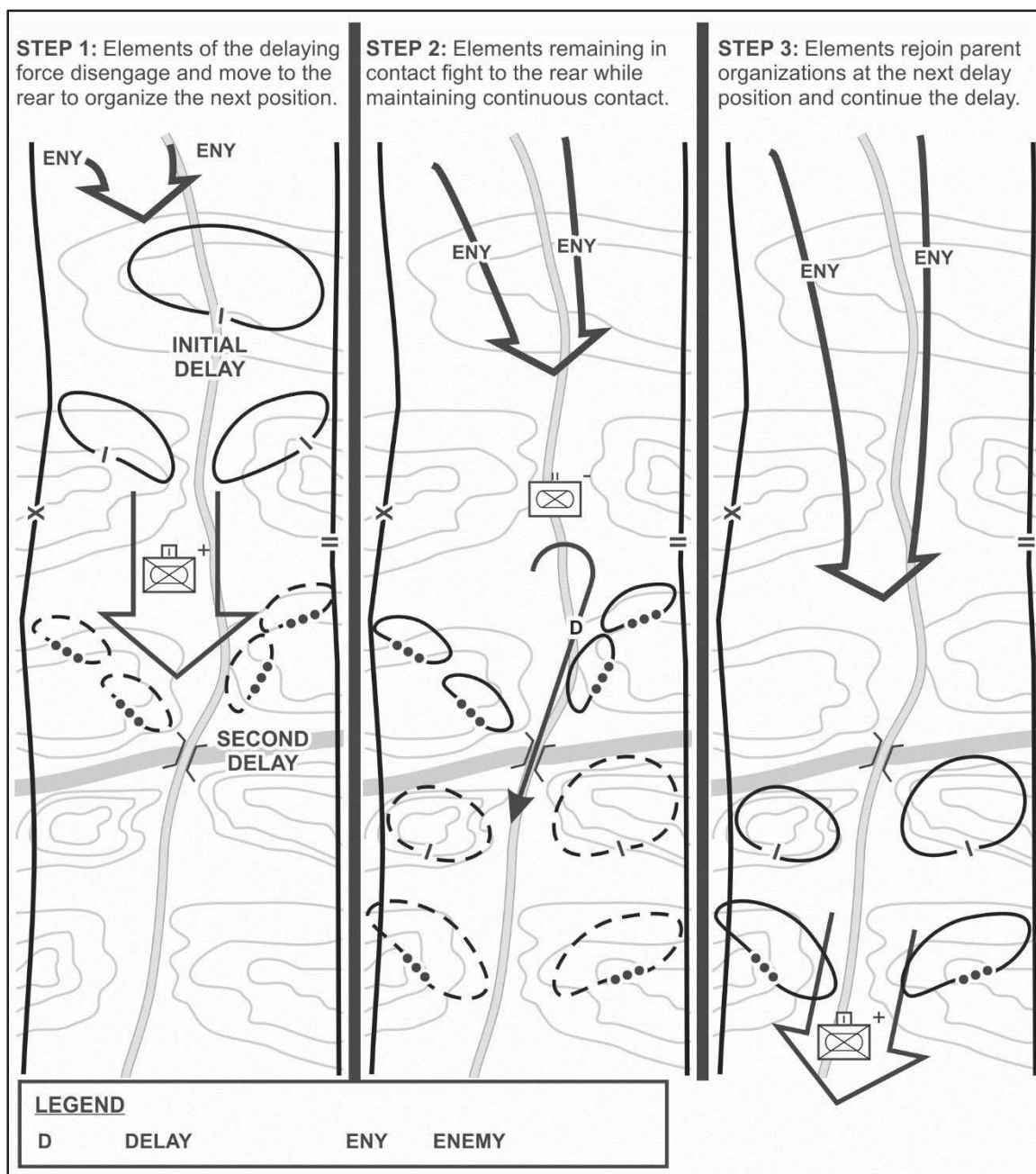
Figure 7-15. Delay from successive positions

Delay from Alternate Positions

7-152.   Delay from alternate positions can be used when a force has a narrow area of operations or has been reinforced to allow positioning in-depth (figure 7-16, page 7-40). This is the preferred method of delay. One or more maneuver battalions employ this method to occupy the initial delay position and engage the enemy. The other maneuver battalions occupy a prepared second delay position. These elements alternate movement in the delay. While one element is fighting, the other occupies the next position in-depth and prepares to assume responsibility for the fight.

7-153.   Units occupying the initial delay position can delay between it and the second position. When the delaying units arrive at the second delay position, they move through or around the units that occupy the second delay position. The units on the second delay position assume responsibility for delaying the enemy;

the delaying procedure is then repeated. Moving around the unit on the next delay is preferred because this simplifies passage of lines. The alternate method provides greater security to the delay force and more time to prepare and improve delay positions. Normally, when delaying from alternate positions, the BCT commander does not maintain a reserve. The forces not in contact with the enemy are available to function in the role of a reserve if needed.
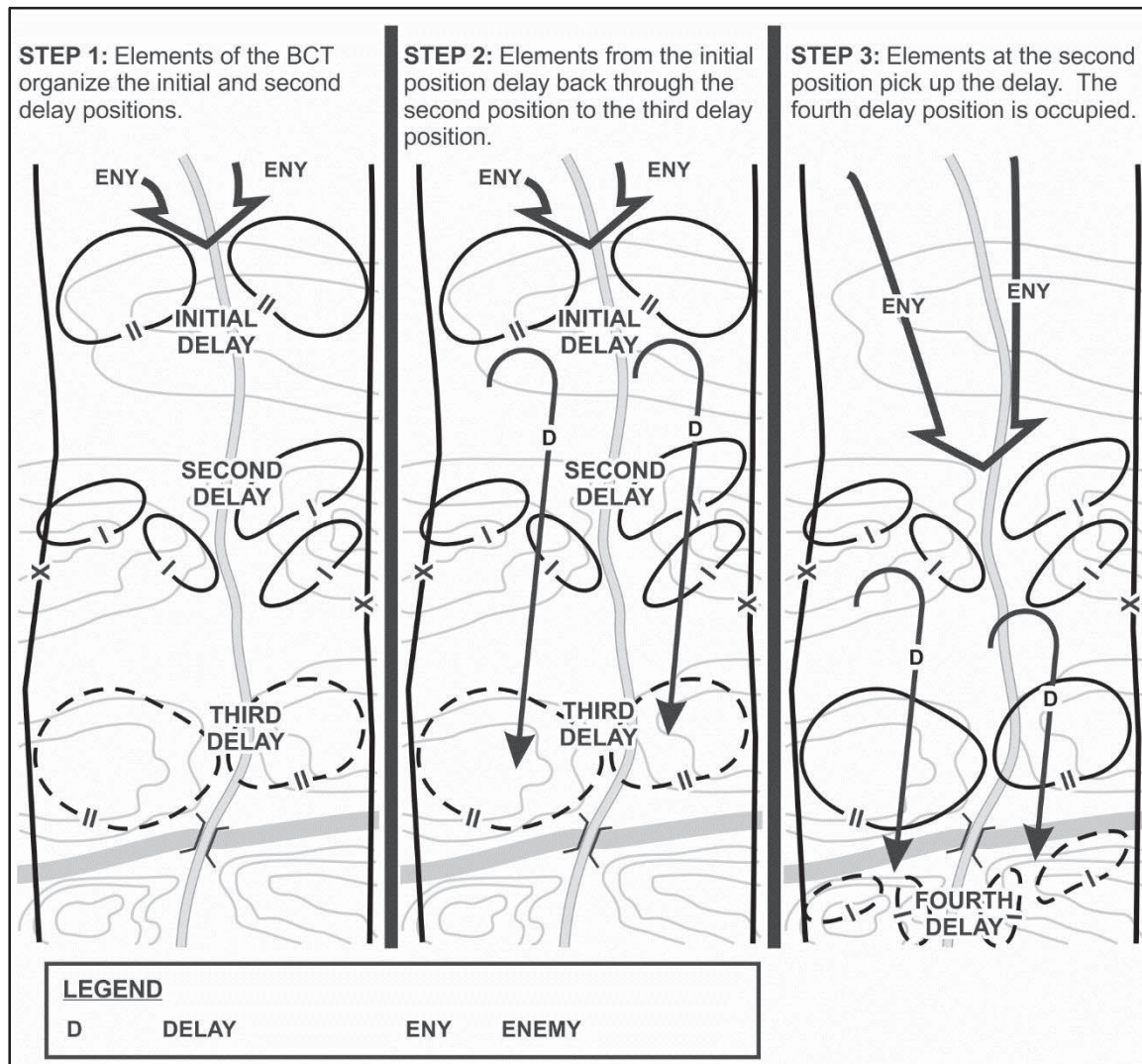
Figure 7-16. Delay from alternate positions

WITHDRAWAL

7-154.   A withdrawal operation is a planned retrograde operation in which a force in contact disengages from an enemy force and moves in a direction away from the enemy (ADRP 3-90)**.** Withdrawing units, whether all or part of a committed force, voluntarily disengage from the enemy to preserve the force or release it for a new mission. The purpose of a withdrawal is to remove a unit from combat, adjust defensive positions, or relocate forces. A withdrawal may free a unit for a new mission. A unit may execute a withdrawal at any time and during any type of operation.

7-155.   BCTs normally withdraw using a security force, a main body, and a reserve. There are two types of withdrawals, assisted and unassisted. In an assisted withdrawal, the next higher headquarters provides the security forces that facilitate the move away from the enemy. In an unassisted withdrawal, the BCT provides its own security force. Withdrawals are generally conducted under one of two conditions, under enemy

pressure and not under enemy pressure. Regardless of the type or condition under which it is conducted, all withdrawals share the following planning considerations:

- Keep enemy pressure off the withdrawing force. Position security elements to delay the enemy. Emplace obstacles and cover by fire to slow his advance.
- Maintain security. Know the enemy's location and his possible courses of action. Observe possible enemy avenues of approach.
- Gain a mobility advantage. Gain the advantage by increasing the mobility of the BCT, reducing the mobility of the enemy, or both.
- Reconnoiter and prepare routes. Each unit must know the routes or lanes of withdrawal. Establish priority of movement and traffic control if two or more units move on the same route.
- Withdraw nonessential elements early. Withdrawing nonessential elements early may include some mission command and sustainment elements.
- Move during limited visibility. Movement under limited visibility provides concealment for the moving units and reduces the effectiveness of enemy fires.
- Concentrate all available fires on the enemy. Alternate movement between elements so some of the force can always place direct or indirect fires on the enemy.

7-156.   Withdrawing under enemy pressure demands superior maneuver, firepower, and control. The BCT executes a withdrawal in the same manner as a delay, although its ultimate purpose is to break contact with the enemy rather than maintain it as in the delay. When conducting a withdrawal under enemy pressure, the commander organizes the BCT into a security force and a main body. Use control measures that facilitate the accomplishment of the commander's intent. These control measures may include areas of operations, battle positions, phase lines, routes, passage points and lanes, contact points, checkpoints, and battle handover lines.

7-157.   Success depends on facilitating the disengagement of the main body by massing its own fires and the overwatch fires provided by the security element. The division commander may place adjacent units in overwatch, or he may require them to conduct security operations or limited counterattacks to support the withdrawing BCT. To assist withdrawing elements, the security force must be strong enough to detect and engage the enemy on all avenues of approach. The BCT may form its own security force from forward maneuver battalion elements or the cavalry squadron. The security force must:

- Stop, disrupt, disengage, or reduce the enemy's ability to pursue.
- Reduce, through smoke and suppressive fires, the enemy's capability to observe the movement of the main body.
- Rapidly concentrate additional combat power in critical areas.

7-158.   As the commander gives the order to withdraw, the BCT must engage the enemy with concentrated direct and indirect fire to enable the withdrawing force to disengage, conduct a rearward passage through the security force, assemble, and move to their next position. The security force assumes the fight from the forward elements. This includes delaying the enemy advance while the bulk of the BCT conducts movement to the rear. On order, or when the BCT meets other predetermined criteria, the security force disengages itself and moves to the rear as a rear guard. Depending on the BCT's next mission, the security force may be required to maintain contact with the enemy throughout the operation.

7-159.   When the BCT conducts a withdrawal not under enemy pressure, it must plan as though enemy pressure is expected, and then plan for a withdrawal without pressure. Withdrawal not under enemy pressure requires the formation of a detachment left in contact (DLIC). Reconnaissance and deception are critical to conducting a withdrawal not under enemy pressure. The commander must be aware of the activities and movements of any enemy in the area that could influence his operation. He must also ensure the security of his force against surprise. The commander must project the impression that he is conducting operations other than a withdrawal. If the enemy becomes aware that the BCT is withdrawing, he may choose to exploit the BCT's relative vulnerability by attacking or employing indirect fires against elements in movement. Therefore, deception and operational security measures are essential to the success of a withdrawal not under enemy pressure. These measures include—

- Maintaining the same level of communications.
- Continuing the use of patrols.
- Moving during limited visibility.

- Maintaining the same level of indirect fires.
- Avoiding compromise of the operation by radio.
- Maintaining noise and light discipline.
- Using the DLIC to simulate or continue normal activities.

7-160.   The DLIC is a force organized from within the BCT that maintains contact with the enemy while the majority of the BCT withdraws. The DLIC usually comprises one third of the available combat power. A BCT may direct that three maneuver companies, augmented with the necessary combat power and increased mobility and firepower, form the DLIC.

7-161.   Two techniques for organizing the DLIC are designating one maneuver battalion as the DLIC or forming a new organization under the BCT S-3. When one maneuver battalion forms the DLIC, it repositions its force through a series of company-sized relief in place operations (see FM 3-90-2) with companies in the other maneuver battalion's areas of operations. The advantages of this technique is that mission command is facilitated by the organic nature of the units involved and the focus of the force as a whole is dedicated toward one mission-maintaining contact and preparing to fight a delay, if necessary. The disadvantages are the time needed to reposition and the increased amount of movement in the area of operations that may signal a vulnerability to the enemy.

7-162.   Forming a new organization under a new controlling headquarters also has advantages and disadvantages. The advantages are that the units of the DLIC may have to do less repositioning and some may not have to move at all. This advantage helps to deceive the enemy as to the intentions of the BCT. The disadvantage is that the unit's ability to fight as a team decreases if the organization is ad hoc in nature. This organization must train together to avoid this disadvantage.

RETIREMENT

7-163.   A *retirement* is a form of retrograde in which a force out of contact moves away from the enemy (ADRP 3-90). A retirement is conducted as a tactical movement to the rear. The brigade may move on one or more routes depending on the routes available. Security for the main body is similar to that for a movement to contact using advance, flank, and rear guards. As in all tactical movements, all-round security must be maintained. In all retrograde operations, control of friendly maneuver elements is a prerequisite for success. A withdrawal may become a retirement once forces have disengaged from the enemy, and the main body forms march columns.

7-164.   The BCT conducts retrograde operations to improve a tactical situation or to prevent defeat. Retrograde operations accomplish the following:

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

SECTION VI – TRANSITION

7-165.   Transitions between tasks during decisive action whether anticipated or unanticipated require adaptability as the BCT commander copes with changes in the operational environment. The commander considers the concurrent conduct of each task—offensive, defensive, and stability—in every phase and ongoing operation. Transition between tasks during decisive action require careful assessment, prior planning, and unit preparation as the commander shifts his combinations of offensive, defensive, and stability tasks.

7-166.   The BCT commander halts the defense only when the operation accomplishes the desired end state, reaches a culminating point or receives a change of mission from higher headquarters. Transitions mark a

change of focus between phases or between the ongoing operation and execution of a branch or sequel. In the defense, the BCT and subordinate units often transition from one phase of the operation to another sequentially or simultaneously. In decisive action, it is common for subordinate units of the BCT to transition to the offense and operations focused on stability, while maintaining the defense with other subordinate units.

7-167. The commander deliberately plans for sequential operations, assisting the transition process and allowing the setting of the conditions necessary for a successful transition. Such planning addresses the need to control the tempo of operations, maintain contact with both enemy and friendly forces, and keep the enemy off balance. The BCT establishes the required organization of forces and control measures based on the mission variables of METT-TC.

7-168. Prior contingency planning decreases the time needed to adjust the tempo of combat operations when a unit transitions from the defense to the offense or operations focused on stability. It does this by allowing subordinate units to simultaneously plan and prepare for subsequent operations. (Refer to ADRP 3-0 for additional information.)

TRANSITION TO A FOCUS ON THE CONDUCT OF OFFENSIVE TASKS

7-169. The BCT or higher commander may order an attack, a movement to contact, or participate in an exploitation and subsequent pursuit if conditions are suitable. The commander should transition to the offense as soon as possible. He wants to attack when the enemy is most vulnerable. The commander does not want to give the enemy time to prepare.

7-170. A defending commander transitioning to the offense anticipates when and where the enemy force will reach its culminating point or when it will require an operational pause before it can continue. At those moments, the combat power ratios most likely favor the defending force. The actions which may indicate the enemy has reached its culminating point include transitioning to the defense, heavy losses, lack of sustainment to continue the mission, unexpected success of friendly operations, increased enemy prisoners of war, and a lack of coherence and reduced combat power in the enemy's attacks.

7-171. The BCT commander must be careful not to be the target of enemy information activities designed to encourage the commander to abandon the advantages of fighting from prepared defensive positions. The commander ensures his force has the assets necessary to complete its assigned offensive mission. The commander should not wait too long to transition from the defense to the offense as the enemy force approaches its culminating point. The BCT must disperse, extend in-depth, and weaken enemy forces. At that time, any enemy defensive preparations will be hasty and enemy forces will not be adequately disposed to defend. The BCT commander wants the enemy in this posture when the force transitions to the offense. The commander does not want to give the enemy force time to prepare the defense. Additionally, the psychological shock on enemy soldiers will be greater if they suddenly find themselves desperately defending on new and often unfavorable terms, while the commander's own Soldiers will enjoy a psychological boost by going on the offense.

7-172. A commander can use two basic methods when he transitions to the offense. The first, and generally preferred, method is to attack using forces not previously committed to the defense. This method has the advantage of using rested units at a high operational strength. A drawback to this method is the requirement to conduct a forward passage of lines. Additionally, enemy intelligence assets are likely to detect the arrival of significant reinforcements. Another consideration of using units not in contact occurs when they are operating in noncontiguous areas of operations. The commander rapidly masses overwhelming combat power in the decisive operation. This might require the commander to adopt economy of force measures in some areas of operations while temporarily abandoning others to generate sufficient combat power.

7-173. The other method is to conduct offensive actions using the currently defending forces. This method has the advantage of being more rapidly executed and thus more likely to catch the enemy by surprise. Speed of execution in this method results from not having to conduct an approach or tactical road march from reserve assembly areas or, in the case of reinforcements, move from other areas of operations and reception, staging, organization, and integration locations. Speed also results from not having to conduct a forward passage of lines and perform the liaison necessary to establish a common operational picture that includes

knowledge of the enemy force's patterns of operation. The primary disadvantage of this method is that the attacking force generally lacks stamina and must be quickly replaced if friendly offensive actions are not to culminate quickly.

7-174.   If units in contact participate in the attack, the commander must retain sufficient forces in contact to fix the enemy. The commander concentrates the attack by reinforcing select subordinate units so they can execute the attack and, if necessary, maintain the existing defense. The commander can also adjust the defensive boundaries of subordinate units so entire units can withdraw and concentrate for the attack.

7-175.   The commander conducts any required reorganization and resupply concurrently with transition activities. This requires a transition in the sustainment effort, with a shift in emphasis from ensuring a capability to defend from a chosen location to an emphasis on ensuring the force's ability to advance and maneuver. For example, in the defense, the sustainment effort may have focused on the forward stockage of Class IV (construction and barrier materials) and Class V (ammunition) items and the rapid evacuation of combat-damaged systems. In the offense, the sustainment effort may need to focus on providing POL and forward repair of maintenance and combat losses. Transition is often a time in which forces perform deferred equipment maintenance. Additional assets may also be available on a temporary basis for casualty evacuation and medical treatment because of a reduction in the tempo of operations.

TRANSITION TO A FOCUS ON THE CONDUCT OF STABILITY TASKS

7-176.   During the transition to operations focused on stability, the role of the BCT varies greatly depending upon the security environment, the authority and responsibility of the BCT, and the presence and capacities of other nonmilitary actors. When transitioning from the defense, these other actors will normally be less established before stability tasks begin. The BCT in this case will operate before other actors have a significant presence. Generally, the BCT will focus on meeting the immediate essential service and civil security needs of the civilian inhabitants of the area of operations in coordination with any existing host-nation government and nongovernmental organizations before addressing the other three primary stability tasks. (See chapter 8.) Support requirements may change dramatically. During transition, the commander may adjust rules of engagement or their implementation. The commander must effectively convey these changes to the lowest level.

7-177.   The BCT must remain versatile and retain flexibility when transitioning from the defense to operations focused on stability. The commander may plan on-order transition to a stability focused mission when certain conditions are met. These conditions may include a sharp reduction of the enemy's offensive capabilities or deterioration in civilian governance and security. These conditions may require the rapid occupation and security of civilian areas. The commander must make every attempt to begin transition operations as soon as subordinate units of the BCT arrive within an assigned area of operation.

7-178.   BCT subordinate units and Soldiers must be aware that during the transition to operations focused on stability, there may be events that escalate to combat. The BCT must always retain the ability to conduct offense and defense during transition. Preserving the ability to transition allows the commander to maintain initiative while providing security. The commander should consider planning an on-order offensive and defensive contingency in case the transition to operations focused on stability deteriorate. Subordinate commanders and leaders must be well-rehearsed to recognize activities that would initiate these contingences.

Chapter 8

Stability

The requirement for military formations to conduct operations focused on stability is not new. Our involvement in military conflict from the Revolutionary War to Operation Enduring Freedom consists of only eleven conventional military operations. Conversely, that same history reveals hundreds of operations focused on stability with recent history proving no different. Since the fall of the Berlin Wall, the United States led or participated in over fifteen operations in places such as Haiti, Liberia, Somalia, the Balkans, Iraq, and Afghanistan. While the magnitude of violence may not match conventional operations, history often measures the duration of stability operations in decades. This fact combines with the disturbing spread of international terrorism, fragile states allowing safe haven to terrorist organizations and or possessing weapons of mass destruction, along with an endless array of humanitarian and natural disasters illustrates the increasing requirement for operations focused on stability.

