

FM 3-98

Reconnaissance and Security Operations

JULY 2015

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Reconnaissance and Security Operations

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Preface

Field Manual (FM) 3-98 provides doctrinal guidance and direction for Cavalry organizations, as well as reconnaissance and security organizations. This FM establishes the foundation for the development of tactics and procedures in subordinate doctrine publications. This publication applies across the range of military operations. While the main focus of this field manual is Cavalry formations within the units listed below, all maneuver formations must be able to conduct reconnaissance and security tasks.

- Armored brigade combat team (ABCT) Cavalry squadron.
- Infantry brigade combat team (IBCT) Cavalry squadron.
- Stryker brigade combat team (SBCT) Cavalry squadron.
- Battlefield surveillance brigade (BFSB) Cavalry squadron.
- It is applicable to the—
 - Scout platoon of maneuver battalions.
 - Combat aviation brigade air squadron.

The principal audiences for FM 3-98 are commanders, leaders, and staffs responsible for the planning, execution, or support of reconnaissance and security operations as well as instructors charged with teaching reconnaissance and security operations.

Commanders ensure their decisions and the actions of their units comply with applicable United States (U.S.), international, and host nation (HN) laws and regulations. Commanders ensure that their Soldiers operate according to the law of war and the rules of engagement. (Refer to FM 27-10 for more information.)

FM 3-98 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which FM 3-98 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which FM 3-98 is the proponent publication are boldfaced in the text. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication applies to the Active Army, the Army National Guard (ARNG), the Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR), unless otherwise stated.

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

The proponent for this publication is the United States Army Training and Doctrine Command (TRADOC). The preparing agency is the United States Army Maneuver Center of Excellence (MCoE), Fort Benning, Georgia. Send your comments and recommendations by any means (U.S. mail, e-mail, fax, or telephone). Use Department of the Army (DA) Form 2028, (*Recommended Changes to Publications and Blank Forms*). Point of contact information is as follows:

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Introduction

Doctrine consists of fundamental principles that describe how to fight. At the tactical level, doctrine consists of authoritative principles concerning how to execute reconnaissance and security operations as part of Army and joint operations that require professional military judgment in their application. Importantly, our doctrine must describe how brigade combat teams (BCT) and subordinate units combine the capabilities of various arms into cohesive, combined arms, air-ground teams and provide a clear description of how to execute reconnaissance and security operations.

This publication provides the commander and staff of Cavalry formations with doctrine relevant to Army and joint operations. This publication explains how effective reconnaissance and security operations generate depth, allow commanders reaction time and maneuver space, fight for information and collect information through stealth, protect against surprise, ease the forward movement of follow-on forces, and provide commanders with flexibility and adaptability. The doctrine described in this publication is applicable across unified land operations. The previous proponent manual for Cavalry Operations was FM 3-20.96, published 12 March 2010, which included operational considerations. This publication provides doctrinal guidance for all formations assigned to the ABCT, the IBCT, and SBCT. The following is a summary of each chapter in the manual:

- Chapter 1 addresses the role of Cavalry in unified land operations and Cavalry organizations.
- Chapter 2 discusses understanding the threat, potential threat groups and threat characteristics.
- Chapter 3 addresses the operational environment, shaping, engaging, and influencing outcomes, and consolidating gains.
- Chapter 4 highlights the updated concepts of mission command in relation to commander's reconnaissance and security guidance, the operations process and information collection.
- Chapter 5 begins with an overview, followed by a detailed discussion of the fundamentals of reconnaissance, forms of reconnaissance, and reconnaissance handover.
- Chapter 6 begins with an overview, followed with the fundamentals of security operations, counterreconnaissance, and the forms of security.
- Chapter 7 provides a short overview and then devotes a section to reconnaissance and security stability planning, stability principles and frameworks, and stability tasks.
- Chapter 8 describes sustainment for reconnaissance and security tasks, sustainment planning considerations for reconnaissance and security, sustainment considerations for reconnaissance and security and special sustainment consideration.

To understand FM 3-98, the reader must understand the operational art, the principles of war, and the links between the operational and tactical levels of war described in JP 1, JP 3-0, ADP 3-0, and ADRP 3-0. The reader should understand how the offensive, defensive, stability, and defense support of civil authorities' tasks described carry over and affect the conduct described by the other (in ADPs 3-07, 3-28, and 3-90 and ADRPs 3-07 and 3-90). The reader should understand the operations process (plan, prepare, execute, and assess) and how that process relates to the Army's military decision making process and troop-leading procedures described in ADP 5-0 and ADRP 5-0. The reader must also understand the concepts associated with mission command as described in ADP 6-0 and ADRP 6-0. Reviewing these publications assists the reader in understanding FM 3-98.

While doctrine provides leaders at all echelons authoritative principles to consider before, during, and after execution of reconnaissance and security operations, FM 3-98, is not a substitute for common sense, professional military judgment, and leaders' imperatives to act aggressively. As in any combat operation, success in unified land operations will depend mainly on leaders and Soldiers who are tough, disciplined, competent, and who take initiative consistent with the mission, commander's intent, and the principles outlined within this manual.

Chapter 1

Importance of Reconnaissance and Security and Roles of Cavalry Organizations

Reconnaissance and security operations are essential to effective execution of unified land operations. *Unified land operations* describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability tasks in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution (ADP 3-0). BCTs conduct reconnaissance and security operations to develop the situation and identify, create, and preserve options to seize, retain, and exploit the initiative.

Reconnaissance and security tasks allow BCTs to achieve positions of relative advantage. Effective reconnaissance and security tasks confirm or deny the commander's and staff's initial understanding and visualization of the tactical and operational situation and further develop the intelligence picture for the BCT to allow the commander to describe, direct, lead, and assess military operations as well as make effective decisions.

Reconnaissance and security tasks provide a continuous flow of combat information and intelligence that help commanders cope with uncertainty, make contact under favorable conditions, identify opportunities, prevent surprise, and make timely decisions. Reconnaissance and security tasks provide BCT commanders with freedom of movement and action that create advantageous conditions for future operations that seize, retain, and exploit the initiative.

SECTION I – ROLE OF THE CAVALRY FORMATION IN UNIFIED LAND OPERATIONS

1-1. Reconnaissance operations allow commanders to understand the situation, visualize the battle, and make decisions. Security operations provide reaction time and maneuver space to enable decisions and protect the force from unanticipated danger. Reconnaissance and security tasks answer commanders' critical information requirements (CCIR), mitigate risk, identify enemy weakness, and isolate the enemy from sources of strength.

1-2. Cavalry units conduct reconnaissance and security tasks in close contact with enemy organizations and civilian populations. Cavalry organizations employ appropriate combinations of mounted and dismounted tactics and are able to both fight for information and develop the situation through stealthy tactics and observation based upon the mission variables of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).

HISTORICAL ROLES OF CAVALRY UNITS

1-3. Armies have used Cavalry forces to capitalize upon their significant advantage in mobility that made them well suited for long-range reconnaissance and security operations. Cavalry forces ability to fight also made them well suited for creating and providing options for the commander, shaping subsequent fights and allowing the commander to make timely decisions to seize, retain, and exploit the initiative. Reconnaissance

and security gave commanders the ability to concentrate forces at decisive points while protecting against surprise. Cavalry continued to play key roles such as—

- Conduct reconnaissance operations to detect enemy weaknesses and strengths.
- Conduct security to provide early warning and maneuver space.
- Cover retreats.
- Counter enemy Cavalry.
- Counterattack enemy Infantry attacks.
- Administer the decisive blow through isolation and pursuit.

1-4. The operations of the newly organized Cavalry Corps of the Army of the Potomac during the Gettysburg campaign were an essential factor in the Union's success in that pivotal battle. At Gettysburg, the Union Army employed an effective Cavalry force that worked directly for the commanding General of the Army.

Shaping the Battlefield with Cavalry: Gettysburg, the First Day

In June 1863, as General Robert E. Lee led his Army of Northern Virginia through the Shenandoah Valley into Maryland and Pennsylvania, Almost one half of the confederate Cavalry forces under Major General J.E.B. Stuart were conducting independent operations. The absence of this leader and his reconnaissance and security force would disadvantage Lee as he concentrated his forces in south central Pennsylvania near the town of Gettysburg.

The Union Army of the Potomac moved north in several columns, screened by its Cavalry. The westernmost column benefited from the protection of BG John Buford's Cavalry division, a combined arms force. On 29 June this formation moved to a nexus of roads near Gettysburg, leaving one of its brigades to cover the passes of the Catoctin Mountains to protect the army's flank. After a brief encounter with Confederate forces Buford led his remaining two brigades and one battery of artillery into Gettysburg the following day. He bypassed initial contact to focus on his reconnaissance objective, the location and actions of Lee's Army.

Aware of a Confederate concentration of forces to his west but lacking more detailed information, Buford dispatched scouts to conduct an area reconnaissance west and north of Gettysburg. They reported completely and accurately the locations and lines of march for all three corps of Lee's army. Buford immediately transmitted collected information to General Meade and made recommendations to, the Union army commander. Buford's reports allowed Meade to understand and visualize the terrain surrounding Gettysburg before occupation. Based on his scouts' reports, Buford deployed his division to cover the primary approaches to the town from the north and west. He also ensured local security by implementing martial law, the arrest of a suspected spy, and the prohibition of alcohol sales to his soldiers. Buford understood his mission to delay the Confederates and deny access to the heights overlooking the town to enable the Army of the Potomac to occupy that position.

Having pinpointed and identified their lines of march and probable objective (Gettysburg), Buford undertook preparations to delay the Confederate forces (after identifying their advance) as long as possible. He prepared his two brigades to cover a seven mile arc outside the town, stretching from the west to the northeast. His main effort focused on the Chambersburg Pike that reached Gettysburg from the west, where the closest Confederate forces were encamped. A series of ridgelines crossed the road, and Buford used these to add depth to his position. His main position lay upon McPherson Ridge, where he deployed much of one brigade, supported by his artillery battery. A series of picket lines and small 4 to 5 man patrols occupied the ridgelines forward of this position to a depth of nearly two miles. At their most advanced point along Whistler's Ridge, Buford's pickets lay only a half mile from their Confederate counterparts. In Gettysburg's Lutheran Seminary, whose high cupola permitted observation of the town and its surroundings, Buford established his signals officer.

Buford's operations lay in complete contrast to those undertaken by the Confederates. When a North Carolina brigade approached Gettysburg and discovered the Union Cavalry in the town, its commander withdrew and reported the contact to his division and corps commanders. Neither officer considered the enemy presence in Gettysburg to be significant and determined to evict it the following day. They lacked detailed information of Buford's force, and they were under orders not to trigger a general engagement before the arrival of the rest of Lee's army. A thorough reconnaissance of Gettysburg might have provided a more realistic assessment of the Union position. With much of the Confederate Cavalry on detached service, they were not available to locate and track the movements of the Army of the Potomac, much less conduct a deliberate reconnaissance of Gettysburg, depriving Lee of vital information.

In the early hours of 1 July, Confederate Major General Henry Heth led elements of his division down the Chambersburg Pike toward Gettysburg. Heth's forces quickly encountered Buford's forward picket line. Large numbers of Confederate skirmishers deployed to engage the pickets, while an artillery battery provided fire support. Buford's pickets withdrew slowly, keeping the enemy engaged and unable to make a rapid advance. The Confederate advance was further delayed when Buford reinforced his forward lines. Buford's actions caused the Confederates to prematurely deploy their brigades in preparation for a general assault and commence an artillery bombardment of the Union positions. Confederate deployment allowed the Army of the Potomac the opportunity to gain positions of tactical advantage and retain initiative.

Buford and his division set conditions for Meade's success. As more U.S. formations arrived on the field, Buford's division was relieved by other Union forces. Buford's actions ensured that the Army of the Potomac secured the high ground. Over the next two days, General Lee's army would shatter itself in repeated attacks upon these heights. Reconnaissance operations to identify Confederate forces and key terrain along with security operations delaying Confederate advances and protecting the main body proved decisive at The Battle of Gettysburg.

CURRENT ROLE

1-5. The fundamental purpose of Cavalry is to set conditions for successful operations of the unit for which they are conducting reconnaissance and security tasks. These roles are not necessarily missions themselves, but translate into mission statements.

Enable Mission Command

1-6. Reconnaissance and security operations are essential to successful operations. BCTs conduct continuous reconnaissance and security tasks mainly through their organic Cavalry organizations. BCTs must defeat adaptive and determined enemies as well as consolidate tactical gains. Effective reconnaissance and security tasks improve situational understanding and help commanders to—

- Understand the tactical, human, and political dynamics within an area of operations.
- Visualize operations in the context of mission variables (METT-TC).
- Achieve situational understanding.
- Develop the situation through action in close contact with enemy and civilian populations.
- Execute operations with higher degrees of flexibility, adaptability, synchronization, and integration.
- Identify or create options to seize, retain, and exploit the initiative.

Provide Accurate and Timely Information to the Operations Process and Intelligence Collection Cycle

1-7. Accurate and timely reporting allows the BCT to seize and retain the initiative and concentrate combat power at the right time and place. The BCT commander requires accurate and timely information on: enemy, terrain, and the indigenous population as they affect the mission. To understand, visualize, describe, direct, lead and assess combat operations, the BCT commander relies on information collection assets, including,

national intelligence sources, military intelligence units, long-range surveillance detachments, unmanned aerial systems, aviation, electronic warfare and cyber warfare platforms, and any unit in contact. These assets assist intelligence preparation of the battlefield (IPB), the operations process, and adjustments during operations. The commander's best means of visualizing and understanding their area of operation is through the conduct of reconnaissance tasks.

1-8. Commanders require timely and accurate information during the execution of operations to maneuver and direct future combat operations against the enemy. The primary source of fresh information for the commander during battle is his reconnaissance and security organization—his Cavalry.

1-9. Cavalry units.—

- Counter enemy deception efforts better than any sensor system.
- Provide the most reliable means of assessing terrain.
- Operate actively not passively —Cavalry not only finds the enemy but can further develop the situation and force the enemy to reveal more information including enemy intentions and fighting ability.
- Disseminate relevant information immediately to commanders.
- Develop recommendations to seize, retain, and exploit the initiative.

1-10. Performing reconnaissance, Cavalry forces provide commanders with combat information needed to strike at the right place and time, such as the actual size and composition of the enemy, his exact dispositions, strengths and weaknesses and location of the decisive point.

Operate as Combined Arms Air-Ground Teams

1-11. Cavalry organizations are combined arms teams that, when paired with aviation assets, form air-ground maneuver teams that utilize appropriate combinations of mounted, dismounted, and aerial operations to accomplish their mission. The organization is equipped, organized, and trained to identify enemy locations to improve situational awareness and provide security for the BCT. Cavalry units must move continually and at times rapidly to positions of tactical advantage to observe and fight. Cavalry units require organized, integrated, and synchronized support from all warfighting functions to ensure effective reconnaissance and security operations.

1-12. Cavalry forces satisfy commanders' critical information requirements by employing all available combat power. While the enemy seeks to protect or conceal vital information and key assets, Cavalry units overcome these efforts and fight for information within their capabilities to develop the situation rapidly and accurately report the specific details of the tactical situation. Air-Ground teams allow reconnaissance efforts to develop the situation in multiple dimensions to maximize information collection and assist the commander in visualizing and understanding the area of operations.

1-13. Air-ground operations are the simultaneous or synchronized employment of ground forces with manned and unmanned, rotary- and fixed-wing aviation and fires to seize, retain, and exploit the initiative. Effective air-ground operations are built upon relationships, mutual trust, and a common understanding of the operational environment, operation, and mission. They require detailed planning, coordination, and synchronized employment of ground and air maneuver and fire to achieve the commander's objectives and ensure freedom of movement and action.

Provide Reaction Time and Manuever Space

1-14. BCTs use the Cavalry squadron to develop tactical and operational depth and to create sufficient reaction time and maneuver space. Cavalry organizations conduct stealthy reconnaissance and security tasks to detect and observe enemy developments well forward of the BCT's main body. The BCT develops the situation by fighting for information to buy the time and space required for an effective response to enemy actions. Reconnaissance tasks develop the situation forward or to the flanks of the main body to prevent the BCT commander from fighting at a disadvantage. Security tasks provide space to maneuver, creating flexibility for the commander to respond to unanticipated enemy actions or developments within his areas of operations. Security operations provide time for the commander to assess the situation, determine a course of action, issue orders, make continuous assessments, issue additional fragmentary orders, and maneuver.

Preserve Combat Power and Achieve Economy of Force

1-15. To develop the situation, Cavalry units locate enemy forces, identify key terrain, and interact with the civilian population. As they do so, Cavalry units provide reaction time and maneuver space to allow the maneuver commander to preserve combat power to use at the decisive time and place. Cavalry organizations provide security for the BCT main body, which protects and preserves the combat power of the BCT. In offensive tasks, effective Cavalry operations prevent the premature deployment and loss of critical combat power. In defensive tasks, an effective Cavalry operation provides early warning, destroys enemy reconnaissance forces, and fixes the lead elements of enemy organizations within the capabilities of the respective Cavalry organization. As a result, Cavalry organizations, by their role, are an economy of force.

1-16. *Economy of force*: Expend minimum essential combat power on secondary efforts to allocate the maximum possible combat power on primary efforts. (ADRP 3-0.) The flexible capabilities of Cavalry allow the commander to conserve the combat power of their BCTs to use at a time and place of his choosing. When augmented with additional combat power—based on METT-TC—the BCT’s Cavalry organizations can provide the BCT a critical capability based on a principle of war—economy of force.

Facilitate Movement and Transitions

1-17. Cavalry units assist movement and transitions by executing reconnaissance and facilitating coordination and contact between units. Scout platoons occupy contact points and passage points, and they coordinate with higher and adjacent units or headquarter to ensure seamless transitions and cross-unit coordination.

1-18. Effective reconnaissance tasks assist the BCT to ease transitions in plans, phases, and priorities of effort and mitigate information gaps between units. Reconnaissance tasks assist commanders to employ the most appropriate forms of maneuver to envelop, turn, dislocate, and ultimately defeat enemy forces. Combined arms air-ground operations answer priority intelligence requirements (PIR), create options, and develop the situation to set conditions for reconnaissance handover or decisive engagement.

1-19. Transitions mark a change of focus and priorities between phases, or between the ongoing operation and execution of a branch or sequel. The shift in relative priority between the elements of military operations, such as from offense to stability tasks, involve a transition. Cavalry units are instrumental in providing the commander information to make the transition as seamless as possible. They can provide protection for the main body transitioning from offense to defense. However, Cavalry units are vulnerable to enemy threats, unanticipated changes to the situation, or the danger of relaxing discipline and safety standards during their own and higher transitions. As a result, commanders should establish clear conditions for mission execution.

Fight for Information

1-20. The information friendly forces seek is generally of equal importance to the enemy, who will act to protect the vital information. While preserving their freedom of maneuver Cavalry units overcome these efforts and fight for information within their capabilities to develop the situation rapidly and accurately report the specific details of the tactical situation.

SECTION II – CAVALRY EMPLOYMENT IN UNIFIED LAND OPERATIONS

1-21. Commanders and staffs determine the reconnaissance requirements for the operation and the commander issues reconnaissance planning guidance early to ensure that reconnaissance tasks can precede the mission and identify options to seize, retain, and exploit the initiative. Reconnaissance operations often begin before completion of course of action analysis so the reconnaissance unit can inform the planning effort.

CAVALRY IN UNIFIED LAND OPERATIONS

1-22. The core competencies of Cavalry forces are to conduct reconnaissance and security in close contact with enemy forces and civilian populations. These competencies allow the BCT to accomplish its core missions. Cavalry forces facilitate the supported commander’s ability to maneuver concentrate superior combat power against the enemy at the decisive time and place, and take appropriate actions to consolidate gains while preparing for the next mission.

1-23. For reconnaissance and security tasks to be most effective, they must be initiated early in the planning process for BCT-level missions and continued throughout the mission. As a result, commanders and staffs develop information requirements throughout the operations process and continuously assess, add, or delete requirements during planning and execution.

1-24. Cavalry commanders conduct operations consistent with the fundamentals of reconnaissance and security. They help the BCT commander identify gaps or weaknesses in the plan as well as opportunities to exploit and improve the situational understanding. Reconnaissance and security tasks answer PIR and enable the commander to make decisions and direct forces to achieve mission success. Both reconnaissance and security tasks enable successful offense, defense, and stability tasks. Commanders and staffs first identify information gaps during the military decision-making process and continuously assess, adapt, add, and delete requirements throughout the operation. Staffs identify specified, implied, and essential tasks necessary for mission success during mission analysis, reviewing available assets and identifying resource and information shortfalls.

1-25. During mission analysis, staffs identify critical facts and assumptions that aid in the development of the initial commander's critical information requirements. Commander's critical information requirements are composed of priority intelligence requirements and friendly force information requirements (FFIR) which facilitate timely decision making. Priority intelligence requirements are an information requirement necessary to understand the adversary or operational environment. Priority intelligence requirements identify information about the enemy, terrain, weather, and civil considerations that the commander considers most important and have impact upon future decisions. Friendly force information requirements identify information about friendly forces and supporting capabilities—information that affects future courses of action and decisions from a friendly perspective.

