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**FMI 3-90.61**

**BRIGADE TROOPS  
BATTALION OPERATIONS**

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**HEADQUARTERS, DEPARTMENT OF THE ARMY**

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# Brigade Troops Battalion Operations

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## Preface

Field Manual-Interim (FMI) 3-90.61 provides tactics, techniques, and procedures (TTP) for the brigade troops battalion (BTB) of the heavy brigade combat team (HBCT). This publication—

- Provides the doctrinal guidance for commanders, staffs, and subordinate commanders and leaders of the currently transitioning organizations who are responsible for conducting (planning, preparing, executing, and assessing) BTB operations in the HBCT.
- Serves as an authoritative reference for personnel developing doctrine (fundamental principles and TTP) materiel, and force structure; institution and unit training; and standing operating procedures (SOPs) for BTB operations.

FMI 3-90.61 is written for the battalion commander, battle staff, subordinate commanders, and all supporting units. The manual reflects and supports the Army operations doctrine as stated in FM 3-0, *Operations*. This manual is not intended as a stand-alone reference for BTB operations; rather, it is intended to be used in conjunction with existing doctrine.

This FMI addresses BTB operations in support of HBCTs organized under the Army modular concept that governs the development of equipment, training, and structure for former divisional brigades. The procedures described herein are intended as a guide and are not to be considered inflexible. Each situation in combat must be resolved by an intelligent interpretation and application of the doctrine set forth herein.

This FMI is published to provide expedited delivery of doctrine urgently needed to execute transformation to modular organizations. It has not been placed through the standard development process but is authorized for implementation. FM 3-90.61 is under development and will supersede this FMI before its expiration date. Send comments on this FMI to the address below. The proponent will consider them for inclusion in FM 3-90.61.

The doctrine in this FMI is based on suggestions, insights, and observations developed from four separate 3<sup>d</sup> Infantry Division HBCT rotations at the Combat Training Centers (CTCs), conducted by Task Force Modularity Field Experimentation Project Team (FEPT), Joint and Army Experimentation Division (JAED), Futures Center (FC), TRADOC, during FY 2004. Each CTC rotation yielded valuable information concerning new BTB operations. Additionally, Task Force Logistics contributed significant insights to the doctrine in this FMI.

This FMI is not a stand-alone document. It was written in conjunction with five other FMIs relating to HBCT operations, including the HBCT, HBCT combined arms battalion operations, HBCT fires and effects operations, HBCT logistics, and HBCT reconnaissance squadron operations. These FMIs include not only TTP that have changed due to the new organization but also a wide variety of TTP that, after implementing the new HBCT organization, remain relevant and provide the required contextual frameworks.

The proponent of this publication is US Army Training and Doctrine Command (TRADOC). Submit changes for improving this publication on DA Form 2028 (Recommended Changes to Publications and Blank Forms) and forward it to Commander, US Army Armor Center, ATTN: ATZK-TDD, Fort Knox, KY 40121-5000, or e-mail comments to Doctrine @knox.army.mil.

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

# Introduction

## SECTION I - PURPOSE

An interim field manual (FMI) is a Department of the Army publication that provides expedited delivery of urgently needed doctrine. This FMI is one of six being prepared to meet the doctrinal requirements of the heavy brigade combat team (HBCT). This FMI applies to the transformational force across the full spectrum of military operations: peacetime military engagement (PME), small-scale contingencies (SSCs), and major combat operations (MCO).

The doctrine contained in this FMI is approved for immediate use in training and operations. Operational concepts described in this manual are based on decisions by the Army Chief of Staff to reorganize the Army to a brigade-based force and to quickly implement “good enough” designs that will be refined over time. The material provided in this FMI is considered good enough to satisfy the requirements of the Army’s transforming organizations.

The intended audience for this publication is leaders and staff sections within transforming units. These leaders include those in combined arms chains of command, field and company grade officers, middle grade and senior noncommissioned officers, and battalion and squadron command groups and staffs. This manual provides guidance for unit of employment (UEX) leaders and staffs executing training and employment of the heavy brigade combat team (HBCT) for the purpose of conducting close combat in offensive and defensive operations. This publication may also be used by other Army organizations to assist in their planning for support to HBCTs.

This FMI applies to the active component (AC), reserve component (RC), and Army civilians. It builds on the collective knowledge and experience gained through recent operations, numerous exercises, and the deliberate process of informed reasoning. It is rooted in time-tested principles and fundamentals while accommodating new technologies and diverse threats to national security.

This FMI will expire after 2 years from its approved publication date. Throughout its life, proponents should collect feedback to refine emerging doctrine and incorporate it into new or revised field manuals.

## SECTION II - TRANSFORMING TO MEET OPERATIONAL REQUIREMENTS

### WE ARE A NATION AT WAR

In the opening decade of the 21<sup>st</sup> century, regional instability, proliferation of weapons of mass destruction (WMD), transnational threats from groups using terrorism to achieve political objectives, the spiraling information revolution, and ongoing globalization have created a prolonged period of conflict for the United States with great uncertainty about the nature and location of that conflict. The multipolar world created by the breakup of the Soviet Union has presented the US Army with both opportunities and challenges.

Current and future enemies may look different from the Soviet Union, but American interests remain the same. Today, while peace exists between the great powers, a state of permanent white water can be found in much of the world.



In this environment, war is the norm, and peace is the exception. Our adversaries seek adaptive advantage through asymmetry. America has near peer competitors in niche areas, and conventional force on force conflicts are still possible. There is an enormous pool of potential combatants armed with irreconcilable ideas, and our homeland has become part of the battlespace.

Historically, conventional terrorism and threats directed at US citizens and property were conducted outside of US borders. The events of 9/11 demonstrated that the threat to the US homeland from transnational organizations and groups with regional agendas is very real.

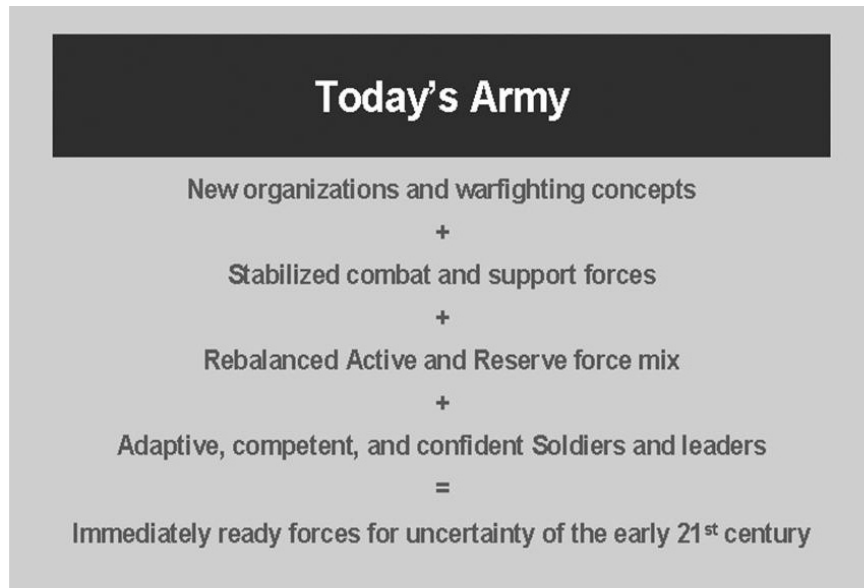
The Army must be able to defuse crises and/or defeat aggression early to prevent escalation and limit damage. To meet the requirements of the current operational environment, we need flexible, rapidly deployable forces and sufficient depth and strength to sustain multiple, simultaneous operations.

The Army must adapt to these challenges NOW. We are generating more versatile combat power because:

- We have extended worldwide commitments.
- We will remain at war for the foreseeable future.
- We must be more responsive to the needs of regional combatant commanders (RCCs).
- We must execute offensive, defensive, stability, and support operations as part of an integrated joint force.

## **DELIVERING THE RIGHT ARMY FORCES**

To better meet current and future operational requirements, the United States Army is undertaking a total organizational redesign of its combat and associated support units, while in the midst of the global war on terrorism (GWOT). In terms of scope, the efforts to transform the Army rivals the changes wrought in the Army by Secretary of War Elihu Root a century ago in 1903. This effort involves changing how the Army conducts operations, and how it is organized to accomplish assigned missions. The organization and doctrine of the Army that appears as the result of transformation will not resemble that with which our nation fought the major conflicts of the last century. (See Figure Intro-1.)



**Figure Intro-1. Today's Army**

We are seeking a campaign-quality Army with a joint and expeditionary mindset. This new expeditionary mindset recognizes we are an Army in contact, engaged in ongoing operations, and ready to respond to the next crisis as it evolves. Transformation is an attitude and spirit—infused across the entire force—that embraces a forward-leaning, modular, joint interdependent and capabilities-based Army led by aggressive, intelligent, and empowered Soldiers. This team of teams will transform to an Army that will ultimately win the war on terror and provide long-term security for the Nation.

Army transformation is a comprehensive effort intended to reinvent the Army at strategic, operational, and tactical levels. Formations will be redesigned to provide modular, capabilities-based organizations, increasing their relevance and responsiveness to RCCs.

Changing the organizational structure of units must be logically consistent with future force concepts but tempered by the technological and current force capabilities that are reasonably available in the near term. This force will be strategically responsive, networked, and fight with a precision capabilities-based maneuver force that is dominant across the range of military operations envisioned for the future global security environment.

Delivering the right Army forces at the right place and time is vital to the joint force commander's ability to defeat any enemy. As the Army repositions and reconfigures its forces, the ability to rapidly deploy, employ, and sustain forces throughout the global battlespace will be expanded. Keeping the Army relevant and ready is about anticipation and not about preparing for yesterday's challenges. The world is changing and the Army is responding to these changes and positioning itself for the challenges of the future strategic environment with forces that will be more effective in combat missions, more capable of stability operations, and far better at interacting with other service tactical elements of the joint force.

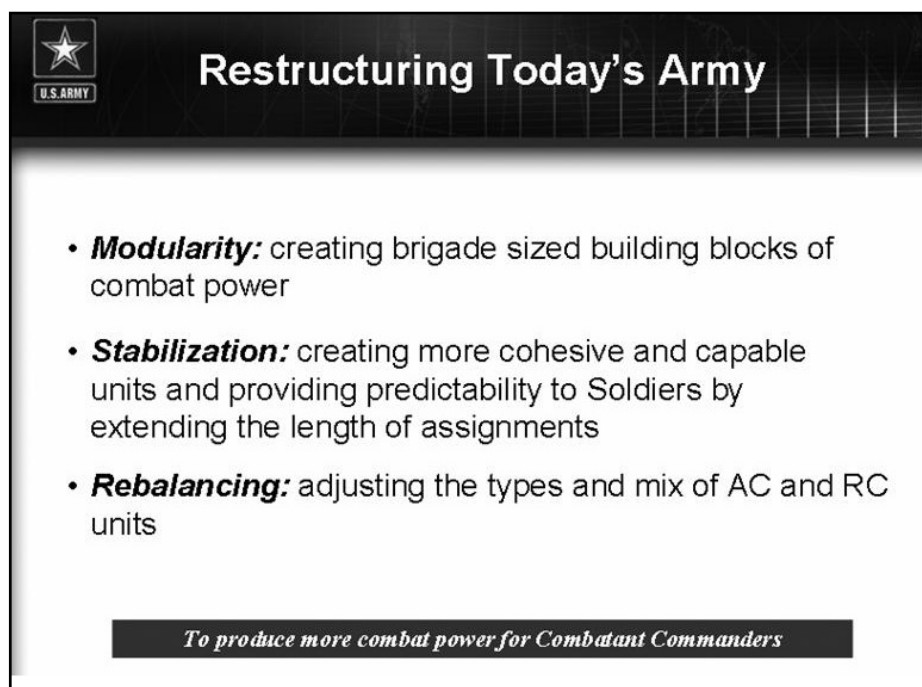
## SECTION III - A TOTAL ORGANIZATIONAL REDESIGN

### MODULARITY

Modularity is the foundation for building a campaign quality Army with joint and expeditionary capabilities. Often, commanders require a function to be performed that does not warrant the deployment of an entire unit. However, deploying portions of units can render the remaining elements of the parent organization incapable of performing their mission due to a lack of key personnel and equipment

Modularity provides a force design methodology that aids in solving these dilemmas. It enhances the Army's ability to rapidly respond to a wide range of global contingencies with a force possessing needed functions and capabilities, while deploying a minimum of troops and equipment. It is a methodology that puts the right amount of the needed capabilities at the right place at the right time. At the same time, it also leaves behind the remainder of an organization that can be deployed later or can provide mission-capable support elsewhere if needed.

Modularity is about packaging units into flexible configurations, creating more cohesive and capable units, and adjusting the types and mix of AC and RC units (See Figure Intro-2). Modular units are rapidly deployable, responsive, agile, tailorable, and discrete packages of land force combat power.



**Figure Intro-2. Restructuring Today's Army**

The object of modularity is to provide superior tactical units that are more responsive and provide greater mission potency for the joint force commander.

Modularity provides the methodology for the Army to achieve a force structure that will optimize rapid assembly of mission-oriented contingency forces that are effective and efficient; while providing a means of rapidly identifying, mobilizing, and deploying doctrinally sound,

sustainable, and fully mission-capable elements/organizations capable of operating in a joint and combined environment (See Figure Intro-3.)

**Modularity:** Provides capabilities-based units at the Brigade level to Regional Combatant Commanders with responsive, fully mission-Capable combat and support organizations that operate in a Joint, Combined or Multi-National environment.

**Why Change:**

- Provides greater capacity for rapid and tailorable force capability packages
- Improves strategic responsiveness for full spectrum operations

**Offers:**

- Embedded Joint capabilities and connectivity
- Organic staff precluding augmentation
- Interdependent Joint communications, ISR, and fires
- Deployable, separable Command Posts
- Organizations capable of C2 and/or support of Joint and multi-national forces

**Figure Intro-3. Modularity and the Army's Need to Change**

Modularity will apply to force elements, including command and control (C2) headquarters performing missions across the range of military operations (peacetime, conflict, and war) and force elements participating in joint, combined, multinational, and interagency operations.

### ***MODULAR HEADQUARTERS***

Since 1999, the US military has undergone a sweeping evolution driven by operational experience and new capabilities. In the past, the conduct of operations was divided into loosely linked major land, sea, and air operations, often conducted with different objectives. Today, joint operations form an integrated joint fabric, and increasingly, operations are integrated at the tactical level. The nature of modern land operations has changed in terms of geography and time. In general, operations have become more distributed in space and more simultaneous in time. At tactical and operational levels, subordinate units operate in noncontiguous areas of operations and conduct nonlinear operations as a matter of routine. This change is the result of smaller and more agile forces, significant improvements in C2, and continuing integration of joint capabilities at lower echelons. Army forces continue to increase their lethality. The integration of advanced information technologies multiplies the effectiveness of the individual weapon systems by many times. All these factors support Army forces executing offensive land operations early in the campaign by introducing forces capable of maneuvering to operational depths as part of an integrated joint force.

The operational environment requires Army forces that are much more responsive and tailored to the needs of the combatant commanders. Army forces must be capable of executing a full range of military operations from theater war through smaller contingencies to humanitarian assistance. To meet joint requirements, the Army is reorganizing its echelons above brigade.

Between now and 2010, two higher headquarters will replace the existing structure of divisions, corps, and echelons above corps. These new headquarters are currently designated units of

employment (UE), specifically a UEx (primary warfighting) and a UEy (theater operational land force and joint support) echelon (See Figure Intro-4). While the tendency is to think of these echelons as linear improvements to the division and corps, they are not. Both higher echelons will be complementary, modular entities designed to employ tailored forces within integrated joint campaigns.

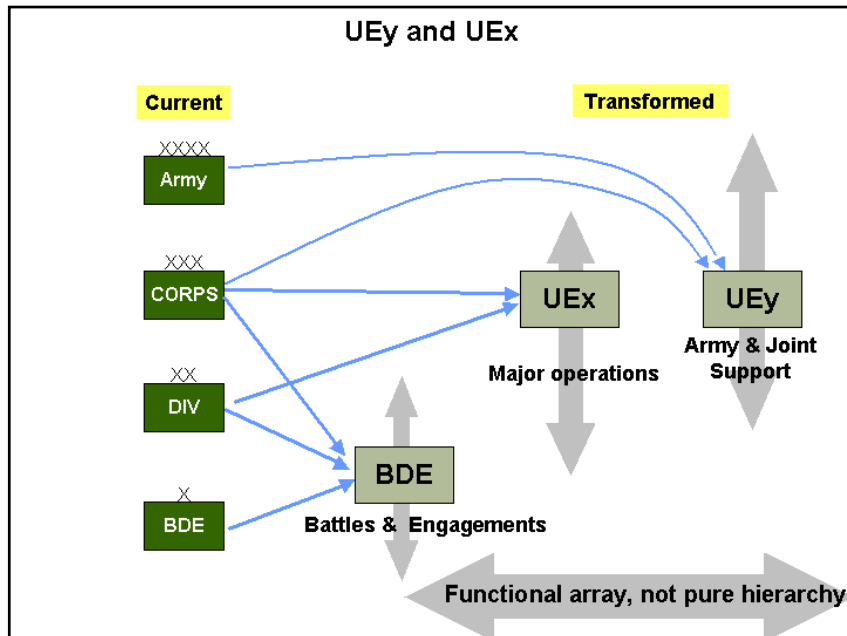
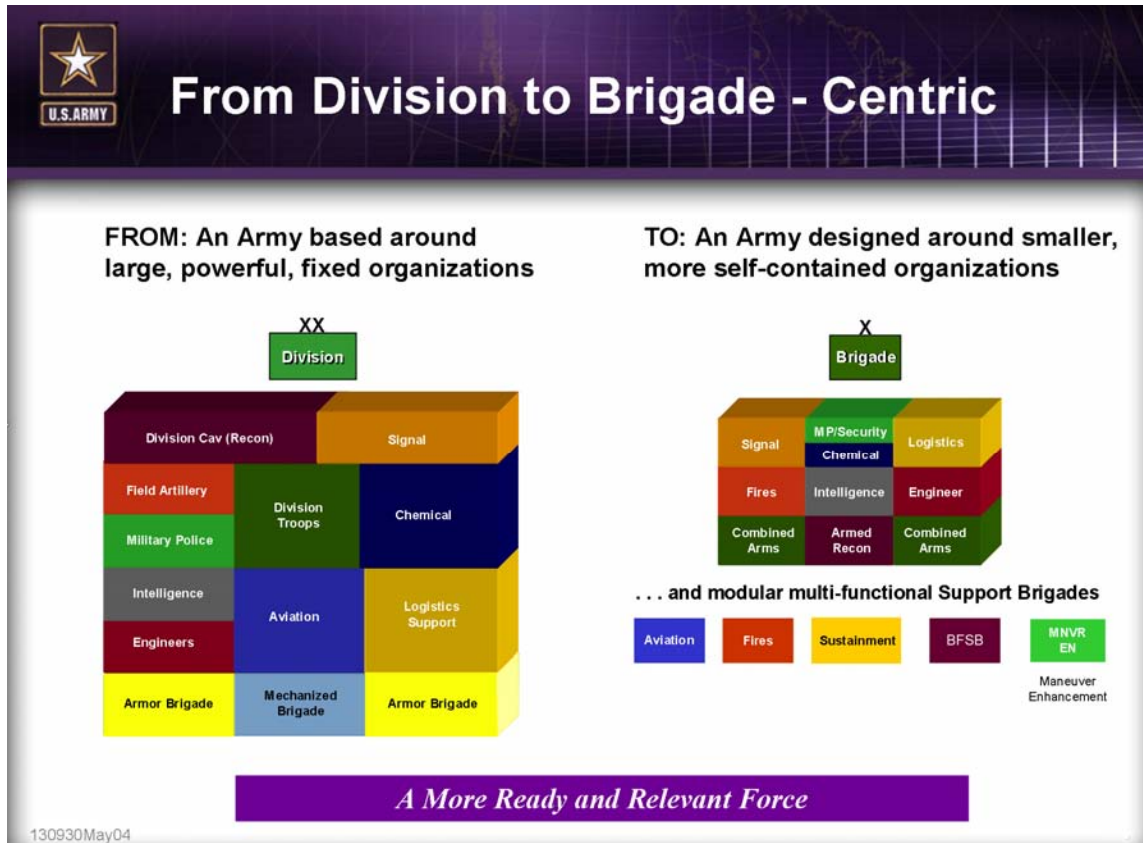


Figure Intro-4. UEy and UEx

Units of employment execute offensive, defensive, stability, and support operations on land as part of an integrated joint force. The UEx will become the principal warfighting headquarters of the Army, exercising operational control over brigades employed in tactical engagements. The UEy will focus primarily on the Army component responsibilities, supporting the entire theater and the operational forces (joint, interagency, and multinational) as required by the combatant commander.

### The Brigade-Based Force

The Army will transform to a brigade-based modular Army to achieve more balance in the force, with the ability to operate decisively in an uncertain environment against an unpredictable threat that will make every attempt to avoid our strengths (See Figure Intro-5). This redesign effort, as well as associated restructuring and stabilization initiatives, are important as they are intended to sustain both the active and reserve component Army through a potentially long-term and manpower- and resource-intensive war on terrorism.



**Figure Intro-5. From Divisions to Brigades**

The new brigade designs achieve three goals set by the Army's Chief of Staff. This new design will:

- Increase the number of combat brigades available to the Army while maintaining combat effectiveness that is equal to or better than that of current divisional brigade combat teams.
- Create smaller standardized modules to meet the varied demands of RCCs and reduce joint planning and execution complexities.
- Redesign brigades to perform as an integral part of the joint team. This makes them more capable in their basic ground close combat role, able to benefit from other service support, and able to contribute more to other service partners.

The fundamental transforming idea behind the Army's reorganization is to organize Soldiers into powerful and modular brigade combat beams (BCTs) with dramatically improved C2 systems. This pairing of better combat potential with superior C2 will give the brigades the ability to gather more information faster and more reliably and to fight as a networked team of teams internally and with teammates in the other services. This will give the new maneuver brigades significantly greater combat power than that of contemporary ones.

The principal tactical unit of the modular Army will be the BCTs, which will be made up of battalion-sized and company-sized subunits. Brigade-based, modular units are rapidly deployable, lethal, responsive, agile, tailorable, and discrete packages of land force combat power.

Today's varying types of divisional and nondivisional BCTs will be reduced to three variants. Two standard BCT designs will replace the task-organized combinations formed inside today's

divisions. One variant is a heavy brigade combat team (HBCT), and the other is an infantry brigade combat team (IBCT). Selected IBCTs will be organized along the standard design but will retain the ability to conduct forced entry operations by vertical envelopment (air assault and airborne). The Stryker brigade combat team (SBCT) is the third type of maneuver BCT available to the UEx commander.

These BCTs will be standing combined arms formations and will include organic battalion-sized maneuver, fires, reconnaissance, and logistics subunits. In contrast to current divisional brigades, the modular force BCTs will be fixed base table of organization and equipment (TOE) units.

With the fielding of BCTs, the Army will shift from a division-based stance to a brigade-based posture. The Army shifts from generating and employing divisions in decisive land operations to providing the joint commander the right mix of BCTs and appropriate C2 as part of an integrated joint operation. Rather than providing some derivative of a division, as the Army does now, the Army will provide a mix of capabilities, controlling headquarters, and an appropriate commander to meet the requirements of the joint force commander, which will be driven by the threat and mission requirements.

Despite their organizational similarity to present maneuver brigades, the transformed modular BCTs are organized to maintain combined arms teamwork more effectively under intense stress. Advanced C2 tools, increased reconnaissance capabilities with improved sensors, and better precision weapons add significantly to the effectiveness of the new brigade combat teams.

These BCTs will magnify the effects of all the elements of combat power—maneuver, firepower, protection, leadership, and information—in new ways. As their fighting systems improve over the next decade, combat units will generate significant increases in combat power and significant advances in the focus, discrimination, and precision of combat effects.

Lethality in combat is determined less by the total number of shooters in an organization than by the number it can bring to bear and the accuracy with which they fire. While the shooters in the brigades' direct and indirect fire systems are familiar (120mm and 25mm cannons; small arms, machineguns, grenade launchers, and antitank/antimateriel/anti-air missiles; 60mm, 81mm, and 120mm mortars; and 105mm or 155mm howitzers), their effectiveness has been substantially improved through better situational understanding (SU) and fire control tools.

To support the new heavy, infantry, and Stryker BCTs, five types of supporting brigades will be organized to provide supporting aviation; artillery fires; sustainment; intelligence, surveillance, and reconnaissance (ISR); and protection. These supporting brigades are organized to perform specific combined arms support functions.

The supporting brigades are flexibly organized to meet mission demands. Each brigade includes a mix of organic and assigned battalions. Each can be tailored for the specific set of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) conditions of a major operation or contingency and can be task organized in size from a brigade-sized element down to platoon-sized or section-sized elements. These supporting brigades provide the means to weight the decisive operation or to tailor BCTs for specific missions.

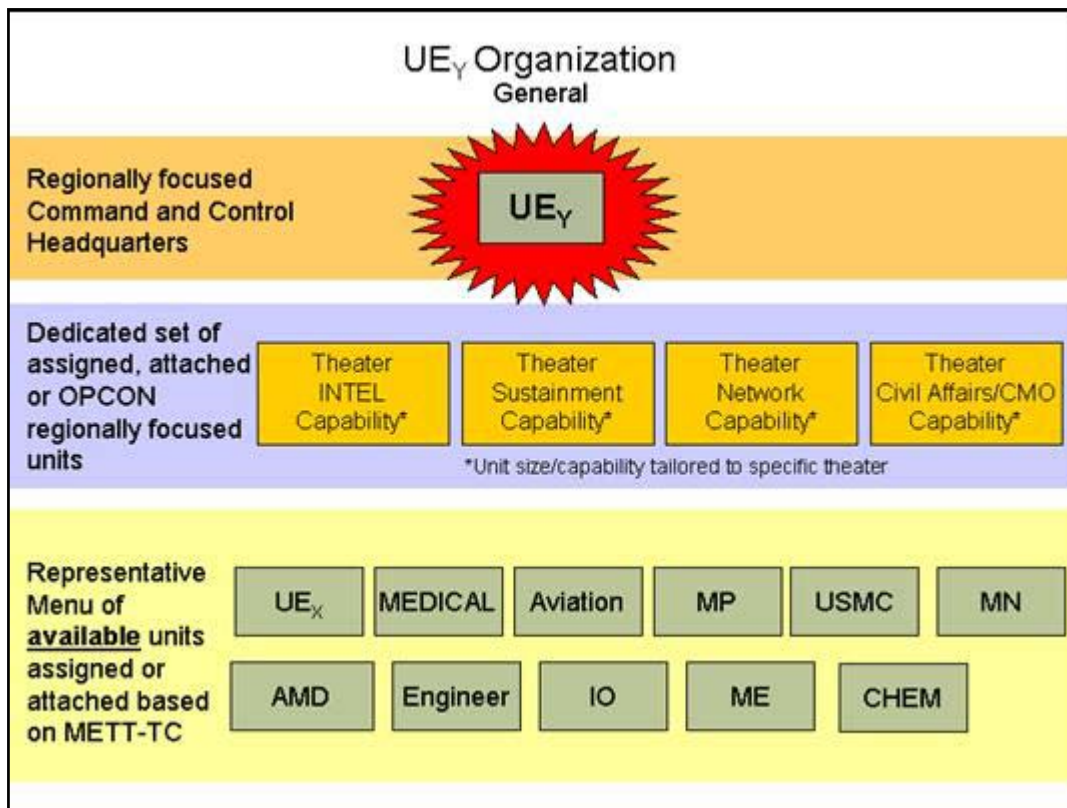
The Army National Guard will have the same common BCT design as the active Army but will retain a separate scout group in addition to its heavy, infantry, and Stryker BCTs. The Army Reserve will provide an array of supporting units.

**SECTION IV - THE NEW ARMY FORCES**

**UEy**

The UEy is the Army theater-level headquarters that directly supports the RCCs. The UEy consolidates most of the supporting functions currently executed by Army corps and Army service component commands (theater Army) into a single operational command echelon. The UEy will be the primary vehicle for support to the entire region as well as Army, joint, and multinational forces deployed to a joint operational area (JOA). There will be one UEy for each RCC, and any subunified command designated by the Secretary of Defense.

The UEy commander performs the service unique functions and tasks of the Army service component commander (ASCC) for that RCC. In major combat operations, the UEy may become the joint force land component commander (JFLCC) and exercise operational control over tactical forces. It can also provide the headquarters for a joint task force in smaller scale contingencies. The UEy requires some joint augmentation to function as the JFLCC or joint task force (JTF). The specific organization of each UEy will be based on the unique requirements of the joint force commander/RCC and the conditions of the theater. Figure Intro-6 shows a general regionally focused UEy C2 headquarters.



**Figure Intro-6. UEy Organization**

Four regionally focused commands or brigades will provide a theater base to each UEy and allow it to support the operations of the UEx and other joint and multinational forces in the combatant command. These supporting commands and brigades supporting each theater include a theater sustainment command (TSC), a theater network command (TNC), a theater intelligence brigade

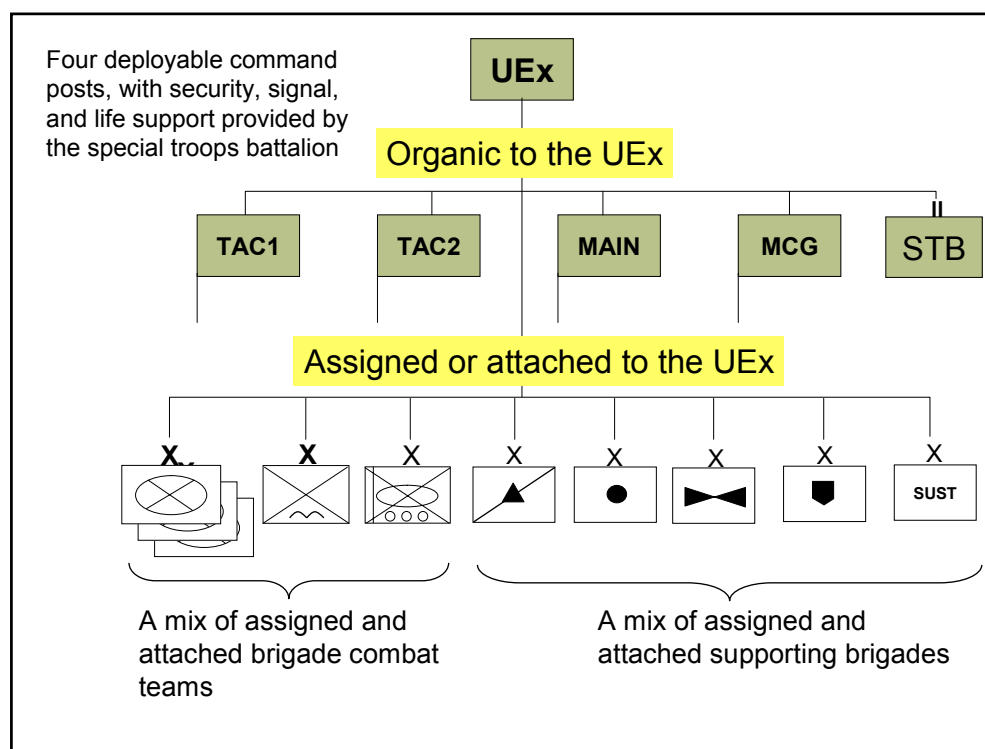


(TIB), and a civil affairs brigade. The situation in each theater will dictate the size of the commands and theater-level brigades that support Army forces in theater.

The UEx receives other commands and brigades as required for execution of campaigns. Typically, these include a medical command, air and missile defense command, theater aviation brigade, engineer brigades, military police brigades, and one or more tailored UEx. From these forces and based on the assigned mission, the UEx may allocate additional maneuver, fires, aviation, surveillance, maneuver enhancement, sustainment, and other functional brigades to the UEx during the conduct of operations.

## UEx

The primary tactical war fighting headquarters will be the UEx. The UEx will combine the functions of today's division with the tactical responsibilities of the corps. The primary task of the UEx will be to direct the operations of the subordinate brigades and battalions. In marked contrast to the division, the UEx will not be a fixed formation. The UEx will not have any organic forces beyond the elements that make up the headquarters and its special troop battalion that includes life support and maintenance, a security company, a signal company, and a mobile command group section. Figure Intro-7 depicts a UEx organization.



**Figure Intro-7. UEx Organization**

The UEx will be a completely modular C2 entity designed to exercise C2 over assigned brigades. Fully modular, the UEx headquarters is self-contained and built for today's expeditionary warfare. This contrasts sharply with the current division, which is the largest fixed organization in the Army.

The modular design envisions that the UEx can control a mix of the six basic types of brigade formations—the BCT, the aviation brigade, the battlefield surveillance brigade (BFSB), the

maneuver enhancement brigade (ME), the fires brigade, and the sustainment brigade. Since the UEx has no fixed structure beyond the UEx headquarters, not all of these brigades may be present in an operation. In some operations, the UEx may control more than one of a particular type of brigade. The UEx may also control functional groups, battalions, or even companies, but normally, these will be task organized to one of the brigades.

The UEx conducts decisive, shaping, and sustaining operations that translate operational directives into tactical action. The UEx is organized, manned, trained, and equipped to accomplish the following:

- Control up to six BCTs in major combat operations but may control more in prolonged stability operations. However, the span of command may decrease to one or two BCTs during forcible entry operations.
- Control a tailored mix of other warfighting capabilities organized under the five multifunctional supporting brigades. The UEx may also attach or operational control (OPCON) functional brigades to the control of the UEx commander.
- Organizes and distribute C2 assets based on METT-TC. The UEx commander may alternate command posts (CPs) between planning and execution, assign them to geographically dispersed operations, or allocate them to divergent types of operations occurring simultaneously (for example, offensive and stability operations). The commander may also organize C2 according to major functions (such as Army forces (ARFOR), land component, tactical controlling headquarters, etc.) or purpose (decisive, sustaining, and shaping).
- Function as an ARFOR or JTF/JFLCC headquarters for SSCs without additional Army augmentation. The UEx may serve as both the ARFOR and JFLCC simultaneously, although augmentation may be required for extended operations.
- Direct mobile strike and precision strike operations through mission orders to the aviation and fires brigades, respectively.
- Normally operate independently along a line of operation or in an area of operation (AO) during offensive operations.

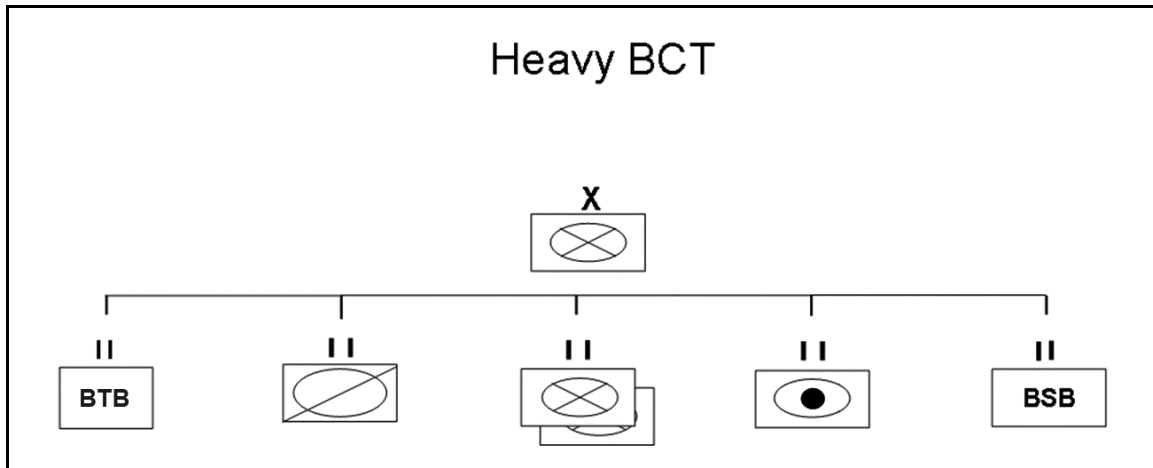
Each UEx is unique not only for a particular campaign but also for different phases of the campaign. The higher headquarters continually tailors the UEx according to the factors of METT-TC.

While current divisions are concerned solely with tactics, the UEx can function at the operational level of war with little or no augmentation. It can perform as the ARFOR headquarters for a small JTF and can function as the combined or joint force land component command (C/JFLCC) with US Marine Corps or multinational augmentation. With other service augmentation and special training, the UEx may even serve as a JTF headquarters.

In garrison, the UEx coordinating staff is organized into a general staff that includes G1, personnel; G2, intelligence; G3, operations; G4, logistics; G5, plans; G6, command, control, communications, and computer operations (C4OPS); and G7, information operations. The UEx headquarters also includes special staff and personal staff for the commander. In contrast to current division/corps headquarters organization, all of the special staff is organic to the UEx headquarters. The headquarters has organic liaison teams. The UEx does not depend on any subordinate brigade to provide elements of the special staff, and it has a security company that can provide security platoons to its mobile elements.

### ***HEAVY BRIGADE COMBAT TEAM DESCRIPTION***

The following paragraphs provide a general description of the HBCT's capabilities, organization and C2 relationship to the UEx. The HBCT is more deployable and more versatile and contributes more to the joint team than the previous heavy organizations they replace. Figure Intro-8 shows how the HBCT is organized with its organic battalions.



**Figure Intro-8. Heavy BCT**

The HBCT reduces the complexity of deployment planning and replaces the many variations of the divisional armored and mechanized brigades. It contains the combined arms components normally required to rapidly achieve tactical overmatch in a single formation. Robust enough to fight with or without external support for limited periods, the HBCT can fight “off the ramp” across the full spectrum of operations when tactically loaded.

Compared to prior divisional heavy brigade organizations, the HBCT provides more mission potency for the cargo weight and space. Making use of higher leader to led ratios, a more stable (and thus experienced) staff, and enhanced C2 systems, the HBCT command teams employ the brigade’s potential more effectively. Enhanced and expanded fire and air support elements distributed throughout the organization and greater network connectivity allows maximum use of lethal and suppressive air support.

The HBCT is versatile. While the HBCT is optimized for high-tempo offensive operations against conventional and unconventional forces in mixed or open terrain, it is also adept in mixed terrain defense, urban combat, and mobile security operations (screen, guard, and cover). In addition to offensive and defensive operations, the HBCT can conduct stability operations, support operations and support and stability operations.

The new modular HBCTs contribute more to the joint team. They are more effective in their unique role of forcing a decision on enemy leaders in a broader variety of missions and environments, and at a lower cost in supporting resources to the joint force as a whole.

The HBCT’s versatility and ability to make rapid transitions derives from its organic combined arms composition. The HBCT’s balanced combined arms battalions (CABs) need minimal reconfiguration from mission to mission. Engineers and fire support elements are organic to the CABs. The HBCT makes better use of nonorganic lethal and suppressive fire support. HBCT organizations are sufficiently robust to maintain full-time all-around security for all organic and attached elements. Additionally, there is sufficient organic support to fight and win assigned engagements before external support is required.

To further enhance versatility, the next higher headquarters can modify the mission capabilities of the HBCT or weight them when they are designated as the main effort by attaching combat support mission modules to the maneuver, reconnaissance, fires, or brigade troops battalion (BTB). Because of similarities in the structure of the functions of the infantry, Stryker and heavy BCTs and because the battalions are combined arms modules, the higher commander can also tailor brigades for specific missions by exchanging battalions. However, the UEx normally avoids detaching organic forces from the BCT, instead varying the size of the AO assigned to the

brigade or the distribution of tactical tasks between brigades. Circumstances may compel the UEx to task organize the subordinate battalions between BCTs, but this is the exception, and not the rule.

### ***THE SUPPORTING BRIGADES***

There are five new brigades that support the BCTs and execute shaping and sustaining operations throughout the UEx AO. These brigades include aviation, fires, surveillance, maneuver enhancement, and sustainment.

These five brigades perform the following supporting functions across the UEx AO:

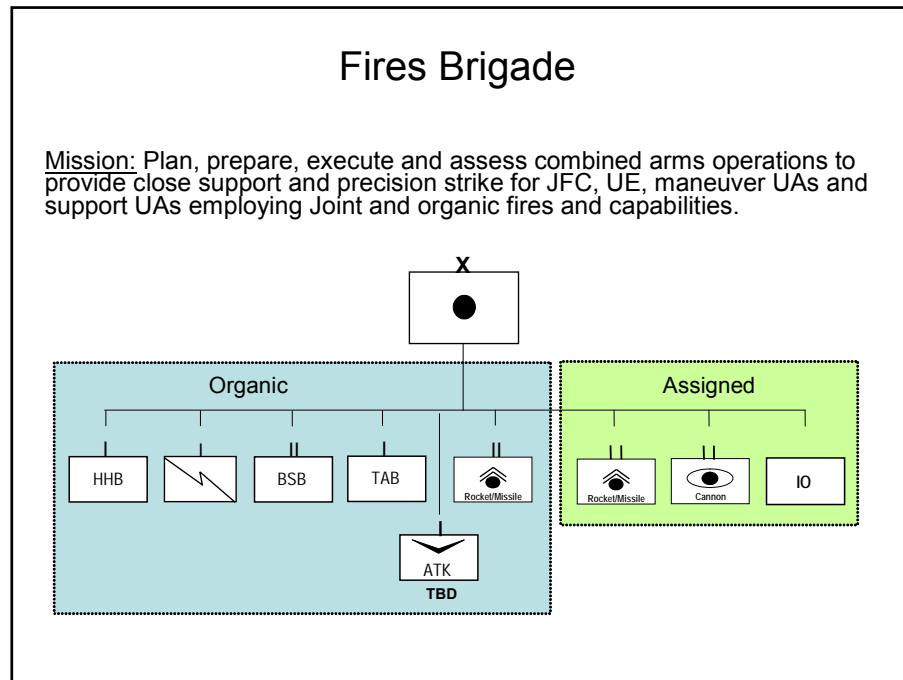
- Each brigade can be tailored for the specific set of METT-TC conditions of a major operation or contingency.
- Each can join or detach themselves from any higher headquarters easily and effectively.
- Each is self-contained and does not provide staff augmentation to the supported headquarters.
- Each has substantial network connectivity and liaison officer (LNO) capability to support another headquarters whether it is army, joint or multinational.
- Each can access and use joint enablers to accomplish its functions.
- Each has the means to reinforce the BCTs for specific missions.

The UEx commander may also determine that a ground maneuver unit or other joint capabilities should be placed under the operational control of supporting brigade units of action. This decision would be based on the type of operation (offense, defense, stability, or support) as well as METT-TC considerations.

### **Fires Brigade**

The organization of the fires brigade differs from currently fielded corps and division field artillery brigades in its staff design, capacity to employ electronic warfare (EW) units and unmanned aerial vehicles (UAV). The brigade commander performs the duties of the force field artillery commander for the unit to which the fires brigade is assigned (UEy or UEx), providing advice on all aspects of fires and effects employment.

Each fires brigade has an organic missile battalion. Depending on METT-TC, fires brigades are task organized with additional long-range precision missiles, advanced cannon artillery, and counterfire radars. Figure Intro-9 provides the fires brigade mission, showing how it is organized with organic forces and how it could be task organized with other assigned forces. The fires brigade may receive OPCON of EW assets selected for their ability to engage enemy C2 systems. The fires brigade provides fires on a planned or emergency basis at the direction of the UEx.



**Figure Intro-9. Fires Brigade**

The primary task of the fires brigade is to plan, coordinate, and execute precision strike operations within the UEx AO. The conduct of strike operations is predicated on the ability of the strike headquarters to control and synchronize all elements of the strike operation with all available lethal and nonlethal fires to deliver concentrated effects on the target. The C2 capabilities of the fires brigade allow it to plan, prepare, execute, and assess precision strikes with operational control of additional ISR and EW capabilities from the other brigades. The UEx sends mission orders to the fires brigade specifying intended effects, additional capabilities under the operational control of the fires brigade, and joint capabilities available for the mission.

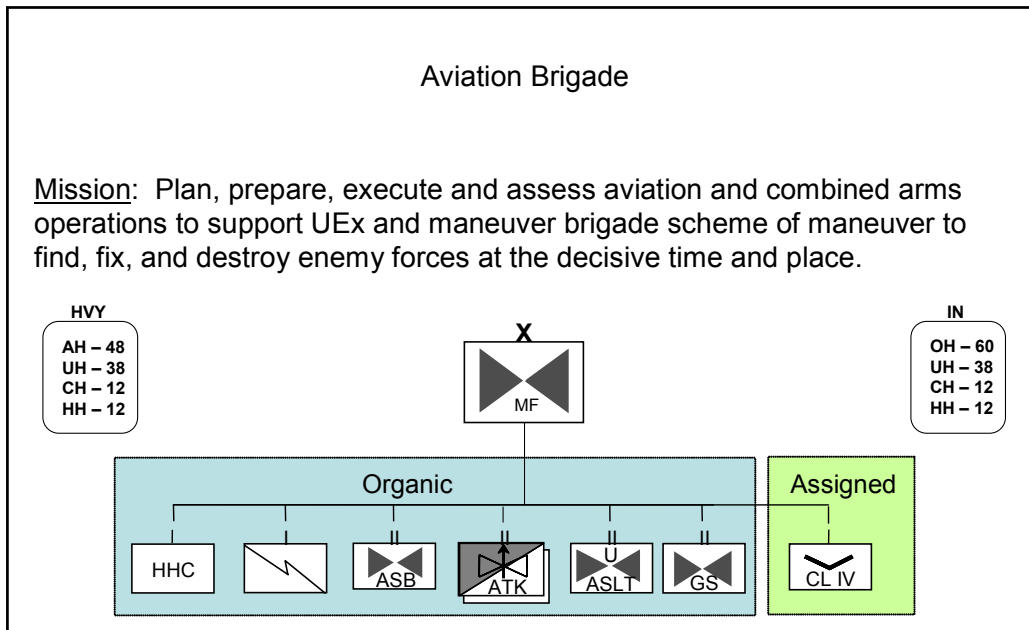
The secondary task for the fires brigade is to provide reinforcing fires within the brigade AO. When directed by the UEx, the fires brigade provides additional cannon or missile artillery to support the BCT or delivers precision fires into the BCT AO as requested by the supported BCT commander.

The fires brigade also provides reactive and proactive counterstrike operations to support the UEx and BCTs.

### **Aviation Brigade**

The aviation brigade supports the operations of the entire UEx with task-organized aviation capabilities. The bulk of Army aviation combat power resides in the multifunctional aviation brigade organized to support the UEx and the combined arms maneuver BCTs. The organization of the aviation brigade combines a variety of battalions—attack, assault, lift, and support—under one command.

The UEx aviation brigade is expansible and tailorable to the mission and can support multiple BCTs. (See Figure Intro-10.) Based on METT-TC, the aviation brigade commander task organizes available aviation resources into mission packages that are either controlled by a supported BCT or the aviation brigade.



**Figure Intro-10. UEx Aviation Brigade**

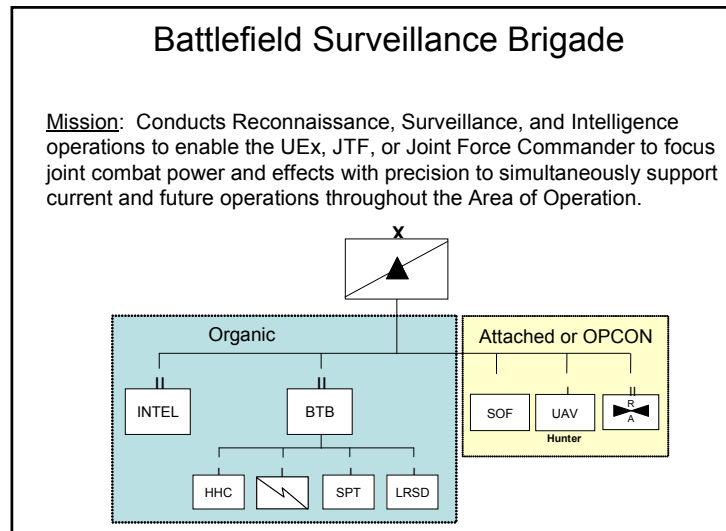
The aviation brigade receives priorities and mission orders from the UEx to conduct and support reconnaissance, security, mobile strike, vertical maneuver, attack aviation support to close combat, aerial sustainment, and C2 operations.

The aviation brigade plans and conducts mobile strike operations. Mobile strike operations are extended combat operations that capitalize on the ability of attack aviation to maneuver to the full depth of the UEx AO, deliver massed direct fire, and employ precision munitions in support. The UEx executes mobile strikes outside of the BCT areas against targets that are capable of maneuvering to avoid precision strikes.

The aviation brigade executes screening missions for the UEx. The aviation brigade may receive the OPCON of ground maneuver and joint assets and capabilities to carry out these missions. It supports other security operations; including BCTs assigned a screen, guard, or cover mission with aviation forces. For guard and cover missions, the aviation brigade provides reconnaissance, attack, and lift assets under the OPCON of BCTs. The aviation brigade also supports area and route security operations conducted by the maneuver enhancement brigade.

### **Battlefield Surveillance Brigade (BFSB)**

The organization of the BFSB consists of an organic military intelligence battalion, brigade troops battalion, and a long-range surveillance detachment. (See Figure Intro-11.) Other surveillance and reconnaissance units are attached to the BFSB and tailored to specific operations. The tactical function of the BFSB is to develop situational understanding over unassigned portions of the UEx AO and support UEx-level decision processes. The BFSB directs its capabilities to the areas external to the brigade areas. Since the BFSB will inevitably lack sufficient assets to maintain visibility over the entire AO, the brigade commander will develop a BFSB plan for organic and attached assets based on the ISR plan developed by the G3 and G2 of the UEx.