Military formations conduct operations focused on stability to transition the security and governance of populations to legitimate civilian authorities. The BCT lacks the organic capability to stabilize an assigned area of operation independently. The BCT's central role in operations focused on stability is to establish and maintain unity of effort towards achieving the political objectives of the operation. To do this the BCT employs combined arms formations that execute offensive, defensive, and stability tasks to identify and mitigate critical sources of instability. Essentially, the BCT unifies governmental, nongovernmental, and elements of the private sector activities with military operations to seize, retain, and exploit the initiative.

SECTION I – FOUNDATION FOR OPERATIONS FOCUSED ON STABILITY

8-1.   Stability ultimately aims to establish conditions the local populace regards as legitimate, acceptable, and predictable. Stabilization is a process in which personnel identify and mitigate underlying sources of instability to establish the conditions for long-term stability. Stability tasks focus on identifying and targeting the root causes of instability and building the capacity of local institutions. Army forces accomplish stability missions and perform tasks across the range of military operations and in coordination with other instruments of national power. Stability missions and tasks are part of broader efforts to establish and maintain the conditions for stability in an unstable area before or during hostilities, or to reestablish enduring peace and stability after open hostilities cease.

STABILITY PRINCIPLES

8-2.   The BCT applies stability principles to the offense, defense, and operations focused on stability to achieve political and military objectives. (See ADRP 3-07 for additional information.) The following stability principles lay the foundation for long-term stability:

- Conflict transformation.
- Unity of effort.
- Legitimacy and host-nation ownership.
- Building partner capacity.

CONFLICT TRANSFORMATION

8-3.   Conflict transformation is the process of converting the actors and conditions that motivate violent conflict into the governmental process to address the causes of instability. Conflict transformation sets the host nation on a sustainable, positive trajectory in which transformational processes directly address the dynamics causing instability. The use of the BCT in a combat role serves as a temporary solution until the situation is stabilized and host-nation forces are able to provide security for the populace. In all cases, the combat role supports the host nation's ability to provide for its internal security and external defense.

UNITY OF EFFORT

8-4.   Military operations typically demand unity of command, the challenge for military and civilian leaders is to forge unity of effort or unity of purpose among the diverse array of actors involved in an operation focused on stability. This is the essence of *unified action*—the synchronization, coordination, and integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). *Unity of effort* is the coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization—the product of successful unified action (JP 1). Unity of effort is fundamental to successfully incorporating all the instruments of national power in a collaborative approach when conducting stability tasks in operations.

8-5.   When countering insurgency (see FM 3-24) an example of unity of effort could be a military commander and a civilian leader ensuring that governance and economic lines of effort are fully coordinated with military operations. Unity of effort among nationally, culturally, and organizationally distinct partners is difficult to maintain, given their different layers of command. Achieving unity of effort requires participants to overcome cultural barriers and set aside parochial agendas. It also requires that each organization understand the capabilities and limitations of the others.

LEGITIMACY AND HOST-NATION OWNERSHIP

8-6.   Legitimacy is a condition based upon the perception by specific audiences of the legality, morality, or rightness of a set of actions, and of the propriety of the authority of the individuals or organizations in taking them. Legitimacy enables host-nation ownership by building trust and confidence among the people. The principle of legitimacy affects every aspect of operations from every conceivable perspective. Legitimacy of the host-nation government and mission enables successful operations characterized by stability tasks.

8-7.   Within security cooperation, an activity may include security sector reform (see FM 3-22). *Security sector reform* is a comprehensive set of programs and activities undertaken to improve the way a host nation provides safety, security, and justice (JP 3-07). The BCT's primary role in security sector reform is to support the reform, restructuring, or re-establishment of the armed forces and the defense sector across the range of military operations. The overall objective is to support in a way that promotes an effective and legitimate host-nation government and mission that is transparent, accountable, and responsive to civilian authority. (Refer to ADRP 3-07 for additional information.)

BUILDING PARTNER CAPACITY

8-8.   Building partner capacity is the outcome of comprehensive inter-organizational activities, programs, and military-to-military engagements that enhance the ability of partners to establish security, governance, economic development, essential services, rule of law, and other critical government functions. BCTs apply a comprehensive approach to sustained engagement with foreign and domestic partners to co-develop mutually beneficial capabilities and capacities to address shared interests. Unified action is an indispensable feature of building partner capacity.

8-9.   In operations characterized by stability tasks, unified action to enhance the ability of partners for security, governance, economic development, essential services, rule of law, and other critical government functions exemplifies building partner capacity. Building the capacity and capability, during security force assistance, of foreign security forces and their supporting institutions is normally the primary focus of the BCT. Security force assistance will encompass various activities related to the organizing, training, advising, equipping, and assessing of foreign security forces and their supporting institutions. Security force assistance

activities conducted by the BCT builds host nation capacity to defend against internal, external, and transnational threats to stability. (Refer to FM 3-22 for additional information.)

STABILITY FRAMEWORK

8-10. A stability framework based on conditions within the area of operation of initial response, transformation, and fostering sustainability, helps the BCT determine the required training and task organization of forces prior to initial deployment, and serves as a guide to actions in an operation focused on stability tasks. A BCT deployed into an area of operation where the local government is nonexistent may conduct a set of tasks while another BCT may conduct another set of tasks in an area of operation with a functioning local government. The phases described in the following paragraphs facilitate identifying lead responsibilities and determining priorities. (Refer to FM 3-07 for additional information.)

INITIAL RESPONSE PHASE

8-11. Initial response actions generally reflect activity executed to stabilize a crisis state in the area of operations. The BCT typically performs initial response actions during, or directly after, a conflict or disaster in which the security situation prohibits the introduction of civilian personnel. Initial response actions aim to provide a secure environment that allows relief forces to attend to the immediate humanitarian needs of the local population. They reduce the level of violence and human suffering while creating conditions that enable other actors to participate safely in relief efforts.

TRANSFORMATION PHASE

8-12. Stabilization, reconstruction, and capacity building are transformation actions performed in a relatively secure environment. Transformation actions take place in either crisis or vulnerable states. These actions aim to build host-nation capacity across multiple sectors. Transformation actions are essential to the continuing stability of the environment and foster sustainability within the BCT's area of operation.

FOSTERING SUSTAINABILITY PHASE

8-13. Fostering sustainability actions are those activities that encompass long-term efforts, which capitalize on capacity building and reconstruction. Successful accomplishment of these actions establishes conditions that enable sustainable development. Usually military forces perform fostering sustainability phase actions only when the security environment is stable enough to support efforts to implement the long-term programs that commit to the viability of the institutions and economy of the host nation. Often military forces conduct these long-term efforts to support broader, civilian-led efforts.

SECTION II – STABILITY ENVIRONMENT

8-14. Operations focused on stability, range across all military operations and offer perhaps the most diverse set of circumstances the BCT faces. The objective of operations focused on stability is to create conditions that the local populace regards as acceptable in terms of violence; the functioning of governmental, economic, and societal institutions; and adhere to local laws, rules, and norms of behavior. During unified land operations, the BCT provides the means for seizing and retaining initiative through partnership with associated enabling organizations that are better suited to bring stability to the operational environment. To successfully seize, retain, and exploit the initiative in operations focused on stability: the BCT must identify and mitigate sources of instability, understand and nest operations within political objectives, and achieve unity of effort across diverse organizations.

SOURCES OF INSTABILITY

8-15. The BCT conducts information collection to gain a detailed understanding of the operational environment's sources of instability and capability and intentions of key actors. Sources of instability are actors, actions, or conditions that exceed the legitimate authority's capacity to exercise effective governance, maintain civil control, and ensure economic development. Enemy forces leverage sources of instability to

create conflict, exacerbate existing conditions, or threaten to collapse failing or recovering states. Examples of sources of instability include, but are not limited to:

- Insurgents forming shadow government.
- Religious, ethnic, economic, political indifferences among the local population.
- Natural disasters or resource scarcity.
- Super-empowered individual disrupting legitimate governance.
- Severely degraded infrastructure.
- Severe economic strife.
- Immature, undeveloped or atrophied systems.
- Ineffective or corrupt host-nation security forces.

8-16. The BCT commander and staff must apply the same fundamental planning processes in the military decisionmaking process and the intelligence preparation of the battlefield to identify the tactical problem, and conduct information collection to answer priority intelligence requirements or identified information gaps. Critical thinking, innovative problem solving, and leveraging different tools to address these tactical problems assists the BCT commander and staff in identifying sources of instability. Thorough analysis, engaging with local leaders and populations, leveraging unified action partners, and research are standard methods used to identify sources of instability.

8-17. The commander and staff consider alternative perspectives and approaches to the ones used in offense and defense. The BCT analyzes sources of instability from both the local, indigenous perspective and the United States military perspective to understand the differences between viewpoints. During the intelligence preparation of the battlefield, the BCT identifies key actors and their interests or agendas. Additionally, the BCT analyzes how these key actors' influence the local civil capacity; this analysis drives the BCT's planning effort that addresses accomplishment of the primary stability tasks. Staffs conduct preparation to understand unique aspects of operations focused on stability. For example, the brigade assistant engineer might conduct an assessment on the local electrical grid system of an assigned area of operation or the brigade surgeon or medical planner may conduct an assessment on host-nation medical facilities and their capacity before employment to an assigned area of operation. This staff specific assessment further enables the conduct of the five primary stability tasks (see section III) and makes the BCT's planning effort during operations focused on stability more informed and efficient.

8-18. Once the commander and staff possess an understanding of the operational environment, the BCT applies a mixture of stability mechanisms to set conditions to retain and exploit stabilizing factors. A *stability mechanism* is the primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace (ADRP 3-0). The four stability mechanisms are compel, control, influence, and support. Combinations of stability mechanisms produce complementary and reinforcing outcomes that accomplish the mission more effectively and efficiently than single mechanisms do alone.

8-19. The BCT simultaneously uses stability mechanisms such as compel and control to assist with seizing initiative. Compel means to use, or threaten to use, lethal force to establish control and dominance, effect behavioral change, or enforce compliance with mandates, agreements, or civil authority. Control means to impose civil order. Offensive tasks reveal and exploit enemy weaknesses by defeating, destroying, or neutralizing threat forces. These actions disrupt threat forces, prevent them from negatively influencing populations, and provide opportunities to continue exploiting weaknesses—but they are not decisive by themselves. The design of these actions should consider how and what they compel the population to do and whether or not the action will result in positive, neutral or negative support by the population in the long and short term. (Refer to ADRP 3-0 for additional information.)

UNDERSTANDING POLITICAL OBJECTIVES

8-20. Understanding political objectives frames the unique operations required to conduct stability tasks. General political objectives are broad and conceptual in nature, but they give contextual guidance that informs the expanded purpose of the echelons above the BCT commander's intent. Political objectives may

shift and change as the operational environment changes. That same guidance unifies or alienates partners that may fall outside of the military chain of command.

8-21. Given the inherently complex and uncertain nature of political objectives, the BCT commander and staff use the Army design methodology to help understand the root cause of instability and approaches to solve problems. The Army design methodology entails framing an operational environment, framing the problem, and developing an operational approach to solve the problem. The Army design methodology results in an improved understanding of an operational environment. Based on this improved understanding, the commander issues planning guidance, to include an operational approach, to guide more detailed planning using the military decisionmaking process.

8-22. Incorporating political objectives into the planning process is a shared task amongst the BCT staff. Each staff officer understands the general and specific political objectives and the commander's intent two levels up of an assigned operation focused on stability and considers the implications and effects of the political objectives when presenting the commander with running estimates, courses of actions and other decision support staff products. The BCT staff must understand how to communicate general and specific political objectives into the themes and messages delivered in the operations order and fragmentary orders that Soldiers display through their actions. These political objectives must translate across the entirety of the operational environment yet be understood by subordinate units allowing them to affect the local population's perception. (Refer to FM 6-0 for additional information.)

ACHIEVE UNITY OF EFFORT ACROSS DIVERSE ORGANIZATIONS

8-23. BCT commanders and staffs must understand how to build relationships with many diverse organizations within an area of operation. These relationships allow the BCT to nest operations with both their higher headquarters and with the overall United States effort within the joint operational area. A whole-of-government approach, along with collaboration and cooperation with *unified action partners*—those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations (ADRP 3-0)—are key components of operations focused on stability. The BCT staff incorporates personnel from these organizations into the operations process as soon as possible.

MILITARY POLICE

8-24. Mission tailored military police support to the BCT integrates police intelligence operations (see ATP 3-39.20) throughout the offense, the defense, and operations focused on stability. 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. Police intelligence can provide relevant, actionable police information or police intelligence to the BCT through integration into the operations process and fusion with other intelligence data. United States Army criminal investigations division and provost marshal staffs provide criminal intelligence analysis to the commander that identify indicators of potential crimes and criminal threats against, facilities and/or personnel.

SPECIAL OPERATIONS FORCES

8-25. The BCT builds relationships with United States Special Operations Forces operating in their area of operations. These units are under operational control to a Joint Special Operations Task Force or higher and execute different tactical tasks that may directly or indirectly support the operational objectives and end states of the BCT. The BCT relies on interdependence with special operations forces along, with other unified action partners to combat sources of instability. The exercise of interdependence facilitates shared understanding between the BCT and special operations forces and provides a conduit by which the special operations forces can provide the BCT relevant, useful and timely information during the operations processes. Special operation forces, within the BCT's area of operation, coordinate and synchronize efforts to ensure reinforcing and complementary effects. Planning efforts, update briefs, and working groups are specific events where BCTs incorporate special operations forces. (Refer to ADRP 3-05 for additional information.)

8-26. Civil affairs operations are essential to the conduct of operations focused on stability. The full capability of the civil affairs force manifests itself in the conduct of stability tasks in every environment across the range of military operations. Civil affairs support to stability tasks include the execution of all five civil affairs core tasks, employment of civil affairs functional specialists, and continuous analysis of the civil component of the operational environment in terms of both operational and mission variables by civil affairs staff elements. The five civil affairs core tasks are populace and resources control, foreign humanitarian assistance, civil information management, nation assistance, and support to civil administration.

8-27. Civil affairs support to operations focused on stability depends on the nature of the operation and the condition of the affected indigenous population and institutions. The civil affairs staff continually monitors the condition of the host nation throughout the operation, applies available resources to affect the civilian component, and recommends functional skills required to support this critical phase of the operation. Civil affairs support the BCT, United States government agencies, and the host-nation civil administration in transitioning power back to the local government. During the transition from offense or defense to operations focused on stability, civil affairs units place greater emphasis on infrastructure, economic stability, and governance expertise. (Refer to FM 3-57 for additional information.)

PROVINCIAL RECONSTRUCTION TEAM

8-28. A provincial reconstruction team is part of a long-term strategy to transition the functions of security, governance, and economics to provincial governments. It is a potential combat multiplier for maneuver commanders performing governance and economics functions and providing expertise to programs designed to strengthen infrastructure and the institutions of local governments. The provincial reconstruction team leverages the principles of reconstruction and development to build host-nation capacity while speeding the transition of security, justice, and economic development to the control of the host nation.

8-29. The provincial reconstruction team structure normally has sixty to ninety personnel. A provincial reconstruction team is intended to have the following complement of personnel:
- Provincial reconstruction team leader.
- Deputy team leader.
- Multinational force liaison officer.
- Rule of law coordinator.
- Provincial action officer.
- Public diplomacy officer.
- Agricultural advisor.
- Engineer.
- Development officer.
- Governance team.
- Civil affairs team.
- Bilingual cultural advisor.

INTERGOVERNMENTAL AND NONGOVERNMENTAL ORGANIZATIONS

8-30. BCTs also must recognize the value of intergovernmental and nongovernmental organizations and build effective relationships with these actors. These organizations may have the most extensive amounts of resources to conduct stability tasks within the BCT's area of operation. Intergovernmental organizations and nongovernmental organizations are the primary sources of subject matter expertise in many essential services and governance topics. They also are the primary provider of humanitarian, infrastructure and essential services in immature operational environments. Intergovernmental and nongovernmental organizations potentially have experienced and detailed knowledge of the civil environment. Usually the intergovernmental and nongovernmental organizations will have a better understanding of the civil considerations than any other actors other than host-nation personnel. This insight can assist the BCT in the continual process to understand and shape the environment.

8-31. Building relationships with intergovernmental and nongovernmental organizations is unique, as opposed to host-nation forces and interagency actors, who often have different mandates and alternative

perspectives to operations, focused on stability. The BCT commander and staff utilize these differences to see the operational environment and tactical problems from different perspectives. Additionally, understanding where intergovernmental and nongovernmental organizations are in the area of operations and the nature of their activities helps develop a common operational picture. This common operational picture enables the BCT to anticipate changes to the operational environment, the effects of intergovernmental and nongovernmental organizations on primary stability tasks and BCT operations, and future friction points between the organization's interests and the BCT's interests.

8-32. Building relationships with intergovernmental and nongovernmental organizations might also be difficult because these organizations are reluctant to establish associations with United States forces. The BCT must be cognizant of this and establish these relationships on terms beneficial to all parties involved. Intergovernmental and nongovernmental organizations can bring valuable resources, information regarding the civil populace and the operational environment, and alternative perspectives to the BCT's operation. Examples of interagency personnel that can provide the BCT valuable information are members of a Department of State Embassy or Consulate country team, chiefs of stations or bases, defense attaches, and subject matter expertise from other governmental departments (Departments of Agriculture, Justice, Treasury and so forth).

8-33. Humanitarian organizations avoid any blurring of the distinction between neutral, independent, and impartial humanitarian action and development aid derived from political engagement, as the latter is potentially linked to security concerns or support to one side. The BCT often works through civilian representatives from United States Agency for International Development, the United Nations, or the host-nation when coordinating with nongovernmental organizations. BCT commanders avoid publicly citing nongovernmental organizations as information sources, as that might jeopardize their neutrality and invite retaliation by adversaries. The BCT primarily uses civil-military operations centers operated by civil affairs units to coordinate with nongovernmental organizations. (Refer to ATP 3-07.5 for additional information.) BCTs operating with nongovernmental organizations follow these guidelines:

- Military personnel wear uniforms when conducting relief activities.
- Military personnel make prior arrangements before visiting nongovernmental organizations.
- Military personnel do not refer to nongovernmental organizations as force multipliers or partners or other similar terms.
- United States forces respect a nongovernmental organization's decision not to serve as an implementing partner.

SEIZING THE INITIATIVE

8-34. The enduring theme of seizing the initiative is as applicable in operations focused on stability as in the offense and defense. What is significantly different is the context in which the operational framework occurs. Operations focused on stability have fewer specified applications of tactics and procedures. The BCT commander must study and use critical thinking and creativity to address the tactical problems in this complex environment. Operations focused on stability have broader temporal considerations; this operational framework occurs before, during and after conflict as well as simultaneous to offensive and defensive tasks. The BCT commander must consider the effects of this temporal aspect and manage it appropriately. Operations focused on stability are by nature conceptual. The BCT commander must understand how each action affects the other elements in the complex system of host-nation governmental institutions, civil society and local economies. Success in seizing the initiative from a stability-focused perspective is critical to preventing conflict, setting conditions for success during the offense and defense and securing hard won successes in a post-conflict environment.

RETAINING THE INITIATIVE

8-35. Retaining initiative gained through the offense and operations focused on stability requires the BCT to anticipate and act on civil requirements while actively averting threat actions. Influencing the population towards the legitimacy of the civil-authority is critical to retaining initiative. In many circumstances, security is the most influential element affecting the population beyond their basic needs of food, water, and shelter.

A secure environment fosters a functioning economy, which provides employment and gradually transfers the population's dependence from military to civilian authorities and host-nation governments.

8-36. The BCT executes defensive tasks and operations focused on stability to retain key terrain, guard populations, and protect critical capabilities that inhibit threat actions while fostering conditions to increase the impact of stabilizing efforts. Often the BCT assigns these tasks as an economy of force to conduct offensive tasks and operations focused on stability tasks. These tasks take form in such as actions as partnership with other indigenous security forces, but must be executed to prevent instability. The objective is that the population feels that the level of security promotes evolving and often sequential growth and stabilization. Host-nation actors are often the best and most informed sources on the local environment.

EXPLOITING THE INITIATIVE

8-37. A secure operational environment enables unified action partners to capitalize on their unique capabilities—thus exploiting the initiative gained in earlier operations. Governmental, nongovernmental, and other actors must be unified in purpose for this to be effective. Effective civilian-military teaming starts with the development of shared goals, aims, and objectives and a unity of purpose, which leads to a relationship of shared trust and a unity of effort. The BCT commander's responsibilities include creating and fostering this dynamic and culture among organizations.

8-38. Unity of effort is more than working with other United States governmental agencies. Political leaders, governmental agencies, security forces, and local businesses are examples of host-nation actors that a BCT works with during operations focused on stability. The BCT also leverages relationships with host-nation actors to develop their understanding of the information environment and to answer information requirements.

8-39. Actors that encompass unified action partners are not limited to host nation and interagency personnel. The BCT's area of operations may include allied and multi-national forces. Understanding capabilities, constraints and limitations, and command relationships amongst the allied and multi-national forces facilitate the mission preparation and execution of operations in a constantly changing operational environment. The BCT cannot conduct successful operations focused on stability without building relationships. Each actor brings expertise, perspective, resources and capabilities that are necessary to ensure primary stability tasks are accomplished and that they achieve the endstate for the operation.

SECTION III – PRIMARY STABILITY TASKS

8-40. *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 (ADP 3-07). The BCT executes operations focused on stability tasks against destabilizing factors by establishing unity of effort among diverse organizations, and then task organizing and partnering with other elements to mitigate sources of instability. A single action taken by a BCT or partnered element can support multiple stability tasks because they are interrelated and interdependent. Each stability task carries unique considerations, but actions taken affect each differently. BCTs plan, prepare, execute, and assess operations to determine impacts on the area of operation as positively, negatively or neutral considering long-term and short-term effects. In operations focused on stability, planning and assessing require significant analysis supported through information collection activities focused on identifiable indicators within and external to the BCT's area of operation. As the commander considers each stability task within the context of the stability principles, the BCT staff analyzes measures of performance and measures of effectiveness during assessment to plan for the next operation asking, "What is needed to accomplish the intended outcome?" (Refer to ADRP 3-07, FM 3-07, FM 7-15, and ATP 3-07.5 for additional information.)