1-26. Based upon identified information requirements, staffs assign tasks to prioritize, manage, and develop collection of information requirements leading to future decisions. As staffs identify requirements necessary for successful execution, the staff recommends and assigns tasks for Cavalry units to conduct reconnaissance and provide answers that allow the commander to make decisions and capitalize on opportunities.

GENERAL EMPLOYMENT OF CAVALRY UNITS

1-27. During operations, the commander and staff's time and resources are balanced between four major activities in a continuous learning and adaptive cycle called the operations process which includes planning, preparing, executing, and continuously assessing the operation (refer to ADP 5-0 for more information). Operations process activities are sequential but not discrete; all overlap and recur as circumstances demand.

1-28. Commanders implement early information collection and security to help protect and prepare the force for execution. Cavalry units should deploy in the planning phase to shape preparation activities and execution. (Refer to ADRP 5-0 for more information.)

1-29. Commanders take every opportunity to improve their situational understanding before execution of the mission which requires aggressive and continuous information collection from Cavalry forces. Through information collection, commanders and staffs continuously plan, task, and employ collection assets and forces to collect timely and accurate information to help meet commander's critical information requirements and other information requirements.

1-30. The force as a whole is often vulnerable to surprise and enemy attack during preparation, when forces are often concentrated in assembly areas. Security tasks (screen, guard, cover, area security, and local security) are essential during preparation. Cavalry units assigned security missions execute these missions while the rest of the force prepares for the overall operation.

1-31. When a Cavalry unit's higher headquarters (HQ) is conducting offensive tasks, the Cavalry unit develops the situation for the higher commander. For example in a brigade movement to contact, the Cavalry squadron may be the lead element conducting a zone reconnaissance.

1-32. During defensive actions, a higher HQ typically tasks the Cavalry unit with conducting security tasks to provide early warning and reaction time, deny enemy reconnaissance efforts, and protect the main battle area. The commander tasks the Cavalry unit to execute security tasks based upon the degree of protection required by its higher HQ.

1-33. Stability tasks are integrated into all operations and are critical to sustaining or establishing civil security and control over areas, populations, and resources. By focusing on reconnaissance and security missions that enable its higher HQ to develop a better understanding of the situation, Cavalry units are critical to successful execution of stability tasks and the units' ability to consolidate tactical gains. Chapter 5 and Army Techniques Publication (ATP) 3-07.5 provide details on the five stability tasks.

1-34. Based upon mission variables commanders task organize Cavalry units with combat power necessary to accomplish the mission. If a higher HQ is conducting security operations, it assigns appropriate security tasks to the Cavalry unit and ensures the Cavalry unit is appropriately task-organized to accomplish their mission. Augmentation may include an aviation task force, tank and mechanized Infantry units, additional Cavalry units, engineers, direct support artillery, close air support (CAS), military intelligence units, and logistical elements. Reconnaissance and security operations often precede the main operation in time and space, enablers organized with Cavalry units can often be cut from divisions and corps to provide reconnaissance and security at echelons above brigade. Mission variables and the commander's intent determine what additional assets the Cavalry unit requires.

RECONNAISSANCE CONSIDERATIONS AT ECHELONS ABOVE BRIGADE

1-35. Corps and division commanders depend on situational understanding to seize and retain the initiative. Corps requires proficient reconnaissance formations capable of developing the situation through action and in particular, to determine enemy intentions, strength and disposition. These forces must be able to deploy to positions of advantage while concurrently developing the situation through action for the Joint Task Force (JTF) commander. Regionally aligned reconnaissance and security forces to Geographic Combatant Commands ensure the capability is resident throughout all phases of a joint operation.

1-36. To support the requirement for reconnaissance and security at echelons above brigade, the corps commander designates and task-organizes a BCT to perform reconnaissance and security tasks. Similarly, a division commander selects and task-organizes either a BCT or a squadron size unit to perform these operations. The reconnaissance and security formations' task organization can vary in duration from semi-permanent formations to short duration.

1-37. In situations where an reconnaissance and surveillance (R&S) BCT is not available or insufficient, the corps commander may alternatively elect to task the divisions with guard or cover missions. The determining factors will be the ability of the divisions to accomplish their missions while simultaneously performing the reconnaissance and security tasks required by the corps. The division normally operates at the tactical echelon and includes reconnaissance and security maneuver in its plans. It can employ either a BCT or a Cavalry squadron to conduct reconnaissance and security tasks. The decision to employ an entire BCT for reconnaissance and security will be depend upon the mission variables of METT-TC. The division commander considers several factors sequentially before detaching a Cavalry squadron from a BCT for an independent reconnaissance or security mission. These factors are—

- Is the mission distinct from that assigned to the BCT?
- Will the BCT be unable to complete its mission without the Cavalry squadron?
- What sustainment will the detached Cavalry squadron require?
- What additional artillery, aviation, engineer, and maneuver forces will the Cavalry squadron require?
- Is the Cavalry commander able to control the necessary reinforcements?

1-38. The reconnaissance and security formation's proficiency will normally increase with time as leaders and Soldiers become competent in the individual and collective tasks and become adjusted to METT-TC factors that differ from offensive and defensive tasks. Rotating the mission and designation between formations challenges the desired expertise.

1-39. The corps or division commander creates the task organization enabling it to conduct reconnaissance and security operations in close contact with the enemy and civilian populations. There are several aspects to consider when deciding on the necessary task organization to include a thorough review of the mission variables (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations) and the intelligence preparation of the battlefield. The commander must include an evaluation

of priorities and an evaluation of risk in order to make an informed and conscious decision. The constantly changing operating environment requires decentralized, combined arms formations capable of working with joint and interagency partners to defeat a variety of threats from state and nonstate actors. These various aspects provide a general list of recommended capabilities for reconnaissance task organization. For a reconnaissance in force, commanders place special emphasis on the maneuver, mobility, and fires requirements since fighting for information is probably a key aspect of the mission.

1-40. Task organizing a reconnaissance and security formation for employment at echelons above brigade will normally include the following capabilities:

- **Ground Maneuver**
 - Reconnaissance capabilities: Dependent on the number of routes or areas; size of the zone or area(s); anticipated enemy and the need to fight for information; speed required; detail required; mobility about the enemy and the main body.
 - Security capabilities: Size of the security area or area of operations; anticipated enemy; requirement to defeat, delay, and attrit enemy reconnaissance or maneuver capabilities.
- **Manned Aviation**
 - Reconnaissance capabilities: Dependent on the number of routes or areas; size of the zone or area(s); anticipated enemy and the need to fight for information; speed required; terrain.
 - Security capabilities: Size of the security area or area of operations; anticipated enemy; requirement to defeat, delay, and attrit enemy reconnaissance or maneuver capabilities; terrain.
- **Unmanned Aerial Systems**
 - Dependent on unit capabilities; speed required; number and types of NAIs or reconnaissance objectives; terrain.
- **Mobility**
 - Engineer reconnaissance capabilities: Dependent on obstacles anticipated and the detail required; detail of infrastructure required.
 - Engineer mobility capabilities: Dependent on obstacles anticipated and the requirement to breach; types and number of gaps anticipated and required to cross.
- **Countermobility**
 - Engineer countermobility capabilities: Dependent on time available and whether it is a stationary or moving operation; anticipated enemy; size of security zone or area of operations; organic capabilities; requirement to defeat, delay, attrit enemy reconnaissance or maneuver capabilities.
 - Engineer survivability capabilities: Dependent on time available and whether it is a stationary or moving operation; anticipated enemy; organic capabilities; requirement to defeat, delay, and attrit enemy reconnaissance or maneuver capabilities.
- **Indirect Fires**
 - Supporting reconnaissance: Dependent on organic capabilities; anticipated enemy and the need to fight for information; distance from the main body or supporting fires capabilities.
 - Supporting security: Dependent on organic capabilities; anticipated enemy; requirement to defeat, delay, and attrit enemy reconnaissance or maneuver capabilities; distance from the main body or supporting fires capabilities.
 - Indirect fires radar capabilities: Dependent on other units' ability to provide radar coverage; distance from main body.
- **Intelligence**
 - Signal intelligence (SIGINT) capabilities: Dependent on requirement to collect on specific aspects of enemy communications; distance from the main body and capabilities of SIGINT assets; site exploitation requirements.
 - Human intelligence (HUMINT) capabilities: Dependent on time available to collect; specific information required; site exploitation requirements.
 - Technical intelligence (TECHINT) capabilities: Dependent on time available to collect; specific information required; site exploitation requirements.

- **Protection.**
 - Air Defense capabilities: Dependent on air threat and ability of other air defense artillery units to provide coverage.
 - Chemical, biological, radiological, and nuclear (CBRN) reconnaissance and decontamination capabilities: Dependent on anticipated CBRN threats and hazards; anticipated contaminated areas; WMD sites that might be encountered in need of assessment and possible exploitation.
- **Sustainment.**
 - Capabilities supporting reconnaissance: Dependent on the breadth and depth of the reconnaissance mission; organic sustainment capabilities; duration of the mission.
 - Transportation capabilities: Dependent on the mobility of the unit conducting reconnaissance; travel distance; time available; speed required.
 - Capabilities supporting security: Dependent on the breadth and depth of the security area or area of operations; organic sustainment capabilities; duration of the mission.
 - Transportation capabilities: Dependent on the mobility of the unit conducting security; distance required to travel; time available; terrain.
- **Mission Command.**
 - Level of headquarters: Dependent on span of control, unity of command required; span of control; discretion of the commander.

1-41. Task organizing a reconnaissance and security BCT formation for employment at echelons above brigade will normally include the following organization. This formation is a modular force that should be provided various enablers and augmentation based on METT-TC and staff analysis to answer the division or corps commanders PIRs. An example of a reconnaissance and security BCT formation appears in figure 1-1 on page 1-10.

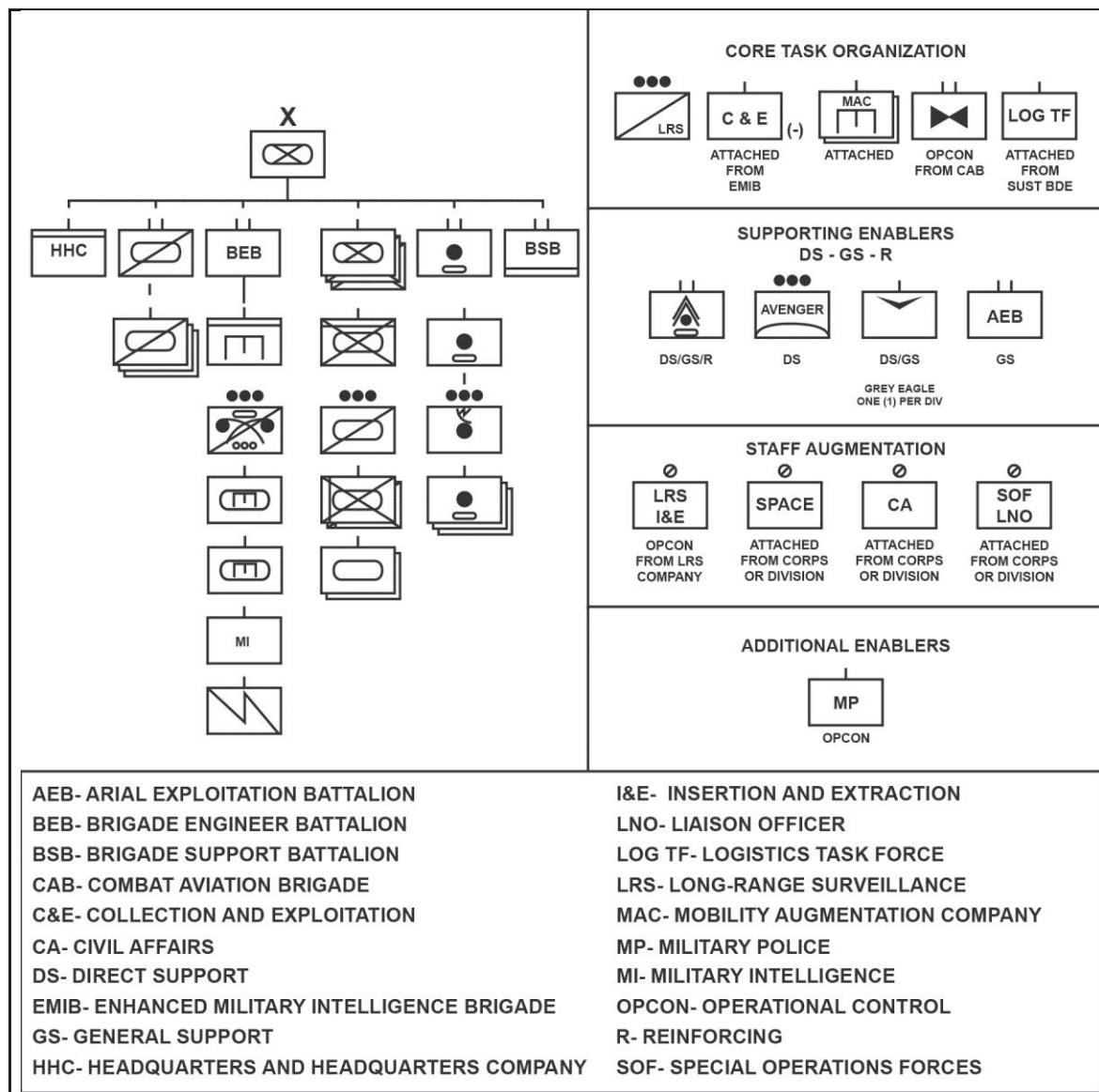


Figure 1-1. Reconnaissance and security BCT

BRIGADE OPERATIONS OFFICER AND SQUADRON EMPLOYMENT WITHIN THE BCT

1-42. BCT commanders and their staff integrate operations and intelligence in the conduct of reconnaissance and security tasks. A commander focuses information collection, combined arms, sustainment and signal organizations and reconnaissance efforts on answering the commander's PIR through the brigade S-3.

BCT S-3

1-43. The brigade S-3 is responsible for coordinates, and synchronizes information collection and reconnaissance and security tasks. The brigade S-3 allocates organic, attached, and supporting information collection assets (for example, answer PIR or refine reconnaissance objectives) and ensures that reconnaissance tasks are oriented on assisting the commander and subordinate units in the accomplishment of key tasks consistent with the concept of operations. In concert with the brigade and subordinate staffs, the brigade S-3 ensures operations conducted by the Cavalry squadron, combined arms battalions' scout

platoons, and other information collection assets are nested and complementary and focused on mission accomplishment.

1-44. BCTs establish coordination within the staff to synchronize. This cell might include S-2 (intelligence community/intelligence, surveillance, and reconnaissance), S-3 Plans (organic maneuver assets—aviation units, Cavalry troops or scout platoons), Fire Support Officer (Field artillery battalion), S-4 brigade sustainment assets, Brigade aviation element (BAE), and the TAC-P (CAS/J-STARS). (See figure 1-2.) At the same time, to achieve this intent, the BCT commander task organizes the Cavalry squadron with the necessary combined arms, maneuver support, sustainment, and signal organizations to execute the mission. At the conclusion of mission analysis, the BCT publishes reconnaissance guidance and a fragmentary order to initiate reconnaissance forces operations. The Cavalry squadron is usually the lead element in the brigade, parallel and collaborative planning between the Cavalry squadron and BCT staffs is essential to timely execution of operations as well as the integration of intelligence collection with reconnaissance and security tasks.

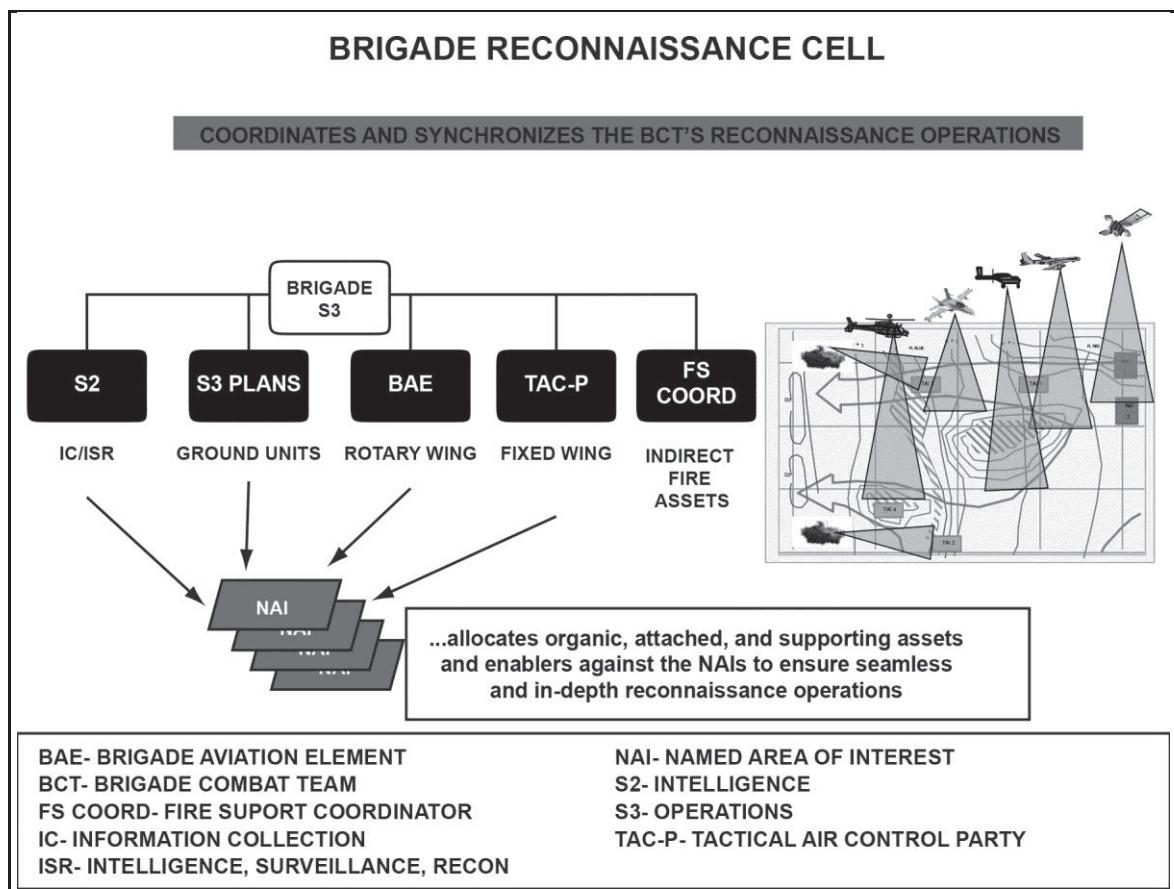


Figure 1-2. Brigade reconnaissance cell

CAVALRY EMPLOYMENT IN THE AREA OF OPERATIONS (AO)

1-45. The BCT commander employs the Cavalry squadron based on mission variables. The squadron can operate in its own AO or unassigned deep areas in the BCT AO or across another maneuver battalion's AO.

Assignment of Its Own AO

1-46. When the BCT commander assigns the Cavalry squadron a specific area of operation (see figure 1-3) squadrons must perform the following:

- Terrain management.
- Information collection.

- Conduct civil affairs operations (with attached civil affair forces).
- Air and ground movement control.
- Clearance of fires.
- Security.
- Personnel recovery.
- Environmental considerations.
- Minimal essential stability tasks.

1-47. Assignment of an AO provides the squadron with the maneuver space necessary to execute its assigned mission. (See ADRP 3-90 for a discussion of what these authorities entail.)