**Figure Intro-11. Battlefield Surveillance Brigade**

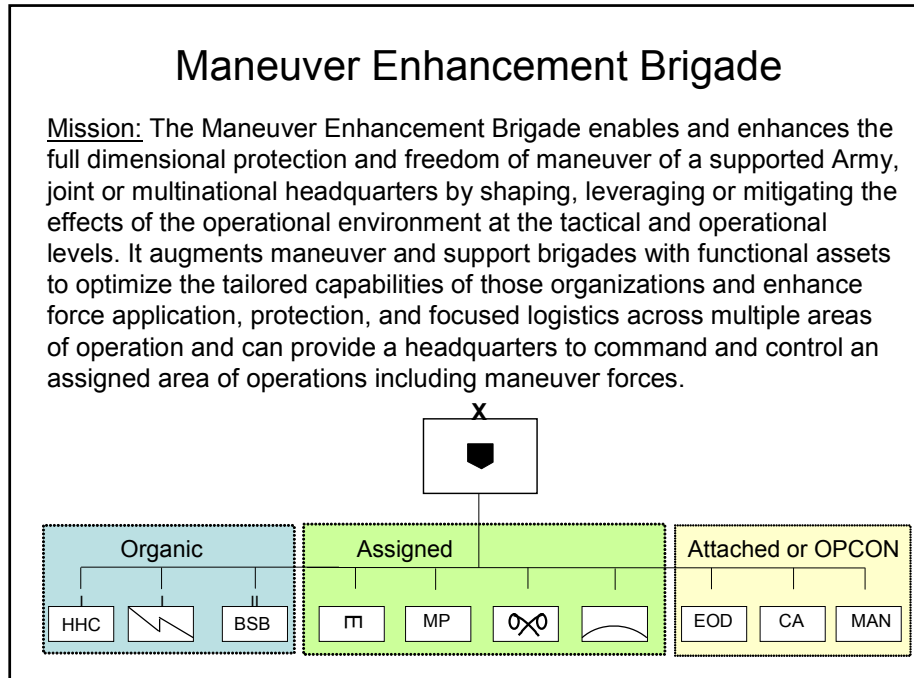
The BFSB is organized to assist the G2 in satisfying the commander's critical information requirements (CCIR), which include priority intelligence requirements (PIR). It becomes the eyes and ears of the UEx within its AO. The UEx commander describes the operation and identifies the PIR. The commander's intent and PIR become mission orders for the BFSB commander. The BFSB commander controls all UEx-level surveillance and reconnaissance assets not task organized or organic to another brigade.

The BFSB commander needs wide latitude to develop the situation across the UEx AO. The size and scope of the operation will often require the UEx to complement and reinforce the BFSB with additional assets. The UEx also focuses the BFSB through the allocation of brigade AOs. The BFSB has the capability to reinforce the BCT collection capabilities. When circumstances and orders from the UEx dictate, the BFSB will reinforce brigade intelligence capabilities with additional assets.

### Maneuver Enhancement Brigade

The maneuver enhancement brigade (Figure Intro-12) is designed as a multifunctional headquarters only—it has no organic units beyond a brigade base of headquarters and support units. However, the brigade headquarters includes air and missile defense (AMD); military police (MP); engineer; and chemical, biological, radiological and nuclear (CBRN) functional operations/planning cells. One of its uses is to create a modular, tailorable, scalable protection force for the UEx commander.

Each maneuver enhancement brigade is uniquely tailored for its mission. Typically, the maneuver enhancement brigade includes a mix of construction engineer, CBRN defense, civil affairs, AMD, and MP together with a tactical combat force (TCF).



**Figure Intro-12. Maneuver Enhancement Brigade**

The maneuver enhancement brigade is responsible for protection outside of maneuver brigade combat team AOs. Tailored with MP, ADA, combat engineer and combined arms battalions, it preserves tactical or operational freedom of action within the UEx area of operations by performing limited offensive, defensive, and stability missions on assigned routes or in a designated rear area. It also plans, prepares, executes and assesses protection missions for other joint, service, and functional and multinational headquarters when required.

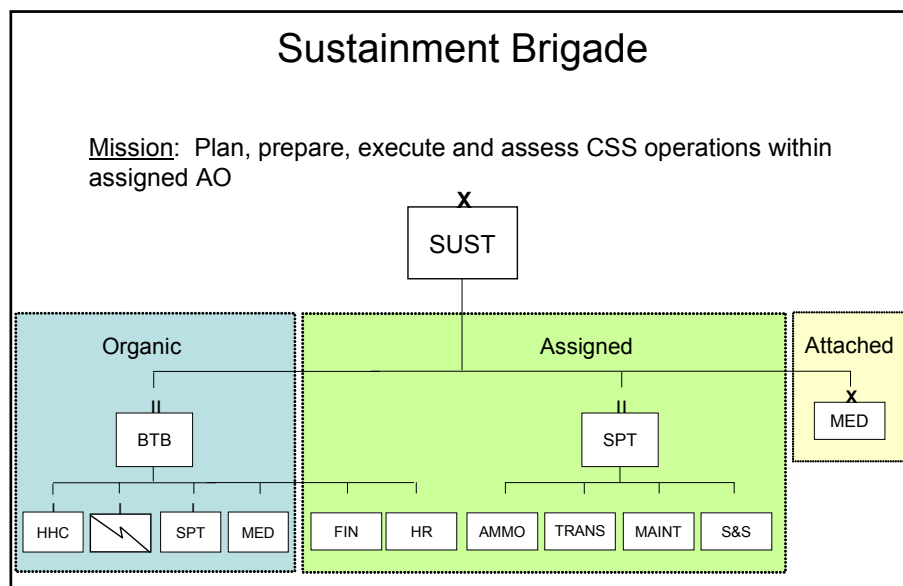
The maneuver enhancement brigade does not supplant unit self defense responsibilities. Units are still responsible for self-protection against Level I and some Level II threats. The maneuver enhancement brigade complements self defense by focusing on protection across the UEx as a war fighting function, not a piecemeal activity.

The maneuver enhancement brigade may provide tactical combat response forces within an AO, improve and secure lines of communications (LOC), and it may be tasked to organize base security and defense for several base clusters. It is organized and trained to execute selected security missions including route security and key asset or point security. It normally requires augmentation to perform area security operations. It is not organized, trained, or equipped to do screen, guard and cover operations.

### Sustainment Brigade

The organization of the sustainment brigade is tailored with multi-functional support battalions, each of which includes a mix of logistical capabilities (See Figure Intro-13). Specialized support units of varying size are task organized based on METT-TC.





**Figure Intro-13. Sustainment Brigade**

One or more tactical sustainment brigades move with and support the UEx. If more than one sustainment brigade supports the UEx, the UEx staff coordinates their operations.

The sustainment brigade of the UEx provides distribution-based replenishment to the BCT's task organized under the UEx, and area support to any other unit located within the UEx AO. The sustainment brigade establishes temporary bases within the UEx AO to conduct mission-staging operations (MSO) and to provide replenishment to the BCTs of the UEx.

## **THE FOCUS OF THIS MANUAL IS THE BRIGADE TROOPS BATTALION**

This FMI describes how the brigade troops battalion (BTB) is organized and equipped to provide the HBCT a command and control capability over organic company and platoon-sized units and attachments from maneuver enhancement brigades during full spectrum operations. This manual provides suggested techniques and procedures the BTB commander and staff will use in exercising C2 over BTB organic units during the planning, preparation, and execution of HBCT directed missions. The BTB ensures subordinate commanders and leaders conduct pre-combat inspections (PCI) and detailed planning and rehearsals focused on execution of assigned HBCT tasks; ensures BTB organic units are positioned to execute their assigned tasks; and coordinates to ensure CSS, FHP, and security are provided for BTB organic and attached units positioned throughout the HBCT AO. This FMI provides techniques and procedures for the commander and staff to plan, prepare, and execute rear area and base security operations for the HBCT.

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## Chapter 1

# The Brigade Troops Battalion Mission and Staff Functions

The brigade troops battalion (BTB) is organized to provide the heavy brigade combat team (HBCT) with command and control of the brigade's separate companies and detachments. Through its assigned subordinate units the BTB provides a wide range of battlefield operating system (BOS) and special mission capabilities.

The decision to create a new BTB was made after several Combined Training Center (CTC) observer/controller and senior leader observations of the newly fielded Stryker brigade combat team (SBCT) revealed a need to bring the many separate, enabling combat support units under the control of one commander. The span of control in the SBCT organizational design proved to be too extensive for effective C2 of these many enabling eaches. The BTB organizational design allows the HBCT commander and deputy commander to concentrate their focus on the battle in all threat environments, without the added direct responsibilities that these small units require.

### SECTION I - ROLE OF THE BRIGADE TROOPS BATTALION

1-1. The BTB commander commands and controls the separate companies and attachments of the HBCT in full spectrum operations. The organic units of the BTB include a BTB HHC including a chemical reconnaissance platoon, and a military police platoon, the HBCT HHC, a military intelligence company, and a signal network support company. Non-organic units and elements most likely to be attached to the BTB during operations include explosive ordnance disposal (EOD) teams, Civil Affairs teams, psychological operations (PSYOP), public affairs (PA), chemical—smoke and decon, and specialized engineer teams.

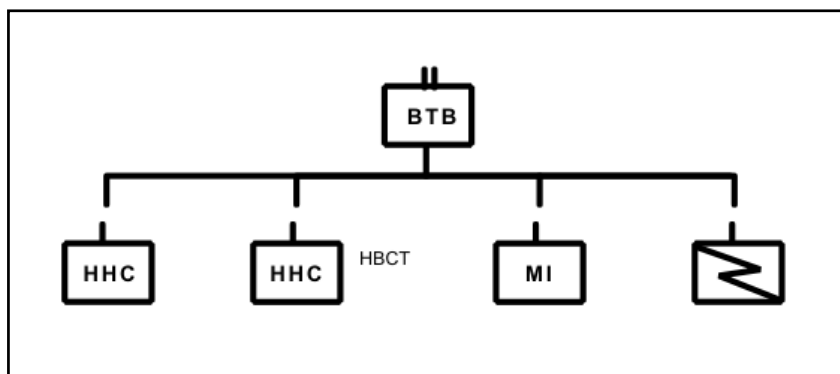


Figure 1-1. The Brigade Troops Battalion Organization Chart

- 1-2. The BTB commander also performs the following roles:
- Conducts rear area security operations planning, preparation, execution and assessment for all HBCT headquarters command posts (MAIN, TAC, commander and deputy commander mobile command group CPs and the BTB TOC) and the HBCT rear battlespace when augmented with a combat force. The BTB is capable of defeating Level I and Level II threats with its current organic assets.
  - Insures compliance of HBCT rear security base cluster defense plans and operations for all HBCT rear units not assigned to maneuver, fires or support battalions
  - Provides or coordinates for administrative/logistical operations and force health protection to all assigned and attached units as defined in designated command and support relationships.
  - Tracks and maintains situational awareness for all attached and assigned small unit elements in the HBCT AO which are not assigned to a HBCT subordinate battalion
  - Responsible for individual and collective training of organic units.
  - Performs other roles as dictated by the BCT CDR, based on mission requirements.

## SECTION II - COMMAND AND STAFF FUNCTIONS

1-3. The BTB commander performs the same leadership duties and responsibilities that all combat, combat support and combat service support battalion commanders perform. He organizes his battalion staff for combat in order to plan, prepare for, execute and assess combat operations. However the tasks he must accomplish are often quite different from his counterpart battalion commanders.

1-4. The BTB commander's staff exists to assist him with making and implementing decisions. The staff aids the commander by recognizing and anticipating battlefield events so he can decide and act faster than the enemy. Once a decision is made, the commander depends on his staff to assist him in communicating his decision to subordinates, synchronizing and coordinating supporting actions and supervising execution to ensure his decision is carried out according to his intent. The staff structure of the BTB includes a command group, the coordinating staff, a personal staff and a special staff. Staff duties, functions, and procedures are defined in FM 6-0. The following paragraphs provide a description of the key responsibilities of the BTB commander and his staff officers during combat operations.

## SECTION III - THE BTB COMMAND GROUP

### BRIGADE TROOPS BATTALION COMMANDER

1-5. The BTB commander has total responsibility and accountability for all assigned and attached personnel and units under his command, and is responsible for their actions. This includes the authority and responsibility for effectively using available resources for planning, organizing, coordinating, and controlling all military forces in accomplishing assigned missions. The BTB commander serves as the headquarters commandant for the HBCT commander. As such, he is responsible for all life, security and mission support functions in the BTB. The BTB commander is also charged with responsibility for planning, preparing and executing HBCT main and TAC CPs, mobile command groups and BTB TOC security. The BTB commander is responsible for rear area security with assets provided by the HBCT. In his assigned AO, he sets local intelligence collection requirements, Information Operations themes, determines force protection measures, and performs risk analyses. The

BTB commander ensures that his assigned companies are trained and qualified for overseas deployment around the world in full spectrum combat operations in the GWOT.

## **BRIGADE TROOPS BATTALION EXECUTIVE OFFICER**

1-6. The battalion XO is the principal assistant to the battalion commander. As second in command, he must understand internal functions of the battalion including both tactical and support operations. He supervises the BTB battle staff and coordinates assigned missions with subordinate unit commanders. In accordance with command directives, he formulates battle staff operating policies. He also oversees the master policy file and supervises the tactical operations center (TOC). The many other duties and responsibilities include:

- Supervising the BTB staff during the military decision making process (MDMP).
- Directing, supervising, and ensuring coordination of BTB staff work.
- Disseminating time analysis limitations to all battle staff sections.
- Monitoring the operations of all organic company commanders, 3 platoon leaders (MP/CM./SPT), the security section and the medical support section.
- Responsible for integration and synchronization of administration and logistics support for the all BTB assigned and attached elements including widely dispersed attachments and TOC operations.
- Managing the information operations flow within the BTB and directs the staff in the formulation of answers to the commander's critical information requirements (CCIR).
- Maintaining situational understanding in preparing to assume command of the BTB.

## **SECTION IV - PERSONNEL STAFF**

### **COMMAND SERGEANT MAJOR**

1-7. The duties and responsibilities of the BTB command sergeant major (CSM) are provided below:

- Advises the commander on all matters concerning the enlisted Soldiers of the battalion—enforces established policies and standards concerning enlisted personnel performance, conduct, and mission preparations.
- Performs other duties the commander prescribes, including receiving and orienting newly assigned enlisted personnel and helping inspect command activities.
- Monitors and recommends actions as necessary on the morale and discipline of the BTB—focuses his attention on functions critical to the success of the operation.
- Acts in the name of the commander when dealing with the other NCOs in the unit and is the commander's primary advisor concerning the enlisted Soldiers.
- Keeps finger on the pulse of the command, as the most experienced Soldier in the BTB.
- Trains unit first sergeants.
- Monitors NCO development, promotions, and assignments within the BTB.
- Plans and assesses Soldier training tasks; ensures Soldier training tasks are identified and trained to support the performance of collective (unit) METL tasks.
- Monitors the level of proficiency of training and morale of subordinate units.
- Provides recommendations and expedites the procurement and preparation of replacements for subordinate units.
- Monitors food service and other logistics operations.

- Conducts informal investigations.
- Leads the BTB and BCT HQs advance and/or quartering party during major movements.
- Assists in the CSS effort during the battle when the XO is in the TOC or forward.

## CHAPLAIN

1-8. The unit ministry team (UMT) consists of the chaplain and his assistant. The specific responsibilities of the chaplain are consistent with those of chaplains in other type battalions. The chaplain—

- Advises the commander on issues of religion (faith, ethics and morality), including the religious needs of all BTB personnel.
- Provides commanders pastoral care, personal counseling advice, and the privilege of confidentiality and sacred confidence.
- Develops and implements the commander's religious support program.
- Exercises staff supervision and technical control over religious support throughout the BTB.
- Helps the commander ensure all Soldiers have the opportunity to exercise their religious beliefs constructively.
- Informs the commander on the overall morale and climate of the task force.

## SECTION V - COORDINATING STAFF

### HUMAN RESOURCES SECTION (S1)

- The human resources (S1) section is responsible for personnel administration. The section provides public affairs (PA) capabilities when a PA team or detachment is not attached. Perhaps the most important responsibility of the BTB S1 is tracking the many, very low density, highly technical and specialized MOSs of the BTB and its subordinate units and attachments. Cross-leveling these MOS is difficult. Tight monitoring by the S1 is key to securing replacements in a timely manner.

1-9. The other functions of the S1 include:

- Monitoring and analyzing personnel strength and projecting future personnel requirements.
- Requesting, receiving, processing, and delivering replacement personnel.
- Managing casualty operations.
- Planning and supervising morale support activities, postal services, awards, and administration of discipline.
- Providing personnel service support including finance and legal services. Legal support will be provided by embedded paralegal (27D) with reach-back to the brigade operational law team (BOLT).

### INTELLIGENCE SECTION (S2)

1-10. The Intelligence (S2) section is the staff element responsible for all matters concerning military intelligence (MI), counterintelligence, and security operations in the BTB. The functions of the BTB S2 differ in focus from the functions of the HBCT S2. While the HBCT S2 focuses on intelligence throughout the HBCT AO and AI, the BTB S2 Section focuses on its own designated AO. This may include security operations and management of intelligence for the gray space or the rear area which is not assigned to a tactical command. Key functions of the S2 include:

- Coordinating with the HBCT S2 to obtain all intelligence products relating to the BTB AO.
- Coordinating the intelligence preparation of the battlefield (IPB) for BTB staff planning, decision making, and targeting, focusing on the BTB rear area.
- Coordinating with the BTB staff and recommending priority intelligence requirements (PIR) for the BTB commander's critical information requirements (CCIR).
- Performs Intelligence Synchronization, nominating collection tasks for all BTB's collection assets to the S3.
- Providing all-source intelligence that answers the commander's CCIR.
- Maintaining the current situation regarding local enemy and environmental factors, and updating IPB and the intelligence estimate.
- Identifying and evaluating intelligence collection capabilities as they affect the AO security, counter-reconnaissance, signal security, security operations, and force protection (includes back briefs from patrols and analysis of EPW interrogation information).

### **OPERATIONS SECTION (S3)**

1-11. The operations and training (S3) section is the principal staff element responsible for training, operations, and plans. The primary functions in a HBCT combat AO include responsibility for rear area security planning and operations monitoring, concerning base and cluster defense for all forward operating bases (FOB) in the BTB designated AO. The section also plans terrain management of unsecured rear areas, including execution when provided security forces by the HBCT commander. Additionally, the S3 section plans for the receipt and onward movement of all units attached to the BTB. The section monitors and tracks each attached element not assigned to a subordinate battalion within the HBCT. Normal functions of the S3 section include:

- Preparing, coordinating, authenticating, publishing, and distributing the command standing operating procedure (SOP), operations orders (OPORD), fragmentary orders (FRAGO), warning orders (WARNO), and other products involving contribution from other staff sections.
- Synchronizing tactical operations to include reviewing and coordinating subordinate plans and actions.
- Coordinating and directing terrain management.
- Recommending priorities for allocating critical command resources and support.
- Assisting the commander directly in controlling preparation for, and execution of operations.
- Staffing, executing, and supervising operational security (OPSEC).
- Coordinating civil military operations.
- Coordinating and controlling HBCT rear area security and NBC reconnaissance and decontamination operations
- Providing overwatch and supervision to the fire support NCOs in the O&I section in planning and preparations for rear area fires
- Providing internal BTB overwatch and supervision to the chemical platoon in planning and preparations for employment
- Coordinate requests for Army aviation support; close combat attack (CCA).
- Providing overwatch and supervision to the BTB S6 section in planning and preparing BTB C4 communications operations

## SUSTAINMENT SECTION (S4)

1-12. The Logistics (S4) section is the principal BTB staff element responsible for coordinating the logistics integration of supply, maintenance, transportation, and services for the battalion and all augmenting units. The S4 is the staff link between the BSB and its subordinate units and attachments. The S4 section performs those key functions normally associated with an S4 section. In the BTB the S4 has to support many different and complex low density unit requirements, particularly in repair parts procurement and high-tech equipment maintenance, much of which is contractor supported/dependent. The S4 section monitors the operations of the HHC, BTB support platoon in feeding, fueling and fixing logistical operations within the HBCT and BTB. The S4, in conjunction with the S2/S3 sections personnel prepare the unit movement order for moves, although elements may move constantly. The S4 develops and maintains administrative movement plans for all modes of transportation using FM 4-01-series publications.

1-13. Other S4 functions performed include:

- Projecting requirements and coordinating all classes of supply, except Class VIII (medical) according to the commander's priorities.
- Monitoring and analyzing the equipment and logistic readiness status of the BTB and its attached and assigned units.
- Conducts continuous logistics preparation of the battlefield for the BTB.
- Developing and synchronizing CSS plans to include supply, transportation, maintenance, and services.
- Develops the BTB logistics estimate.
- Keeps BTB battle staff informed of mission supportability from an internal logistics viewpoint.
- Acquires and assigns facilities.
- Provides advice on food service operations.
- Monitors property book activities.

## C4 COMMUNICATIONS SECTION (S6)

1-14. The C4 operations (S6) section will primarily be responsible for all BTB internal C4 operations, including network management, automation management, and information security. The S6 works closely with the signal network support company to provide support to all BTB command and control nodes and attached or assigned elements, and coordinates directly with the HBCT S6 on brigade C4 operations. Key functions of the S6 section include:

- Advise the commander on communications requirements.
- Establish, manage, and maintain communications links.
- Plan and coordinate network terminals.
- Determine system requirements needed for support based on the tactical situation.
- Inform the commander of primary and alternate communications capabilities.
- Recommend database configurations.
- Establish and enforce network policies and procedures.
- Prepare BTB signal estimates.
- Advise the commander and other users on the requirements, capabilities, and use of the available systems.
- Coordinate signal interfaces with those not operating with ABCS.
- Monitor the status of communications, to include: wide area network (WAN), combat net radio (CNR), near-term digital radio (NTDR), enhanced



position/locating system/tactical internet (EPLRS/TT), and global broadcast service (GBS) and joint network node (JNN).

- Coordinate signal requirements for units attached or OPCON to the BTB.

## **SECTION VI - SPECIAL STAFF**

### **FIRES NCOS (OPERATIONS AND INTELLIGENCE SECTION)**

1-15. The fires NCOs in the O&I section coordinate fires and effects for the BTB's assigned area of responsibility. These fires NCOs provide expertise, planning capability, and integration of fires and effects into BTB plans for rear area security. They work under the staff supervision of the BTB S3 and receive staff oversight from the HBCT FEC. The primary responsibilities of the fires NCOs in the O&I section include:

- Plan, coordinate, synchronize and execute fires and effects in support of BTB rear area operations.
- Collaborate in the intelligence preparation of the battlefield (IPB) process.
- Participate in the BTB military decision making process (MDMP).
- Participate in the BTB targeting process.
- Recommend the establishment of and changes to fire support coordinating measures (FSCM) for the BTB area of responsibility.
- Coordinate clearance of lethal and non-lethal attack against targets in BTB AO.
- Coordinate requests for joint fires through the HBCT FEC.
- Provide input to the HBCT's COP to enhance SU.

### **CHEMICAL OFFICER**

1-16. The BTB Chemical Officer and NBC Staff NCO are responsible for NBC planning for the BTB and providing the BTB commander, staff and subordinate and attached units technical advice on NBC related matters.

### **PHYSICIAN'S ASSISTANT (PA)**

1-17. The BTB physician's assistant (PA) serves as the chief of the medical support section and advises the BTB commander on the health of the command and force health protection issues. The PA is Army trauma management (ATM) qualified and works under the clinical supervision of a physician/surgeon. The PA is responsible to his supervising physician/surgeon for medical treatment provided by medical personnel (inclusive of medical personnel assigned to the BTB. The duties include—

- Operating the BTB Level I medical treatment facility/aid station.
- Planning and directing unit Level I force health protection (FHP) for the battalion.
- Coordinating with the medical company for Level II consultation and treatment support.
- Coordinating for patient evacuation to the supporting medical company.
- Supervising the administration and maintenance of equipment, the supply function, technical training, and the employment of medical personnel.
- Examining, diagnosing, and treating (or prescribing courses of treatment for) patients, to include ATM for the trauma patient under the clinical supervision of a physician.

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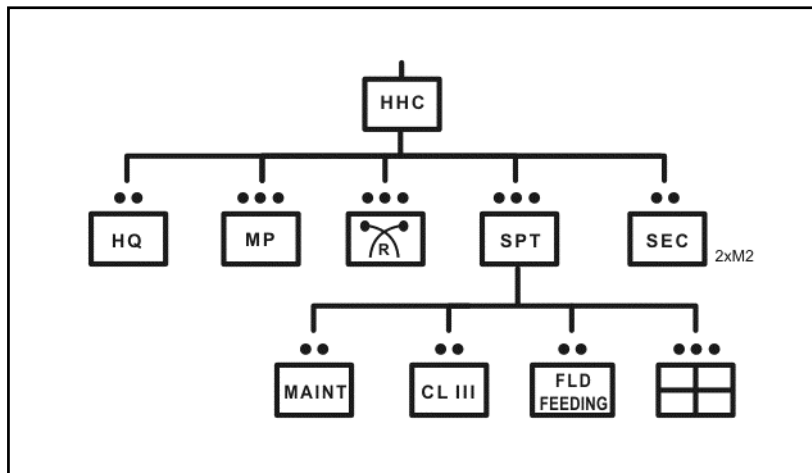
## Chapter 2

# Assigned and Attached Organizations

Unique to the brigade troops battalion (BTB) is the composite structure of the assigned companies and platoons, including two separate headquarters and headquarters companies. This chapter addresses what these units do as well as their respective roles on the battlefield.

### SECTION I - HEADQUARTERS AND HEADQUARTERS COMPANY, BTB

2-1. The role of the BTB HHC is to provide C2, security, and administration and logistics to the company's assigned platoons and staff sections, and any attached units, as well as to all the BTB organic companies. The HHC consists of the chemical, biological, radiological, nuclear (CBRN) reconnaissance platoon, the military police platoon, the support platoon, the headquarters section, the security section, the medical support section and attached units. The HHC provides logistical support to the BTB TOC and HBCT main and TAC command posts, and all attached units to both headquarters companies. This support includes maintenance of all organic and attached equipment, fueling operations, force health protection, and field feeding operations for both headquarters.



**Figure 2-1. BTB HHC Organization**

### BTB HEADQUARTERS SECTION

2-2. The BTB headquarters section consists of the BTB commander, XO, and command sergeant major (CSM) and a driver. The command section commands and controls four companies and all attached units.

### ***BTB HHC COMMAND SECTION***

2-3. The BTB HHC command section includes the HHC commander, XO, first sergeant, and company support personnel. It is responsible for C2 of the company and sustaining the BTB and its subordinate units. The supply sergeant establishes accounts with designated BSB logistics support units, coordinating with the battalion S4 for all required classes of supply (less medical), and giving sustainment advice to the HHC command section.

2-4. The HHC commander serves as the headquarters commandant for the BTB and answers directly to the BTB commander. The HHC commander is responsible for the support, security, and movement of the BTB TOC and for all organic BTB staff and attached elements of the HHC. The HHC commander is responsible for subordinate unit admin/log support, discipline and morale, and mission accomplishment. The HHC commander is responsible for individual and collective training (less technical medical). The commander ensures the chemical and MP platoon leaders are prepared to accomplish assigned missions by conducting detailed planning, mission brief backs, pre-combat inspections (PCI) and rehearsals focused on execution of HBCT assigned tasks. The HHC commander may also be designated to coordinate and negotiate with host nation civil and military leaders and contractors.

### **The HHC XO**

2-5. The company executive officer is the company's second in command and its primary internal operational planner and coordinator. He and the company headquarters personnel serve as the company's battle staff and operate the company CP and net control station (NCS) for both radio and digital traffic. The company executive officer's other duties include the following:

- Continuous battle tracking.
- Ensures accurate, timely tactical reports are sent to the BTB TOC.
- Assumes command of the company as required.
- Plans and supervises the company base defense effort including CP security.
- Prepares the company OPORD for the commander.
- Conducts tactical and logistical coordination with higher, adjacent, and supported units.
- Conducts additional missions as required. These may include serving as OIC for the quartering party, company movement officer, company training officer, or other additional duties as directed by the HHC commander.
- Assists the commander in preparations for follow-on missions.
- Responsible for planning and coordinating contingency support operations of the HHC Quick Reaction Force (QRF).
- When designated, serves as leader of the QRF.
- Performs reconnaissance for unit movements.

2-6. The HHC First Sergeant advises the HHC commander on all matters concerning the enlisted Soldiers of the company in much the same way as the BTB CSM advises the battalion commander. The HHC first sergeant enforces established policies and standards concerning enlisted personnel performance, conduct, and mission preparations. He performs other duties the commander prescribes, including receiving and orienting newly assigned enlisted personnel and helping inspect command activities. His other duties and responsibilities include:

- Monitors and recommends actions as necessary on the morale and discipline of the BTB, and checks key company morale factors including mail, pay, food service,

troop information, medical support, recreation activities, personal hygiene, and billeting.

- Focuses attention on functions critical to the success of the company.
- Acts in the name of the commander when dealing with the other NCOs in the unit, and is the commander's primary advisor concerning all matters pertinent to company NCOs and Soldiers.
- Trains platoon and section sergeants, monitors NCO professional development, promotions, assignments, and the levels of training proficiency in the assigned platoons.
- Supervises operations of the local security guard force.
- Serves as the HHC commander's expeditor of whatever is needed on the battlefield to win.

### ***MILITARY POLICE PLATOON***

2-7. The HBCT military police platoon is organic to the BTB HHC, and it consists of the platoon leader, platoon sergeant, and three MP squads. It provides the brigade with the capability to conduct maneuver and mobility support operations (MMSO) by conducting route reconnaissance and surveillance (R&S), main supply route (MSR) regulation and enforcement, area damage control (ADC), and straggler and dislocated civilian control. The MP platoon can also conduct area security missions to include physical security, counter-reconnaissance, personal security, and counter-terrorism operations within the HBCT AO. The platoon can collect, process, evacuate, and safeguard enemy prisoners of war (EPW). The platoon can also assist the brigade in maintaining law and order and in conducting police intelligence operations.

### ***CBRN RECONNAISSANCE PLATOON***

2-8. The CBRN reconnaissance platoon is assigned to the HHC, BTB and performs chemical, biological and radiological detection as directed by the HBCT commander. The platoon is designed to be modular. It can perform its mission in tandem or in split-unit operations, to enable continuous onsite monitoring. However, operating as a split-unit affects the platoon's ability to accurately locate chemical agents on the battlefield. The CBRN reconnaissance platoon consists of two squads of chemical operations specialists and NCOs who are responsible for operating two M93A1 (FOX) NBC reconnaissance systems.

### ***SUPPORT PLATOON***

2-9. The support platoon consists of a small headquarters section. The platoon leader and platoon sergeant plan and organize the execution of maintenance, field feeding, and Class III operations. The support platoon leader plans and supports logistics package (LOGPAC) convoy operations. He ensures all BTB HHC leaders have disseminated the most current enemy situation for planning and executing BTB HHC movements. He also over-watches re-supply operations to the CPs and the TOC. He organizes his platoon for base defense operations including QRF missions.

### **MAINTENANCE SECTION**

2-10. Maintenance for the HHC, HBCT and the BTB and all its assigned and attached units is accomplished by the BTB maintenance section. This section is organic to the BTB support platoon. The section provides wheeled, tracked, and power generator maintenance and manages equipment repair parts. Because of its split-based modular design, the maintenance section can operate a motor pool from a consolidated position, and provide

mobile maintenance and repair parts support to the HBCT CPs and to its assigned and attached units.

### ***CLASS III SECTION***

2-11. The Class III section is organic to the BTB support platoon. It provides BTB units and the HBCT CP's with fueling operations for the all their tactical vehicles and power generation equipment. It maintains two 2500-gallon tankers.

### ***FIELD FEEDING SECTION***

2-12. The field feeding section is organic to the BTB support platoon. It manages meal preparations for all assigned elements of the BTB and HBCT CPs. The field feeding section of the BTB is capable of split- based operations by design, should the HBCT CPs and the BTB TOC not be co-located.

### ***MEDICAL SUPPORT SECTION***

2-13. The medical support section provides health and trauma care and operates an aid station for the BTB and all its subordinate units. The medical section provides Level I medical treatment to both units assigned to HBCT CPs and all BTB assigned and attached units and elements. The medical section treats patients with disease and non-battle injuries (DNBI), provides triage of mass casualties, and advanced trauma management (ATM). The section conducts sick call services, maintains field health records when authorized. The section conducts Class VIII resupply to subordinate units of the BTB. Other services include authorized outpatient consultation, medical and mental health referrals, preventive medicine, environmental health surveillance, inspections and consultation.

2-14. The ambulance teams are responsible for the evacuation of patients incapable of returning to duty. These ambulance teams perform ground evacuation for patients from BTB and HBCT CPs and other designated collecting points within close proximity. Because of its modular, split-based design, it can continuously support two designated mission task locations simultaneously.

### ***SECURITY SECTION***

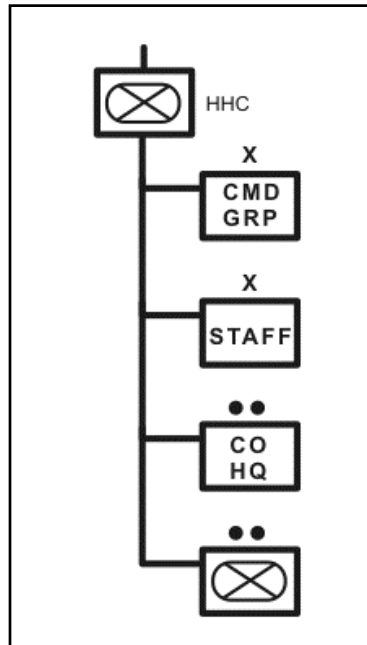
2-15. The security section consists of two Bradley Fighting Vehicles (BFV) each with three man crew. Its mission is to provide the HBCT mobile command groups with security. When not required to perform that security mission, the security section is available for integration into the security plans for the HBCT CPs. The section also can defend the BTB TOC and other security missions as directed by the HBCT commander.

## **SECTION II - HEADQUARTERS AND HEADQUARTERS COMPANY, HBCT**

2-16. The roles of the HBCT HHC include providing C2 to the company's assigned personnel; conducting security planning and supervising the security plans execution for HBCT main and TAC CPs; coordinating and monitoring logistical support for the HBCT CPs; and conducting CP relocation reconnaissance and movement. The company consists of a HQ section which provides the personnel, equipment, and staff expertise to command and control, and provides information management and communications capabilities that enable the HHC commander to plan and execute missions.

2-17. The HBCT HHC does not have a support platoon, a maintenance section, a field feeding section, or a Class III section. Those organizations have been consolidated under the BTB. The HHC, HBCT is a customer of the BTB for logistics, force health protection and security support when co-located with the BTB. The HHC HBCT is responsible for providing

these services with BTB assets, when the two TOCs are distantly separated. The HHC commander plans, organizes, and executes security operations in support of the mobile command groups and plans quick reaction force (QRF) employment in the vicinity of the MAIN CP.



**Figure 2-2. HBCT HHC**

2-18. The HHC commander is responsible for support, security, and movement of the MAIN and TAC CPs and for all organic HBCT staff and attached elements of the HHC. The commander coordinates with the HHC, BTB for maintenance, fueling, and field feeding support. He is responsible for coordinating logistical and security support and maintains discipline and morale. He is responsible for individual, mandatory, and collective training of the company. The HHC commander may also be designated to coordinate and negotiate with host nation civil and military leaders and contractors.

2-19. The HHC XO coordinates with the BTB and BSB for logistics support for the CPs and attached units and personnel and monitors the support provided for the commander. He assists in planning HHC unit movements and base defense, under the supervision of the HHC Commander. He monitors routine company reporting, and coordinates the activities of liaison officers. The HHC commander positions the XO where he can best fulfill his command responsibilities. If the TAC CP is deployed, the XO may be assigned to the TAC to provide leadership to logistical support personnel provided to the command post by the BTB and/or the BSB. The XO stays tactically current and prepared to assume command of the company.

2-20. The HHC first sergeant advises the HHC commander on all matters concerning the enlisted Soldiers of the company in the same way that the HHC, BTB first sergeant does. The duties and responsibilities of the HHC, HBCT First Sergeant are similar to those of the HHC, BTB first sergeant.

## SECTION III - THE MILITARY INTELLIGENCE COMPANY

2-21. The MICO is organic to the BTB. It consists of a small headquarters element, an analysis and integration platoon, a ground collection platoon, and a tactical unmanned aerial vehicle (TUAV) platoon. The US Air Force weather team, when attached, is located with the MICO. The MICO mission is to conduct ISR analysis, intelligence synchronization, and HUMINT collection in support of the HBCT and its subordinate commands across the full spectrum of operations.

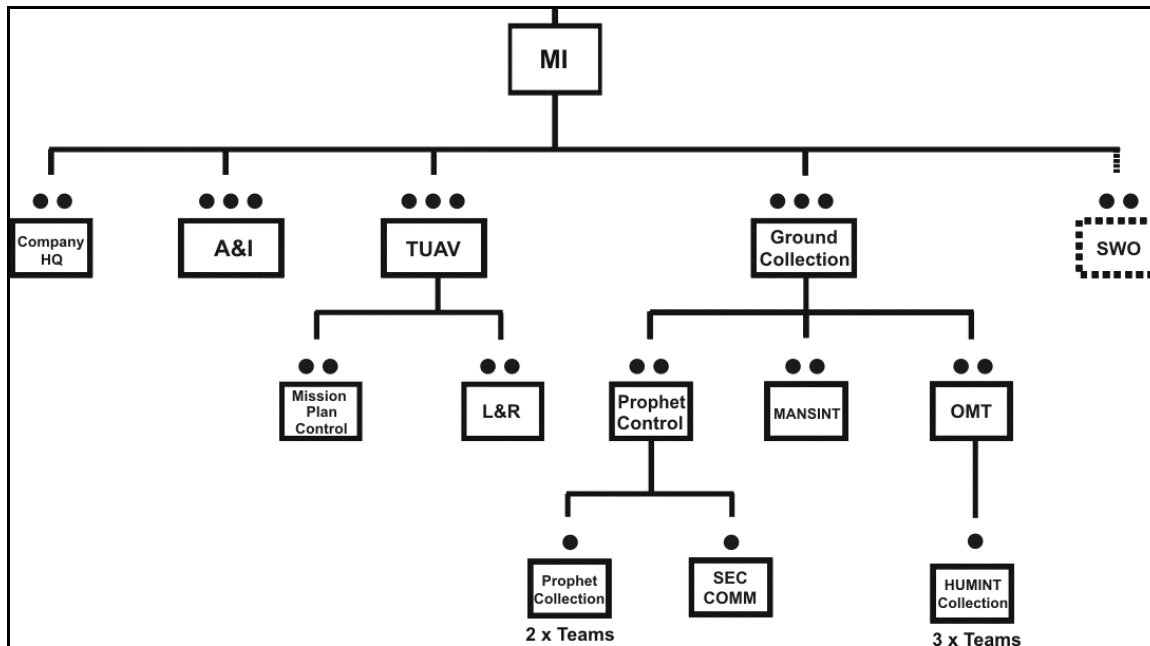


Figure 2-3. Military Intelligence Company

### COMPANY HEADQUARTERS

2-22. The MICO commander responds to the tasking of the BCT commander. He organizes for combat based on the mission, scheme of support, task organization, and specified and implied tasks contained in the BCT's order. The MICO commander uses the order to plan, prepare, execute, and assess the MICO's operations. Normally, the analysis and integration platoon is co-located with the HBCT S2 and provides analysis and intelligence production capabilities to the S2 and visualization capabilities to the commander and S3 in support of HBCT operations. The majority of MICO's ground collection platoon remains under the command and control of the MICO commander and provides general support to the HBCT or DS to subordinate elements of the BCT, dependent on an analysis of the factors of METT-TC. The MICO commander advises the S2 and the HBCT commander on the proper utilization of MICO ISR assets and assets attached to the MICO considering asset availability, current location and responsiveness, and any other pertinent factors such as maintenance or manpower. The MICO commander assists the HBCT S2 and S3, the ECOORD, and the reconnaissance squadron commander with planning and conducting C2-protect and C2-attack operations. The MICO CP normally locates with or near the BCT main CP.



### ***ISR ANALYSIS AND INTEGRATION PLATOON***

2-23. The analysis and integration (A&I) platoon directly supports the HBCT S2 section. The platoon manages requirements and intelligence production, and maintains visibility of organic and attached reconnaissance and surveillance (R&S) assets, while distilling the volume of information resulting from both activities into intelligence databases and tailored products. The A&I platoon provides intelligence support to both SU and targeting. Its intelligence products and databases support the S2 in advising the HBCT commander and staff in analyzing and presenting the current threat situation, and in analyzing and war gaming future threat COAs. The platoon uses its intelligence processing systems to database threat information, track threat movement, assess threat combat effectiveness, and create graphic and textual products that depict the results of its analysis. The A&I platoon consists of a situation and target development section, common ground station (CGS) section, ISR requirements section and secure communications section.

### ***SITUATION AND TARGET DEVELOPMENT SECTION***

2-24. The situation development team provides the current threat input for the HBCT AO/AOI COP. The COP is derived through the fusion of combat information and multi-discipline intelligence obtained through collaboration with higher, organic, adjacent and attached units. The target development team conducts analysis to develop targets and performs combat assessment in support of the HBCT S2 section and the FEC. For target development, the team uses the intelligence and staff planning products developed within the A&I platoon to identify high value targets (HVT). Target development requires the team to receive, process, database, and present in graphic format information on threat forces, facilities, and capabilities. The team continuously shares this information with other elements within the MICO, the HBCT S2 section and FEC to facilitate development and execution of the BCT's effects plan.

### ***COMMON GROUND STATION (CGS) SECTION***

2-25. The CGS section receives and processes radar data from the US Air Force's E-8C (Joint STARS) and U-2 aircraft to detect, locate, classify, and track a variety of moving and fixed targets in areas within the BCT's AOI. The CGS receives, stores, processes, correlates, disseminates, and displays in near real time (NRT) moving target indicators (MTI), fixed target indicators (FTI) and synthetic aperture radar (SAR) imagery to support situation development and targeting. The CGS can simultaneously display collateral level ELINT reports received from the intelligence broadcast service (IBS), imagery products from U2 and Airborne Reconnaissance Low (ARL) platforms, and the fire control radar freeze-frame picture from Apache Longbow, video imagery and telemetry from Army and USAF UAVs. It is designed to provide imagery, message, and analytical interface with ASAS, and its ability to interface with AFATDS allows the FEC to access information to support target development and combat assessment.

### ***ISR REQUIREMENTS SECTION***

2-26. The ISR requirements section assists the S2 and S3 in developing, coordinating, monitoring, and adjusting the HBCT's ISR plan. It works with the S2 to identify information requirements and collection strategies. The section supports the A&I platoon in the development of SIRs to answer the commander's PIRs. It works closely with the S2 and the S3 to recommend specific tasking of R&S assets and to identify gaps in the current and near-term ISR support. It develops collection requirements, monitors asset status, and recommends tasking of the HBCT's organic collection assets to the S3. The section requests information from higher intelligence production centers and manages RFIs. By simultaneously monitoring the current situation and future planning, the section can rapidly

recognize and recommend redirection of ISR assets if required. Collaboration between the ISR requirements section and the HBCT S2 is essential to the synchronization of the ISR effort and presentation of the most current intelligence possible to the HBCT commander and staff.

2-27. The ISR requirements section is the mission manager of selected sensors. As executors and mission managers, they develop profiles, filters and alarms based on commander's guidance and PIRs. The section conducts requirements management and integrated ISR near term planning and support to execution.

### ***SECURE COMMUNICATIONS SECTION***

2-28. The secure communications section is responsible for integrating SCI communications into the existing network architecture. This section facilitates reach through technical capabilities to access information and intelligence from UEx, UEy, and knowledge centers that permitting access up to the Top Secret/SCI Level.

### ***TROJAN SPECIAL PURPOSE INTELLIGENCE REMOTELY INTEGRATED TERMINAL TEAM***

2-29. The TROJAN Spirit section is organic to A&I platoon and provides non-terrestrial reach capability required to access theater, joint, and national analytic products. It also provides the opportunity for analytic collaboration internal (with the armed reconnaissance squadron [ARS]) and external to the HBCT.

### ***GROUND COLLECTION PLATOON (GCP)***

2-30. The ground collection platoon provides mission management, correlates direction finding data, and reports combat information on threat emitter activity and disposition. The ground collection platoon consists of the PROPHET control section, operational management section and a secure communications team. The PROPHET section may provide DS to the reconnaissance squadron dependant on mission and environment. The OMT provides the HBCT an organic capability to conduct HUMINT collection (interrogation, debriefing, tactical questioning, and limited document exploitation). The HUMINT capability is directed toward assessing the enemy, environmental and civilian considerations in order to answer the HBCT commander's PIR.

### ***PROPHET CONTROL SECTION***

2-31. The PROPHET control section must contribute to the COP to develop SU; receive pre-processed PROPHET-derived information for subsequent digital injection into the applicable analysis element architecture to enhance SU and provide immediate reporting of time-sensitive intelligence and force protection information to the ISR integration cell/brigade S2 to support force protection and SU. Additionally, it must monitor and evaluate the collection product and re-task based on mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) to reflect and enhance most current COP.

### ***PROPHET Collection Team (x2)***

2-32. The MICO PROPHET collection teams conduct collection activities and report combat information back to the HBCT through the PROPHET Control section. PROPHET collection teams work independently or in tandem to establish fixed site location for signals emitters and serve as SIGINT intercept stations.

***GROUND COLLECTION PLATOON (GCP) SECURE COMMUNICATIONS TEAM***

2-33. The secure communications section is responsible for integrating SCI communications into the existing network architecture. This section facilitates reach through technical capabilities to access information and intelligence from UE and knowledge centers that permits access up to the Top Secret/SCI Level.

***TROJAN SPECIAL PURPOSE INTELLIGENCE REMOTELY INTEGRATED TERMINAL TEAM***

2-34. The TROJAN Spirit section is organic to the ground collection platoon and provides non-terrestrial reach capability required to access theater, joint, and national analytic products. It also provides the opportunity for analytic collaboration internal (with the reconnaissance squadron [RS]) and external to the HBCT.

**Measurement and Signature Intelligence (MASINT) Section**

2-35. The MASINT section of the ground collection platoon identifies MASINT requirements for augmentation from higher. The section determines support and employment requirements for MASINT sensors. It can provide near-real time combat information and targeting data using seismic, magnetic, acoustic and infrared sensors. This section can provide coverage of areas not otherwise observed. Due to its wide capability, it is an effective economy of force asset that provides coverage of areas where patrols, outposts, or other elements are unable to operate in or cover.

***OPERATIONAL MANAGEMENT TEAM (OMT)***

2-36. The operational management team section directs HUMINT activities during operational employment. It assists HUMINT Collection Teams by providing technical guidance and control while operating within the HBCT. It coordinates HUMINT collection requirements and the operations of supported units with the S2 team. This section provides quality control over reporting by the collection teams.

**HUMINT Collection Team**

2-37. The HUMINT collection team conducts HUMINT collection in support of the CCIR in the HBCT's AO. The teams supervise and conduct tactical HUMINT collection operations that include, but are not limited to, debriefings, interrogations and elicitations in English and foreign languages for positive intelligence and force protection information; screens HUMINT sources and documents to establish priorities for exploitation; translates and exploits captured enemy documents, foreign language and open source publications; prepares and edits appropriate intelligence and administrative reports; utilizes CI/HUMINT reporting and communications equipment; uses interpreters and manages interpreter/translator operations; conducts liaison and coordination in foreign language with host nation agencies; conducts analysis; and performs briefings as required.

***TUAV PLATOON***

2-38. The TUAV platoon consists of seven UAVs, one mission planning/control section with 2 ground control stations, and one launch and recovery section, equipped with one ground control station. Priority of coverage provided by the TUAV platoon is to the HBCT's overall ISR effort dependent on phase and type of the operation; and may provide DS to the reconnaissance squadron, fires battalion, or a specific maneuver battalion as the mission dictates. Ground control station (GCS) positioning is likewise dependant on phase and type of operation. GCSs must be positioned to best support the priority effort and the overall ISR mission. The UAV platoon conducts missions in response to requirements from the HBCT S2

and receives technical steering from the MICO. The UAV is the primary aerial asset to provide visualization of the battlefield (routes, target acquisition, battle damage assessment) to the maneuver commander. The UAV platoon exercises extensive flexibility and agility in mission planning and execution.

### **Mission Planning/Control Section**

2-39. This section plans the missions (routes) for the UAVs and controls the movement of the UAVs and sensor packages on board to ensure the best collection effort possible to support the HBCT's CCIRs. The mission planning/control section integrates air traffic control for the UAV effort through coordination with the airspace management staff.

### **Launch and Recovery Section**

2-40. The launch and recovery section launches and recovers the UAV for each mission. It is responsible for handing-off air vehicles to other controllers when appropriate, and repairs both platforms and sensors as required.