ESTABLISH CIVIL SECURITY

8-41. Civil security provides for the safety of the host nation and its population, including protection from internal and external threats. The BCT coordinates operations to restore order, halt violence and to support, reinstate, or create civil authority by establishing a safe, secure, and stable environment for the local populace

supporting the overall stability operation. (Refer ATP 3-07.5 for additional information.) Establishing civil security subtasks include the following:

- Enforce cessation of hostilities, peace agreements, and other arrangements.
- Determine disposition and composition of host-nation armed and intelligence services.
- Conduct disarmament, demobilization, and reintegration.
- Conduct border control, boundary security, and freedom of movement.
- Support identification programs.
- Protect key personnel and facilities.
- Clear explosive and other hazards.

8-42. The BCT conducts operations that directly support subtasks: Enforce cessation of hostilities, peace agreements, and other arrangements; conduct border control, boundary security, and freedom of movement; support identification; protect key personnel, and facilities. The BCT has limited capability to support, determine disposition and composition of national armed and intelligence services; conduct disarmament, demobilization, and reintegration; and to clear explosives and other hazards.

INITIAL RESPONSE

8-43. During the initial response phase, the BCT often executes subordinate tasks because the host nation lacks the capability. BCT subordinate units occupy areas of operation in accordance with geographical, political, socio economic, task, or supported actor boundary considerations. Information collection activities will develop further understanding of boundaries requiring the BCT to shift unit assets and resources to better align with unified action partners to mitigate sources of instability. BCTs may be required to identify and segregate combatants and non-combatants, search them, safeguard them, and move them out of the immediate area of operation. The BCT commander establishes priorities for protection of civil and/or military personnel, facilities, installations, and key terrain within the area of operation and initiates the stability principles of conflict transformation, unity of effort, and building partner capacity during the initial response.

8-44. The BCT conducts operations that safeguard the local population and prevent factions or actors contributing to sources of instability. Ultimately, these operations convince rival factions and actors to secure their interests through negotiation and peaceful political processes rather than violence, intimidation, coercion, or corruption. BCT units must remain neutral during this period. Supporting one of more factions or leveraging one faction against another may contribute to instability. Perception from the local population must be that the US forces are neutral, and have the best interests of the population and are providing security to the area allowing further development to occur.

8-45. Identifying actors and their intentions during this phase through information collection allows the BCT to seize the initiative. The BCT commander and subordinate leaders must reach, through engagements, binding agreements or understandings with unified action partners to determine the best way to divide labor and deconflict efforts so that partners do not work at cross-purposes. Actor agendas or intents do not know or understand in their entirety during this phase. Military information support operations staff planners and intelligence staff sections develop indicators that commanders and leaders can clearly understand and identify to reveal actor agendas or intents. Information collection, with and without unified action partners, along with continuous assessment enables the commander's understanding of unity of effort and unity of purpose.

8-46. A BCT does not directly build local security force elements during this phase unless directed to, and allocated the required resources. Local organizations, such as military, paramilitary, criminal, and rebels have combat capability and can be engaged to reach an understanding between one another. The BCT relies heavily on special operations forces during the early parts of initial response to support civil security specifically with building partner capacity with local security organizations. As an interim government is established, host-nation security forces will develop and partner with the BCT and operate under various accords based on METT-TC.

TRANSFORMATION

8-47. In the transformation phase, host-nation security forces and, potentially, intergovernmental organization peacekeepers begin to contribute. The BCT focuses more on security force assistance,

particularly on the systems required to professionalize the host-nation security forces. The BCT continues in partnership with unified action partners according to the legitimate government binding agreements. Information collection will develop further understanding of boundaries requiring the BCT to shift unit assets and resources to better align with unified action partners to mitigate sources of instability. The BCT advises and assists the security force leadership empowering them to assume as much of the security effort as possible.

8-48. Host-nation security forces prominently work on security efforts so local populations do not perceive the BCT as an invading force, to resist. Host-nation security forces stay involved to promote the legitimacy of their government and progress with unified action partners. The BCT will assist host-nation security force information operations, sustainment in support of the host nation, protection and area security operations as needed.

8-49. As soon as possible, the BCT transfers host-nation infrastructure security to host-nation organizations. Host-nation military units may temporarily be committed to securing public infrastructure, but eventually police forces or dedicated security organizations conduct this function. The BCT continues coordination between unified action partners to help mediate any disagreements among them.

8-50. The BCT ensures host-nation forces act in accordance with respect to human rights; failure to do so undermines popular support for the host-nation government and can quickly revert conditions back to those experienced during the initial response phase. Partnered security operations that place the host-nation forces in the lead or independent of the BCT that result in combating instability are the most credible to the population and build legitimacy of government through ownership.

8-51. Initially the BCT may simply be a support apparatus or, contrastingly, may make most security related decisions and perform most tasks. Nevertheless, host-nation actors support and increasingly take ownership in such matters. The BCT develops clear measures of performance and measures of effectiveness leading to the security efforts shifting from the BCT as the lead to the host-nation forces in the lead. The BCT develops indicators of the host-nation unit's actions and conduct as well as the local population sentiment that their units can identify while conducting partnered actions.

FOSTERING SUSTAINABILITY

8-52. In the fostering sustainability phase, the BCT transitions to a steady state posture focused on advisory duties and security cooperation. The BCT commander implements additional peace measures depending upon further negotiations. During this phase, the BCT enables the host nation to sustain the peace.

ESTABLISH CIVIL CONTROL

8-53. Civil control centers on rule of law by promoting efforts to rebuild host-nation judiciary and corrections systems by providing training and support to law enforcement and judicial personnel. Civil control tasks focus on building temporary or interim capabilities to pave the way for the host nation or international organizations to implement permanent capabilities. (Refer ATP 3-07.5 for additional information.) Establish civil control subtasks include:

- Establish public order and safety.
- Establish an interim criminal justice system.
- Support law enforcement and police reform.
- Support judicial reform.
- Support a civil property dispute resolution process.
- Support criminal justice system reform.
- Support corrections reform.
- Support war crimes courts and tribunals.
- Support public outreach and community rebuilding programs.

8-54. Establishing security and rebuilding justice institutions can help to develop the necessary climate for reconciliation, public confidence, and subsequent economic growth. The BCT supports civil control tasks directly by conducting operations that support subtasks establishing public order and safety and supporting

public outreach and community rebuilding efforts. The BCT supports the remaining civil control subtasks indirectly.

INITIAL RESPONSE

8-55. During initial response, the BCT conducts area security to protect the population, facilitate access to critical resources for endangered populations, and secure vital resources and infrastructure for the interim and future criminal justice institutions. The BCT initiates the principles of conflict transformation and unity of effort to begin establishment of civil control.

8-56. The BCT conducts operations that safeguard the local population and prevent factions or actors from contributing to sources of instability, in this case actors or groups enacting their form of justice. The legal and justice system will be in disarray during the initial response from the interim and host-nation government. The BCT respects and implements laws established by the host nation in support of political objectives and directly addresses sources of instability. The BCT Staff analyzes these laws to recommend courses of action and develop rules of engagement or other mission parameters.

8-57. The BCT conducts information operations related to the development of judicial systems that are outside of the interim or established government and disrupt the organizations that control them. Ultimately, these operations convince rival factions and actors to secure their interests through negotiation and peaceful political processes rather than violence, intimidation, coercion, or corruption.

8-58. The BCT develops plans for coordinating the security, safety, and care for displaced communities in camps and settlements. This includes the movement of displaced people, the screening of returnees at checkpoints, the protection of relief convoys, and public safety in returnee communities that lack local law and order.

8-59. The BCT must seek partnerships with unified action partners who can conduct investigations, collect and handle evidence, and undertake correction reform. BCTs also must seek additional judge advocates and military police since BCTs lack the legal manpower to assist the host nation in judicial and corrections reform, as well as, support to war crime courts and tribunals.

TRANSFORMATION

8-60. During transformation, the BCT continues to conduct operations with unified action partners, however, shifts efforts to legitimacy and host-nation ownership, and building partner capacity. In the transformation phase of the stability framework, host-nation police forces and inter-organizational entities take the lead with Army units focusing on security force assistance, particularly the professionalization of host-nation security forces.

8-61. Legitimate political authorities pass laws and orders that are binding to the local population during this phase. The BCT continues its operations and partnership but must be aware of the laws and orders to properly mentor and guide its partner to support legitimacy. These laws and orders may also cause an adjustment to rules of engagement and the conduct of operations.

8-62. Building partner capacity to protect military and public infrastructure and facilitate emergency response is the primary goal during transformation phase for civil control. Security measures should be integrated into broader programs that foster good order and discipline, including personnel accountability, property accountability, and maintenance. The BCT continues its engagements with unified action partners to establish timelines and measurable standards as capacity develops for conditions improving or regressing.

FOSTERING SUSTAINABILITY

8-63. In fostering sustainability, the BCT transfers all public security responsibilities to host-nation forces while monitoring and reporting on progress as well as identifying modernization needs and the means to achieve them. Through engagements, the BCT ensures political authorities do not abuse their institutions and maintain civil control.

RESTORE ESSENTIAL SERVICES

8-64. Restoring essential services addresses the fundamental needs of the populace, beyond the provision of security. The BCT normally supports subtasks of restore essential services, for example, conducting tasks related to civilian dislocation and support to food relief and public health programs within its area of operation. (Refer to ATP 3-07.5 for additional information.) Restore essential services subtasks include:

- Provide essential civil services.
- Perform tasks related to civilian dislocation.
- Support famine prevention and emergency food relief programs.
- Support nonfood relief programs.
- Support humanitarian demining.
- Support human rights initiatives.
- Support public health programs.
- Support education programs.

8-65. The BCT works to transfer responsibility to a transitional intergovernmental, nongovernmental organization, or host-nation authority as quickly as possible. However, maintains responsibility for security in the area of operation so that the transitional authority can best meet the needs of the population. The BCT prioritizes restoration of essential services based solely on need and mitigate unnecessary suffering. The BCT commander and staff consider location, security, and quantity of distribution of humanitarian aid, as well as who and how the aid is distributed. The BCT staff must determine the perception of the local population, mitigate corruption of a partnered element, and ensure these actions mitigate instability for short and long term.

8-66. The BCT continuously coordinates with unified action partners assigned by the joint task force headquarters and may be partnered with the civil-military operations center, host-nation ministry of health and agriculture, and relief organizations such as United States Agency for International Development and the United Nations World Food Program to ensure the population has access to food and water. Partnership with special operations forces may also augment the BCT by providing additional geographic and cultural knowledge, and sharing intelligence to address potential sources of instability.

INITIAL RESPONSE

8-67. The BCT's primarily focus on essential services is to alleviate unnecessary suffering among the population. This includes providing basic humanitarian needs such as food, water, and shelter, along with providing support for displaced civilians and preventing the spread of epidemic disease. Efforts to restore essential services in any operation contribute to the social well-being of the population. The BCT supports government efforts to establish or restore basic civil services, including food, water, shelter, and medical support with such actions as:

- Conducting area and zone reconnaissance to identify areas that require immediate assistance.
- Conducting area security to ensure those affected receive the goods, services, and protection.
- Sustainment operations to deliver Class I; water, food, and emergency shelter (tents).
- Engineer operations to repair or rebuild infrastructure within capabilities.
- Provide medical treatment to civilians that are at immediate risk of losing life, limb, or eyesight.

8-68. A BCT may provide for immediate humanitarian needs of the population within its organic capabilities to restore essential services following the conduct of offensive or defensive tasks or in response to disaster as part of a humanitarian relief effort. The BCT applies the principles of conflict transformation and unity of effort, and sets the conditions to build partner capacity when restoring essential services in the initial response phase.

8-69. Beyond security considerations, the BCT relies on its information collection and sustainment capability to apply conflict transformation. This includes operations that identify the sources of instability and support the restoration of essential civil service as defined in terms of immediate humanitarian needs (such as providing food, water, shelter, and medical support) necessary to sustain the population until local civil services are restored. Contracted services are often a viable option to fulfill essential civil services, therefore, trained contracting officer representatives (commonly referred to as a COR) and pay agents are critical

enablers at the battalion and company level that can ensure that contracted support meets its intended purpose in the manner as agreed to in contracts or other binding agreements. (See paragraphs 9-79 through 9-84.)

8-70. Operations focused on stability require unique sustainment considerations. The brigade support battalion (BSB) must always plan to support the BCT, but also may be required to plan sustainment beyond the BCT when supporting stability tasks. It is important to remember that the design of the BSB is only to support the BCT's assigned Soldiers and equipment. If the BSB develops support plans, the BSB commander must ensure that sustainment estimates differentiate what is supporting internal BCT requirements and what is supporting external support mission requirements. Sustainment during operations focused on stability often involves supporting United States forces, multinational forces, and other contributing partners in a wide range of missions and tasks.

8-71. The BCT remains responsible for achieving unity of effort in all subtasks, but other agencies, including host nation, United States Department of State, or nongovernment organizations will most often assume responsibility for execution. Credibility of the legitimate authority or illegitimate actors is not the primary consideration during the initial response phase of restoring essential services. Credibility will become vital later in the initial response phase, as actors will seize the initiative to influence their political position when an interim authority is established and as the host nation begins the transformation phase. The BCT monitors and keeps a record of actions taken by actors to influence the population perception of legitimacy. This allows the BCT to credit and discredit legitimate and illegitimate actors through factual information.

8-72. BCTs also focus on maintaining civil security to allow other agency and host-nation entities to meet these needs, thus ensuring the BCT builds capacity to transition this responsibility quickly. The activities associated with this primary stability task extend beyond simply restoring local civil services and addressing the effects of humanitarian crises. While military forces generally center efforts on immediate needs of the populace, other civilian agencies and organizations focus on broader humanitarian issues and social well-being.

8-73. The presence of dislocated civilians can threaten success in any operation. A number of factors may displace civilians, which will prompt the BCT to assist meeting the immediate needs of the displaced civilians until other better-equipped organizations establish control in the BCT area of operation. Dislocated civilians may indicate symptoms of broader issues such as conflict, insecurity, and disparities among the population. The BCT must address and assess the impact of displaced civilians immediately to establish conditions for stabilization and reconstruction of a traumatized population. Local and international aid organizations are most often best equipped to handle the needs of the local populace but require a secure environment in which to operate. Through close cooperation, military forces can enable the success of these organizations by providing critical assistance to the populace.

8-74. Understanding the location, disposition, and composition of displaced civilians must remain a high priority and consideration throughout operations focused on stability. A large number of all dislocated civilians are women and children. Most suffer from some form of posttraumatic stress disorder, and all require food, shelter, and medical care. External groups may target the displaced civilians as a continuation of earlier conflict, thus escalating the conflict and destabilizing the environment. Internal unrest within the displaced civilian population can create de-stabilizing actors as well. Thus, the BCT coordinates with unified action partners and augments with available assets from a higher headquarters, such as medical support, security, establishing secure facilities and possibly evacuation to maintain initiative over potential destabilizing factors.

8-75. The BCT plans for health threats and diseases prevalent in the region to provide support for deployed forces and affected civilians within the BCT's area of operation. Roles 1 and 2 medical assets support force health protection measures to mitigate the adverse effects of disease and nonbattle injuries and promote the health of deployed forces. The BCT conducts area and zone reconnaissance to gain information on public health hazards by collecting information on sewage, water, electricity, academics, trash, medical, safety, and other considerations. If necessary, the BCT assesses existing medical infrastructure including preventative health services, and may temporarily operate or augment operations of existing medical facilities in extreme circumstances. (For information on force health protection see FM 4-02 and ATP 4-02.3.)

TRANSFORMATION

8-76. Operations conducted during the transformation phase establish the foundation for long-term development, resolving the root causes of conflict that lead to events such as famine, dislocated civilians, refugee flows, and human trafficking. The BCT primarily conducts operations that secure the environment to enable other agencies and host nation to meet the needs of the populace. The BCT commander and staff assess related activities and missions to achieve unity of effort within the operational environment and continually identify potential sources of instability. The commander and staff apply the principles of unity of effort, legitimacy and host-nation ownership, and building partner capacity during transformation that enables a combined effort toward sustained social well-being for the population and achieving progress towards fostering sustainability.

8-77. As other organizations, nongovernmental organizations, United States Agency for International Development, and other interagency partners and the host nation assume responsibilities for restoring essential services. The BCT continues its partnership to support the efforts by ensuring that security exists, identifying needs that have been overlooked, facilitating the activities of these other partners, and continuing to provide critically-needed humanitarian assistance.

8-78. To achieve legitimacy in the eyes of the population host-nation authorities must demonstrate the ability to restore essential services. The BCT includes host-nation legitimate authorities in assessments and in establishing priorities. The BCT transitions its relationship from direct support and coordination to coaching, teaching, mentoring, and facilitating unified action partners so they can continue to make progress toward essential services.

8-79. The BCT scales activities to local capacity for sustainment. Proper scaling also creates opportunity for the local populace to generate small-scale enterprise to provide for services as much as possible. The BCT must not initiate large-scale projects until the necessary infrastructure is in place to support such efforts.

FOSTERING SUSTAINABILITY

8-80. Fostering sustainability tasks ensures the permanence of those efforts by institutionalizing positive change in society. Conditions for sustained social well-being depend on the ability of the legitimate authority to meet basic needs of the population, ensure right of return, address instances of civilian harm, promote transitional justice, and support peaceful coexistence.

SUPPORT TO GOVERNANCE

8-81. *Governance* is the state's ability to serve the citizens through the rules, processes, and behavior by which interests are articulated, resources are managed, and power is exercised in a society, including the representative participatory decision-making processes typically guaranteed under inclusive, constitutional authority (JP 3-24). Support to governance subtasks include:
- Support transitional administrations.
- Support development of local governance.
- Support anticorruption initiatives.
- Support elections.

8-82. The BCT's support to governance varies over the range of military operations and area of operation. Support to transitional authorities and development of local governance can be supported by the BCT as a primary or subordinate role with the partnering entities. The BCT's support to anticorruption and elections does not change its role throughout the area of operation; instead, it varies depending on how it may be conducted when considering the mission variables of METT-TC. The establishment of civil security and civil control provide a foundation for transitioning authority to civilian agencies and eventually to the host nation. (Refer ATP 3-07.5 for additional information.)

INITIAL RESPONSE

8-83. The initial response phase sets the conditions on how governance can be supported. Information collection during this phase must be continuous and leveraged through Soldier and leader engagements to

identify sources of instability, understanding of unified action partners motivations and agendas, and identification of local civic leaders. The BCT commander and subordinate leaders apply adroit diplomatic and communications skills to build constructive relationships during this phase. The BCT focuses on providing a secure environment allowing relief forces to focus on the immediate local population humanitarian needs.

8-84. BCTs set the conditions for civic leaders and factions to address grievances and sources of instability peacefully and openly. The BCT can set conditions regarding:

- Identification of leaders of factions, legitimate authority, popular and minority support, or aligned with coalition forces political interests.
- Provide a safe and secure environment for these leaders to meet and communicate.
- Influence leaders to participate in political system and not through violence.
- Influence local population to participate in elections.
- Remain actively neutral but keeping the local populations interests in mind, allowing leaders to communicate, but not tolerating intimidation, violence, corruption, or sources of instability to escalate.

8-85. A thorough information collection plan provides the commander and subordinates units with an understanding of the area of operation allowing them to engage unified action partners from a position of advantage. The commander must reach clear communication, agreements, understandings, or accords to conduct operations for laying the foundation of governance during the initial response phase. Conducting operations after Soldier and leader engagements confirm or deny unified action partners motivations and agendas. Assessing the outcomes of unified action partners' operations and actions reveal their relationship to the BCT and provide direction on how to support governance further.

8-86. The initial response phase normally ends with the election of officials and the establishment of a safe and secure environment capable of mitigating sources of instability for a longer period time. Elections may require an increased presence by BCT and host-nation security forces, and additional information-related capabilities to encourage participation and responsible behavior. BCT and host-nation forces may conduct area security for polling sites, political rallies, media centers, international observers, and candidates.

TRANSFORMATION

8-87. The transformation phase begins after establishment of some form of a government becomes operational. This may include oversight by the transitional military authority but most include a relatively safe environment in which a tolerable level of instability can be mitigated. Transformation ends with the host nation capable of conducting good governance with minimal assistance, acceptance by the local population, and prepared for long-term development.

8-88. The BCT supports governance during transformation by advising, assisting, supporting, and monitoring other actors. During this phase, BCT commanders and leaders continue to build constructive relationships even through changes in unit or organizational leaderships in efforts to progress the stability principles of unity of effort, legitimate and host-nation ownership, and building partner capacity.

8-89. The BCT commander, subordinate leaders, and unified action partners advise civil servants during administrative actions. They continue to conduct engagements within their area of operations and assess actors' agendas or intentions through operations ensuring unity of effort. BCT subordinate units interact with multiple host-nation actors helping them coordinate efforts more effectively.

8-90. Legitimate and host-nation ownership must retain support of the local population. The BCT conducts operations to build the local population's perception that the local government and unified action partners are capable, willing, and progressing towards mitigating sources of instability with little assistance if not independently. The local population must be convinced that the BCT and host-nation can sustain this achievement for the duration and not become unstable or corrupt.

8-91. The BCT commander builds partner capacity by leveraging unified action partners providing for government needs and demonstrating the host-nation's government legitimacy and capability. The BCT commander and staff identify gaps in capability to address sources of instability gained through information collection and engagements with the local government. The BCT shares this information between the local

population and government leveraging unified action partners resources to build capacity mitigating instability where capability did not previously exist. See an example of building partner capacity below.

> A patrol identifies two villages that are in contention with one another because of a lack of water. One has an abundance of water due to building a levee and the other does not. The patrol shares this information to the company commander. The company commander engages the local government leader about the issue and the local leader does not have the capability to solve the problem. The company commander engages his battalion commander and staff who arranges an engagement with the provincial reconstruction team and unified action partners. An engineer from the provincial reconstruction team coordinates with United States Army Corp of Engineers and local regional development planners discover that they can provide water to the other village by digging wells that access underground water sources. The provincial reconstruction team provides a proposal for a contract to the company commander and local government leaders. The local government leader reaches a decision to commission a contract to build wells. While the wells are being built, the levee must be lowered to allow some water to flow downstream for certain periods of time. In return, both villages provide labor to the project equally. The company commander coordinates with the provincial reconstruction team, sends patrols with a qualified contracting officer representative and ensures fulfillment of the contract terms. The BCT commander and staff, and subordinate units conduct information operations to show a partnership with the host nation.