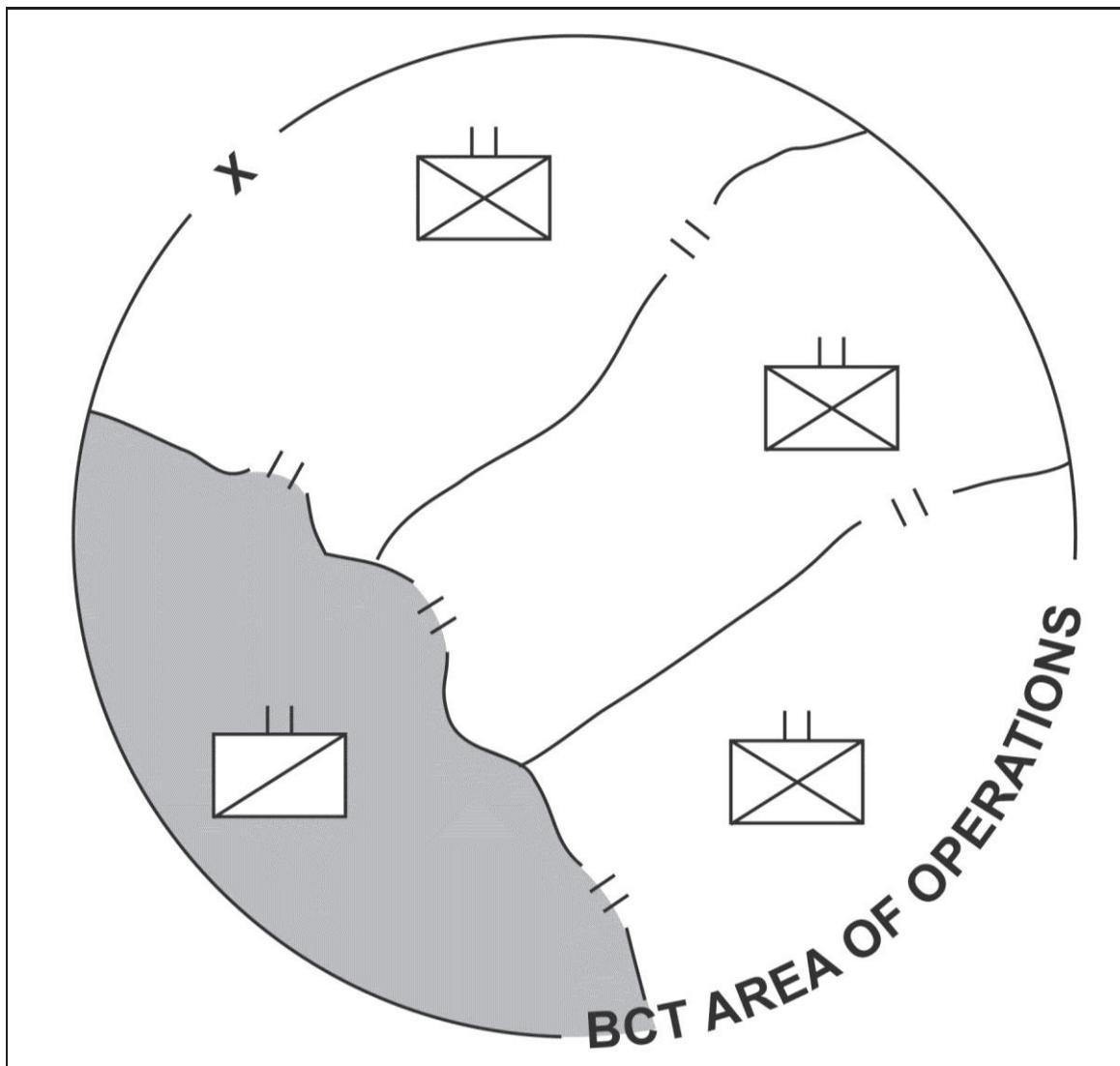


Figure 1-3. Squadron in its own area of operation

Within BCT Deep Areas

1-48. The squadron can also operate in BCT deep areas. In noncontiguous areas of operations, the deep area is the area between noncontiguous areas of operations or beyond contiguous areas of operations (ADRP 3-0). The BCT commander may assign urban areas to maneuver battalions allowing them to focus on that area while the Cavalry squadron conducts operations in the open areas. The BCT may have deep areas due to:

- A decision to accept risk due to a low threat level.
- Areas not assigned to battalions are sparsely populated or the terrain is compartmentalized.
- Insufficient combat power to assign all areas to subordinate battalions.

1-49. The BCT is responsible for controlling deep areas within its AO. The BCT commander may direct the Cavalry squadron to operate in deep areas. (See figure 1-4.)

1-50. Squadrons operating in the BCT deep area are not usually responsible for the entire deep area. The squadron in the deep area generally operates in one of the following ways:

- In a contiguous portion of the unassigned area.
- In multiple, noncontiguous AOs within the unassigned area.

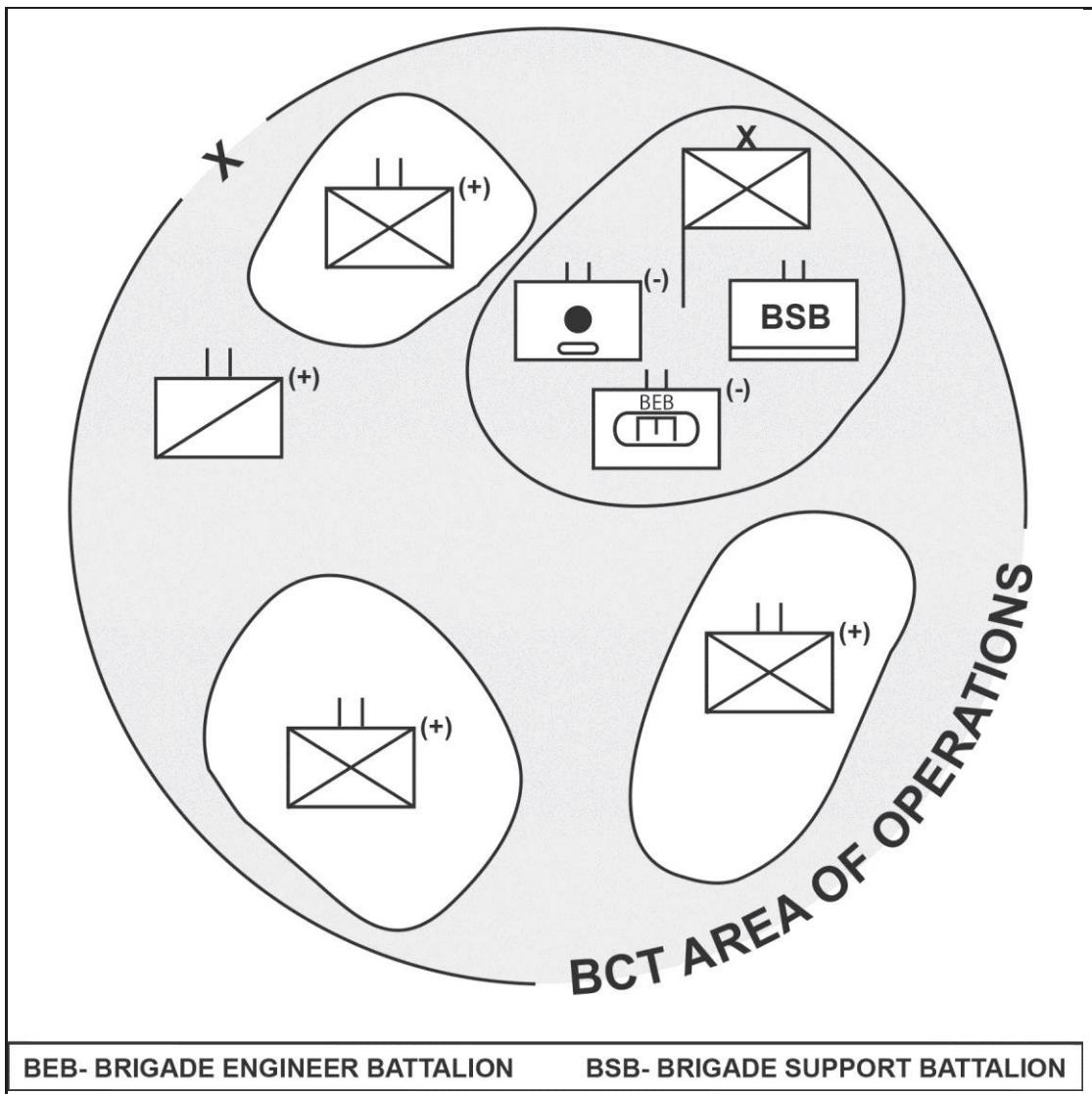


Figure 1-4. Squadron in BCT deep area of operations

Across Another Battalions' AO

1-51. The squadron may conduct operations across another battalion's area of operation (see figure 1-5.) such as during an area security mission or in preparation for offensive defensive tasks. In this case, the BCT commander has assigned the entire area of operations to subordinate units or battalions, the BCT commander retains control of the squadron by cutting an AO across the maneuver battalions (for example, along a route). The squadron retains mission command of its squadron and significant military intelligence (MI) capabilities.

Conditions may include hybrid threat networks operating across brigade boundaries. During transitions to offense or defense the BCT commander can place the squadron or troops under operational control to the maneuver battalions (for example, one troop in front of each maneuver battalion scout platoon). The squadron remains focused on collecting information to assist in answering the higher commander's PIR or other information requirements. When operating across other battalions AO, squadrons are still assigned specific missions by higher HQ.

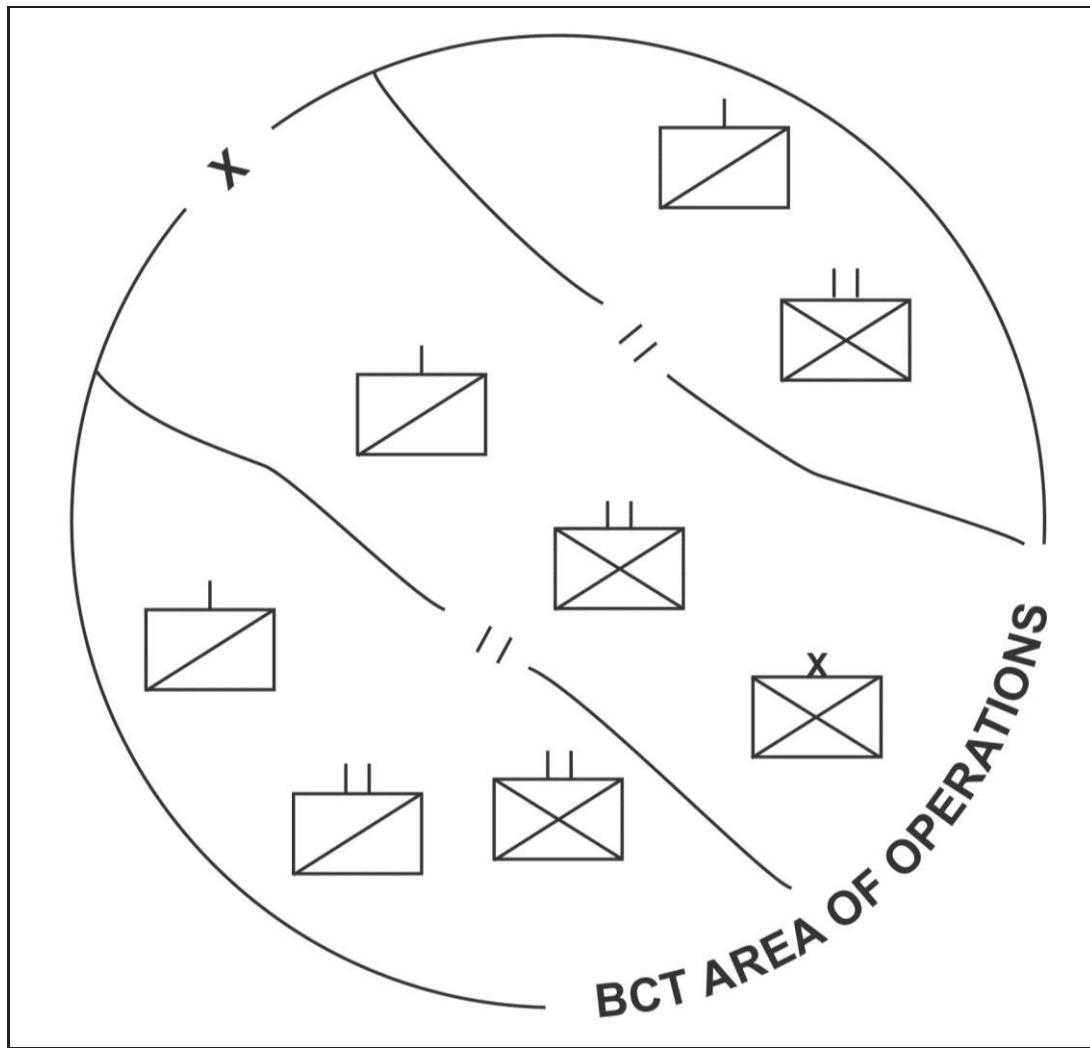
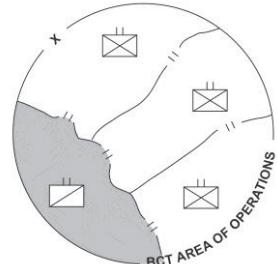
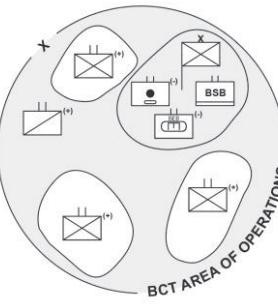
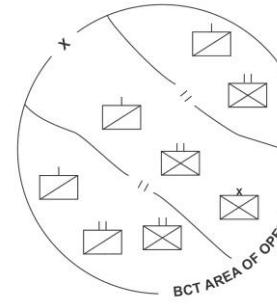


Figure 1-5. Squadron operating across another battalion's area of operation

EMPLOYMENT METHOD COMPARISON

1-52. On a contiguous battlefield, the Cavalry squadron may have an AO forward of the battalions or operate across the BCT AO. On a noncontiguous battlefield the Cavalry squadron may operate in the unassigned area inside the BCTs area of operations. On a contiguous battlefield where there are no unassigned areas the Cavalry squadron may employ elements within the BCT AO or across battalion areas of operation to answer information requirements that cross battalion boundaries such as a route security mission that spans the BCT AO (See figure 1-6 on page 1-16). It may have an area of operation to meet an economy of force role in areas where the primary task is reconnaissance and surveillance, such as in border areas. A comparison of the three general employment methods is in table 1-1.

Table 1-1. Squadron Employment Comparisons

	EMPLOYMENT OPTIONS		
	 <p>Assignment in its own area of operations.</p>	 <p>Operations in the BCT deep areas.</p>	 <p>Operations across another battalion's area of operation.</p>
Tactical Tasks	Route Recon. Area Recon. Zone Recon. Recon in Force. Screen. Guard. Cover. Area Security. Route Security. Convoy Security. Hasty Attack.	Route Recon. Area Recon. Area Security. Route Security. Convoy Security. Hasty Attack.	Route Recon. Area Recon. Area Security. Route Security. Convoy Security.
Advantages	<ul style="list-style-type: none"> Least restrictive Focuses squadron efforts in one area. Covers a broader area. Limits risk of fratricide. Provides greater freedom of action and maneuver. Simplifies sustainment. 	<ul style="list-style-type: none"> Mitigates some risk to BCT in the unassigned areas. Allows BCT to focus battalions in smaller AOs. Potentially enables ability to identify networks across larger area. Allows the BCT commander to weight his main effort. 	<ul style="list-style-type: none"> BCT commander can focus squadron where needed most. Enables detailed coordination with maneuver battalions and BCT. Battalions can provide rapid transition to offensive and defensive tasks.
Disadvantages	<ul style="list-style-type: none"> Broader area may require significant augmentation. Broad knowledge of AO rather than deeper understanding. Provides limited view of networks (cannot operate across boundaries). Difficult fire support. 	<ul style="list-style-type: none"> Most restrictive. Increased risk of fratricide. Potential for disbursed operations over a large area; noncontiguous operations within the squadron. High coordination with adjacent units and BCT headquarters most difficult sustainment operations. Most difficult fire support. 	<ul style="list-style-type: none"> Requires significant and constant coordination with maneuver battalions and BCT. Most restrictive to freedom of action. Greatest risk of fratricide. Increases sustainment complexity.

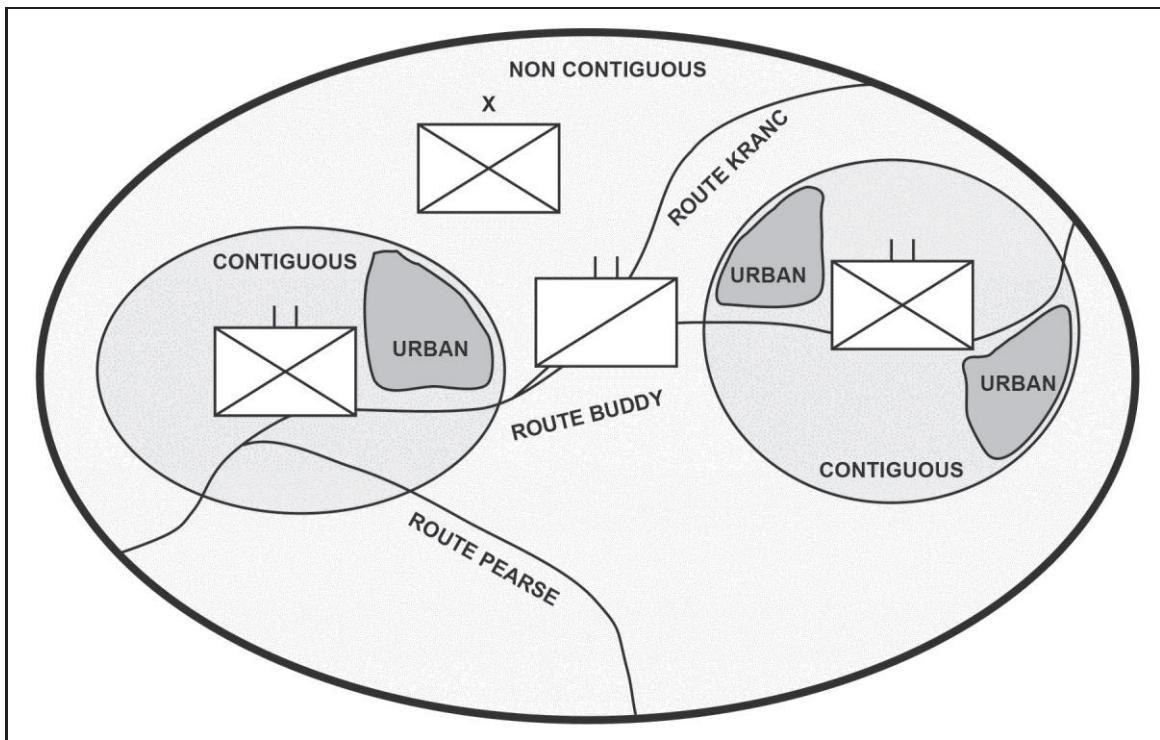


Figure 1-6. Squadron conducting route reconnaissance throughout the brigade AO

BCT RECONNAISSANCE AND COLLECTION TEAMING

1-53. BCT reconnaissance and collection teaming is the pairing of collection assets, usually by the brigade S-3, to enhance collection assets ability to conduct integrated reconnaissance and security tasks to answer the CCIR. Do not keep reconnaissance and information collection assets in reserve. The commander forms reconnaissance and collection teams to complement capabilities of reconnaissance and intelligence collection. These teams consist of appropriate combinations of Cavalry Soldiers and multidiscipline intelligence Soldiers.

1-54. The brigade engineer battalion's MI company provides multidiscipline combat intelligence, to include limited SIGINT, electronic warfare, and interrogation of prisoners of war, multidisciplinary counterintelligence, tactical HUMINT, and air reconnaissance from tactical unmanned aircraft system (UAS). BCT commanders build reconnaissance and collection teams in executing offensive, defensive, and stability tasks.

Reconnaissance and Security Collection Teaming

1-55. The BCTs organic MI company augments the Cavalry squadron based on mission variables and PIR. They operate together for security of collection assets and provide the appropriate combat information and intelligence necessary to answer the PIR of the supported commander. These brigade reconnaissance, collection, and security teams provide the supported commander with the ability to more effectively separate combatants from noncombatants under conditions of uncertainty.

1-56. The MI company's roles include multifunctional teams (MFTs) comprised of all source HUMINT and SIGINT disciplines (refer to ATP 2-19.4 for more information), human intelligence collection teams (HCT) teams, counterintelligence (CI) teams, SIGINT platoons, and operational management teams that coordinate the various team missions. BCT commanders can augment the squadron to provide the secure access to the local population that is necessary for MI discipline collection tasks across the brigade.

Composition of Collection Teams

1-57. The lowest level for task-organizing Cavalry units with additional assets and capabilities is the section although most assets will operate under the operational control of a Cavalry troop or scout platoon. For

example, a scout platoon from the Cavalry squadron can receive an attached or operational control MI discipline collection team comprised of a controlling operational management teams, multifunctional teams, and a HUMINT collection or CI team. Intelligence and reconnaissance teams provide enhanced security for MI teams, facilitate its movement, and expand the capability of reconnaissance during a mission. Reconnaissance and collection teams combine and integrate collection and reconnaissance specialties to accomplish the mission. Teaming allows rapid communication and sharing information as teams work together to answer critical information requirements.

SECTION III – ORGANIZATIONS

1-58. Reconnaissance and security operations are foundational to all successful operations. Through effective information collection and continuous reconnaissance, brigades develop and sustain the necessary understanding to defeat adaptive and determined enemies. Reconnaissance and security tasks help brigades reduce and adapt to uncertainty. They are essential to understanding the tactical, human, and political environment; visualizing operations; developing the situation, and identifying or creating options to seize, retain, and exploit the initiative. Cavalry units provide flexibility, adaptability, and depth to the maneuver commanders operations synchronizing and integrating lethal combined arms teams to seize, retain, and exploit the initiative based on relevant understanding of the situation.