### **US Air Force Weather Team**

2-41. When attached, the US Air Force weather team may provide detailed, tailored weather forecasting information (including support for the UAV operations) using organic weather automation to assist the command and staff in understanding weather implications on current and future operations. Through the use of small-footprint collection and processing equipment, the weather team provides detailed weather analysis.

## **SECTION IV - THE NETWORK SUPPORT COMPANY**

### **THE NETWORK SUPPORT COMPANY (NSC)**

2-42. To enable NetCentric operations within the HBCT, the BTB has an organic signal network support company (NSC) in support of the HBCT. The NSC consists of a headquarters and network support platoon and two network extension platoons. This company contains a NETOPS cell, the HBCT joint network nodes (JNN), the subordinate battalion CP nodes, and single-channel signal support teams. This BTB Network Control Center is resourced to directly interface with the strategic network, manage bandwidth to subordinate battalions, and extend the strategic information assurance (IA) plan into the tactical formation.

2-43. The network control center provides 24-hour connectivity and NETOPS support for the HBCT information network, as an extension of the Global Information Grid (GIG). This element provides operational elements designed to engineer, install, operate, maintain, and defend the HBCT information network supporting operations as an integral part of the HBCT. The NSC extends LandWarNet services to the HBCT operating in a joint operational area and subordinate elements, and provides network management capabilities. The NSC, in coordination with the HBCT S6:

- Provides reach back connectivity, both inter- and intra- UEy, through organic TACSAT assets.
- Provides range extension of the HBCT voice/data communications.
- Provides WAN network management capabilities. Establishes primary TOC voice/video/data and Defense Information Systems Network (DISN) services.
- Performs limited signal electronic maintenance.
- Coordinates, plans, and manages HBCT frequency spectrum both internal and external to the HBCT.

- Plans and manages the HBCT information network with the strategic NETCOM supporting brigade, the UEx network commander, the regional DISA support team, or the supported J6.
- ICW the HBCT S6 and the strategic supporting arm of the GIG, plans and manages HBCT IA systems (firewalls, intrusion detection systems, and access control lists).
- Plans and manages HBCT content staging/Information Dissemination Management (IDM) procedures (user profiles, file and user priorities, and dissemination policies).
- Plans and manages all IA/CND operations to include but not limited to: key management distribution, IAVA compliance, and Intrusion Detection Device Management (IDDM) and operations, and compliance with all directives outlined in AR 25-2.
- Deploys range extension assets to maintain connectivity and reliability of the HBCT communications network.
- Evaluates network requirements to determine needs for unmanned aerial vehicles (UAVs) and communications relay requirements.
- Aides in the execution of all NETOPS responsibilities in support of the unit mission.

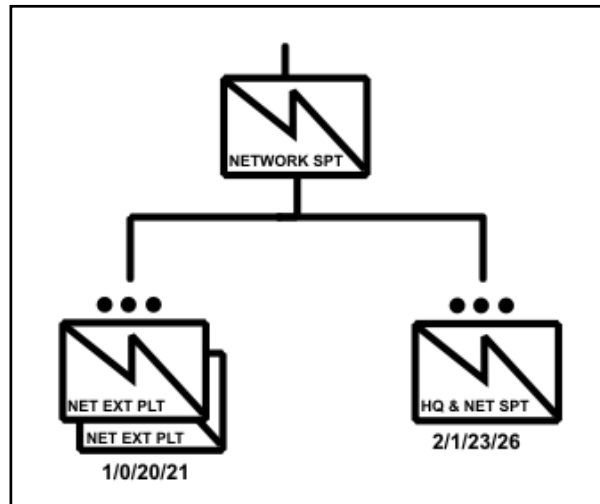


Figure 2-4. Network Support Company Organizational

## HEADQUARTERS AND NETWORK SUPPORT PLATOON

2-44. The headquarters and network support platoon consists of the company headquarters section, communications and electronic (CE) maintenance support section, NETOPS section, and small command post support team, and retransmission (RETRANS) team.

### *COMPANY HEADQUARTERS SECTION*

2-45. The company headquarters section provides C2, logistics, and administrative support for the company.

### ***CE MAINTENANCE SUPPORT SECTION***

2-46. The CE maintenance support section performs unit level maintenance on special organic network equipment, such as the JNN. It also facilitates troubleshooting of all other CE equipment in the company and manages the company's CE prescribed load list (PLL) stock. The CE maintenance team will then evacuate HBCT equipment that cannot be repaired at the unit level to the HBCT's sustainment battalion contact team. If further maintenance is needed, the equipment will either be supported by contract maintenance commercial off the shelf (COTS) replacements or depot level rebuild.

### ***NETOPS SECTION***

2-47. The NETOPS section consists of the network management and computer/network defense (CND) teams. These teams execute all aspects of NETOPS to include CS/IDM. The CND teams install, operate, and maintain the CND functions of the HBCT's information network. The NETOPS section establishes the HBCT Network Operations and Security Center (NOSC) and collocates with one of the network extension platoons, utilizing the JNN's organic network management capability to configure, monitor, and manage the WAN. The NOSC will support the S6 section in the planning, configuration, management, and monitoring of the TOC LAN, the TI and prioritize the dissemination of information across the WAN. The NOSC will use existing commercial management tools to manage critical WAN functions. The NOSC coordinates with the UEx for airborne RETRANS/relay operations and extends network connectivity through ground and satellite assets. The NETOPS section performs the IA functions of the NSC using the IA workstations located at the HBCT Main. The NETOPS section serves as the center for HBCT signal C2 operations across the WAN. The network management team includes Enhanced Position Location Reporting System (EPLRS) planning personnel for planning, configuration, and network management of the EPLRS network. The management team will also provide frequency and communications security (COMSEC) management functions within the NOSC.

### ***SMALL COMMAND POST SUPPORT TEAM***

2-48. The small command post support team provides communications and data support to the HBCT tactical command post (TAC) or other small command post. It consists of a small command post support vehicle with a 2.4-meter, auto-acquire Ku-band SATCOM terminal with data communications baseband equipment to provide Secret data and Voice Over Internet Protocol (VOIP) voice connectivity over the TDMA SATCOM architecture.

### ***RETRANS TEAM***

2-49. The RETRANS team provides range extension and network relay support for EPLRS and Single-Channel Ground and Airborne Radio System (SINCGARS) very-high frequency-frequency modulated (VHF-FM) networks. The RETRANS team is mission critical to HBCT C2 and may necessitate the commitment of force protection assets, in the absence of an airborne communications relay package (CRP).

### ***NETWORK EXTENSION PLATOONS***

2-50. The network extension platoon is designed to support a major C2 node. One network extension platoon supports the HBCT main, and the other network extension platoon supports the HBCT support battalion located in the HBCT support area. The network extension platoon consists of a JNN team, a data support team, RTS, an EPLRS network manager (ENM), and an EPLRS gateway.

## SECTION V - TYPICAL ATTACHMENTS

2-51. The modular tailoring of the HBCT may result in augmentation from many battlefield operating systems (BOS). These units may have detachments to accomplish specific missions. The command and support relationships depicted in the OPORD or FRAGO will determine BTB command responsibilities for these small units and elements. Five typical units normally supporting HBCT operations are discussed below.

### SMOKE/DECONTAMINATION PLATOON

2-52. A smoke/decontamination platoon provides equipment decontamination, NBC reconnaissance, large-area smoke, and chemical staff support... The platoon is organized with a chemical section, a platoon headquarters, two smoke/decontamination squads, and an NBC reconnaissance team. Smoke and decontamination missions cannot be done simultaneously.

### CIVIL AFFAIRS TEAMS

2-53. Civil affairs (CA) teams execute a variety of activities such as civil-military relations, military civic action, population and resource control, and care of refugees. CA elements assess the needs of civil authorities; act as an interface between civil authorities and the military supporting agency and as liaison to the civil populace. CA units develop population and resource control measures and coordinate with international support agencies. CA personnel are regionally oriented and possess cultural and linguistic knowledge of countries in each region.

### PSYCHOLOGICAL OPERATIONS

2-54. Tactical-level PSYOP supports battles and engagements by bringing psychological pressure on hostile forces and by persuading civilians to assist the tactical supported commander in achieving the commander's objectives. Another primary focus of PSYOP is to reduce interference with military operations. PSYOP personnel assist the commander by encouraging civilians to avoid military operations, installations, and convoys. PSYOP teams support CT by decreasing popular support for terrorists, terrorist activities, and terrorist causes. Tactical PSYOP teams (TPT) often play a role in establishing rapport with foreign audiences and identifying key communicators that can be used to achieve U.S. national objectives.

2-55. The TPT primary purpose is to integrate and execute tactical PSYOP into the supported battalion commander's maneuver plan. The TPT must also advise the battalion commander and staff on the psychological effects of their operations on the TA in their AO and answer all PSYOP related questions. The TPT can conduct loudspeaker operations, face-to-face communication, dissemination of approved audio, audiovisual, and printed materials. TPTs often play a role in establishing rapport with foreign audiences and identifying key communicators that can be used to achieve U.S. national objectives.

### PUBLIC AFFAIRS

2-56. At HBCT level, a representative from the PAO assists and advises the commander as to the command and public information programs within the command and media relations. PA units are configured and tailored to accomplish various missions and to provide the supported unit with several abilities. They are most important in the areas of command information and media relations.

## **EXPLOSIVE ORDNANCE DISPOSAL COMPANIES**

2-57. Explosive ordnance disposal capabilities are not organic to the HBCT. Once unexploded ordnance (UXO) is located and reported, the EOD chain of command determines what EOD assets will respond. EOD teams may be called forward into the maneuver battalion AO as required. The EOD asset of any service nearest to theater responds. If provided in the HBCT's task organization, the EOD team(s) will be attached to HHC, BTB.

## **ENGINEER SUPPORT**

2-58. Engineer augmentation may be provided, based on METT-TC. Normally engineer augmentation to the HBCT will include horizontal capability to perform survivability tasks for the HBCT and BTB FOBs and for Q36 and Q37 radars of the fires battalion. All military engineer support will come from the UEx or UEy maneuver enhancement brigade and may include additional horizontal engineering assets, vertical construction, and general engineering specific function assets, such as well drilling detachments.



## Chapter 3

# Brigade Troops Battalion Support for the HBCT

### SECTION I - GENERAL

3-1. The BTB commander and staff support the HBCT during full spectrum operations. The HBCT commander executes offense and defense operations and stability operations and support operations to accomplish his assigned mission. The BTB supports the HBCT in each of these types of military operations in two ways. First, the BTB's organic units provide functional support and selected assistance to the HBCT battle staff. Second, in addition to executing functional mission requirements, the BTB commander and staff:

- Plan, prepare and execute rear area and base security operations.
- Exercise command and control (C2) over BTB organic units during the planning, preparation and execution of HBCT directed missions.
- Ensure BTB subordinate commanders and leaders conduct pre-combat inspections (PCI) and, detailed planning and rehearsals focused on execution of assigned HBCT tasks.
- Ensure BTB organic unit assets are positioned to execute their assigned HBCT tasks
- Coordinate to ensure CSS, FHP and security are provided for BTB organic and attached units positioned throughout the HBCT AO.

3-2. This chapter will discuss each of these except the planning, preparation, and execution of rear area and base security operations, which will be discussed in Chapter 4.

### SECTION II - BTB SUPPORT AND ASSISTANCE FOR THE HBCT BATTLE STAFF.

3-3. The BTB commander and staff must first understand the relationship between the HBCT battle staff and each of its organic units, as well as its organic units and other HBCT units. These relationships can either be a command or support relationship. Command relationships are between the gaining unit and parent unit. Support relationships are between the supported unit and the supporting unit. Each has specific inherent responsibilities for coordination. They are:

- Assignment of missions and tasks.
- Priorities of work.
- Positioning and movement.
- Communications and liaison.
- CSS and FHP support
- Task organization (further impose command relationships).

3-4. Command and support relationships for any given operation are listed in Annex A (Task Organization) of the HBCT order, which determine support requirements for the BTB. The chart in Figure 3-1 summarizes command and support relationships.

IF RELATIONSHIP IS:		INHERENT RESPONSIBILITIES ARE:							
		Has Command Relationship with:	May Be Task Organized by:	Receives CSS from:	Assigned Position AO By:	Provides Liaison To:	Establishes/ Maintains Communications with:	Has Priorities Established by:	Gaining Unit Can Impose Further Command or Support Relationship of:
C O M M A N D	<b>Attached</b>	Gaining Unit	Gaining Unit	Gaining Unit	Gaining Unit	As required by Gaining Unit	Unit to which attached	Gaining Unit	Attached; OPCON; TACON; GS; GSR; R; DS
	<b>OPCON</b>	Gaining Unit	Parent Unit and Gaining Unit; gaining unit may pass OPCON to lower HQ. Note 1	Parent Unit	Gaining Unit	As required by Gaining Unit	As required by Gaining Unit and Parent Unit	Gaining Unit	OPCON; TACON; GS; GSR; R; DS
	<b>TACON</b>	Gaining Unit	Parent Unit	Parent Unit	Gaining Unit	As required by Gaining Unit	As required by Gaining Unit and Parent Unit	Gaining Unit	GS; GSR; R; DS
	<b>Organic/ Assigned</b>	Parent Unit	Parent Unit	Parent Unit	Gaining Unit	As required by Parent Unit	As required by Parent Unit	Parent Unit	Not Applicable
S U P P O R T	<b>Direct Support (DS)</b>	Parent Unit	Parent Unit	Parent Unit	Supported Unit	Supported Unit	Parent Unit; Supported Unit	Supported Unit	Note 2
	<b>Reinforcing (R)</b>	Parent Unit	Parent Unit	Parent Unit	Reinforced Unit	Reinforced Unit	Parent Unit; Reinforced Unit	Reinforced Unit; then Parent Unit	Not Applicable
	<b>General Support Reinforcing (GSR)</b>	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Reinforced Unit and as required by Parent Unit	Reinforced Unit and as required by Parent Unit	Parent Unit; then Reinforced Unit	Not Applicable
	<b>General Support (GS)</b>	Parent Unit	Parent Unit	Parent Unit	Parent Unit	As required by Parent Unit	As required by Parent Unit	Parent Unit	Not Applicable
NOTE 1. In NATO, the gaining unit may not task organize a multinational unit (see TACON). NOTE 2. Commanders of units in DS may further assign support relationships between their subordinate units and elements of the supported unit after coordination with the supported commander.									

**Figure 3-1. Command and Support Relationships**

3-5. The BTB commander, staff and organic units support and assist the HBCT battle staff throughout the all phases of the various types of military operations. First, the BTB provides planning and coordination support to battle staff cells in the main CP during the MDMP process. Figure 3-2 links BTB staff and organic units with the supported main CP battle staff cell.

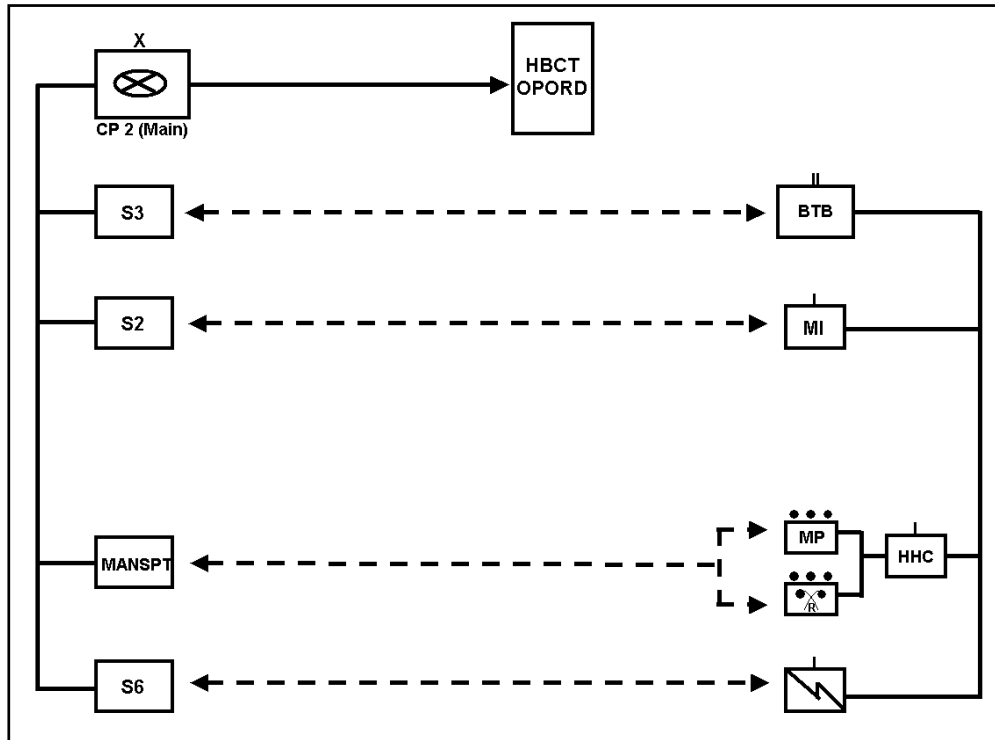


Figure 3-2. BTB Organic Unit Support to the HBCT Battle Staff

## MILITARY INTELLIGENCE COMPANY (MICO)

3-6. MICO assets are planning and executing ISR taskings in support of the HBCT throughout the planning, preparation, and execution phases of the operations process. Early missions are focused on the initial priority intelligence requirements (PIR) and intelligence requirements (IR) developed by the HBCT S2 and approved the HBCT commander. Subsequent missions are used to keep the HBCT battle staff and subordinate units with updated relevant, accurate, and timely information for use throughout the MDMP process, HBCT preparation activities such as rehearsals, and during execution of the mission. The MICO commander provides input to the HBCT S2 on the employment of the TUAV platoon and ground collection platoon assets. Specified tasks for the MICO assets can be found in several places in the HBCT order. They are:

- Paragraph 3a (3) Reconnaissance and Surveillance. This paragraph outlines the R&S plan and how it supports the concept of operation. Usually, this paragraph refers to Annex L (Intelligence, Surveillance and Reconnaissance) for details.
- Paragraph 3a (4) Intelligence. This paragraph describes the concept for intelligence to support the scheme of maneuver. Additionally, this paragraph specifies priorities of effort, support and counterintelligence (CI). Usually, this paragraph refers to Annex B (Intelligence) for details.
- Paragraph 3c. Tasks to combat support units (1) Intelligence. This paragraph would highlight any special use of UAVs. Again, this paragraph refers to Annex B (Intelligence) for details.
- Annex B (Intelligence). Paragraph 3b, Tasks to subordinate units lists detailed instructions for intelligence tasks by unit.

- Annex D (Fire Support). This annex identifies high payoff targets (HPTs) and outlines battle damage assessment (BDA) requirements.
- Annex L (Intelligence, Surveillance and Reconnaissance). Paragraph 3a, scheme of support states the overall R&S plan, with tasks and purposes. Paragraph 3b, Tasks to subordinate units lists each task assigned to a subordinate ISR asset. Each listing includes:
  - How the unit (or asset) will get to its assigned area.
  - Reconnaissance objective for that unit (or asset).
  - Specific collection tasks (PIR with indicators) [What to look for].
  - Where to look (referenced by NAI and or TAI).
  - When to conduct the specified R&S task [When to look.].
  - Whom to report, on what nets, and by when.

## NETWORK SUPPORT COMPANY

3-7. The signal network support company concurrently plans and executes C4 support throughout the operations process. The HBCT S6 plans and coordinates C4 operations for the HBCT based on the priorities of effort and support approved by the HBCT commander. The signal company provides functional C2 support for the HBCT S6. The HBCT S6 designs the C4 architecture. The signal company positions its assets to establish and maintain the C4 architecture in order to provide continuous C4 support for current and future HBCT operations through:

- Positions communication terminating elements at selected HBCT C2 facilities.
- Tactical internet (TI) for other HBCT units over the WAN.
- Emplacing RETRANS to extend EPLRS and SINCGARS VHF-FM.

3-8. Specified tasks for the signal company assets can be found in several places in the HBCT order. They are:

- Annex A (Task Organization)
- Paragraph 3c. Tasks to combat support units (5) Signal. This paragraph assigns priorities of effort and support.
- Paragraph 5, Command and Signal. This paragraph cites specific locations for all CP and at least one future location for each CP. Also, identifies the specific SOI in effect for the operation.
- Annex H (Command, Control, Communication and Computer Operations). Paragraph 3 describes the scheme of signal support, tasks to subordinate units and coordinating instructions.

## MP PLATOON

3-9. The MP platoon leader works with the MP planner in the MANSPT Cell in the HBCT Main CP during the MDMP process to plan and coordinate maneuver and mobility support operations (MMSO), EPW and or detainee operations, and force protection in rear area security operations. Specified tasks for the MP platoon can be found in several places in the HBCT order. They are:

- Paragraph 3c. Tasks to combat support units (7) military police. This paragraph assigns priorities of effort and support.
- Annex K (Military Police). Paragraph 3 describes the concept to employ MP assets. Addresses MMSO, force protection, EPW and detainee priorities of effort and support.

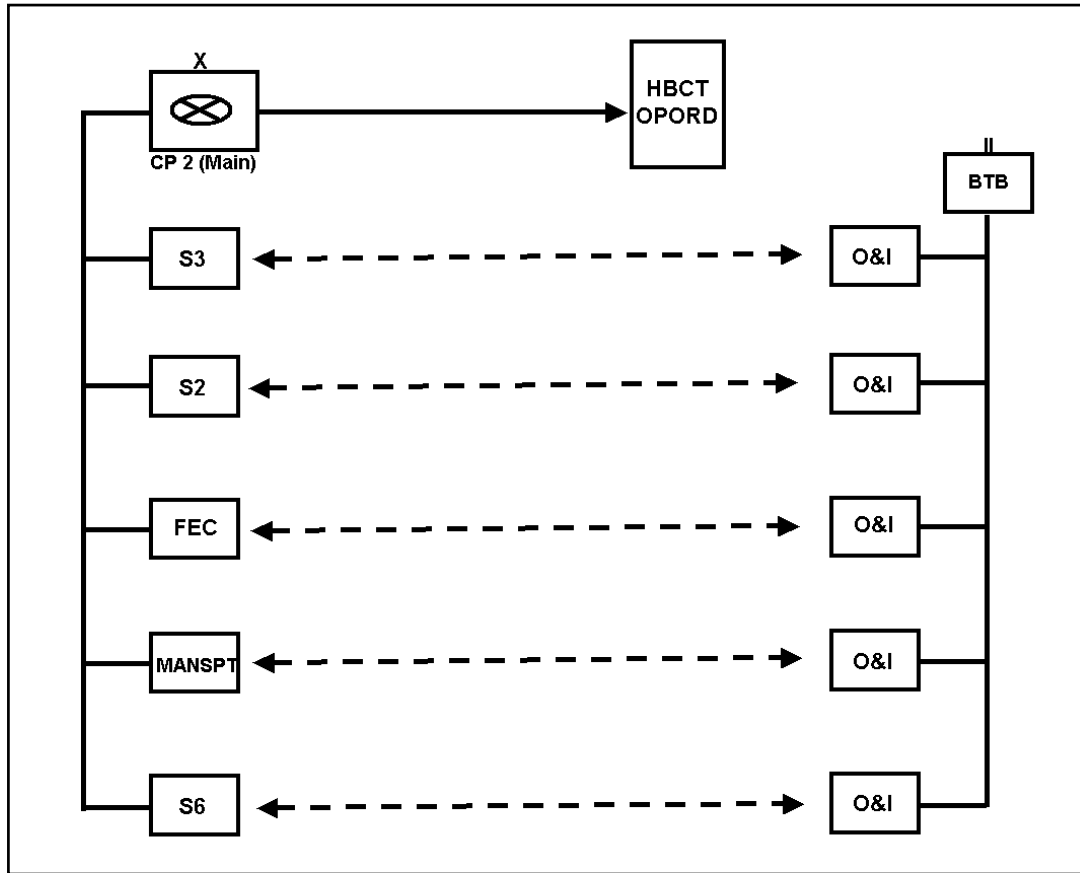
## CBRN RECON PLATOON

3-10. The CBRN recon platoon leader, supported by smoke and decontamination unit leaders if augmenting the HBCT, works with the CBRN planner in the MANSPT cell in the HBCT main CP. The CBRN platoon leader's planning focuses on execution of the plan developed by the CBRN planner on the HBCT battle staff. Specified tasks for the CBRN recon platoon can be found in several places in the HBCT order. They are:

- Paragraph 3c. Tasks to combat support units (6) CBRN. This paragraph assigns priorities of effort and support.
- Annex J (Nuclear, Biological and Chemical Operations). Paragraph 3c. Coordinating Instructions
- Annex L (ISR). Paragraph 3b, Tasks to subordinate units lists each task assigned to a subordinate R&S asset. Each listing includes:
  - How the unit (or asset) will get to its assigned area.
  - Reconnaissance objective for that unit (or asset).
  - Specific collection tasks (PIR with indicators) [What to look for].
  - Where to look (referenced by NAI and or TAI).
  - When to conduct the specified R&S task. [When to look.]
  - Whom to report, on what nets, and by when.

## BRIGADE TROOPS BATTALION

3-11. The BTB also functions as a tactical headquarters responsible to plan, prepare and execute rear area and base security operations for the HBCT commander as well as the logistical and life support to the HBCT's command posts and subordinate units. The operations and intelligence (O&I) section provides the BTB an organic capability to perform the rear operations mission and serves as the BTB battle staff. Like their organic units, the BTB battle staff conducts parallel planning and coordination with the HBCT battle staff throughout the MDMP process. The focus of their operational planning is on the rear area of the HBCT AO. The BTB battle staff provides input and assistance in preparing Annex N (Rear Area and Base Security Operations) of the HBCT order. This annex would serve as a start point and outline for the BTB's operations order. Figure 3-3 links BTB staff with the supported main CP battle staff cells for planning, coordinating and executing rear area and base security operations.

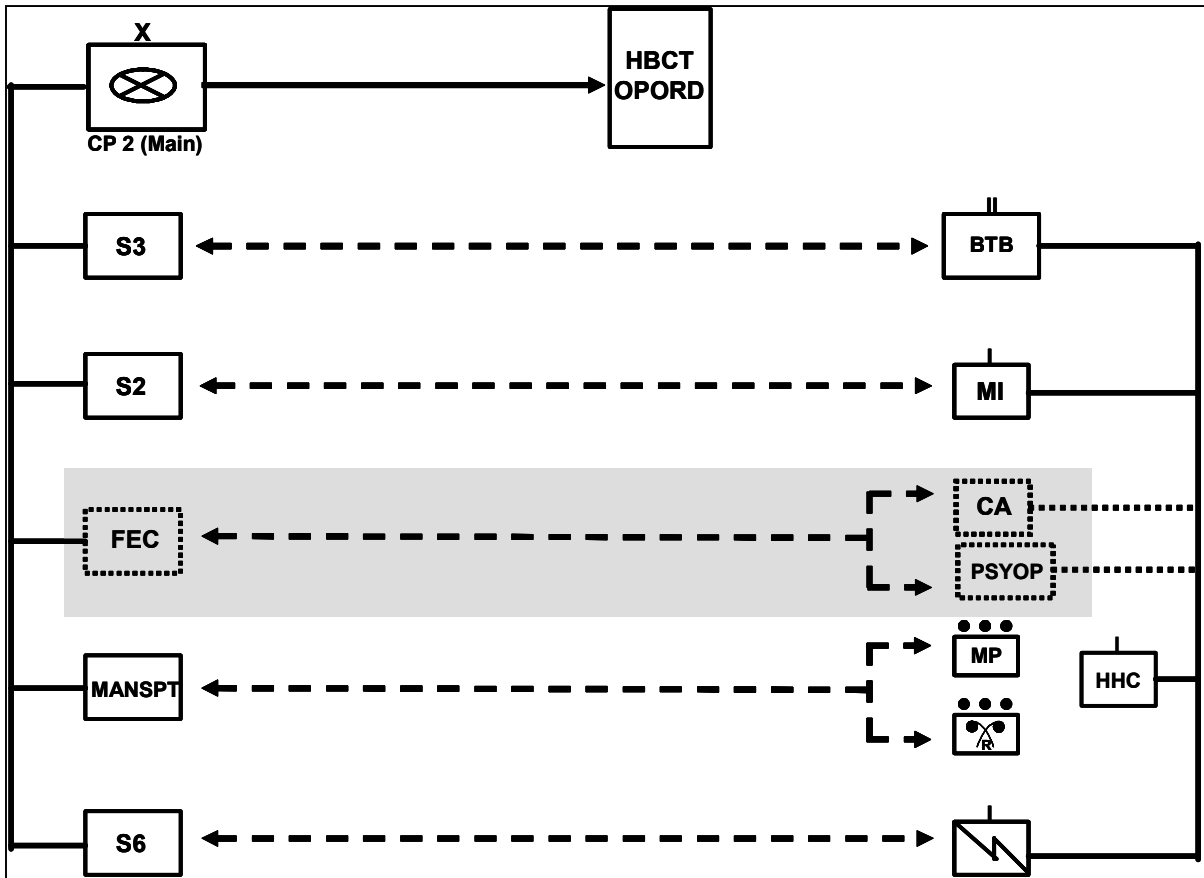


**Figure 3-3. BTB Battle Staff Support to the HBCT Battle Staff for Rear Operations**

3-12. The HBCT may receive other units that provide additional capabilities and enhance the HBCT's ability to plan, prepare and execute operations. Although the HBCT battle staff has assigned civil affairs (CA) and psychological operations (PSYOP) planners, the HBCT can expect to have additional CA and PSYOP assets attached, especially during stability and support operations. These additional CA and PSYOP teams and detachments would maintain liaison with the assigned CA and PSYOP planners on the HBCT battle staff and provide additional expertise as required. Figure 3-4 highlights these attached CA and PSYOP planners/liaison officers work closely with the information operations coordinator (IOCOORD) in the HBCT main CP fire effects cell (FEC).

3-13. Liaison officers and detachment commanders from these attached CA and PSYOP units:

- Provide input on the employment of CA and PSYOP assets through the assigned HBCT CA and PSYOP planners to the information operations coordinator (IOCOORD) to generate nonlethal effects to support HBCT commander's guidance and concept.



**Figure 3-4. Civil Affairs and Psychological Operations Support to the HBCT Battle Staff**

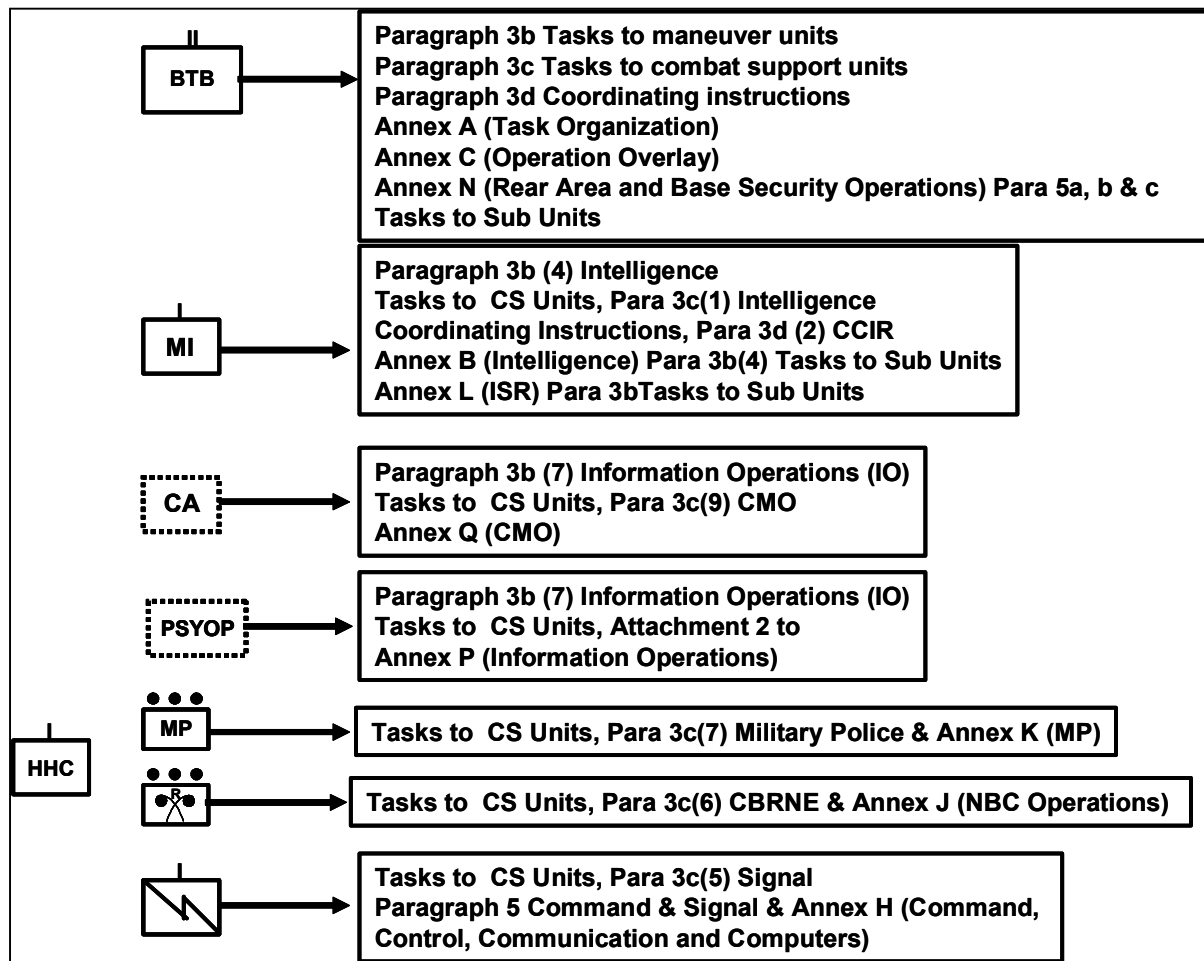
- Assist in developing and coordinating the PSYOP and civil-military operations (CMO) annexes of the HBCT order.
- PSYOP information will be included in IO annex P paragraph 3a (8) b and n and 3b. (2) Concept of support and as attachment 2 to the IO annex. CMO information will be found in CMO Annex Q of the HBCT order.
- Keep the BTB TOC apprised of their units and or detachments locations and situation.

### SECTION III - PLANNING AND PREPARATION SUPPORT FOR BTB ORGANIC UNITS

3-14. The BTB commander, assisted by his staff, exercises command and control (C2) of his organic units during the planning, preparation and execution of HBCT operations. The intent is not for the BTB commander and staff to create more bureaucracy and slow the overall BTB planning process. Instead, the intent is for the BTB commander and staff to simplify work for their organic units. By “simplify,” we mean make assigned tasks understandable and attainable with allocated resources while providing needed support and supervision.

3-15. The BTB commander directs his organic units by issuing orders, supervising their preparation, and monitoring their execution of HBCT directed missions and other specified tasks. In order to do this, the BTB commander and staff must identify specified tasks for

each of the BTB's organic and attached (if any) units. Each task they identify contributes to the one or more aspects of the BTB's concept of operation. Figure 3-5 provides a summary of where the BTB staff will find specified tasks for their organic units in the HBCT order.



**Figure 3-5. Specified Tasks for the Brigade Troops Battalion**

3-16. Since the BTB is a new organization, there is not a specified place in the current operations order format (FM 101-5, pp. H-15 thru H-19) for the HBCT S3 to list specified tasks for the BTB. The HBCT S3 should list the BTB in Paragraph 3b. Tasks to maneuver units. Tasks for the BTB organic units would be listed in Paragraph 3c. Tasks to combat support units. BTB tasks should focus on positioning and timings of the BTB's organic units. The HBCT S3 should list the BTB sub unit tasks in the sequence of combat support units in Paragraph 3c. Some examples of specified tasks that may appear in sub unit instructions paragraph for the BTB from the HBCT OPORD are:

- Attach one TUAV GCS to:
  - HBCT Main CP at (Grid) NLT (DTG)
  - Reconnaissance squadron CP at (Grid) NLT (DTG) during Phase I.
  - Fires battalion CP at (Grid) NLT (DTG)
  - 1st CAB vicinity H-Town (Grid) for phase II and III of the operation.
- Establish TUAV L&R site at (Grid) NLT (DTG)



- Attach PROPHET section to:
  - 1<sup>st</sup> CAB at (Grid) NLT (DTG)
  - 2<sup>d</sup> CAB at (Grid) NLT (DTG)
  - PROPHET control station will remain in vicinity of HBCT Main CP at (Grid) supporting S2 operations.
- OPCON HUMINT collection team 1 with 1<sup>st</sup> CAB at EPW/Detainee collection point vicinity (Grid) NLT (DTG)
- Attach HUMINT collection teams (HCT) 2 & 3 with HBCT at EPW/Detainee collection point at (Grid) NLT (DTG) in the BSB AO.
- Establish HBCT TAC CP site at (Grid) NLT (DTG).
- Provide small node unit to support HBCT TAC at (Grid) NLT (DTG).
- Establish SINCGARS RETRANS sites at (Grid) and (Grid) NLT (DTG)
- Conduct CBRN recon along HBCT MSR from (Grid to Grid) daily from 0500-0700 beginning (DTG)
- Provide security for LOGPAC along HBCT MSR from (Grid to Grid) daily from 1630-2130 beginning (DTG).

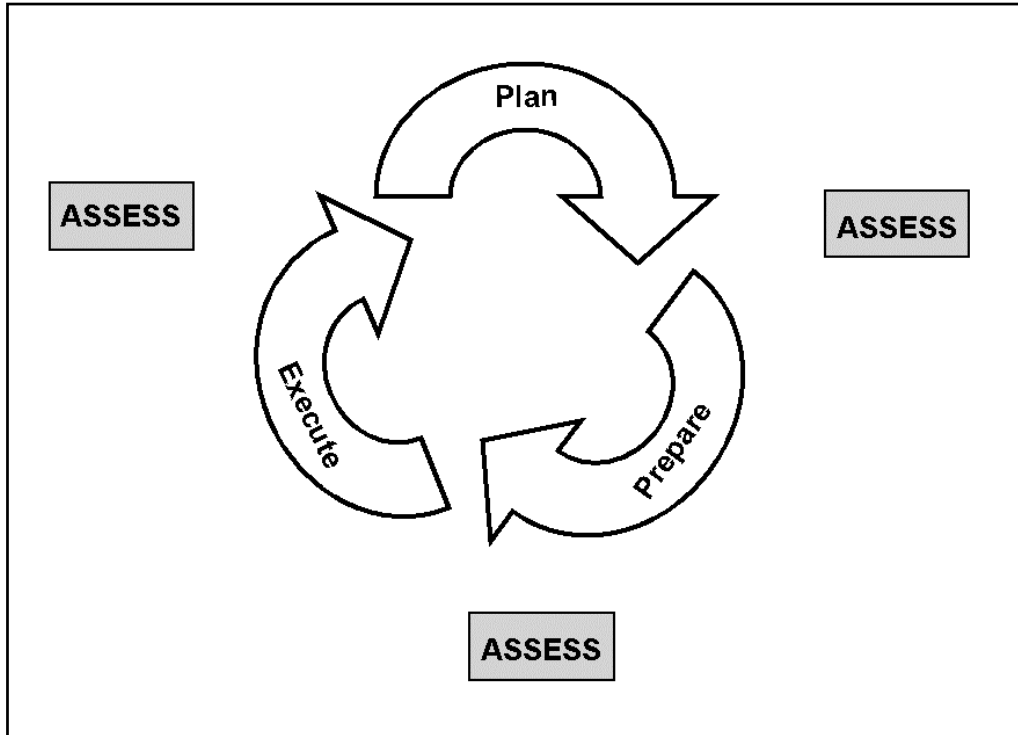
3-17. This will provide the BTB commander and staff visibility on positioning and movement requirements of the BTB's organic units throughout the HBCT AO. This will assist the BTB commander and staff in coordinating movements, supervising preparation, monitoring execution, coordination CSS, FHP and security for these units and assets throughout the operation as well as identifying BTB implied tasks during their mission analysis.

#### **SECTION IV - BTB PLANNING AND PREPARATION SUPPORT AND ASSISTANCE TO ORGANIC UNITS DURING OPERATIONS.**

3-18. The purpose of this section is to describe the interaction and coordination between the BTB and its organic units. BTB support and assistance for its organic units during the operations process focuses in three areas. They are:

- Ensure BTB subordinate commanders and leaders are prepared to accomplish assigned missions by conducting detailed planning, mission brief backs, pre-combat inspections (PCI) and rehearsals focused on execution of assigned HBCT tasks.
- Ensure BTB organic unit assets are positioned on the battlefield to execute their assigned HBCT tasks
- Ensure CSS, FHP and security are provided to BTB organic and attached units positioned throughout the HBCT AO.

3-19. The operations process follows a cycle of planning, preparation, execution and continuous assessment. Figure 3-6 depicts the operations process. The BTB commander and staff perform these tasks continuously. Some of these received added emphasis during different phases of an operation.



**Figure 3-6. The Operations Process.**

3-20. The BTB commander and staff use this process to ensure their organic units have planned in detail, and conducted necessary preparations required to execute their assigned HBCT missions.

## PLANNING

3-21. These functional BTB organic units were closely involved in assisting the HBCT battle staff in planning and preparation for operations. In many cases, these BTB organic unit commanders and leaders have initiated and, in fact, conducted troop leading procedures (TLPs) for their units and platoons by the time the BTB receives the HBCT order. These units and platoons may have already:

- Deduced the mission
- Issued a WARNO to their subordinates
- Made a tentative plan.

3-22. The MICO provides the HBCT S2 continuous intelligence analysis and integration support that results in a comprehensive IPB and ISR plans. Using parallel planning, the MICO commander concurrently develops tentative plans for his subordinate platoon leaders to accomplish specified ISR tasks that will be in Annex L (ISR) of the HBCT OPORD.

3-23. Some examples are:

- The TUAV platoon's mission planning and control section coordinates continuously with the ADAM/BAE cell to ensure the TUAV missions listed in the ISR plan are integrated into the ATO. The mission planning and control section receives input from GCS operators co-located with the fires battalion and the reconnaissance squadron and those battalion S2s and S3s as well to plan those TUAV missions.

- Ground collection platoon (GCP) leader identifies and focuses on tasks specified in the ISR plan for the PROPHET section and HCTs.

3-24. For example, the MICO commander can assist the GCP leader in several ways. The PROPHET system operates on line of sight (LOS). By using the Digital Terrain Support System (DTSS) in the Maneuver Support (MANSPT) Cell, the MICO commander can assist the GCP leader by refining the general positions for the PROPHET sections to precise site selection to maximize the capabilities of the system. Secondly, the HCTs need to develop an interrogation plan that they will use on EPWs and detainees. In this case, the MICO commander, working through the CA planner in the FEC, can coordinate for liaison teams from the local police, and civilian and other MI agencies to help in this effort. This action could be critical to the HCT interrogators identifying threats against high-value targets by getting real-time information on Level I threats. He can help coordinate for additional linguist support for the HCTs if needed.

3-25. Like the MICO commander, the signal company commander conducts parallel planning with his subordinate leaders. The signal company commander works with the network support platoon leader to ensure the network operations center:

- Adjusts positioning of the signal company assets to support planned positioning and movement of HBCT units.
- Coordinates movement times and routes of signal units and assets with the HBCT S3.

3-26. The signal company's network support platoon performs all aspects of network operations (NETOPS). NETOPS section establishes the HBCT's Network Operations Support Center (NOSC). The NOSC performs three main tasks throughout HBCT operations. They are:

- Use the JNN organic network management capability to configure, monitor, and manage the WAN.
- Plan, configure, manage, and monitor the TOC LAN, the TI and prioritize dissemination of information across the WAN.
- Plan for RETRANS teams to provide range extension and network relay support for EPLRS and SINCGARS VHF-FM networks.

3-27. Like the GCP leader, the signal company's NETOPS section needs current LOS data to refine and verify tentative positioning of signal assets like RETRANS to precise site selection using data developed with the Digital Terrain Support System (DTSS) in the maneuver support (MANSPT) cell.

3-28. Although the MP and CBRN platoons are organic to the BTB HHC, the commander may not have the functional expertise to provide advice and assistance to aid them in detailed planning. The MP and CBRN planners in the MANSPT cell have the relevant functional expertise and experience and can provide functional assistance to these respective platoon leaders who then focus on the execution aspects of the plan. For example, the MP planner working with the CA planner, can coordinate for liaison teams from local police to accompany the MP platoon squads and sections during MMSO and for refined intelligence updates on possible Level I and II threats. The CBRN planner working with the staff weather officer (SWO) can ensure the CBRN platoon leader has the most current meteorological data. Wind speed, wind direction, temperature inversions are all weather related variables that affect how the CBRN platoon leader employs the FOX recon system during any given HBCT operation. Based on their input, the platoon leaders would back brief their company commander after finalizing their preliminary mission analysis

3-29. In each of these situations, BTB commander and staff were not directly involved in the initial planning between the HBCT battle staff and these BTB units. In order to support their subordinate units during planning and to ensure rigorous preparation is conducted,

commanders require information from units early in the process. Detailed verbal back briefs and copies of warning order(s) will enable the commanders to assist in this process. The BTB command group and staff would use this information to ensure that either the commander, XO, S3 or CSM would attend scheduled backbriefs, OPORD briefings, rehearsals and PCIs. The warning order includes:

- A time line. The time line would include when:
  - The unit or platoon will move (earliest movement time)
  - And where the OPORD will be issued.
  - Backbriefs will be conducted
  - Rehearsals will be conducted (and location)
  - Pre-combat inspections will be conducted (and location)
  - Leader's recon will be conducted
- Special Instructions. Special instructions include equipment and supplies to be drawn. This includes rations, water, ammunition, communications, batteries, etc.
- Assists the BTB staff conduct their MDMP and orders process.

3-30. The unit's WARNO contains relevant and timely information that will allow the BTBs leadership to monitor unit planning, provide additional guidance and initiate coordination to support unit preparation and execution. The BTB command group and staff would use this information to schedule backbriefs, OPORD briefings, rehearsals and PCIs for each of their organic units. The BTB S3 would ensure that either the commander, XO, S3 or CSM would attend these critical activities.

3-31. Additionally, this information serves as a start point for the BTB HHC commander and Support platoon leader to initiate CSS and FHP planning to support the BTB's organic units. The support platoon leader needs visibility on all of the BTB's requirements. The BTB HHC commander assists the support platoon leader to prioritize, coordinate and execute CSS and FHP tasks to ensure BTB organic units are prepared to execute their assigned missions.

3-32. To summarize, the BTB's leadership use and focus on the information in their organic unit back briefs, WARNOs and the HBCT OPORD to assist in their own mission analysis leading to the publication of the BTB OPORD focused on:

- Organic unit CSS and FHP requirements.
- Unit preparatory activities identified in the mission analysis and subordinate unit WARNOs.
- Identify security, movement and CSS coordination and assistance actions that may involve the BTB battle staff during the preparation and execution phases of the operation.

3-33. Figure 3-7 highlights a few examples of tasks the BTB battle staff may monitor or assist the MICO with during the planning phase of the operations cycle.

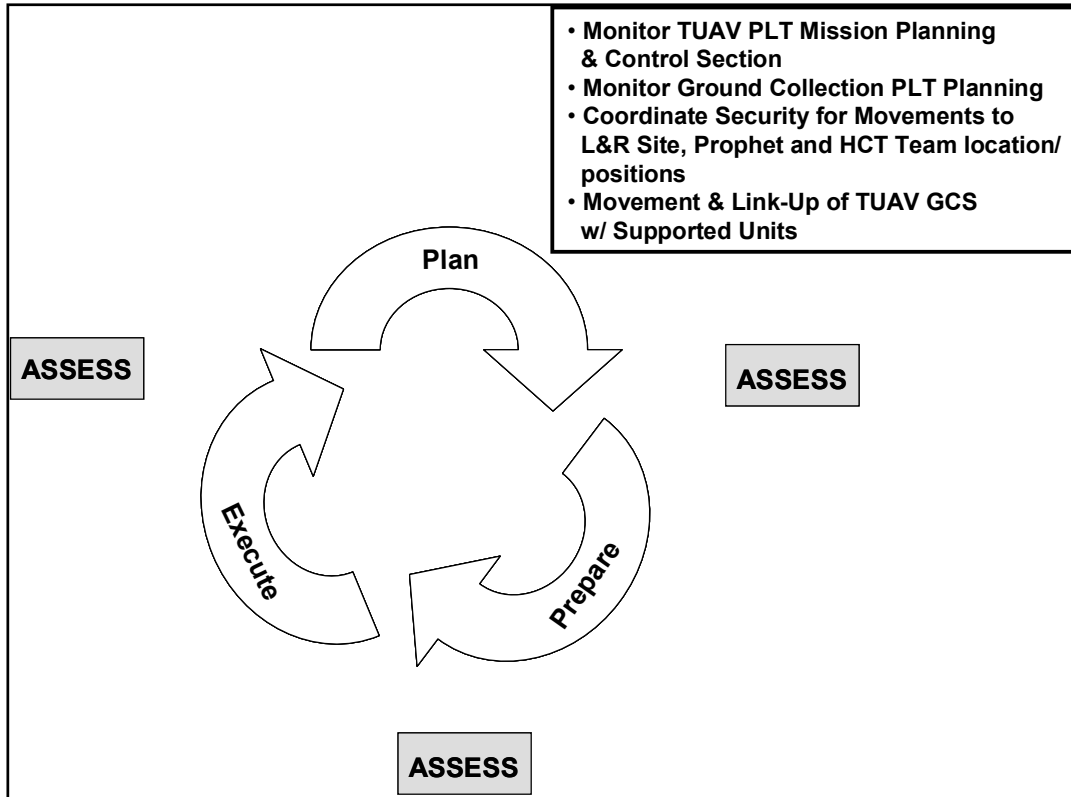


Figure 3-7. MICO Planning Phase Tasks

## PREPARATION

3-34. During this phase of the operations cycle, the BTB has completed its OPORD, and subordinate units are performing the following steps of the TLPs.