8-92. The BCT supports good governance by ensuring that local governments adhere to the rule of law and to the law established by the higher level of government. The incoming legitimate authority, with the population's support, establishes (or reestablishes) and supports the rule of law during the transformation phase. The BCT commander and subordinate leaders must be familiar with the current state of the rule of law to ensure their partnered elements support the rule of law and act accordingly. Operations conducted during this phase support the messages and themes that support the rule of law as well as reports of violations of the law by actors and how the government acts consistently with the rule of law in addressing violations of the law.

FOSTERING SUSTAINABILITY

8-93. The fostering sustainability phase begins with the host nation capable of conducting good governance with minimal assistance, accepted by the local population, and prepared for long-term development. This phase ends with the complete withdrawal of BCTs interacting with local government on a routine basis. The BCT support to governance during fostering sustainability oversees transfer responsibility of governance to an enduring host-nation authority.

SUPPORT TO ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

8-94. The BCT assists host-nation actors to begin the process of achieving sustainable economic development by establishing a safe and secure environment. Other United States Government agencies, intergovernmental organizations, and civilian relief agencies often have the best qualifications to lead efforts to restore and help develop host-nation economic capabilities. Ultimately, the goal is to establish conditions so that the host nation can generate its own revenues and not rely upon outside aid. The desired end state is for the host nation to achieve a robust, entrepreneurial, and sustainable economy. All economic development actions build upon and enhance host-nation economic and management capacity. (Refer to ATP 3-07.5 for additional information.) Support to economic and infrastructure development subtasks include—

- Support economic generation and enterprise creation.
- Support monetary institutions and programs.
- Support national treasury operations.
- Support public sector investment programs.
- Support private sector development.
- Protect natural resources and environment.

- Support agricultural development programs.
- Restore transportation infrastructure.
- Restore telecommunications infrastructure.
- Support general infrastructure reconstruction programs.

8-95. The BCT's support to economic and infrastructure development varies over the range of military operations and area of operations but the principles of conflict transformation, unity of effort, legitimacy and host-nation ownership, and building partner capacity are enduring throughout all phases.

INITIAL RESPONSE

8-96. The BCT supports economic and infrastructure development at the local level during the initial response phase by establishing areas of operation, and task organizing and empowering its subordinate units by allowing them to coordinate with unified action partners. The BCT synchronizes efforts regionally and shifts assets and resources as main efforts change or as opportunity to exploit the initiative arise. The building blocks for broad national recovery and development are set at the local level and the BCT's information collection effort should focus on identifying microeconomic information such as changes in cost of a commodity, number of unemployed males 15-45 years of age, changes in costs of services such as medical treatment, and so forth. Although the BCT maintains responsibility for security, secondary efforts will include facilitating the emergence of employment opportunities, infusing monetary resources into the local economy, stimulating market activity, fostering recovery through microeconomics, and supporting the restoration of physical infrastructure to help retain and exploit the initiative.

8-97. The BCT may have to take the lead in responding to immediate economic needs, including assessing the critical micro- and macro-economic conditions, during the initial response phase. These economic needs include ensuring host-nation civilians can bring agricultural products and other goods to safe and secure marketplaces, generating jobs that can be filled with qualified laborers, and others. Unity of effort is essential for the BCT to identify and engage all relevant actors from the host nation, United States civil agencies, and international organizations. These evolving partnerships and assessments will significantly enhance the economic development management transition tasks from the BCT to the United States Government civil agencies and host-nation actors. Hostile individuals and groups can take advantage of gaps if the actors do not engage, and exploit opportunities for profit, contributing to long-term instability.

TRANSFORMATION

8-98. The goal of the transformation phase is to establish firmly the foundation for sustainable economic development and to begin to transition control of economic development to United States Government civil agencies, international civil agencies, and host-nation economic officials and entrepreneurs. The collective emphasis is on establishing host-nation institutions providing sustainable economic growth during this phase. Once a civilian administration assumes control, the primary economic development role of the BCT is to advise and assist local leaders.

FOSTERING SUSTAINABILITY

8-99. In fostering sustainability, the goal is to institutionalize a long-term sustainable economic development program and to transition control of the economy completely to host-nation officials, entrepreneurs, and civil society. This phase also includes steps that build on and reinforce the successes of the initial response and transformation phases. Steps taken during this phase support sustainable economic growth based on a healthy society supported by healthy communities and neighborhoods. The primary economic development role for the BCT is to continue to advise and assist host-nation civilian economic officials.

SECTION IV – TRANSITIONS

8-100. The BCT commander and staff must always keep in mind the situation may escalate to combat operations at any time. The BCT may be ordered to transition to offensive or defensive tasks if the focus of the operation changes from stability. The commander task-organizes units to expeditiously transition to combat operations while maintaining a balance between conducting operations in support of stability tasks

and maintaining a combat posture. The BCT commander must consider transitions to outside authorities, including host nation, international government organizations, other allied coalition forces or another United States Government agency when a transition to offense or defense occurs.

TRANSITION TO A FOCUS ON THE CONDUCT OF DEFENSIVE TASKS

8-101.   The primary focus on stability tasks in an operation may transition to a focus on defensive tasks for three basic reasons. The situation within the BCT's area of operation has deteriorated so much that a primarily defensive orientation is required. An outside superior force threatens the BCT's area of operation, or higher orders the BCT to conduct a defense in a new area of operation.

8-102.   The BCT commander's initial defensive scheme may be an area defense executed through smaller individual perimeter defenses. A mobile defense requires more time, deliberate planning, and organization of forces to accomplish. The commander performs the following actions in preparation for the transition to defense:

- Concentrates and orients forces on the enemy.
- Redirects BCT assets from current operations in support of stability tasks to security area operations.
- Establishes a main battle area.
- Evacuates or secures critical facilities, organizations, and equipment with limited forces.
- Reconfigures sustainment operations to align with defensive tasks.
- Informs partners of the change in operations and the plan to conduct operations in support of stability tasks with limited resources.
- Conducts a battle handover when required with successor within the time constraints of the new mission.
- Ensures the mind-set of subordinate leaders and Soldiers has transitioned to the defense.

8-103.   Transitioning from supporting stability tasks to a retrograde normally occurs if civil strife escalates and the sources of instability are more overwhelming than the BCT and unified action partners can mitigate. The primary objective is for BCT to preserve its forces, and gain time allowing conditions to change so that the BCT can continue its follow-on mission. The presence of the enemy, analyzed with time available, dictate what form of retrograde the BCT conducts. (See chapter 7 for additional information.)

TRANSITION TO A FOCUS ON THE CONDUCT OF OFFENSIVE TASKS

8-104.   The BCT commander or higher command may order an offensive action such as an attack or movement to contact. The BCT commander and subordinate commanders must quickly orient their forces for the offense. (See chapter 6 for additional information.) This may include:

- Releasing cavalry forces from current stability tasks to conduct reconnaissance and security tasks to seize the initiative.
- Concentrating forces in preparation for offensive actions.
- Securing critical facilities, organizations, and equipment with limited forces.
- Reconfiguring sustainment operations to align with the offense.
- Informing partners of the change in operations.
- Conducting a battle handover when required with successor within the time constraints of the new mission.
- Ensuring the mind-set of subordinate leaders and Soldiers has transitioned to the offense.

Chapter 9

Sustainment

Sustainment, through mission command, enables decisive action. Sustainment operations provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. BCT sustainment organizations synchronize and execute sustainment operations in support of the BCT under all conditions to allow the BCT to seize, retain, and exploit the initiative. BCT subordinate units and sustainment staffs anticipate future needs to retain freedom of movement and action at the end of extended and contested lines of operation. The brigade support battalion (BSB) commander is the BCT's senior logistician. The BSB commander is responsible for sustainment synchronization and execution across the BCT's area of operation. This chapter describes sustainment operations in support of the BCT, specifically the functions, command and staff roles and responsibilities, and unit relationships throughout high operating tempo decentralized operations.

SECTION I – FUNDAMENTALS OF SUSTAINMENT

9-1. *Sustainment* is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0). Sustainment within the BCT is a brigade-wide responsibility; commanders at all levels and the various staffs have a role to ensure sustainment support is well-planned, understood, and executed. Sustainment must be coordinated and synchronized to facilitate the operational pace and support the commander's priorities before, during, and after operations. Sustainment must be fully integrated throughout the operations process. (Refer to ADRP 4-0 for additional information.)

SUSTAINMENT WARFIGHTING FUNCTION

9-2. The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and to prolong endurance (ADRP 3-0). The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative. Sustainment provides the support necessary to maintain operations until mission accomplishment. The sustainment warfighting function consists of three major elements; logistics, personnel services, and health service support. The following paragraphs discuss the functional elements found in each of the sustainment categories applicable to the BCT.

LOGISTICS

9-3. *Logistics* is planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services (ADP 4-0). Logistics (see FM 4-95) within the BCT includes—

- Maintenance. (Refer to ATP 4-33.)
- Transportation. (Refer to FM 4-01.)
- Supply and field services. (Refer to FM 4-40.)
- Distribution. (Refer to ATP 4-0.1.)
- Operational contract support. (Refer to ATTP 4-10.)
- General engineering support. (Refer to ATP 3-34.40.)

PERSONNEL SERVICES

9-4.   *Personnel services* are sustainment functions that man and fund the force, maintain Soldier and Family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army (ADRP 4-0). It includes essential personnel services such as evaluations, leaves and passes, awards and decorations, rest and recuperation, postal, personnel accountability, casualty operations, and personnel management. Personnel services within the BCT include the following:

- Human resources. (Refer to FM 1-0.)
- Financial management. (Refer to FM 1-06.)
- Legal support. (Refer to FM 1-04.)
- Religious support. (Refer to FM 1-05.)

HEALTH SERVICE SUPPORT

9-5.   *Health services support* encompasses all support and services performed, provided, and arranged by the Army Medical Department to promote, improve, conserve, or restore the mental and physical well-being of personnel in the Army. Additionally as directed, provide support to other Services, agencies, and organizations. This includes casualty care, (encompassing a number of Army Medical Department functions—organic and area medical support, hospitalization, the treatment aspects of dental care and behavioral/neuropsychiatric treatment, clinical laboratory services, and treatment of chemical, biological, radiological, and nuclear patients) medical evacuation, and medical logistics (FM 4-02). Health services support elements provide health service support within maneuver units of the BCT and the brigade medical support company of the brigade support battalion. (Refer to FM 4-02 for additional information.)

PRINCIPLES OF SUSTAINMENT

9-6.   The principles of sustainment are essential to maintaining combat power, enabling strategic and operational reach, and providing Army forces with endurance. While these principles are independent, they are also interrelated. The BCT commander and staff use the eight guiding principles of sustainment (integration, anticipation, responsiveness, simplicity, economy, survivability, continuity, and improvisation) to shape the sustainment support plan and ensure freedom of action and prolonged endurance throughout the BCT. The principles of sustainment and the principles of logistics are the same. (Refer to ADRP 4-0 and FM 4-95 for additional information.)

PRINCIPLES OF PERSONNEL SERVICES

9-7.   The principles of personnel services guide the functions for maintaining Soldier and Family support, establishing morale and welfare, funding the force, and enforcing the rules of law. They are in addition to the principles of sustainment and complement logistics by planning for and coordinating efforts that provide and sustain personnel. The following principles are unique to personnel services—synchronization, timeliness, stewardship, accuracy, and consistency—and contribute to current and future BCT operations. These principles ensure personnel services effectively align with military actions in time, space, and purpose and that decision makers within the BCT have access to relevant personnel services information and analysis. The stewardship of limited resources and the accuracy of information have an impact on the BCT commander and staff along with other decision makers within and above the BCT. Consistency ensures uniform and compatible guidance and personnel services to forces across all levels of operations. (Refer to ADRP 4-0 and FM 1-0 for additional information.)

PRINCIPLES OF THE ARMY HEALTH SYSTEM

9-8.   The six principles of the Army Health System are the foundation—enduring fundamentals—upon which the delivery of health care in a field environment is founded. Conformity, proximity, flexibility, mobility, continuity, and control are the principles that guide medical planning in developing health service support missions and force health protection missions, which are effective, efficient, flexible, and executable. These missions are designed to support the BCT commander's scheme of maneuver while retaining a focus on the delivery of health care. The Army Health System principles apply across all medical functions. They

are synchronized through medical mission command and close coordination of all deployed medical assets through operational and medical channels.

> *Note:* The Army Health System includes both health service support and force health protection. The health service support mission is part of the sustainment warfighting function. The force health protection mission falls under the protection warfighting function. Refer to FM 4-02 for additional information on the principles of the Army Health System.

SECTION II – SUSTAINING THE BRIGADE COMBAT TEAM

9-9.   Sustainment based on an integrated process, (people, systems, materiel, health services, and other support) inextricably links sustainment to operations. Sustaining the BCT in austere environments, often at the ends of extended lines of communications, requires a logistics network capable of projecting and providing the support and services necessary to ensure freedom of action, extend operational reach, and prolong endurance. Success will require deployment and distribution systems capable of delivering and sustaining the BCT from strategic bases to points of employment within and throughout the operational area at the precise place and time of need.

SUSTAINMENT STAFF

9-10. The BCT commander and staff integrate forces, the operational plan, and existing and available logistics and services to ensure that the BCT can win across the range of military operations. The sustainment staff plans, directs, controls and coordinates sustainment, with unrelenting endurance in support of those operations. The following proponents make up the sustainment staff.

EXECUTIVE OFFICER

9-11. The BCT executive officer (XO) provides oversight of operations and sustainment planning for the BCT commander. He directs, coordinates, supervises and synchronizes the work of the staff to ensure the staff is integrated and aligned with the BCT commander's priorities. (Refer to FM 6-0 for additional information.) The XO's primary sustainment duties and responsibilities in relation to sustainment operations include:
- Ensuring the concept of support is synchronized with the scheme of maneuver in-depth.
- Providing oversight over the maintenance status of the BCT.
- Setting priorities for the BCT staff sustainment cell (personnel staff officer [S-1], logistics staff officer [S-4], surgeon, and chaplain).
- Supervising contract operations for the BCT.

LOGISTICS STAFF OFFICER

9-12. The BCT S-4 is the coordinating staff officer for logistical operations and plans, with special, but not limited emphasis on long range planning. The S-4 provides staff oversight to BCT units in the areas of supply, maintenance, transportation, and field services. The S-4 is the BCT staff integrator between the BCT commander and the brigade support battalion commander who executes sustainment operations for the BCT. (Refer to FM 6-0 for additional information.) Primary duties and responsibilities include, but are not limited to:
- Developing the logistics plan to support BCT operations and determining support requirements necessary to sustain BCT operations.
- Coordinating support requirements with the division logistics staff officer on current and future support requirements and capabilities.
- Conducting logistics preparation of the battlefield.
- Managing the logistics status report (LOGSTAT) for the BCT.
- Monitoring and analyzing equipment readiness status of all BCT units.
- Planning transportation to support special transportation requirements such as casualty evacuation.

- Coordinating for all classes of supply, food preparation, water purification, mortuary affairs, aerial delivery, laundry, shower, and clothing/light textile repair. (See FM 4-95.)
- Recommending sustainment priorities and controlled supply rates to the commander.
- Monitoring and enforcing the BCT command supply discipline program throughout all phases of the operation.
- Managing organizational and theater provided equipment assigned to the BCT.
- Planning for inter-theater movement and the deployment of BCT personnel and equipment

PERSONNEL STAFF OFFICER

9-13. The BCT S-1 is the principle staff advisor to the BCT commander for all matters concerning human resources support. The function of the BCT S-1 section is to plan, provide, and coordinate the delivery of human resources support, services, or information to all assigned and attached personnel within the BCT and subordinate units. The BCT S-1 may coordinate the staff efforts of the BCT equal opportunity, Inspector General, and morale support activities. (Refer to FM 6-0 for additional information.) The S-1's primary duties and responsibilities include, but are not limited to:

- Maintaining unit strength and personnel accountability statuses.
- Preparing personnel estimates and annexes.
- Planning casualty replacement operations.
- Assisting the support operation officer plan enemy prisoner of war and displaced civilian movement.
- Planning the BCT postal operation plan.
- Conducting essential personnel services for the BCT.

FINANCIAL MANAGEMENT OFFICER

9-14. As the principal financial management (resource management and finance operations) advisor to the commander, the financial management officer directs, prioritizes, and supervises the operations and functions of the BCT S-8 staff section. In coordination with the assistant chief of staff, G-8, financial management, the S-8 establishes and implements command finance operations policy. The S-8 works with the servicing legal representative for advice regarding laws and financial management regulations governing obligations, expenditures, and limitations on the use of public funds. The S-8 coordinates financial management policies and practices with the contracting command to ensure guidance is according to Department of the Army mandates. (Refer to FM 1-06 for additional information.) Primary duties and responsibilities include, but are not limited to:

- Identifying, certifying, and managing funds available for immediate expenses.
- Integrating all financial management requirements into operational planning.
- Utilizing staff, commanders, training calendar, fiscal triad, and analysis of total cost to develop funding requirements and submit requirements to higher headquarters.
- Receiving, developing, and disseminating financial management guidance at the BCT echelon.
- Monitoring and reporting status of funding.
- Submitting and monitoring the status of requirements packets and spending plans to the appropriate board.
- Coordinating contracting and financial management disbursing support for field ordering officers and pay agents.
- Managing the Single Charge Card Solution.
- Serving as the coordinator for the Managers' Internal Control Program.
- Monitoring execution of the BCTs contract expenditures.

SURGEON

9-15. The BCT surgeon serves as the personal staff officer responsible for health service support, and is the advisor to the commander on the physical and mental health of the BCT. The surgeon manages health service support activities and coordinates implementation through the BCT S-3. The surgeon provides health service

support and force health protection mission planning to support BCT operations. (Refer to FM 6-0 for additional information.) Primary duties and responsibilities include, but are not limited to:

- Planning casualty care and area support medical treatment.
- Planning medical evacuation (ground and air).
- Planning dental care (operational dental care and emergency dental care).
- Coordinating medical logistics (class VIII, medical supplies, blood management, and field level and sustainment support medical maintenance).
- Planning for brigade behavioral health/neuropsychiatric treatment.
- Treating patients contaminated with chemical, biological, radiological, and nuclear (CBRN) hazards.
- Planning and coordinating force health protection activities (preventive medicine, medical surveillance, occupational and environmental health, and field sanitation).
- Planning and coordinating for combat and operational stress control.
- Planning and coordinating veterinary services, dental services, and laboratory services.
- Advising on medical humanitarian assistance.
- Advising the command on the brigade health status, and the occupied or friendly territory's health situation within the command's assigned area of operation.
- Identifying potential medical hazards associated with the geographical locations and climatic conditions with the BCT's area of operation.

CHAPLAIN

9-16. The BCT chaplain and unit ministry team provides religious support to the command group and brigade staff, and exercises technical supervision over religious support by subordinate unit chaplains and unit ministry teams. Chaplains personally deliver religious support. They have dual roles: religious leader and religious staff advisor. The chaplain as a religious leader executes the religious support mission to ensure the free exercise of religion for Soldiers, families, and authorized civilians. As a personal staff officer, the chaplain advises the commander and staff on religion, morals, morale, and ethical issues, both within the command and throughout the area of operations. (Refer to FM 1-05 for additional information.) Primary duties and responsibilities include, but are not limited to:

- Developing plans, policies, and programs for religious support.
- Coordinating and synchronizing area and denominational religious support coverage.
- Coordinating and synchronizing all tactical, logistical, and administrative actions for religious support operations.

BRIGADE SUPPORT BATTALION

9-17. As the BCT commander's primary sustainment organization, the brigade support battalion (BSB) is designed to provide the BCT logistics and health service support to achieve freedom of action, prolong endurance, and win across the range of military operations. The BSB design provides the BCT commander with increased flexibility to organize support for the BCT and to weight the sustainment effort by leveraging all BSB capabilities. The BSB in each of the different types of BCTs (IBCT, SBCT, and ABCT) are similar in design with differences based on the type of BCT supported. Through the BSB's six forward support companies, distribution company, field maintenance company, and brigade support medical company, the BSB supports each maneuver battalion and squadron, the brigade engineer battalion, and the field artillery battalion within the BCT. These units are assigned to the BSB, and the BSB commander commands them.

9-18. The BSB supports the BCT's execution of all assigned operations regardless of the size, scope, or intensity. The BSB commander and staff plan, prepare, execute, and continuously assesses (in conjunction with the BCT commander and staff), replenishment operations in support of the BCT. The BSB provides supply Class I (subsistence), Class II (clothing), Class III (petroleum, oil, and lubricants), Class IV (construction and barrier materials), Class V (ammunition), Class VII (major end items), Class VIII (medical), and Class IX (repair parts); distribution support, food service support; and Roles 1 and 2 health service support, and field maintenance and recovery.

9-19. The BSB maintains visibility of the theater distribution system, synchronizing the flow of throughput into the BCT's area of operations. The BSB provides *area support*, a method of logistics, medical support, and personnel services in which support relationships are determined by the location of the units requiring support. Sustainment units provide support to units located in or passing through their assigned areas (ATP 4-90). The BSB also coordinates echelon above brigade support for sustainment requirements beyond its capability. (Refer to ATP 4-90 for additional information.)

BRIGADE SUPPORT BATTALION COMMANDER

9-20. The BSB commander is the BCT's senior logistician. The BSB commander is responsible for sustainment synchronization and execution across the BCT's area of operations. The BSB commander, supported by his staff, uses the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe the operational environment; make and articulate decisions; and direct, lead, and assess sustainment operations. The BSB commander executes the BCT's concept of support and advises the BCT commander on all aspects of sustainment support to the BCT. The BSB commander coaches both the BSB and BCT staff on the importance of synchronized logistics and health service support.

9-21. As the senior logistics commander charged with responsibility to sustain the BCT, the BSB commander must retain the ability to surge, mass, and re-allocate logistics capabilities according to the BCT commander's intent and concept of the operation. The BSB commander makes recommendations to the BCT commander on the task organization for support to each maneuver battalion and squadron, the brigade engineer battalion, and the field artillery battalion.

SUPPORT OPERATIONS OFFICER

9-22. The support operations officer is assigned to the brigade support battalion, and is not part of the BCT staff. However, the support operations officer serves as the principal staff officer responsible for synchronizing brigade support battalion sustainment operations for all units assigned or attached to the BCT. The support operations officer is responsible for applying sustainment capabilities against BCT requirements. The support operations officer conducts short and mid-range planning (hours, days) and executes the sustainment plan developed by the BCT S-4. The support operations officer also serves as the interface between supported units and the sustainment brigade, and is responsible for coordinating support requirements with the sustainment brigade support operations officer.