1-59. Reconnaissance units provide information on enemy location, disposition and composition, early warning, protection, and munitions effectiveness. (See figure 1-7 on page 1-18.) Reconnaissance and security units preserve the BCTs freedom of maneuver over the enemy. Successful reconnaissance allows the brigade commander to initiate combat under advantageous conditions to defeat the enemy and accomplish the mission. Roles and organizations listed in this manual depict habitual attachments and augmentees.

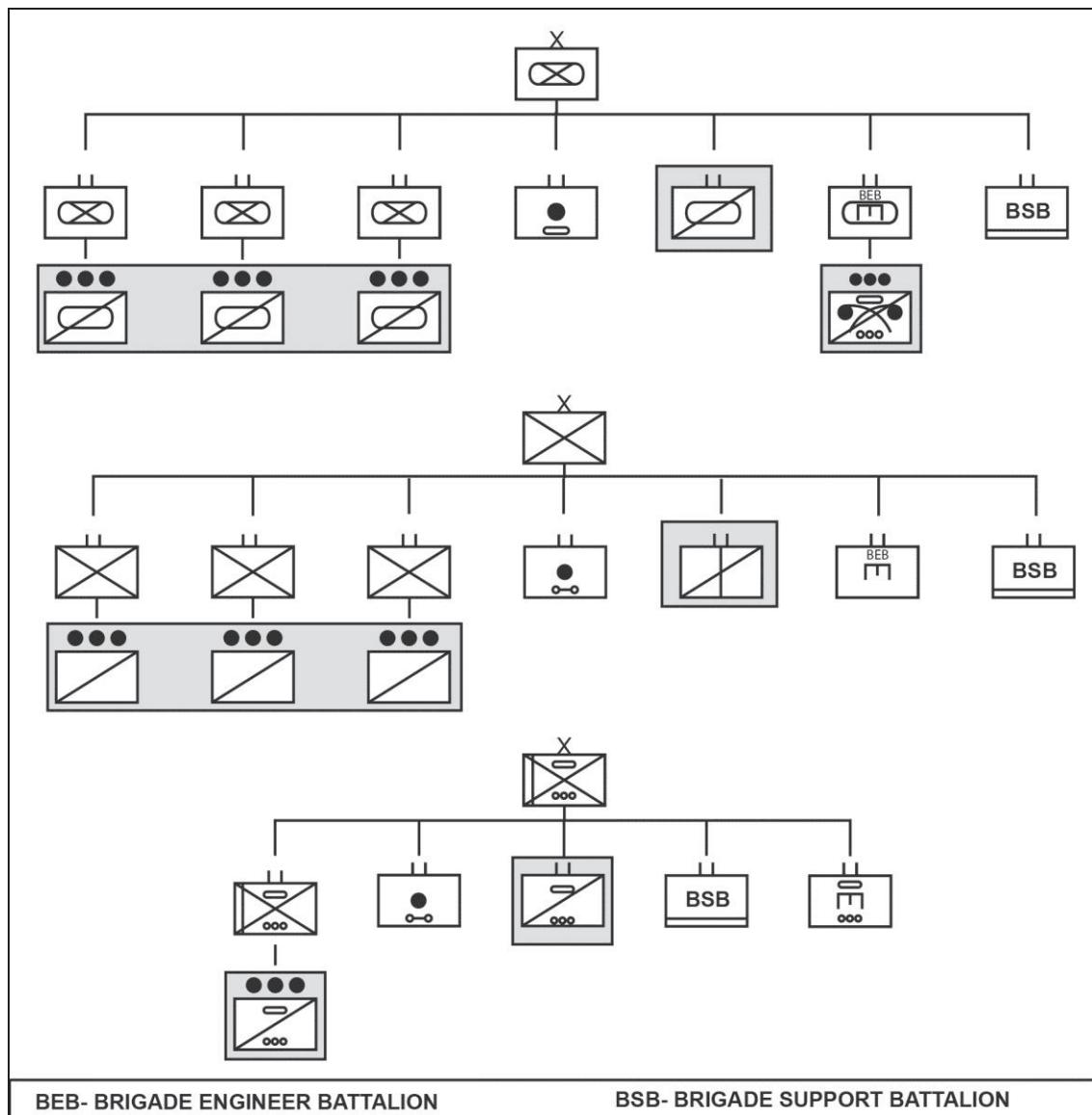


Figure 1-7. Cavalry units (shaded) in BCTs

BRIGADE COMBAT TEAM

1-60. The BCT is the Army's fundamental combined arms organization and its primary close combat force. For combat actions, the combatant commander may build the ground component of a JTF around the BCT. The BCT includes units and capabilities from every warfighting function; it is task-organized to meet specific mission requirements.

1-61. The Cavalry squadron is the BCT commander's main instrument for executing reconnaissance and security tasks at the brigade level; however, each subordinate organization of a BCT is responsible for information collection, local reconnaissance, and security within their assigned area of operations or battle position. When the BCT assigns reconnaissance or security tasks to a subordinate element, it task-organizes subordinate elements and allocates the resources necessary to meet mission requirements. To perform reconnaissance or security tasks, the BCT commander may allocate tank and mechanized Infantry units, reconnaissance units, engineer elements, aviation units, priority of fires and CAS, intelligence systems and sustainment units.

CAVALRY SQUADRONS

1-62. Cavalry squadrons conduct reconnaissance and security operations through close contact with enemy and civilian forces. They maintain contact with the enemy to fight for information while preserving their own freedom to maneuver. They shape the battlefield for the commander to allow him to close with and destroy the enemy through maneuver and superior firepower at a time and place of his choosing.

1-63. All ground Cavalry squadrons possess the following capabilities:

- Fight for information within unit capabilities.
- Gather information about all categories of threats.
- Support lethal and nonlethal targeting and target acquisition for the higher HQ.
- Provide all-weather, continuous, accurate, and timely reconnaissance in complex terrain.
- Rapidly develop the situation.
- Reduce risk and enhance survivability by providing information that allows the higher HQ commander to avoid contact, or to achieve overwhelming combat power.
- Assist in shaping the area of operations by providing information or directing precision joint fires to disrupt the enemy commander's decision cycle and deny planned or future options.
- Conduct collaborative and parallel planning that fully integrates with higher and adjacent units and results in employment of reconnaissance and security assets to support higher HQ operations.
- Reestablish mission command through two distinctly different situations:
 - Repel an enemy attack that caused a disruption in mission command.
 - Retransmission of information for units or elements out of communication range of the main body.

1-64. All ground Cavalry squadrons are constrained in that—

- They require augmentation to perform effective offensive and defensive actions as an economy of force role.
- They have limited sustainment assets that frequently operate over extended distances.
- Wheeled vehicle-equipped squadrons lack direct fire standoff, lethality, and survivability in open and rolling terrain and need augmentation when arrayed against enemy armor.
- Medium-weight wheeled vehicles have limited cross-country mobility.

CAVALRY TROOPS

1-65. Cavalry troops conduct reconnaissance and security tasks throughout the AO of their parent brigades. Reconnaissance synchronized predeployment and operational tracker report and aerial sensor capabilities allow the troop to build an accurate operational picture of the AO. That operational picture can focus on any mixture of the METT-TC variables when necessary by the parent BCT mission. However, to develop an accurate operational picture complex terrain requires additional time.

1-66. The Cavalry troop's operational picture helps form a squadron common operational picture (COP) in command nodes within and external to the parent BCT. This COP allows commanders within and external to, the parent BCT to accurately assess the situation and develop their situational understanding of the correct courses of action to take. This discussion focuses on the cavalry troops of the BCT organizational variants ABCT, IBCT, and SBCT.

TROOP MISSIONS

1-67. Regardless of organization, Cavalry troops conduct reconnaissance and security in support of the information collection plan as outlined in Annex L of the Cavalry squadron's operations order.

1-68. Cavalry troops can develop the situation in close contact with civilian populations. They can conduct security force assistance tasks and multinational reconnaissance and security tasks.

1-69. Troops can conduct limited offensive and defensive tasks though they typically support higher level offensive and defensive task completion through the conduct of reconnaissance and security tasks. The

commander considers the troop's capabilities and limitations before employing the troop in any specific mission.

ROLES AND ORGANIZATION

1-70. As the eyes and ears of the squadron commander, the Cavalry troop is the squadron commander's primary reconnaissance and information collection asset. Reconnaissance units provide the combat information the commander needs to conduct better informed planning, to direct operations, and to visualize the AO. It skillfully conducts reconnaissance and security tasks to collect information on enemy location, disposition, composition, and battle damage assessment (BDA). In turn, these operations allow the commander to proactively shape the AO and to accept or initiate contact at times and places of his choosing.

1-71. Cavalry troops conduct reconnaissance and security tasks throughout the squadron AO. The troop develops the situation by focusing on the reconnaissance objective in a designated AO. This discussion focuses on the organizational variations of the reconnaissance and troop.

COMMON CAPABILITIES AND LIMITATIONS

1-72. All types of BCT Cavalry troops have the following capabilities:

- Provide all-weather, continuous, accurate, and timely information through the combined use of long-range scout surveillance systems, UAS, and mounted and dismounted scouts.
- Gather information about hybrid threats.
- Rapidly develop the situation and direct reconnaissance tasks to answer PIR.
- Overcome enemy deception, and cover and concealment by employing integrated information collection and reconnaissance and surveillance systems.
- Employ joint fires to include the fires support team, weapons locating radar, and UAS.
- Conduct stealthy reconnaissance or fight for information against light and motorized forces or, if reinforced, against armored forces.
- Reduce risk and enhance survivability by providing information that allows the squadron to avoid contact or achieve a combat power advantage, if contact is necessary.
- Assist in shaping the area of operations by providing information or directing fires to disrupt the enemy.

1-73. All BCT Cavalry troops have the following limitations, which can be mitigated with careful employment or augmentation:

- With limited dismounts within scout sections, sections may have to combine to generate the required dismounts to conduct the following:
 - Long-duration observation posts (OPs).
 - Continuous screening.
 - Dismounted tasks associated with zone, area, or route reconnaissance.
- Limited direct fire standoff, lethality, and survivability.
- Require augmentation to perform technical engineer tasks.
- Speed of movement is generally equal to that of the main body, making it difficult to stay ahead while on the march.
- Limited sustainment assets that frequently operate over extended distances.

SCOUT PLATOON

1-74. The fundamental role of the scout platoon is to conduct aggressive or stealthy reconnaissance that satisfies the commander's critical information requirements. The commander gives missions to the platoon and the platoon progressively builds situational awareness (SA) of the operational environment (OE) for the commander. The critical information the platoon provides enables the commander to develop situational understanding, make comprehensive plans and decisions, and direct follow-on or future operations.

Chapter 2

Threat

The various actors in any area of operation can qualify as a threat, an enemy, an adversary, a neutral, or a friend. A *threat* is any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland (ADRP 3-0). Threats may include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances. Threats become enemies when they execute their capability to do harm to the United States.

An *enemy* is a party identified as hostile against which force is authorized (ADRP 3-0). An *enemy* is a combatant. Target combatants but treat under the rule of law. An *adversary* is a party acknowledged as potentially hostile to a friendly party and against which force may be envisaged (JP 3-0). A *neutral* is a party identified as neither supporting nor opposing friendly or enemy forces (ADRP 3-0).

Land operations are often complex and uncertain because threats, enemies, adversaries, neutrals, and friends intermix and challenge army forces' ability to classify them.

A *hybrid threat* is the diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and criminal elements unified to achieve mutually benefitting effects (ADRP 3-0).

SECTION I – UNDERSTANDING THE THREAT

2-1. Understanding threats, criminal networks, enemies, and adversaries—to include both state and nonstate actors—in the context of the operational environment is essential for the BCT commander to understand, visualize, describe, direct, lead and assess operations. To develop and maintain estimates of the situation as the basis for continuous adaptation, commanders and staffs consider their own forces in context of threats, enemies, and adversaries as well as the mission, terrain, friendly forces, and civilian populations. The BCT must be prepared to engage in close combat with adaptive enemies and adversaries while operating in complex terrain and among civilian populations.

2-2. Actors in the operational environment may include agents or forces of—

- Other nation-states.
- Political parties and officials.
- Insurgents.
- Tribes, clans, or ethnic groups.
- Transnational criminal organizations.
- Terrorists or violent extremist organizations.
- Media.
- Indigenous governmental security forces.
- International and private security organizations.
- Multinational corporations.
- Joint, interagency, intergovernmental, multinational, and nongovernmental organizations.
- Private volunteer organizations.

ENEMIES AND ADVERSARIES

2-3. Current and future combat operations require the BCT to fight and win in mountainous, urban, jungle, desert, and subterranean environments. Besides the physical challenges presented by complex terrain, the continuous interactions of numerous actors—each with their own agendas, objectives, interests, and allegiances—fluence the operational environment and mission accomplishment.

2-4. The human and political dynamics in the brigade area of operations increase the complexity of BCT operations. Commanders and staffs work to understand the complicated relationships and complex interactions between actors that produce tactical challenges and opportunities. Understanding is critical to seizing, retaining, and exploiting the initiative over enemies and adversaries, and equally critical to the consolidation of tactical gains to achieve sustainable outcomes consistent with the mission. Emphasis is on using situational understanding to identify and exploit enemy weakness while isolating enemies from sources of strength and support. Emphasis is also on bolstering the strength of legitimacy of friends.

STATE AND NONSTATE ACTORS

2-5. The BCT must be prepared to defeat determined state and nonstate actors that combine conventional and unconventional tactics to avoid our forces' strengths (such as our mobility, long-range surveillance, and precision fires capabilities) while attacking perceived vulnerabilities (such as our difficulty distinguishing the enemy from the civilian population). Threats combine a variety of means, to include conventional combined arms operations, terrorism, insurgency, political subversion, and information operations to accomplish objectives and attack United States forces. Enemies and adversaries exploit perceived United States and coalition military, political, social, economic, and information vulnerabilities as they seek to seize the initiative and dictate the terms and tempo of operations in their favor. They often rely on networks to facilitate movement of logistics, finances, people, and weapons.

2-6. Enemy organizations employ countermeasures to limit United States forces ability to develop the situation, avoid decisive engagements, and initiate contact under advantageous conditions. Enemy organizations employ technological countermeasures to reduce their signature on the battlefield and degrade United States forces ability to detect, engage, and destroy them. Many hostile nation-states continue to procure conventional capabilities such as armor and antiarmor, manned aircraft, and air defense systems, which are increasingly available to nonstate enemy organizations and hybrid threats. Enemy forces also integrate emerging technologies such as robotics, unmanned aerial systems, and nanotechnologies. Enemies and adversaries combine conventional and unconventional tactics to counter, evade, or disrupt United States forces efforts across the range of military operations.

2-7. Many threat organizations already possess weapons of mass destruction, such as chemical, biological, radiological, and nuclear (CBRN) weapons and the delivery systems to employ them (for example, rockets and artillery). Threat organizations that do not possess weapons of mass destruction may attempt to proliferate, acquire and employ them. While many threat organizations have pursued the use of chemical and biological weapons, most have opted for large scale explosive events due to the effectiveness and success over the last decade. BCT commanders and staffs plan for weapons of mass destruction by conducting seize or secure and isolate activities. (See ATP 3-11.23 for more information on elimination operations.)

2-8. BCT commanders must understand the threat in the context of local conditions that affect the mission. Such a contextualized understanding allows commanders to identify emerging opportunities to seize, retain, and exploit the initiative.

NETWORKS AND ORGANIZATIONS

2-9. The BCT commander and staff determine an enemy's objectives, strategies and the multiple dimensions (physical, cognitive, informational, and political) in which he operates to defeat him. The BCT identifies categories, organizations, and networks that affect the mission as friendly, enemy, or neutral based. The BCT supports friendly networks, influences neutral networks, and disrupts, neutralizes, or defeats enemy organizations or networks. Assessment of networks and organizations is continuous and collaborative, integrating joint, interagency, intergovernmental, and multinational partners whenever possible. At the tactical level, units develop an understanding of various networks through information collection and

reconnaissance in close contact with the enemy and civilian populations. Considerations for network and organization assessment include:

- Objectives and strategy.
- Key individuals, groups, nodes, and their roles within a network or organization.
- Relationships between key individuals and nodes within networks and organizations.
- Flow of resources (such as people, money, weapons, and narcotics) across, into, and out of networks.
- Where networks and organizations connect to other institutions, businesses, and entities.
- Network strengths and vulnerabilities.

SECTION II – POTENTIAL THREAT GROUPS

2-10. Multiple threat groups may operate within a BCT's area of interest. These threat groups may include military forces of nation states, insurgent organizations, transnational criminal organizations and terrorist groups. These threat groups may form alliances based on mutual goals and common interests. As a result, BCTs must be prepared to defeat a complicated and often shifting array of enemies and threats. Understanding enemy and threat capabilities as well as their political, economic, or ideological aims is essential to seizing, retaining, and exploiting the initiative.

STATES

2-11. States are sovereign governments that control a defined geographic area. The state is the entity that can generate, sustain, and employ military forces, raise money, and mobilize resources. Military institutions develop doctrine, build organizations, and develop materiel components of combat power. As a result, the BCT commander must understand the combat capabilities of nation fielded forces.

NONSTATE ORGANIZATIONS

2-12. Nonstate organizations operate within states, but act outside of the state institutions to pursue their individual goals. Such organizations can be small and informal, or large and formal. Organizations frequently consist of a predominant tribal, ethnic, national, or religious group, but there are corporate, criminal, and transnational organizations as well. Transnational criminal organizations attempt to obtain power, influence, monetary, and commercial gains, wholly or in part by illegal means, while protecting their activities through a pattern of corruption and violence, or while protecting their illegal activities through a transnational organizational structure and the exploitation of transnational commerce or communication mechanisms. Some organizations pursue political objectives and some of these may use violence as part of a broad strategy to accomplish these objectives. Threat organizations often combine criminal networks, terrorists, insurgents, transnational groups, proxies, and paramilitaries in the pursuit to attain short- or near-term objectives. For example, during the Iraq war a variety of organizations operated in the country, several posed threats to the United States mission. Insurgent groups included the Jaysh al Mahdi, Asaab al Haq; militia organizations included the Sons of Iraq, Khattaib and a variety of Kurdish groups; terrorist groups included Islamic State of Iraq and Al Qaida. Other groups did not pose a friendly or neutral threat. These groups include corporations with their private security forces operating inside the country, as well as political parties. The United Nations and other transnational organizations also operated within the country. Each of the organizations that operated in Iraq had different goals. Some organizations were actively opposed to United States forces; others were not overt enemies but had separate goals that did not align with United States interests. As a result, the BCT commander must understand all nonstate organizations and be prepared to work with and fight against a wide variety of organizations.

CRIMINAL NETWORKS AND OPPORTUNISTS

2-13. Criminal networks are often stakeholders in state weakness, as it is the weakness of the government's institutions that provides the freedom of action and the ability to engage in criminal activity and divert state resources unchecked by law enforcement and rule of law. Criminal networks often ally other state and nonstate organizations, engage in, and facilitate a range of illicit activities (often through intimidation and coercion) to capture and subvert critical state functions and institutions. These networks often pursue political and criminal agendas. They often form alliances with political leaders, financial institutions, law

enforcement, foreign intelligence, and security agencies. Many operate with impunity—taking advantage of state weakness and subverting law enforcement, investigative, and judicial institutions within a nation-state’s government.

2-14. Opportunists take advantage of the conditions of instability and state weakness in the pursuit of their interests. Opportunists can work with, for, or against insurgent organizations. Opportunists often benefit from a wartime economy by working with multiple parties in a conflict to maximize influence or profit. For example, opportunists might facilitate movement of insurgents while providing intelligence to counterinsurgents.

2-15. Commanders and staffs should identify criminal networks and opportunists, assess their impact on the mission, and force protection while executing actions to accomplish the mission. Commanders’ work with local, area, federal, and law enforcement personnel and unified action partners to develop understanding and mitigate the threat these groups pose. BCTs integrate law enforcement personnel into operations and coordinate military and law enforcement efforts to defeat threats and individuals. Collaboration allows the BCT to consolidate security gains such as local law enforcement agencies that can assume responsibility for maintaining security.

INDIVIDUALS

2-16. Although United States forces have not historically focused on threats from individuals, people with sufficient technical skills or access to destructive weapons may pose a significant threat to United States interests or forces. For example, an individual may conduct a cyber attack to degrade or destroy automated mission command systems. BCTs must be prepared to defend against cyber attacks, whether initiated by a state, organization, or individual. BCTs must be prepared to identify and neutralize individuals that pose a threat to the mission or the force.

SECTION III – THREAT CHARACTERISTICS AND ORGANIZATION

2-17. BCTs prepare to fight and win against combinations of regular forces, irregular forces, terrorist forces, and criminal elements. These “hybrid” enemy threat organizations employ conventional, unconventional, and terrorist tactics and methods to achieve their strategic goals and political aims.

2-18. Nation states organize, train, equip, and employ regular forces to defeat an enemy’s armed forces, destroy an enemy’s war-making capacity, seize territory, and defend territory.