- Initiating movement.
- Conducting reconnaissance.
- Completing their plans
- Issuing orders
- Supervising preparation; Inspecting (through PCIs, backbriefs and rehearsals); and refining their plan.

3-35. The BTB battle staff continues to focus their support on organic units during this phase of the operations process by exercising coordination necessary to:

- Ensure their organic unit assets are positioned to execute their HBCT directed mission and taskings.
- Ensure their organic unit's security during movement and while at their designated position area.
- Ensure their organic units have received all required supplies, and personnel to accomplish their assigned tasks and plans are in place to ensure continuous CSS and FHP support throughout the operation based on the command/support relationship that each unit will operate ICW.

3-36. As in the planning phase, the BTB commander and staff need current and updated information from their units to ensure execution is on track. The MI and signal companies and the MP and CBRN recon platoons should provide copies of their operations order to the BTB leadership for review and reference. The unit's operations order and the HBCT order contain relevant information that will allow the BTB commander and staff to monitor and support continued unit preparation and execution.

3-37. More than likely, BTB organic unit assets will have to be positioned throughout the HBCT's AO and may reposition several times during the course of an operation in order to accomplish their assigned missions. The HBCT OPOD task organization determines responsibility for these movements, security and logistical support. Examples below describe some of these required movements.

3-38. The signal company's network support platoon and network extension platoons each have a RETRANS team. These RETRANS teams provide range extension and network relay support for EPLRS and SINCGARS VHF-FM networks. This mission is critical to the HBCT C2 plan. However, in order to extend EPLRS and SINCGARS network range, the RETRANS teams will have to be positioned at selected locations throughout the HBCT AO in some unit's battle space.

3-39. The MICO GCP PROPHET collection sections and HCTs will be located throughout the HBCT AO. The PROPHET collection sections may or may not be located in a HBCT subordinate unit's AO. Likewise, the HCTs may or may not be co-located at HBCT subordinate unit designated EPW and or detainee collection points. Allocation of all MICO resources must be a deliberate decision based on mission priorities, economy of force, and risks of non coverage approved by the HBCT commander.

3-40. Figure 3-8 highlights MICO elements that could likely be positioned throughout the HBCT AO. The MICO needs to be arrayed in this manner in order to support the HBCT commander's plan with relevant and timely information that enhances situational understanding among HBCT units and an accurate COP. However, the location of the unit, and the command/support relationship determined in the HBCT task organization will determine the exact support responsibilities of the BTB commander and the commander in whose AO they are operating. The BTB staff and the BTB HHC commander can then plan their scheme of support for all of the BTB elements they are responsible to support.

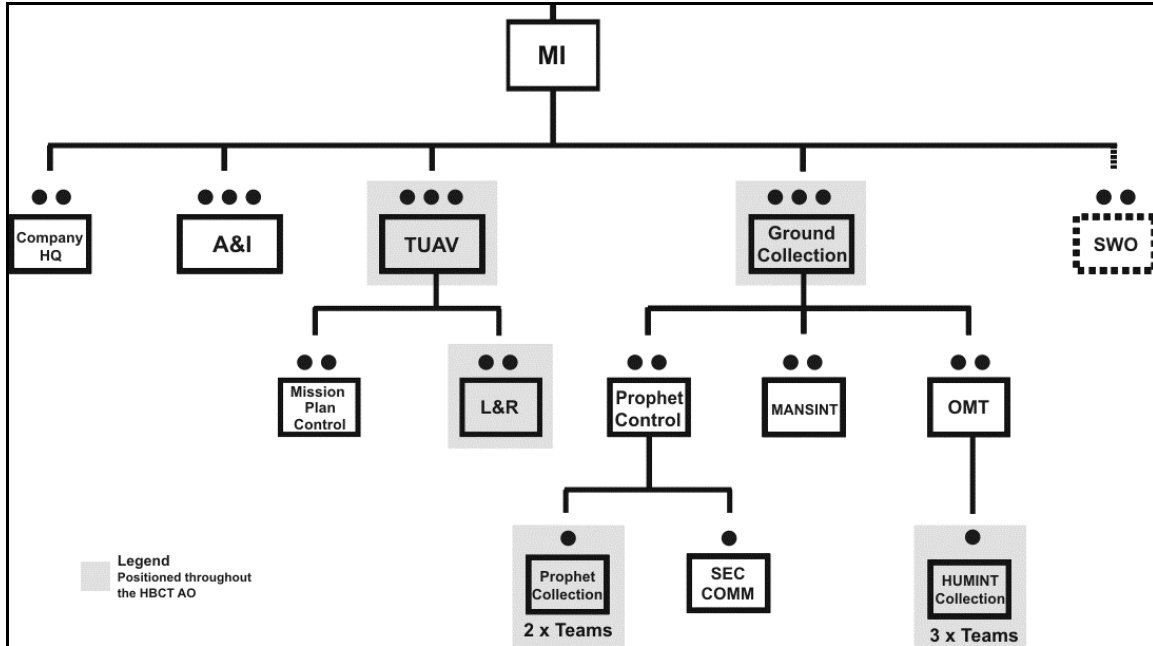


Figure 3-8. MICO Assets Positioned Throughout the HBCT Area of Operations

3-41. Some illustrative examples:

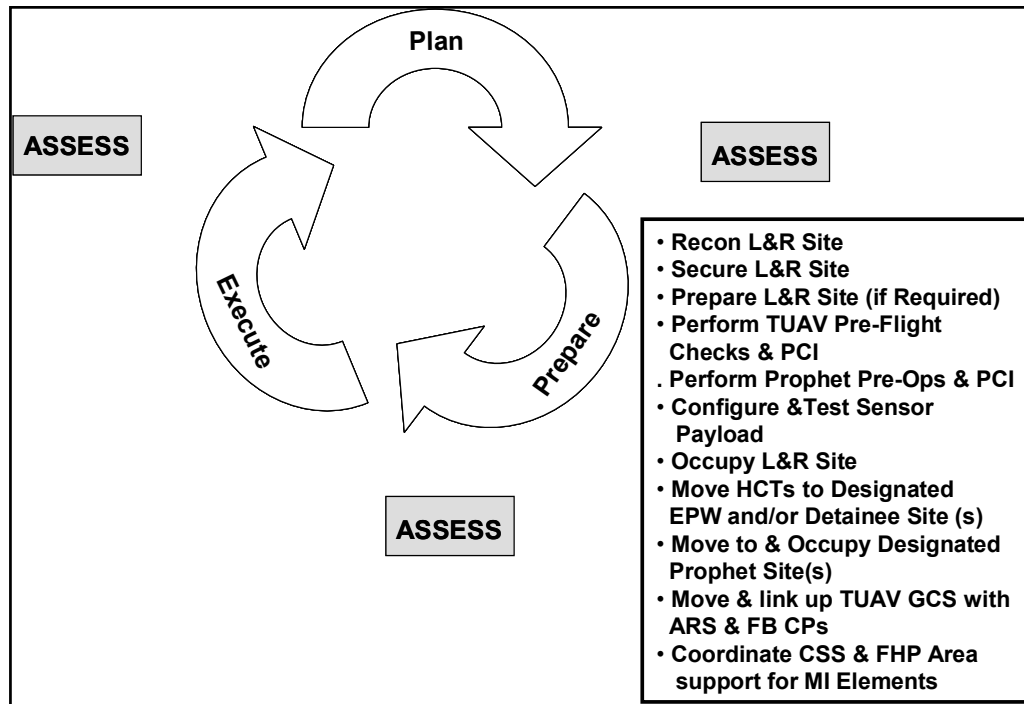
- The TUAV ground control stations can be co-located with HBCT Main CP, reconnaissance squadron CP, fires CP, or another battalion as mission dictates. When MI assets are providing support to echelons lower than the HBCT the supported unit must provide security to those units.
- PROPHET collection teams and/or HCTs attached to another HBCT unit would operate in a similar way. As in the case of the TUAV GCS, the gaining HBCT unit would provide CSS, FHP and security for the five-person PROPHET collection teams and four-person HCTs located in their respective AO. The BTB commander and staff would monitor the status of these HCT and PROPHET teams to facilitate follow-on operations. The attached command relationship also works for signal company RETRANS teams in similar situations.
- When the HBCT is conducting noncontiguous or non-linear operations, BTB elements may be positioned external to maneuver unit AOs or within the “gray space” of the HBCT AO. The BTB Commander and staff will have to develop detailed plans to provide CSS, FHP and security specifically tailored for each individual elements’ situation based on a detailed METT-TC analysis. In each case, the staff will focus on the enemy in their factor analysis of METT-TC; assess the potential threat(s); and, conduct a risk assessment to determine if MI and/or signal company assets positioned outside another HBCT’s AO are vulnerable to likely or possible threat action.

3-42. A general approach in noncontiguous and non-linear operations may involve using elements of the BTB’s organic MP platoon performing maneuver and mobility support operations (MMSO) to escort CSS, and FHP assets to individual team location sites. Additionally, the BTB TOC needs to keep the MP elements performing MMSO, sensitized to providing security for these elements as well.

3-43. The overall scheme of functional support to the HBCT plan, the location, size and command/support relationships of the subordinate units to other HBCT organizations, and

the command post support requirements will determine how the BTB HHC Commander provides sustainment support to the subordinate elements of the BTB given his austere capabilities.

3-44. Figure 3-9 lists some MICO specific preparation phase activities. This is not intended to be a complete list. These are some examples that the BTB commander and staff may monitor and coordinate during the preparation phase of the operations cycle.



**Figure 3-9. MICO Preparation Phase Activities Requiring BTB Staff Monitoring and Coordination**

## EXECUTION

3-45. The BTB battle staff continue to support as required to their organic units during this phase of the operations cycle. The BTB battle staff continues to exercise coordination necessary to:

- Monitor BTB units execution of HBCT directed missions and taskings
- Re-positioned to execute their HBCT directed mission and taskings.
- Maintain security during re-positioning movements and while at their new designated position area.
- Ensure their organic units continue to receive CSS and FHP support.

3-46. In order to do this, the BTB commander and staff need accurate and timely information from two sources. Their organic units must submit status reports IAW unit SOPs. This will give the BTB commander visibility on their current CSS and FHP situation. The BTB staff must maintain continuous coordination with their counter-part HBCT battle staff planners to maintain accurate situational understanding and current COP focusing on movement and security coordination of BTB organic units positioned throughout the HBCT AO. This information will also inform the BTB leadership for use in subsequent current operations



fragmentary orders where BTB support requirements may change or in planning future operations.

3-47. Figure 3-10 lists some MICO specific execution phase activities. This is not intended to be a complete list. These are some examples that the BTB commander and staff may monitor and coordinate during the preparation phase of the operations cycle.

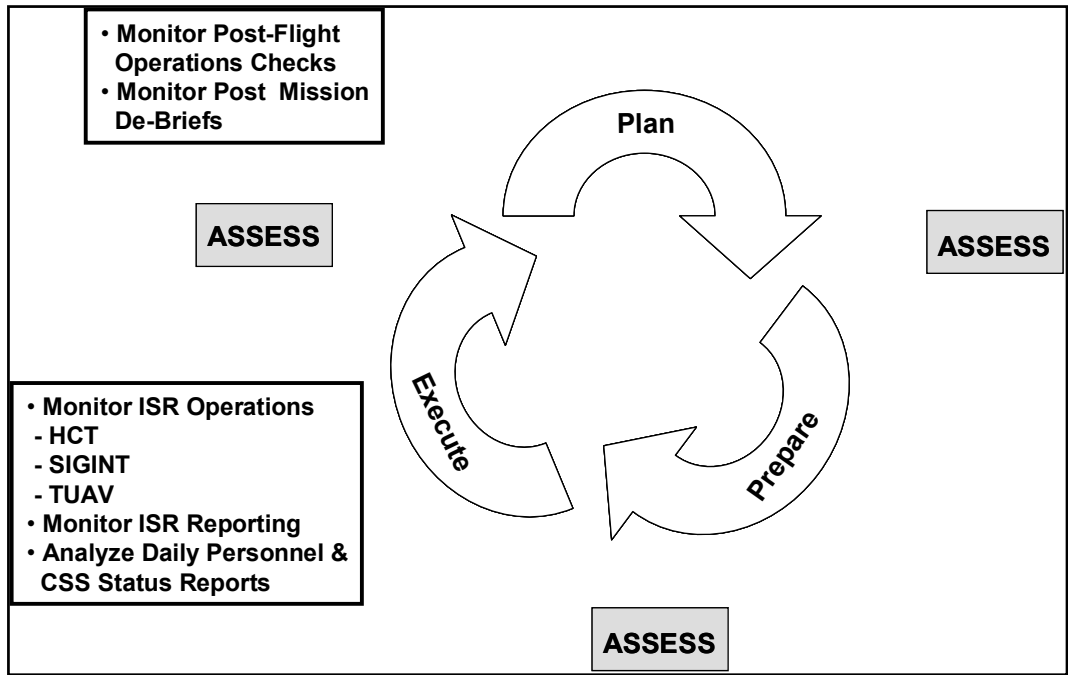


Figure 3-10. MICO Execution Phase Activities Requiring BTB Staff Monitoring and Coordination

## SUMMARY

3-48. The interaction between the BTB subordinate companies, the HBCT staff and the BTB itself is a new and complex relationship. The BTB must assist their organic units during the planning, preparation and execution of HBCT directed missions and taskings by exercising coordination necessary to:

- Ensure their organic unit assets are prepared and positioned to execute their HBCT directed missions and taskings.
- Ensure their organic unit's security during movement and while at their designated position area.
- Ensure their organic units receive continuous CSS and FHP support.

3-49. The BTB commander and staff continuously plan and coordinate efforts on these specific tasks to simplify work for their organic units so those units can focus on detailed planning and execution of HBCT directed missions.

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## Chapter 4

# Planning, Preparing, and Executing Rear Area and Base Security Operations

Rear area and base security operations are a key element of the HBCT's sustaining operation. The purpose of sustaining operations is to generate and maintain the HBCT's combat power. The purpose of rear area and base security is to prevent enemy detection and interference with CSS functions. Components of rear area and base security are:

- Intelligence.
- Base and base cluster self-defense.
- Response force operations.

### SECTION I - PLANNING REAR AREA AND BASE SECURITY OPERATIONS

4-1. The HBCT commander can assign responsibility to plan, prepare and execute HBCT rear area and base security operations to the BTB commander. The rear area and base security plan is derived from and must support the HBCT commander's concept of operation. One of the key decisions the HBCT commander makes is the allocation of organic and attached maneuver assets to resource the decisive, shaping and sustaining operations outlined in his concept of operation. Invariably, the HBCT commander exercises economy of force when allocating dedicated maneuver forces to support the HBCT's rear operation. The BTB commander and staff's challenge of planning for rear operations and base security lies in balancing threat based security requirements with available force protection capabilities.

4-2. Normally, the HBCT commander would designate a rear area, for example, in a contiguous, linear defensive situation in order to provide a secure area for the performance of support functions related to the HBCT's sustaining operation. On the other hand, the HBCT commander may not designate a rear area in a noncontiguous, non-linear stability operation or support operation. Regardless, the HBCT must conduct sustaining operations in each of the previously mentioned situations. Three important elements common to both rear operations and sustainment operations are:

- **Combat service support.** Combat service support includes essential capabilities, functions and activities necessary to sustain all HBCT units.
- **Movement control.** Movement control includes planning and monitoring the routing, scheduling and tracking movements of HBCT, other fires, RSTA, maneuver enhancement and sustainment units, host nation and joint units, and supplies into, within and out of the HBCT AO.
- **Security.** Security includes planning, coordination, and preparation that integrates intelligence, base self-defense, and response force operations.

4-3. This chapter will discuss three general situations to describe the BTB's roles and responsibilities related to planning, preparing, and executing rear area and base security operations. The three general situations are a noncontiguous AO in non-linear operation, contiguous AO in non-linear operation, and a designated rear area in a traditional linear defensive operation.

4-4. The HBCT commander can choose to organize his AO so that his subordinates have contiguous or noncontiguous areas of operations. The HBCT commander bases his decision on whether to establish contiguous or noncontiguous AOs for his subordinate units on his analysis of METT-TC factors. Reasons why a commander might establish noncontiguous AOs are to encompass key and decisive terrain within his area of influence when he has limited number of friendly forces for the size of his AO; the enemy is comparatively weak and the commander concludes that his subordinate units do not have to remain within supporting range or distance of one another and can take advantage of superior understanding (SU) and tactical mobility; and the enemy is concentrated in dispersed areas and requires a corresponding concentration of friendly forces. Reasons why a commander might establish contiguous AOs are political boundaries or enemy force concentrations require contiguous AOs; reduce risk of being defeated in detail because of an incomplete operational picture; and to concentrate combat power along a single avenue of approach. For further discussion on contiguous and noncontiguous AOs refer to Chapter 2, *Common Tactical Concepts and Graphic Control Measures*, FM 3-90, *Tactics*.

4-5. This chapter will discuss rear area and base security operations in the context of stability operations because the Army is currently conducting stability operations in Operation Enduring Freedom and Operation Iraqi Freedom and has been conducting stability operations in the Balkans since 1996. However, our Army does have potential adversaries capable of conducting symmetrical mid to high intensity offensive operations. Additionally, the discussion that follows will address rear area and base security operations in a traditional linear defensive operation.

4-6. It is also important to note that the BTB commander and staff will use existing command and control, and decision making processes described in current doctrine to plan, prepare, and execute rear area and base security operations. The discussion that follows will emphasize specific steps of the mission analysis and course of action development steps of the MDMP as described in Chapter 3, *Military Decision Making Process*, FM 5-0, *Army Planning and Orders Production*. The focus of the discussion is how to apply these specific steps to rear area and base security operations in the three general cases cited.

4-7. Mission Analysis, Step 7: Perform Risk Assessment provides an example of using an existing step of mission analysis and tailoring its application for rear area and base security operations in the three general cases cited. Risk assessment covers both accident risk hazards and tactical risks. In this case, the focus of risk assessment is on tactical risks in the particular operation. The HBCT commander cannot defend against every threat because he does not have unlimited resources. The HBCT commander, assisted by his staff and with input from other units in the HBCT AO, must establish security priorities. A technique they may use is the criticality, vulnerability, and recoverability (CVR) methodology used to by air and missile defense (AMD) planners to establish priorities of protection. These terms are defined as follows:

- **Critical:** Loss of this unit and or capability will have a significant impact on HBCT operations.
- **Vulnerable:** This unit and or capability are vulnerable to the likely and or probable enemy courses of action (COA).
- **Recoverable:** The HBCT has redundant type units and or capabilities. This also includes available host nation support (HNS) assets and capabilities.

4-8. The product of this type of analysis is a prioritized critical asset list. HBCT units, assets and or capabilities that are critical, vulnerable and non-recoverable must be afforded the highest priority of protection. HBCT units, assets, and capabilities that are critical, recoverable, and somewhat vulnerable to likely enemy COAs would be afforded the next priority of protection. Units, assets, and capabilities that may or may not be critical, are recoverable and not vulnerable to likely probable enemy COAs and would be afforded the

lowest priority of protection. Table 4-1, HBCT Rear Area Critical Asset Analysis Worksheet, shows what the BTB commander and staff may have concluded in each of these general cases.

**Table 4-1. HBCT Rear Area Critical Asset Analysis Worksheet**

<b>Unit/Facility/ Capability</b>	<b>Critical</b>	<b>Vulnerable</b>	<b>Recoverable</b>	<b>Remarks</b>	<b>Recommended Priority</b>
<b>C2 Facilities</b>					
HBCT Main	Yes	Up to Level III & Indirect	Somewhat	CMD Section BVFs	2
HBCT TAC	Yes	UP to Level II & Indirect	No	CMD Section BVFs	1
BTB TOC	Yes	Up to Level III & Indirect	No	Collocated vicinity HBCT Main CP	2
BSB CP	Yes	Up to Level III & Indirect	No	Located in BSB Base	2
<b>Unit/Facility/ Capability</b>	<b>Critical</b>	<b>Vulnerable</b>	<b>Recoverable</b>	<b>Remarks</b>	<b>Recommended Priority</b>
<b>C4 Units/Assets</b>					
Net Ops	Yes	Up to Level III & Indirect	No	Collocated vicinity HBCT Main CP	1
Sm CP Spt Tm	Yes	Up to Level III & Indirect	No	Collocates/Supports with Maneuver, Fires and/or Recon BN CPs Collocates/Supports with HBCT TAC	1
RETRANS Tm	Yes	Level I & Higher	Somewhat	Collocated vicinity HBCT Main CP	1
NW Ext Plt	Yes	Up to Level III & Indirect	No	Collocated vicinity HBCT Main CP	1
JNN	Yes	Up to Level III & Indirect	No	Collocated vicinity HBCT Main CP	1
<b>Unit/Facility/ Capability</b>	<b>Critical</b>	<b>Vulnerable</b>	<b>Recoverable</b>	<b>Remarks</b>	<b>Recommended Priority</b>
<b>ISR</b>					
Analysis & Integration Platoon		Up to Level III & Indirect	No	Collocated vicinity HBCT Main CP	1
Trojan Spirit		Up to Level III & Indirect	No	Collocated vicinity HBCT Main CP	1
Mission Plan & Control	Yes	Up to Level III & Indirect		Collocated vicinity HBCT Main CP	1
TUAV GCS	Yes	Up to Level III & Indirect	No	Normally collocated vicinity HBCT Main, Recon & Fires BN CPs	1
TUAV L&R	Yes	Level I & Indirect	No	Can collocate in BSB Base Area	1 (If outside BSB or another HBCT unit AO)
PROPHET	Yes	Level I & higher	No	Try to collocate with CAB, Fires and/or ARS BN AO	1

Table 4-1. HBCT Rear Area Critical Asset Analysis Worksheet

Unit/Facility/ Capability	Critical	Vulnerable	Recoverable	Remarks	Recommended Priority
<b>CSS</b>					
Fuel	Yes	Up to Level III & Indirect in BSA Ambush & IED during LOGPAC	Somewhat	Collocate in BSB Base Area Host Nation Spt for storage & distribution	2
Ammo	Yes	Up to Level III & Indirect in BSA Ambush & IED during LOGPAC	No	Host Nation Spt for distribution (transportation only)	1
Water	Yes	Up to Level III & Indirect in BSA Ambush & IED during LOGPAC	Somewhat	Collocate in BSB Base Area Host Nation Spt for storage & distribution	2
Rations	Yes	Up to Level III & Indirect in BSA Ambush & IED during LOGPAC	Somewhat	Collocate in BSB Base Area Host Nation Spt for storage (Refers for perishables) & distribution (Transport only)	2
Maintenance	Yes	Up to Level III & Indirect in BSA Ambush & IED during LOGPAC	No	HN equipment and general automotive only	1

4-9. The critical asset analysis worksheet serves both as a point of common reference and a particularly useful tool for both the BTB and HBCT staffs during mission analysis and COA development, as they work to make recommendations for the commander's critical information requirements, develop the ISR plans, and develop suitable and feasible friendly COAs. In this case, a suitable COA will ensure every priority one asset or capability is a defended asset against the most likely threat.

## NONCONTIGUOUS AO IN NON-LINEAR OPERATIONS SITUATION

4-10. A stability operation scenario will be used to highlight some specific planning, preparation, and execution considerations for the BTB commander and his staff confronted with either a noncontiguous or contiguous AO in non-linear operation. Planning considerations will emphasize the following:

- The HBCT retains responsibility for unassigned portions of the HBCT AO. However, the HBCT commander can assign the task of monitoring these unassigned areas of the HBCT AO to the BTB commander.
- The BTB's use of rear area and base security operations considerations to plan, prepare, and execute the task of monitoring these unassigned areas of the HBCT AO.

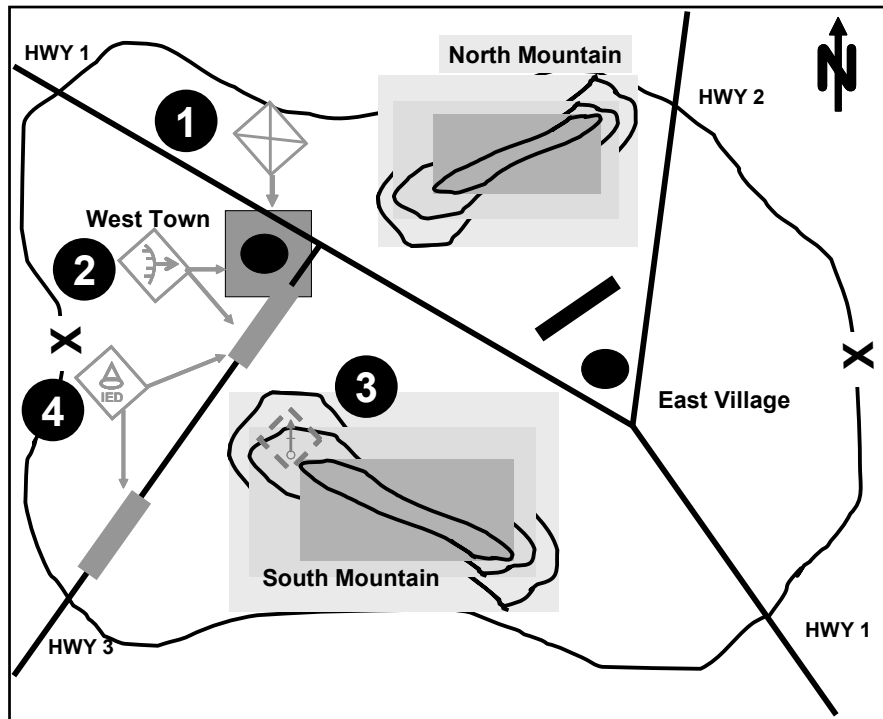
- Importance of the BTB commander and staff conducting concurrent parallel planning with the HBCT battle staff.
- Highlight specific aspects of mission analysis as it applies to rear area and base security operations and monitoring unassigned areas of an AO. They are:
  - Step 2: Perform intelligence preparation of the battlefield.
  - Step 7: Perform risk assessment.
  - Step 8: Determine initial commander's critical information requirements (CCIR) and essential elements of information (EEFI).
  - Step 9: Determine initial ISR plan.
- Highlight specific aspects of course of action (COA) development to compensate for the unassigned areas of the HBCT AO in a noncontiguous AO. Specifically, focusing on the following:
  - Array options of HBCT units to mitigate likely and potential enemy threats to the HBCT rear area.
  - Developing tasks for HBCT subordinate units, military police, and reaction forces. Movement control related tasks would involve route security and convoy security.
  - Developing "coordinating instructions" appropriate to the situation and unit capabilities to ensure HBCT units execute coordinated rear area and base security operations.

### ***MISSION ANALYSIS***

4-11. Concurrent and parallel planning between the HBCT and BTB commanders and their staffs starts during mission analysis. A sound rear area and base security operations plan is derived from a common understanding of the enemy situation and the specific threats it presents the HBCT. IPB for stability operations emphasizes demographic analysis as much as the enemy and terrain because the threat is often a group or groups of insurgents. Intelligence is one of the key components for rear area and base security operations. The following discussion highlights four specific mission analysis steps related to intelligence.

### **Mission Analysis, Step 2: Perform Intelligence Preparation of the Battlefield**

4-12. First, the HBCT and BTC staffs must understand the recent and current insurgent activities in the HBCT AO. Figure 4-1 summarizes those recent activities.



**Figure 4-1. Recent and On-going Insurgent Activity**

4-13. This figure highlights five key points.

- The insurgent activity appears to originate out of West Town, located in the western part of the HBCT's AO. Activity has been escalating over the last several months. However, this activity is contained in the southwest region of the HBCT AO.
- Insurgent activity started with small groups (4-7 individuals) of local males between the ages of 16-30, armed with AK-47s, PKM machine guns, hand grenades and RPGs.
- About two months ago, the insurgents started conducting ambushes on local government police and security forces, and non-governmental organization (NGOs) aid workers headed into West Town south along highway 3. Ambushes were usually conducted between 0300 and daybreak.
- The insurgents acquired some mortars and started sporadic attacks in and around the south side of West Town. These attacks usually occur between 0200 and 0400 hours.
- Finally, the insurgents started employing improvised explosive devices (IEDs) in ambushes against local government police and security forces, and non-governmental organization (NGOs) aid workers in two specific areas along Highway 3 as indicated on the sketch. IEDs were set up to execute mechanical ambushes. Insurgents would set them up sometime during the hours of darkness.

4-14. The major observations the HBCT and BTB commanders and their staffs reached are:

- The insurgency is localized in the west-southwest sector of the HBCT AO.
- It appears the insurgents may be receiving outside help from sympathizers in the neighboring southwest province.



- To date, high-value targets for the insurgents appear to be any entity that is a symbol of governmental authority and control or any non-governmental entity that if attacked undermines the government's credibility.

4-15. The HBCT commander's major conclusions are:

- Non-contiguous AOs may be appropriate for this situation because the absence of insurgent activity throughout the majority of the HBCT's AO means subordinate units do not have to remain within supporting range or distance of one another to take advantage of the HBCT's superior SU and tactical mobility.
- Assign the BTB responsibility to monitor unassigned areas of the HBCT AO. This will allow the HBCT battle staff at the Main CP to focus their attention on supporting 1<sup>st</sup> CAB (in and around West Town) and ARS (along Highway 3) on-going operations in the west-southwest sections of the HBCT AO. Additionally, this will allow the BSB commander and staff to focus their efforts on the combat service support elements of the sustainment operation and security of the BSA. The BTB CP will focus on base security, movement control and terrain management aspects of the HBCT's sustaining operation.

4-16. It is important to note that the BTB's role (or roles) in HBCT operations is not fixed. The HBCT commander assesses each situation and assigns the BTB a specific role that best enhances the HBCT's potential combat power for a particular operation.

### **Mission Analysis, Step 7: Perform Risk Assessment**

4-17. This step was discussed in paragraphs 4-7 through 4-9. Table 4-1, HBCT Rear Area Critical Asset Analysis Worksheet listed the BTB commander and staff's analysis using the CVR methodology and conclusions concerning recommended priorities of protection for this situation.

4-18. The example critical asset analysis worksheet shown in Table 4-1 serves both as a point of common reference and a particularly useful tool for both the BTB and HBCT staffs during mission analysis and COA development as they work to make recommendations for the commander's critical information requirements, develop the BTB's ISR plan, and develop suitable and feasible friendly COAs.

### **Mission Analysis, Step 8: Determine initial commander's critical information requirements (CCIR) and Essential Elements of Information (EEFI)**

4-19. CCIR are elements of information required by commanders that directly affect decision making and dictate the successful execution of military operations. The BTB commander alone decides what information is critical, based on his experience, the mission, the higher commander's intent, and staff input. CCIR are situation dependent and specified by the BTB commander for each operation. CCIR are expressed as:

- Priority intelligence requirements (PIR): Information about the enemy.
- Friendly forces information requirements (FFIR): Information about the BTB or other HBCT attached units in the HBCT's AO and time available for friendly forces.

4-20. Essential elements of friendly information (EEFI). Although EEFI are not part of CCIR, they become a commander's priority when he states them as such. EEFI help commanders understand what enemy commanders want to know about friendly forces and why. EEFI describe what information cannot be compromised and friendly forces need to protect this sort of information from the enemy's information gathering systems. EEFI are the basis for the HBCT's OPSEC plan.

### **Mission Analysis, Step 9: Determine initial ISR Plan**

4-21. The BTB commander and staff start with the IPB developed by the HBCT S2. This allows the BTB commander and staff to:

- Refine their IPB and focus on specific rear area security threats.
- Analyze the HBCT ISR Plan for specified tasks.
- Coordinate with the HBCT S2 to supplement the HBCT ISR plan with specific rear area requirements.

4-22. Examples of specific rear area ISR requirements are:

- Daily use of a TUAV to perform route reconnaissance of the HBCT MSR. This mission could provide real-time video of suspected activity before convoys and or LOGPAC arrive at that vicinity. Examples of suspected activity include possible ambush locations and identifying possible improvised explosive devices (IED). Technological innovations could yield sensors capable of identifying possible IEDs. Daily TUAV missions equipped with this particular sensor payload could identify these example threats and provide early warning necessary to maintain the HBCT's combat power.
- Use of the CBRN recon platoon to conduct daily area and route reconnaissance throughout the HBCT AO to detect potential CBRN threats.
- Use of coordinated mounted and dismounted security patrols to cover unassigned areas of the HBCT AO.
- In this case, an example of an ISR requirement that would be helpful is establishing a critical friendly zone over HBCT units that will be in the vicinity of West Town at night. The fires battalion's counter-mortar radar can be used to:
  - Acquire insurgent mortar locations during attacks.
  - Provide data for counter-fire and or vectoring airborne TUAVs to track the insurgents egress from the mortar firing location.

### ***COURSE OF ACTION DEVELOPMENT***

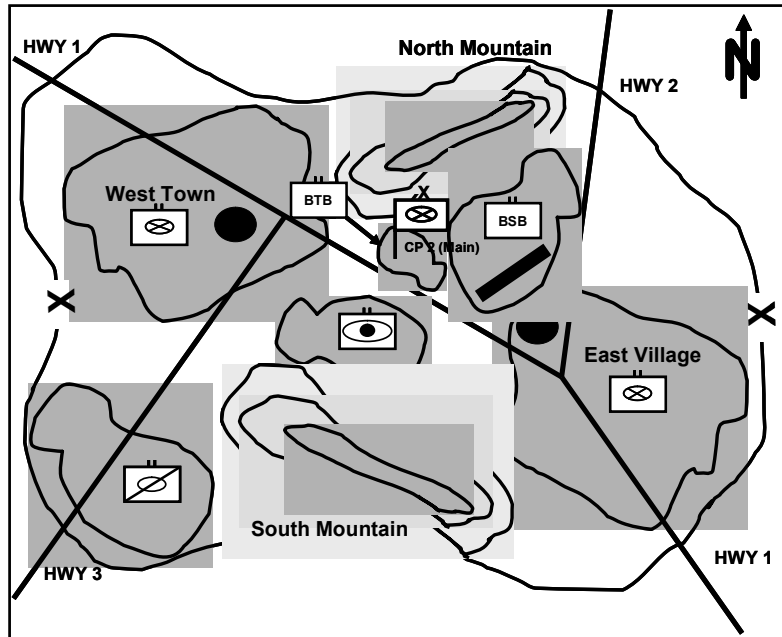
4-23. One outcome of the HBCT commanders' COA decision is the amount of forces to apply against the rear fight. With a two-maneuver-battalion BCT, maneuver forces are at a premium. The commander must weigh the risk to mission accomplishment with the allocation of his forces between the close and rear fights. This section highlights specific aspects of course of action (COA) development to compensate for the unassigned areas in a noncontiguous AO. Specifically, the following paragraphs will focus on the following:

- Initial array of HBCT units to mitigate likely and potential enemy threats to the HBCT rear area.
- Developing tasks for HBCT subordinate units, military police, and reaction forces.
- Developing coordinating instructions appropriate to the situation and unit capabilities to ensure HBCT units execute coordinated rear area and base security operations.
- Fires planning and coordination for both direct and indirect fires. In this situation, the focus of the BTB's planning and coordination efforts is to prevent fratricide of friendly elements moving through or being positioned in the unassigned areas of the HBCT's AO.

### **Course of Action Development, Step 3: Array Initial Forces**

4-24. The array of HBCT units can start to mitigate likely and probable threats identified in the initial IPB done during mission analysis. The initial array of forces needs to be approached differently in a stability operation scenario where the HBCT units are operating

in noncontiguous AOs. Figure 4-2 shows a possible initial array of HBCT units for this situation. The gray shaded areas indicate the assigned AO for each subordinate HBCT unit.



**Figure 4-2. Initial Array of HBCT Forces**

4-25. This array of HBCT forces simplifies security concerns in the unassigned areas of the HBCT AO. The HBCT main CP with supporting MI and signal assets, the BTB TOC and HHC units, and the BSB are positioned in areas free from past or current insurgent activity. Additionally, note the fires battalion is positioned not only to provide immediate fires to the 1<sup>st</sup> CAB and reconnaissance squadron but also to provide 360-degree coverage for the rest of the HBCT. Also, the fires battalion can provide a reaction force for the HBCT Main CP as well as provide security patrols into the western half of the South Mountain. The 2<sup>nd</sup> CAB is positioned to provide a reaction force for the BSB and provide patrols into the eastern half of the North and South Mountains. So, positioning can help secure identified critical assets and establish areas for local security patrols to monitor the unassigned areas of the HBCT AO.

4-26. Also of interest to the BTB commander and staff, is the positioning of MI company elements and assets to execute initial ISR missions and taskings assigned by the HBCT. Figure 4-3 shows the initial array of MI assets from the TUAV platoon and the ground collection platoon. Note that the HUMINT collection teams, TUAV GCS and TUAV L&R sections are located in another HBCT unit's AO. However, also note that two PROPHET collection teams are located in unassigned areas in the HBCT's AO. In this case, the assessment of tactical risks for these PROPHET teams indicates it's acceptable to position them as such to optimize their system's collection capabilities. Also, these positions would be designated as no fire areas (NFAs) to prevent fratricide by indirect fire.

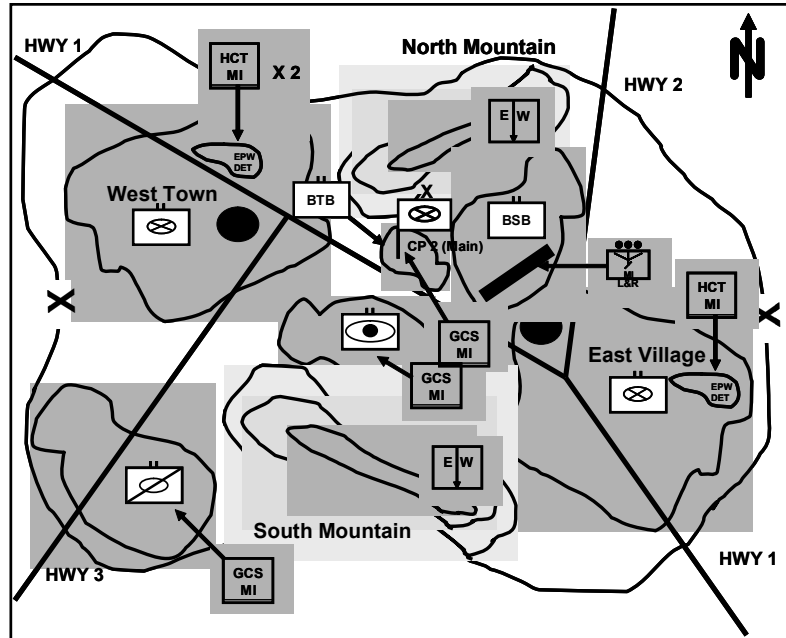


Figure 4-3. Deployment of MICO Assets

4-27. Likewise, it was determined that the network support company needed to deploy its two RETRANS teams in order to provide the HBCT's range extension and network relay support for EPLRS and SINCGARS VHF-FM networks. Each RETRANS team can operate up to three different VHF-FM nets. Typically, these three nets are HBCT command, operations and intelligence (O&I), and fire nets. Like the PHROPHET teams, each RETRANS team position would be designated as no fire areas (NFAs) to prevent fratricide by indirect fire.

4-28. Figure 4-4 shows the initial array of RETRANS assets.

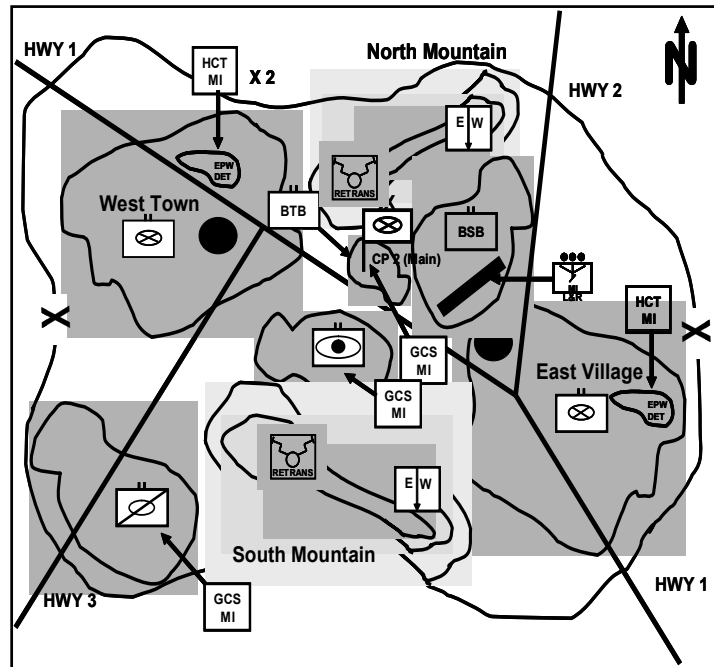


Figure 4-4. Deployment of Network Support Company RETRANS Assets

4-29. **Response Force Operations.** Before discussing specifics on how to develop a concept of operations for securing the unassigned areas of the HBCT AO it is necessary to review a few general but key points about response force operations. The BTB commander is responsible to plan for (IAW CVR analysis done in mission analysis, Step 7, Perform risk assessment) and respond to security threats in the unassigned areas of the HBCT AO, with HBCT subordinate unit forces provided HBCT commander. Each designated base and base cluster commander is responsible for the security of his base/base cluster and must designate, organize, and rehearse a quick reaction force (QRF) for immediate local response to eliminate level II threats. The BTB's MP platoon has the capability to function as a QRF. If apportioned to the rear fight, the MP platoon would reinforce the base defense's initial response to the attack by a level II threat.

4-30. Level III threats exceed the capability of the organic capability of the BTB. The HBCT commander has two basic options. First, he can change boundaries of a CAB. For example, the CAB's new adjusted AO would include the area where the Level III threat is located. In this case, the CAB would then initiate actions to destroy the Level III threat. The HBCT commander must augment the BTB with combat assets in order to defeat a Level III threat. The HBCT commander could attach forces from another subordinate unit to the BTB. There could be several potential level III threats based on the BTB's IPB. The BTB commander must prioritize these potential level III threats for the attached combat unit commander. The attached combat unit commander would start planning, preparation, and rehearsals against the most likely level III threat.

#### Course of Action Development, Step 4: Develop the Concept of Operations

4-31. The BTB commander uses the HBCT staff analysis and order as a start point for his concept of operations for rear area and base security operations. The BTB commander's concept of operations needs to address four elements. They are:

- **Terrain Management.** Terrain management includes grouping units into bases and designating base clusters. Additionally, he must allocate and specify locations for units and activities. Terrain management may also include positioning MICO and network support company assets in unassigned areas of the HBCT AO to support execution of the HBCT's ISR and C2 plans.
- **Security.** This includes employing the tactical combat force (TCF), response forces, reaction forces, and integrating local security patrols of organic HBCT units along with other attachments into an ISR plan focused on the unassigned areas of the HBCT's AO.
- **Sustainment.** Identify critical facilities and movements that require priority protection within the unassigned areas of the HBCT AO. The BTB commander and staff would use the HBCT Critical Asset Analysis Worksheet as a start point.
- **Movements.** Movement includes planning routes, scheduling, and monitoring movements of HBCT, host nation, and joint combat, CS and CSS units and supplies into and within unassigned areas of the HBCT AO, and out of the HBCT AO. Planning focuses on enforcing the movement priorities established by the HBCT S3 and coordinating for close combat attack (CCA) through the BAE. Fires should be coordinated through the FEC at the HBCT Main CP in support of HBCT units tasked with route security and convoy security which are further supporting movement of LOGPACs and other unit moves, such as local security patrols moving through the unassigned areas of the HBCT AO.

4-32. The following figure depicts the unassigned areas of the HBCT that the BTB must monitor in this example.

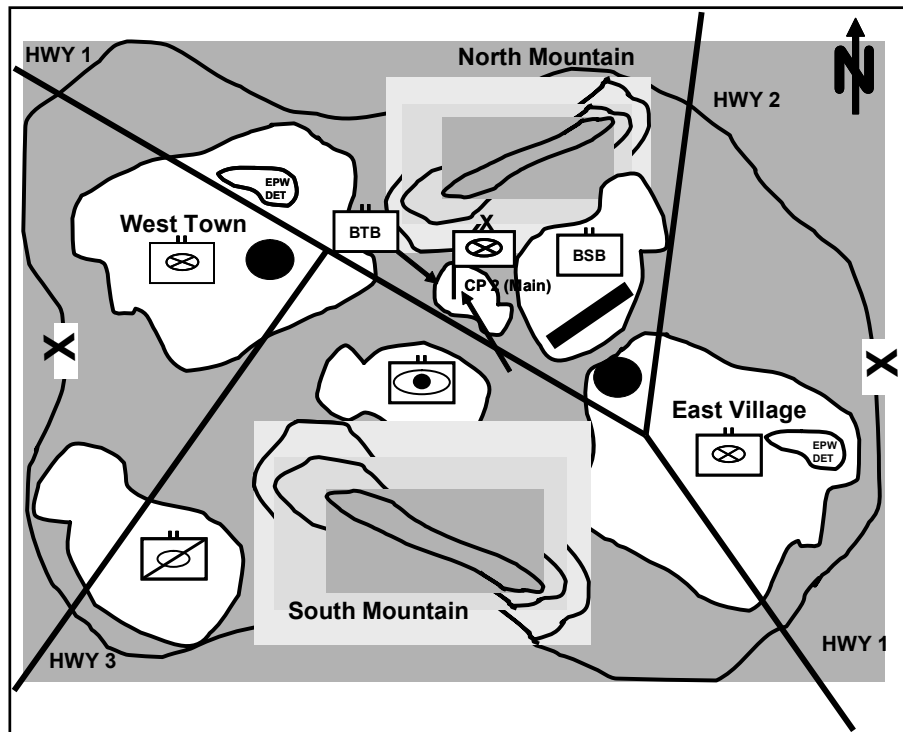


Figure 4-5. HBCT Unassigned Areas

4-33. Additionally, the concept of operations for the rear operation identifies specific tasks for HBCT units as they apply to the sustaining operation. These tasks commonly involve reconnaissance, counter-reconnaissance, base and base cluster defense, and rear area fire support. Figure 4-6 depicts tasks designed by the HBCT staff and assigned in the HBCT order to monitor the unassigned areas in the HBCT AO in this scenario. Key tasks associated with monitoring these unassigned areas include movement control, route security, convoy security, and reconnaissance and surveillance to name a few. The specific tasks for each HBCT unit in this particular example are listed after the figure.

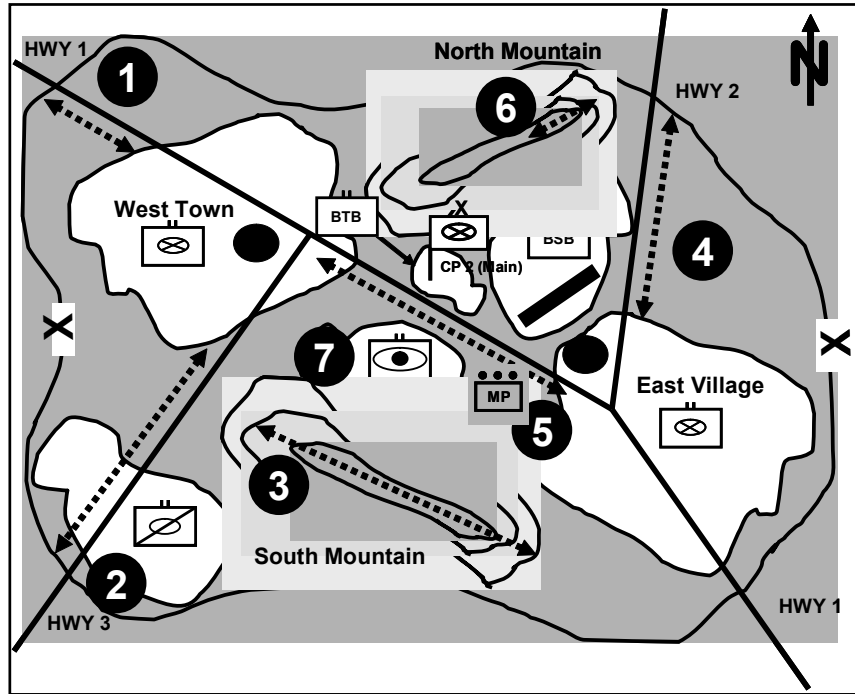


Figure 4-6. Rear Area Security Tasks

4-34. Examples of specific rear area security tasks for HBCT units in this scenario are:

- 1<sup>st</sup> CAB (#1 on Figure 4-6): On order, conduct route security patrols and enforce movement priorities along Highway 1 from West Town to the HBCT northwest boundary.
- Armed Reconnaissance Squadron (# 2 and #3 on Figure 4-6):
  - On order, conduct route security patrols along Highway 3 to the HBCT's southwest boundary.
  - Monitor Highway 3 during periods of limited visibility with TUAV for indications of insurgent attempts to establish ambush sites and emplace IEDs.
  - Conduct area recon of South Mountain daily. Look for mortar weapons and ammo caches and firing position preparations.
- 2<sup>nd</sup> CAB (#4 on Figure 4-6):
  - On order, conduct route security patrols and enforce movement priorities along Highway 2 from East Village to the HBCT north-northeast boundary.
  - On order, provide convoy security for 1<sup>st</sup> CAB, fires battalion and ARS LOGPACS.
- MP platoon (#5 on Figure 4-6):

- Conduct route security patrols and enforce movement priorities along Highway 1 from East Village to West Town.
- Provide security escort for MECH battalion and ARS LOGPACS daily.
- Escort detainees from the 1<sup>st</sup> CAB detainee holding area to the HBCT's holding area in the 2<sup>nd</sup> CAB AO at (Grid).
- Provide quick reaction force (QRF) for the HBCT main CP.
- BSB (#6 on Figure 4-6):
  - On order, conduct security patrol on the east end of North Mountain.
  - Provide LOGPAC to PROPHET and RETRANS teams on east end of North Mountain daily.
- Fires battalion (#7 on Figure 4-6):
  - Provide a Battery-sized TCF. Priorities of commitment are to defend the HBCT main CP, then the BSB support area.
  - Monitor South Mountain during periods of limited visibility with TUAV for indications of insurgent attempts to establish ammo caches and mortar firing positions.
  - Rear Area Fire Support. Priority of fires is to the 1<sup>st</sup> CAB then the 2<sup>nd</sup> CAB during LOGPAC convoy operations, then the TCF if committed.