9-23. The support operations officer plans and coordinates orders published by the brigade support battalion (BSB) S-3 for execution by all subordinate BSB units, including the forward support companies depending on the command relationship, during the performance of current operations and brigade support operations. These orders can include a synchronization matrix outlining the plan for execution. This enables the BCT S-4 and all subordinate BSB units to be aware of the brigade support plan. The BSB support operations officer uses the LOGSTAT to update the logistics synchronization matrix. The updated LOGSTAT and logistics synchronization matrix complement paragraph 4 and Annex F of the operations order, or fragmentary order. (Refer to ATP 4-90 for additional information.) The support operation officer's responsibilities include, but are not limited to:

- Developing the concept of support and the distribution or logistics package plan.
- Coordinating external support requirements with the BCT S-4, division logistics staff officer and supporting sustainment brigade.
- Planning, preparation, and oversight of logistics and Army Health System support tasks during BSB operations within the BCT's area of operation.
- Maintaining a common operational picture for logistics within each formation and throughout the BCT to ensure timely delivery of required support.
- Coordinates support for all units assigned or attached to the BCT.
- Advisor to the BCT commander for aerial delivery support.
- Plans and coordinates orders published by the BCT operations staff officer (S-3) for execution by all subordinate BSB units, including the forward support company, during the performance of current operations and brigade support operations.

- Performs logistics preparation of the battlefield and advises the commander on the relationship of support requirements.
- Plans and monitors support operations and makes necessary adjustments to ensure support requirements are met, and provides the status of support operation officer tracked systems and materiel as required to update the brigade support battalion logistics status report.
- Providing centralized and integrated planning for all support operations within the BCT (structure varies by type of unit and generally includes; transportation, maintenance, ammunition, Army Health Systems support and distribution operations).
- Managing the BCT's maintenance readiness.
- Supervising the sustainment automation support management office.

FORWARD SUPPORT COMPANIES

9-24. The BSB has six organic forward support companies (FSCs) that provide direct support to each of the BCT maneuver battalions and squadron, the field artillery battalion, and the brigade engineer battalion. The FSCs are the link from the BSB to the supported battalions and squadron and are the organizations that provide the BCT the greatest flexibility for providing logistics support. Each FSC is organized to support a specific combined arms, Infantry, Stryker, engineer, and field artillery battalion or cavalry squadron. FSCs provide field feeding, bulk fuel, general supply, ammunition, and field maintenance support to a supported unit. FSCs are structured similarly with the most significant differences in the maintenance capabilities.

9-25. The FSC commander assists the battalion or squadron S-4 with the battalion concept of support and is responsible for executing logistics support according to the BSB and supported maneuver commanders' guidance. Integrating the logistics plan early into the supported battalions or squadron S-3's operational plan will help to mitigate logistic shortfalls, and support the commander to seize, retain, and exploit gains.

9-26. FSCs receive technical logistic directions from the BSB commander. This allows the BSB commander and the BSB support operations officer to task organize the FSCs and cross-level assets amongst FSCs when it is necessary to weight logistics support to the BCT. The task organization of the FSCs is a collaborative, coordinated effort that involves analysis by the staff and consensus amongst all commanders within the BCT. The BSB provides administrative support, some logistic support, and technical oversight to the FSCs.

9-27. The BCT commander may attach or place a forward support company under operational control of its supported battalion or squadron. Upon the advice of the BSB commander, the BCT commander decides to establish these types of command relationships. All commanders must understand that these types of command relationships limit the BSB commander's, and ultimately the BCT commander's, flexibility to support the BCT. The FSC attachment or operational control to its supported battalion or squadron is generally limited in duration and may be for a specific mission or phase of an operation. Regardless of what command relationship is determined for the FSCs, they must retain their technical relationship with the BSB commander.

9-28. Forward support companies normally operate in close proximity to their supported battalion or squadron. The location of the FSC commander and the distance separating the FSC and the battalion is METT-TC dependent, with mission command, logistics asset protection, and required resupply turn-around times being key considerations.

9-29. FSCs may be divided with some elements collocated with the supported unit and some elements located in the brigade support area. For example, it may be desirable to locate the FSC field maintenance teams with the supported unit and the remainder of the FSC in the brigade support area. The FSC commander in collaboration with the BSB commander and supported unit commander determines the task organization for the mission. FSC employment considerations include—

- Location, time, and distance of the FSC in relation to the supported battalion.
- Decision to separate elements of the FSC by platoon or other sub-elements into multiple locations.
- Benefits of locating FSC elements in the brigade support area.
- Benefits of collocating battalion staff sections with the FSC.

- Benefits of collocating battalion medical elements with the FSC.
- Security of the FSC locations and during movement.
- Establishment and location of a maintenance collection point.

DISTRIBUTION COMPANY

9-30. The BSB's distribution company is the primary supply and transportation hub of the BCT. It provides the supply and transportation components of logistics support to the BCT. The distribution company consists of a transportation platoon, a supply platoon and a water and petroleum platoon and manages the distribution of supplies to the BCT. The company provides distribution capability for Classes I, II, III, IV, V, VII, IX and water.

9-31. The distribution company provides supply support to the brigade headquarters, the brigade engineer battalion, and BSB organizations directly. The company provides supply support through the forward support companies and normally operates within the designated brigade support area.

9-32. The transportation platoon of the distribution company provides transportation support to the BCT and distribution of supplies to the various FSCs. Of particular note, the transportation platoon can provide limited troop transport for the IBCT. When troop transport is required that is not within the capability of the transportation platoon, the BSB must coordinate for the requirement with a supporting combat sustainment support battalion.

9-33. The supply platoon of the distribution company provides Class I, II, III packaged (P), IV, V, VII, and IX support to the BCT through a multiclass supply support activity and an ammunition transfer and holding point. The multiclass supply support activity receives, stores and issues supply Classes I, II, III (P), IV, VII, and IX. The supply support activity is capable of handling packaged water and supports retrograde of serviceable and unserviceable materiel.

9-34. The ammunition transfer and holding point section supports the BCT with Class V and operates the BCT ammunition transfer and holding point. The ammunition transfer and holding point receives, temporarily stores, issues Class V. The ammunition transfer and holding point transfers munitions to BSB transportation assets and, if the situation dictates, holds ammunition for supported units and provides this ammunition to the supported units FSCs.

9-35. The water and petroleum platoon provides water storage and distribution for the BCT. The platoon provides petroleum distribution for the BCT but does not provide a water purification or petroleum storage capability. If the BCT requires water purification or petroleum storage, the BSB must coordinate for this support from a supporting combat sustainment support battalion. This is particularly important in the planning phase of operations, and the BSB must plan for critical water and petroleum support from their supporting combat sustainment support battalion and sustainment brigade. As the operational plan develops, the BSB must continually update their supporting echelon above brigade sustainment element to ensure seamless water and petroleum support and continue momentum.

FIELD MAINTENANCE COMPANY

9-36. The field maintenance company provides field maintenance support to the BCT. Field maintenance is generally characterized by on (near) system maintenance, often-using line replaceable unit and component replacement, in the owning unit, using tools and test equipment found in the unit. Field maintenance is not limited to remove and replace actions, but also allows for repair of components or end items on (near) system. Field maintenance includes adjustment, alignment, service, applying approved field-level modification work orders as directed, fault/failure diagnoses, battle damage assessment, repair, and recovery.

9-37. The field maintenance company provides lift capabilities for the repair shop, recovery of organic equipment, recovery to supported units, and support of maintenance evacuation. Field maintenance is always repair and return to the user, and includes maintenance actions performed by operators. The company provides limited maintenance support to the FSCs for low-density commodities such as communications/electronics and armament equipment. The field maintenance company normally operates within the designated brigade support area.

9-38. The FSC's maintenance platoon establishes the maintenance collection point and provides vehicle and equipment evacuation, and maintenance support to the field maintenance teams. The maintenance collection point is normally located near or collocated with the combat trains for security, and should be on or near a main axis or supply route. Field maintenance teams evacuate vehicles and equipment that require evacuation for repair and return, have an extended repair time, or when the vehicle or equipment exceeds its maintenance capabilities and augmentation is necessary.

BRIGADE SUPPORT MEDICAL COMPANY

9-39. The brigade support medical company provides Role 1 (unit level medical care) and Role 2 (basic primary care) Army Health Service support to all BCT units operating within the BCT area of operations. The company, also referred to as the BSMC or medical company (brigade support battalion), provides Role 1 and Role 2 Army Health Service to all BCT units, and on an area basis to units outside the BCT. (See ATP 4-90.) The brigade support medical company normally operates within the designated brigade support area.

9-40. The brigade support medical company evacuates, receives, triages, treats, and determines the disposition of patients based upon their medical condition. This includes basic and emergency treatment, including basic primary care. The brigade support medical company provides an increased medical capability with the addition of x-ray, laboratory, combat operational stress control, and dental services and has limited inpatient bed space (20 cots) for holding patients up to 72 hours. The brigade support medical company may be augmented with a forward surgical capability based upon mission requirements. (See paragraphs 9-94 to 9-100 for addition information.)

SPECIAL CONSIDERATIONS FOR AREA SUPPORT

9-41. Although the BSB is not organically equipped or intended to provide area support for long-term operations, recent conflicts have shown an increasing reliance on the BSB's ability to assume this role. Additionally the BSB is responsible for providing area support to units operating in the BCT's area of operation within the limits of the BSB's capability. Units in the BCT's area of operation vary widely in type and size, such as aviation assets (See paragraphs 3-158 to 3-163.). These increased support requirements put a greater burden on the BCT and BSB sustainment staffs and assets. Requirements to support various, and sometimes-unique elements, create complex problem sets for BSB commander. When area support requirements exceed capabilities, the BSB must coordinate with a supporting combat sustainment support battalion, sustainment brigade, or medical brigade for these support requirements. (See paragraphs 9-115 to 9-119.) To fill these capability gaps, it is often necessary to contract with host-nation or to utilize an available logistics civil augmentation program. (See paragraphs 9-79 to 9-84.)

9-42. Army special operations forces are an example of units that may operate or transit through the BCT's area of operation but not in direct support of the BCT. Special operations units have organic support capabilities but are reliant upon regional or combatant command theater of operations infrastructure. The BSB may be called upon to provide area support to special operations forces operating in the BCT area of operation. The BSB support operations officer, in conjunction with the BCT S-4, will coordinate support as required. (Refer to ATP 3-05.40 for additional information.)

9-43. The BCT will operate with unified action partners. When the BCT receives capabilities attached from the unified action partner, the BSB support operations officer must understand the task organization and the command relationship. The support operations officer coordinates with supporting organizations on what organic support they are bringing with them. The support operations officer arrays those capabilities so that they integrate with BSB capabilities. In the event the unified action partners arrive with no support, the BSB support operations officer coordinates with the sustainment brigade for additional capabilities. (Refer to JP 3-08, JP 3-16, and JP 4-08 for additional information.)

OPERATION PROCESS

9-44. Sustainment planning is fully integrated throughout the operations process, with the sustainment concept of support synchronized with other areas within the concept of operations. Planning is continuous and concurrent with ongoing support preparation, execution, and assessment. Key sustainment planners at

all levels actively participate in the military decisionmaking process, to include war-gaming. Through a running estimate, (see chapter 3) sustainment planners continually assess the current situation to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. (Refer to ADRP 5-0 for additional information.)

PLANNING

9-45. Sustainment planning supports operational planning (including branch and sequel development) and the targeting process. Sustainment planning is a collaborative function primarily performed by key members of the BCT and battalion staffs (executive officer, S-4, S-1, surgeon, and chaplain) and BSB staff (support operations officer and S-3). Sustainment planners and operators must understand the mission statement, the commander's intent, and the concept of operations to develop a viable and effective concept of support. The goal is to ensure support during all phases of an operation.

9-46. The BCT S-4 is the lead planner for sustainment within the BCT staff. The BCT S-1, the surgeon, and chaplain assist the S-4 in developing the BCT concept of support. Representatives from these and other sections form a sustainment planning cell at the BCT main command post to ensure sustainment plans are integrated fully into all operations planning. Sustainment standard operating procedures within the BCT should be the basis for sustainment operations, with planning conducted to determine specific requirements and to prepare for contingencies. BCT and subordinate unit orders should address only specific support requirements for the operation and any deviations from standard operating procedures. The BCT S-4 is responsible for producing the sustainment paragraph and annexes of the operations order. (Refer to FM 6-0 for additional information.)

Concept of Support

9-47. The BCT S-4 is responsible for developing the BCT concept of support. The BCT concept of support describes how sustainment support will be executed during the operation. Once approved by the BCT commander, the BCT S-4 briefs the concept of support to all commanders and staffs to ensure a shared understanding across the BCT. The BSB commander executes the BCT concept of support. The BSB commander (through his support operation officer) is responsible for the BSB's concept of support, which will ultimately tell subordinate BSB units (to include FSCs) how they are going to execute the BCT concept of support.

9-48. The concept of support establishes priorities of support (by phase or before, during, and after) for the operation and gives the BSB commander the authority to weight support organizations and task organize accordingly. The commander sets these priorities for each level in his intent statement and in the concept of operations. Priorities include such items as personnel replacements; maintenance and evacuation by unit and by system (air and surface systems are given separate priorities); fuel and ammunition; road network use by unit and commodity; and any resource subject to competing demands or constraints. To establish the concept of support, sustainment planners must know—

- Subordinate units' missions.
- Times missions are to occur.
- Desired end states.
- Schemes of movement and maneuver.
- Timing of critical events.

Synchronization of Battle Rhythm and Sustainment Operations

9-49. Sustainment operations are fully integrated with the BCT battle rhythm through integrated planning and oversight of ongoing operations. Sustainment and operational planning, and the targeting process occur simultaneously rather than sequentially. Incremental adjustments to either the maneuver or the sustainment plan during its execution must be visible to all BCT elements. The sustainment synchronization matrix and LOGSTAT initiate and maintain synchronization between operations and sustainment functions. (Refer to ATP 4-90 for additional information.)

Fusion of Sustainment and Maneuver Situational Understanding

9-50. Effective sustainment operations by the BSB depend on a high level of situational understanding. Situational understanding enables the BSB commander and staff to maintain visibility of current and projected requirements; to synchronize movement and materiel management; and to maintain integrated visibility of transportation and supplies. The Battle Command Sustainment Support System (BCS3), movement tracking system, and Force XXI Battle Command, Brigade and Below (FBCB2) Blue Force Tracking are some of the fielded systems the BSB uses to ensure effective situational understanding and logistics support. These systems enable sustainment commanders and staffs to exercise mission command, anticipate support requirements, and maximize battlefield distribution.

Reports

9-51. The LOGSTAT is an internal status report that identifies logistics requirements, provides visibility on critical shortages, allows commanders and staff to project mission capability, and informs the common operational picture. Accurate reporting of the logistics and Army Health System support status is essential for keeping units combat ready. Brigade standard operating procedures establish report formats, reporting times, redundancy requirements, and radio voice brevity codes to keep logistic nets manageable.

9-52. LOGSTAT reporting begins at the lowest level. The company first sergeant or executive officer compiles reports from subordinate elements, and completes the unit's LOGSTAT report. Once completed, reports are forwarded from a unit to its higher headquarters and its supporting logistics headquarters, to include the FSC and the BSB. Normally LOGSTATs flow through S-4 channels. The BSB and its subordinate units report on hand supply and supply point on hand quantities. The BCT staff has an interest in both reports, as does the supporting sustainment unit.

9-53. The frequency of a LOGSTAT varies and is dependent on the operational tempo of the BCT or subordinate units. LOGSTATs should be completed at least daily, but may be required more frequently during periods of increased intensity or high operational tempo. As long as automation is available, logistics status relayed via near-real time automation provides the commander with the most up to date information, ultimately improving the supporting unit's ability to anticipate requirements.

9-54. The LOGSTAT can be completed through any means of communication to include written reports, radio, email, BCS3, or FBCB2. Army Health System status is typically reported through the Medical Communications for Combat Casualty Care (MC4) system. The FBCB2 system helps lower level commanders automate the sustainment data-gathering process. The system does this through logistics situation reports, personnel situation reports, logistics call for support, logistics task order messaging, situational understanding, and task management. This functionality affects the synchronization of all logistics support in the area of operation between the supported and the supporter.

9-55. In addition to BCS3 and FBCB2, sustainment leaders utilize the Global Combat Support System-Army (GCSS-Army) to track supplies, spare parts, and the operational readiness of organizational equipment. GCSS-Army is the tactical logistics and financial system of the U.S. Army. Within the BCT, supply rooms, motor pools, and the supply support activity platoon all use GCSS-Army to order supplies and repair parts, track maintenance status, and manage supply support activity operations.

9-56. The sustainment staff must proactively identify and solve sustainment issues. This includes—
- Using FBCB2, BCS3, GCSS-Army and other Army mission command systems to maintain sustainment situational understanding.
- Working closely with higher headquarters staff to resolve sustainment problems.
- Recommending sustainment priorities that conform to mission requirements.
- Recommending sustainment-related commander's critical information requirement.
- Ensuring the commander is kept aware of critical sustainment issues.
- Coordinating as required with key automated system operators and managers to assure focus and continuity of support.

9-57. The S-6 and the information systems technician work together to ensure that FBCB2, BCS3, GCSS-Army, and sustainment standard Army management information systems have interconnectivity. The

BCT S-4, S-1, surgeon, and BSB support operations officer monitor the functionality of this system and implement alternate means of reporting during degraded communications or as required. The MC4 system supports information management requirements for the BCT surgeon's section and the BCT medical units. The BCS3, FBCB2, GCSS-Army, and the MC4 systems are used to support mission planning, coordination of orders and subordinate tasks, and to monitor and ensure mission execution.

PREPARATION

9-58. Preparation for the sustainment consists of activities performed by units to improve their ability to execute an operation. Preparation includes but is not limited to plan refinement, rehearsals, information collection, coordination, inspections, and movements. Sustainment preparation of the operational environment identifies friendly resources (host-nation support, contractible, or accessible assets) or environmental factors (endemic diseases, climate) that affect sustainment. Factors to consider, although not inclusive, include geography information and the availability of supplies and services, facilities, transportation, maintenance, and general skills (such as translators, laborers).

9-59. Sustainment preparation of the operational environment assists planning staffs to refine the sustainment estimate and concept of support. Sustainment planners forecast and build operational stocks as well as identify endemic health and environmental factors. Integrating environmental considerations will sustain vital resources and help reduce the logistics footprint. Sustainment planners take action to optimize means (force structure and resources) for supporting the commander's plan. These actions include, resupplying, maintaining, and issuing supplies or equipment along with any repositioning of sustainment assets. Additional considerations may include identifying and preparing bases, host-nation infrastructure and capabilities, contract support requirements, and lines of communications.

9-60. Sustainment rehearsals help synchronize the sustainment warfighting function with the BCT's overall operation. These rehearsals typically involve coordination and procedure drills for transportation support, resupply, maintenance and vehicle recovery, and medical and casualty evacuation. Throughout preparation, sustainment units and staffs rehearse battle drills and standard operating procedures. Leaders place priority on those drills or actions they anticipate occurring during the operation. For example, a transportation platoon may rehearse a battle drill on reacting to an ambush while waiting to begin movement. Sustainment rehearsals and combined arms rehearsals complement preparations for the operation. Units may conduct rehearsals separately and then combine them into full-dress rehearsals. Although these rehearsals differ slightly by warfighting function, they achieve the same result. (Refer to chapter 3 and FM 6-0 for additional information.)

EXECUTION

9-61. Sustainment plays a key role in enabling decisive action. The BCT commander plans and organizes sustainment operations to executive a rapid tempo of highly mobile and widely dispersed operations in every environment across the range of military operations. Sustainment determines the depth and duration of the BCT operation and is essential to retaining and exploiting the initiative to provide the support necessary to maintain operations until mission accomplishment. Failure to sustainment operations could cause a pause or culmination of an operation resulting in the loss of the initiative. Sustainment planners and operation planners work closely to synchronize all of the warfighting function, in particular sustainment, to allow commanders the maximum freedom of action.

Support to Offensive Tasks

9-62. Support to offensive tasks is by nature a high-intensity operation that requires anticipatory support as far forward as possible. The BCT commander and staff ensure adequate support as they plan and synchronize the operation. Plans should include flexible sustainment capabilities to follow exploiting forces and continue support. Considerations during execution include:
- Establish protection for sustainment units from bypassed enemy forces in a fluid, noncontiguous area of operations.
- Recover damaged vehicles from the main supply route.
- Preposition essential supplies far forward to minimize lines of communication interruptions.
- Plan increased consumption of petroleum, oils, lubricants, and ammunition.

- Anticipate longer lines of communications as the offensive moves forward.
- Anticipate poor trafficability for sustainment vehicles across fought-over terrain.
- Consider preconfigured logistics packages of essential items.
- Anticipate increased vehicular maintenance especially over rough terrain.
- Maximize maintenance support teams forward.
- Request distribution at forward locations.
- Increase use of meals-ready-to-eat.
- Use captured enemy supplies, equipment, support vehicles, and petroleum, oils, and lubricants. Test for contamination before use.
- Suspend most field service functions except airdrop and mortuary affairs.
- Prepare for casualty evacuation and mortuary affairs requirements.
- Select potential and/or projected supply routes, logistics release points, drop zones, landing zones and/or pickup zones, and support areas based on map reconnaissance.
- Plan and coordinate enemy prisoner of war operations.
- Plan replacement operations based on known and/or projected losses.
- Ensure that sustainment preparations do not compromise tactical plans such as excess stockpiles of vehicles and supplies and operational security.

Support to Defensive Tasks

9-63. The BCT commander positions sustainment assets to support the forces in the defense. Sustainment requirements in the defense depend on the type of defense. Increased quantities of ammunition and decreased quantities of fuel characterize most area defenses. Barrier and fortification materiel to support the defense often has to move forward, placing increased demands on the transportation system. The following sustainment considerations will apply during operations:

- Pre-position ammunition, petroleum, oil, and lubricants, and barrier materiel in centrally located position well forward.
- Make plans to destroy stocks if necessary.
- Resupply during limited visibility to reduce the chance of enemy interference.
- Plan to reconstitute lost sustainment capability.
- Use maintenance support teams from the maintenance collection point to reduce the need to recover equipment to the brigade support area.
- Consider and plan for the additional transportation requirements for movement of CL IV barrier materiel, mines, and pre-positioned ammunition.
- Consider and plan for sustainment requirements of additional engineer units assigned for preparation of the defense.
- Plan for pre-positioning and controlling ammunition on occupied and prepared defensive positions.