2-19. Regular forces often possess technologically advanced weapon systems integrated into mechanized or motorized combined arms formations as well as light Infantry forces. BCTs are prepared to defeat enemy forces that include armored fighting vehicles, antiarmor systems, air defense systems, ballistic missiles, manned and unmanned aircraft, indirect fire systems, mines, improvised explosive devices, digital communications systems, and cyber and electronic warfare capabilities. Regular forces may also possess CBRN capabilities and have access to space capabilities. Regular forces organizations are hierarchical (for example, companies, battalions, brigades, and so forth) with a generally centralized command and control structure. They can conduct long-term campaigns and employ combinations of conventional and unconventional tactics. Examples of regular forces include:

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

2-20. *Irregular forces* are armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces (JP 3-24). Irregular forces employ unconventional, asymmetric methods to counter U.S. advantages. Unconventional methods may include terrorism, insurgency, and guerrilla warfare. Weaker enemy organizations often use unconventional methods to exhaust the United States collective will through protracted conflict. They usually employ sophisticated strategies that combine economic, political, and informational initiatives to subvert United States partners, strengthen their organizations, and disrupt United States efforts to accomplish the mission. Irregular forces or complex threats often combinations of paramilitaries, terrorists, guerillas, and criminal organizations and networks.

2-21. Irregular forces or complex threats generally have political objectives motivated by ideologies or grievances. These grievances may be real or perceived. Identifying their objectives and motivations is often difficult because—

- There may be multiple insurgent groups with differing goals and motivations.
- Leaders change and the organization goals shift over time.
- Movement leaders may have different motivations from their followers.
- Organizations hide their true motivations and make false claims.

2-22. Irregular forces customarily operate in small, dispersed, decentralized formations or cells (team and squad size) within a decentralized command and control structure while retaining the ability to concentrate forces if they perceive weakness. They establish local, regional, and worldwide support networks. Irregular threats' military capabilities often include small-arms weapons, antitank weapons, man-portable air defense missiles, mortars, short-range rockets, homemade radio frequency weapons, rudimentary robotics, unmanned aircraft systems, and improvised explosive devices. Some irregular threats possess significant financial means, state sponsorship, and can acquire advanced weapon systems and technologies. Irregular forces that have engaged in recent armed conflict including—

- Revolutionary Army Forces of Columbia-People's Army.
- Mujahidin in Afghanistan (1979).
- PLO in the West Bank (2001).
- Al Qaeda in Iraq (2007).
- Taliban in Afghanistan (2009).

2-23. Hybrid threats combine regular and irregular threats, terrorist forces, or criminal elements unified (or allied) to achieve mutually benefitting effects. Hybrid threats may include nation-states that employ protracted regular as well as proxy forces. Hybrid threats can operate under a centralized or decentralized command and control structure. Examples of hybrid threats in recent conflict include the Iraqi Fedayeen al Saddam forces in 2003.

2-24. Combat experiences in Afghanistan, Iraq, and other recent conflicts such as those in Lebanon, Mali, Syria, Gaza, Northern Nigeria, and Southern Thailand reveal a migration of capabilities, tactics, and techniques previously associated only with military forces of nation-states to state-sponsored and nonstate threat organizations. This migration of capabilities presents BCTs with challenges that extend beyond defeating an enemy's regular force. Threats combine regular and irregular warfare, adopting strategies, tactics, and techniques to evade and disrupt United States advantages and gain tactical advantages within the physical, cognitive, informational, and political dimensions of armed conflict. As a result, the BCT must be prepared to continuously assess the situation and adapt to seize, retain, and exploit the initiative.

THREAT CAPABILITIES, TACTICS, AND TECHNIQUES

2-25. Enemy organizations employ tactical and technical countermeasures to counter United States operational and tactical advantages. Tactical countermeasures include deception operations, dispersion, concealment, and the intermingling with civilians in urban terrain. The enemy employs technological countermeasures, such as cyber attacks and global positioning system jamming and other forms of electronic warfare, to evade and disrupt United States forces ability to operate effectively.

2-26. BCT commanders and staffs anticipate and counter disruptive enemy capabilities, determine enemies across multiple battlegrounds or contested aspects of the mission including the physical, cognitive, informational dimension, and political battlegrounds.

PHYSICAL DIMENSION

2-27. Enemies operate within complex terrain to evade United States weapon systems and advanced combined arms, air-ground capabilities. The enemy operates in and among populations to evade detection, preserve their combat power, and retain their freedom of movement. The enemy often establishes relationships with local, regional, and transnational criminal organizations and violent extremist organizations to finance their operations and gain access to illicit trafficking networks for the movement of weapons, munitions, people, narcotics, or money.

EVASION TACTICS AND TECHNIQUES

2-28. Enemy forces use deception, cover and concealment, and obscuration. They may move in small, dispersed units, formations, groups, or cells to avoid detection and then concentrate against perceived weakness. Irregular and regular forces often conduct short engagements and attempt to break contact before United States forces can bring indirect fire or other assets to bear. The enemy employs deception measures to reduce United States forces information collection efforts. Deception measures include enemy organizations, hardened and buried facilities, and multispectral decoys to mask the signatures of high-value systems (for example, short-range ballistic missiles and surface-to-air missiles). The enemy exploits safe havens within hostile states or in ungoverned areas, and takes advantage of subterranean infrastructure (for example tunnels, underground facilities, sewers, and drainage systems) to avoid detection. As enemies evade United States and coalition forces, they simultaneously seek to expand their freedom of movement through intimidation and coercion. This creates dilemmas where lethal operations may negatively influence the perceptions of the BCT and degrade popular support (for example, engaging United States forces from densely crowded populations which causes civilian damage from BCT forces' response). The enemy often uses civilian populations and cultural sites to hide or shield key weapon systems or command and control facilities.

DISRUPTION TACTICS AND TECHNIQUES

2-29. The enemy employs combinations of lethal, (for example offensive and defensive tasks, assassination, terrorist attacks) and nonlethal (political subversion, propaganda and intimidation) actions to disrupt United States forces to shape the environment, influence key actors, consolidate gains and efforts to accomplish the mission.

2-30. The enemy conducts reconnaissance to assess the BCT's strengths and weaknesses, identify opportunities, achieve positions of relative advantage, and neutralize the BCT's strengths in mobility and firepower. Enemy reconnaissance often operates among the civilian populace to avoid detection. The enemy conducts deliberate counter-reconnaissance tasks to deny the BCT their ability to develop the situation in close contact with the enemy and civilian populace. Conventional enemy counter-reconnaissance efforts include antitank and antipersonnel ambushes, indirect fire, UAS assets, fixed- and rotary-wing aircraft, electronic countermeasures, cyber attacks, raids, and spoiling attacks to degrade the BCT's reconnaissance and security tasks. Insurgents and guerillas use ambushes, suicide bombers, demonstrations, propaganda, assassinations, and indirect fire mortars and rockets to disrupt the BCT's reconnaissance efforts and momentum. Additionally, the enemy conducts propaganda and disinformation to discredit the BCT and generate popular opposition to United States and coalition efforts.

2-31. The enemy augments the tactical capabilities of small combined arms teams with inexpensive countermeasures such as IEDs, suicide bombers, and fire and smoke as a weapon system to impede United States forces. The enemy seeks to leverage commercial and military technologies for precision strike capability, satellite imagery, forward-looking infrared, and electronic warfare systems or platforms.

2-32. In addition, enemies are proficient at establishing and maintaining communications as well as disrupting United States forces automated mission command systems and combined-arms capabilities through combinations of global positioning system jamming, cyber attacks, data pirating, and potential satellite neutralization. Developing and maintaining these capabilities requires extensive recruitment, training, and outsourcing of personnel with the required skill set to conduct such attacks.

2-33. Regular, irregular, and hybrid forces present formidable tactical challenges to BCTs through area denial; artillery munitions, land mines, technologically advanced antiship and antiaircraft systems or weapons of mass destruction. The enemy emphasizes deception, cover, infiltration techniques, mobility, and most importantly, depth for its defense and operations. Enemy offense operations emphasize deception, cover, infiltration techniques, mobility, and, most importantly depth for its defense and operations. Taken together, regular, irregular, and hybrid forces on the current and future battlefield employ significant combined arms capabilities that seek to disrupt BCT operations and dislocate BCT combined arms capabilities.

COGNITIVE AND INFORMATIONAL DIMENSION

2-34. Enemies recognize the importance of public perception and its impact on the conduct of operations. The enemy attempts to influence the will of the American people, key allies, and the conflicting populations,

through enemy information activities and attacks on United States and allies assets at home or abroad. The enemy will use information for effect, misinformation, disinformation, and propaganda to shape local and international public opinion and perception against the United States, host nation, or coalition forces by undermining ongoing stabilization efforts, marginalizing successes, exploiting instances of friendly force missteps, and fabricating or exaggerating friendly force cultural shortcomings. Enemy organizations attempt to manipulate local, regional, and worldwide news and social media outlets to achieve their ends and solicit new recruits to their cause. For example, posting improvised explosive device detonations captured on digital cameras or internet chat rooms for a worldwide audience.

POLITICAL DIMENSION

2-35. Politics, and in particular, competition for power, resources, and survival drive conflicts. Conflicts demand ultimately political solutions. Understanding the political dynamics at the local-level allows BCT commanders to identify the enemy's strategy, capabilities, and potential weaknesses within the political environment vulnerable to enemy exploitation. Understanding aids in identifying targets that undermine or counter United States and coalition efforts that consolidate gains and achieve a sustainable political outcome consistent with United States vital interests.

2-36. The enemy exploits societal divisions along ethnic, tribal, or religious lines. Enemy organizations often offer benefits to favored groups to consolidate power and improve popular support. The enemy seeks opportunities to exert their legitimacy by filling societal roles that United States forces or host-nation leaders have failed to address. As enemies and adversaries pursue this strategy they often align with criminal organizations to undermine and attack existing government institutions. Organized crime networks take advantage of failed states or contested spaces, forge alliances with corrupt foreign government officials and foreign intelligence services, and destabilize political, financial, and security institutions in fragile states. Additionally they undermine competition in markets, use cyber technologies and other methods to perpetrate sophisticated frauds, create the potential for the transfer of weapons of mass destruction to terrorists, and expand narco-trafficking and human and weapon smuggling networks. Terrorists and insurgents increasingly turn to criminal networks to generate funding and acquire logistical support. These groups operating together create corruption, acceptance of illicit activities, and paralysis which undermine political reform, stability efforts, and effective governance. The enemy promotes weakness within political institutions by disrupting or influencing elections at all levels through attacks on voting sites, intimidating election officials, manipulating political districts, or backing corrupt officials. The enemy may attempt to assassinate, abduct, or extort key civic, ethnic, or military leaders to undermine security and good governance, degrade friendly forces' morale, garner media attention to gain support and sway populace opinion, raise funds, and attract recruits. Weak government institutions provide the enemy with opportunities to divert state resources unchecked by law enforcement and rule of law.

2-37. Enemy campaigns of political subversion exploit existing social and political weaknesses. Degrading public opinion of United States and host-nation efforts, disrupting United States and local force abilities to provide essential services and security, and alienating the populaces from supporting friendly forces' are all efforts within this campaign. The BCT commander and staff must recognize and counter these efforts to maintain the initiative. They must visualize the threat in its political context to accurately understand the dynamics within the area of operation and direct efforts toward accomplishing tactical objectives that achieve sustainable political outcomes consistent with United States vital interests. Understanding the political dynamics of a conflict enables the commander to reassure and protect indigenous populations, while simultaneously identifying, disrupting, isolating, and ultimately defeating the enemy.

COUNTERING ADAPTATIONS AND RETAINING THE INITIATIVE

2-38. Countering enemy adaptations and retaining the initiative in future armed conflict requires forces that understand the threat and the operational environment. Reconnaissance operations must overcome increasingly sophisticated area-denial actions and capabilities to develop the situation, and combined arms and joint capabilities must be complimentary and effectively integrated to seize the initiative and dominate an ever increasingly challenging and complex environment.

2-39. The BCT must fight for information to develop the situation while in contact with the enemy and near the population. Commanders and staffs must understand the tactical, human, and political dynamics associated with current and future armed conflict because of the requirements and challenges of the

operational environment. Understanding these dynamics must extend beyond enemy organizations and capabilities and include ethnic groups, political factions, tribes or clans, religious sects, or ideological movements and their agenda. Identifying and distinguishing these groups and the associated dynamics is extremely difficult and requires a detailed, in-depth intelligence collection effort through every phase of the operation. Only through an effective intelligence collection effort can the BCT gain the understanding necessary to defeat an adaptive and determined enemy on current and future battlefields.

Chapter 3

Shape, Engage, and Consolidate Gains

To win within all operational frameworks, BCTs must understand the operational environment, shape the operational environment through action, engage local leaders to influence the population, and consolidate gains to seize, retain, and exploit initiative. Commanders shape the operational environment by conducting multiple missions and efforts seeking to achieve a common goal and end state that nests with high command objectives and end state. Commanders must have an understanding of competing interests within the operational and information environment to determine what is of value to competitive parties and entities within their area of operations. Understanding interests helps develop courses of action to engage leaders and information operations the populace and political structure, enhance the security situation, and lead to mission success. BCTs consolidate gains and favorable milestones to seize and exploit weaknesses, capitalize on opportunities, and further the interests of allies to secure stable political settlements and objectives complimentary to desired outcomes.

SECTION I – UNDERSTANDING THE OPERATIONAL ENVIRONMENT

3-1. Interests are motivations that provide insight to perceived rights, influence, responsibilities, and power. Interests influence how populations perceive complexity, physical security, political systems, economic influence, tribal and religious identity, self-serving, or a combination of two or more. Brigades develop an understanding of operational variables (political, military, economic, social, infrastructure, information, physical environment and time, or PMESII-PT) and mission variables (mission, enemy, terrain and weather, troops and support available, time, and civil considerations, or METT-TC) through reconnaissance and information collection to enhance situational awareness and understanding of competing interests. Understanding competing interests within the area of operation allows the commander and staff to frame specific problems. BCTs seek to understand the motivations and recognize each interest has multiple perspectives. To operate effectively under conditions of complexity and in close contact with enemies and populations, BCT's consider political interests from multiple perspectives. Understanding interests assists commanders and staffs to plan information operations that shape the information environment and modify behaviors to further sustainable objectives.

3-2. Understanding interests requires analysis of the operational (PMESII-PT) and mission (METT-TC) variables within a particular region. Understanding requires an appreciation of the operational environment's complex, humanistic, political environs within the context of war as a contest of wills. To communicate effectively brigades must develop an understanding of cultural communication techniques of the local audience. BCTs must understand the most important aspect of cultural communication is how the population receives the information rather than how the unit transmits the information. Determination of valued interests within an area provides options for BCTs to establish programs that incentivize cooperation leading to mission accomplishment. Comprehension of interests allows for understanding to implement disincentives that seek to coerce and persuade adversaries, enemies, and neutral parties with interests counter to the objectives established by the brigade and higher. The understanding and acknowledgement of interests help frame information operations in future operations.

3-3. Efforts to understand interests begin before deployment. Country studies, analysis of the social demographics, constructs of local, sub-national, and national governance, and understanding of key personalities and organizations within the brigade's future area of operation provide a baseline knowledge to increase situational awareness and identify potential areas of friction before the brigade deploys. BCTs consider the elements of PMESII-PT within their area of operations to gain understanding of the interests

and motivations particular to enhance situational awareness. Unified Action Partners, Army Special Operations Forces (SOF), and other joint, interagency, intergovernmental, and multinational (JIM) organizations are key resources all units use to develop situational understanding during shaping efforts leading to a sustainable security environment. The military information support operations (MISO) assets organic and attached to the BCT can assist in conducting adversary information message analysis and exploitation. The MISO staff planner can obtain division or higher-level MISO support to counter the adversary information activities as necessary. Analysis of these considerations allows informed leaders to identify information gaps and develop courses of action that increase situational understanding within their area of operation.

3-4. BCTs conduct information collection through reconnaissance tasks focused on information requirements to bridge information gaps. Gaps identified during IPB develop into information requirements through continuous reconnaissance. Staffs consider operational variables of PMESSI-PT and the mission variables of METT-TC with emphasis on civil considerations to understand the interests within their area of operation. By focusing civil considerations within the construct of area, structures, capabilities, organizations, people, and events information requirements are defined and collected that develops situational understanding of the interests within a particular area. BCTs employ a diverse range of integrated capabilities to understand the cultural implications of conducting military operations among indigenous populations and institutions (IPI). The BCT S-9 develops plans, policies, and programs to further the relationship between the BCT and the civil component in the assigned AO and provides a mechanism for civil-military coordination, collaboration, and communication with the BCT AO. Human terrain system teams provide a social science-based research, analysis, and training capability to assist commanders and staffs in understanding the indigenous culture in the BCT AO.

3-5. Commanders and staffs consider culture and pillar organizations that influence the civil considerations of the operational environment. *Culture* is the shared beliefs, values, customs, behaviors, and artifacts members of a society use to cope with the world and each other. *Pillar organizations* are organizations or systems on which the populace depends for support, security, strength, and direction. Examination of culture provides insight to the motivations and interests of people and organizations. Consideration of culture is imperative to successful shaping operations that set conditions for future success. Thorough understanding of the interests of groups and individuals allow for informed and viable courses of action that seek to favorably shape the environment contributing to positive outcomes and objectives within the brigade's area of operation.

3-6. Host nation security organizations and political partners provide invaluable insight into values, beliefs, and interests. These organizations are composed of the people they secure and govern; their native fluency in the customs, courtesies, cultures, beliefs, interests, and ideals provides the partnering BCT cultural perspective and intelligence that develop understanding of the operational environment. Close positive relationships with host nation partners breed trust, which leads to an enhanced understanding of the operational environment.

When “Ready First” 1st Brigade 1st Armored Division arrived in Ramadi, Iraq in June 2006, the situation was dire. Attacks averaged over thirty per day, spiking on some days to over fifty. Less than 100 police out of an authorized 4,000 were present for duty, bunkered in their stations. Attacks bombarded the garrison at the government center several times daily with mortars, rocket-propelled grenades (RPGs), and small arms fire. The population of this provincial capital was terrified of an anticipated full-scale assault on the city to remove the insurgents.

The Armored Brigade Combat Team of 5,000 U.S. Soldiers and 3,000 Iraqi Army troops employed a far different strategy. Instead of launching a massive assault to clear the city house by house, the brigade isolated the insurgents. Disregarding the theater emphasis to withdraw to large bases, the brigade pushed out, placing company sized combat outposts in the worst insurgent areas. These outposts restricted insurgent movement and demonstrated willingness to confront Al Qaeda in his sanctuary. Using the outposts as an example of the BCT commitment to free the city from insurgent control, the brigade and Iraqi partners reached out to the remaining local tribal leaders, offering protection and economic development in exchange for police recruits to clear the city. Frustrated by Al Qaeda’s excesses and abuse, the tribal leaders provided over 4,000 recruits over the following six months to fill the dwindling police ranks.

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

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

SECTION II – SHAPING THE ENVIRONMENT

3-7. Commanders and staffs consider the competitive environment of their area of operation and shape the operational environment to set conditions to seize, retain, and exploit the initiative. Different political entities and personalities, tribal dynamics, religious interests, economic motivations, sources of security, and potential havens of refuge for adversaries all contribute to the competitive nature of the operational environment in that not all interests will be parallel and mutually supportive of the objectives and end state for a particular region. Shaping the environment requires BCTs to develop situational understanding, influence personalities and organizations through engagement to achieve specific objectives, persuading and empowering other personalities and organizations to modify behaviors and actions consistent with friendly forces intent and objectives, and to conduct limited offensive operations to maintain initiative. Shaping is an enduring process throughout all operations and not separated by phase.

3-8. Commanders actively seek to understand the competitive interests within their area of operation and how interests influence desired outcomes and objectives. Some interests and motivations will be supportive of the BCT's objectives and others will conflict, counter, and disrupt efforts supportive to the desired end state. The ability of the BCT to shape conditions favorable to future outcomes relates to their understanding of the threat and adversary influences as well as their ability to develop the situation through reconnaissance and security tasks that collect information requirements enhancing situational awareness and understanding. A thorough understanding of the threat is imperative to identifying conflicting interests and information collection requirements that are developed through reconnaissance and security tasks. BCTs actively seek answers to information gaps through the development of information requirements that are satisfied through active reconnaissance tasks within a given area. Through information collection and analysis, staffs develop options for the commander to further inform the populace, influence various actors, seize opportunities, and maintain initiative.

3-9. Analysis of the motivations and interests of personalities and organizations provide insight to future information activities seeking to modify behaviors counter to friendly force objectives. Staffs develop plans and operations that support the BCT commander's intent and desired end state. Supporting efforts empower key influencers and organizations and persuade neutral audiences to bolster legitimacy and secure vital interests and objectives. Coercive efforts attack to neutralize the enemy's narrative. BCTs use coercive efforts to counter adversary/enemy information activities and isolate adversaries from their support base to begin the psychological breakdown of enemy organizations. BCTs shape conditions for favorable objectives in line

with the interests of the host nation governments contributing to the enemy's defeat through use of military deception, engagements, and communication mediums.