4-35. The BTB TOC would coordinate for close combat attack (CCA) through the BAE and fires through the FEC at the HBCT main CP to support HBCT units tasked with conducting route security and convoy security and to support movement of LOGPACs and other unit moves within the unassigned areas of the HBCT AO. The BTB would then brief these tasked units to ensure they had the fire plan, frequencies and call signs for the designated firing and supporting aviation units. The BTB would then monitor these units during route security and convoy security operations.

4-36. There are other units that may be attached to the HBCT that can support the BTB in one or more of the components of rear area and base security operations. Two noteworthy attachments are engineers and civil affairs (CA). Engineer attachments support the BTB during the conduct of rear area and base security operations by:

- Performing engineer technical route reconnaissance.
- Improving mobility along specified MSRs and other routes.
- Constructing and maintaining helipads and airfields.
- Improving survivability of designated critical, vulnerable, and non-recoverable HBCT assets.

4-37. CA unit commanders attached to the HBCT assist the information operations coordinator (IOCOORD) by contributing to the planning and coordination of nonlethal effects in the FEC. The IOCOORD may recommend allocation of selected CA assets to support the BTB during the conduct of rear area and base security operations. Specifically, CA assist the BTB to:

- Coordinate with host nation civil and military law enforcement agencies.
- Acquire and disseminate information on threats.
- Coordinate with MI HUMINT collection teams to support detainee operations.
- Coordinate with HN for refugee control and assistance.
- Coordinate for and acquire use of HN transportation assets.
- Coordinate and acquire engineer equipment and materials.

4-38. To summarize, the BTB commander and staff need to focus on selected steps of the MDMP to get at key issues peculiar to rear operations. Mission analysis Step 2 (Intelligence Preparation of the Battlefield), Step 7 (Conduct Risk Assessment) and Step 9 (Develop



Initial ISR Annex) are applied a little differently to rear area and base security operations. Risk assessment focuses on tactical risks in planning for rear area and base security operations. The example used highlighted the air defense critical-vulnerable-recoverable (CVR) methodology as a start point to assess tactical risks of HBCT units and assets in the rear area. It is also a useful tool for making recommendations on CCIR and developing supporting ISR plans.

4-39. This section also highlighted key differences in course of action development Step 4 (Develop the concept of operations) as well. The BTB commander's concept of operation for the rear operation identified specific tasks for HBCT units related to monitoring unassigned areas of the HBCT AO, sustainment operations, and movement control based on the CVR analysis of the HBCT AO, which is done during mission analysis. These tasks commonly involve reconnaissance, counter-reconnaissance, route security, convoy security, base and base cluster defense, and rear area fire support. The example used also highlighted how to array HBCT units to mitigate likely and potential enemy threats in unassigned areas of the HBCT AO and monitor those unassigned areas during a stability operation where the HBCT is assigned a noncontiguous AO in for a non-linear operation.

## **CONTIGUOUS AO IN NON-LINEAR OPERATIONS SITUATION**

4-40. This discussion will use the stability operation scenario used in the preceding section to:

- Highlight similarities in selected mission analysis steps of the MDMP process.
- Highlight differences in selected course of action development steps of the MDMP process.

### ***MISSION ANALYSIS***

4-41. As in the noncontiguous AO non-linear operations situation, the BTB commander and staff need to focus on four mission analysis sub-steps related to intelligence. Those sub-steps are:

- Step 2: Perform intelligence preparation of the battlefield.
- Step 7: Perform risk assessment.
- Step 8: Determine initial commander's critical information requirements (CCIR) and essential elements of information (EEFI).
- Step 9: Determine initial ISR plan.

4-42. We will not repeat the discussion of the intelligence related mission analysis sub-steps because this discussion is based on the same threat described in the stability operation scenario. To review Step 2: Perform intelligence preparation of the battlefield, refer to Figure 4-1, Recent and On-going Insurgent Activity and Paragraphs 4-13, 4-14 (major observations), and 4-15 (commander's major conclusions). Refer to Table 4-1, HBCT Critical Asset Analysis Worksheet and Paragraphs 4-7 through 4-9 to review Step 7: Perform risk assessment. Refer to Paragraphs 4-19 and 4-20 to review the discussion of Step 8: Determine initial commander's critical information requirements (CCIR) and essential elements of information (EEFI). Refer to Paragraphs 4-21 and 4-22 to review the discussion on Step 9: Determine initial ISR plan.

### ***COURSE OF ACTION (COA) DEVELOPMENT***

4-43. As in the noncontiguous AO non-linear operations situation, the BTB commander and staff need to focus on two particular course of action development sub-steps related to rear operations and base security. Those sub-steps are:

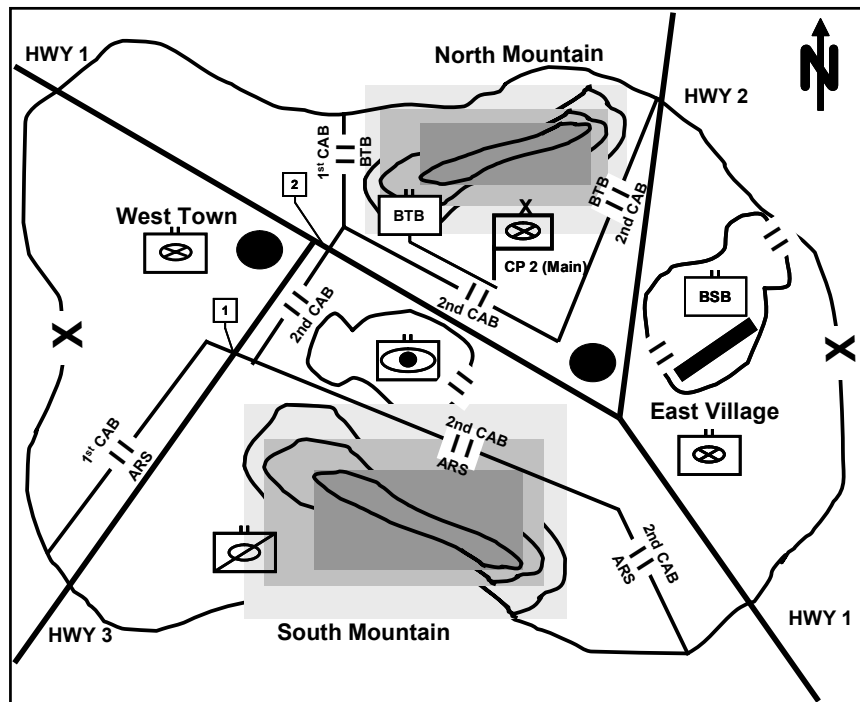
- Step 3: Array Initial Forces.

- Step 4: Develop the Concept of Operations.

4-44. During course of action development, the HBCT commander and staff will array HBCT units to accomplish three major considerations. They are:

- Accomplish, in order, decisive, shaping and sustaining operations.
- Mitigate likely and probable threats identified in the initial IPB done during mission analysis through positioning of HBCT units with minimum forces necessary.
- Simplify command and control.

4-45. Figure 4-7 shows a possible initial array of HBCT units using contiguous AOs in this stability operation scenario.



**Figure 4-7. Initial Array of HBCT Forces**

4-46. This array of HBCT forces leaves no area of the HBCT AO unassigned. The 1<sup>st</sup> CAB is positioned in the western portion of the HBCT AO in order to focus their operations in and around West Town. The 1<sup>st</sup> CAB's operations against insurgent cells and suspected strongholds in the vicinity of West Town would be central to the HBCT commander's decisive operation. The ARS is positioned to eliminate ambush activity along Highway 3 and mortar attacks from positions on South Mountain. The 2<sup>nd</sup> CAB's AO includes Highway 1 as far west as Contact Point 1, Highway 2 to the HBCT's northern boundary, and East Village. The 2<sup>nd</sup> CAB's inherent responsibilities include route security and convoy security along most of the major roads in the HBCT's AO. The 2<sup>nd</sup> CAB's operations would be critical to the HBCT commander's sustaining operation. The BTB has been assigned a comparatively small AO that includes North Mountain. The HBCT main CP with supporting MI and signal assets, the BTB TOC and HHC units, and the BSB are positioned in an area free from past or current insurgent activity. The fires battalion is positioned not only to provide immediate fires to the 1<sup>st</sup> CAB and ARS, but 360-degree coverage for the rest of the HBCT.

4-47. This array of HBCT forces simplifies the BTB commander and staff's security planning and coordination requirements and support for MICO and network support company assets positioned throughout the HBCT AO. The BTB commander and staff need only focus on their assigned AO. However, the BTB commander and staff are concerned about all MICO and network support company assets because they are organic BTB units. The BTB commander and staff should suggest to the HBCT S2 and S6 respectively to consider recommending attachment of MICO assets and teams, and Network Support Company RETRANS teams positioned outside the BTB AO to the HBCT units whose AO's they were positioned. Attachment to other HBCT units reduces the BTB commander's concerns about securing and sustaining dispersed MICO and NSC assets during operations. Figure 4-8 shows positioning of MICO and RETRANS teams in the BTB AO.

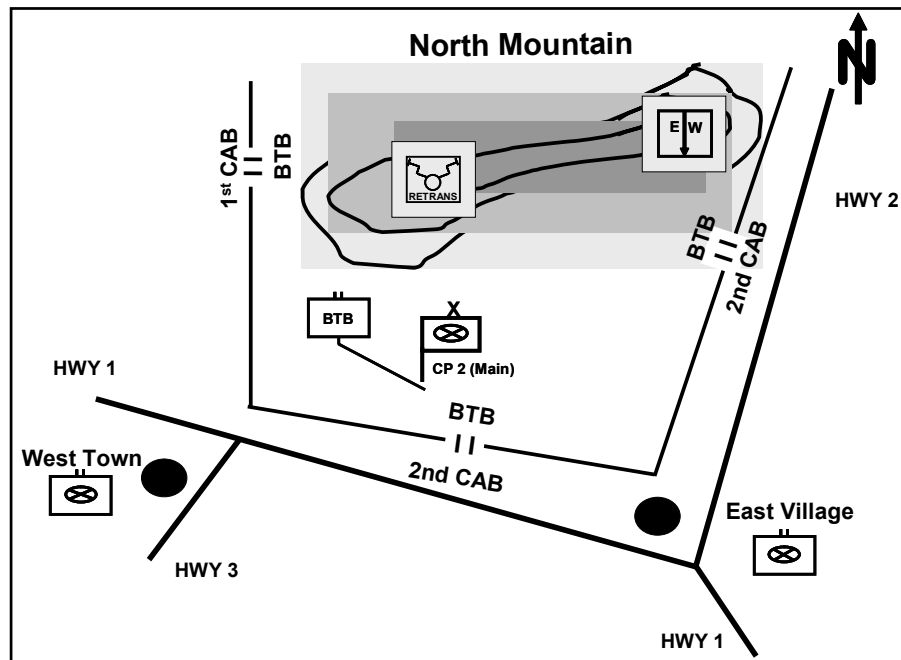


Figure 4-8. MICO and Network Support RETRANS Assets in the BTB Area of Operations

4-48. The BTB concept of operation identifies specific tasks for BTB units as they apply to this case. These tasks commonly involve counter-reconnaissance, security, and base defense. In this situation, the BTB commander has BTB HHC organic units available as dedicated assets. Figure 4-9 depicts the MP platoon conducting security patrols along North Mountain and manning an observation post oriented toward the intersection of Highways 1 and 3. The Security Section is the primary asset for HBCT CP and BTB TOC security.

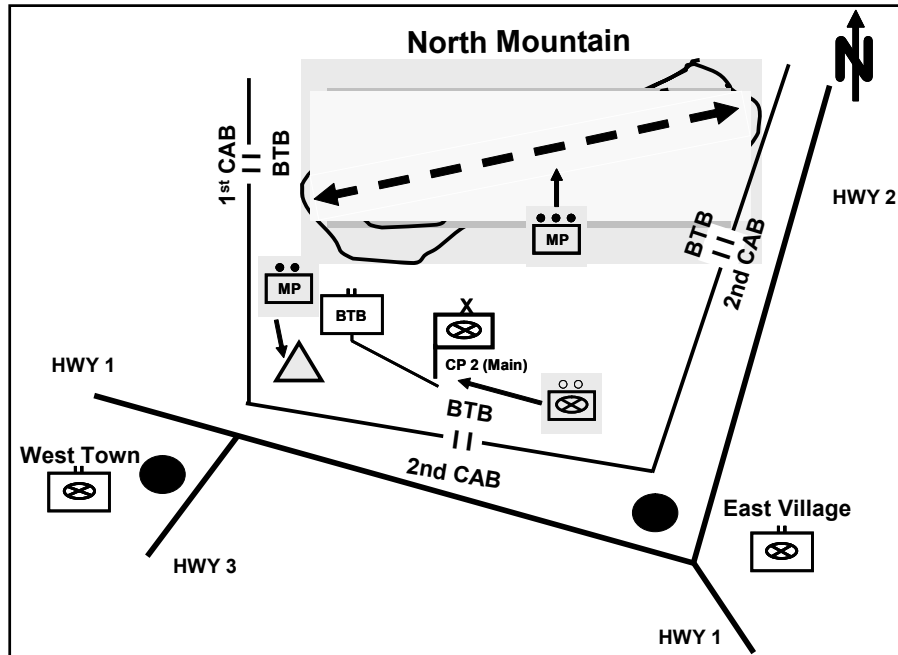


Figure 4-9. BTB Area of Operations Security Tasks

### LINEAR DEFENSIVE OPERATIONS SITUATION

4-49. This discussion will use Figure 4-10. This figure depicts a HBCT in an area defense. The HBCT rear area in this situation is located east of Highways 1 and 2. The BSB has established a base defense around an unoccupied airfield. The HBCT commander has allocated the BTB commander with a combined arms company as a TCF. The HBCT Main CP and the BTB TOC are on the east side of East Village.

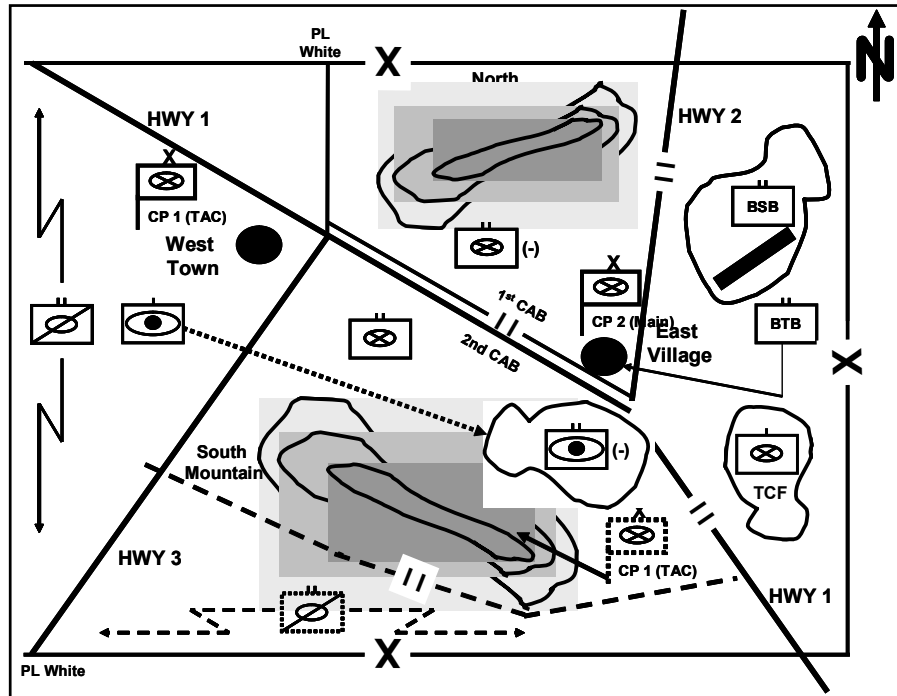


Figure 4-10. HBCT Defensive Operations

## MISSION ANALYSIS

4-50. The intelligence related steps of mission analysis will not be discussed in detail again. However, the utility of developing a critical asset analysis worksheet cannot be overstated. This worksheet serves both as a point of common reference and a particularly useful tool for both the BTB and HBCT staffs during mission analysis and COA development as they work to make recommendations for the commander's critical information requirements, develop ISR plans, and develop suitable and feasible friendly COAs. As in the other general cases, a suitable COA will ensure every priority asset or capability is a defended asset against likely threats.

## COURSE OF ACTION (COA) DEVELOPMENT

4-51. As in the other two general cases, the HBCT commander and staff will array HBCT units to accomplish three major considerations. They are:

- Accomplish, in order, decisive, shaping and sustaining operations.
- Mitigate likely and probable threats identified in the initial IPB done during mission analysis through positioning of HBCT units with minimum forces necessary.
- Simplify command and control.

4-52. In this situation, the HBCT commander and staff assessed potential tactical risks to HBCT units and assets positioned in the HBCT rear area and allocate the BTB commander a company combined arms team as a dedicated TCF. The BTB commander would conduct detailed planning and rehearsals with the BSB commander and the designated TCF commander to ensure critical and vulnerable units in the HBCT rear area are protected.

## SECTION II - PREPARING FOR REAR AREA AND BASE SECURITY OPERATIONS

4-53. BTB preparation for rear area and base security operations focuses on conducting rehearsals of response forces at each level. Base and base cluster commanders must rehearse the designated quick reaction forces. The BTB commander must rehearse his designated tactical combat force (TCF) commander.

4-54. Rehearsals must be conducted during and periods of limited visibility. Rehearsals in increased MOPP levels, is a threat based situational decision. The specific rehearsal technique used by the BTB, base and base cluster commanders will depend on time, resources, participation level and OPSEC considerations. At a minimum, each commander should conduct a terrain model (rock drill) rehearsal with key leaders. The BTB commander along with his key leaders and staff should attend each base and base cluster commanders' reaction force rehearsal. BTB key leaders and staff could include the TCF commander, BTB S3, S2 and FEC representative, HBCT battle staff S2, FEC and BAE representatives, MP platoon leader, and other attached MP unit commanders. Base and base cluster commanders' staffs, unit medical representatives, and designated QRF leaders should be present. Base and base cluster commanders' staffs should conduct full-dress rehearsals for their designated QRF. Some topics that should be emphasized are:

- Unit identification and recognition symbols (fratricide prevention).
- Direct and indirect fire planning and coordination (communications).
- Planning and coordination for employment of Army aviation (CCA) and CAS.
- MEDEVAC (ground and air) of critically wounded.

4-55. For additional information on rehearsals, refer to Chapter 4, *Troop Leading Procedures*, Paragraphs 4-51 through 4-61, FM 5-0, *Army Planning and Orders Production*.

## SECTION III - EXECUTING REAR AREA AND BASE SECURITY OPERATIONS

4-56. The BTB staff performs seven actions continuously while executing rear area and base security operations. Each of these seven actions focuses on three areas. Those areas are intelligence, base and base cluster defense and response force operations. The foundation of execution is the staff's ability to monitor current operations. The BTB staff needs reliable ABCS communications to maintain a current and accurate common operating picture (COP). This will enable the staff to achieve and maintain situational understanding and manage the flow of information in the BTB TOC. The BTB commander helps the staff manage information in an efficient and effective manner by having clear CCIR. The staff, using the BTB commander's CCIR, can identify and anticipate requirements, and make recommendations related to the current rear operation. The staff then conducts coordination with higher, adjacent and subordinate units necessary to direct actions of affected units. The goal of these staff actions is to synchronize intelligence, base and base cluster defense and response force operations in order to maintain the HBCT's combat power. Figure 4-11 shows the relationship of these continuous staff actions.

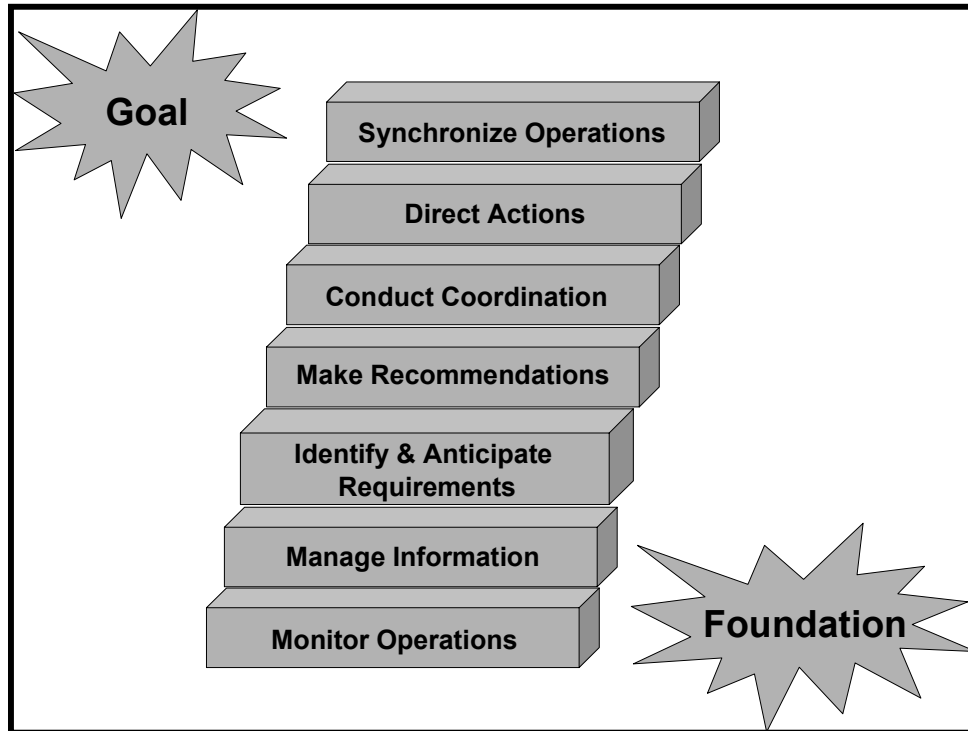


Figure 4-11. BTB Staff Actions During Execution

### *MONITOR OPERATIONS*

4-57. The BTB staff needs to monitor three specific areas in rear area and base security operations in the HBCT rear area. They are intelligence, base and base cluster defense and response force operations.

- **Intelligence.** The BTB S2's primary asset to monitor intelligence is through ASAS. ASAS provides the S2 a macro view of the current enemy situation throughout the HBCT's AO and AI. However, other sources the S2 can use are:
  - **HUMINT.** The BTB's PIR will more than likely be refined and focused on Level I and II threats. Information on these threats is often generated through HUMINT sources. Besides the HUMINT collection teams in the MI company, other valuable HUMINT sources are local government police and security forces, and non-governmental organization (NGOs) aid workers in the area and other HN agencies. Finally, the S2 should contact UEx and or UEy counterintelligence units for information on potential high-value targets the BTB should protect.
  - **TUAV.** The BTB S2 should plan for daily missions designed to provide real time intelligence on daily routine troop movements along designated HBCT MSR. Normally, one of the TUAV GCS will be located at the HBCT Main CP. The S2 needs to review planned TUAV missions and determine if any of those can provide "in-flight" information useful to the BTB rear area security operation. If a TUAV flight might provide such information, then the S2 or a designated representative could be present when that particular mission is flown. There are probably several opportunities a day to do this, as the TUAV L&R Section may be located in the BSB area. The TUAV will probably overfly a considerable portion of the HBCT AO during the ingress to and egress from its

assigned mission area. This is another opportunity to look at unoccupied areas of the HBCT rear area.

- **Security Patrol Debriefs.** The BTB develops its own ISR plan. This plan will include some type of security patrols. These patrols need to be debriefed by the parent unit commander and or S2 and that information forwarded to the BTB S2 in a timely manner.
- **Subordinate Units Spot Reports.** Every BTB organic and attached unit needs to know the BTB's PIR. Units need to report anything that appears out of the ordinary. For example, the MP platoon may cover a considerable portion of the HBCT rear area while executing its daily MMSO related missions. The MPs are a valuable source of real-time information at specific locations in the HBCT rear area.
- **Base and Base Cluster Defense.** The BTB S3 current operations, FEC, S4 and S1 monitor on-going operations in these areas. These staff officers are more interested in information related to FFIR and EEFI.
  - **S3 current operations.** The S3's primary asset to monitor friendly unit activity is through MCS. MCS will provide the S3 a macro view of the current friendly situation throughout the HBCT's AO and AI. The S3 focuses on terrain management and movement when monitoring current operations. The S3 needs to continuously coordinate with the HBCT S3 and transportation coordinator to identify unit and troop movements that will occur in the HBCT and units that are repositioning. Troop or unit movements may well be EEFI. So, the BTB S3 needs to ensure appropriate OPSEC measures are implemented as required.
  - **FEC.** The FEC's primary asset to monitor friendly unit fire support related activity is through AFATDS. AFATDS will provide the FEC a macro view of the current indirect fires coordination control measures in effect throughout the HBCT's AO and AI. The FEC will coordinate, consolidate and update base and base cluster fire support plans. The FEC will also plan fires to support daily subordinate and attached units local security patrols, LOGPAC convoys, and other troop/unit movements in the HBCT rear area. This includes coordination with the ALO and brigade aviation element (BAE) in the HBCT FEC to integrate close combat aviation (CCA) and/or CAS into each of these areas. Since most of these units do not have organic forward observers, the FEC should review call-for-fire procedures with key leaders of these units in the HBCT AO. Additionally, the FEC needs to monitor the location of SINGARS RETRANS teams and coordinate to ensure one of the RETRANS nets is the fires battalion primary fire direction net. Again, many of these units may not have the equipment to initiate digital calls for fire. They will have to use voice. So, if they are out FM/SINGARS range, it is a moot point. Finally, the FEC needs to ensure the Fires battalion has accurate locations of the BTB MICO and Network Support Company assets and teams positioned throughout the HBCT rear area and that these locations are designated no fire areas (NFAs).
  - **BTB S4.** The S4 monitors the operational readiness, maintenance, and supply status of each attached unit in the HBCT AO. The S1 and S4's primary asset to monitor friendly unit logistics status is through CSSCS. CSSCS will provide the S4 a macro view of the current friendly logistics situation for HBCT units. This type of information is often typical FFIR. The S4 coordinates and monitors daily LOGPACs and recovery and evacuation of non-operational or battle damaged equipment as required.
  - **BTB S1.** The S1 monitors the human resource readiness and status of each attached unit in the HBCT AO. The S1 also monitors FHP related activities and reports anomalies and or trends that may indicate a systemic problem with



potable water, contaminated rations or possible (suspected) threat use of biological weapons. He notifies the commander and other medical authorities. This type of information is often typical FFIR

- **Response Force Operations.** Execution of response force operations requires the BTB staff to manage information, identify and anticipate requirements, and make recommendations.

### ***MANAGE INFORMATION***

4-58. The BTB staff uses current C2 processes and procedures to provide the BTB commander with accurate, relevant and timely information. The BTB staff uses the MDMP and IPB to help the BTB commander to visualize and describe the current and future situations, and to establish and maintain an accurate COP. Staff processes assist in planning, coordinating and monitoring operations. The BTB staff uses these processes to help the BTB commander direct operations. The BTB staff relies on information. ABCS and FBCB2 systems provide digital automation support to help the staff visualize and describe the situation for the commander, and direct execution of the commander's decision through a COP.

### ***IDENTIFY AND ANTICIPATE REQUIREMENTS***

4-59. There are major and minor crises that have the potential to affect the HBCT operation. Examples of major actions are level II or higher threat activity and CBRN attacks. The BTB staff needs to focus on identifying and anticipating requirements related to commitment of a tactical combat force (TCF) and hasty and deliberate decontamination. There are smaller daily crises that will occur. An example might be that the HBCT MSR is congested and the BTB TOC needs to re-route LOGPAC convoys to an alternate route. In either case, every BTB staff officer needs to stay focused while monitoring current operations to first, recognize a possible problem and second, anticipate the potential impact of that particular problem.

### ***MAKE RECOMMENDATIONS***

4-60. BTB staff officers that recognize possible problems and can anticipate the potential impact of that particular problem are ready to provide the BTB commander with a coherent recommendation that will correct the situation. For example, commitment of the TCF is an event-driven decision. The staff will have developed indicators and tied those to an event template. The timings in the event template were the result of time-distance calculations estimated by the staff, and confirmed through reduced force rehearsals by the TCF. So, in this case, the staff would recognize indicators from early unit spot reports that the threat may exceed the attacked unit's capabilities. Typical staff actions include:

- The S2 would know if there was an on-going TUAV mission in the general area and contact the HBCT S2 to coordinate a re-route of the mission the get real-time imagery of the situation.
- Concurrently, the FEC working through the HBCT FEC would initiate actions to prepare a FB firing unit to execute planned fires to support the commitment of the TCF. He would also determine if there were any aviation assets available for CCA.
- The S1/S4 would alert the BAE element in the HBCT FEC to initiate and assist coordination for Air MEDEVAC for critical wounded casualties in the attacked unit.
- The battle captain would take the initiative to issue a WARNO to the TCF to increase current REDCON level, brief the TCF commander on the situation, and then immediately notify the BTB commander of the situation and actions taken thus far by the staff.

4-61. To summarize, the BTB staff conducts coordination and direct actions in order to synchronize intelligence, base defense and response force operations.

### ***HBCT COMMAND POST SECURITY***

4-62. HBCT command posts are critical, non-recoverable assets that assist and support the HBCT commander to exercise continuous effective battle command during full spectrum operations. However, the HBCT command posts are vulnerable to a wide range of threats (including CBRN) and their loss to any type of threat action can seriously degrade the combat effectiveness of the HBCT. The following paragraphs outline specific command post security planning and coordination responsibilities, organization of BTB forces, and considerations pertaining to planning, preparing and executing command post security.

### **Responsibilities**

4-63. The BTB commander, BTB HHC commander, and HBCT HHC commander all have key roles in planning, preparing, and executing command post security. The BTB commander has overall responsibility for planning, preparing, and executing HBCT TAC, HBCT MAIN and BTB TOC security against likely threat action in any given situation. The HBCT HHC commander is responsible for conducting security planning and supervising execution of security plans for HBCT TAC and HBCT MAIN. The BTB HHC commander is responsible for conducting security planning and supervising execution of security plans for the BTB TOC.

4-64. The task of planning, preparing and executing command post security is simplified when the HBCT Main and TAC, and BTB TOC are collocated in the same general vicinity and within mutual supporting distances of each other. This situation affords the BTB commander the opportunity to integrate and coordinate security planning with the HBCT HHC commander and the BTB HHC commander. The BTB commander can implement active security measures that provide collateral security for all three C2 facilities with existing BTB organic assets. However, there are times when the HBCT TAC CP and/or the BTB TOC will be deployed at different locations. Normally, the HBCT TAC will be the C2 facility that operates at a separate location. In these cases, the security section would serve as the primary asset to secure the HBCT TAC CP. A section from the BTB MP platoon could be used to supplement security in and around the HBCT Main and BTB TOC.

### **Organization**

4-65. Security of HBCT CPs is organized like a perimeter defense. The HBCT HHC commander assigns sectors for each assigned and attached company headquarters located in the vicinity of HBCT MAIN. The clock method is a technique the HBCT HHC commander can use to make establishing the HBCT CP security perimeter a routine procedure. Also, he ensures that each element, to include the Main CP cells provide individual soldiers for use as a quick reaction force (QRF). The HBCT HHC commander recognizes that many of these soldiers will be performing duties that they do not routinely perform and that their absence during rehearsals and other QRF specific training may affect operational readiness of their section or CP cell. The BFV security section and MP platoon are organic BTB elements that are potential response forces available for HBCT CP security.

### **Preparation**

4-66. The most important decision in preparation is selection of HBCT CP sites and site reconnaissance. Positioning of C2 facilities can provide passive security. Ideal CP sites are on terrain that enhances survivability by providing natural cover; reduces potential of detection by providing natural concealment; yet, does not reduce or degrade CP communication systems. Implementing passive security measures allows the BTB and both

HHC commanders the opportunity to maximize the effectiveness and efficiency of available organic assets for active security measures.

4-67. The HBCT HHC commander, using factors of METT-TC decides on specific priorities of work for any given CP site. Priorities of work may include the following:

- Establishing local security and deploying a security force.
- Designating sectors of fire, principal directions of fire and TRPs.
- Preparing primary fighting positions.
- Positioning key weapons.
- Designating and preparing alternate fighting positions.
- Emplacing chemical alarms.
- Preparing range cards and sector sketches.
- Installing night and limited visibility aids.
- Designating Quick Reaction Forces (QRF).
- Rehearsing QRF under day and limited visibility conditions.

4-68. For additional discussion of command post security refer to FMI 3.90.6, *Heavy Brigade Combat Team (HBCT)*, Chapter 10, *Command Post Operations*.

## **REAR AREA AND BASE SECURITY OPERATIONS ARE A KEY ELEMENT OF THE HBCT'S SUSTAINING OPERATION DURING FULL SPECTRUM OPERATIONS**

4-69. The purpose of sustaining operations is to generate and maintain the HBCT's combat power. The BTB commander and staff may be responsible for rear area and base security operations. The BTB staff needs to conduct concurrent parallel planning with the HBCT battle staff. BTB preparation for HBCT's rear area and base security operations focuses on conducting rehearsals of response forces at each level. Base and base cluster commanders must rehearse the designated quick reaction forces. The BTB commander must rehearse his staff and the designated tactical combat force (TCF) commander. The BTB staff's specific rear area and base security operations related execution responsibilities include monitoring operations, managing information, identifying and anticipating requirements, making recommendations, conducting coordination, directing actions, and synchronizing operations. For a further discussion on rear operations and base security refer to FM 3-90, *Tactics*, Appendix E, Rear Area and Rear Security.

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## Appendix A

# Aviation Support of Ground Operations

Army aviation's greatest contribution to the battlefield is providing the ground maneuver commander the ability to apply decisive combat power at critical times virtually anywhere on the battlefield. This combat power may be in the form of direct fire support from aviation maneuver units, the insertion of overwhelming infantry forces, or artillery fires delivered via air assault. This versatility gives the maneuver commander a decisive advantage on the battlefield. Ground maneuver commanders synchronize aviation maneuver with ground maneuver to enhance offensive and defensive operations. This synchronization allows the ground maneuver commander to shape the battlefield and to influence events throughout his AO.

## SECTION I - AVIATION BRIGADE ORGANIZATIONS

### AVIATION ORGANIZATIONS - GENERAL

A-1. Each brigade differs in both form and function with different capabilities and subordinate units. Each brigade contains a headquarters and headquarters company (HHC) that provides personnel and equipment for the C2 functions of the brigade and security and defense of the command post (CP).

A-2. In the modular aviation brigade structure, an air traffic services (ATS) company has been added to the general support aviation battalion (GSAB) to provide ATS and a forward support company (FSC) has been added to each aviation battalion to provide sustainment support. For communications support a signal company has been added to the aviation support battalion (ASB).

A-3. The intent is for aviation brigades to be modular, scalable, and tailorable so that they can task organize as required to conduct reconnaissance, security, air-assault, close combat attack (CCA), mobile strike, and maneuver sustainment support.

A-4. Multifunctional brigades are able to perform all aviation missions with little or no external augmentation. They contain a variety of different airframes and battalions to perform these missions and operate at the UEx level. Brigades assigned to echelons above UEx are considered functional aviation brigades. Functional brigades are more specialized with limited battalions and airframes to focus on specific aviation support missions. They do not contain attack reconnaissance battalions (ARB).

A-5. The numbers and types of subordinate battalions are based on the brigade's mission. Separate companies may be assigned, attached, or under OPCON to brigades, however, this presents challenges for C2 as the brigade staff must also prepare plans and orders on the level of detail normally found at the battalion level.

## AVIATION BRIGADES TYPES AND ORGANIZATIONS

### *AVIATION BRIGADE TYPES - GENERAL*

A-6. The aviation transformation force consists of eight distinct types of aviation brigades:

- Heavy aviation brigade.\*
- Light aviation brigade.\*
- Forced entry aviation brigades.\*
- Corps aviation support brigade (CASB).
- Theater support aviation brigade (TSAB).
- National Guard division (homeland defense) aviation brigade.
- National Guard division (heavy) aviation brigade.
- Army special operations aviation regiment (ARSOAR).\*

A-7. Subordinate battalions found in aviation brigades are—

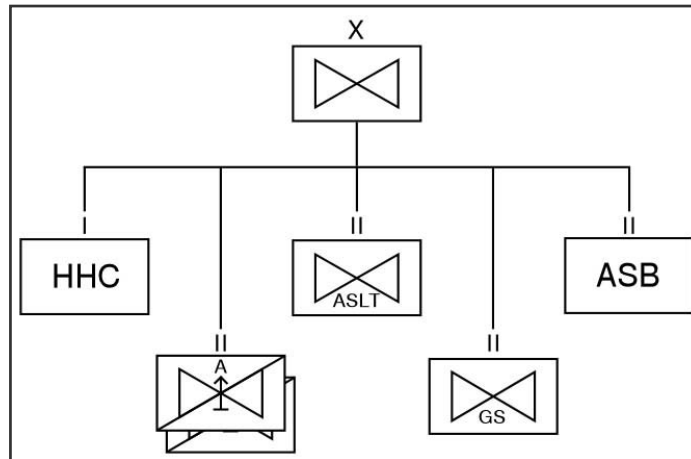
- Light ARB with 30x OH-58D.
- Heavy ARB with 24x AH-64D.
- Assault helicopter battalion (AHB) with 30x UH-60L (FM 3-04.113).
- General Support Assault Battalion (GSAB) with 8x UH-60L, 12x CH-47, and 12x HH-60(MEDEVAC).
- Aviation Support Battalion (ASB). (FM is TBP).
- Fixed wing (FW) aviation battalion with 8x C-12 and 32x C-23 FW aircraft (FM 3-04.613).

A-8. The following paragraphs describe the four types of aviation brigades which are most likely to support HBCT operations (heavy, light, forced-entry, and ARSOAR)

### *HEAVY AVIATION BRIGADE*

#### **Mission**

A-9. The heavy aviation brigade's TOE mission is to find, fix, and destroy enemy forces using maneuver to concentrate and sustain combat power at the critical time and place, as an integrated member of the combined arms team. This brigade (Figure A-1) destroys enemy forces using fire, maneuver, and shock effect. It conducts reconnaissance and security (R&S) operations and provides C2 support. It conducts air movement operations, aerial delivery of mines, and aeromedical support. See FM 3-04.111 for additional details on the heavy aviation brigade.



**Figure A-1. Heavy Aviation Brigade**

### Organization

A-10. The heavy aviation brigade has an HHC, two heavy ARBs, an AHB, a GSAB, and an ASB.

### Fundamentals

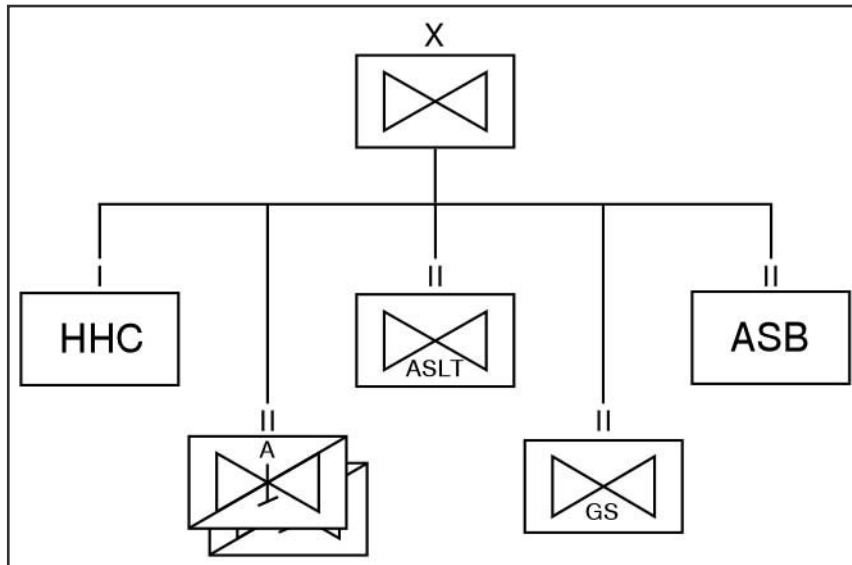
A-11. A heavy aviation brigade is usually assigned to a heavy UEx, and does not have any organic ground combat forces. The brigade can perform screen operations, guard operations when augmented, and participate in cover missions.

A-12. The heavy aviation brigade supports the UEx scheme of maneuver by facilitating ground maneuver through aviation operations. Utility and heavy helicopters allow the brigade to move forces and materiel quickly throughout the battlespace. Attack reconnaissance aircraft focus on providing quick reaction fire support through CCA to friendly maneuver forces in contact and mobile strikes against high-value targets (HVT).

### *LIGHT AVIATION BRIGADE*

#### Mission

A-13. The light aviation brigade's TOE mission is to find, fix, and destroy enemy forces using maneuver to concentrate and sustain combat power at the critical time and place, as an integrated member of the combined arms team. This brigade (Figure A-2) destroys enemy forces using fire, maneuver, and shock effect. It conducts R&S operations, air assault and air movement operations, and aerial delivery of mines. It also provides C2 and aeromedical support. See FM 3-04.111 for additional details on the light aviation brigade.



**Figure A-2. Light Aviation Brigade**

### Organization

A-14. The light aviation brigade has an HHC, two light ARBs, an AHB, a GSAB, and an ASB.

### Fundamentals

A-15. A light aviation brigade is usually assigned to an infantry UEx. Due to the UEx's relative lack of firepower, it relies on security operations to reduce or eliminate the probability of surprise engagements. The brigade can perform screen operations, guard operations when augmented, and participate in cover missions.

A-16. The light aviation brigade supports the UEx scheme of maneuver by facilitating ground maneuver through aviation operations. Utility and heavy helicopters allow the brigade to move forces and materiel quickly throughout the battlespace. Attack reconnaissance aircraft focus on reconnaissance and security missions to protect maneuvering forces, and quick reaction fire support through CCA once enemy contact is established.

### ***FORCED ENTRY AVIATION BRIGADE***

#### **Mission**

A-17. The forced entry aviation brigade's TOE mission is to find, fix, and destroy enemy forces using fire and maneuver to concentrate and sustain combat power to support UEx operations. This brigade (Figure A-3) destroys threat forces using fire, maneuver, and shock effect. It conducts R&S operations and provides C2 support. It conducts air assault and air movement operations, aerial delivery of mines, and aeromedical support. See FM 3-04.111 for additional details on the forced entry aviation brigade.



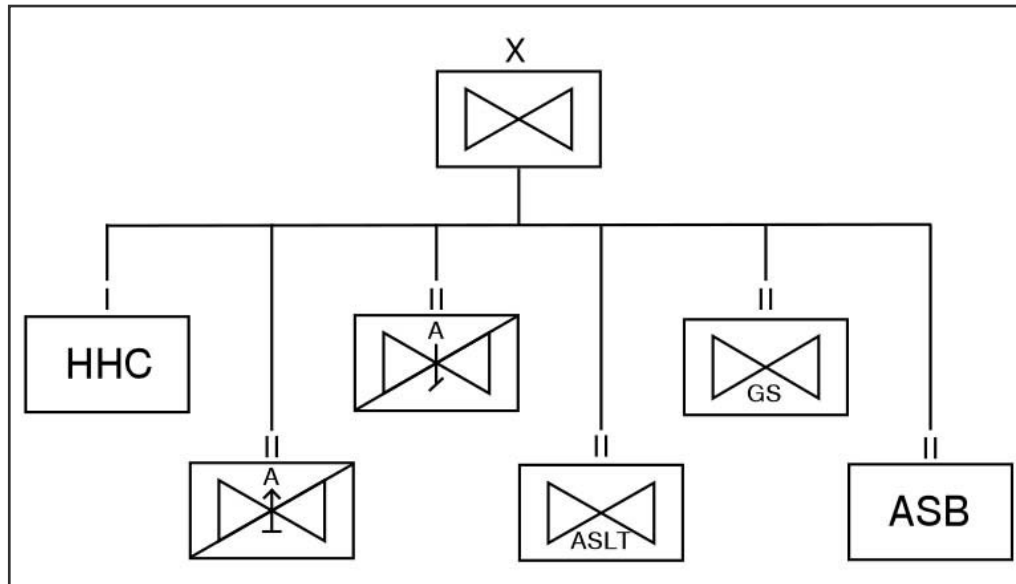


Figure A-3. Forced Entry Aviation Brigade

### Organization

A-18. The forced entry aviation brigade has an HHC, one heavy ARB, one light ARB, an AHB, a GSAB, and an ASB.

### Fundamentals

A-19. The forced entry aviation brigade's primary role is to deploy quickly into a point of entry and provide aviation combat, CS, and CSS in support of decisive, shaping, and sustainment operations. The brigade may deploy into multiple, unimproved points of entry, using force to overwhelm hostile anti-access capabilities.

## *ARMY SPECIAL OPERATIONS AVIATION REGIMENT*

### Mission

A-20. ARSOAR's mission is to plan, support, and conduct special air operations by clandestinely and covertly penetrating hostile and denied airspace. ARSOAR supports special operations forces (SOF) conducting joint, combined, interagency, and coalition operations in regional crises, major conflicts, or as directed by the President and Secretary of Defense. ARSOAR organizes, equips, trains, validates, sustains, and employs assigned aviation units for the U.S. Army Special Operations Command. See Chapter 1, FM 3-04.111 for additional details

### Organization

A-21. The ARSOAR (Figure A-4) consists of an HHC, three battalions, separate forward-deployed companies, a special operations aviation training company (SOATC), and a systems integration and maintenance office (SIMO). The ARSOAR rotary-wing aircraft include the AH/MH-6, MH-60, MH-60 variant known as the defensive armed penetrator (DAP), and MH-47. ARSOAR units are designed to plan, conduct, and support special operations missions unilaterally or jointly in all theaters and at all levels of conflict. To accomplish this mission,

ARSOAR units are task-organized according to the unit they will support, the theater of operations, and expected missions. ARSOAR task organizations are formed around one of the regiment's battalions.

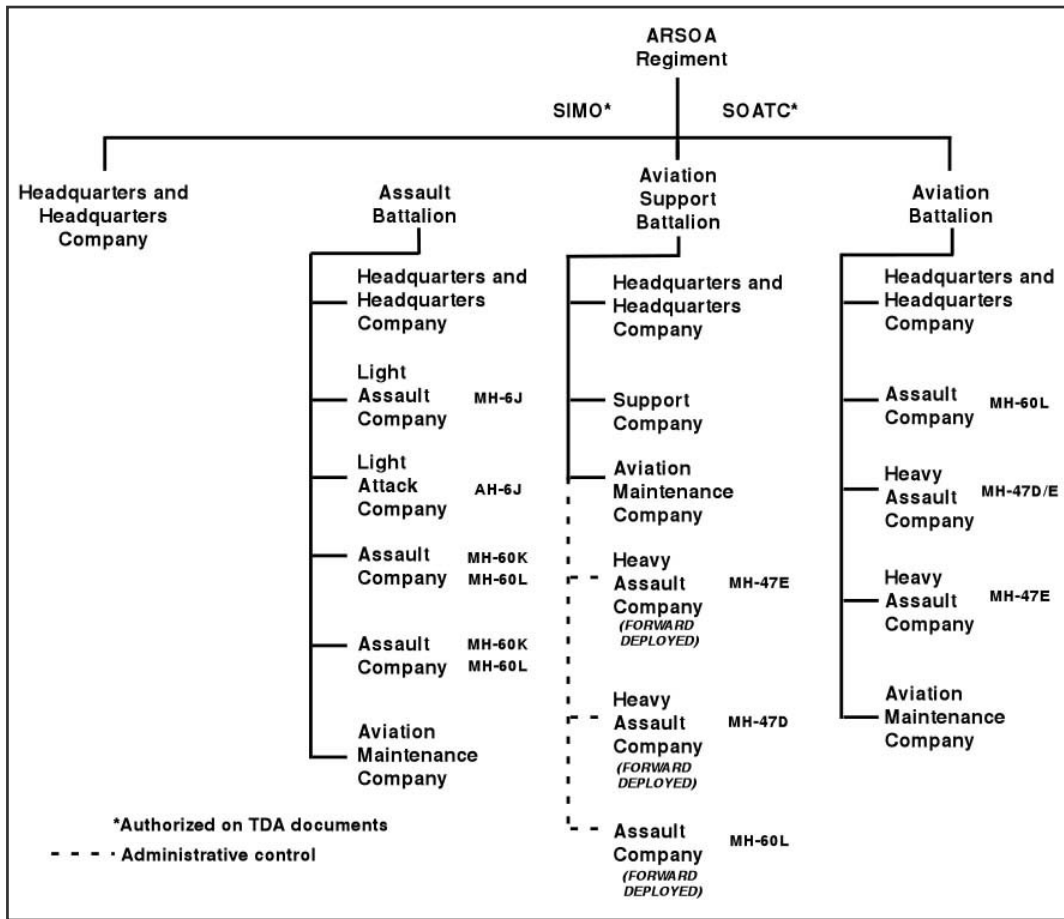


Figure A-4. Army Special Operations Aviation Regiment

### Fundamentals

A-22. ARSOAR units are trained and equipped to infiltrate, resupply, and exfiltrate U.S. SOF and other designated personnel. Training is tailored specifically to profiles that support the SOF mission. Units prefer to operate at night, using night vision goggles (NVG) or night vision systems (NVS) and low-level flight profiles. Training is conducted in all operational environments and terrain. Inherent in the training is the ability to operate from maritime platforms. Emphasis is placed on precise navigation over long range and under adverse weather conditions.