Support to Operations Focused on Stability

9-64. Sustainment while conducting operations focused on stability often involves supporting United States and multinational forces in a wide range of missions for an extended period. Tailoring supplies, personnel, and equipment to the specific needs of the task is essential for the BCT commander to accomplish the mission.

9-65. The BCT may utilize to a greater extent sustainment support from host-nations, contractors, and local entities. This can reduce dependence on the logistics system, improve response time and free airlift and sealift for other priority needs. Support may include limited classes of supplies and services (catering, maintenance and repair, sanitation, laundry, and transportation).

9-66. The logistics civil augmentation program provides the ability to contract logistics support requirements in a theater of operations. (Refer to AR 700-137 for additional information.) The BCT commander should expect contractors to be involved in operations focused on stability after the initial response phase. The terms and conditions of the contract establish relationships between the military and the contractor. The commander

and staff planners must assess the need for providing operational area security to a contractor and designate forces to provide security when appropriate. The mission of, threat to, and location of the contractor determines the degree of protection needed.

RESUPPLY OPERATIONS

9-67. The BSB support operations officer is the principal staff officer responsible for synchronizing BSB distribution or logistics package operations for all units assigned or attached to the BCT. The BSB support operations office is responsible for applying the BSB capabilities against the BCT's requirements. The BCT S-4 identifies requirements through daily logistic status reports, running estimates, and mission analysis. Routine resupply operations cover all classes of supply, water, mail, and any other items usually requested. Whenever possible, routine resupply is conducted on a regular basis, ideally during hours of limited visibility.

LOGISTICS PACKAGE

9-68. The logistics package, a grouping of multiple classes of supply and supply vehicles under the control of a single convoy commander, is a simple and efficient method to accomplish routine resupply operations. The key feature is a centrally organized resupply convoy. It carries all items needed to sustain the force for a specific period, usually 24 hours or until the next scheduled logistics package. Standard operating procedures specify the exact composition and march order of the logistics package.

Unit Loads

9-69. Logistics planners try to standardize push packages as much as possible, providing all units with sufficient quantities of each supply item in anticipation of their requirements. Together with commander's guidance for issuance of scarce, but heavily requested supply items, accurate reporting allows planners to quickly forecast supply constraints and then to submit requisitions to alleviate projected shortages. Inaccurate or incomplete reporting can severely handicap efforts to balance unit requirements and available supplies. As a result, some units may go into combat without enough supplies to accomplish their mission while others may have an excess of certain items.

9-70. A basic load includes supplies the unit keeps on its organic support vehicles for use in combat. The length of time the unit must sustain itself in combat without resupply determines its quantity of supply items. The higher command or the unit standard operating procedures specifies the Class V basic load. The commander dictates minimum load requirements; however, the commander or the unit standard operating procedures specifies most items. Specific combat loads vary by mission.

Soldier Load

9-71. Soldier load is a main concern of the leader. How much is carried, how far it is carried, and in what configuration it is carried are critical mission considerations. Leaders must learn to prepare for the most likely contingencies based on available information. See FM 21-18 for detailed discussions on load planning, calculating, and management methods used to assist leaders and Soldiers in organizing tactical loads to ensure combat effectiveness and safety. Considerations that affect Soldier load and the ability to accomplish the mission include:

- Body armor as a major component of Soldier load.
- Weather conditions, especially temperature and humidity effects on Soldier stamina.
- Terrain, especially mountains, effects on Soldier stamina.

IMMEDIATE RESUPPLY

9-72. Immediate resupply, also referred to as emergency resupply, is the least preferred method of distribution of supplies. While some may be required when combat losses occur, requests for immediate resupply not related to combat loss indicates a breakdown in coordination and collaboration between the logistician and operating force. Emergency resupply that extends beyond BSB capabilities requires immediate intervention of the next higher command capable of executing the mission.

9-73. When a unit has an urgent need for resupply that cannot wait for a routine logistics package an immediate resupply may involve Classes III, V, and VIII, and, on occasion, Class I. In this situation, a maneuver battalion or squadron might use its forward support company supply and transportation platoon located in the combat trains to conduct the resupply. An immediate resupply can be conducted using either the service station or tailgate method. The fastest appropriate means is normally used, although, procedures may have to be adjusted when in contact with the enemy.

PRE-POSITIONED SUPPLIES

9-74. Pre-positioning of supplies must be carefully planned and executed at every level. All leaders must know the exact locations of pre-positioned sites, which they verify during reconnaissance and rehearsals. The commander take measures to ensure survivability. These measures may include digging in pre-positioned supplies and selecting covered and concealed positions. The commander must also have a plan to remove or destroy pre-positioned supplies if required.

CACHE

9-75. A cache is a pre-positioned and concealed supply point. Caches are an excellent tool for reducing the Soldier's load and can be set up for a specific mission or as a contingency measure. Cache sites have the same characteristics as an objective rally point or patrol base, with the supplies concealed above or below ground. An above ground cache is easier to get to but is more likely to be discovered by the enemy, civilians, or animals. A security risk always exists when returning to a cache. A cache site should be observed for signs of enemy presence and secured before being used as it may have been booby-trapped and may be under enemy observation.

AERIAL DELIVERY

9-76. Aerial delivery is a vital link in the distribution system and provides the capability of supplying the force even when ground lines of communications have been disrupted or terrain is too hostile, thus adding flexibility to the distribution system. Aerial delivery is increasingly employed as a routine distribution method. When applied together with surface distribution operations, aerial delivery enables maneuver forces to engage in a battle rhythm that is not as restricted by geography, supply routes, tactical situations or operational pauses for logistic support. In order for aerial delivery to be, effective, friendly forces must control the airspace in the area of operations and must neutralize enemy ground-based air defenses (see FM 3-99).

9-77. Aerial delivery includes airland, airdrop, and sling-load operations and can support units in various operational environments where terrain limits access. Aerial delivery is used for routine and immediate deliveries of sustainment. Aerial delivery acts as a combat multiplier because it is an effective means of by passing enemy activities and reduces the need for route clearance of ground lines of communications. The goal is to provide combat units freedom of movement by drastically reducing their dependence on surface logistical support. (Refer to ATP 4-48 for additional information.)

9-78. BCT units must be prepared to receive airland, airdrop, and sling-load resupplies. The receiving commander must consider the enemy's ability to locate his unit by observing the aircraft. The drop zone and landing zone is located away from the main unit in an area that can be defended for a short time unless the resupply is conducted in an area under friendly control and away from direct enemy observation. The delivered supplies are immediately transported away from the drop zone and landing zone. Units must know how to select pickup zones and landing zones and how to receive aerial delivery of supplies and equipment. (Refer to FM 3-21.38 for additional information.)

CONTRACTING SUPPORT

9-79. Operational contracting support is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander directed operations. While varying in scope and scale, operational contracting support, and its subset of expeditionary contacting capability, is a critical force multiplier in unified land operations, especially long-term stability operations. (Refer to ATP 4-92 for additional information.)

9-80. Contracting and purchasing will likely be a method of sustainment that helps to round out the BCT's concept of support. BCTs must have trained and ready contracting officer representatives, field ordering officers, and pay agents. These designated personnel must be carefully selected, as they will make up the acquisition team within the BCT. They must work closely together as these personnel are part of a larger acquisition team that includes the contract and financial management experts, external to the BCT, who will provide the guidance and direction to each contracting officer representative, field ordering officer, and pay agent to meet unit needs. (Refer to ATTP 4-10 for additional information.)

9-81. The contracting officer representative (sometimes referred to as a contracting officer technical representative or COTR) is an individual appointed in writing by a contracting officer. (See ATTP 4-10.) Responsibilities include monitoring contract performance and performing other duties as specified by their appointment letter. The requiring unit or designated support unit normally nominates a contracting officer representative.

9-82. A field ordering officer is an individual who is trained to make micro-purchases within established thresholds (normally with local vendors) and places orders for goods or services. A pay agent is an individual who is trained to account for government funds and make payments in relatively small amounts to local vendors. While performing as field ordering officers or pay agents, individuals work for and must respond to guidance from their appointing contracting official. One individual cannot serve as both field ordering officer and pay agent. Property book officers cannot serve as field ordering officers or pay agents. Field ordering officers and pay agents must be careful when dealing with local nationals because field ordering officers and paying agents have a ready source of cash, local nationals may overestimate the influence of field ordering officers and pay agent teams. (Refer to ATP 1-06.1 for additional information.) Considerations for field ordering officers and pay agents include:

- Security (personal and cash).
- Unauthorized purchases:
  - Type of purchase.
  - Number of items purchased.
  - Single item or extended dollar amount.
- Split purchases to get around limits.
- Poor record keeping.
- Accepting gifts of any kind and not reporting gifts.

9-83. Though they involve a number of risks, contractors play an increasing role in providing sustainment during unified land operations. The BCT may use contractors to bridge sustainment gaps between required capabilities and the actual force sustainment structure available within an area of operations. The brigade legal section provides or coordinates any necessary legal reviews and is available to provide contract and fiscal law advice to the BCT.

9-84. Contractors may be employed throughout the area of operations and in all conditions subject to the mission variables of METT-TC. Protecting contractors within the area of operations is the BCT commander's responsibility. (Refer to ATTP 4-10 for additional information.)

MEDICAL SUPPORT

9-85. BCTs have organic medical resources within unit headquarters (brigade, battalion, and squadron surgeon's section), battalion and squadron unit (medical platoon), and the brigade support battalion (medical company). The medical command (deployment support) or the medical brigade (support) serves as the medical force provider and is responsible for developing medical force packages for augmentation to the BCT, as required. (See section III below.) Within each BCT (IBCT, SBCT, and ABCT), slight differences exist between the medical capabilities and resources. These differences, based upon the type of parent unit, are addressed in ATP 4-02.3.

9-86. Role 1 (also referred to as unit-level medical care) is the first medical care a Soldier receives. Nonmedical personnel performing first-aid procedures assist the combat medic in his duties. An individual (self-aid and buddy-aid) administers first aid and combat lifesavers administer enhanced first aid. If needed, the Soldier is evacuated to the Role 1 medical treatment facility (battle aid station) at the battalion or

squadron, or the Role 2 medical treatment facility (brigade support medical company) in the BSB of the BCT. (Refer to ATP 4-02.3 for additional information.)

COMBAT LIFESAVERS

9-87. The combat lifesaver is a nonmedical Soldier trained to provide enhanced first aid and lifesaving procedures beyond the level of self-aid or buddy-aid. He is usually the first person on the scene of a medical emergency. He provides enhanced first aid to wounded and injured personnel. The squad leader is responsible for ensuring that an injured Soldier receives immediate first aid and is responsible for informing the commander of the casualty.

COMBAT MEDIC

9-88. The combat medic is the first individual in the medical chain that makes medical decisions based on medical specialty-specific training. The platoon combat medic goes to the casualty and initiates tactical combat casualty care or the casualty may be brought to the combat medic at the casualty collection point. The medic makes his assessment; administers initial medical care; initiates the DD Form 1380, Tactical Combat Casualty Care (TCCC) Card, or other documents; requests evacuation; or returns the Soldier to duty.

BATTALION AID STATION

9-89. The mission of the medical platoon is to provide Role 1 Army Health System support to the maneuver battalion or squadron and field artillery battalion. A medical treatment platoon is organic to each and is the unit level Role 1 medical treatment facility, usually referred to as the battalion aid station. The medical platoon is dependent upon the maneuver elements to which it is assigned for all logistic support, with the exception of Class VIII (medical) supplies. For information on Class VIII coordination, synchronization, and execution of medical logistics support see paragraph 9-100.

9-90. Medical platoons within the various BCTs configure with a headquarters section, medical treatment squad, ambulance squad (ground), and combat medic section. Differences between the BCTs are in the quantity and types of vehicles, configuration of medical equipment sets, and number of personnel assigned.

9-91. The treatment squad consists of two teams (treatment team alpha and team bravo). The treatment squad operates the battalion aid station and provides Role 1 medical care and treatment (to include sick call, tactical combat casualty care, and advance trauma management). Team alpha is clinically staffed with the battalion surgeon while team bravo is clinically staffed with the physician assistant.

9-92. Medical platoon ambulances provide medical evacuation and en route care from the Soldier's point of injury, the casualty collection point, or an ambulance exchange point to the battalion aid station. The ambulance squad is four teams of two ambulances composed of one emergency care sergeant and two ambulance aide/drivers assigned to each ambulance.

9-93. Combat medics are normally allocated to the supported maneuver companies on a basis of one emergency care sergeant per company plus one combat medic per platoon. The medical platoon's emergency care sergeants normally locate with, or near, the maneuver company commander or first sergeant to provide guidance and direction to the subordinate platoon combat medics. The platoon's combat medic locates with, or near, his assigned platoon leader or platoon sergeant. (Refer to ATP 4-02.3 for additional information.)

MEDICAL COMPANY (BRIGADE SUPPORT BATTALION)

9-94. The mission of the medical company (brigade support battalion), also referred to as the BSMC or brigade support medical company, is to provide Role 2 Army Health System support to supported maneuver battalions and squadron, and field artillery battalion of the BCT with organic medical platoons. The medical company provides both Roles 1 and 2 medical treatment, on an area basis, to those units without organic medical assets operating in the BCT area of operation.

9-95. The medical company within the BCT is configured with a company headquarters, preventive medicine section, mental health section, medical treatment platoon (with a medical treatment squad, area support squad, medical treatment squad [area], and patient hold squad), and evacuation platoon. Differences of

personnel, equipment, and vehicles may exist, based upon the BCT type, with the medical companies, however, the mission remains the same for all Army Health System units and elements and they execute their mission in a similar fashion.

9-96. The medical company headquarters provides mission command for the company and attached units. The headquarters provides unit-level administration, general supply, and CBRN defense support. The company headquarters is organized into a command element, a supply element, and CBRN operations element consisting of unit decontamination and CBRN defense.

9-97. The preventive medicine section provides advice and consultation in the area of health threat assessment, force health protection, environmental sanitation, epidemiology, sanitary engineering, and pest management. The mission of the mental health section is to support commanders in the prevention and control of combat and operational stress reaction through the brigade's behavioral health activities by the provision of advice and assistance in the areas of behavioral health and combat and operational stress control.

9-98. The medical treatment platoon receives, triages, treats, and determines the disposition of patients in the BCT area of operation. The platoon provides for advance trauma management, tactical combat casualty care, general medicine, general dentistry, and physical therapy. In addition, the medical treatment platoon has limited radiology, medical laboratory, and patient holding capabilities. The medical treatment platoon is organized with a headquarters, a medical treatment squad, an area support squad, a medical treatment squad (area), and patient holding squad.

9-99. The evacuation platoon performs ground evacuation and en route patient care for supported units. The evacuation platoon headquarters provides mission command for the evacuation squad (forward) and the evacuation squad (area). The platoon employs ten evacuation teams. The evacuation platoon provides ground medical evacuation support for the maneuver battalions and squadron, brigade engineer battalion, and field artillery battalion of the BCT. In addition, it provides ground medical evacuation support to units receiving area medical support from the medical company.

9-100. The medical company's supply element is the brigade medical supply office. This office provides brigade level, Role 2, Class VIII coordination, synchronization, and execution of medical logistics support for the brigade support medical company and supported BCT. Class VIII organizational assets in the BCT, are fixed and deploy with assigned Army Health System support units. Operational medical logistics support relies on the application of a Class VIII supply chain that is agile, responsive, and swift and that possesses situational understanding of the supported organizations, the operational environment, mission, and the area of operation. During the initial deployment phase, the brigade support medical company receives medical resupply mainly through preconfigured push packages, medical resupply sets from the supporting medical logistics company, or a higher logistics support activity.

> *Note.* The medical operations cell of the supporting combat aviation brigade (see paragraph 3-163) provides assistance in planning and coordination for air ambulance employment and utilization. The medical operations cell assist with the synchronization of the air and ground medical evacuation plan. The medical operations officer and operations sergeant also manage medical treatment facility information from Army Health System support commands and surgeon cells from higher roles of care including combat support hospital locations and status (beds by type and number available), evacuation routes, casualty collection points, and ambulance exchange points. (Refer to ATP 4-02.3 and FM 3-04.111 for additional information.)

SECTION III – ECHELON SUPPORT

9-101. How BCT support organizations, including external and attached organizations, array in echelon varies widely based upon METT-TC. The BSB, in support of the BCT's concept of support, plans and synchronizes *echelon support*—the method of supporting an organization arrayed within an area of operation (ATP 4-90). Current mission, task organization, mission command, concept of support, and terrain influence how support is echeloned.

ECHELON OF SUPPORT

9-102.   Echeloning support within the BCT is a carefully planned and executed process. The method employed to echelon support is a deliberate, collaborative decision based upon a thorough mission analysis within the military decisionmaking process. During this analysis, there must be an understanding at all levels of the capabilities of each support organization within and supporting the BCT. Commanders must understand that echeloned support will vary by BCT and each battalion or squadron. As the BCT's primary sustainment organization, the BSB's organization facilitates echeloned support. Common echelon of support at the lowest level of sustainment is executed at the battalion, squadron, company, battery, and troop echelons. BCT echelon-specific ATPs address the methods of how each tactical echelon employs its echeloning of support.

BATTALION AND SQUADRON ECHELONS

9-103.   As discussed earlier, a FSC from the BSB supports each battalion and squadron in the BCT. The FSC performs the logistics function within the battalion or squadron echelon of support, referred to as unit trains in one location, or echeloned trains within an area of operation. Unit trains at the battalion or squadron level are appropriate when the unit is consolidated in an assembly area, during reconstitution, major movements, or when terrain or distances restrict movement causing the unit to depend on aerial resupply and evacuation for support. The BCT normally operates in echeloned trains where subordinate unit trains employ into multiple locations.

9-104.   Echeloned trains at the battalion and squadron can be organized into combat trains and field trains. Battalion and squadron trains are used to array subordinate sustainment elements (unit personnel, vehicles, and equipment) including their designated FSC. The battalion or squadron commander and staff, the BSB commander and staff, and the FSC commander collaborate to determine the best method of employment commensurate with the BCT's concept of support. Echeloning of support can include the battalion or squadron aid station, elements of the S-1 section and S-4 section, and elements of the FSC. (See figure 9-1.)
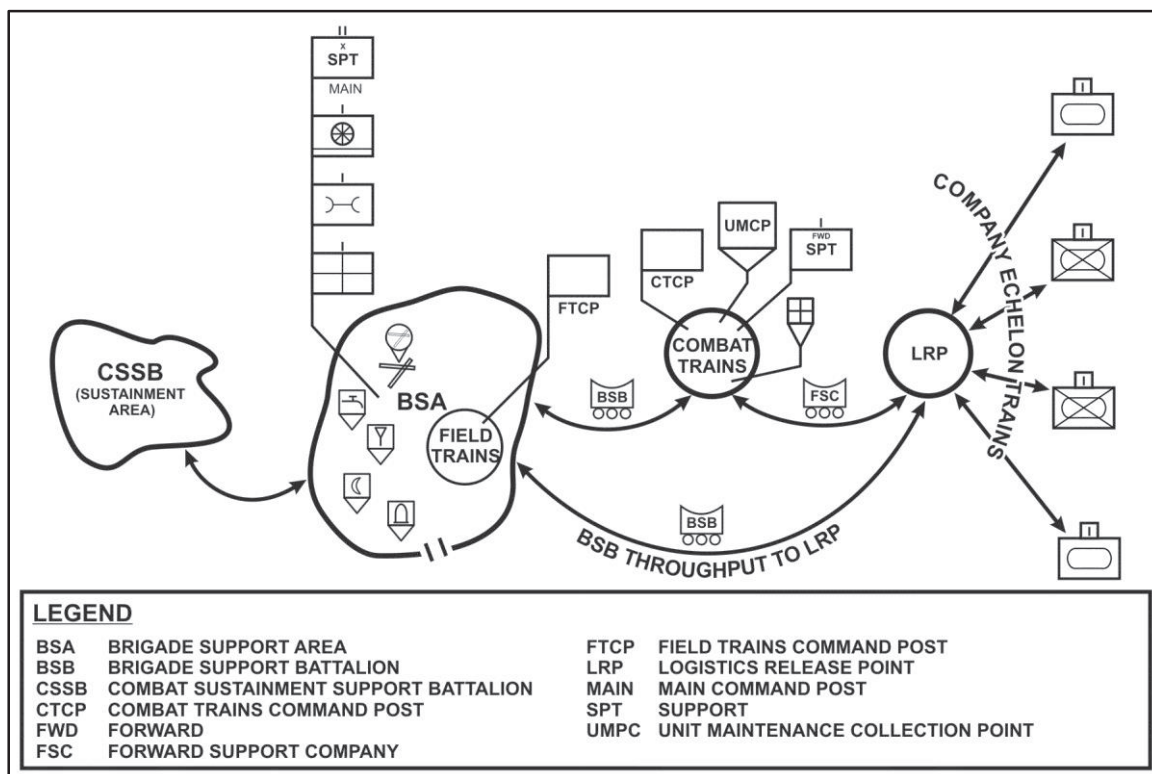
Figure 9-1. Notional battalion concept of support

Combat Trains

9-105.   Combat trains usually consist of elements of the battalion or squadron S-1 section, S-4 section, and aid station, the maintenance collection point and other selected elements of the forward support company. Units consider the mission variables of METT-TC when locating combat trains in a battalion or squadron support area. The maintenance collection point should be positioned where recovery vehicles have access, or where major or difficult maintenance is performed. The combat trains must be mobile enough to support frequent changes in location, time and terrain permitting, under the following conditions when—heavy use or traffic in the area may cause detection, area becomes worn by heavy use such as in wet and muddy conditions, security is compromised.