3-10. Shaping activities derive success in how effectively they persuade and empower the host nation government. All efforts focus on bolstering the legitimacy of the rule of law and the host nation's ability to provide for effective governance. Persuasion and empowerment demand engagement strategies that provide connections and relationships with pillar organizations and individuals who control and influence the local community. Engagements secure common and clearly defined goals and ideals that provide a common reference point for future engagements and activities. Engagements seek to reinforce the authority of legitimate leaders and pillars and restore or solidify confidence in host nation security forces, governance, and rule of law. Persuasive efforts utilize a compelling narrative that justifies and explains friendly actions while delegitimizing motivations and behaviors of adversaries and those entities opposing positive gains within the area of operations. Additionally, persuasive efforts specifically target neutral or fringe entities with the goal of tipping neutrality to a favorable alliance.

3-11. Offensive operations of limited scope, duration, and objectives specifically targeting enemy, capabilities, groups, or individuals seize initiative and opportunities contributing to enduring success. By building trust and collecting information BCTs identify opportunities to seize, retain, and exploit the initiative to destroy, dislocate, disintegrate, or isolate enemy organizations and discredit enemy actions. Offensive operations shape the operational environment within the three operational frameworks and establish conditions for future operations. Effective offensive operations retain initiative through coherent and compelling narratives guiding information operations.

3-12. Shaping the operational environment requires understanding of competing dynamics within the BCT's area of operation. Commanders and staffs understand through analysis of mission and operational variables enhanced and developed through information collection and both reconnaissance and security operations. Understanding and analysis are continuous tasks not bound by phase or operation and executed through the entire operations process. BCTs seek to understand the interests and motivations of the populace and identify pillar organizations that provide guidance, inspiration, and strength to the populace. Understanding influences enables the BCT to engage leaders, influence behaviors, persuade neutral and fringe groups to synthesize with friendly objectives, and plan and execute limited offensive operations that set conditions for future successes. Ultimately, greater understanding of mission and operational variables assist in the development, planning, and execution of information operations activities that further shape the operational environment.

SECTION III - ENGAGEMENT ACTIVITIES

3-13. Influence is the central activity to shape the operational environment as all activities conducted by all units will directly or indirectly contribute to or detract from their ability to influence the populace and environment. Information operations activities are the integration of designated information-related capabilities to synchronize themes, messages, and actions with operations to inform United States and global audiences, influence foreign audiences, and affect adversary and enemy decision-making (ADRP 3-0). BCTs engage local leaders and pillar organizations to clarify intentions through common narratives, counter adversary/enemy information activities, expose corruption in competing groups or entities, and bolster the legitimacy of host-nation power and governance. Information operations activities modify behaviors and efforts through engagement, persuasion, cooperation, or coercion that lead to successful operations that secure the populace and provide order to the social structure.

3-14. Narratives provide a mechanism and engagement framework for communicating and are the unifying structures between action and communication with the populace. Simple narratives tie together the actions of the BCT with unit objectives and provide a basis for informing and influencing leaders and pillars as to the purpose behind actions and activities conducted by host nation forces and the BCT. Compelling narratives seek to address concerns and interests of the populace while explaining the methodologies endeavored by the host nation government and security forces in partnership with the BCT. All leaders must understand the narrative as they play a central role in key leader engagements and all information operations activities. Narratives explain and justify friendly actions while delegitimizing the actions of adversaries. In this method, narratives simultaneously serve as both communication mechanisms and counter-propaganda instruments that gain favor of the populace and seek to neutralize or disable the support structures provided to adversary

or enemy groups and factions. Leaders must be aware of the multiple narratives and audiences within a given information environment. Competing narratives provide valuable insight for the BCT in determining the multiple and disparate interests and motivations of the population and its subsets. BCTs determine competing narratives by identifying the different actors and analyzing the narratives; staffs then articulate these competing narratives to inform commander's decisions.

3-15. BCTs address adversary/enemy information activities efforts by preempting and countering adversary/enemy information activities to neutralize their effects on friendly actions and objectives. MISO assists adversary information message exploitation. The analysis of adversary information messaging and products focuses on print substrates, images, graphics, media, and production. These activities include coordination with MISO forces and use of the source, content, audience, media, and effect (SCAME) and message, audience, reaction, carrier, origin (MARCO) analysis methods. The resulting information feeds analysis of the broader adversary information program and appropriate responses, if necessary. All units maintain initiative by continuously engaging leaders and organizations to maintain credibility with the host nation populace and countering adversary/enemy information activities that seeks to delegitimize host nation government and friendly forces actions. Use of mainstream media, social media, community meetings, key leader engagements, and other messaging mechanisms provide multiple means to counter adversary/enemy information activities and address accusations and misinformation before the local, regional, national, and global audience perceives deceit and lies as truth and fact. BCTs actively collect information that allows unhindered observation of enemy messaging and propaganda platforms to identify enemy information campaigns that seek to degrade the effectiveness of friendly actions and activities. All units counter adversary/enemy information activities by crafting narratives, identifying enemy counter-messaging and propaganda efforts through reconnaissance and information collection, aggressively delivering counter-messages that discredit adversary/enemy information activities, and assessing the impacts of both friendly and enemy influence upon the populace at the local, regional, nation, and international level.

3-16. The presence of criminal patronage networks that undermine progress for political or economic gain require transparency, accountability, and combined oversight with host nation partners. Political environments and security organizations provide opportunists the ability to infiltrate legitimate systems and pursue agendas outside the interests, aims, and objectives supportive of sustainable and favorable outcomes. Political subversion undermines legitimacy and provides adversaries insider information as to friendly motivations and operations.

3-17. All units and leaders must understand the external and internal influences of corruption within host nation political, economic, and security systems. BCTs, with their host nation partners, must identify corrupt officials, discredit enemy influence in legitimate systems, and eliminate subversive elements that provide negative influence to legitimate governmental processes or other pillar organizations. By denying enemy organizations sanctuary in pillar organizations they will be required to seek support elsewhere or retire from a given area, thereby making themselves vulnerable to friendly forces who can identify transitions, seize initiative, exploit weakness, and neutralize or destroy enemy forces.

3-18. Above all, BCTs support efforts designed to bolster host nation partner legitimacy between the populace and global audience. Legitimacy takes on varying forms depending upon the social, cultural, and political systems of a particular society. Rule of law is fundamental to legitimate governance. Partnered security operations between the BCT and host nation security forces are essential to gaining and maintaining the rule of law and a sustainable security environment. The populace decides whether the governance mechanisms within their society are legitimate as local and cultural norms define legitimacy and acceptance by the people. BCTs enhance legitimacy by measurable and noticeable progress, however slight, that improves the security, law and order, economic situation, and social structure over time.

3-19. BCTs that exhibit an understanding of the operational environment are prepared to engage their counterparts to influence and enhance the effectiveness of their operations. Engagement activities communicate action and intent to the populace, encourage cooperation through persuasion and relationships, effectively counter adversary/enemy information activities, expose and defeat corruption, and bolster the legitimacy of host nation partners. Effective information operations activities shape the operational environment and enable sustainable outcomes that lead to rule of law, effective governance, address the needs of the people, and enhance mission accomplishment.

SECTION IV – INFLUENCE

3-20. Commanders conduct information operations activities within their area of operation to empower the successful accomplishment of objectives. Influence alters public opinion garnering support for military and diplomatic operations. Well planned and executed information operations activities lead to diplomatic and political conclusions that minimize or eliminate the need for military operations. BCTs use lethal means through combat operations and nonlethal means through information operations activities to achieve objectives. Objectives encapsulate the results of activities and the expected or desired conclusion of missions and tasks. Use of lethal and nonlethal capabilities nested within tactical, operational, and strategic objectives reinforce narratives that promote influence.

3-21. Culture, history, religion, politics, tradition, and needs hierarchies all contribute to interpretation and acceptance of the narratives presented to adversaries, host nation forces, and indigenous populations. Competing narratives clash within the operational environment concurrently with lethal, nonlethal, and ancillary capabilities. Commanders work with information related capabilities such as civil affairs, public affairs, intelligence, and other special capabilities such as military information support to operations to draft, implement, distribute, and monitor the effectiveness of narratives. Unintended or unconsidered consequences, impacts from activities and actions of entities outside of the commander's sphere of control, and the adversaries competing narrative all struggle for acceptance or rejection of the narrative within the operational environment. Using environmental metrics, civil considerations intelligence, monitoring of media (both external and social), and constant attention to all competing narratives increase the commander's development of influence within his area of operations.

3-22. Influence and outcomes are inextricably linked, allowing commanders to consolidate combat power, both soft and hard, resulting in mission success and end-state accomplishment. Subsets within influence and its attainment are concepts and actions such as conflict resolution, negotiation, accommodation, reconciliation, compromise, and release of authority and responsibility to host nation military and political forces and entities. Continuous information collection and analysis of intelligence within the human dynamic are essential to gaining and implementing influence. Commanders and staffs must continuously assess and modify information operations to maintain narrative dominance, ensuring that any expected or desired outcomes of other activities and operations are linked and nested with the influence operation and narrative.

SECTION V – CONSOLIDATION OF GAINS

3-23. Consolidating gains is the combination and nesting multiple objectives to unite military advantage and influence within the area of operation. BCTs consolidate gains through the execution of tasks to accomplish objectives consistent with the higher intent. Gains capitalize success in military operations, engagement activities that influence local, regional, national, and international audiences, and combined operations to accomplish tactical, operational, and strategic objectives.

3-24. Consolidating gains occurs upon the capitalization of positive actions and objectives through information collection, offensive operations, information operations, narratives, messaging, and host nation partnership to bridge tactical success with operational and strategic objectives. BCTs consolidate gains by seizing, retaining, and exploiting the initiative and opportunities resulting from reconnaissance, information collection, interaction with people and organizations, offensive operations, and information operations activities resulting in bolstered legitimacy of the host nation forces. BCTs seek opportunities to maintain pressure on enemy forces, highlight and promote positive contributions in rule of law and governance, and exploit weaknesses in enemy narratives. Consolidating gains is tied to mass, a principle of war, though instead of forces or lethal effects it is a matter of positive impacts through lethal, nonlethal, information collection, and influence mechanisms. In essence, the consolidation of gains links positive contributing tactical actions with operational and strategic objectives.

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

3-25. Commanders and staffs tie complimentary tactical objectives across multiple lines of effort to influence operational and strategic objectives with tactical actions. BCTs conduct activities that ensure gains are sustainable. Commanders and staffs build partner capacity through collaboration and empowerment that enhances legitimacy of host nation forces and government. Partner capacity must be sustainable and eventually independent of BCT influence to maintain legitimate authority and perception of the rule of law and governance. The BCT Cavalry squadron plays an important role in assessing the effectiveness of all operations. Through continuous reconnaissance and information collection BCTs develop and reassess the situation, perceptions, and opportunities to maintain positive momentum and resultant of tactical, operational, and strategic gains.

3-26. BCTs collect information and develop intelligence to understand, shape, and influence the operational environment and consolidate positive gains leading towards desired objectives. Shaping transcends phases and is continuous throughout all operations. Commanders and staffs analyze operational and mission variables to provide understanding of the operational environment and to influence the people and organizations within their area of operation. BCTs shape the environment by influencing, persuading, and empowering people and organizations to support sustainable objectives. Commanders and staffs influence their host partners and populace through compelling narratives that explain actions, discredit adversary/enemy information operations, and highlight common goals, themes, and messages. BCTs consolidate gains to capitalize on successes and seize, retain, and exploit initiative to achieve tactical, operational, and strategic objectives.

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Chapter 4

Mission Command

BCT commanders and staffs apply the principles of mission command to seize, retain, and exploit the initiative to gain and maintain a position of relative advantage against adaptive, capable, and determined enemies. Significantly, timely and accurate combat information provided by reconnaissance and security tasks is the key to allowing BCT commanders to execute effective mission command.

BCT commanders and squadron commanders must apply the principles of mission command to develop the situation in close contact with the enemy and civilian populations to develop their understanding, visualization, and description of the operating environment, the terrain, local populations, and the enemy. At the same time, commanders use the information gained from reconnaissance and security tasks to modify existing or developing plans and reallocate BCT assets as they refine their direction, leadership, and assessment of both reconnaissance and security tasks and the BCT's decisive operations.

The role of reconnaissance and security operations in mission command is essential. To make effective decisions in an uncertain environment, the BCT commander requires timely and accurate combat information from his reconnaissance and security formations.

SECTION I – MISSION COMMAND FOR RECONNAISSANCE AND SECURITY

4-1. Military operations are complex human endeavors characterized by continuous, mutual adaptations among all participants. The threats, enemies, and adversaries that U.S. forces face in combat will consist of capable, adaptable, and determined enemies who will resist our actions, employ countermeasures to our strengths and capabilities, and will seek to impose their will on all actors within the operational environment. At the same time, Army forces will conduct operations in and among civilian groups whose desires influence and are influenced by military operations. As a result, Army forces will encounter a wide variety of political agendas and changing perceptions throughout an operational area. As operations progress in close contact with enemy forces and civilian populations, commanders will face thinking and adaptive enemies, changing civilian perceptions, and differing agendas of various organizations and actors throughout the area of operations. The result of the continuous process of interactions is an environment defined by uncertainty.

MISSION COMMAND

4-2. *Mission command* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower leaders in the conduct of unified land operations (ADP 6-0). Mission command includes visualizing the current situation and the future endstate, then formulating concepts of operations to get from one state to the other by employing unified land operations. One of the foundations of unified land operations, the philosophy of mission command helps commanders capitalize on subordinates' ability to take action to develop the situation rapidly to achieve the commander's intent and desired end state. When contrasted with detailed command, mission command emphasizes centralized intent and dispersed execution through disciplined initiative.

4-3. Mission command helps commanders and staffs to counter the uncertainty of operations by reducing the amount of certainty needed to act. Commanders understand that some decisions must be made quickly and are better made at the point of action. Further, mission command is based on mutual trust and a shared

understanding and purpose between commanders, subordinates, staffs, and unified action partners. In exercising mission command, commanders are guided by six principles—

- Build cohesive teams through mutual trust.
- Create shared understanding.
- Provide a clear commander's intent (to include providing clear reconnaissance guidance).
- Exercise disciplined initiative.
- Use mission orders.
- Accept prudent risk (refer to ADRP 6-0 for more information).

4-4. Mutual trust, shared understanding, clear intent, mission orders, and disciplined initiative fosters agile and adaptive forces. Commanders create and sustain shared understanding and purpose through collaboration and dialogue within their organizations and with unified action partners to facilitate unity of effort. Commanders provide clear intent and use mission orders to identify information gaps, describe their reconnaissance guidance, assign tasks, and allocate resources. Based on the commander's guidance subordinate units take appropriate actions to develop the situation, answer identified information requirements, identify, create, and exploit opportunities, anticipate change, and perform the necessary coordination without requiring new orders.

4-5. The nature of military operations requires responsibility and decision making at the point of action. Mission command demands leaders who can adapt their thinking, their formations, and their employment techniques to the specific situation they face. Mission command demands agile and adaptive reconnaissance and security organizations that can develop the situation through action in close contact with the enemy and civilian populace to set conditions for future success. Although BCT and squadron commanders and staffs must accept that they will often have to act despite significant gaps in their understanding, focused reconnaissance and security tasks answer the prioritized information requirements that seek to eliminate information gaps. The resulting combat information and intelligence ultimately allow commanders and staffs to make timely adjustments in response to changes.

RECONNAISSANCE AND SECURITY OPERATIONS

4-6. BCT and squadron commanders apply the principles of mission command to develop the situation in close contact with the enemy and civilian populations to develop their understanding, visualization, and description of the operating environment, the terrain, local populations, and the enemy. Through effective information collection and continuous reconnaissance and security tasks, BCTs develop and sustain the necessary tactical and operational understanding to defeat adaptive and determined enemies as well as set conditions to consolidate tactical gains. Reconnaissance and security tasks improve situational understanding and help commanders to—

- Understand the tactical, human, and political dynamics within an area of operations.
- Visualize operations in the context of mission variables (METT-TC).
- Describe the commander's decisive operations in time, space, and purpose with a greater degree of detail, accuracy, and fidelity.
- Direct the execution of decisive operations with higher degrees of flexibility, adaptability, synchronization, and integration.
- Lead the BCT to concentrate its strengths against enemy weakness.
- Assess progress through continuous reconnaissance, monitoring, and evaluation.
- Modify existing or developing plans and reallocate BCT assets based on changing tactical situations.
- Achieve tactical depth.
- Identify and create options to seize, retain, and exploit the initiative.

4-7. Based on their initial understanding of the operational environment and the tactical situation, BCT and squadron commanders generate information requirements for the BCT and its organic Cavalry organizations. Commanders visualize how the Cavalry squadron and other reconnaissance and security assets (to include national level intelligence assets, surveillance assets, joint enablers, and special reconnaissance) will work together, and describe how the BCT's activities will contribute to the success of higher, adjacent, and lower

echelons. The Cavalry squadron is the BCT commander's primary asset to develop the situation and provide the combat information that will ultimately refine subsequent courses of action for the BCT's decisive operations. As a result, the BCT commander—working with his staff, the BCT S-3 (see Chapter 1), and his Cavalry squadron commander—directs reconnaissance and security tasks to address information requirements and develop the situation to establish conditions conducive to mission success.

4-8. Effective reconnaissance and security tasks create opportunities that allow commanders to confirm or deny assumptions, make decisions, and take action. Commanders establish the commander's critical information requirements (CCIR), and continuously update information requirements based on changing battlefield conditions. Commanders and their staffs first identify information gaps and continuously assess, adapt, add, and delete requirements throughout the operation. As staffs identify requirements necessary for successful execution, they recommend and assign tasks for Cavalry units to conduct reconnaissance and provide answers that allow the commander to make timely and effective decisions. As they continuously plan, task, and employ collection assets to answer the commander's CCIR and other information requirements, commanders and staffs must—

- Develop and continuously update a list of intelligence requirements.
- Identify and update the CCIR.
- Tie the CCIR directly to the scheme of maneuver and decision points.
- Limit the CCIR to only the most critical intelligence and combat information needs.
- Seek higher echelons' collection of—and answers to—information requirements.
- Ensure CCIR include the latest time information is off value (LTIOV) to ensure timely reporting and decision making.

4-9. Reconnaissance and security tasks provide flexibility, adaptability, and depth to the BCT commander's scheme of maneuver by synchronizing and integrating combined arms, air-ground teams to seize, retain, and exploit the initiative based on a relevant understanding of the situation. By employing combined arms, air-ground teams, the BCT commander fights for information and develops the situation against a broad range of threats, adversaries, and enemies throughout his area of operations. Reconnaissance and security tasks provide the BCT commander with tactical depth, freedom to maneuver, flexibility, and critical combat information.

4-10. Commanders conduct reconnaissance and security tasks continuously to protect the force and to seize, retain, and exploit the initiative. The commander sets reconnaissance priorities early, as reconnaissance tasks will precede main body movement, minimizing time available for troop-leading procedures for the Cavalry unit (including planning and rehearsal times, pre-combat checks and inspections, and maintenance). The commander sets priorities in the warning order (WARNORD), establishing focus, tempo, engagement/disengagement criteria, and displacement criteria. Missions without focus degrade the collection capabilities of the Cavalry unit. Improper utilization of assets can leave an enemy vulnerability—or a catastrophic threat—undiscovered.

4-11. Reconnaissance and security tasks are most effective when integrating multiple combined arms, air-ground teams enabled by the tenets of mission command. Reconnaissance and security tasks require quick dissemination and execution of orders. Reconnaissance leaders must be decisive, make plans quickly, pass information available to subordinates, report to higher headquarters accurately and rapidly, and be responsive to changing conditions on the battlefield. Information collection assets, air-ground operations, fires, and sustainment assets assure completeness in planning and execution and enhance the security effort's ability to exercise operations in accordance with the fundamentals of reconnaissance and security.

4-12. The following historical example illustrates the value of a flexible Cavalry force that directly contributed to effective mission command. The operations of the Napoleon's Cavalry corps during his 1806 campaign against the Prussian Army demonstrates how Cavalry—particularly when operating in close contact with the enemy and civilian populations—were an essential factor in the Napoleon's successful campaign.

Napoleon's Cavalry and Mission Command

On October 12, 1806, French Cavalry swept through the little Saxon village of Zeitz, 25-miles south of Leipzig. Napoleon's light Cavalry—his principle reconnaissance and

security force—were executing an advanced guard forward of the lead Corps of the Grande Armee. As the Cavalry secured the town, scouts and commanders immediately went to work collecting critical combat information for their Emperor. Marshal Joachim Murat, Napoleon's chief of Cavalry, and his staff halted temporarily to interrogate the local postmaster, priest, and mayor—key civilians—concerning the location and disposition of the Prussian Army, key terrain features, and important civilian activities. In Zeitz, a French spy emerged from the crowd of on-lookers and reported that the enemy lay to the west and south, in the vicinity of Erfurt.