## AVIATION BATTALIONS

### *ATTACK RECONNAISSANCE BATTALION (ARB)*

#### **Attack Reconnaissance Battalion Types**

A-23. Battalions plan, coordinate, and execute operations. They create opportunities for commanders to disrupt the enemy's decision-making process, forcing him to make decisions that disrupt initial plans. The battalion—through coordination, liaison, command and control (C2), and situational understanding (SU)—helps set the conditions for the force's success.

A-24. There are two types of ARBs in the UEx aviation brigades; heavy and light.

#### **Organization**

A-25. Each UEx aviation brigade has two ARBs. An ARB consists of either all AH64s or all OH-58Ds. The distinction between heavy and light ARBs is that a heavy ARB consists of 24x AH-64s and a light ARB consists of 30x OH-58Ds.

A-26. Each heavy and light ARB has a HHC, a forward support company (FSC), three attack reconnaissance companies (ARC), and an aviation service company (ASC).

#### **Mission**

A-27. The battalion's primary missions are reconnaissance, security, and the destruction of enemy forces through CCA and mobile strike.

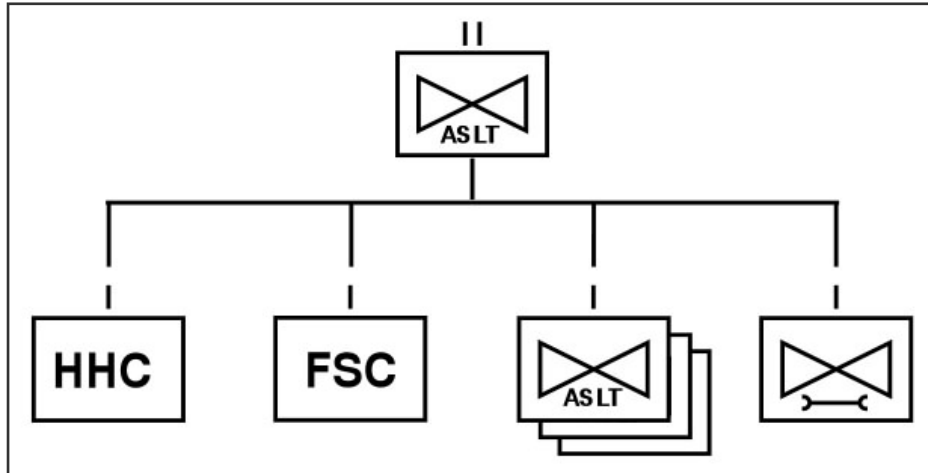
### *ASSAULT HELICOPTER BATTALION*

#### **General**

A-28. The fundamentals, mission, and organization of the AHB are relatively the same whether it is part of a heavy, light, or forced entry, aviation brigade. The AHB's primary role is to plan, execute, and logistically support operations. The two basic fundamental tasks common to each AHB include air assault and sustainment. In the sustainment role, the AHB provides support to the air assault operation first, then to UEx. The AHB can also provide aircraft for GS missions when available. See FM 3-04.113 for additional details.

#### **Organization**

A-29. UEx aviation brigades have one AHB. Three-star-level UEx aviation brigades have two AHBs. The Air Assault UEx, however, has two aviation brigades each with its own AHB. The AHB at all echelons consists of a HHC, a FSC, three assault companies, and an ASC (Figure A-5).



**Figure A-5. Assault Helicopter Battalion**

### **Mission**

A-30. The primary mission of the AHB is to move the combat elements of a combined arms battalion (CAB) in one lift, augmented as necessary by CH-47 aircraft from the GSAB and to extend tactical reach of the maneuver commander, negate effects of terrain, seize key nodes, achieve surprise, and isolate or dislocate enemy forces. The battalion also conducts numerous other missions as described below.

### ***GENERAL SUPPORT AVIATION BATTALION***

#### **General**

A-31. The fundamentals, mission, and organization of the GSAB are relatively the same whether it is part of a UEx, or theater level aviation brigade.

#### **Organization**

A-32. Each aviation brigade has one GSAB. Each GSAB consists of a HHC, a FSC, a general support aviation company (GSAC), a heavy helicopter company (HvyHC), an aeromedical evacuation company (MEDEVAC), an ATC, and an ASC (Figure A-6).

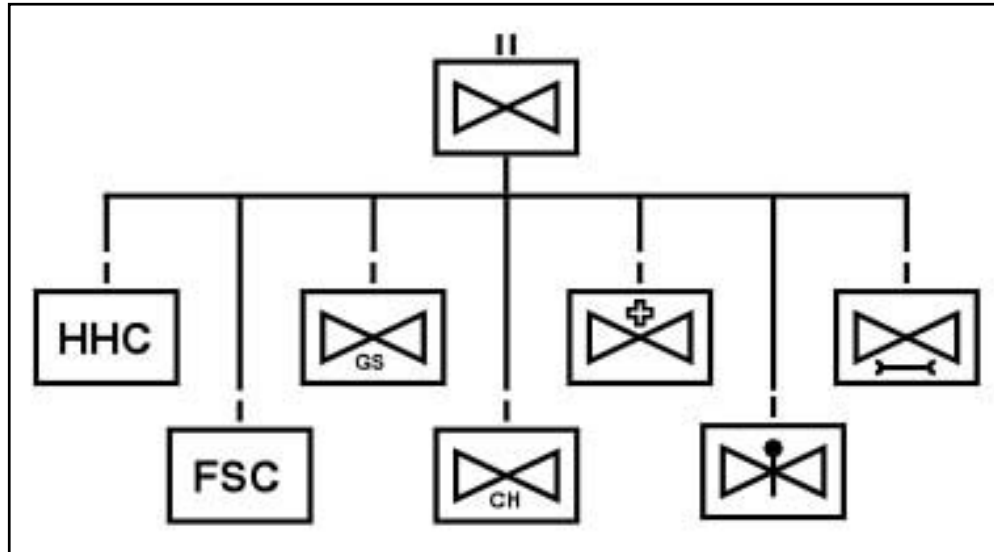


Figure A-6. General Support Aviation Battalion

### Mission

A-33. The mission of the GSAB is to conduct general aviation support, to provide airborne C2; to provide air transport of personnel, equipment, and supplies; to conduct aerial sustainment operations; to support air assault operations as required; and to provide MEDEVAC support throughout the applicable area of responsibility (AOR).

## SECTION II - BRIGADE AVIATION ELEMENT AND AVIATION LIASION TEAMS

### THE BRIGADE AVIATION ELEMENTS (BAE)

A-34. As a part of Army transformation, each BCT will have a BAE. The BAE is a planning and coordination cell whose major function is to incorporate aviation into the ground commander's scheme of maneuver. The BAE focuses on providing employment advice and initial planning for aviation missions, unmanned aerial vehicles (UAV), airspace planning and coordination, synchronization with the air liaison officer (ALO) and the fire support officer (FSO). The BAE also coordinates directly with the aviation brigade or the supporting aviation task force (TF) for detailed mission planning.

A-35. The BAE does not take the place of aviation TF involvement in the planning process. It assists the BCT in aviation planning and provides the aviation brigade or the supporting aviation TF leadership with BCT mission information. It is critical that aviation commanders and S3s participate and lead aviation mission planning in support of the BCT.

A-36. The BAE is organized and equipped to support the BCT, and consists of a sufficient number of personnel for 24-hour operations. It uses the Army Battle Command System (ABCS), which can network with the joint planning and communications architecture. As of this writing, the BAE is composed of a major, a captain, a senior warrant officer and three enlisted personnel.

A-37. The BAE is involved in the mission from receipt of the WARNO from higher through planning; movement to the port of embarkation (POE); deployment; reception, staging,

onward movement, integration into the force (RSOI), the military decision-making process (MDMP), combat operations, redeployment, reintegration, reconstitution and retraining (R4).

### **RESPONSIBILITIES**

A-38. The BAE provides:

- Integration and synchronization of aviation into the BCT commander's scheme of maneuver,
- Focus on incorporating aviation into the commander's plan.
- Direct coordination with aviation brigade(s).
- Close integration/synchronization with the air liaison officer (ALO) and ECOORD (fires and effects coordinator).
- Employment advice and planning for the reconnaissance and attack elements, assault helicopters, airborne command and control assets, heavy helicopters, medical evacuation (MEDEVAC) helicopters, and unmanned aerial vehicles (UAVs).
- Army airspace command and control (A2C2) planning, coordination, and airspace deconfliction for combined arms, joint, interagency and multi-national (JIM) operations.

### **AVIATION LNO TEAMS**

A-39. Although the BAE will conduct many of the functions traditionally performed by liaison officers (LNO); aviation LNO teams will remain a critical part of the process and thus must be staffed appropriately.

A-40. While the BAE works directly for the BCT commander as a permanent member of his staff; aviation LNO teams represent the supporting aviation TF at a designated maneuver headquarters for the duration of a specific operation.

A-41. If collocated with the BAE, the LNO team will normally work directly for the brigade aviation officer as a functioning addition to the BAE staff section. Effective employment of LNOs is imperative for coordination and synchronization. Often, aviation LNO teams will coordinate with the BAE and proceed to a supported ground maneuver battalion. An example would be an aviation LNO team in support of an infantry battalion performing an air assault to seize a key piece of terrain as a part of a mechanized BCT scheme of maneuver.

### **RESPONSIBILITIES**

A-42. LNO teams maintain and provide current—

- Aviation unit locations.
- Aircraft / equipment status.
- Crew availability and fighter management cycle status.
- Class III/V status.
- Mission essential task list (METL) training status.
- Continuous updates to the aviation commander and staff on the BCT's plan.

## SECTION III - ARMY AVIATION BRIGADE MISSIONS

### GENERAL

A-43. Aviation brigades are tailored to execute operations that support the unit to which they are assigned. The principal role of the brigade is to set the conditions for success for its units. The aviation brigade can employ other combined arms elements conducting ground operations, and can operate semi-independently, or as a part of a joint force.

A-44. Based on METT-TC, the aviation brigade commander task organizes available aviation resources into mission packages that are either controlled by a supported brigade combat team or the aviation brigade

A-45. Aviation conducts missions across the full spectrum of operations from stability operations and support operations (SOSO) to major combat operations (MCO), and provides the force missions of attack (mobile strike and CCA); reconnaissance and security; air assault/air movement; airborne C2; support to command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR); A2C2; personnel recovery; MEDEVAC; and maneuver sustainment support. See FM 3-04.111 for additional details.

A-46. Aviation units operate within the framework of the ground regime. As fully integrated members of the combined arms team, aviation units conduct combat, combat support, and combat service support operations 24 hours a day across the entire length and breadth of the AO. The aviation TF supporting the HBCT primarily conducts reconnaissance, security and close combat support for the HBCT. Each aviation brigade or aviation battalion task force is tailored for specific missions. However, each brigade or battalion task force accepts other organizations and performs missions not necessarily defined in the TOE mission statement.

### ARMY AVIATION BRIGADE MISSIONS

#### *ATTACK*

A-47. The aviation brigade has the organic capability to strike an enemy throughout the depth of the corps area of operations (AO) from multiple directions, either in support of the BCTs, or independently in non-contiguous battlespace. Attack reconnaissance aircraft carry a combination of missiles, rockets and conventional ammunition to destroy high priority targets, shield the maneuver forces as they move out of contact, and enable shaping of the battlespace. In addition to the traditional attack functions, the attack reconnaissance unit executes all the functions that air cavalry has performed throughout the history of Army Aviation. As an armor killer, it is deadly against massed moving targets, and is also effective against enemy field artillery, air defense, communications, logistics units, and point targets (bunkers, caves, windows in buildings). The attack reconnaissance unit cannot occupy terrain; however, it can deny terrain for a limited period of time with direct and indirect fires. Attack reconnaissance aircraft provide a highly mobile and lethal attack capability against selected targets. Attack reconnaissance units also make an excellent reserve or quick reaction force for the supported commander

A-48. The mobile strike capability of the aviation brigade, particularly when coupled with Army and joint fires and effects provides the commander with a significant capability to extend the battle to the maximum range of organic and supporting sensors. The aviation brigade headquarters has the inherent staff planning experience to support maneuver, the synchronization and integration of joint effects, and the ability to control mobile strike operations.

A-49. Maneuver brigades are designed around close combat. The UEx will normally conduct mobile strike operations outside the maneuver brigade areas against targets that are capable of maneuvering to avoid precision strikes. These operations are extended combat that capitalize on the ability of aviation forces to maneuver to the full depth of the UEx AO.

A-50. The UEx does not directly control aviation teams or task forces, but directs mobile strikes through mission orders to the aviation brigade. Aviation brigades will plan and conduct mobile strikes. To conduct of mobile strikes, the aviation brigade will normally have OPCON those assets (such as Fires and RSTA BDE) needed to conduct the mission.

A-51. Even with a sound decision and the battlefield shaped for decisive action, executing an effective mobile strike operation is difficult. Conducting mobile strikes at the BCT level is problematic and should not be the norm. When the BCT is assigned an AVN BN TF the BCT CDR will have the responsibility for the detailed planning, preparation, and coordination necessary for a successful aviation mobile strike. The expertise required for this type of precision operation will not reside at the BCT level.

A-52. (Close combat attack is discussed at paragraph 1-68.)

### ***RECONNAISSANCE***

A-53. Attack reconnaissance aircraft are employed to support the commander's scheme of maneuver and significantly extend the battlespace of both the BCT and echelons above the BCT. Attack reconnaissance aircraft assist in locating the threat, building and sharing the common operational picture (COP), enhancing force protection, enabling freedom of movement, clearing the way for air assault and aerial mining missions, securing routes for aerial/ground resupply, and allowing the commander to focus combat power at the decisive point and time. Sensor video recording capability can provide the supported commander excellent reconnaissance and BDA information.

A-54. Attack reconnaissance assets can fight for information. They can work through and counter enemy deception efforts, provide an expedient and reliable means of assessing terrain that the enemy is trying to configure to his advantage. They can further develop the situation, and can effectively disseminate real-time information to commanders. The organic weapon systems of attack reconnaissance aircraft enhance the synergy achieved through employment of external fires and effects that gives commanders at all levels a robust counter-reconnaissance capability.

### ***SECURITY***

A-55. The aviation brigade or ARB TF supporting the BCT can conduct security operations. Each can accomplish screen, guard, and cover security operations with augmentation for the latter two operations. Security operations are particularly valuable during early entry operations when the COP is degraded and when the dynamics of the battlefield change faster than expected. The combination of attack reconnaissance aircraft and UAVs enable commanders at all levels to quickly move or deploy interactive and interpretive intelligence collectors over great distances to provide early warning and gain and disseminate a timely picture of the battlefield. These aircraft can quickly transition from a reconnaissance/counter-reconnaissance or security mission to an economy of force or attack mission to provide reaction time, maneuver space, and protection for air-ground operations.

### ***AIR ASSAULT AND AIR MOVEMENT***

A-56. Aviation brigade utility and heavy helicopter assets provide the maneuver commander the ability to sustain continuous offensive or defensive operations, and to conduct brigade level air assaults. Air assault operations extend the tactical reach of the maneuver commander, negate effects of terrain, seize key nodes, attain the advantage of surprise, and



dislocate or isolate the enemy. The aviation brigade at the UEx level has the organic capability to air assault the dismounted elements of a combined arms battalion and its required support equipment in a single lift and to provide air assault security. Forward arming and refueling points (FARP) emplaced by lift aircraft and ground assets enable aviation to support and sustain operations throughout the area of operations. Additionally, heavy lift helicopters are capable of transporting internal and external cargo in a variety of configurations to meet the combat support (CS) and combat service support (CSS) requirements of both the BCT and echelons above.

A-57. (Air assault/movement for the heavy maneuver battalion is discussed at Appendix J of this FMI)

### ***AIR TRAFFIC SERVICES***

A-58. Air traffic services (ATS) assets provide A2C2 and ATS support to enable commanders to orchestrate the air and ground maneuver, lethal and non-lethal fires, and air defenses to conduct decisive operation. ATS support is provided through automated airspace planning and enroute services, terminal control tower, precision recovery, and airfield operations services throughout the BCT and UEx area of operations. These assets provide ATS and A2C2 support through the Tactical Airspace Integration System (TAIS) throughout the corps area of operations. TAIS is the A2C2 node of the Army Battle Command System (ABCS). A2C2 cells organic to the battle staff at brigade and above will assist in deconflicting, synchronizing and integrating all airspace requirements throughout the joint battlespace, including UAVs. A2C2 cells will develop and maintain a real-time single integrated air picture (SIAP) through multi-path communications with all members of the air-ground team, allowing unhindered simultaneous access to the airspace across the full spectrum of operations.

### ***COMMAND AND CONTROL***

A-59. The Army airborne command and control system (A2C2S), a UH-60-based package, represents a significant enhancement to the commander's ability to C2 forces. The A2C2S has five operational roles.

- Battle command on the move platform.
- Ground tactical command post (CP).
- Jump TOC.
- Early entry CP.
- First responder during national disasters.

A-60. On-board communications linkages allow the commander to be continuously in contact with committed forces, un-tethered to a static operations center, maintain SU, issue and receive fragmentary orders (FRAGO) with graphics, synchronize fires and maneuver, and extend his coverage throughout the entire battlespace. A2C2S systems are normally found in the general support aviation company GSAC of the aviation brigade.

### ***MEDICAL EVACUATION/CASUALTY EVACUATION***

A-61. Evacuation of casualties is the responsibility of the combat health support (CHS) system. Air evacuation is the preferred method of evacuation of seriously wounded and ill soldiers. The UEx aviation brigade has an organic aeromedical evacuation company. Air ambulance assets of the aeromedical evacuation company can collocate with CHS organizations, the aviation TF, or higher to provide air ambulance support throughout the corps AO. Medical evacuation (MEDEVAC) aircraft are equipped with medical personnel and equipment that enables enroute care of casualties. Utility and heavy helicopter units conduct

casualty evacuation (CASEVAC) operations when medical aircraft are inadequate or not readily available.

### ***PERSONNEL RECOVERY (PR)***

A-62. Joint doctrine defines PR to include combat search and rescue (CSAR); search and rescue (SAR); survival evasion, resistance, and escape (SERE); and coordination of forcible recovery operations. All component commanders are responsible for establishing and coordinating personnel recovery operations. For the BCT, the UEx has additional communications linkages and detection capabilities, which may enable the rescue operation to be performed more safely and efficiently, within the constraints of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). The UEx will then augment subordinate elements with the required assets in order to accomplish the mission. UEx PR operations will be conducted primarily in support of their own operations (downed Army aircrew recovery) and provide mutual PR support at both the intra-and inter service levels as required. Additionally, PR contingencies will be incorporated into all mission plans, special instructions (SPINS) will be issued for each plan and the brigade will be prepared to generate PR support requests.

### ***DOWNED AIRCRAFT RECOVERY***

A-63. The BAE coordinates downed aircraft recovery team (DART) operations when adequate resources are available. The aviation brigade coordinates DART operations when in the vicinity.

### ***REAR AREA OPERATIONS***

A-64. Maneuver sustainment and support operations are normally conducted in the rear area. There may or may not be ground maneuver forces in the rear area. Aviation units provide a flexible mix of capabilities to effectively handle the full range of threats to the rear area. Reconnaissance, attack, and lift capabilities provide agile, responsive support of rear area operations, and may be performed by aviation units above the BCT level.

### ***AERIAL MINE DELIVERY***

A-65. Mine delivery operations are generally controlled at the UEx level. Aerial mine delivery is an assault helicopter mission that may be conducted by assault helicopter battalion (AHB) assets at either level. The aviation brigade has the capability, with proper coordination, to support a UEx mission or to support a corps mission anywhere in the area of operations.

## ***SUMMARY OF AVIATION BRIGADE MISSIONS BY TYPE***

### **Combat Missions**

A-66. Aviation combat missions include:

- Reconnaissance.
- Security.
- Air assault.
- Close combat attack.
- Mobile strike.

### **Combat Support Missions**

A-67. Aviation combat support (CS) missions include—

- Command, control, communications, and intelligence (C3I).
- Air movement.
- Personnel Recovery operations.
- Aerial mine delivery operations (Volcano).
- MEDEVAC operations.

### Combat Service Support Missions

A-68. Aviation combat service support (CSS) missions include:

- Air traffic Services (ATS).
- Aerial sustainment.
- Downed aircraft recovery.
- Casualty evacuation (CASEVAC) operations.
- Rear area operations.

### *TIME REQUIRED TO PLAN*

A-69. Planning time is critical for every type of military mission. While aviation units can move rapidly, planning time is essential for coordination, clearing routes, mission briefings to soldiers and leaders, and unit SOP compliance. WARNOs maximize time available by allowing subordinate units to prepare for pending action. Planning and operations are greatly simplified by SOPs that are understood, followed, and internalized through training.

## SECTION IV - CLOSE COMBAT

A-70. Close combat is inherent in maneuver and has one purpose—to decide the outcome of battles and engagements. It is carried out with direct-fire weapons and supported by indirect fire, CAS, and nonlethal engagement means. Close combat defeats or destroys enemy forces or seizes and retains ground. The range between combatants may vary from several thousand meters to hand-to-hand combat. During close combat, attack reconnaissance aircraft may engage targets that are near friendly forces, thereby requiring detailed integration of fire and maneuver of ground and aviation forces. To achieve the desired effects and reduce the risk of fratricide, air-ground integration must take place down to company, platoon, and team levels. Close-combat engagements also require a higher training standard for aerial weapons delivery accuracy.

### CLOSE COMBAT ATTACK

A-71. For aviation units, close combat attack (CCA) is defined as a hasty or deliberate attack in support of units engaged in close combat. During CCA, armed helicopters engage enemy units with direct fires that impact near friendly forces. Targets may range from a few hundred meters to a few thousand meters. CCA is coordinated and directed by a team, platoon, or company-level ground unit using standardized CCA procedures in unit SOPs.

A-72. Effective planning, coordination, and training between ground units and armed aircraft maximize the capabilities of the combined arms team, while minimizing the risk of fratricide. The key to success for enhancing air-ground coordination and the subsequent execution of the tasks involved begins with standardizing techniques and procedures. The end state is a detailed SOP between air and ground maneuver units that addresses the CCA situation. This procedure is best suited for units that maintain a habitual combined arms relationship during training and war.

A-73. To prepare for close combat, basic tasks—such as how to find a ground unit's position at night—must be solved during home-station training. Operations in unfamiliar terrain

must not be hampered by the question of how to find the unit. It is found by one of the various methods already practiced in training.

## **DIRECT FIRES CALLED BY THE GROUND COMMANDER IN CLOSE COMBAT**

A-74. The air mission commander (AMC) and ground unit key leaders must consider the risk to friendly forces before weapon selection and engagement. If friendly forces may be in the lethality zone, the ground leader must be precise in describing the target that he wants aircraft to engage and should warn aircrews of the proximity of those forces. The aviation leader must be aware of his aircrews' skills in delivering fires near friendly forces.

## **CLOSE COMBAT ATTACK BRIEFING**

A-75. The CCA briefing (Figure A-7) follows the joint standard nine-line format with minor modifications for Army helicopters. The briefing provides clear and concise information in a logical sequence that enables aircrews to employ their weapons systems. It also provides appropriate control to reduce the risk of fratricide. Figure A-7 depicts an example of a briefing.

<b>CLOSE COMBAT ATTACK BRIEFING</b>	
(Omit data not required. Do not transmit line numbers. Units of measure are standard unless otherwise specified. *Denotes minimum essential in limited communications environment. BOLD denotes readback items when requested.)	
Terminal controller: _____	This is _____
(Aircraft call sign)	(Terminal controller)
<b>*1. IP/BP/ABF or friendly location:</b> _____ (Grid, known point or terrain feature)	
<b>*2. Heading to target:</b> _____ (magnetic) (Specify from IP/BP/ABF or friendly location)	
<b>*3. Distance to target:</b> _____ (meters) (Specify from IP/BP/ABF or friendly location)	
<b>4. Target elevation:</b> _____ (feet mean sea level)	
<b>*5. Target description:</b> _____ _____	
<b>*6. Target location:</b> _____ (Grid, known point or terrain feature)	
<b>7. Type of target mark:</b> _____ Code: _____ (day/night) (WP, laser, IR, beacon) (Actual code)	
<b>Laser to Target Line:</b> _____ degrees	
<b>*8. Location of friendlies:</b> _____ (Omit if previously given—grid, known point, or terrain feature)	
<b>Position Marked By:</b> _____	
<b>9. Egress direction:</b> _____ (Cardinal direction not over threats)	
<b>Remarks (as appropriate):</b> _____ _____ (Threats, restrictions, danger close, attack clearance, SEAD, abort codes, hazards)	
<b>Time on target (TOT):</b> _____ or time to target (TTT): Standby _____ plus _____ hack.	
Note: When identifying position coordinates for joint operations, include the map datum data. DESERT STORM operations have shown that simple conversion to latitude/longitude is not sufficient. The location may be referenced on several different databases; for example, land-based versus sea-based data.	

**Figure A-7. Close Combat Attack Briefing**

A-76. Danger close ranges for armed helicopter weapons are in Table A-1. FM 3-09.32 (FM 90-20) has additional information. Engagements at ranges danger close or short of danger close require extreme close coordination and positive identification. Crews must take special precautions when delivering direct fires on targets within these ranges but are not prohibited from delivering at ranges short of danger close. Accurate delivery of munitions is essential when engaging at danger close ranges and requires higher crew training standards.

**Table A-1. Danger Close Ranges for Attack Helicopter Engagement**

<b>WEAPON</b>	<b>DESCRIPTION</b>	<b>DANGER CLOSE IN METERS</b>
2.75" rockets	Rocket with various warheads. Area weapon.	200
Hellfire	Precision-guided. Point weapon.	75
20 mm 25 mm 30 mm	Guns. Area weapons.	150

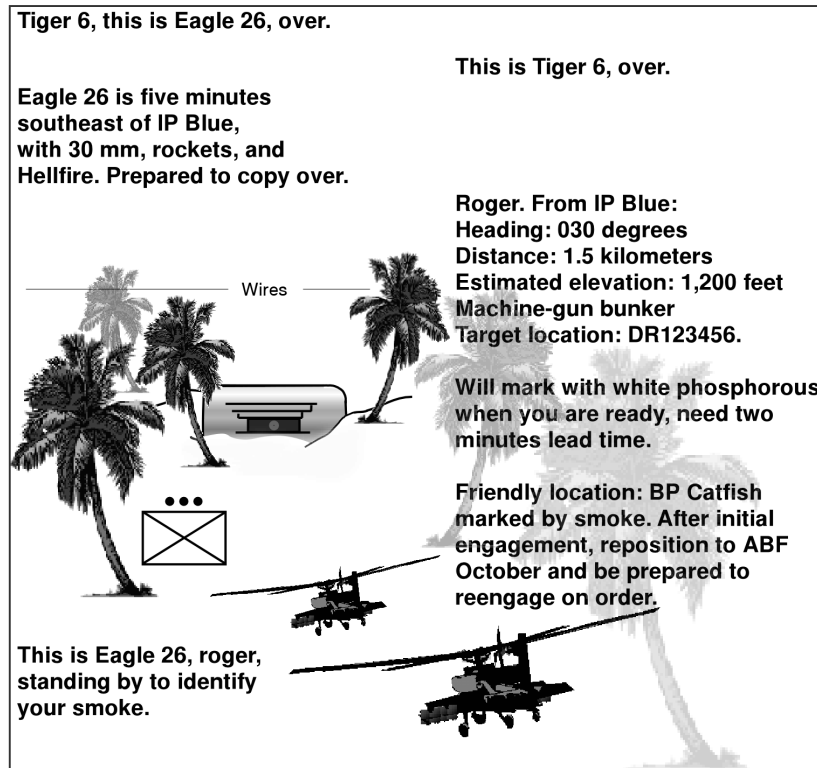
A-77. Time is a primary constraining factor for coordinating direct fires in close combat. METT-TC dictates how coordination between the commander in contact and the AMC is accomplished. Face-to-face coordination is preferred but is rarely possible in CCA situations.

A-78. In the hasty CCA—to take advantage of targets of opportunity or assist ground units under pressure—coordination is usually accomplished by radio.

## **TARGET ENGAGEMENT**

A-79. A potential target may seem lucrative because of its apparent location and activity, but visual acquisition and activity do not mean positive identification. If there is no immediate threat from a specific target and it is not positively identified, aircrews do not shoot until all possible measures to identify are taken. Before the armed helicopter team engages, the target must be confirmed by the aircrew and friendly unit in contact.

A-80. During engagement, open communication and continuous coordination with friendly ground elements are required to ensure the desired effect. Coordination of the direct and indirect fires from all participants produces the most efficient results in the least amount of time, with the least risk to all. This coordination includes CAS and any non-lethal methods that may be employed.



**Figure A-8. Example of a Close Combat Attack Brief**

## BATTLE DAMAGE ASSESSMENT/REATTACK

A-81. The AMC provides a BDA to the ground commander who determines if a reattack is required to achieve his desired end state. Support continues until the desired effect is achieved.

## EMERGENCY COORDINATION MEASURES

A-82. Aviators may be required to assist ground personnel who are not fully familiar with aviation assets. Key personnel who habitually handle coordination for aviation support may become casualties or simply not be available. These situations require close attention, careful communications, and initiative on the part of the aviator to place fire on targets or deliver other support as necessary. An assault pilot may be required to coordinate for an attack mission or call for indirect FS. An attack pilot may have to assist in extracting personnel.

A-83. Pilots must ask appropriate questions of the requestor, with emphasis on positive identification of location. Possibilities include the following questions:

- Where is ground unit's position? What are the GPS coordinates? Are those coordinates verified with another GPS?
- Can the ground unit mark its position with smoke, tracers, or other methods? (If smoke is used, aircrew verifies color after deployment.)
- What assistance does the ground unit need (FS, extraction, or resupply)?
- Where is the target? What are the grid coordinates or the relationship of the target to a readily identifiable natural or man-made feature?

- How far is the target from the ground unit and in what direction is it? If the observer is not familiar with meters, aircrews ask the observer to try football or soccer field lengths to estimate distances.
- What is the target? Is the target personnel, vehicles, equipment, or buildings? What is the size of the enemy force, and what is it doing?

A-84. Aviators may have to fly helicopters near friendly troops to deliver ordnance onto the target. Factors that can reduce the potential for fratricide include the following:

- Precision-guided munitions.
- Fire support coordination measures.
- Planned or hasty coordination and control measures.
- Knowledge of the ground tactical plan.
- Knowledge of the exact location of friendly troops.
- Knowledge of the exact location of aircraft.
- Positive identification of targets.
- Familiarity between the supported unit and the aviation unit.

## REVIEW OF MAJOR COORDINATION POINTS

A-85. In review, when an attack unit integrates into the ground scheme of maneuver, mission success requires detailed coordination between the attack unit and the ground unit already engaged in close combat.

- The maneuver brigade provides the aviation brigade or task force with the information available on locations, routes, and communications before the attack team's departure from its assembly area.
- The holding area is a concealed position where final coordination is made with the unit in contact before the attack team launches its attack. The aerial holding area is a point in space within the ground battalion's AO that is oriented towards the enemy to allow the attack team to receive requests for CCA and expedite the attack. The aerial holding area may be an alternate BP positioned outside the enemy's direct and indirect fire weapons ranges.
- The attack team coordinates directly with the lowest level unit in contact. The preferred method of coordination is face-to-face; however, due to time constraints, radio coordination on the ground company FM command net may be the only method allowable.
- The ground maneuver leaders and attack pilots must understand the ground effects of the attack team's weapons systems.
- Final coordination with the ground maneuver unit includes agreeing on a method of identifying the friendly and enemy positions.
- The means of identifying friendly positions should take advantage of the FLIR and night-vision goggle (NVG) capabilities of the attack team.
- The battle position or ABF position should be offset from the ground maneuver unit to maximize the effects of its weapons and to minimize the risk of fratricide. The ground commander should inform DS artillery and organic mortars of these positions in order to deconflict indirect fires into his sector or zone.
- After completion of the CCA, the attack team leader provides a BDA report to the ground maneuver commander.



## **Appendix B**

# **Field Processing Detainees**

### **PURPOSE**

B-1. This appendix provides guidance on field processing detainees.

### **GENERAL**

B-2. There will be times when US forces capture and detain detainees or other individuals who may pose a threat to US personnel or security.

B-3. Detainee is a term used to refer to any person captured or otherwise detained by an armed force. JP 1-02, AR 190-8, FM 3-19.40, and international law (including the Law of War and the Geneva Conventions) address legal requirements, policy, procedures, planning factors, and responsibilities for handling detainees. The Geneva Conventions Relative to the Treatment of Prisoners of War and Relative to the Protection of Civilian Persons in Time of War are the Geneva Conventions most applicable in detainee operations.

B-4. Detaining personnel carries with it the responsibility to guard, protect, and account for them. All persons captured, detained, or otherwise held in US Armed Forces custody must receive humane care and treatment. Further, to the extent permitted by the military situation, all detainees must be afforded protection from the effects of the conflict. US forces are obligated to protect detainees against all acts of violence, including murder, rape, forced prostitution, assault, theft, insults, public curiosity, photographing, filming/videotaping for other than administrative purposes, bodily injury, and reprisals of any kind. The inhumane treatment of detainees is prohibited and is not justified by the stress of combat or by deep provocation.

B-5. Any act or allegations of inhumane treatment by US or coalition/allied personnel or by other persons must be promptly reported through the chain of command to Headquarters, Department of the Army, as a serious incident report, thoroughly investigated, and where appropriate, remedied by corrective action. Inhumane treatment is punishable under the Uniform Code of Military Justice. Abuse detracts from mission accomplishment and intelligence collection efforts.

### **PLANNING FOR DETAINEE OPERATIONS**

B-6. Detainee operations are resource intensive and highly sensitive. Holding detainees longer than a few hours requires detailed planning to address the extensive requirements of the Geneva Conventions for proper administration, treatment, protection, security, and transfer of custody of detainees.

B-7. UEy/UEx-level commanders may authorize holding detainees at the point of capture for extended periods that exceed evacuation standards outlined in JP 3-63 and FM 3-19.40. In cases where detainees are held at the point of capture for reasons other than exigent circumstances, the custodial unit will provide the same standards of protection and care as a designated internment facility per AR 190-8. Commanders responsible for handling detainees should:

- Include military police in their task organization. (DoDD 2310.1 states that detainees shall be turned over to military police as soon as possible.)
- Ensure clear delineation of the interdependent and independent roles of those Soldiers responsible for custody of the detainees and those responsible for any interrogation mission.
- Ensure resources allocated to provide the support required by regulation and law.
- Routinely consult their supporting brigade operational law team (BOLT) during the planning and execution of detainee operations.
- Prepare for additional planning considerations, which may include site selection of collection point/holding area, construction materials (engineer support), sanitation requirements, medical support, transportation considerations, public affairs, and legal support.

## **FIELD PROCESSING DETAINEES**

B-8. Provided necessary resources are available, military police will normally operate a detainee initial collection point (DICP) or a detainee holding area (DHA) from which to hold detainees. Detainees are held at the DICP for no more than 24 hours and held at the DHA for no more than 72 hours. Subsequently, detainees are transported to a strategic internment facility (SIF) where they are given an internment serial number (ISN).

B-9. Processing begins when US forces take custody of an individual whose liberty has been deprived for any reason (capture, internment, or temporary restriction). The term “point of capture” refers to the location where US forces first take custody of an individual. Field processing is accomplished at the point of capture and aids in security, control, initial information collection, and providing for the welfare of detainees.

B-10. Capturing units field process detainees using the method outlined in Table B-1.

**Table B-1. Five Ss and T Method of Detainee Field Processing**

Action	Description
<b>Search</b>	<p>Search each captive for weapons, items of intelligence value, and items that would make escape easier or compromise US security interests. Confiscate these items. Prepare a receipt when taking property. <b>Note:</b> When possible, conduct same gender searches. When not possible, perform mixed gender searches in a respectful manner. Leaders must carefully supervise Soldiers to prevent allegations of sexual misconduct.</p> <p>Captives may keep the following items found in a search:</p> <ul style="list-style-type: none"> <li>• Protective clothing and equipment that cannot be used as a weapon (such as helmets, protective masks and clothing) for use during evacuation from the combat zone.</li> <li>• Retained property, such as ID cards or tags, personal property having no intelligence value and no potential value to others (such as photos, mementos, etc.), clothing, mess equipment (except knives and forks), badges of rank and nationality, decorations, religious literature, and jewelry. (Personal items, such as diaries, letters, and family pictures may be taken by MI teams for review, but are later returned to the proper owner.)</li> <li>• Private rations of the detainee.</li> </ul> <p>Confiscate currency only on the order of a commissioned officer (AR 190-8) and provide a receipt and establish a chain of custody using DA Form 4137 (Evidence/Property Custody Document) or any other field expedient substitute.</p>
<b>Silence</b>	<p>Silence the detainees by directing them not to talk. Gags may be employed if necessary (ensure detainee can breathe after application).</p>
<b>Segregate</b>	<p>Segregate detainees based on perceived status and positions of authority. Segregate leaders from the remainder of the population. Segregate hostile elements, such as religious, political, or ethnic groups hostile to one another. For their protection, normally segregate minor and female detainees from adult male detainees.</p>
<b>Safeguard</b>	<p>Safeguard the detainees. Ensure detainees are provided adequate food, potable water, clothing, shelter, and medical attention. Ensure detainees are not exposed to unnecessary danger and are protected (afforded the same protective measures as the capturing force) while awaiting evacuation. Do not use coercion to obtain information from the captives. Provide medical care to wounded and/or sick detainees equal in quality to that provided to US forces. Report acts or allegations of abuse through command channels, to the supporting judge advocate, and to the US Army Criminal Investigation Command.</p>
<b>Speed to a Safe Area/Rear</b>	<p>Evacuate detainees from the battlefield as quickly as possible, ideally to a collection point where military police take custody of the detainees. Transfer custody of all captured documents and other property to the US forces assuming responsibility for the detainees.</p>
<b>Tag</b>	<p>Use DD Form 2745 (Enemy Prisoner of War (EPW) Capture Tag (Figure K-3)) or a field expedient alternative and include the following information:</p> <ul style="list-style-type: none"> <li>• Date and time of the capture.</li> <li>• Location of the capture (grid coordinates).</li> <li>• Capturing unit.</li> <li>• Circumstances of capture. Indicate specifically why the person has been detained. Use additional documentation when necessary and feasible to elaborate on the details of capture.</li> <li>• Documentation should answer the five Ws—who, what, where, why, and witnesses.</li> <li>• Use a form, such as a DA Form 2823 (Sworn Statement) or an appropriate field expedient, to document this information.</li> <li>• List all documents and items of significance found on the detainee.</li> </ul> <p>Attach Part A, DD Form 2745, or an appropriate field expedient capture card to the detainee's clothing with wire, string, or another type of durable material. Instruct the captive not to remove or alter the tag. Maintain a written record of the date, time, location, and personal data related to the detention. Attach a separate identification tag to confiscated property that clearly links the property with the detainee from whom it was seized.</p>

## RESOURCES FOR FIELD PROCESSING OF DETAINEES

B-11. Documenting details surrounding the detention and preserving evidence aid in determining if further detention is warranted, in classifying the detainee, in developing intelligence, and in prosecuting detainees suspected of committing criminal acts. Record these details on the DD Form 2745 (Figure B-3), DA Form 2823, DA Form 4137 (Figure B-1) locally developed forms, or other appropriate field expedient substitutes. When the detaining units suspects a detainee may be responsible for a war crime or some other inhumane act, document the following information:

- Full name, rank, and unit of the Soldier who captured the detainee.
- Circumstances surrounding the detention.
- Indicate and describe any apparent injuries (photograph if feasible). Explain how injuries occurred.
- Thorough description of victims and witnesses. Take statements from these individuals to document their observations and knowledge of the incident.
- Descriptive information for all vehicles or other equipment related to the detention.
- Thorough description of any contraband. Ensure all seized items are recorded on a DA Form 4137 or appropriate field expedient substitute and that a chain of custody is maintained as property is transferred. Photograph contraband if it cannot accompany the detainee; e.g. an improvised explosive device destroyed on site.
- Full name, rank, unit or organization, phone number, and other contact information for any interpreter or other person present during the detention.
- Any information the detainee volunteers.

### *PERSONNEL*

B-12. MP Soldiers shall be in the task organization for a mission likely to result in detaining personnel.

B-13. Consider including interpreters or linguists to support the operation. These assets can assist greatly in tactical questioning and screening of detainees.

B-14. Ensure Soldiers know to consult with their supporting BOLT for advice on compliance with legal requirements. At all times, detainees will be treated in a humane manner, regardless of the circumstances or environment.

### *SUPPLIES AND EQUIPMENT*

B-15. The following items may be helpful in searching and securing detainees, safeguarding their property, and ensuring the safety of Soldiers:

- Plastic bags may be used to segregate, store, and protect a detainee's property.
- Permanent markers may be used to annotate identifying information on containers of detainee property.
- Flexi-cuffs (national stock number 8465-0007-2673) may be used to restrain detainees (use restraints in a humane manner).
- Flexi-cuff cutters should be used to cut flexi-cuffs. Do not use knives or other cutting devices. Flexi-cuff cutters are designed to prevent injury.
- Latex or rubber gloves should be provided to Soldiers for their protection.
- Goggles with lenses blackened or cloth may be used to blindfold detainees for security reasons and not for punishment.
- Still and video cameras may be used to document the scenes where individuals were detained, detainee injuries, and evidence.

***REFERENCES AND FORMS***

B-16. A few references and forms will aid in maintaining required information about the detainees, accountability of property, and proper treatment of detainees. The most important of these items are DD Form 2745 (Figure B-3), DA Form 2823, DA Form 4137 (Figure B-1), and AR 190-8. Chapter 7, Internment and Resettlement, of FM 3-19.40 also provides information useful to any Soldiers capturing or handling detainees. Army forms can be accessed at the Army Publishing Directorate website (<http://www.apd.army.mil/>). Because access to such forms may not be feasible at the point of capture in an operational environment, leaders must ensure they are familiar with the essential information that must be documented and be prepared to use appropriate field expedient substitutes to record such information.

EVIDENCE/PROPERTY CUSTODY DOCUMENT		OFFICE NUMBER		
For use of this form see AF 18D-08 and AF 18D-04. Use appropriate agency to U.S. Army. Excluded from GPO's Coverage.		CFO REPORTING NUMBER		
RECEIVING ACTIVITY		LOCATION		
NAME, GRADE AND TITLE OF PERSON FROM WHOM RECEIVED <input type="checkbox"/> DIRECT <input type="checkbox"/> OTHER		ADDRESS (Include ZIP Code)		
LOCATION FROM WHERE OBTAINED		PERSON OBTAINED	TIME/DATE OBTAINED	
ITEM NO.	QUANTITY	DESCRIPTION OF ARTICLES <small>(Include serial, lot, number, length and amount, etc. as applicable)</small>		
Sample				
CHAIN OF CUSTODY				
ITEM NO.	DATE	RELEASED BY	RECEIVED BY	PURPOSE OF CHANGE OF CUSTODY
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	

DA FORM 4137, 1 JUL 78 Replaces DA FORM 4137, 1 May 76 and DA FORM 4137 of 19 May 74, which are obsolete. ISSUE VI.00

LOCATION \_\_\_\_\_ DOCUMENT NUMBER \_\_\_\_\_

Figure B-1. DA Form 4137, Evidence/Property Custody Document (Front)

ITEM NO.	DATE	CHAIN OF CUSTODY (Continued)		
		RELEASED BY	RECEIVED BY	PURPOSE OF CHANGE OF CUSTODY
1		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	
		SIGNATURE	SIGNATURE	
		NAME, GRADE OF TITLE	NAME, GRADE OF TITLE	

FINAL DISPOSAL ACTION

RELEASE TO CARE OF OTHER (Agency) \_\_\_\_\_

DESTROY \_\_\_\_\_

OTHER (Agency) \_\_\_\_\_

FINAL DISPOSAL AUTHORITY

INITIALS \_\_\_\_\_ ON THIS DOCUMENT, PERTAINING TO THE INVESTIGATION INVOLVING \_\_\_\_\_ (Agency)

\_\_\_\_\_ (Agency) \_\_\_\_\_ (Signature)

\_\_\_\_\_ (Signature)

REMOVED AS EVIDENCE AND MAY BE EXPOSED TO AN UNIDENTIFIED NAME. (If additional copies are retained, the user signs and explains the exposure.)

\_\_\_\_\_ (Type/Address/Agency, Grade, Title) \_\_\_\_\_ (Signature) \_\_\_\_\_ (Date)

WITNESS TO DESTRUCTION OF EVIDENCE

THE APPLICABLE LISTED BY PER SUMMARY: \_\_\_\_\_ (Date) IS BEING DESTROYED BY THE EVIDENCE CUSTODIAN, IN MY PRESENCE, ON THE DATE INDICATED ABOVE.

\_\_\_\_\_ (Type/Address/Agency, Signature) \_\_\_\_\_ (Signature)

DA-PPC 71-03

Figure B-2. DA Form 4137, Evidence/Property Custody Document (Back)






	
<b>1. DATE AND TIME OF CAPTURE</b>	<b>2. SERIAL NO.</b> <span style="float: right;"><b>A</b></span>
<b>3. NAME</b>	<b>4. DATE OF BIRTH</b>
<b>5. RANK</b>	<b>6. SERVICE NO.</b>
<b>7. UNIT OF EPW</b>	<b>8. CAPTURING UNIT</b>
<b>9. LOCATION OF CAPTURE (Grid coordinates)</b>	
<b>10. CIRCUMSTANCES OF CAPTURE</b>	<b>11. PHYSICAL CONDITION OF EPW</b>
	<b>12. WEAPONS, EQUIPMENT, DOCUMENTS</b>
<p>DD FORM 2745, MAY 96 <span style="float: right;">REPLACES DA FORM 5976, JAN 91, USABLE UNTIL EXHAUSTED.</span></p>	
	
<b>1. DATE AND TIME OF CAPTURE</b>	<b>2. SERIAL NO.</b> <span style="float: right;"><b>B</b></span>
<b>3. NAME</b>	<b>4. DATE OF BIRTH</b>
<b>5. RANK</b>	<b>6. SERVICE NO.</b>
<b>7. UNIT OF EPW</b>	<b>8. CAPTURING UNIT</b>
<b>9. LOCATION OF CAPTURE (Grid coordinates)</b>	
<b>10. CIRCUMSTANCES OF CAPTURE</b>	<b>11. PHYSICAL CONDITION OF EPW</b>
	<b>12. WEAPONS, EQUIPMENT, DOCUMENTS</b>
<p>DD FORM 2745, MAY 96 <span style="float: right;">REPLACES DA FORM 5976, JAN 91, USABLE UNTIL EXHAUSTED.</span></p>	
	
<b>1. DATE AND TIME OF CAPTURE</b>	<b>2. SERIAL NO.</b> <span style="float: right;"><b>C</b></span>
<b>3. NAME</b>	<b>4. DATE OF BIRTH</b>
<b>5. RANK</b>	<b>6. SERVICE NO.</b>
<b>7. UNIT OF EPW</b>	<b>8. CAPTURING UNIT</b>
<b>9. LOCATION OF CAPTURE (Grid coordinates)</b>	
<b>10. DESCRIPTION OF WEAPONS, SPECIAL EQUIPMENT, DOCUMENTS</b>	
<p>DD FORM 2745, MAY 96 <span style="float: right;">REPLACES DA FORM 5976, JAN 91, USABLE UNTIL EXHAUSTED.</span></p>	
	

Figure B-3. DD Form 2745, Enemy Prisoner of War (EPW) Capture Tag (Front)





**ENEMY PRISONER OF WAR (EPW)  
CAPTURE TAG (PART A)**

For use of this form, see AR 190-8.  
The proponent agency is DCSOPS.

**Attach this part of tag to EPW. (Do not remove from EPW.)**

1. **Search** - For weapons, military documents, or special equipment.
2. **Silence** - Prohibit talking among EPWs for ease of control.
3. **Segregate** - By rank, sex, and nationality.
4. **Safeguard** - To prevent harm or escape.
5. **Speed** - Evacuate from the combat zone.
6. **Tag** - Prisoners and documents or special equipment.

DD FORM 2745 (BACK), MAY 96

**UNIT RECORD CARD (PART B)**

Forward to Unit.  
*(Capturing unit retains for records.)*

Use string, wire, or other durable material to attach the appropriate section of this form to the EPW's equipment or property.