9-106.   When established, the combat trains command post (CTCP) plans and coordinates sustainment operations in support of the tactical operations. The CTCP serves as the focal point for all administrative and logistical functions for the battalion or squadron. The CTCP may serve as an alternate command post for the battalion or squadron main command post. The battalion or squadron S-4 usually serves as the CTCP, officer in charge and the maintenance control officer usually serves as the maintenance collection point, officer in charge. The headquarters and headquarters company (battery or troop) commander usually exercises mission command for their respective CTCP. The CTCP serves the following functions:

- Tracks the current battle.
- Controls sustainment support to the current operation.
- Provides sustainment representation to the main command post for planning and integration.
- Monitors supply routes and controls the sustainment flow of materiel and personnel.
- Coordinates evacuation of casualties, equipment, and detainees.

Field Trains

9-107.   Field trains are positioned based on METT-TC considerations and often will be located in the brigade support area. Field trains can be controlled by the headquarters or headquarters company (battery or troop) commander or designated representative and include battalion or squadron sustainment assets not located with the combat trains. Field trains can provide direct coordination between the battalion or squadron and the BSB. When organized the field trains usually consist of the elements of the headquarters and Headquarters Company (battery or troop) and the battalion or squadron S-1 and S-4 sections, and may include FSC elements not located in the combat trains. Field trains personnel help facilitate the coordination and movement of support from the BSB to the battalion or squadron. The battalion or squadron S-4 coordinates all unit supply requests with the BCT S-4 and BSB. The BSB fills orders with on-hand stocked items through unit distribution to the FSC, typically located at the combat trains. Requests for items not on-hand in the brigade support area are forwarded to the BCT S-4.

9-108.   When established, the field trains command post (FTCP) serves as the battalion or squadron commander's primary direct coordination element with the supporting BSB in the brigade support area. The FTCP usually consists of the headquarters and headquarters company (battery or troop) executive officer and first sergeant, an S-4 and S-1 representative, and supply sergeant or representative. The FTCP serves the following functions:

- Synchronizes and integrates the BCT concept of support.
- Coordinates logistics requirements with the BSB support operations.
- Configures logistical packages tailored to support requirements.
- Coordinates with the BCT for personnel services and replacement operations.
- Forecasts and coordinates future sustainment requirements.
- Coordinates retrograde of equipment and personnel (casualty evacuation, personnel movement, and human remains).

COMPANY, BATTERY, AND TROOP ECHELONS

9-109.   Echeloning of support begins at the company (battery or troop) level. Companies (batteries or troops) within the BCT have no organic logistics organizations. Echeloning support within these units, if required,

must be done with internal personnel and equipment used to facilitate or expedite logistics support within these units.

9-110. The commander determines the composition of echeloned support, often referred to as company (battery or troop) trains, and may consist of the first sergeant, supply sergeant, and medic. Maintenance teams from the FSC may be included. This echeloned support expedites replenishment of subordinate elements using either the supply point distribution or the unit distribution method. The operations order must described the method used.

9-111. Supply point distribution requires unit representatives to move to a supply point to pick up their supplies. Supply point distribution is commonly executed 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 then take them forward to their unit. In unit distribution, supplies are configured in unit sets and delivered to one or more central locations. Depending on the distribution method used, the first sergeant may send unit personnel and vehicles to a logistics release point designated by the FSC (supply point distribution) or the first sergeant may coordinate for the forward support company to deliver supplies to a location (unit distribution).

9-112. Within the company (battery or troop), the first sergeant will replenish company elements using various methods depending on the situation. Unit elements may move from their positions to the designated site to feed, resupply, or turn in damaged equipment. This is often referred to as a service station technique. This method is normally used in assembly areas and when contact is not likely. This method takes the least amount of time for the sustainment operators.

9-113. Conversely, the first sergeant may use unit or support personnel and vehicles to go to each element to replenish them. Soldiers can remain in position when using this method. This method is the most lengthy resupply method and may compromise friendly positions. This is often referred to as the tailgate technique or the in-position resupply.

FORWARD LOGISTICS ELEMENT

9-114. A *forward logistics element* is comprised of task-organized multifunctional logistics assets designed to support fast-moving offensive operations in the early phases of decisive action (ATP 4-90). The forward logistics element operates out of a forward logistics base or support area. The forward logistics element represents the BSB commander's ability to weight the effort for the operation by drawing on all sustainment assets across the BCT. Additionally, the BSB commander may coordinate with echelons above brigade to provide support capabilities to augment the forward logistics element in the concept of support. This includes identifying and the positioning of echelons above brigade unit assets in proximity to geographically dispersed forces to extend operational reach and prolong endurance. The intent for employing a forward logistics element is to minimize tactical pauses to the offensive plan and enable momentum for the commander.

ECHELONS ABOVE BRIGADE

9-115. Support organizations at echelons above brigade normally consist of the sustainment brigade, combat sustainment support battalion, and medical support organizations. Identifying, planning for, and requesting support from the sustainment brigade, combat sustainment support battalion, and medical support organizations is critical prior to the start of an operation. Planners must ensure that the orders process is coordinated with echelons above brigade to establish a support relationship, and that the information flow reaches the elements providing the necessary support. (Refer to FM 3-94 for additional information.)

SUSTAINMENT BRIGADE

9-116. The sustainment brigade is a scalable, adjustable, networked brigade comprised of a headquarters, and both functional and multifunctional subordinate sustainment units. The theater sustainment command uses sustainment brigades, typically through expeditionary commands, to provide operational-level support to corps or theater armies. Sustainment units are task-organized for various operations from the sustainment brigade's combat sustainment support battalions. All sustainment brigades provide area support, although the specific tasks assigned to them may differ. (See figure 9-2, page 9-22.)
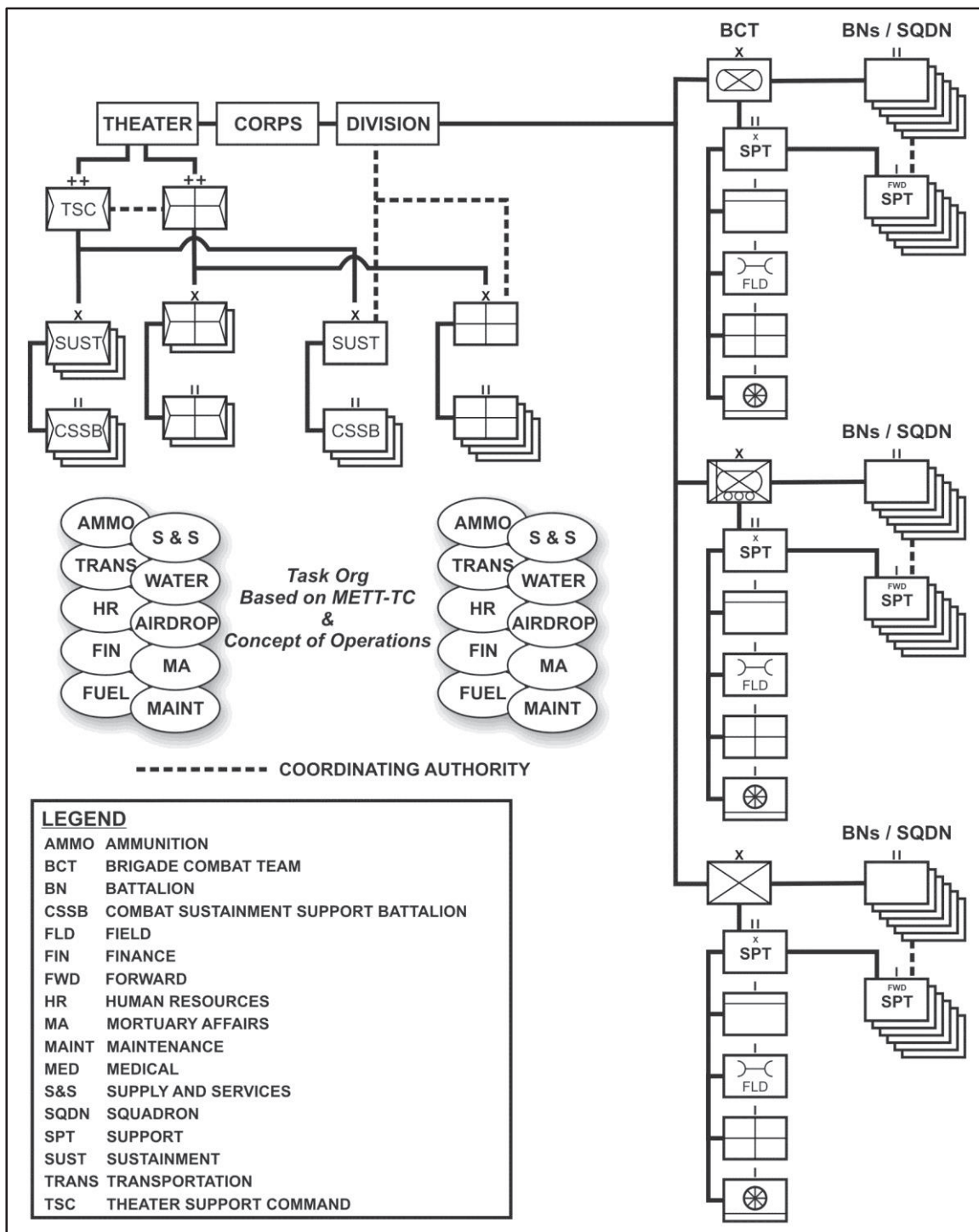
Figure 9-2. Example of sustainment echelons above the BCT

9-117.   The combat sustainment support battalion is the organization that normally provides replenishment support to the BSB. The combat sustainment support battalions of the sustainment brigade are the base organization from which sustainment units are task organized for various operations. The combat sustainment support battalion subordinate elements consist of functional companies that provide supplies and services, ammunition, fuel, transportation, and maintenance. The task organization of these companies is METT-TC dependent. If required by the BCT, the combat sustainment support battalion will provide water purification, petroleum storage, and transportation support in support of the BSB and its subordinate organizations. In this

instance, the combat sustainment support battalion will be task organized with a multi-capable supply company and a composite truck company.

9-118.   Combat sustainment support battalions provide the distribution link between theater aerial/sea ports of debarkation and the BCT's BSB. The structure includes cargo transfer and movement control assets, performing the function of transporting commodities to and from the BCT BSB, and to/from repairing or storage facilities at the theater base. Its function is to ensure and maintain the flow of replenishment using expeditionary support packages, including retrograde of unserviceable components, end-items and supplies. Personnel and financial management units assigned to the sustainment brigade's special troops battalion perform essential human resources and finance operations. The combat sustainment support battalion coordinates with the sustainment brigade for financial management detachment support to its operations. (Refer to ATP 4-93 for additional information.)

MEDICAL SUPPORT ORGANIZATIONS

9-119.   Battalion medical platoons and the brigade support medical company provide health service support and force health protection to BCTs. The theater Army has a medical command (deployment support) for mission command of all medical units in a theater of operations at echelons above brigade. The medical command (deployment support) provides subordinate medical organizations that operate under the medical brigade and/or multifunctional medical battalion. The medical brigade provides a scalable expeditionary medical capability for assigned and attached medical organizations that are task-organized to support BCTs and echelons above brigade. The multifunctional medical battalion also provides medical mission command, administrative assistance, logistical support, and technical supervision for assigned and attached companies and detachments. The multifunctional medical battalion is assigned to the medical command (deployment support) or medical brigade. The combat support hospital is also a battalion-size element assigned to the medical command (deployment support) or medical brigade. (See Figure 9-2.)

SECTION IV – BRIGADE SUPPORT AREA

9-120.   The brigade support area is the sustainment (logistics, medical, personnel, and administrative) node for the BCT, and is the BSB's terrain from which to conduct sustainment operations. It consists of the BSB main command post (which can also serve as a BCT alternate command post if required), the brigade special troops battalion units or brigade engineer battalion, signal assets, and other sustainment units from echelons above brigade. The BSB commander is responsible for the mission command of all support organizations within the brigade support area for terrain management and security unless otherwise stated by the operations or fragmentary order. The BCT commander, with the support of his staff and upon the advice of the BSB commander determine the control exercised by the BSB commander in governing the authority and limitations of the BSB to execute area security within the brigade support area. Considerations used in determining the authority and limitations of the BSB commander to execute area security within the brigade support area are—threat levels and situation; utility of different locations; and civil considerations.

LOCATIONS FOR SUPPORT AREAS

9-121.   The BSB commander, assisted by the BCT S-3 and S-4, recommends to the BCT commander the layout of the brigade support area. Support areas should be located so that support to the BCT can be maintained, but does not interfere with the tactical movement of BCT units or with units that must pass through the BCT area, while still maximizing security. The brigade support area's size varies with terrain and number of sustainment units. Usually the brigade support area is on a main supply route and out of the range of the enemy's medium artillery. The brigade support area should be positioned away from the enemy's likely avenues of approach and entry points into the BCT's main battle area.

9-122.   In determining the location for the brigade support area, there is a constant balancing of support and security, which ultimately determines the best placement of support areas. The BSB commander supports the BCT while ensuring brigade support area security. The BSB commander integrates both activities so as to not degrade the BCT's combat effectiveness. The BSB commander must ensure logistics missions and associated activities continue without restriction and that all units within or transiting the support area are capable of conducting self-protection against a Level I threat.

9-123.   Threats in the BCT and higher echelon support areas are categorized by the three levels of defense required to counter them. Any or all threat levels may exist simultaneously in these support areas. Emphasis on defense and security measures depends on the anticipated threat level. A *Level I threat is* a small enemy force that can be defeated by those units normally operating in the echelon support area or by the perimeter defenses established by friendly bases and base clusters (ATP 3-91). A Level I threat for an echelon support area or base camp consists of a squad-sized unit or smaller groups of enemy soldiers, agents, or terrorists. Typical objectives for a Level I threat include supplying themselves from friendly supply stocks; disrupting friendly mission command nodes and logistics areas; and interdicting friendly lines of communication.

9-124.   A *Level II threat is* an enemy force or activities that can be defeated by a base or base cluster's defensive capabilities when augmented by a response force (ATP 3-91). A typical response force is a military police platoon (with appropriate supporting fires) for an echelon support area or base camp; however, it can be a combined arms maneuver element. Level II threats consist of enemy special operations teams, long-range reconnaissance units, mounted or dismounted combat reconnaissance teams, and partially attrited small combat units. Typical objectives for a Level II threat include the destruction, as well as the disruption, of friendly mission command nodes and logistics and commercial facilities, and the interdiction of friendly lines of communications.

9-125.   A *Level III threat is* an enemy force or activities beyond the defensive capability of both the base and base cluster and any local reserve or response force (ATP 3-91). It consists of mobile enemy combat forces. Possible objectives for a Level III threat include seizing key terrain, interfering with the movement and commitment of reserves and artillery, and destroying friendly combat forces. Its objectives could also include destroying friendly sustainment facilities, supply points, command post facilities, airfields, aviation assembly areas, arming and refueling points, and interdicting lines of communications and major supply routes. The response (usually task organized at the division or corps level) to a Level III threat is a *tactical combat force,* a combat unit, with appropriate combat support (maneuver support—Army) and combat service support (sustainment—Army) assets, that is assigned the mission of defeating Level III threats (JP 3-10). (Refer to ATP 3-91 for additional information.)

9-126.   Once positioned, echelon support areas should not be considered permanent or stationary. Support areas (specifically echeloned trains) must be mobile to support the units when they move, and should change locations frequently depending on available time and terrain. A change of location may occur with a change of mission or change in a unit's area of operation. Movement to a new location may be required to avoid detection caused by heavy use or traffic in the area or an area becomes worn by heavy use (wet and muddy conditions). Echeloned trains locations may need to change when security becomes lax or complacent due to familiarity. (Refer to ATP 4-90 for additional information.) Support area location considerations include the following:

- Cover and concealment (natural terrain or man-made structures).
- Room for dispersion.
- Level, firm ground to support vehicle traffic and sustainment operations.
- Suitable helicopter landing sites.
- Distance from known or templated enemy indirect fire assets.
- Good road or trail networks.
- Good routes in and out of the area (preferably separate routes going in and going out).
- Access to lateral routes.
- Good access or positioned along the main supply route.
- Positioned away from likely enemy avenues of approach.

OPERATIONAL AREA SECURITY

9-127.   The BSB commander's responsibility for operational area security includes the brigade support area and extends to self-protection of BSB assets operating outside of the brigade support area. Forces engaged in operational area security protect the force, installation, route, area, or asset. Although vital to the success of military operations, operational area security is normally an economy-of-force mission, often designed to ensure the continued conduct of sustainment operations and to support decisive and shaping operations by generating and maintaining combat power. Operational area security may be the predominant method of

protecting support areas that are necessary to facilitate the positioning, employment, and protection of resources required to sustain, enable, and control forces.

9-128.   The BSB commander and staff must plan for and coordinate protection for subordinate units and detachments located within and away from the BSB main command post. While the BSB S-3 is responsible overall for developing the brigade support area security plan, the BSB S-2 assists by developing the information collection plan to support intelligence operations, reconnaissance, surveillance, and security operations within the brigade support area. The BSB commander uses the intelligence preparation of the battlefield to analyze the mission variables of enemy, terrain, weather, and civil considerations to determine their effect on sustainment operations.

9-129.   Sustainment operations in noncontiguous areas of operation require commanders to emphasize operational area security. Sustainment organizations are normally the least capable of self-defense against an enemy force and are often the target of enemy action. As the threat increases, supported commanders and sustainment unit commanders cannot decrease sustainment operations in favor of enhancing protection. The supported commander and the sustainment unit commander must discuss what risks are reasonable to accept and what risk mitigation measures they should implement based on requirements and priorities. Operational area security within the brigade support area will include tasks such as terrain management, fire support coordination, airspace control, and other security and protection activities including node protection, lines of communications security, checkpoints (see FM 3-24.2), convoy security (see ATP 3-91 and ATP 4-01.45), coordination of base camp and based cluster defense (see ATP 3-37.10), area damage control (see ATP 3-91), and response force operations (see FM 3-39 and ATP 3-37.10).

9-130.   As the enemy may avoid maneuver forces, preferring to attack targets commonly found in sustainment areas. Sustainment elements must organize and prepare to defend themselves against ground or air attacks. The security of the trains at each echelon is the responsibility of the individual in charge of the echeloned trains. All elements in, or transiting the support area, assist with forming and defending the area. Based on mission analyses, the BSB S-3 subdivides the area, and assigns subordinate and tenant units to those subdivided areas. When a subordinate or tenant unit receives a change of mission or can no longer occupy an assigned area, area adjustments are made to the support area by the BSB S-3. When a particular supply point is sufficiently large, it may be assigned its own area for defense, and a security force may be attached to provide security. (Refer to ADRP 3-37 for additional information.) Additional activities to enable brigade support area security include:

- Select sites that use available cover, concealment, and camouflage.
- Use movement and positioning discipline, as well as noise and light discipline, to prevent detection.
- Establish area defenses.
- Establish observation posts and conduct patrols.
- Position weapons (small arms, machine guns, and antitank weapons) for self-defense.
- Plan mutually supporting positions to dominate likely avenues of approach.
- Prepare a fire support plan.
- Make area of operations sketches and identify sectors of fires.
- Emplace target reference points to control fires.
- Integrate available combat vehicles within the trains into the plan and adjust the plan when vehicles depart.
- Conduct rehearsals.
- Establish rest plans.
- Identify an alarm or warning system to enable rapid execution of the defense plan.
- Designate a quick reaction force (see ATP 3-37.10) with appropriate fire support.
- Ensure the reaction force is equipped to perform its mission.
- Reaction force must be well rehearsed or briefed on—
    - Unit assembly.
    - Friendly and threat force recognition.
    - Actions on contact.

SUPPLY ROUTES AND CONVOYS

9-131. The BCT S-4, in coordination with the BSB support operations officer and the BCT S-3, select supply routes between echeloned support areas. Main supply routes are designated within the BCT's area of operation. A main supply route is selected based on the terrain, friendly disposition, enemy situation, and scheme of maneuver. Alternate supply routes are planned in the event that a main supply route is interdicted by the enemy or becomes too congested. In the event of CBRN contamination, either the primary or the alternate main supply route can be designated as the dirty main supply route to handle contaminated traffic. Alternate supply routes should meet the same criteria as the main supply route. Military police may assist with regulating traffic and the security of routes and convoys on those routes, and engineer units, if available, can maintain routes. (Refer to ADRP 3-37 for additional information.) Main supply route considerations include:

- Location and planned scheme of maneuver for subordinate units.
- Location and planned movements of other units moving through the BCT's area of operations.
- Route classification, width, obstructions, steep slopes, sharp curves, and roadway surface.
- Two-way, all-weather trafficability.
- Classification of bridges and culverts. Location and planned scheme of maneuver for subordinate units.
- Requirements for traffic control such as choke points, congested areas, confusing intersections, or through built-up areas.
- Location and number of crossover routes from the main supply route to alternate supply routes.
- Requirements for repair, upgrade, or maintenance of the route, fording sites, and bridges.
- Route vulnerabilities that must be protected, such as bridges, fords, built-up areas, and choke points.
- Enemy threats such as air attack, mines, ambushes, and CBRN attacks.
- Known or likely locations of enemy penetrations, attacks, CBRN attacks, or obstacles.
- Known or potential civilian and refugee movements that must be controlled or monitored.

9-132. Security of supply routes in a noncontiguous environment may require the BCT commander to commit combat units. The security and protection of supply routes along with lines of communications are critical to military operations since most support traffic moves along these routes. The security of supply routes presents one of the greatest security challenges in an area of operation. Route security operations are defensive in nature and are terrain-oriented. A route security force may prevent an enemy or adversary force from impeding, harassing, or destroying traffic along a route or portions of a route by establishing a movement corridor. Units conduct synchronized operations (mobility and information collection) within the movement corridor. A movement corridor may be established in a high-risk area to facilitate the movement of a single element, or it may be an enduring operation. (Refer to FM 3-90-2 for additional information.)

9-133. A convoy security operation is a specialized kind of area security operations conducted to protect convoys. Units conduct convoy security operations anytime there are insufficient friendly forces to secure routes continuously in an area of operations and there is a significant danger of enemy or adversary ground action directed against the convoy. The commander may conduct convoy security operations in conjunction with route security operations. Planning includes designating units for convoy security; providing guidance on tactics, techniques, and procedures for units to provide for their own security during convoys; or establishing protection and security requirements for convoys carrying critical assets. Local or theater policy typically dictates when or which convoys receive security and protection. (Refer to ATP 4-01.45 for additional information.)

Source Notes

These are the sources used for historical examples that are cited and quoted in this publication. They are listed by paragraph number.