A scout produced pen, paper, and a field desk from his kit, established a hasty command post and rapidly converted the spy's initial report into multiple copies of an important message that contained the critical combat information that the reconnaissance organization knew their commander and the Emperor needed. Murat approved the report and handed it to a series of riders who maneuvered along a series of connecting files that relayed the message to Napoleon.

That night, the report reached Napoleon. The Emperor and his staff quickly analyzed the combat information, updated situation maps, and then, in a rush of rapid, harshly accented orders, updated the plan, and issued a series of fragmentary orders. By the next morning, all of Napoleon's subordinates received the same word—the enemy was massing to the west around Erfurt and Weimer. Two days later, elements of the Grand Armee, operating decentralized but still within mutual support, and taking advantage of the effective reconnaissance and security operations of its Cavalry screen, crushed the Prussian army in the battle of Jena-Auerstadt.

SECTION II – EXERCISE OF MISSION COMMAND

4-13. To function effectively and have the greatest chance for successful mission accomplishment, commanders, supported by their staffs, exercise mission command throughout the conduct of operations. The exercise of mission command encompasses how BCT and squadron commanders and staffs apply the philosophy of mission command, described above, using the operations process—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation.

4-14. The operations process and reconnaissance and security tasks are mutually dependent. Just as the planning, preparation, and assessment of the operations process informs and directs reconnaissance and security tasks, the BCTs and squadrons conduct reconnaissance tasks during all phases of the operations process and provide the necessary information to complete plans, preparations, adjust the execution of operations, and provide further assessments of the tactical situation and the operational environment. The activities of the operations process are not discrete; planning, preparing, executing, and continuously assessing the operation overlap and recur as the circumstances of the tactical situation and operational environment demand. Planning starts an iteration of the operations process, yet upon completion of the initial order, planning continues as leaders revise the plan based on changing circumstances (and timely reports from Cavalry units). Preparing begins during planning and continues through execution. Execution puts a plan into action by applying combat power to seize, retain, and exploit the initiative to gain a position of relative advantage. (Refer to ADRP 5-0 for more information.)

THE OPERATIONS PROCESS

4-15. Commanders and staffs use the operations process to integrate numerous tasks executed by the BCT's organic Cavalry organizations and other subordinate units. Commanders must organize and train their staffs and subordinates as an integrated team to plan, prepare, execute, and assess operations reconnaissance and security tasks while simultaneously planning, preparing, and assessing the BCT's decisive operations.

4-16. In addition to the principles of mission command, commanders and staffs consider the following principles for the effective employment of the operations process:

- Commanders drive the operations process.
- Commanders and staffs collaborate to plan, prepare, execute, and assess operations.

- Commanders and staffs build and maintain situational understanding.
- Commanders and staffs encourage collaboration and dialogue.

COMMANDERS DRIVE THE OPERATIONS PROCESS

4-17. The commander is the central figure in the operations process. While the staff performs essential functions that amplify the effectiveness of operations, the commander is ultimately responsible for accomplishing assigned missions.

4-18. Commanders encourage disciplined initiative through a clear commander's intent while providing enough direction to integrate and synchronize the force at the decisive place and time during reconnaissance and security tasks. Early dissemination of intent is particularly important as Cavalry operations will precede main body movement and the conduct of decisive operations. The commander relies upon subordinates to respond quickly to mission-type orders and execute disciplined initiative. To this end, the commander performs six primary mission command tasks (refer to ADRP 6-0 for additional information); understand, visualize, describe, direct, lead, and assess.

Understand

4-19. Understanding is fundamental to the commander's ability to establish a situation's context. Moreover, understanding is essential to effective decision-making during planning and execution. Analysis provides the information used to develop understanding and frame the tactical problem in the context of the operational environment. In addition, detailed planning assists commanders to develop their initial understanding of the operational environment and the tactical challenges further. To develop a better understanding of the operational environment as well as the specific characteristics of the mission variables (METT-TC), commanders circulate within their area of operations, collaborate and consult with subordinate commanders, Soldiers, and key staff officers (such as the Brigade S-3 outlined in Chapter 1). Using their own training, experience, education, and inputs from others (to include running estimates from the staff and unified action partners), commanders improve their understanding of the operational environment and specific tactical problems throughout the operations process.

4-20. Reconnaissance and security tasks, as part of the BCT's information collection efforts, are indispensable to building and improving the commander's understanding of the situation. As the commander refines his understanding, he must quickly formulate the commander's critical information requirements (CCIRs), keep them current, determine where to place key personnel, and arrange for liaison teams to contribute further to improving the commander's understanding. In short, greater understanding of the situation will enable commanders to make better decisions throughout the conduct of operations.

Visualize

4-21. As commanders begin to understand their operational environment and the tactical problem, they visualize potential solutions and their desired endstate. *Commander's visualization* is the mental process of developing situational understanding, determining a desired end state, and envisioning an operational approach through which the force will achieve that end state (ADP 5-0). The process of *commander's visualization* applies to both the BCT's primary mission (its decisive operation) as well as the collective visualization of reconnaissance and security tasks that influence the BCT's decisive operations.

4-22. Close collaboration between the BCT command and his Cavalry squadron commander, as well as close synchronization between the BCT staff and the squadron staff, are critical to developing the BCT's visualization of reconnaissance and security tasks. (Refer to ADRP 5-0 for more information.) Assignment of a mission focused on specific reconnaissance and security objectives provides the focus for developing the commander's visualization that, in turn, provides the basis for developing plans and orders. During preparation and execution, the commander's visualization helps commanders (and their subordinates) determine if, when, and what to decide as they adapt to changing conditions and the updated information reports produced by the BCT's reconnaissance and security tasks.

Describe

4-23. After commanders visualize an operation, they describe it to their staffs and subordinates to facilitate shared understanding and purpose. During planning, commanders ensure subordinates understand their

visualization well enough to begin course of action development. During execution commanders describe modifications to their visualization, modifications informed by continuous reconnaissance and security tasks, in updated planning guidance and directives resulting in fragmentary orders that adjust the unit's mission. Commanders describe their visualization in doctrinal terms, refining and clarifying their visualization as circumstances require. Commanders express their visualization in terms of—

- Commander's intent.
- Planning guidance.
- Commander's critical information requirements.
- Essential elements of friendly information (EEFI).
- Reconnaissance and security guidance.

Commander's Intent

4-24. Commander's intent is a clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff. It helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (Refer to JP 3-0 and ADRP 5-0 for more information.)

4-25. For reconnaissance and security tasks, the commander's intent statement described what constitutes success for the reconnaissance and security operation including the operation's purpose, key tasks, and the conditions that define the end state. Intent links the mission, concept of operations, and tasks to subordinate units. A clear commander's intent facilitates a shared understanding and focuses on the overall conditions that represent mission accomplishment. During execution the commander's intent spurs disciplined initiative.

4-26. The commander's intent must be easy to remember and clearly understood by commanders and staff two echelons lower in the chain of command. (Refer to ADRP 5-0 for a detailed discussion of writing the commander's intent statement.) The more concise the commander's intent, the easier it is to recall and understand. Commanders develop their intent statement personally using the following components:

- Expanded purpose.
- Key tasks.
- End state.

4-27. When describing the expanded purpose of the reconnaissance and security operation, the commander's intent does not restate the "why" of the mission statement. Rather, it addresses the broader purpose of the operation and its relationship to the force as a whole (often, incorporating how the operation relates to one or more of the fundamentals of reconnaissance and security can clearly convey the expanded purpose of an operation).

4-28. *Key tasks* are those activities the force must perform as a whole to achieve the desired end state (ADRP 5-0). Key tasks are not specified tasks for any subordinate unit; however, they may be sources of implied tasks. During execution, when significant opportunities present themselves or the concept of operations no longer fits the situation, subordinates use key tasks to keep their efforts focused on achieving the desired end state.

4-29. The end state is a set of desired future conditions the commander wants to exist when an operation concludes. Commanders describe the operation's end state by stating the desired conditions of the friendly force in relationship to desired conditions of the enemy, terrain, other friendly forces, and civil considerations. A clearly defined end state promotes unity of effort among the force and with unified action partners.

Planning Guidance

4-30. Commanders provide planning guidance to the staff based upon their visualization of the current situation, their experience, and their professional military judgment. Planning guidance reflects how the commander sees the operation unfolding with sufficient detail, context, and clarity. It broadly describes when, where, and how the commander intends to employ combat power to accomplish the mission within the higher commander's intent. Broad and general guidance gives the staff and subordinate leaders' maximum latitude allowing both the BCT staff and the Cavalry squadron staff to develop flexible and effective options in parallel, simultaneous, and complimentary efforts. Leaders within the BCT's Cavalry organizations, the leaders who will execute the reconnaissance and security tasks in support of the BCT, must clearly understand

the BCT commander's planning guidance so they know what and when to report as they identify combat information, fill information gaps, and answer priority intelligence requirements (PIR).

Commander's Critical Information Requirements

4-31. A *commander's critical information requirement* is an information requirement identified by the commander as being critical to facilitating timely decision making. The two key elements are priority intelligence requirements and friendly force information requirement (FFIR). (Refer to JP 3-0 and ADRP 5-0 for more information.)

4-32. A priority intelligence requirement is an intelligence requirement, stated as a priority for reconnaissance and security tasks and intelligence collection, that the commander needs to understand about a threat, enemy, or adversary or about the operational environment (for example, terrain or civil considerations). PIRs identify the information about the enemy and the operational environment that the commander considers most important. Normally tied to either a named area of interest (NAI) or a target area of interest (TAI) (JP 1-02), PIRs become the central focus for the Cavalry organizations conducting the BCT's reconnaissance and security tasks.

4-33. A *friendly force information requirement* is information the commander and staff need to understand the status of friendly force and supporting capabilities. (Refer to JP 3-0 and ADRP 5-0 for more information.) FFIRs identify the information about the mission, troops, and support available, and time available for friendly forces that the commander considers most important.

4-34. A commander's critical information requirement directly influence decision making and facilitates the successful execution of flexible military operations, or decision point tactics. Commanders decide to designate an information requirement as a CCIR based on likely decisions and their visualization of the course of the operation. During planning, staffs recommend information requirements for commanders to designate as CCIRs. During preparation and execution, both the BCT and the Cavalry squadron staff may recommend changes to CCIRs based on assessment. A CCIR is—

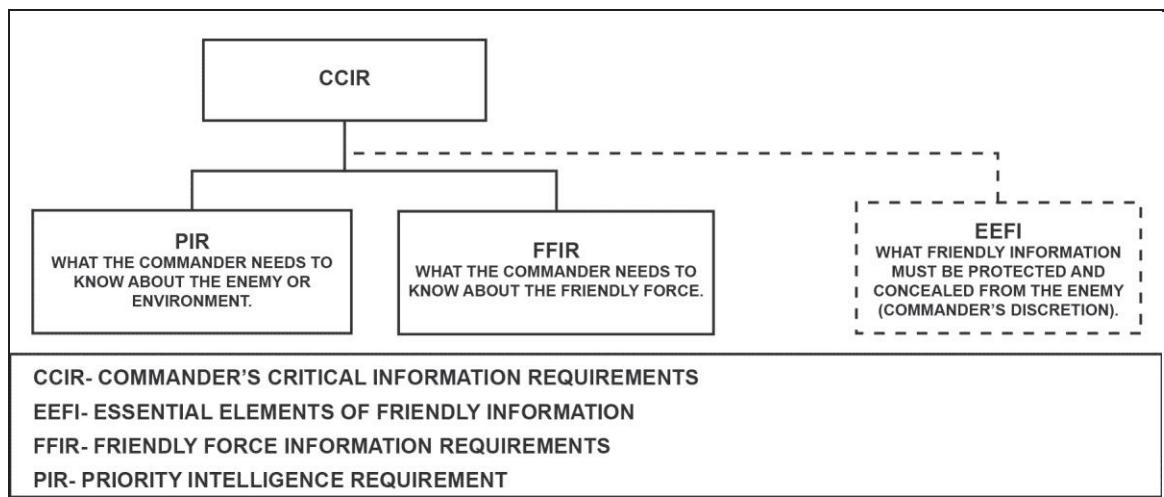
- Specified by a commander for a specific operation.
- Applicable only to the commander who specifies it (or his subordinates executing reconnaissance and security tasks in support of the commander).
- Situation dependent—directly linked to a current mission or a decision that will create a new mission, branch, or sequel to the current mission.
- Time-sensitive.

4-35. Commanders limit the number of CCIRs to focus the efforts of its organic Cavalry organizations or task-organized combined arms, air-ground teams that will conduct reconnaissance and security tasks for the BCT. With fewer prioritized CCIRs, subordinate units can apply greater concentrations of combat power and reconnaissance focus to each information requirement. At the same time, fewer prioritized CCIRs facilitate timely and accurate reporting and provide the commander with the required information sooner.

4-36. Throughout an operation, the list of CCIRs will constantly change. BCT commanders, through their staffs, effective liaison teams, the tactical network, and direct communications with their subordinate commanders, constantly refine and develop their information requirements throughout the operations process as they add and delete CCIRs based on the information needed for specific decisions.

Essential Elements of Friendly Information

4-37. Commanders describe information they want protected as essential elements of friendly information. An essential element of friendly information is a critical aspect of a friendly operation that, if known by the enemy, would subsequently compromise, lead to failure, or limit success of the operation and therefore protected from enemy detection. (Refer to ADRP 5-0 for more information.) Although EEFIs are not CCIRs, they have the same priority. EEFIs establish elements of information to protect rather than ones to seek or collect. EEFI identification is central to prioritizing units, information, or activities focusing security tasks. (See figure 4-1.)

**Figure 4-1. CCIR and EEFI****Reconnaissance Guidance**

4-38. Commanders provide clear reconnaissance guidance that offers both freedom of action to develop the situation as well as adequate direction to ensure that their organic Cavalry organizations can accomplish stated reconnaissance objectives within the required timeframe. The commander's reconnaissance and security planning guidance provides a clear understanding of the Cavalry organization's task, purpose, and objective. Reconnaissance and security guidance explains focus, levels of detail required, levels of covertness, and guidelines for engagement, disengagement, and displacement of the organization. The commander develops his planning guidance based on the BCT mission, timeline and intent in order to satisfy information requirements and identify opportunities to seize, retain, and exploit the initiative. The commander specifies different reconnaissance guidance for each phase of an operation and adjusts the components of his guidance when appropriate. The commander's guidance consists of four elements—

- Focus.
- Tempo of reconnaissance.
- Engagement/disengagement criteria (if any), both lethal and nonlethal.
- Displacement criteria.

Focus

4-39. Reconnaissance focus defines the Cavalry organization's area of emphasis and is made of four categories; threat, infrastructure, terrain and weather effects, and society. The higher commander's intent as well as the commander's initial assessment of information requirements and information gaps serves as the basis for establishing the focus for reconnaissance tasks. Focus helps the Cavalry organization narrow the scope of operations to get the information most important to developing the situation for future operations.

4-40. Commanders and staffs can further focus reconnaissance efforts by assigning specific reconnaissance objectives. A *reconnaissance objective* is a terrain feature, geographic area, or an enemy force about which the commander wants to obtain additional information. The objective should directly support the end state defined in the commander's intent.

4-41. For example, during offensive tasks, a BCT's Cavalry squadron may conduct reconnaissance to locate an enemy's security force, to include its composition, disposition, and capabilities. At the same time, the squadron could also address information gaps concerning terrain—collecting information on key terrain features that might affect friendly forces, the enemy's disposition, and the various courses of action the BCT commander might develop during his planning. In stability tasks, however, Cavalry troops may focus on locating IED manufacturing sites. The information developed by terrain- or enemy-focused reconnaissance helps update templated enemy courses of action as part of the continuous assessment (through Intelligence Preparation of the Battlefield [IPB]) of the tactical situation and the operational environment.

4-42. Additionally, a reconnaissance objective may include gaining an awareness of how the local society affects military operations as well as the impact of military operations on that society. Cavalry organizations might have to conduct reconnaissance to gather information on the size, location, composition, and political temperament of the society. Such reconnaissance focuses on developing an understanding of the cultural and human factors that affect friendly as well as adversarial perceptions and operations, such as religion, ethnicity, language, and political or tribal organizations. Civil considerations also address infrastructure—the systems that support the inhabitants, economy and government of a specific area. The six factors of areas, structures, capabilities, organizations, people, and events summarize the aspects of civil considerations that might be a component of reconnaissance focus. Regardless of its focus on terrain, the enemy, or civil considerations, the reconnaissance objective clarifies the intent of the reconnaissance effort by stating the most important result of the reconnaissance effort.

4-43. Reconnaissance focus—derived from the commander’s intent and defined by specific reconnaissance objectives—allows subordinate Cavalry organizations and commanders to prioritize tasks to accomplish, and the assets used to accomplish them.

Tempo of Reconnaissance

4-44. Tempo of reconnaissance refers to the level of detail and covertness required of the Cavalry organization to best accomplish either reconnaissance or security tasks. Tempo is described by four terms: rapid, deliberate, stealthy, and forceful. “Rapid” and “deliberate” are levels of detail and are mutually exclusive in all cases, as one cannot be rapid and deliberate at the same time. However, Cavalry organizations can oscillate between the two from phase to phase or even within sub-phases of an operation. “Stealthy” and “forceful” indicate mutually exclusive levels of covertness. (See figure 4-2 on page 4-10.) Commanders choose the appropriate form of reconnaissance to accomplish the mission balanced with the other mission variables of METT-TC.

4-45. “Rapid” tempo dictates that the level of detail for the reconnaissance operation is limited to a certain prescribed list of tasks or PIR. Rapid tempo is appropriate when time is of the essence and only a limited number of information requirements are necessary to accomplish the mission.

4-46. “Deliberate” tempo implies all tasks of the mission must be accomplished to ensure mission success. Deliberate tempo allows the organization more time to answer all information requirements. Detailed and thorough reconnaissance and security tasks require time-intensive, comprehensive, and meticulous mounted and dismounted efforts to observe reconnaissance objectives and develop the situation.

4-47. “Stealthy” tempo emphasizes avoiding detection and engagement dictated by restrictive engagement criteria. Stealthy reconnaissance typically takes more time than aggressive reconnaissance and utilizes dismounted scouts to take maximum advantage of cover and concealment to reduce signatures that lead to compromise. Stealthy reconnaissance is used when time is available, detailed reconnaissance and stealth is required, enemy forces are likely in a specific area, danger areas are encountered, and when restrictive terrain limits effectiveness of mounted reconnaissance.

4-48. “Forceful” tempo develops the situation through action by employing air and ground reconnaissance, technical means, and both direct and indirect fire systems moving rapidly to develop the situation. Forceful reconnaissance requires firepower, aggressive exploitation of action on contact, operational security, and training to survive and accomplish its mission. Forceful reconnaissance is appropriate when time is limited, detailed reconnaissance is not required, terrain is open, environmental conditions allow for mounted reconnaissance, and when dismounted reconnaissance cannot complete the mission within existing time constraints.

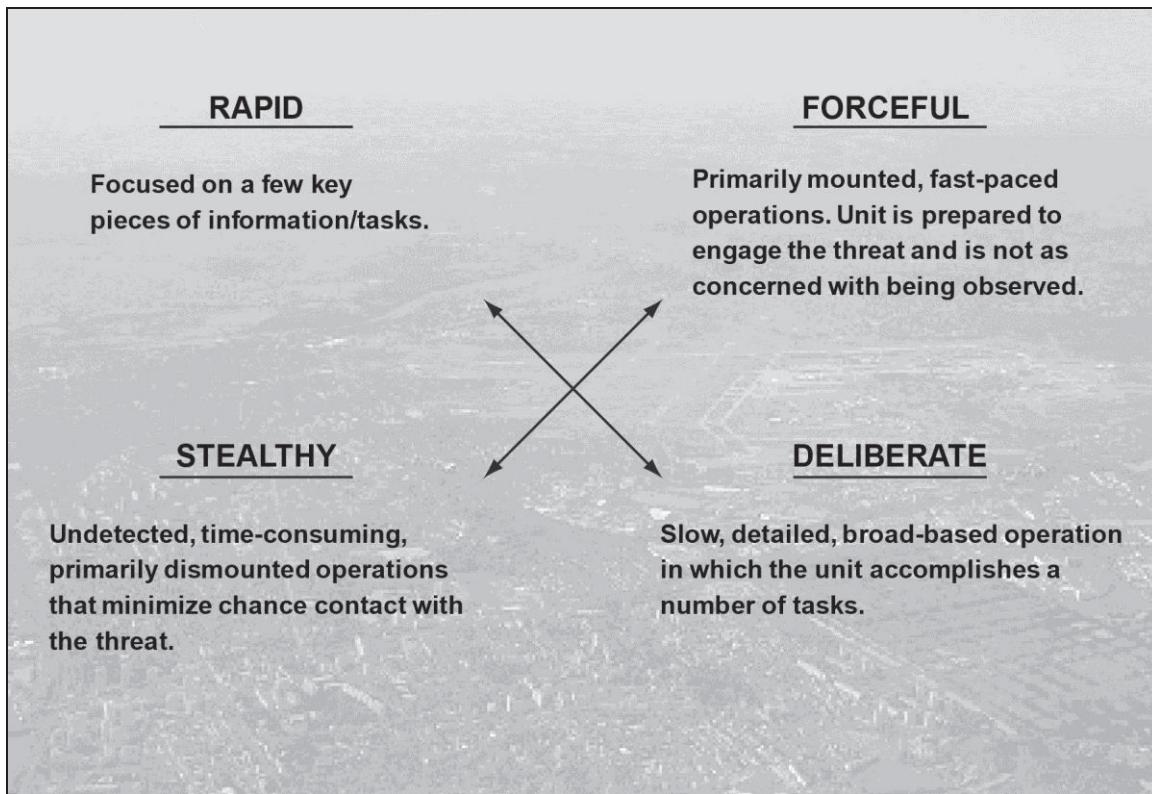


Figure 4-2. Reconnaissance tempo

Engagement/Disengagement Criteria

4-49. Engagement criteria are defined in FM 3-90-1 as protocols that specify those circumstances for initiating engagement with an enemy force. They can be either restrictive or permissive. The squadron commander visualizes engagement criteria through analysis of the mission variables (METT-TC) of mission, enemy, troops and support available, and civil considerations.