DD FORM 2745 (BACK), MAY 96

**DOCUMENT/SPECIAL EQUIPMENT  
WEAPONS CARD (PART C)**

**Attach this part of tag to property taken. (Do not remove from property.)**

As a minimum, the tag must include the following information:

**Item 1. Date and time of capture (YYYYMMDD).**  
**Item 8. Capturing unit.**  
**Item 9. Place of capture (grid coordinates).**  
**Item 10. Circumstances of capture (how the EPW was captured).**

DD FORM 2745 (BACK), MAY 96




Figure B-4. DD Form 2745, Enemy Prisoner of War (EPW) Capture Tag (Back)

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## **Appendix C**

# **Media on the Battlefield**

### **PRACTICAL CONSIDERATIONS**

C-1. Commanders must plan on the media being present throughout their operational area and embedded in unit operations. Modern news reporting provides instant coverage of military operations and can turn minor tactical events into international events with strategic implications. National and international media coverage will result in defense policy decisions at the highest level, profoundly influence external public support, and impact the behavior of all audiences – military and civilian—within the operation’s area of interest. Effectively planned, resourced and executed, media activities can be a force multiplier, leveraging global influence, and enhancing command credibility. Media operations also can be a disaster if they are not planned, resourced or executed properly. Engaging the media serves the best interests of the Army, your soldiers and their families as you share the story of the mission you are executing. Media operations is a related activity to information operations (IO) and therefore media coverage and IO plans must be mutually coordinated and synchronized to ensure that they are complementary and do not result in IO Fratricide—where one message kills another message.

### **FUNDAMENTALS OF DEALING WITH THE MEDIA**

C-2. Supporting media operations fulfills the Army’s obligation to keep the American people and the Army family informed. It helps establish confidence in America’s Army and its readiness to conduct operations in peacetime and war. Newspapers, magazines, radio, television and electronic media are independent conduits of information to the world. They provide news, analysis, interpretation and commentary and serve as a forum for ideas, opinions and public debate. What appears in the media shapes perceptions, attitudes and opinions, and can have a direct impact on mission success.

C-3. The vast majority of both civilian and military media representatives are committed to providing responsible, accurate, balanced coverage. Although there are exceptions, most media representatives are focused on achieving a credible information presentation. To accomplish this, media representatives investigate issues, ask tough, challenging questions, and pursue verifiable answers. They seek information, interpretation and perspective on operations. The level of knowledge of military operations will vary among the media and it will take patience and maturity to share the confidence of your unit operations while ensuring OPSEC and translating operational details into a form that is understandable by the media and their audience. Army leaders at all levels need to educate media representatives and support their efforts to provide an accurate, balanced and credible presentation of timely information.

C-4. The challenge for commanders, and personnel supporting media at unit level, is to plan and execute tactical operations, safeguard friendly forces while ensuring that the media have the opportunity to get their message out. The need to plan for media coverage in tactical operations derives from the fact that in most situations media representatives will be present in an area of operations before the arrival of Army forces and will not leave until the mission is complete. The media will know the area of operations, key personalities and opinion leaders and because they are covering the story as it evolves, will have an

understanding of, and opinion about, the military, political, and social situation. You can work with the media or have them work against the command message and suffer the consequences. Not engaging the media means that they will tell their story without your input.

C-5. Media representatives will cover the deployment of Army forces, their arrival in the area and their initial conduct, and remain as long as the story is of interest. Some home station media will be interested in deploying with local units and being “embedded” with them. Commanders should refer all media requests to the BCT and UEx Public Affairs sections with the full understanding that accredited media will probably be escorted down to Battalion level to get the Soldier’s story. The UEx commander will only allow embedded media in units that he has confidence will take care of the media and stay on the command message (Public Affairs Guidance (PAG)). Media may build long term relationships with units and their leaders that endure past current circumstances. Joe Galloway’s (United Press International) close ties to 1<sup>st</sup> Squadron 7<sup>th</sup> Cavalry from their action in the Ia Drang Valley in Vietnam continues forty years after the battle.

C-6. There are three types of media that a battalion commander may engage in the operational area.

- Embedded—Media reside with a unit for an extended period (defined in Operation Iraqi Freedom as 72 hours or more). Embedded media are governed by ground rules that define working relationships.
- Accredited/registered—Media have been vetted by the PA staff at brigade level or above, and are normally issued written credentials reflecting coordination to cover units within the command.
- Unilateral—Media that do not seek military public affairs credentials or registration. Absent credentials, unilaterals are only accorded the access granted to local nationals.

## **PUBLIC AFFAIRS ELEMENTS**

C-7. The austere staffed PA sections organic to BCT and UEx headquarters will nearly always be overwhelmed trying to meet media requirements. More than 65 percent of the total public affairs force and 85 percent of the deployable PA TOE unit structure is positioned in the U.S. Army Reserve and Army National Guard. These reservists must be seamlessly integrated with the active component and focused on supporting the overall Army goals and objectives. Media operations, therefore, rely on augmentation from units in the field to accomplish the Army battlefield PA mission.

C-8. In headquarters without organic PA sections (Battalions and some Brigades), the commander is responsible for PA and must plan as well as execute PA operations. The appointment of the right officer or senior NCO to plan for and supervise the execution of the battalion public affairs program is critical to the success of the Information Operations Plan. The DoD Media Guidelines below lay out in general terms the command responsibilities for media operations in the unit area. Regardless of the echelon, the PA section’s primary responsibility is to assist the commander in accomplishing his mission.

## **PUBLIC AFFAIRS GUIDANCE (PAG)**

C-9. PAG is the operational tool that guides unit commanders regarding IO plans and policy as well as the command message during major military operations, exercises, and contingencies. Upon receipt of the warning order, the commander should request PAG from higher headquarters. PAG may be included in alert notification or operational orders. Commanders must insure that they understand PAG and adhere to the UExs Information Plan.

C-10. The essential elements of PAG for operational commanders are:

- **References:** List the essential documents, messages, or policies on which the PAG is based.
- **Information:** This paragraph should describe significant or anticipated problems associated with the operation. The information in this paragraph is not for release and will remain classified.
- **Public Affairs Approach:** The PAG will recommend the PA approach—either passive or active—the UEx commander will usually make the final decision on the command PA approach.
  - **Active Approach.** This involves efforts made to stimulate public or press interest, such as distributing press releases and advisories. This paragraph also states who will make the initial announcement of the operation, the preferred method, and the preferred time and date. The active approach is recommended whenever media coverage of units is desired (e.g., major training exercises).
  - **Passive Approach.** No action is taken to generate media and/or public interest in an issue or activity, except in response to specific inquiries. If a passive approach is desired, the PAG will specify that the guidance is for response to query (RTQ) only. The PAG also specifies who is authorized to respond for the command. For example: "Only commanding general may RTQ." To de-emphasize an event, it is best to authorize release or RTQ at the lowest possible level.
- **Questions and Answers:** This paragraph contains a list of probable Q&As that enable the user to respond to the majority of anticipated questions. They should not be given to media as handouts in their entirety and should be tailored to the situation and unit activities (if they apply).
- **Contingency Statement:** This paragraph contains a statement to be used before the release of the final PAG. For example, as a matter of policy, we do not discuss troop movements or operations until they have been formally announced.

## DOD MEDIA GUIDELINES

C-11. The DoD Media Guidelines, issued as Change 3 to DoD Directive 5122.5, provide the following guidelines for coverage of DoD combat operations:

- Open and independent reporting will be the principal means of coverage of U.S. military operations.
- Pools are not to serve as the standard means of covering U.S. military operations. But pools may sometimes provide the only feasible means of early access to a military operation (based on the ability to move and safeguard the media). Pools should be as large as possible and disbanded at the earliest opportunity—within 24 to 36 hours when possible. The arrival of early access pools will not cancel the principle of independent coverage for journalists already in the area.
- Even under conditions of open coverage, pools may be appropriate for specific events, such as those at extremely remote locations or where space is limited.
- Journalists in a combat zone will be credentialed by the U.S. military and will be required to abide by a clear set of military security ground rules that protect U.S. forces and their operations. Violation of the ground rules can result in suspension of credentials and expulsion from the combat zone of the journalists involved. News organizations will make their best efforts to assign experienced journalists to combat operations and then make them familiar with U.S. military operations.
- Journalists will be provided access to all major military units. Special operations restriction may limit access in some cases.

- Military public affairs officers should act as liaisons but should not interfere with the reporting process.
- Under conditions of open coverage, field commanders will permit journalists to ride on military vehicles and aircraft whenever feasible. The military will be responsible for the transportation of pools.
- Consistent with its capabilities, the military will supply PAOs with facilities to enable timely, secure compatible transmission of pool material and will make these facilities available whenever possible for filing independent coverage. In cases when government facilities are unavailable, journalists will, as always, file by any other means available. The military will not ban communications systems operated by news media organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.

## OPERATIONAL GUIDELINES

C-12. Before accepting media into the operational area, the commander must insure that:

- Media are not exposed to classified information. If media will accompany units on combat operations there must be agreement on the restriction of the release of operational information. Commanders must consider the FFIR as a baseline of what is not releasable.
- Know the definitions:
- On the record—reporter uses everything you say and attributes it to you by name and title.
- Off the record—reporter should not use any thing you say. Go off the record only if the information is vital to the reporters understanding of the situation. However, some media consider nothing to be off the record.
- Background—the reporter will use the information but will not attribute it to you. The term *An Army spokesman* may be used based upon agreement between you and the reporter.
- Media must agree not to release casualty information and comply with the directives and timelines associated with the release of casualty information (24 hours following the confirmed notification of Next of Kin).
- Media are safeguarded and not allowed to constitute an operational risk to friendly forces.
- Media understand that violation of the operational guidelines may result in the loss of accreditation and military support (only General Courts-Martial Authority can withdraw accreditation).
- Media are debriefed with the reminder of the operational sensitivity of the information that they have been exposed and based on their association with the unit.
- Media Do's:
  - Take every opportunity to tell your unit's story.
  - Set the ground rules for the interview and terminate the interview if you feel that the ground rules have been violated.
  - Be ready to answer the questions (who; what; when; where; and why).
  - Discuss only matters of which you have personal knowledge. You may talk about individual responsibility, expertise, and personal experiences. You may also discuss unclassified information about general missions, training, weapons and equipment and transportation. You may use your name and hometown in interviews, but you also have the option to use only your first or last name or refuse to be identified at all.

- Approximate numbers of vehicles, aircraft, equipment, and personnel involved in operations. Specific numbers are not authorized for release at unit level.
- If you can not answer a question explain why, (I don't know....I won't speculate .... I can't answer that because of security concerns).
- Remember that everything you say is on the record. Once the words leave your mouth there is no way to get them back in your control.
- Verify the media' identity and credentials before talking to them.
- Be cautious about what you say to ensure that your words can not be twisted into a sound bite or taken out of context.
- Be ready to report to your higher headquarters the questions asked and the answers provided.
- Immediately report to higher headquarters any unregistered media you encounter.
- Stay in your lane. Which really means only discuss what you have direct personal knowledge of, don't speculate, and make sure that you stay on message as stated in the PAG.
- Media Don'ts:
  - Do not lie or attempt to use the media as part of a deception plan.
  - Do not discuss political or foreign policy matters.
  - Do not discuss the rules of engagement (ROE) or rules on use of deadly force.
  - Do not discuss operational capabilities; exact numbers; troop strength; size; location and unit disposition; or future operations.
  - Do not speculate, repeat rumors, or answer hypothetical questions.
  - Do not confiscate camera or sound equipment, film or recording medium, notebook or videotapes from the media. If you believe that media has captured a sensitive event, immediately report that belief to your commander.
  - Do not allow the media to be armed. It is a violation of The Hague and Geneva Conventions and media lose their status as non-combatants if armed. Protective body armor is encouraged so that they gain appreciation for what Soldiers are equipped with.
  - Do not allow the media to photograph or interview detainees or prisoners.
  - Do not allow the media to photograph special operations or intelligence personnel or equipment due to OPSEC.
  - Do not allow media to report on ongoing rescue or recovery operations for missing personnel.
  - Do not allow the media to violate operational noise or light discipline (including smoking).

## EMBEDDED MEDIA

C-13. Embedding media at battalion level is now routine, so coverage of your operations can be a force multiplier as you gain positive coverage for your community, strengthen local media relations and improve morale for your soldiers and their families. Before accepting embedded media, commanders need to know the rules to stay out of trouble.

## EMBEDDING RULES

C-14. **Transportation.** Congress gave DOD very stringent guidance on using government aircraft to fly media anywhere. Here are some of the important points from AR 360-1, *Army Public Affairs Program*. Take a moment to review them before making any commitments to local media:

- Military transportation will not compete with commercial carriers when the public affairs objectives of the proposed travel can be accomplished through the use of commercial carriers.
- Travel or transportation may be authorized in connection with an assignment to cover an Army program or operation when travel is an integral part of the story and is provided on a space-available basis.
- Non-local travel by all news media representatives must be approved by OASD-PA.
- All local travel or transportation requests for national media must be brought to the attention of HQDA OCPA.
- Travel or transportation for public affairs purposes must be primarily in the interest of DA or the DoD.
- No commitment of military transportation for public affairs purposes will be made until the request has been coordinated and approved.
- Invitational Travel Orders covering transportation will be issued by the command with primary interest.

C-15. If you prepare each news media travel request, (local or non-local) in accordance with AR 360-1, it will stand up to both congressional and public scrutiny.

C-16. **Support.** Keep these points in mind as you develop your planning and coordination checklist:

- The deploying unit must agree to sponsor the media when they deploy and while they are in country.
- The deploying unit must agree to provide aircraft seats on the unit's flight to the area of operations in coordination with the supporting USAF command.
- The deploying unit agrees to provide media escorts (to go with them and stay with them). Accredited media will be accorded all courtesies and privileges as equivalent grade of O-4 for messing and billeting. However media will carry their own bags and provide all of their professional materials and supplies.
- The UEx and UEy headquarters must agree to support the media and coordinate approval from the joint task force public affairs.
- Before any warning or execute orders are ever issued, survey your media and find out who may be interested in going with your unit should they be deployed. Let them know in advance what will be required.
  - Up-to-date visa and passport.
  - Immunizations and statement of medial health.
  - Basic military training (first aid and actions under direct/indirect fire).
  - Personal and professional equipment.
  - Approximate costs, to include a return commercial flight if military flights are not available.
  - Signing Hold Harmless and Not to Sue Agreements as well as agreement to reimburse for any lost or damaged government issued equipment (helmet, body armor, protective mask, etc).
  - Signing release from responsibility agreement with each service that provides transportation (Army helicopters, Air Force, Marine Corps and Navy transports).
- Once theater requirements have been confirmed, the UEx should prepare Invitational Travel Orders (ITO) for media who will likely be embedded.
- Have a plan that will ensure coverage of your unit from your embedded media and work with your higher headquarters to market products coming out of theater insuring that the media messages support the UEx Information Plan.



- All unit members must be familiar with PAG, embedding ground rules, the role of embedded media, and what actions to take if classified or sensitive information is disclosed.

C-17. The sample request below for embedded media lays out much of the coordination and support agreements required to gain approval from Department of the Army.

## SAMPLE REQUEST

FROM CRD THIRD INF DIV FT STEWART GA//PAO//  
HQ DA WASHINGTON DC//SAPA-POPD//  
INFO JCS/SECDEF WASHINGTON DC//OASD/PA/DPL//  
USCINCCENT MACDILL AFB FL//PAO//  
COMUSARCENT-CDRUSATHIRD FT MCPHERSON GA//PA//  
USCINCTRANSCOM SCOTT AFB IL//TCPA//  
USACOM NORFOLK VA//JO1PA//  
UNCLAS

SUBJ: REQUEST FOR APPROVAL OF NON-LOCAL MEDIA TRAVEL TO SWA AND TRAVEL CLEARANCES RMKS/1. THIS HQ PROPOSES TO EMBED MEDIA WITH A DEPLOYMENT OF THE 3D ID SCHEDULED TO DEPLOY TO THE SWA THEATER OF OPERATIONS ON APPROXIMATELY XX MAR ON AN AIR FORCE CRAFT. REQUEST APPROVAL AND THEATER AND COUNTRY CLEARANCES FOR THE NON LOCAL TRAVEL OF THE FOLLOWING NEWS MEDIA FROM FORT STEWART TO SWA AND POTENTIAL RETURN. REQUEST THEATER CLEARANCE FOR NEWS MEDIA REPRESENTATIVES (NMRS) AND MEDIA TRAVEL IN AND OUT OF THE OPERATION SOUTHERN WATCH AREA OF OPERATION.

PERTINENT INFORMATION IS IN NAME/ORGAN/SSAN/PASSPORT NUMBER FORMAT.

Jim Doe COLUMBUS (GA) LEDGER-ENQUIRER/SSN 000-00-000 US PASSPORT 111-11-98  
Susan Doe/SAVANNAH (GA) SAVANNAH TIMES/SSN 001-01-001  
US PASSPORT 111-12-98  
Steve Smith/CPT/HQ, 2<sup>D</sup> BDE, 3 ID/ESCORT OFFICER  
SSN 234-23-2345

2. MEDIA HAVE AGREED TO REMAIN WITH THE UNIT FOR APPROXIMATELY TEN DAYS AND WILL PROVIDE CRITICALLY NEEDED HOMETOWN, FORT STEWART AND ARMYWIDE COVERAGE OF 3D ID TO FAMILIES, THE FORT STEWART CIVILIAN WORK FORCE AND THE AMERICAN PUBLIC. REPORTERS HAVE AGREED TO COVER PORTIONS OF AIR FORCE SUPPORT TO 3D ID UNITS WHILE IN TRANSIT. REPORTERS WILL TRAVEL ON A USAF C5 FROM HUNTER ARMY AIRFIELD TO SWA. REPORTERS WILL STAY WITH THE 3D ID IN BASE CAMP. 3D ID PAO HAS AGREED TO SUPPORT MEDIA TRANSPORT IN AND OUT OF THE BASE CAMP TO COVER FIELD TRAINING AND UNIT OPERATIONS IN THEATER.

3. UNIT COMMANDER AND THE ASSIGNED ESCORT OFFICER HAS ENSURED REPORTERS WILL COMPLETE THEATER SPECIFIC IRT PRIOR TO DEPARTURE. REPORTERS HAVE PASSPORTS, VISAS, ACCREDITATION, IMMUNIZATIONS AND APPROPRIATE CLOTHING AND EQUIPMENT. FORT STEWART PAO WILL PREPARE INVITATIONAL TRAVEL ORDERS UPON RECEIPT OF TRAVEL APPROVAL. MAJ XXXX, 3D ID PAO, WILL ESCORT MEDIA IN TRANSIT. REPORTERS WILL ACCOMPANY AN MP COMPANY IN TRANSIT.

4. REPORTERS HAVE BEEN BRIEFED THAT DEPLOYMENT DATE MAY FLUCTUATE AND RETURN FLIGHTS ON MILITARY AIRCRAFT MAY NOT BE FEASIBLE. REPORTERS HAVE AGREED TO PAY IN FULL FOR TRANSPORTATION BACK TO THE UNITED STATES.

5. WHEN MEDIA FLIGHT IS APPROVED AND TRAVEL CLEARANCES GRANTED, REQUEST THAT AMC PA GRANT MMO/MEGP STATUS, INCLUDING AUTHORIZATION FOR REPORTERS TO GATHER MATERIAL, FILM, VIDEO AND/OR STILL PHOTO COVERAGE ON AMC MISSIONS IN SUPPORT OF OPERATION XXXXXX. REPORTERS WILL OBSERVE ALL USAF SAFETY REGULATIONS PER DOD INST. 4515.3r. TRAVEL IS ON A NON-REIMBURSABLE, NON-INTERFERENCE WITH MISSION BASIS. MEDIA WILL NOT BE GIVEN ACCESS TO CLASSIFIED INFORMATION OR MATERIALS.

6. FOCUS OF MISSION REMAINS REGIONAL/HOMETOWN NEWS COVERAGE OF 3D ID SOLDIERS PARTICIPATING IN OPERATION XXXXXX WHILE PROVIDING REPORTERS WITH A COMPLETE ORIENTATION ON THE COMPLEXITIES OF MILITARY DEPLOYMENTS, INCLUDING THE TRANSCOM/AMC MISSION. TRAVEL BY MILITARY AIRCRAFT IS AN INTEGRAL PART OF THE STORY AND REPORTERS INTEND TO INTERVIEW CREWMEMBERS, PILOTS, FLIGHT ENGINEERS, AND LOADMASTERS DURING FLIGHTS, AND ALCC GROUND STAFF AT ENROUTE STATIONS. ESCORT OFFICER WILL BRIEF AIRCREW MEMBERS THAT REPORTERS ARE PRESENT AND THAT CONVERSATIONS OR ACTIONS OF THE CREW MAY RESULT IN ARTICLES, PHOTOS OR VIDEO PRESENTATIONS.

7. ACCREDITED MEDIA WILL IS ACCORDED ALL COURTESIES AND PRIVILEGES AS EQUIVALENT GRADE OF O-4 FOR MESSING AND BILLETING.

8. POC AT THIS HQ IS MR XXXXXX, COMM (404) 464-5686 OR DSN 367-5686.

## Appendix D

# Environmental Considerations

This appendix provides guidance on how to attain balance between mission accomplishment and protection of the natural and physical environment. AR 200-1 and AR 200-2 provide information on Army environmental programs. FM 4-04.4 lists items of interest in the preparation for daily operations, training, and combat operations while respecting the natural and physical environment.

### SECTION I - ENVIRONMENTAL RESPONSIBILITIES

#### COMMANDER

D-1. Commanders must instill an environmental ethic in their subordinate leaders, staffs, and Soldiers. They train and counsel subordinate leaders to monitor potential environmental hazards to the environment and enforce compliance with laws and regulations.

D-2. Logistics commanders have unique environmental concerns and responsibilities. They supervise maintenance activities and nuclear, biological, and chemical (CBRN) and Class III and V operations. Table D-1 shows points of contact available to assist commanders in environmental matters.

**Table D-1. Environmental Assistance**

TOPIC	POINT OF CONTACT
Air Pollution	Environmental Management Office
Audits/environmental compliance assessment system (ECAS)	Environmental Management Office
Archaeological & Historic Sites	Environmental Management Office and Range Control (DPTM)
Clean and Safe Water	Environmental Management Office
Command Environmental Issues	Chain-of-Command/ Environmental Quality Control Committee/Environmental Compliance Review Board
Environmental Training	G3/S-3, Environmental Management Office
Hazardous Communications (HAZCOM) (Gas) Training	G3/S-3, Safety Office, Fire Department
Hazardous Materials (HM)	G4/S-4, Directorate of Logistics, Safety Office, Fire Department
HW	G4/S-4, Environmental Management Office, Defense Reutilization and Marketing Office
Laws and Regulations	G1/S-1, Environmental Management Office, JAG/Legal Office
Noise Pollution	Environmental Management Office, Range Control (DPTM)
Range Clearances/Restrictions	Range Control (DPTM) and Safety Office
Recycling Program	G4/S-4, Environmental Management Office (EMO)
Standard Operating Procedures	G3/S-3 and G4/S-4, EMO
Spill Reporting	G3/S-3 and G4/S-4, EMO, Fire Department
Threatened/Endangered Species	EMO (Fish and Wildlife)

**Table D-1. Environmental Assistance**

<b>TOPIC</b>	<b>POINT OF CONTACT</b>
Water Pollution	EMO, G3/S-3, and G4/S-4
Wetland Protection	EMO, Range Control (DPTM)
Wildlife Management	EMO (Fish and Wildlife), Range Control, Provost Marshal Office

**STAFF**

D-3. Primary staff officers and NCOs integrate environmental considerations into the military decision-making process (MDMP) in operations and training. At battalion and above level, the commander appoints an assistant staff officer to serve as the environmental compliance officer (ECO) for the unit. Nevertheless, all staff officers must integrate environmental considerations into their activities. The support operations officer, S3, S4 and special projects officer have the major responsibilities.

**BRIGADE/BATTALION SURGEON**

D-4. The surgeon monitors potential environmental hazards that could affect the health of Soldiers in the command. When deployed, monitoring could include regional health matters such as water quality, air pollution, and environmental, endemic, and epidemic diseases. He monitors environmental considerations—such as smoke, chemical, and biological weapons—that the enemy could impose on the friendly force. He monitors field sanitation to ensure elimination of unnecessary environmental disruption and danger to Soldiers from unsanitary conditions.

**CBRN OFFICER/NONCOMMISSIONED OFFICER**

D-5. The chemical officer/NCO recommends the use of and requirements for chemical protection assets, CBRN decontamination and CBRN defense, and smoke operations. With the surgeon, the chemical officer advises the commander on possible CBRN hazards such as low-level radiation and toxic industrial material.

**MAINTENANCE OFFICER/NONCOMMISSIONED OFFICER**

D-6. The SPO's maintenance officers/NCOs plan and supervise maintenance and repair activities within the battalion. These activities routinely use hazardous material (HM) and generate hazardous waste (HW). The maintenance officer/NCO ensures safe use, storage, and disposal of these materials. Activities may involve operating temporary storage areas for used oils, contaminated fuels, paint residues, spill cleanup residues, and solvents. Because maintenance personnel work with hazardous chemicals, the maintenance officer/NCO must ensure that all personnel comply with safety requirements.

**MAINTENANCE OFFICER/NONCOMMISSIONED OFFICER**

D-7. Maintenance officers/NCOs plan and supervise repair activities within the battalion and as appropriate throughout the brigade. These leaders must enforce proper use of HM and disposal of HW, while ensuring safe temporary storage of the same. Proper disposal and recycling of oil, coupled with the use of drip pans, ensure compliance with applicable regulations.

## **CLASS III/V PLATOON LEADER/SERGEANT**

D-8. Class III and V activities can generate substantial HW unless the III/V platoon leader/NCO enforces the use of tarps under fuel drums, drip pans near nozzles, and sand bags under hose joints. The refueling activity itself has many potential environmental, safety, and health hazards requiring grounding, proper protective clothing, gloves, eyewear, and helmets. Proper fuel-truck operations and manned emergency shut-off valves help prevent major fuel spills. Waste fuel and other petroleum, oil, and lubricants (POL) must be stored and disposed of properly. Fuel testing occurs periodically to ensure that fuel has not been contaminated with water; daily with aviation fuel. Leaders ensure that safeguards exist to prevent fuel spills during fuel recirculation to filter out water/impurities.

## **ENVIRONMENTAL COMPLIANCE OFFICER**

D-9. Each unit, down to company level, appoints an emergency control officer (ECO). AR 200-1 directs all unit commanders to “appoint and train ECOs at appropriate levels to ensure compliance actions take place.” In company-sized units, this generally translates into an extra duty. The appointed person advises the commander on environmental compliance matters and coordinates with the battalion ECO to clarify requirements or obtain assistance. The battalion ECO, in turn, coordinates with the supporting installation environmental staff.

D-10. The ECO accomplishes environmental compliance requirements on behalf of the commander. The ECO does the following:

- Advises the unit on environmental compliance during training, operations, and logistics functions.
- Serves as the commander’s environmental eyes and ears.
- Coordinates between the environmental staffs of the unit and higher/installation headquarters.
- Manages information concerning the unit’s environmental training and certification requirements.
- Performs unit environmental self-assessment inspections.
- Performs environmental risk assessments.
- Conduct hazard communication training including chemical hazards, chemical handling, storage and proper protective clothing.

## **SUBORDINATE LEADERS**

D-11. The role of leaders in environmental stewardship centers on building an environmental ethic in their Soldiers by training, operating, and maintaining/sustaining in an environmentally responsible manner. Leaders counsel subordinates, lead by example, and enforce compliance by holding Soldiers accountable. Leaders do the following:

- Communicate the Army environmental-friendly ethic while training Soldiers to operate properly.
- Develop and sustain a positive and proactive commitment to environmental protection.
- Identify environmental risks associated with individual, collective, and mission essential task list (METL) performance.
- Plan and conduct actions and training that sustain and protect the environment and integrate environmental considerations into daily unit activities.
- Analyze the influence of environmental factors on mission accomplishment.
- Train peers and subordinates to identify the effects of plans, actions, and missions on the environment.

- Counsel Soldiers on the importance of protecting the environment and possible consequences of noncompliance with environmental laws and regulations.
- Ensure that Soldiers are familiar with the unit's standard operating procedure (SOP), and supervise their compliance with laws and regulations.
- Incorporate environmental considerations into after-action reviews (AARs).
- Understand the linkage between environmental considerations and their associated effect on safety, force protection, and force health protection.
- Ensure subordinate soldiers are trained in hazard identification and protective measures. Ensure subordinates are provided and wear protective equipment.

## SOLDIERS

D-12. Soldiers have the inherent professional and personal responsibility to understand and support the Army's environmental program. They must do the following:

- Comply with environmental requirements in unit and installation SOPs.
- Maintain environmental understanding throughout daily activities.
- Provide recommendations to the chain of command on techniques that ensure compliance with environmental regulatory requirements.
- Identify the environmental risks associated with individual and team tasks.
- Support recycling programs.
- Report HM and HW spills immediately.
- Make sound environmental decisions based on guidance from the chain of command, training, and personal concepts of right and wrong.
- Wear adequate protective equipment.

## SECTION II - PLANNING: INTEGRATING ENVIRONMENTAL CONSIDERATIONS

D-13. Commanders and staffs integrate environmental considerations into the MDMP and training plan process.

## MILITARY DECISION-MAKING PROCESS (MDMP)

D-14. The commander and staff should include environmental considerations in the MDMP. The commander and staff refer to the environmental appendix of the higher HQ order and gather maps, SOPs, FMs, host-nation agreements, and existing staff estimates, lessons learned, and AARs to assess potential environmental impact. Staff planners make a generic list of environmental factors that pertain to their staff area and integrate these considerations into the seven-step process during:

- **Receipt of Mission:** Gather resources to help restate the mission and include environmental information resources.
- **Mission Analysis:** During the mission-analysis process, the staff considers environmental impact as a factor.
- **Course-of-Action Development:** In stability operations and support operations, environmental factors have more effect than in combat; weigh environmental risk against mission requirements.
- **Course-of-Action Analysis:** Will a CL III/V location or Class III (package) products pollute fresh-water sources for friendly forces and civilians?
- **Course-of-Action Comparison:** When comparing most likely enemy and best friendly COAs, consider the likelihood that the enemy may pollute as a means of obscuring the battlefield or preventing friendly use of abandoned resources; this, in

turn, may affect flight visibility, friendly and enemy force identification, and laser designation and range-finding.

- **Course-of-Action Approval:** When choosing the most likely friendly COAs, consider whether slight plan modification would reduce environmental impact without affecting the mission.
- **Orders Production:** Include environmental impacts and precautions in the OPORD's coordinating instructions of the execution paragraph or Annex F (Engineer), Appendix 2 (Environmental Considerations).

## SECTION III - OPERATIONS: INTEGRATING ENVIRONMENTAL CONSIDERATIONS

### ENVIRONMENTAL PROTECTION DURING MILITARY OPERATIONS

D-15. Protecting the physical and natural environment while conducting operations against a hostile force is seldom feasible. The spectrum of conflict or nature of the stability operations and support operations determines the viable environmental control measures. Units establish protective actions that minimize environmental impact while accomplishing the mission.

D-16. Rescue and noncombatant evacuation orders (NEOs), humanitarian assistance, firefighting, and overseas flight and logistical operations may impose unique environmental requirements and hazards. CALL Newsletter 99-9, *Integrating Military Environmental Protection*, provides insights on the emerging doctrine for base-camp operations that may include airfields. Operations, when possible, should avoid unnecessary effects on the environment of the host nation and should minimize collateral damage.

### UNNECESSARY ENVIRONMENTAL IMPACTS

D-17. Unnecessary impacts include environmental damage that military necessity cannot justify. These acts are either wanton intentional acts or negligent unintentional acts. Examples of a wanton act could include dumping diesel into a river or depositing medical waste onto a farmer's field. An example of a negligent act might include spilling changed oil from a drip pan onto the ground because of hurried attempts to dispose of the oil properly.

### ENVIRONMENTAL COLLATERAL DAMAGE

D-18. Environmental collateral damage results from military actions during armed conflict that unintentionally causes other environmental consequences. Damaging enemy targets—such as ammunition stockpiles or wastewater treatment plants—can release hazardous substances that cause unintended casualties long after the battlefield/AO is secured. This may result in health and logistical (water) problems that could jeopardize the health of noncombatants—including occupational peace enforcement and peacekeeping allied forces left behind. Such collateral damage increases rebuilding efforts and may leave noncombatants with negative feelings toward the United States and its allies.

D-19. Articles 54 and 55 of the Geneva Convention protect objects indispensable for the survival of the civilian population and natural environment, respectively. There are similar issues regarding destruction of ancient monuments, churches, and similar cultural sites.

### RISK MANAGEMENT

D-20. Preparation is key to successful environmental understanding and protection in daily operations and training. Commanders (company and above) must designate an

environmental compliance officer to be responsible for environmental education, SOP updates, environmental risk assessments, and incident reporting. Commanders and ECOs also must assess areas where unit activities are most likely to violate environmental compliance.

D-21. The commander or ECO can coordinate most matters by contacting the environmental management office (EMO), Chief of Range Division, and the military fire department. In most cases, the EMO also includes the fish and wildlife officers and foresters, all located under the Directorate of Public Works (DPW). In cases where training is conducted overseas without corresponding U.S. organizations, units must coordinate with the host nation's equivalent of the above listed POCs. If there is no host-nation equivalent, training is conducted according to U.S. policies and regulations.

## **SUMMARY**

D-22. Unit leaders use environmental risk assessments to estimate the potential effect of unit activities on the natural and physical environment. This process applies to routine activities, training, mobilization, or deployment. The environmental risk assessment allows leaders and their staffs to identify potential environmental problems. The process also allows unit leaders to identify and manage residual risk.



## **Appendix E**

# **Digital Command and Control Rehearsal**

### **BACKGROUND**

E-1. An early lesson learned in the digitization of the Army is that the complex digital communications systems have to be checked for proper connectivity and functional integration throughout the entire digital architecture before the commander can digitally communicate with confidence. The digital command and control rehearsal (DC2R) was developed as a step-by-step check of the individual and collective functioning of the Army Battle Command Systems (ABCS) (the Force XXI Battle Command Brigade and Below (FBCB2) System through the Global Command and Control System (GCCS)) to validate the architecture, troubleshoot the system, and provide warmup training for the digital operators. When the DC2R is not conducted and the digital system placed under load points, system failure will frustrate both the users and commanders.

### **WHAT IS A DC2R?**

E-2. A DC2R is a deliberate step-by-step establishment and load test of the digital communications architecture that validates the systems in the architecture and the ability to correctly pass digital messages. The technique described is only one way to approach the problem, and all units should tailor the DC2R technique to meet their requirements.

### **PHASE 1: VALIDATE THE ARCHITECTURE**

E-3. The first step in the DC2R is to verify the digital systems architecture to ensure that there is a plan to communicate with the units in the task organization and higher headquarters. Since our internet protocol based unit addressing system does not allow for dynamic changes of units entering and leaving the task organization, the importance of validation of the digital architecture is the foundation for success. The architecture validation builds the rehearsal plan since the architecture drives the test load regarding the numbers and types of systems as well as the messaging interface required by the different ABCS (FBCB2 through GCCS). Part of the architecture validation is a system-by-system, platform-by-platform (vehicles) check to ensure that each individual system has all of the required component parts and they work. The digital architecture is a chain in that any missing link will cause the chain to fail. The diagram at Figure M-1 shows an example of the systems equipment checks that must be done to validate equipment in the architecture.

### **PHASE 2: CONNECTIVITY TESTING**

E-4. Once the architecture has been validated, connectivity testing of the upper and lower tactical internet (TI) begins in each of the battlefield functional areas. The diagrams at Figures M-2, M-3, and M-4 show a standard TI test load of the messaging in each system within ABCS. In the course of load testing, the quality of the messages must be affirmed. Any problems that are discovered must be recorded and resolved before the system is declared to be functioning properly. Every problem that is resolved must be retested to ensure that the fix meets the architecture standards.

### PHASE 3: FIX PROBLEMS AND RECHECK

E-5. The final phase of the DC2R is to recheck each fix and then to retest the system as a whole to ensure connectivity and stability. A fix plan must be developed to ensure that problems are solved in a fashion that strengthens the digital chain. When conducting exercises based on simulations, an integration plan of the simulation and simulation feeds into the digital communications systems must also be built into the test and fix plans for the simulation-based exercise to work.

Veh #	Unit	CPU	KB	DU	Cables	Drop	PLGR	ASIP	INC	ANT	EPLRS
HQ 3											
HQ 4											
HQ 5											
HQ6											
HQ7											
HQ71											
HQ73											
HQ75											
HQ 8											
HQ 80											
HQ 81											
HQ 82											
HQ 83											
HQ 84											
HQ 85											
HQ 90											
HQ91											
HQ 92											
HQ 93											
HQ 94											
HQ 95											
JCF 23											
HQ 01											
JCF 21											
JCF 22											
A 11											
A 14											
A 21											
A 3											
A 31											
A 34		+	+	+	Plgr Cable		+	+		NU	+

EVERY COMPONENT PART OF THE SYSTEM ARCHITECTURE MUST BE PRESENT AND FUNCTIONAL FOR THE DC2R TO WORK.

Figure E-1. Example of Equipment Listing for DC2R Functions Check

Type of Task	Within	Within	Between	Both	Both	Both	Both	Within	Within	Within		
		#401 Connect to TOC Server	#402A Send Free Text Msg within TOC	#402B Send Free Text Msg to Another TOC	#403A Send Overlay	#403B Receive Overlay	#404A Send Order File via MCS-A	#404B Receive Order File via MCS-A	#405 Receive Red Picture from ASAS	#406 Live Feed from EBC	#407A Joint Units from GCCS-A	Comments
BDE TOC												
	MCS-A											
	MCS-L											
	CIC/LSD											
	ASAS											
	CSSCS											
	AMDWS											
	AFATDS											
	FBCB2											
Type of Task	Between	Between	Within	Within	Within	Between	Between	Between	Between	Between		
	#407B GCCS-A provided Joint Units from DACP	#410A Connect to Shared Directory within TOC	#410B Connect to Shared Directory in Another TOC	#411 Print Overlay to Plotter/ Laser Printer	#412 Overlay from MCS-L to LSD	#413A Move/ Copy Orders & Overlays to Shared Directory within TOC	#413B Move/ Copy Orders & Overlays to Shared Directory in Another TOC	#414 Transfer Orders and Overlays Via Net Meeting				
BDE TOC												
	MCS-A											
	MCS-L											
	CIC/LSD											
	ASAS											
	CSSCS											
	AMDWS											
	AFATDS											
	FBCB2											
Type of Task	Within	Within	Within	Within	Within	Within	Within	Between	Between	Between		
	#415 Configure Stale, Old and Purge Thresholds	#416 Connect MCS L to MCS-H Server	#417 Red Icons on MCS-L	#418 Blue Icons on MCS-L	#419 Post Overlay from MCS-L to MCS-H	#420 Pull Overlay from MCS-H to MCS-L	#421A Conduct Collaborative Whiteboard Session within TOC	#421B Conduct Collaborative Session Between TOCs	#422 Access Log Info from CSSCS via web client application	JVMF K05.17 sent to FBCB2		
BDE TOC												
	MCS-A											
	MCS-L											
	CIC/LSD											
	ASAS											
	CSSCS											
	AMDWS											
	AFATDS											
	FBCB2											

Must be adopted to system architecture being used in the BCT

Figure E-2. Example of ABCS Functions Check of Messages Between Systems

FBCB2 Phase II				
#	ACTION	FROM	TO	TIME
<b>WINGMAN/SECTION ; PHASE II</b>				
100a	SEND FREE TEXT MESSAGE, K01.01		ALL PLT FBCB2s	
100b	RECEIVE FREE TEXT MESSAGE, K01.01	ALL PLT FBCB2s		
101	SEND SPOT REPORT MESSAGE, K04.01		BN S2 ASAS	
102a	RECEIVE RED SA ICON, K05.19 (automatically posted to map)	SPAWNED SA FROM ALL CO FBCB2s		
103a	SEND POSITION REPORT, K05.01 (automatically sent)		N/A (ALL)	
103b	RECEIVE BLUE SA ICON, K05.01 (automatically posted to map)	SPAWNED SA FROM ALL CO FBCB2s		
<b>PLATOON SGT/PLATOON LDR ; PHASE II</b>				
100b	SEND FREE TEXT MESSAGE, K01.01		ALL PLT FBCB2s	
100a	RECEIVE FREE TEXT MESSAGE, K01.01	ALL PLT FBCB2s		
100c	SEND FREE TEXT MESSAGE, K01.01		1SG/XO/CO FBCB2	
100d	RECEIVE FREE TEXT MESSAGE, K01.01	1SG/XO/CO FBCB2		
101	SEND SPOT REPORT MESSAGE, K04.01		BN S2 ASAS BN S3 MCS	
102a	RECEIVE RED SA ICON, K05.19 (automatically posted to map)	SPAWNED SA FROM ALL CO FBCB2s		
103a	SEND POSITION REPORT, K05.01 (automatically sent)		ALL PLT FBCB2s	
103b	RECEIVE BLUE SA ICON, K05.19 (automatically posted to map)	SPAWNED SA FROM ALL CO FBCB2s		
<b>1SG/XO (LOGISTICIAN) ; PHASE II</b>				
100d	SEND FREE TEXT MESSAGE, K01.01		PL/PS FBCB2	
100c	RECEIVE FREE TEXT MESSAGE, K01.01	PL/PS FBCB2		
101	SEND SPOT REPORT MESSAGE, K04.01		BN S2 ASAS BN S3 MCS	
102a	RECEIVE RED SA ICON, K05.19 (automatically posted to map)	SPAWNED SA FROM ALL CO FBCB2s		
103a	SEND POSITION REPORT, K05.01 (automatically sent)		ALL CO FBCB2s	
103b	RECEIVE RED SA ICON, K05.19 (automatically posted to map)	SPAWNED SA FROM ALL CO FBCB2s		
<b>1SG/XO (LOGISTICIAN) ; PHASE II</b>				
100d	SEND FREE TEXT MESSAGE, K01.01		PL/PS FBCB2	
100c	RECEIVE FREE TEXT MESSAGE, K01.01	PL/PS FBCB2		
100e	SEND FREE TEXT MESSAGE, K01.01		BN S2 ASAS BN S3 MCS BN S1/S4 CSSCS BN FSE AFATDS	

**EXAMPLE OF  
FBCB2 CHECKLIST**

**Figure E-3. Example of FBCB2 Checklist**

#	ACTION	FROM	TO	TIME	BN	HHC	A	B	C
201	SEND/RECEIVE W007 EDC MSG	ASAS	ASAS						
202	SEND/RECEIVE C111 TACREP	ASAS	ASAS						
203	SEND S305 TIDAT	ASAS	AFATDS						
204	SEND/RECEIVE S 303 EOBSREP (SALUTE)	ASAS	ASAS						
205	SEND/RECEIVE F002 GENADMIN	ASAS	ABCS						
206	SEND/RECEIVE K1.01 FREETEXT	ASAS	ASAS/ABCS						
207	RECEIVE K4.01 SPOT/SALT	FBCB2	ASAS						
208	RECEIVE C241 MISSION FIRED REPORT, (MFR)	AFATDS	ASAS						
209	SEND RED SA TO JCDB/CTP	ASAS	ABCS						
210	CREATE HOME PAGE	ASAS	ASAS						
211	C203 GRAPHREP-OVERLAY	ASAS	ASAS						
212	CONDUCT COLLABORATION/NET MEETING	ASAS	ABCS						
213	SEND K5.17 OVERLAY MESSAGE TO FBCB2	ASAS	FBCB2						
214	SEND K5.19 ENTITY DATA MSG	ASAS	FBCB2						
215	DELETE RED SA FM JCDB	ASAS	FBCB3						
216	S201 SUPPORT BATTLEFIELD GEOMETRY (SPRT.GEOM)	ASAS	ASAS/ABCS						
217	S507 RESOURCES REPORT	ASAS	MCS						
218	F014 RI (REQUEST FOR EDC)	ASAS	ASAS						
219	C281 ARTILLERY TARGET REPORT	AFATDS	ASAS						
220	D281 ARTILLERY TARGET INTEL - TARGET CRITERIA	AFATDS	ASAS						
221	F015 RESPONSE TO REQUEST FOR INFORMATION (EDC)	ASAS	ASAS						
222	MAP COLLABORATIVE OVERLAY	ASAS	ASAS						
223	224 E500 AIR EARLY WARNING	AMDVWS	ASAS						
224	BLUE SA FROM EBC	MCS	ASAS						
225	SEND ASAS OVERLAY VIA OVERLAY UI	ASAS	ASAS						
226	S308 ARTILLERY TARGET INTEL - IEW TARGET COORDINATION MESSAGE	ASAS	ASAS/ABCS						
227	S309 ENEMY SITUATIONAL AWARENESS MESSAGE								
300	INITIALIZE, RECEIVE, COMMON TACTICAL Picture (CTP)								
301	SEND USMTF FREETEXT MESSAGE FROM AFATDS TO OTH								
302	VERIFY RECEIPT OF BLUE SA FROM MCS								
303	VERIFY RECEIPT OF RED SA FROM ASAS								
304	RECEIVE FRAGO FROM MCS								
305	RECEIVE / SEND FS Para, ANNEX TEMPLATE FROM MCS								
306	RECEIVE / SEND MISSION (FIRE SUPPORT) OVERLAY								
307	CREATE FIRE SUPPORT GEOMETRY IN AFATDS, VERIFY POSTING								
308	UPDATE FIRE UNIT LOCATION IN AFATDS, VERIFY POSTING TO								
309	RECEIVE TIDAT FROM ASAS, PROCESS CFF								
312	SEND / RECEIVE FIRE SUPPORT PLAN								
313	SEND / RECEIVE FIRE PLAN								
401	Establish connectivity with TOC Server	Client	TOC Server						
402	Send USMTF FreeText Message from MCS-A to MCS-A/Other BFAs	MCS H	BFAs & 2d TOC MCS						
403	Send/Receive Overlay From MCS-H to MCS-H or other BFA	MCS H	BFAs & 2d TOC MCS						
404	Send Field Order(Word File) from MCS-H to another MCS-H or BFA	MCS H	BFAs & 2d TOC MCS						
405	Receive Red Correlated Picture from ASAS	ASAS	MCS H						
406	Establish Live feed on TOC Server from FBCB2	MCS H SERVER	FBCB2						
407	Receive Blue Location Data for Joint Units from GCCS-A via JCDB	GCCS-A	MCS H						
410	Connect to a Shared Directory within the TOC or in another TOC	MCS-L	MCS-L (Intra & Inter)						
411	Print Overlay to Plotter/Laser Jet	MCS-L	Plotter & Printers						
412	Display Overlay from MCS Light to LSD	MCS-L	LSD						
413	Copy Overlay and Orders to/from Shared Directory	MCS-L	MCS-L (Intra & Inter)						
414	Transfer Orders And Overlays Via Net Meeting FTP	MCS-L	MCS-L (Intra & Inter)						
415	Configure Stale, Old, and Purge Thresholds on MCS-Light	MCS-L	Configuration Settings						
416	Establish MCS Light connectivity to MCS-H Server	MCS-L	MCS H						
417	Receive Correlated Red From ASAS on MCS Light	MCS-L	MCS H						
418	Establish Blue Feed on MCS-Light	MCS-L	MCS H						
419	Post Overlay from MCS Light to MCS-H	MCS-L	MCS H						
420	Pull Overlay from MCS-H to MCS Light	MCS-L	MCS H						
421	Conduct Collaborative Whiteboard Session with other Workstations in Network	MCS-L	MCS-L						
422	Access Logistics Information from CSSCS via web client application	CSSCS	MCS-H						
423	Receive SIM/STIM Wraparound Blue Feed Via S507L								
600	VERIFY DATAFLOW WITH ALL CSSCS NODES	CSSCS	CSSCS						
601	SEND FREE TEXT MESSAGE	CSSCS	CSSCS/BFAs						
602	RECEIVE FREE TEXT MESSAGE	CSSCS/BFAs	CSSCS						
603	VERIFY RECEIPT OF BLUE SA FROM MCS	MCS	CSSCS						
604	VERIFY RECEIPT OF RED SA FROM ASAS	ASAS	CSSCS						
605	RECEIVE ORDERS FROM MCS	MCS	CSSCS						
606	SEND UPDATEP	CSSCS	CSSCS						
607	RECEIVE UPDATEP	CSSCS	CSSCS						
608	SEND A UNIT SUPPLY UPDATE MESSAGE (Ex. CS1-001)	CSSCS	CSSCS						
609	RECEIVE A UNIT SUPPLY UPDATE MESSAGE (Ex. CS1-001)	CSSCS	CSSCS						