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Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. Terms for which FM 3-96 is the proponent are marked with an asterisk (*). The proponent publication for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ABCT	armored brigade combat team
ADAM	air defense airspace management
ADAM/BAE	air defense airspace management/brigade aviation element
ASCOPE	areas, structures, capabilities, organizations, people, and events
BAE	brigade aviation element
BCS3	Battle Command Sustainment Support System
BCT	brigade combat team
BEB	brigade engineer battalion
BSB	brigade support battalion
BSMC	medical company (brigade support battalion)
BSTB	brigade special troops battalion
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CJCSM	Chairman of the Joint Chiefs of Staff manual
CTCP	combat trains command post
DLIC	detachment left in contact
FBCB2	Force XXI Battle Command, Brigade and Below
FSC	forward support company
FTCP	field trains command post
GCSS-Army	Global Combat Support System-Army
IBCT	infantry brigade combat team
JAGIC	joint air-ground integration center
JP	joint publication
JTAC	joint terminal attack controller
LOGSTAT	logistics status report
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations [mission variables] (Army)
MLRS	multiple launch rocket system
OAKOC	observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment [military aspects of terrain]

PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time [operational variables]
S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
S-6	Battalion or brigade signal staff officer
S-8	brigade financial management officer
S-9	battalion or brigade civil affairs operations staff officer
SBCT	Stryker brigade combat team
SOP	standard operating procedure
SOSRA	suppress, obscure, secure, reduce, and assault (breaching fundamentals)
TACP	tactical air control part
TCCC	tactical combat casualty care
WMD	weapons of mass destruction
XO	executive officer

SECTION II – TERMS

actions on contact

A series of combat actions often conducted simultaneously taken on contact with the enemy to develop the situation. (ADRP 3-90)

administrative movement

A movement in which troops and vehicles are arranged to expedite their movement and conserve time and energy when no enemy ground interference is anticipated. (FM 3-90-2)

adversary

A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged. (JP 3-0)

air assault

The movement of friendly assault forces by rotary-wing aircraft to engage and destroy enemy forces or to seize and hold key terrain. (JP 3-18)

air assault operation

An operation in which assault forces, using the mobility of rotary-wing assets and the total integration of available firepower, maneuver under the control of a ground or air maneuver commander to engage enemy forces or to seize and hold key terrain. (JP 3-18)

air movements

Operations involving the use of utility and cargo rotary-wing assets for other than air assaults**.** (FM 3-90-2)

airborne assault

The use of airborne forces to parachute into an objective area to attack and eliminate armed resistance and secure designated objectives. (JP 3-18)

airborne operation

An operation involving the air movement into an objective area of combat forces and their logistic support for execution of a tactical, operational, or strategic mission. (JP 3-18)

airspace management

The coordination, integration, and regulation of the use of airspace of defined dimensions. (JP 3-52)

alternate position

A defensive position that the commander assigns to a unit or weapon for occupation when the primary position becomes untenable or unsuitable for carrying out the assigned task. (ADRP 3-90)

ambush

An attack by fire or other destructive means from concealed positions on a moving or temporarily halted enemy. (FM 3-90-1)

approach march

The advance of a combat unit when direct contact with the enemy is intended. (ADRP 3-90)

area defense

A defensive task that concentrates on denying enemy forces access to designated terrain for a specific time rather than destroying the enemy outright. (ADRP 3-90)

area of operation

An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. (JP 3-0)

area reconnaissance

A form of reconnaissance that focuses on obtaining detailed information about the terrain or enemy activity within a prescribed area. (ADRP 3-90)

area security

A security task conducted to protect friendly forces, installations, routes, and actions within a specific area. (ADRP 3-90)

area support

Method of logistics, medical support, and personnel services in which support relationships are determined by the location of the units requiring support. Sustainment units provide support to units located in or passing through their assigned areas. (ATP 4-90)

Army design methodology

A methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them. (ADP 5-0)

art of command

The creative and skillful exercise of authority through timely decisionmaking and leadership. (ADP 6-0)

assessment

The determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 3-0)

attack

An offensive task that destroys or defeats enemy forces, seizes and secures terrain, or both. (ADRP 3-90)

backbrief

A briefing by subordinates to the commander to review how subordinates intend to accomplish their mission. (FM 6-0)

battle position

A defensive location oriented on a likely enemy avenue of approach. (ADRP 3-90)

brigade support area

A designated area in which sustainment elements locate to provide support to a brigade. (ATP 4-90)

bypass criteria

Measures during the conduct of an offensive operation established by higher headquarters that specify the conditions and size under which enemy units and contact may be avoided. (ADRP 3-90)

close area

In contiguous areas of operations, an area assigned to a maneuver force that extends from its subordinates' rear boundaries to its own forward boundary. (ADRP 3-0)

close combat

Warfare carried out on land in a direct firefight, supported by direct and indirect fires, and other assets. (ADRP 3-0)

combat formation

An ordered arrangement of forces for a specific purpose and describes the general configuration of a unit on the ground. (ADRP 3-90)

combat outpost

A reinforced observation post capable of conducting limited combat operations. (FM 3-90-2)

command post

A unit headquarters where the commander and his staff perform their activities. (FM 6-0)

command post cell

A grouping of personnel and equipment organized by warfighting function or by planning horizon to facilitate the exercise of mission command. (FM 6-0)

commander's intent

A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (JP 3-0)

complex terrain

A geographical area consisting of an urban center larger than a village and/or of two or more types of restrictive terrain or environmental conditions occupying the same space. (ATP 3-34.80)

*concealment

Protection from observation or surveillance.

concept of operations

(Army) A statement that directs the manner in which subordinate units cooperate to accomplish the mission and establishes the sequence of actions the force will use to achieve the end state. (ADRP 5-0)

confirmation brief

A briefing subordinate leaders give to the higher commander immediately after the operation order is given. It is their understanding of his intent, their specific tasks, and the relationship between their mission and the other units in the operation. (ADRP 5-0)

contiguous area of operations

Where all a commander's subordinate forces' areas of operations share one or more common boundaries. (FM 3-90-1)

control measure

A means of regulating forces or warfighting functions. (ADRP 6-0)

cordon and search

A technique of conducting a movement to contact that involves isolating a target area and searching suspected locations within that target area to capture or destroy possible enemy forces and contraband. (FM 3-90-1)

counterattack

An attack by part or all of a defending force against an enemy attacking force, for such specific purposes as regaining ground lost, or cutting off or destroying enemy advance units, and with the general objective of denying to the enemy the attainment of the enemy's purpose in attacking. In sustained defensive operations, it is undertaken to restore the battle position and is directed at limited objectives. (FM 3-90-1)

counterreconnaissance

A tactical mission task that encompasses all measures taken by a commander to counter enemy reconnaissance and surveillance efforts. Counterreconnaissance is not a distinct mission, but a component of all forms of security operations. (FM 3-90-1)

*cover

Protection from the effects of fires.

cover

A security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. (ADRP 3-90)

covering force

Self-contained force capable of operating independently of the main body, unlike a screening or guard force, to conduct the cover task. (FM 3-90-2)

covering force area

The area forward of the forward edge of the battle area out to the forward positions initially assigned to the covering force. It is here that the covering force executes assigned tasks. (FM 3-90-2)

cyber electromagnetic activities

Activities leveraged to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system. (ADRP 3-0)

decisive action

The continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. (ADRP 3-0)

decisive operation

The operation that directly accomplishes the mission. (ADRP 3-0)

deep area

In contiguous areas of operations, an area forward of the close area that a commander uses to shape enemy forces before they are encountered or engaged in the close area. (ADRP 3-0)

defensive task

A task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks. (ADRP 3-0)

delaying operation

An operation in which a force under pressure trades space for time by slowing down the enemy's momentum and inflicting maximum damage on the enemy without, in principle, becoming decisively engaged. (JP 3-04)

demonstration

A show of force in an area where a decision is not sought that is made to deceive an adversary. It is similar to a feint but no actual contact with the adversary (Army uses the term enemy instead of adversary) is intended. (JP 3-13.4)

disengage

A tactical mission task where a commander has his unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement. (FM 3-90-1)

disengagement line

A phase line located on identifiable terrain that, when crossed by the enemy, signals to defending elements that it is time to displace to their next position. (ADRP 3-90)

double envelopment

Results from simultaneous maneuvering around both flanks of a designated enemy force. (FM 3-90-1)

echelon support

The method of supporting an organization arrayed within an area of operation. (ATP 4-90)

encirclement operations

Operations where one force loses its freedom of maneuver because an opposing force is able to isolate it by controlling all ground lines of communication and reinforcement. (ADRP 3-90)

enemy

A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged. (JP 3-0)

engagement criteria

Protocols that specify those circumstances for initiating engement with an enemy force. (FM 3-90-1)

envelopment

A form of maneuver in which an attacking force seeks to avoid the principal enemy defenses by seizing objectives behind those defenses that allow the targeted enemy force to be destroyed in their current positions. (FM 3-90-1)

execution

Putting a plan into action by applying combat power to accomplish the mission. (ADP 5-0)

exploitation

An offensive task that usually follows a successful attack and is designed to disorganize the enemy in-depth. (ADRP 3-90)

feint

Military deception is an offensive action involving contact with the adversary (Army uses the term enemy instead of adversary) conducted for the purpose of deceiving the adversary as to the location and time of the actual main offensive action. (JP 3-13.4)

*fire and movement

The concept of applying fires from all sources to suppress, neutralize, or destroy the enemy, and the tactical movement of combat forces in relation to the enemy (as components of maneuver applicable at all echelons). At the squad level, fire and movement entails a team placing suppressive fire on the enemy as another team moves against or around the enemy.

fire support

Fires that directly support land, maritime, amphibious, and special operations forces to engage enemy forces, combat formations, and facilities in pursuit of tactical and operational objectives. (JP 3-09)

fires

The use of weapons systems to create a specific lethal or nonlethal effect on a target. (JP 3-0)

flank attack

A form of offensive maneuver directed at the flank of an enemy. (FM 3-90-1)

forward logistics element

Element comprised of task-organized multifunctional logistics assets designed to support fast-moving offensive operations in the early phases of decisive action. (ATP 4-90)

frontal attack

A form of maneuver in which an attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front. (FM 3-90-1)

governance

The state's ability to serve the citizens through the rules, processes, and behavior by which interests are articulated, resources are managed, and power is exercised in a society, including the representative participatory decision-making processes typically guaranteed under inclusive, constitutional authority. (JP 3-24)

graphic control measure

A symbol used on maps and displays to regulate forces and warfighting functions. (ADRP 6-0)

guard

A security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. Units conducting a guard mission cannot operate independently because they rely upon fires and functional and multifunctional support assets of the main body. (ADRP 3-90)

health services support

Encompasses all support and services performed, provided, and arranged by the Army Medical Department to promote, improve, conserve, or restore the mental and physical well-being of personnel in the Army. Additionally as directed, provide support to other Services, agencies and organizations. This includes casualty care, (encompassing a number of Army Medical Department functions—organic and area medical support, hospitalization, the treatment aspects of dental care and behavioral/neuropsychiatric treatment, clinical laboratory services, and treatment of chemical, biological, radiological, and nuclear patients) medical evacuation, and medical logistics. (FM 4-02)

high-value target

A target the enemy commander equires for the successful completion of the mission. (JP 3-60)

hybrid threat

The diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and criminal elements unified to achieve mutually benefitting effects. (ADRP 3-0)

infiltration

A form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage behind those enemy positions while exposing only small elements to enemy defensive fires. (FM 3-90-1)

information collection

An activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination of systems in direct support of current and future operations. (FM 3-55)

information management

The science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products. (ADRP 6-0)

information-related capabilities

Tools, techniques, or activities employed within a dimension of the information environment that can be used to create effects and operationally desired conditions. (JP 3-13)

information system

Equipment that collects, processes, stores, displays, and disseminates information. This includes computers, hardware and software, and communications, as well as policies and procedures for their use. (ADP 6-0)

integration

The arrangement of military forces and their actions to create a force that operates by engaging as a whole. (JP 1)

interdiction

An action to divert, disrupt, delay, or destroy the enemy's military surface capability before it can be used effectively against friendly forces, or to otherwise achieve objectives. (JP 3-03)

intelligence analysis

The process by which collected information is evaluated and integrated with existing information to facilitate intelligence production. (ADRP 2-0)

intelligence operations

The tasks undertaken by military intelligence units and Soldiers to obtain information to satisfy validated requirements. (ADRP 2-0)

intelligence synchronization

The "art" of integrating information collection and intelligence analysis with operations to effectively and efficiently support decisionmaking. (ADRP 2-0)

key terrain

Any locality, or area, the seizure or retention of which affords a marked advantage to either combatant. (JP 2-01.3)

knowledge management

The process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking. (ADRP 6-0)

LandWarNet

The Army's portion of the Department of Defense Information Networks. It is a technical network that encompasses all Army information management systems and information systems that collect, process, store, display, disseminate, and protect information worldwide. (FM 6-02)

Level I threat

A small enemy force that can be defeated by those units normally operating in the echelon support area or by the perimeter defenses established by friendly bases and base clusters. (ATP 3-91)

Level II threat

An enemy force or activities that can be defeated by a base or base cluster's defensive capabilities when augmented by a response force. (ATP 3-91)

Level III threat

An enemy force or activities beyond the defensive capability of both the base and base cluster and any local reserve or response force. (ATP 3-91)

local security

A security task that includes low-level security activities conducted near a unit to prevent surprise by the enemy. (ADRP 3-90)

logistics

Planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services. (ADP 4-0)

main battle area

The area where the commander intends to deploy the bulk of the unit's combat power and conduct decisive operations to defeat an attacking enemy. (ADRP 3-90)

main command post

A facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations. (FM 6-0)

main effort

A designated subordinate unit whose mission at a given point in time is critical to overall mission success. (ADRP 3-0)

maneuver

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)

massed fire

Fire from a number of weapons directed at a single point or small area. (JP 3-02)

meeting engagement

A combat action that occurs when a moving force, incompletely deployed for battle, engages an enemy at an unexpected time and place. (FM 3-90-1)

military decisionmaking process

An iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. (ADP 5-0)

mission

The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. (JP 3-0)

mission command

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 command warfighting function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. (ADRP 3-0)

mission orders

Directives that emphasize to subordinates the results to be attained, not how they are to achieve them. (ADP 6-0)

mission statement

A short sentence or paragraph that describes the organization's essential task(s), purpose, and action containing the elements of who, what, when, where, and why. (JP 5-0)

mission variables

The categories of specific information needed to conduct operations. (ADP 1-01)

mobile defense

A defensive task that concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force. (ADRP 3-90)

movement to contact

An offensive task designed to develop the situation and establish or regain contact. (ADRP 3-90)

mutual support

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)

neutral

A party identified as neither supporting nor opposing friendly or enemy forces. (ADRP 3-0)

noncontiguous area of operations

Where one or more of the commander's subordinate force's areas of operation do not share a common boundary. (FM 3-90-1)

offensive task

Task conducted to defeat and destroy enemy forces and seize terrain,resources, and population centers. (ADRP 3-0)

operational approach

A description of the broad actions the force must take to transform current conditions into those desired at end state. (JP 5-0)

operational area security

A form of security operations conducted to protect friendly forces, installations, routes, and actions within an area of operations. (ADRP 3-37)

operational framework

A cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations. (ADP 1-01)

operational variables

A comprehensive set of information categories used to define an operational environment. (ADP 1-01)

operations process

The major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation. (ADP 5-0)

penetration

A form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system. (FM 3-90-1)

personnel services

Sustainment functions that man and fund the force, maintain Soldier and Family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army. (ADRP 4-0)

physical security

That part of security concerned with physical measures designed to safeguard personnel; to prevent unauthorized access to equipment, installations, material, and documents; and to safeguard them against espionage, sabotage, damage, and theft. (JP 3-0)

planning

The art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. (ADP 5-0)

planning horizon

A point in time that commanders use to focus the organization's planning efforts to shape future events. (ADRP 5-0)

positive control

A method of airspace control that relies on positive identification, tracking, and direction of aircraft within an airspace, conducted with electronic means by an agency having the authority and responsibility therein. (JP 3-52)

precision weapons team

A three-man observer team that is constituted from forward observer teams in the cavalry squadron of the brigade combat team. (ATP 3-09.30)

preparation

Those activities performed by units and Soldiers to improve their ability to execute an operation. (ADP 5-0)

primary position

The position that covers the enemy's most likely avenue of approach into the area of operations. (ADRP 3-90)

procedural control

A method of airspace control which relies on a combination of previously agreed and promulgated orders and procedures. (JP 3-52)

pursuit

An offensive task designed to catch or cut off a hostile force attempting to escape, with the aim of destroying it. (ADRP 3-90)

raid

An operation to temporarily seize an area to secure information, confuse an adversary, capture personnel or equipment, or to destroy a capability culminating with a planned withdrawal. (JP 3-0)

reconnaissance

A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. (JP 2-0)

reconnaissance in force

A deliberate combat operation designed to discover or test the enemy's strength, disposition, and reactions or to obtain other information. (ADRP 3-90)

reconnaissance objective

A terrain feature, geographic area, enemy force, adversary, or other mission or operational variable, such as specific civil considerations, about which the commander wants to obtain additional information. (ADRP 3-90)

rehearsal

A session in which a staff or unit practices expected actions to improve performance during execution. (ADRP 5-0)

reserve

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)

retirement

A form of retrograde in which a force out of contact moves away from the enemy. (ADRP 3-90)

retrograde

A defensive task that involves organized movement away from the enemy. (ADRP 3-90)

route reconnaissance

A directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route. (ADRP 3-90)

rule of law

A principle under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, and that are consistent with international human rights principles. (ADRP 3-07)

running estimate

The continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. (ADP 5-0)

search and attack

A technique for conducting a movement to contact that shares many of the characteristics of an area security mission. (FM 3-90-1)

science of control

The systems and procedures used to improve the commander's understanding and support accomplishing missions. (ADP 6-0)

screen

A security task that primarily provides early warning to the protected force. (ADRP 3-90)

security area

That area that begins at the forward area of the battlefield and extends as far to the front and flanks as security forces are deployed. Forces in the security area furnish information on the enemy and delay, deceive, and disrupt the enemy and conduct counterreconnaissance. (ADRP 3-90)

security operations

Operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. (ADRP 3-90)

security sector reform

A comprehensive set of programs and activities undertaken to improve the way a host nation provides safety, security, and justice. (JP 3-07)

shaping operation

An operation that establishes conditions for the decisive operation through effects on the enemy, other actors, and the terrain. (ADRP 3-0)

single envelopment

A form of maneuver that results from maneuvering around one assailable flank of a designated enemy force. (FM 3-90-1)

situational understanding

The product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decisionmaking. (ADP 5-0)

special reconnaissance

Reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. (JP 3-05)

spoiling attack

A tactical maneuver employed to seriously impair a hostile attack while the enemy is in the process of forming or assembling for an attack. (FM 3-90-1)

stability mechanism

The primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace. (ADRP 3-0)

stability tasks

Tasks 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. (ADP 3-07)

staff section

A grouping of staff members by area of expertise under a coordinating, special, or personal staff officer. (FM 6-0)

strong point

A heavily fortified battle position tied to a natural or reinforcing obstacle to create an anchor for the defense or to deny the enemy decisive or key terrain. (ADRP 3-90)

subsequent position

A position that a unit expects to move to during the course of battle. (ADRP 3-90)

supplementary position

A defensive position located within a unit's assigned area of operations that provides the best sectors of fire and defensive terrain along an avenue of approach that is not the primary avenue where the enemy is expected to attack. (ADRP 3-90)

support area

In contiguous areas of operations, 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)

supporting distance

The distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation. (ADRP 3-0)

supporting effort

A designated subordinate unit with a mission that supports the success of the main effort. (ADRP 3-0)

supporting range

The distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems. (ADRP 3-0)

surveillance

The systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. (JP 3-0)

survivability

A quality or capability of military forces which permits them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission. (ATP 3-37.34)

survivability move

A move that involves rapidly displacing a unit, command post, or facility in response to direct and indirect fires, the approach of an enemy unit, a natural phenomenon, or as a proactive measure based on intelligence, meteorological data, and risk analysis of enemy capabilities and intentions (including weapons of mass destruction. (ADRP 3-90)

survivability operations

Those military activities that alter the physical environment to provide or improve cover, concealment, and camouflage**.** (ATP 3-37.34)

sustaining operation

An operation at any echelon that enables the decisive operation or shaping operation by generating and maintaining combat power. (ADRP 3-90)

sustainment

The provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion. (ADP 4-0)

sustainment warfighting function

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and to prolong endurance. (ADRP 3-0)

tactical combat force

A combat unit, with appropriate combat support (maneuver support—Army) and combat service support (sustainment—Army) assets, that is assigned the mission of defeating Level III threats. (JP 3-10)

tactical command post

The command facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time. (FM 6-0)

tactical road march

A rapid movement used to relocate units within an area of operation to prepare for combat operations. (ADRP 3-90)

tactics

The employment and ordered arrangement of forces in relation to each other. (CJCSM 5120.01)

task organization

(Army) A temporary grouping of forces designed to accomplish a particular mission. (ADRP 5-0)

techniques

Nonprescriptive ways or methods used to perform missions, functions, or tasks. (CJCSM 5120.01)

tempo

> The relative speed and rhythm of military operations over time with respect to the enemy. (ADRP 3-0)

threat

> Any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland. (ADRP 3-0)

troop movement

> The movement of troops from one place to another by any available means. (ADRP 3-90)

turning movement

> A form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives behind the enemy's current positions thereby causing the enemy force to move out of their current positions or divert major forces to meet the threat. (FM 3-90-1)

unified action

> The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)

unified action partners

> Those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. (ADRP 3-0)

unity of effort

> The coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization—the product of successful unified action. (JP 1)

vertical envelopment

> A tactical maneuver in which troops that are air-dropped, air-landed, or inserted via air assault, attack the rear and flanks of a force, in effect cutting off or encircling the force. (JP 3-18)

warfighting function

> A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions. (ADRP 3-0)

weapons of mass destruction

> Chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties and exclude the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon. (JP 3-40)

withdrawal operation

> A planned retrograde operation in which a force in contact disengages from an enemy force and moves in a direction away from the enemy. (ADRP 3-90)

zone reconnaissance

> A form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries. (ADRP 3-90)

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FM 3-52. *Airspace Control*. 8 February 2013.

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Index

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