Example of ABCS system checks at the Battalion level

Figure E-4. Example of ABCS Checks at the Battalion Level

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## Glossary

<b>A/EGM</b>	attack/effects guidance matrix
<b>A/L</b>	administrative/logistical; administration and logistics
<b>A/S3</b>	assistant S3
<b>A2C2</b>	Army airspace command and control
<b>AA</b>	assembly area; avenue of approach
<b>AAFES</b>	Army and Air Force Exchange Service
<b>AAIS</b>	Army Automation Information System
<b>AAR</b>	after-action review
<b>AATF</b>	air assault/movement task force; air assault task force
<b>AATFC</b>	air assault task force commander
<b>ABCS</b>	Army Battle Command System
<b>ABE</b>	assistant brigade engineer
<b>ABF</b>	attack by fire
<b>ABMOC</b>	air battle management operations center
<b>AC</b>	active component
<b>ACA</b>	airspace coordination area
<b>ACE</b>	armored combat earthmover
<b>ACIPS</b>	Army Casualty Information Processing System
<b>ACK</b>	acknowledge
<b>ACL</b>	allowable cargo load
<b>ACM</b>	airspace coordination measure; aircraft control measure
<b>ACP</b>	air control point
<b>ACT</b>	analysis and control team
<b>ACUS</b>	Army Common User System
<b>ADA</b>	air defense artillery
<b>ADACP</b>	Alcohol and Drug Abuse Prevention Control
<b>ADAM</b>	area denial artillery munitions; area denial antipersonnel mine
<b>ADAMS</b>	Airborne Data Analysis and Monitoring System
<b>ADAPC</b>	alcohol and drug abuse prevention control
<b>ADC</b>	area damage control; analog-to-digital converter
<b>ADCON</b>	administrative control; advise all concerned
<b>ADDS</b>	Army Data Distribution System
<b>ADO</b>	air defense officer
<b>ADP</b>	Automated Data Processing
<b>ADU</b>	air defense unit
<b>ADW</b>	air defense warning
<b>AECOORD</b>	assistant effects coordinator
<b>AFATDS</b>	Advanced Field Artillery Tactical Data System

<b>AFATDS- LCU</b>	AFATDS-lightweight computer unit
<b>AFCS</b>	automatic fire control system
<b>AFFS</b>	Army Field Feeding System
<b>AFSP</b>	Army Food Service Program
<b>AGCCS</b>	Army Global Command and Control System
<b>AGM</b>	attack guidance matrix
<b>AHB</b>	assault helicopter battalion
<b>AHD</b>	antihandling device
<b>AI</b>	area of interest
<b>AIMI</b>	aviation intensively managed items
<b>AIS</b>	automation information system
<b>AIT</b>	automatic identification technology
<b>ALO</b>	air liaison officer
<b>ALOC</b>	administrative and logistics operations center; administrative/logistics operations center
<b>AM</b>	amplitude modulation
<b>AMB</b>	air mission brief
<b>AMC</b>	air mission commander; Aviation Maintenance Company; Army Materiel Command; Air Mobility Command
<b>AMC-LSE</b>	Army Materiel Command-Logistics Support Element
<b>AMCM</b>	air mission coordination meeting
<b>AMD</b>	air and missile defense
<b>AMDO</b>	air and missile defense officer
<b>AMDWS</b>	air and missile defense workstation
<b>AMED</b>	Army Medical Department
<b>AMEDD</b>	Army Medical Department
<b>AMO</b>	Automation Management Office
<b>AMPS</b>	Aviation Mission Planning System
<b>AMSS</b>	Army Materiel Status System
<b>AMT</b>	air movement table
<b>ANCD</b>	automated network control device
<b>ANGLICO</b>	air and naval gunfire liaison company
<b>AO</b>	area of operations
<b>AOAP</b>	Army Oil Analysis Program
<b>AOE</b>	Army of Excellence
<b>AOI</b>	area of interest
<b>AOR</b>	area of responsibility
<b>APC</b>	armored personnel carrier
<b>APOD</b>	aerial port of debarkation
<b>APOE</b>	aerial port of embarkation



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<b>AR</b>	Army regulation; armor
<b>ARB</b>	attack reconnaissance battalion
<b>ARC</b>	attack reconnaissance company
<b>ARFOR</b>	Army forces
<b>ARNG</b>	Army National Guard
<b>ARS</b>	armed reconnaissance squadron
<b>ARSOF</b>	Army special operations forces
<b>AS</b>	autonomous system
<b>ASAS</b>	All Source Analysis System
<b>ASAS-L</b>	All-Source Analysis System-Light
<b>ASAS-RWS</b>	All-Source Analysis System-Remote Workstation
<b>ASCC</b>	Army service component command
<b>ASL</b>	authorized stockage list
<b>ASOC</b>	air support operations center
<b>ASP</b>	ammunition supply point
<b>ASR</b>	air support request; alternate supply route
<b>ASWBL</b>	Armed Services Whole Blood Processing Laboratory
<b>AT</b>	antitank; antiterrorism
<b>ATCC</b>	air traffic control center; airborne transmitter control center
<b>ATCCS</b>	Army Tactical Command and Control System
<b>ATGM</b>	antitank guided missile
<b>ATHP</b>	ammunition transfer holding point
<b>ATI</b>	artillery target intelligence
<b>ATM</b>	advanced trauma management
<b>ATO</b>	air tasking order
<b>ATP</b>	ammunition transfer point (graphics)
<b>ATS</b>	air traffic services
<b>AUTL</b>	Army Universal Task List
<b>AVIM</b>	aviation intermediate maintenance (graphics)
<b>AVLB</b>	armored launched bridge
<b>AVN</b>	aviation
<b>AWACS</b>	Airborne Warning and Control System
<b>AXP</b>	ambulance exchange point
<b>B</b>	bulk
<b>BAE</b>	brigade aviation element
<b>BAO</b>	brigade aviation officer
<b>BAS</b>	battalion aid station
<b>BBDPICM</b>	base-burn dual-purpose improved conventional munitions
<b>BC</b>	battle command
<b>BCOC</b>	base cluster operations center

<b>BCOM</b>	battle command on the move
<b>BCIS</b>	Battlefield Combat Identification System
<b>BCOTM</b>	battle command on the move
<b>BCS3</b>	Battle Command Sustainment Support System
<b>BCT</b>	brigade combat team
<b>BD</b>	battlefield distribution
<b>BDA</b>	battle damage assessment
<b>BDAR</b>	battle damage assessment and repair
<b>BDE</b>	brigade
<b>BDO</b>	battledress overgarment
<b>BER</b>	bit error rate; basic encoding rules; bit error ratio
<b>BF</b>	battle fatigue
<b>BFA</b>	battlefield functional area
<b>BFC</b>	battalion fire cell
<b>BFT</b>	binary file transfer; Blue Force Tracker
<b>BFSB</b>	battlefield surveillance brigade
<b>BFV</b>	Bradley fighting vehicle
<b>BFVS</b>	Bradley Fighting Vehicle System
<b>BHL</b>	battle handover line
<b>BHOL</b>	battle handover line
<b>BICC</b>	battlefield information control center
<b>BIDS</b>	Biological Identification Detection System
<b>BII</b>	basic issue items
<b>BIT</b>	built in test
<b>BITE</b>	built in test equipment
<b>BJA</b>	baseline jamming assets
<b>BLAST</b>	blocked asynchronous transmission
<b>BLOS</b>	beyond line of site
<b>BMIS-T</b>	Battlefield Medical Information System-Telemedical
<b>BMNT</b>	beginning morning nautical twilight
<b>BMSO</b>	brigade medical support office
<b>BN</b>	battalion
<b>BNN</b>	battalion network node
<b>BOLT</b>	brigade operations legal team; brigade operational law team
<b>BOS</b>	battlefield operating systems (now called warfighting functions)
<b>BP</b>	battle position
<b>BRS</b>	brigade reconnaissance squadron
<b>BRT</b>	brigade reconnaissance team
<b>BSA</b>	brigade support area
<b>BSB</b>	brigade support battalion

<b>BSFV</b>	Bradley Stinger fighting vehicle
<b>BSMC</b>	brigade support medical company
<b>BSOC</b>	battalion support operations center
<b>BSS</b>	brigade surgical section; brigade surgeon section
<b>BTB</b>	brigade troops battalion
<b>BUB</b>	battle update briefing
<b>CofS</b>	chief of staff
<b>C2</b>	command and control
<b>C3</b>	command, control, and communications
<b>C3I</b>	command, control, communications, and intelligence
<b>C4</b>	command, control, communications, and computers
<b>C4I</b>	command, control, communications, computers, and intelligence
<b>C4ISR</b>	command, control, communications, computers, intelligence, surveillance, reconnaissance
<b>C4OPS</b>	command, control, communications, and computers operations
<b>CA</b>	civil affairs
<b>CAB</b>	combined arms battalion
<b>CABSA</b>	combined arms battalion support area
<b>CACOM</b>	(theater) civil affairs command
<b>CAFAD</b>	combined arms for air defense
<b>CAISI</b>	CSS Automated Information System Interface
<b>CAISI/VSAT</b>	CSS Automated Information System Interface very small aperture terminal
<b>CANTCO</b>	can't comply
<b>CAR</b>	combined arms rehearsal
<b>CAS</b>	close air support
<b>CASEVAC</b>	casualty evacuation
<b>CASI/NES</b>	CSS Automated Information Management Interface/Network Encryption System
<b>CATK</b>	counterattack
<b>CBRN</b>	chemical, biological, radiological, and nuclear
<b>CBRNE-CM</b>	chemical, biological, radiological, and nuclear, and high-yield explosive consequence management
<b>CBRNWRS</b>	Chemical, Biological, Radiological, and Nuclear Warning and Reporting System
<b>CBT</b>	combat trains (graphics)
<b>CBU</b>	cluster bomb unit
<b>CCA</b>	close combat attack
<b>CCCP</b>	chemical casualty collection point
<b>CCI</b>	controlled cryptographic items
<b>CCIR</b>	commander's critical information requirements

<b>CCL</b>	combat configured load
<b>CCP</b>	casualty collection point
<b>CD</b>	Counterdrug
<b>CDE</b>	chemical defense equipment
<b>CDR</b>	commander
<b>CE</b>	communications electronics
<b>CEB</b>	clothing exchange and bath
<b>CERP</b>	commander's emergency response program
<b>CFF</b>	call for fire
<b>CFFZ</b>	call for fire zone
<b>CFL</b>	coordinated fire line; coordination fire line
<b>CFS</b>	call for support
<b>CFV</b>	cavalry fighting vehicle
<b>CFZ</b>	critical friendly zone; critical fire zone
<b>CGS</b>	common ground station
<b>cGy</b>	centigray—refers to levels of radiation (1cGy = 1 Rad) 1 unit of absorbed radiation. (NATO & DoD)
<b>CHE</b>	container handling equipment
<b>CHEMO</b>	chemical officer
<b>CHL</b>	combat health logistics
<b>CHS</b>	combat health support
<b>CHU</b>	container handling unit
<b>CI</b>	counterintelligence
<b>CIP</b>	combat identification panel
<b>CK</b>	containerized kitchen
<b>CL</b>	closed loop; control language; computational linguistics; conversion loss; central line; chemical laser; chief of logistics; control level
<b>CLS</b>	combat lifesaver
<b>CMO</b>	civil-military operations
<b>CMOC</b>	civil-military operations center
<b>CMT</b>	common military training; career management training; critical military target
<b>CNR</b>	combat net radio
<b>CNRI</b>	combat net radio interface
<b>Co</b>	company (graphics)
<b>COA</b>	course of action
<b>COCOM</b>	combatant commander
<b>COE</b>	common operational environment
<b>COLT</b>	combat observation lazing team
<b>COMMEL</b>	communications/electronics
<b>COMSEC</b>	communications security

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<b>CONOPS</b>	continuity of operations/contingency operations
<b>CONUS</b>	continental United States
<b>COP</b>	command operating picture
<b>COSC</b>	combat operations stress control
<b>COTS</b>	commercial off the shelf
<b>CP</b>	command post
<b>CPHD</b>	Copperhead
<b>CPT</b>	captain
<b>CRO</b>	combat replenishment operation
<b>CROP</b>	containerized roll-In/roll-out platform
<b>CRP</b>	common relevant picture
<b>CS</b>	combat support
<b>CSM</b>	command sergeant major
<b>CSR</b>	controlled supply rate
<b>CSS</b>	combat service support
<b>CSSAMO</b>	CSS automation management officer
<b>CT</b>	counterterrorism
<b>CTA</b>	common table of allowances
<b>CTC</b>	combat training center
<b>CTCP</b>	combat trains command post
<b>CTD</b>	charge transfer device; concealed target detection
<b>CTIL</b>	commander's tracked items list
<b>CTOC</b>	corps tactical operations center
<b>CULT</b>	common use land transportation
<b>CZ</b>	sensor zone
<b>D3A</b>	decide, detect, deliver, and assess
<b>DA PAM</b>	Department of the Army Pamphlet
<b>DA</b>	battle damage assessment; Department of the Army
<b>DAMMS-R</b>	Department of the Army Movement Management
<b>DART</b>	disaster assistance response team (graphics)
<b>DBSS</b>	Defense Blood Standard System
<b>DC</b>	distribution company
<b>DC2R</b>	digital command and control rehearsal
<b>DCO</b>	deputy commander for operations; deputy commanding officer
<b>DCPC</b>	direct combat position code; direct combat probability code
<b>DED</b>	detailed equipment decontamination
<b>DEPOD</b>	deployment order
<b>DIMHRS</b>	Defense Integrated Military Human Resources System
<b>DISN</b>	Defense Information Systems Network
<b>DLIC</b>	detachment left in contact

<b>DMC</b>	distribution management center
<b>DMLSS-AM</b>	Defense Medical Logistic Standard-Assemblage Management
<b>DMOS</b>	duty military occupational specialty
<b>DNBI</b>	disease and nonbattle injuries
<b>DNVT</b>	digital, nonsecure voice telephone
<b>DoD</b>	Department of Defense
<b>DOD</b>	Department of Defense
<b>DODAAC</b>	Department of Defense Activity Address Code
<b>DODAC</b>	Department of Defense Ammunition Code
<b>DODIC</b>	Department of Defense Identification Code
<b>DP</b>	decision point
<b>DPD</b>	deployed personnel database
<b>DPICM</b>	dual-purpose improved conventional munitions
<b>DPL</b>	distribution platoon leader
<b>DS</b>	direct support
<b>DSO</b>	domestic support operation
<b>DST</b>	decision support template
<b>DSVT</b>	digital secure voice telephone
<b>DTD</b>	detailed troop decontamination
<b>DTG</b>	date time group
<b>DTS</b>	data transmission system; data transfer system
<b>DTSS</b>	Digital Terrain Support System
<b>DVE</b>	driver vision enhancer
<b>DVNT</b>	digital voice nonsecure telephone
<b>DZ</b>	drop zone
<b>E</b>	extremely high (risk)
<b>EA</b>	engagement area; electronic attack
<b>EAB</b>	echelons above brigade
<b>EBA</b>	engineer battlefield assessment
<b>EBC</b>	embedded battle command
<b>EBO</b>	effects based operations
<b>ECCM</b>	electronic counter measures
<b>ECO</b>	environmental compliance officer/emergency control officer
<b>EOA</b>	enemy course of action
<b>ECOORD</b>	effects coordinator
<b>EEFI</b>	essential elements of friendly information
<b>E EI</b>	essential elements of information
<b>EENT</b>	ending evening nautical twilight
<b>EFAT</b>	essential field artillery task
<b>EFET</b>	essential fire effects task; essential fire and effects task

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<b>eMILPO</b>	electronic military personnel operations; electronic military personnel office
<b>EMST</b>	essential mobility/survivability task
<b>EMT</b>	emergency medical treatment
<b>ENY</b>	enemy (graphic)
<b>EO</b>	electro-optical
<b>EOD</b>	explosive ordnance disposal
<b>EOH</b>	equipment on hand
<b>EPLRS</b>	Enhanced Position Location Reporting System
<b>EPW</b>	enemy prisoner of war
<b>ERF</b>	environment relative factors
<b>ESSS</b>	external stores support system
<b>ETA</b>	estimated time of arrival
<b>ETAC</b>	enlisted terminal air controller; enlisted tactical air controller
<b>ETACCS</b>	enlisted tactical air command and control specialist
<b>ETM</b>	Electronic Tech Manual
<b>ETM-I</b>	electronic technical manual-interface
<b>ETOT</b>	extended time over target
<b>EVNT</b>	ending evening nautical twilight
<b>EW</b>	electronic warfare
<b>1SG</b>	first sergeant
<b>F&amp;E</b>	fires and effects
<b>FA</b>	field artillery
<b>FAADC2</b>	Forward Area Air Defense Command and Control (Systems)
<b>FAADC3I</b>	Forward Area Air Defense Command, Control, Communications, and Intelligence
<b>FAASV</b>	field artillery ammunition supply vehicle
<b>FAC</b>	forward air controller
<b>FAC(A)</b>	forward air controller (airborne)
<b>FARE</b>	forward area refueling equipment
<b>FARP</b>	forward arming and refueling point
<b>FASCAM</b>	family of scatterable mines
<b>FASMS</b>	Forecast/Allocation Submission Management System
<b>FASP</b>	field artillery support plan
<b>FBCB2</b>	Force XXI Battle Command Brigade and Below [System]
<b>FBCB2/BFT</b>	Force XXI Battle Command Brigade and Below System/Blue Force Tracker
<b>FBI</b>	Federal Bureau of Investigation
<b>FBSA</b>	fires battalion support area
<b>FCR</b>	fire control radar
<b>FCS</b>	fire control system

<b>FD</b>	functional description
<b>FDC</b>	fire direction center
<b>FDMA</b>	frequency division multiple access
<b>FDO</b>	fire direction officer
<b>FDRP</b>	first destination reporting point
<b>FEBA</b>	forward edge of the battle area
<b>FEC</b>	fires and effects cell
<b>FECE</b>	fires and effects coordination element
<b>FED</b>	forward entry device
<b>FEEM</b>	fires and effects execution matrix
<b>FEMA</b>	Federal Emergency Management Agency
<b>FESP</b>	fires and effects support plan
<b>FFAR</b>	folding-fin aerial rocket
<b>FFE</b>	fire for effect
<b>FFIR</b>	friendly forces information requirements
<b>FHA</b>	foreign humanitarian assistance
<b>FHP</b>	force health protection
<b>FHPO</b>	force health protection officer
<b>FID</b>	foreign internal defense
<b>FIST</b>	fire support team
<b>FLD</b>	field (graphics)
<b>FLE</b>	forward logistics element
<b>FLIR</b>	forward looking infrared
<b>FLO</b>	fighter liaison officer
<b>FLOT</b>	forward line of own troops
<b>FM</b>	field manual; frequency modulated
<b>FMC</b>	fully mission capable
<b>FMI</b>	field manual-interim
<b>FMT</b>	field maintenance team
<b>FMTV</b>	family of medium tactical vehicles
<b>FO</b>	forward observer
<b>FOB</b>	forward operations base
<b>FOS</b>	forward observer system
<b>FP</b>	force protection
<b>FPF</b>	final protective fires
<b>FPL</b>	final protective line
<b>FPOL</b>	forward passage of lines
<b>FRAGO</b>	fragmentary order
<b>FRCP</b>	flatrack collection point
<b>FRG</b>	family readiness group



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<b>FRIES</b>	fast rope insertion extraction system
<b>FRS</b>	forward repair system
<b>FS</b>	fire support
<b>FSB</b>	forward support battalion
<b>FSC</b>	forward support company
<b>FSCL</b>	fire support coordination line
<b>FSCM</b>	fire support coordination measure; forward support medical company
<b>FSCOORD</b>	fire support coordinator
<b>FSE</b>	fire support element
<b>FSMC</b>	forward support medical company
<b>FSMT</b>	forward support medical evaluation team; forward support medical evacuation team
<b>FSO</b>	fire support officer
<b>FSSP</b>	fuel system supply point
<b>FST</b>	forward surgical team
<b>FSV</b>	fire support vehicle
<b>FTL</b>	far target locator
<b>FU</b>	firing unit
<b>FWF</b>	former warring factions
<b>FXXI</b>	Force XXI
<b>G/VLLD</b>	ground/vehicle vehicular laser locator designator
<b>GBS</b>	ground based sensor
<b>GCCS-A</b>	Global Command and Control System-Army
<b>GEMSS</b>	Ground Emplaced Mine Scattering System
<b>GIG</b>	global information grid
<b>GMF</b>	ground mobile forces
<b>GOTS</b>	government off the shelf
<b>GPS</b>	Global Positioning System
<b>GRP</b>	group
<b>GRS</b>	graves registration service; generalized retrieval system; general records schedules
<b>GS</b>	general support
<b>GSAB</b>	general support aviation battalion
<b>GSAC</b>	general support aviation company
<b>GSE</b>	ground support equipment
<b>GSR</b>	ground surveillance radar
<b>GT</b>	gun target
<b>GTN</b>	Global Transportation Network; Global Traffic Network
<b>GTP</b>	ground tactical plan
<b>GWOT</b>	global war on terrorism

<b>H</b>	high (risk)
<b>HA</b>	hasty attack; holding area
<b>HAVECO</b>	have complied
<b>HAZMAT</b>	hazardous materials
<b>HBCT</b>	heavy brigade combat team
<b>HCA</b>	humanitarian and civic assistance
<b>HCLOS</b>	high capacity line of sight
<b>HCP</b>	health care package
<b>HE</b>	high explosive
<b>HEAT</b>	high explosive, antitank
<b>HEMTT</b>	heavy expanded mobility tactical truck
<b>HEP</b>	high explosive, plastic
<b>HERCULES</b>	heavy equipment recovery combat utility lift and evacuation
<b>HET</b>	heavy equipment transport
<b>HF</b>	high frequency
<b>HHB</b>	headquarters and headquarters battery
<b>HHC</b>	headquarters and headquarters company
<b>HHT</b>	headquarters and headquarters troop
<b>HIMAD</b>	high-to-medium-altitude air defense
<b>HIMARS</b>	High Mobility Artillery Rocket System
<b>HM</b>	hazardous materials
<b>HMMWV</b>	high mobility, multipurpose wheeled vehicle
<b>HNS</b>	host nation support
<b>HPT</b>	high payoff target
<b>HPTL</b>	high payoff target list
<b>HQ</b>	headquarters
<b>HR</b>	human resources
<b>HRS</b>	heavy reconnaissance squadron
<b>HSSO</b>	health services support operations
<b>HTU</b>	handheld terminal unit
<b>HUMINT</b>	human intelligence
<b>HVT</b>	high value target
<b>HvyHC</b>	heavy helicopter company
<b>HW</b>	half wave; hardware; hazardous waste
<b>IA</b>	information assurance
<b>IAW</b>	in accordance with
<b>IBCT</b>	infantry brigade combat team
<b>IBS</b>	integrated broadcast service
<b>ICM</b>	improved conventional munitions
<b>ICW</b>	in coordination with

<b>ID</b>	identification
<b>IDMM</b>	isolate, dominate, maintain, multidimensional-multiecheloned
<b>IED</b>	improvised explosive device
<b>IETM</b>	interactive electronic technical manual
<b>IEW</b>	intelligence and electronic warfare
<b>IFF</b>	identification, friend or foe
<b>IFOR</b>	Implementation Force
<b>IFSAS</b>	Interim Fire Support Automation System
<b>IFTE</b>	Integrated Family of Test Equipment
<b>IFV</b>	infantry fighting vehicle
<b>IHFR</b>	improved high frequency radio
<b>IMETS</b>	Integrated Meteorological System
<b>IMINT</b>	imagery intelligence
<b>INC</b>	interface network controller
<b>INFOSYS</b>	information systems
<b>INMARSAT</b>	international maritime satellite
<b>INS</b>	inertial navigation system
<b>INTSUM</b>	intelligence summary
<b>IO</b>	information operations
<b>IOCOORD</b>	information operations coordinator
<b>ION</b>	input/output node
<b>IP</b>	internet protocol; initial position
<b>IPB</b>	intelligence preparation of the battlefield
<b>IPS</b>	intelligence production support
<b>IR</b>	information requirements; infrared; intelligence requirements
<b>IREMBASS</b>	Improved Remotely Monitored Battlefield Sensor System
<b>ISB</b>	Intelligence Systems Board; intermediate staging base
<b>ISG</b>	information systems group
<b>ISM</b>	intelligence synchronization matrix
<b>ISR</b>	intelligence, surveillance, and reconnaissance
<b>ISSO</b>	information services support officer
<b>ISYSCOM</b>	integrated system control
<b>ISYSCON(V)4</b>	Integrated System Control (Version) 4
<b>IT</b>	information technology
<b>ITAPDB</b>	Integrated Total Army Personnel Database
<b>ITO</b>	invitational travel orders
<b>ITV</b>	in transit visibility
<b>IV</b>	intervisibility; intermediate voltage; inventory variance
<b>IVIS</b>	Intervehicular Information System
<b>JAAT</b>	joint air attack team

<b>JAG</b>	judge advocate general
<b>JCDB</b>	joint common database
<b>JCMOTF</b>	joint civil military operations task force
<b>JCS</b>	Joint Chiefs of Staff
<b>JFACC</b>	joint force air component commander
<b>JFC</b>	joint forces commander
<b>JFLCC</b>	joint force land component commander
<b>JI</b>	joint inspection
<b>JIM</b>	joint, interagency, multinational
<b>JMC</b>	joint military commission
<b>JMeWS</b>	joint medical workstation
<b>JNN</b>	joint network node
<b>JOA</b>	joint operational area
<b>JPOTF</b>	joint psychological operations task force
<b>JRSOI</b>	joint reception, staging, and onward integration
<b>JSEAD</b>	joint suppression of enemy air defense
<b>JSTARS</b>	Joint Surveillance Target Attack Radar System
<b>JTACP</b>	joint tactical air control party
<b>JTF</b>	joint task force
<b>JTOC</b>	joint tactical operations command; joint target oversight council
<b>JTTP</b>	joint tactics, techniques, and procedures
<b>KCLFF</b>	kitchen combat level field feeding
<b>KIA</b>	killed in action
<b>L</b>	low (risk)
<b>LADW</b>	local air defense warning
<b>LAN</b>	local area network
<b>LAR</b>	logistical assistance representative
<b>LC</b>	line of contact
<b>LCC</b>	land component commander
<b>LDB</b>	local database
<b>LD</b>	line of departure
<b>LD/LC</b>	line of departure/line of contact
<b>LEIOV</b>	latest event information of value
<b>LEN</b>	large extension node
<b>LERSM</b>	Lower Echelon Reporting and Surveillance Module
<b>LHS</b>	load handling system
<b>LIN</b>	line item number
<b>L-IPB</b>	logistics-intelligence preparation of the battlefield
<b>LLDR</b>	lightweight laser designator rangefinder
<b>LMCS</b>	Land Missile Combat System

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<b>LMTV</b>	light/medium tactical vehicles
<b>LNO</b>	liaison officer
<b>LOA</b>	limits of advance
<b>LOC</b>	lines of communication
<b>LOD</b>	level of detail; line of demarcation; line of departure
<b>LOG</b>	logistics
<b>LOGCAP</b>	Logistics Civil Augmentation Program
<b>LOGPAC</b>	logistics package
<b>LOGPAD</b>	logistics helipad
<b>LOGSA</b>	Logistics Situation Awareness/Logistics Support Agency
<b>LOGSITREP</b>	logistics situation report
<b>LOGSTAT</b>	logistics status
<b>LOR</b>	limits of reconnaissance
<b>LOS</b>	line of sight
<b>LP</b>	listening post
<b>LPB</b>	logistics preparation of the battlefield
<b>LPP</b>	logistics release point
<b>LRAS3</b>	Long Range Advanced Scout Surveillance System
<b>LRF</b>	laser rangefinder
<b>LRF/D</b>	laser range finder/designator
<b>LRP</b>	logistics release point
<b>LRRS</b>	long range radar station
<b>LRS</b>	long range surveillance
<b>LRSD</b>	long range surveillance detachment
<b>LRU</b>	line replacement unit
<b>LSDIS</b>	light and special divisions interim sensor
<b>LTACFIRE</b>	Lightweight Tactical Automation System
<b>LTF</b>	logistics task force
<b>LTIOV</b>	last/latest time information is of value
<b>LTO</b>	logistics task order
<b>LZ</b>	landing zone
<b>M</b>	moderate (risk)
<b>M3</b>	maintenance and materiel management
<b>MA</b>	mortuary affairs
<b>MAC</b>	mine action center
<b>MACOM</b>	major command
<b>MACP</b>	mortuary affairs collection point
<b>MANPADS</b>	man-portable air defense system
<b>MARC</b>	manpower Army requirements criteria
<b>MASINT</b>	measurement and signature intelligence

<b>MB</b>	maneuver battalion
<b>BA</b>	main battle area
<b>MBCOTM</b>	mounted battle command on the move
<b>MBSA</b>	maneuver battalion support area command post
<b>MC</b>	movement control; medical company
<b>MC4</b>	medical communications for combat casualty care
<b>MCG</b>	mobile command group
<b>MCL</b>	mission configured load
<b>MCM</b>	multicapable maintainer
<b>MCO</b>	major combat operations; movement control office; movement control officer
<b>MCOO</b>	modified combined obstacle overlay
<b>MCS</b>	Maneuver Control System; maintenance control section
<b>MCS-L</b>	Maneuver Control System-Light
<b>MCSR</b>	Mission Condition Status Report
<b>MCT</b>	movement control team
<b>MDMP</b>	military decision-making process
<b>ME</b>	maneuver enhancement (brigade)
<b>MEDEVAC</b>	medical evacuation
<b>MEDLOG</b>	medical logistics
<b>MEDSUP</b>	medical supply
<b>MES</b>	medical equipment set
<b>METL</b>	mission-essential task list
<b>METSAT</b>	meteorological satellite
<b>METT-TC</b>	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
<b>MFR</b>	memorandum for record
<b>MGB</b>	medium-girder bridge
<b>MGRS</b>	military grid reference system
<b>MGS</b>	mobile gun system
<b>MH</b>	mental health
<b>MHE</b>	materials handling equipment
<b>MI Co</b>	military intelligence company
<b>MI</b>	military intelligence
<b>MIA</b>	missing in action
<b>MIC/HIC</b>	mid-intensity/high-intensity conflict
<b>MICLIC</b>	mine clearing line charge
<b>MICO</b>	military intelligence company
<b>MILVAN</b>	military van
<b>MKT</b>	mobile kitchen trailer

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<b>MLO</b>	military liaison officer; medical logistics officer
<b>MLRS</b>	multiple-launched rocket system
<b>MMMB</b>	medical material management branch
<b>MMS</b>	mast-mounted sight
<b>MMSO</b>	maneuver and mobility support operations
<b>MOE</b>	measure of effectiveness
<b>MOEI</b>	measure of effectiveness indicator
<b>MOOTW</b>	military operations other than war
<b>MOP</b>	measure of performance
<b>MOPMS</b>	modular pack mine system
<b>MOPP</b>	mission-oriented protective posture
<b>MOS</b>	military occupational specialty
<b>MOU</b>	memorandum of understanding
<b>MP</b>	military police
<b>MRE</b>	meals, ready to eat
<b>MRO</b>	materiel release order
<b>MSD</b>	minimum safe distance
<b>MSE</b>	mobile subscriber equipment
<b>MSO</b>	mission staging operations
<b>MSR</b>	main supply route
<b>MSRT</b>	mobile subscriber radio telephone
<b>MST</b>	maintenance support team
<b>MSU</b>	major subordinate unit; medical supply unit
<b>MTF</b>	medical treatment facility
<b>MTOE</b>	modified table of organization and equipment
<b>MTS</b>	Movement Tracking System
<b>MTV</b>	medium tactical vehicles
<b>MTW</b>	major theater of war
<b>MWR</b>	morale, welfare, and recreation
<b>NAI</b>	named area of interest
<b>NATO</b>	North Atlantic Treaty Organization
<b>NAVAID</b>	navigation aid
<b>NBC</b>	nuclear, biological, and chemical
<b>NBCI</b>	National Broadcasting Company Internet/Interactive
<b>NBCRS</b>	nuclear, biological, chemical, and radiological simulation; Nuclear, Biological, Chemical Reconnaissance System
<b>NBCWRS</b>	Nuclear, Biological, Chemical Warning and Reporting System
<b>NC</b>	node center
<b>NCA</b>	National Command Authority (Use Secretary of Defense or President, DOD, or Secretary of Defense, As per JCS letter dated 01Jan02).

<b>NCO</b>	noncommissioned officer
<b>NCOIC</b>	noncommissioned officer in charge
<b>NCS</b>	net control station
<b>NEO</b>	noncombatant evacuation operation
<b>NETCOM</b>	network command
<b>NETOPS</b>	network operations
<b>NFA</b>	no-fire area
<b>NG</b>	National Guard
<b>NGF</b>	naval gunfire
<b>NGFS</b>	naval surface fire support
<b>NGIA</b>	National Geospatial Imagery Agency
<b>NGLO</b>	naval gunfire liaison officer
<b>NGO</b>	nongovernmental organization
<b>NIMA</b>	National Imagery Mapping Agency
<b>NIPRNET</b>	nonsecure internet protocol router network
<b>NLOS</b>	night line of sight
<b>NLT</b>	no later than
<b>NMC</b>	nonmission capable
<b>NODLR</b>	night observation device, long range
<b>NOE</b>	nap-of-the-earth
<b>NORMA</b>	nature of the target, obstacle clearance, range to target, multiple firing positions, adequate area for proper dispersion between aircraft
<b>NP</b>	neuropsychiatry services
<b>NRT</b>	near real time
<b>NRTS</b>	not repairable this station
<b>NSC</b>	net control station
<b>NSFS</b>	naval surface fire support
<b>NSL</b>	nonstockage list
<b>NSN</b>	national stock number
<b>NTDR</b>	near-term digital radio
<b>NVG</b>	night-vision goggles
<b>O&amp;I</b>	operations and intelligence
<b>O/I</b>	operations and intelligence
<b>OAKOC</b>	observation and fields of fire, avenues of approach, key terrain, obstacles and movement, and cover and concealment
<b>OB</b>	order of battle
<b>OBJ</b>	objective (graphics)
<b>OBSTINTEL</b>	obstacle intelligence
<b>OCIE</b>	organizational clothing and individual equipment
<b>OCOKA</b>	observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach



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<b>OCPA</b>	Office of the Chief of Public Affairs
<b>ODS</b>	Operation Desert Shield
<b>OE</b>	operational environment
<b>OEG</b>	operational exposure guidance
<b>OI</b>	operations and intelligence
<b>OIC</b>	officer in charge
<b>OIF</b>	Operation Iraqi Freedom
<b>ONA</b>	operational net assessment
<b>OP</b>	observation post
<b>OPCON</b>	operational control
<b>OPLAN</b>	operation plan
<b>OPLAW-JA</b>	operations law-judge advocate
<b>OPLOG</b>	operational logistics
<b>OPLOG-PLANNE</b>	operations logistics planner
<b>OPORD</b>	operation order
<b>OPSEC</b>	operations security
<b>OPTEMPO</b>	operations tempo
<b>ORGWON</b>	organization work order number
<b>ORL</b>	ordnance release line
<b>OST</b>	order ship time
<b>P&amp;A</b>	Personnel and Administration
<b>PA</b>	physician's assistant; position area
<b>PAC</b>	personnel and administration center
<b>PAG</b>	public affairs guidance
<b>PAI</b>	personnel asset inventory
<b>PAM</b>	pamphlet
<b>PAO</b>	public affairs officer; public affairs office
<b>PARC</b>	principal assistant responsible for contracting
<b>PARRTS</b>	Patient Accounting and Reports Real-Time Tracking System
<b>PASBA</b>	Patient Administration System and Biostatistics Activity
<b>PASR</b>	personnel accounting strength report
<b>PBO</b>	property book officer
<b>PCC</b>	pre-combat check; primary control center
<b>PCI</b>	precombat inspection
<b>PDD</b>	presidential decision directive
<b>PDF</b>	protective defensive fires
<b>PEL</b>	priority effects list
<b>PEO</b>	peace enforcement operations
<b>PERSITREP</b>	personnel situation report
<b>PGM</b>	precision-guided munition

<b>PIR</b>	priority intelligence requirements
<b>PKO</b>	peacekeeping operations
<b>PL</b>	phase line, platoon leader
<b>PLGR</b>	precision lightweight GPS receiver
<b>PLL</b>	prescribed load list
<b>PLS</b>	pallet logistics system; palletized load system
<b>PLS-E</b>	Palletized Load System-Enhanced
<b>PM</b>	provost marshal/program manager
<b>PMCS</b>	preventive maintenance checks and services
<b>PME</b>	peacetime military engagement
<b>PMM</b>	preventative medicine measures
<b>PO</b>	peace operations
<b>POC</b>	point of contact
<b>POD</b>	port of debarkation
<b>POE</b>	port of embarkation
<b>POL</b>	petroleum, oils, and lubricants
<b>POM</b>	preparation for overseas movement
<b>POSNAV</b>	position navigation
<b>POV</b>	personally owned vehicle
<b>PP</b>	passage point
<b>PR</b>	personnel recovery
<b>PROPHET</b>	programmed reviewing, ordering, and forecasting inventory technique
<b>PS</b>	physical security;
<b>PSD</b>	personnel security detachment
<b>PSG</b>	platoon sergeant
<b>PSNCO</b>	personnel staff noncommissioned officer
<b>PSS</b>	personnel service support
<b>PSYACTS</b>	psychological operations actions
<b>PSYOP</b>	psychological operations
<b>PVNTMED</b>	preventive medicine
<b>PVO</b>	private volunteer organization
<b>PW</b>	prisoner of war [do we want to use PW or POW? PW is the official usage, but POW is more familiar.]
<b>PZ</b>	pickup zone
<b>PZCO</b>	pickup zone control officer
<b>Q&amp;A</b>	questions and answers
<b>QC</b>	quality control
<b>QM</b>	quartermaster
<b>QRF</b>	quick reactionary force

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<b>QSC</b>	quantity per shipping container
<b>R</b>	reinforce
<b>R&amp;S</b>	reconnaissance and surveillance
<b>R/GSR</b>	reinforcing/general support reinforcing
<b>RA</b>	routing area
<b>RAAM</b>	remote antiarmor mine
<b>RAAMS</b>	Remote Antiarmor Mine System
<b>RAP</b>	rocket-assisted projectile
<b>RATELO</b>	radio-telephone operator
<b>RAU</b>	radio access unit
<b>RC</b>	reserve component
<b>RCC</b>	regional combatant commander
<b>RDD</b>	required delivery date
<b>RDO</b>	radar deployment order
<b>RECCE</b>	reconnaissance
<b>RECON</b>	reconnaissance
<b>RED</b>	risk estimate distance
<b>REDCON</b>	readiness condition
<b>RF</b>	radio frequency
<b>RFA</b>	restrictive fire area
<b>RFI</b>	request for intelligence; request for information
<b>RFID</b>	radio frequency identification tag
<b>RFL</b>	restricted fire line
<b>RHO</b>	reconnaissance handover
<b>RHOL</b>	reconnaissance handover line
<b>RI</b>	relevant information
<b>RM</b>	requirements management
<b>ROE</b>	rules of engagement
<b>ROI</b>	rules of interaction
<b>ROM</b>	refuel on the move
<b>RP</b>	release point
<b>RPB</b>	regional PSYOP battalion
<b>RPG</b>	rocket-propelled grenade
<b>RPOL</b>	rearward passage of line
<b>RPV</b>	remotely piloted vehicle
<b>RS</b>	radio set; religious support
<b>RSCAAL</b>	remote sensing chemical agent alarm
<b>RSO</b>	reconnaissance staff officer; regional security officer
<b>RSOI</b>	reception, staging, onward movement, and integration
<b>RSP</b>	regional supply point

<b>RTQ</b>	response to query
<b>RSR</b>	required supply rate
<b>RSSA</b>	reconnaissance squadron support area
<b>RSSP</b>	ration supplement/sundries pack
<b>RSTA</b>	reconnaissance, surveillance, and target acquisition
<b>RTD</b>	return to duty
<b>RTS</b>	remote tracking station;
<b>RUF</b>	rules on the use of force
<b>RVT</b>	remote video terminal
<b>RWS</b>	remote workstation
<b>RX</b>	reparable exchange
<b>S1</b>	adjutant/personnel officer
<b>S2</b>	intelligence officer
<b>S3</b>	operations and training officer
<b>S4</b>	logistics officer
<b>S5</b>	civil affairs officer
<b>S6</b>	communications staff officer
<b>SA</b>	security assistance
<b>SAAS-MOD</b>	Standard Army Ammunition System-Modernized
<b>SADARM</b>	search and destroy armor
<b>SALT</b>	size, activity, location, and time
<b>SALUTE</b>	size, activity, location, unit, time, and equipment
<b>SAMS</b>	Standard Army Maintenance System
<b>SARSS</b>	Standard Army Retail Supply System
<b>SARSS-O</b>	Standard Army Retail Supply System-Objective
<b>SATCOM</b>	satellite communications
<b>SBCT</b>	Stryker brigade combat team
<b>SBF</b>	support by fire; suppress by fire
<b>SC4</b>	systems for command, control, communications, and computers
<b>SCATMINE</b>	scatterable mine
<b>SCATMINEWAR</b>	scatterable minefield warning
<b>N</b>	
<b>SCL</b>	standard conventional load
<b>SCT</b>	scout (graphics)
<b>SD</b>	self-destruct
<b>SEAD</b>	suppression of enemy air defense
<b>SECSGT</b>	section sergeant
<b>SEE</b>	small emplacement excavator
<b>SEN</b>	small extension node
<b>SFC</b>	sergeant first class

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<b>SFOR</b>	sustainment force
<b>SGM</b>	sergeant major
<b>SGT</b>	sergeant
<b>SHORAD</b>	short-range air defense
<b>SIDPERS</b>	Standard Installation Personnel System
<b>SIGCOM</b>	(theater) signal command
<b>SIGINT</b>	signals intelligence
<b>SINCGARS</b>	Single-Channel Ground and Airborne Radio System
<b>SIP</b>	system improvement plan
<b>SIR</b>	specific information requirements
<b>SITREP</b>	situation report
<b>SITTEMP</b>	situation template
<b>SIV</b>	systems integration vehicle
<b>SJA</b>	staff judge advocate
<b>SMART-T</b>	secure, mobile, antijam reliable, tactical terminal
<b>SME</b>	subject matter expert
<b>SMFT</b>	semitrailer mounted fabric tank
<b>SMU</b>	special-mission unit
<b>SOEO</b>	scheme of engineer operations
<b>SOF</b>	special operations forces
<b>SOI</b>	signal operating instructions
<b>SOO</b>	space operations officer; special operations officer; supply operations officer; support operations officer
<b>SOP</b>	standing operating procedures
<b>SOR</b>	specific orders and requests
<b>SOS</b>	source of supply; special operations squad; strategic operating system
<b>SOSRA</b>	suppress, obscure, secure, reduce, and assault
<b>SP</b>	start point
<b>SPBS-R</b>	Standard Property Book System-Revision
<b>SPIES</b>	special patrol insertion/extraction system
<b>SPINS</b>	special instructions
<b>SPLL</b>	self-propelled loader-launcher
<b>SPO</b>	support operations officer
<b>SPOD</b>	seaport of debarkation
<b>SPOE</b>	seaport of embarkation
<b>SPORT</b>	soldier portable-system repair tool
<b>SPOTREP</b>	spot report
<b>SPT OPS</b>	support operations
<b>SRC</b>	Standard Requirement Code

<b>SRO</b>	system readiness objective; standing route order; singly resonant oscillator
<b>SRP</b>	Soldier readiness preparations
<b>SSC</b>	small-scale contingency
<b>STAMIS</b>	Standard Army Management Information System
<b>STANAG</b>	Standardization NATO Agreement
<b>STANG</b>	Standardization Agreement (NATO)
<b>STE ICE</b>	simplified test equipment/internal combustion
<b>STE</b>	secure telephone equipment; simplified test equipment
<b>STON</b>	short ton
<b>STRIKEWARN</b>	strike warning
<b>STU</b>	secure telephone unit
<b>SU</b>	situational understanding
<b>SUA</b>	support unit of action
<b>SUAV</b>	small-unit unmanned aerial vehicle
<b>SVML</b>	standard vehicle-mounted launcher
<b>SWEAT-MS</b>	sewage, wear, energy, academics, trash, medical, and security
<b>SR</b>	system-revised
<b>T/ESM</b>	target/effects synchronization matrix
<b>TA</b>	target acquisition
<b>TAA</b>	tactical assembly area
<b>TAC</b>	terminal attack controller
<b>TACAIR</b>	tactical air
<b>TACON</b>	tactical control
<b>TACP</b>	tactical air control party
<b>TACSAT</b>	tactical satellite
<b>TAI</b>	target area of interest
<b>TAIS</b>	Target Airspace Integration System
<b>TALO</b>	theater airlift liaison officer
<b>TAML</b>	theater army medical laboratory
<b>TAMMIS</b>	The Army Medical Management Information System
<b>TAMMS</b>	The Army Maintenance Management System
<b>TARSOC</b>	theater army special operations command
<b>TAV</b>	total asset visibility
<b>TB</b>	technical bulletin
<b>TC-AIMS II</b>	Transportation Coordinator's Automated Information for Movement System II
<b>TC-AIMS</b>	Transportation Coordinator's Automated Information for Movement System
<b>TCAM</b>	TAMMIS customer assistance module
<b>TCAM</b>	threat condition alerting message

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<b>TCF</b>	tactical combat force; tactical command force
<b>TCMD</b>	transportation control and movements document
<b>TCN</b>	transportation control number
<b>TCO</b>	troop commanding officer
<b>TCP</b>	traffic control point
<b>TCRIT</b>	target criteria
<b>TDA</b>	table of distribution and allowances
<b>TDD</b>	time definite delivery
<b>TDIS</b>	time and distance
<b>TDMA</b>	time distance multiple access
<b>TECHCON</b>	technical control
<b>TEP</b>	theater engagement plan
<b>TEWT</b>	tactical exercise without troops
<b>TF</b>	task force
<b>TI</b>	tactical internet
<b>TIB</b>	theater intelligence brigade
<b>TIM</b>	toxic industrial materials
<b>TIO</b>	tactical intelligence officer
<b>TIRS</b>	Terrain Index Reference System
<b>TIS</b>	thermal imaging sensor
<b>TLE</b>	target location error
<b>TLP</b>	troop-leading procedures
<b>TM</b>	team (graphics)
<b>TMDE</b>	test, measurement, and diagnostic equipment
<b>TMIP</b>	Theater Medical Information Program
<b>TMM</b>	target management matrix
<b>TMR</b>	transportation movement release; technical modification request
<b>TNC</b>	theater network command
<b>TO</b>	task order
<b>TOA</b>	transfer of authority
<b>TOC</b>	tactical operations center
<b>TOE</b>	table of organization and equipment
<b>TOW</b>	tube-launched, optically tracked, wire-guided
<b>TPFDDL</b>	time-phased force and deployment data list
<b>TPL</b>	time phase line
<b>TPN</b>	tactical packet network
<b>TPS</b>	Tactical Personnel System
<b>TPT</b>	tactical PSYOP team
<b>TRADOC</b>	US Army Training and Doctrine Command
<b>TRI-TAC</b>	tri-service tactical communications

<b>TRMT</b>	treatment
<b>TRP</b>	target reference point
<b>TSC</b>	theater sustainment command
<b>TSM</b>	TRADOC systems manager; TRADOC systems management
<b>TSOP</b>	tactical standing operating procedures
<b>TSS</b>	target selection system; target selection standard
<b>TTP</b>	tactics, techniques, and procedures
<b>TUAV</b>	tactical unmanned aerial vehicle
<b>TVS</b>	television sensor
<b>TWV</b>	tactical wheeled vehicle
<b>UA</b>	unit of action
<b>UAV</b>	unmanned aerial vehicle
<b>UBL</b>	unit base load
<b>UCMJ</b>	Uniform Code of Military Justice
<b>UE<sub>x</sub></b>	unit of employment x
<b>UE<sub>y</sub></b>	unit of employment y
<b>UGR-E</b>	unitized ground rations-express
<b>UGR-H&amp;S</b>	unitized ground rations-heat and serve
<b>UGR</b>	unitized ground rations
<b>UGR-A</b>	unitized group ration-A
<b>UGR-B</b>	unitized group ration-B
<b>UH</b>	utility helicopter
<b>UHB</b>	ultrahigh brightness
<b>UHF</b>	ultrahigh frequency
<b>UHN</b>	unit hub node
<b>UJTL</b>	universal joint task list
<b>ULLS</b>	Unit-Level Logistics System
<b>ULLS-(A/G/S4)</b>	Unit-Level Logistics System- (Air/Ground/Logistics)
<b>ULLS-G</b>	Unit-Level Logistics System-Ground
<b>UMCP</b>	unit maintenance collection point; unit maintenance control joint
<b>UMO</b>	unit movements officer
<b>UMT</b>	unit ministry team/unit maintenance technician
<b>UN</b>	United Nations
<b>UO</b>	urban operations
<b>US</b>	United States
<b>USAF</b>	United States Air Force
<b>USAR</b>	United States Army Reserve
<b>USMC</b>	United States Marine Corps
<b>UTO</b>	unit task organization
<b>UXO</b>	unexploded ordnance



<b>VBIED</b>	vehicle borne improvised explosive device
<b>VHF</b>	very high frequency
<b>VHSIC</b>	very high-speed integrated circuits
<b>VMF</b>	variable message format
<b>VOIP</b>	voice over internet protocol
<b>VSAT</b>	very small aperture terminal
<b>VT</b>	variable time
<b>WAN</b>	wide area network
<b>WARNO</b>	warning order
<b>WCS</b>	weapons control status
<b>WIA</b>	wounded in action
<b>WILCO</b>	will comply
<b>WIN</b>	Warfighter Information Network
<b>WMD</b>	weapons of mass destruction
<b>WO</b>	warning order
<b>WP</b>	white phosphorus
<b>WSM</b>	weapon system manager
<b>WSRO</b>	weapon system replacement operations
<b>XO</b>	executive officer
<b>ZOR</b>	zone of responsibility

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