4-50. The commander must define the size or type of enemy force he expects his subordinate units to engage or avoid which drives planning for direct and indirect fires, as well as establishment of bypass criteria. The squadron commander must consider information engagement and how the squadron interacts and influences the local populace.

4-51. Merely defining engagement criteria using terms such as “aggressive” or “discreet” is not sufficient. Engagement criteria should be defined using precise doctrinal terms. Again, the squadron commander issues specific planning guidance to clearly define the engagement criteria. The staff and subordinate commanders refine that guidance into specific execution information. Examples include the following:

- Engagement criteria.
- Guidance for actions on contact.
- Bypass criteria.
- Reconnaissance handover criteria.
- Priority of fires.
- Rules of engagement (ROE) or rules for use of force.
- Fire support coordination measures.
- Weapons control status.

Displacement Criteria

4-52. Displacement criteria define triggers for planned withdrawal, passage of lines, or reconnaissance handover between units. As with engagement and disengagement criteria, the conditions and parameters set out in displacement criteria integrate the commander's intent with tactical feasibility. Conditions are either event driven (for example, associated PIR being met, threat contact not expected in the area, and observed NAIs or avenues of approach denied to the enemy); time driven (for example, latest time information of value [LTIOV] time triggers are met); or threat driven (observation posts have been compromised). Failure to specifically dictate conditions of displacement, nested within the higher scheme of maneuver will likely result in ineffective reconnaissance and security tasks.

Security Guidance

4-53. As with reconnaissance guidance, commanders provide clear security guidance that offers freedom of action and direction to ensure that their organic Cavalry organizations can accomplish stated objectives within the required timeframe. The commander's security planning guidance provides a clear understanding of the Cavalry organization's task, purpose, and objective and the protection requirements of the security mission. The elements and purpose of security guidance are the same as reconnaissance guidance.

Focus

4-54. The focus of security tasks defines what the Cavalry organization is to protect and why—the focus describes the expected results of the security operation. Security tasks are threat, terrain, or friendly unit-oriented (see Chapter 6 for additional information on security tasks). Examples of focus in security tasks include the enemy, threat, or adversaries, terrain (key terrain, routes, bridges and gap crossing sites, defensible terrain), troops and friendly forces (the protected force), and civil considerations.

4-55. The focus of security tasks allows the commander to determine specific critical tasks, their priority, and their relation to his intent and end state. Moreover, focus allows subordinate commanders to narrow their operations to acquire the information most important to higher headquarters and protect the most critical activities.

4-56. Named areas of interest (NAIs) provide a graphical method to focus Cavalry organizations as they execute security tasks. Significantly NAIs link most likely and most dangerous threat activities to terrain where those activities may occur. Given the NAIs, subordinate commanders can prioritize the employment and deployment of their forces and assets to provide the most effective observation and coverage throughout the area of operations as they develop their scheme of maneuver and observation plans.

Tempo of Security

4-57. Clearly articulating the tempo of security tasks allows the commander to establish associated time requirements that will drive security tasks planning such as the method of establishing observation posts (either mounted or dismounted), length of UAS rotation, and required logistical and communications support necessary to execute the mission. Tempo can also relate to depth, especially in screen missions, as time is needed to properly deploy into screen lines to achieve the required depth throughout the area of operations. Commanders consider tasks, their CCIR, the LTIOV, tactical risk, movement techniques, reconnaissance methods (stealthy or forceful, mounted or dismounted, or appropriate combinations of both), and formations when articulating the security tempo.

4-58. In addition, tempo affects whether Cavalry units will employ short- or long-duration OPs in their security tasks.

- **Short duration:** Cavalry organizations man short duration OPs for periods less than 12-hours. Cavalry units establish short duration OPs quickly to allow commanders to take advantage of available time and to mass reconnaissance assets through maximizing the number of OPs and associated observing forces on the ground and in the air for a short period of time.
- **Long duration:** Cavalry organizations man long-duration OPs for greater than 12-hours. Significantly, the number of OPs decreases as platoons and troops must allocate additional forces to each OP to manage a deliberate rotation schedule and rest plan. Units must coordinate for adequate resupply for all classes of supply to support OPs that will operate for extended periods of time.

Engagement/Displacement Criteria

4-59. Just as the commander issues guidance concerning engagement and displacement criteria in his reconnaissance guidance, the same criteria apply to security tasks. In addition, commanders should consider the following when assigning a security mission and employing a security force:

- Force or area to secure.
- Location and orientation of the security area.
- Initial location and types of OPs, if applicable.
- Time allocated to establish the security operation.
- Criteria for transitioning from the security operation to BCT decisive operations.
- Task organization and augmentation of security forces.
- Level of protection and minimum warning time requirements.
- Threat considerations, such as the smallest enemy element allowed passage without engage or the threat's capability to influence main body activities.

Direct

4-60. Commanders direct all aspect of operations by establishing their commander's intent, setting achievable objectives, and issuing clear tasks to subordinate units. Throughout the operations process, commanders direct forces by—

- Preparing and approving plans and orders.
- Establishing command and support relationships.
- Assigning and adjusting tasks, control measures and task organization.
- Positioning units to maximize combat power.
- Positioning key leaders at critical places and times to ensure effective mission command.
- Allocating resources to exploit developing opportunities and counter emerging threats.
- Committing the BCT reserve, as required.

Lead

4-61. Through leadership, commanders provide purpose, direction, and motivation to subordinate commanders, their staff and Soldiers. The commander's physical presence is necessary to lead effectively. During reconnaissance and security tasks, the BCT commander balances his time between leading the staff through the operations process and providing purpose, direction, and motivation to subordinate commanders and Soldiers forward of the command post. Once the Cavalry squadron initiates their reconnaissance and security tasks, the Cavalry squadron commander will need to command his squadron and develop the situation well forward of the squadron and BCT command posts.

Assess

4-62. Commanders continuously assess the situation to better understand current conditions and determine how the operation is progressing. Continuous assessment helps commanders anticipate and adapt the force to changing circumstance. Commanders incorporate the assessment of the staff, subordinate commander, and unified action partners into their personal assessment of the situation. Based on their assessment, commanders modify plans and orders to adapt the force to changing circumstances. (See figure 4-3.)

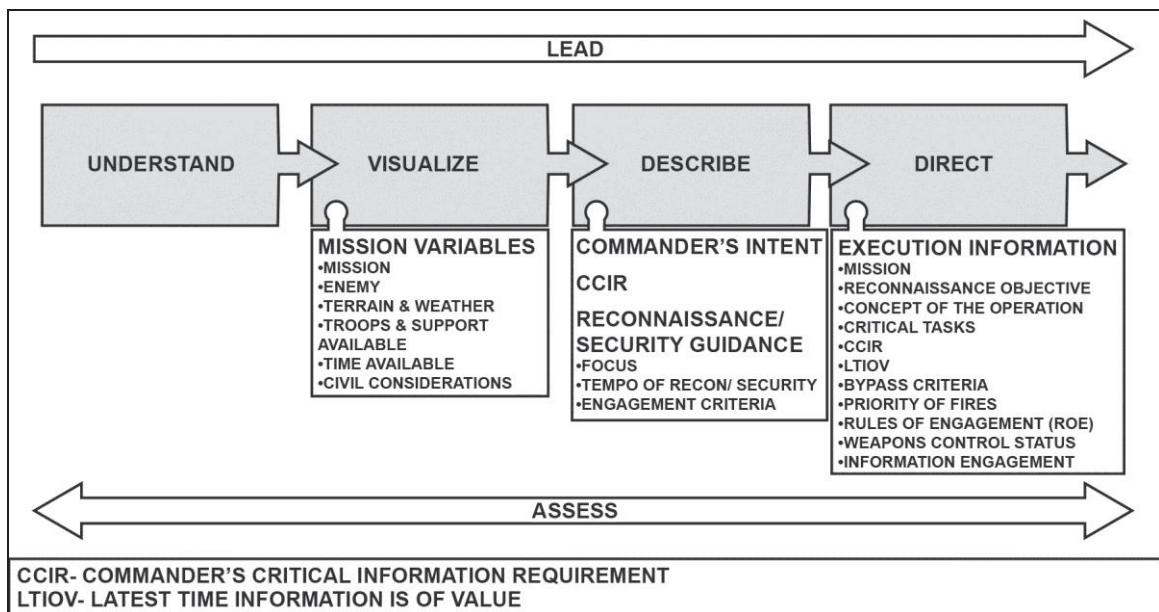


Figure 4-3: Development of guidance for reconnaissance and security tasks

COMMANDERS AND STAFFS COLLABORATE TO PLAN, PREPARE, EXECUTE, AND ASSESS

4-63. The operations process consists of the major activities of mission command conducted during operations: planning, preparing, executing, and assessing operations. Commanders drive the operations process, while remaining focused on the major aspects of operations. Staffs conduct the operations process; they assist commanders in the details of planning, preparing, executing, and assessing.

4-64. The continuous nature of the operations process—and the critical combat information and timely and accurate reports provided during reconnaissance and security tasks—allows commanders and staffs to make adjustments, enabling agile and adaptive forces. Commanders, assisted by their staffs, integrate activities and operations throughout the BCT and the squadron as they exercise mission command. Throughout the operations process, they develop an understanding and appreciation of the operational environment and the tactical situation. They formulate a plan and provide purpose, direction, and guidance to the BCT. Commanders then adjust operations as changes to the operational environment and the tactical situation occur, allowing commanders to seize, retain, and exploit the initiative to gain a position of relative advantage over the enemy. (Refer to ADRP 5-0 for more information.)

4-65. Throughout the entire operations process, the staff supports the commander and subordinate commanders in understanding situations, decision-making, and implementing decisions throughout the conduct of operations. The staff does this through four staff mission command tasks—

- Conduct the operations process (plan, prepare, execute, and assess).
- Conduct knowledge management and information management.
- Conduct information operations.
- Conduct cyber-electromagnetic activities.

Plan

4-66. *Planning* is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. (Refer to ADP 5-0 and ADRP 5-0, Chapter 2, for more information.) Army leaders plan to create a common vision among subordinate commanders, staffs, and unified action partners for the successful execution of operations. Planning results in an order that clearly communicates a commander's vision and directs actions to synchronize forces in time, space, and purpose for achieving objectives and accomplishing missions.

4-67. All planning is based on imperfect knowledge and assumptions about the future. Planning cannot predict exactly what the effects of the operation will be, describe with precision how enemies will behave, or anticipate how civilian populations will respond to military operations. Understanding and learning that occurs during planning has great value, even if operations do not proceed precisely as envisioned, the process of planning results in improved situational understanding that facilitates future decision making. Plans and planning help leaders to—

- Understand and develop solutions to problems.
- Anticipate events and adapt to changing circumstances.
- Task-organize the force and prioritize efforts.

Understand and Develop Solutions

4-68. The commander and staff conduct conceptual planning (using the Army design methodology) to understand, visualize, and describe the operational environment and the operational approach to the problem. Army design methodology entails framing an operational environment, framing a tactical problem, and developing an operational approach to solve the problem. Army design methodology results in an improved understanding of the operational environment, a problem statement, initial commander's intent, commander's reconnaissance guidance, and an operational approach that serves as a link between conceptual and detailed planning. Based on their understanding and learning gained during Army design methodology, commanders issue planning guidance, to include an operational approach, to guide more detailed planning using the *military decision-making process* (MDMP). (Refer to ADRP 5-0 for more information.) The BCT and Cavalry squadron's detailed planning efforts use the MDMP to produce a synchronized plan that provides mission type orders to subordinate units, including the BCT's Cavalry squadron. (See figure 4-4.)

4-69. The *military decision-making process* is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. (Refer to ADP 5-0 and ADRP 5-0 for more information.) The MDMP integrates the activities of the commanders, staffs, subordinate headquarters, and unified action partners to understand the situation and mission; develop and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operations order for execution. The MDMP helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. The MDMP helps commanders, staffs, and others to think critically and creatively while planning and results in an improved understanding of the situation and an order that guides the force through preparation and execution.

4-70. The MDMP consists of seven steps. Each step of the MDMP has various inputs, a method (step) to conduct, and outputs. The outputs lead to an increased understanding of the situation and to facilitating the next step of the MDMP.

4-71. The MDMP facilitates collaboration and parallel planning. The BCT headquarters solicits input and continuously shares information concerning future operations through planning meetings, warning orders, operations orders, and fragmentary orders. Commanders encourage active collaboration to build a shared understanding of the situation, participate in course of action development and decision making, and resolve conflicts before publishing the order.

4-72. The MDMP also drives preparation. Since time is a factor in all operations, commanders and staffs conduct a time analysis of their planning and preparation activities early in the planning process. Time analysis may require the commander to direct subordinates through a series of warning orders to start necessary movements, conduct task organizations changes, begin reconnaissance and security tasks, and execute other preparation activities before completing the plan. For example, to support reconnaissance and security tasks, the Cavalry squadron commander and staff must conduct parallel planning simultaneously with the BCT staff.

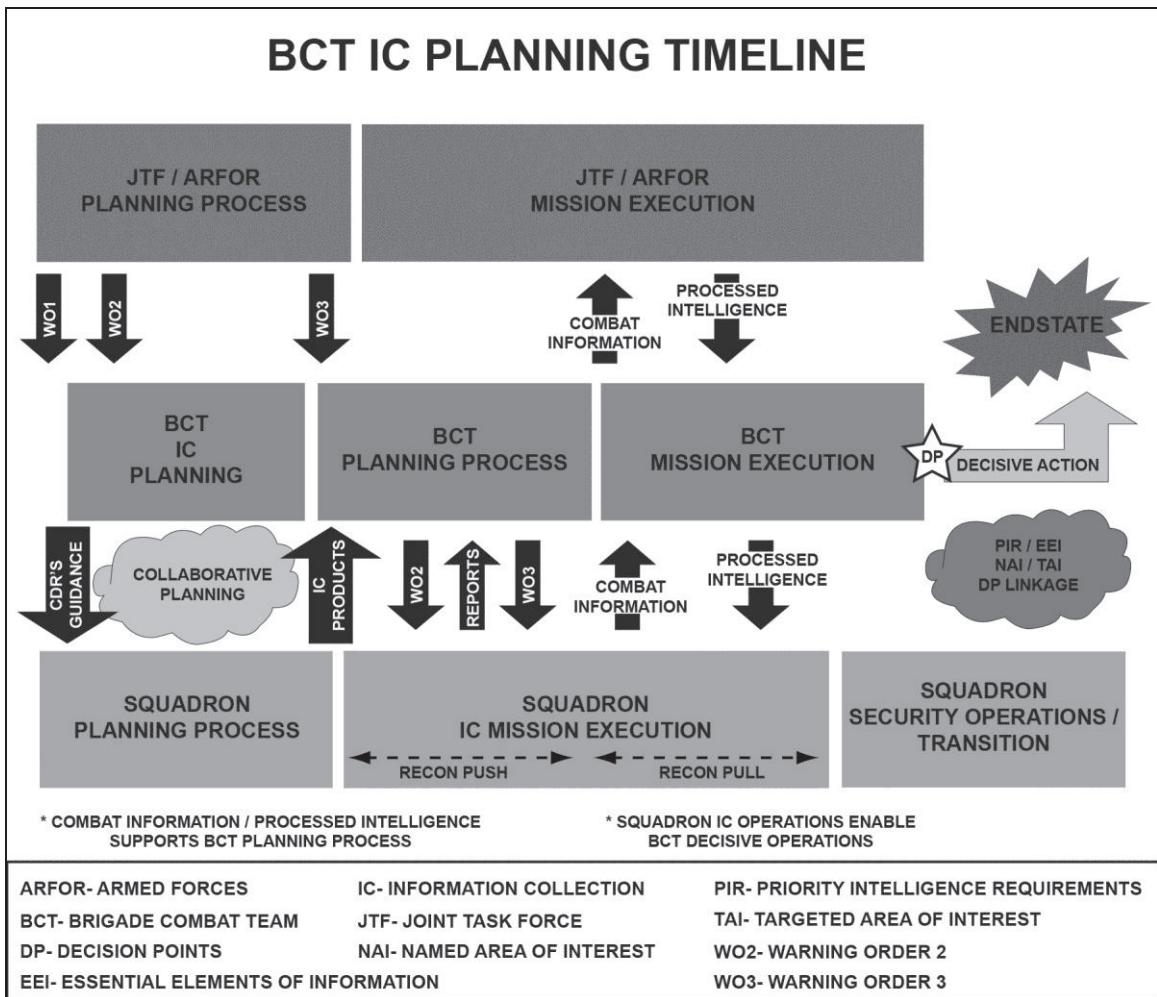


Figure 4-4. The BCT information collection timeline

4-73. The commander is the most important participant in the MDMP. More than simply a decision maker in the process, commanders use their experience, knowledge, and judgment to guide staff planning efforts. During the MDMP, commanders focus their activities on understanding, visualizing, and describing.

4-74. The staff's efforts during the MDMP focuses on helping the commander understand the situation, make decisions, and synchronize those decisions into a fully developed plan or order. Staff activities during planning initially focus on mission analysis. The products that the staff develops during mission analysis help commanders understand the situation and develop the commander's visualization. The mission analysis products also define the staff's input into the initial phases of the BCT's reconnaissance and security tasks.

Anticipate Events and Adapt to Changing Circumstances

4-75. Cavalry squadrons are the "eyes and ears" of the BCT and the commander, the squadron commander and staff must be able to assist the BCT commander in understanding, visualizing, and describing the area of operations and the tactical situation. The squadron's operations primary purpose is to answer the BCT commander's PIR. (See figure 4-5 on page 4-17.)

4-76. To this end, outputs of the intelligence preparation of the battlefield (such as the enemy situational template, the event template, and the BCT and squadron commanders' CCIR) are critically important to assisting the BCT in anticipating events and adapting to changing situations. As commanders articulate, assess, and refine their information requirements, the BCT and squadron staffs further refine the commanders' information requirements into specific reconnaissance and information collection plans.

4-77. As described previously in this chapter PIR are information requirements that drive decision points. (Refer to ADRP 3-90 for additional information). For example, the BCT commander could establish a PIR concerning enemy capabilities and disposition as well as PIR concerning civil considerations in conjunction with a series of FFIRs about the BCT:

- Priority intelligence requirements, information about the enemy which drives decision points. For example:
 - When will enemy artillery be in range of our main body?
 - Where is the enemy main body?
 - Where are civilians on the battlefield?
- Friendly force information requirements, the things we know about ourselves. For example—
 - Completion and status of defensive preparations.
 - Loss of communications with quick reaction force.
 - Loss of key weapons system to maintenance backlogs.

4-78. The Cavalry squadron staff will further refine the BCT commander's PIR into essential elements of information (EEI). And the squadron staff and troop commanders, will, in turn, designate EEIs that nest with the higher commander's PIR. In the above example, the BCT commander wants to know "when will enemy artillery be in range of our main body?" After establishing EEIs the squadron staff and troop commanders may establish indicators. *Indicators* are items of information that reflect the intention or capability of an adversary to adopt or reject a course of action (JP 2-0). After doing an analysis of likely firing positions given the terrain, subsequent EEIs for their respective AO could include the following:

- Squadron EEI:
 - Is enemy reconnaissance present in the vicinity of NAI number 3?
 - Is there enemy movement south of phase line (PL) Gowins?
 - Do the bridges at grid A and grid B support tracked vehicles?
- Troop EEI:
 - What are the trafficable routes into NAI number 3?
 - Does terrain support artillery firing positions?
 - What attack routes north into NAI number 3 can support the combined arms battalion?
- Troop indicator:
 - Confirm/deny presence of enemy reconnaissance vehicles vicinity of NAI number 3.
 - After developing EEIs into indicators, the staff and troop commanders will then assign staff and troop commanders will then assign specific information requirements (SIR) to facilitate tasking by matching requirements to asset capability.

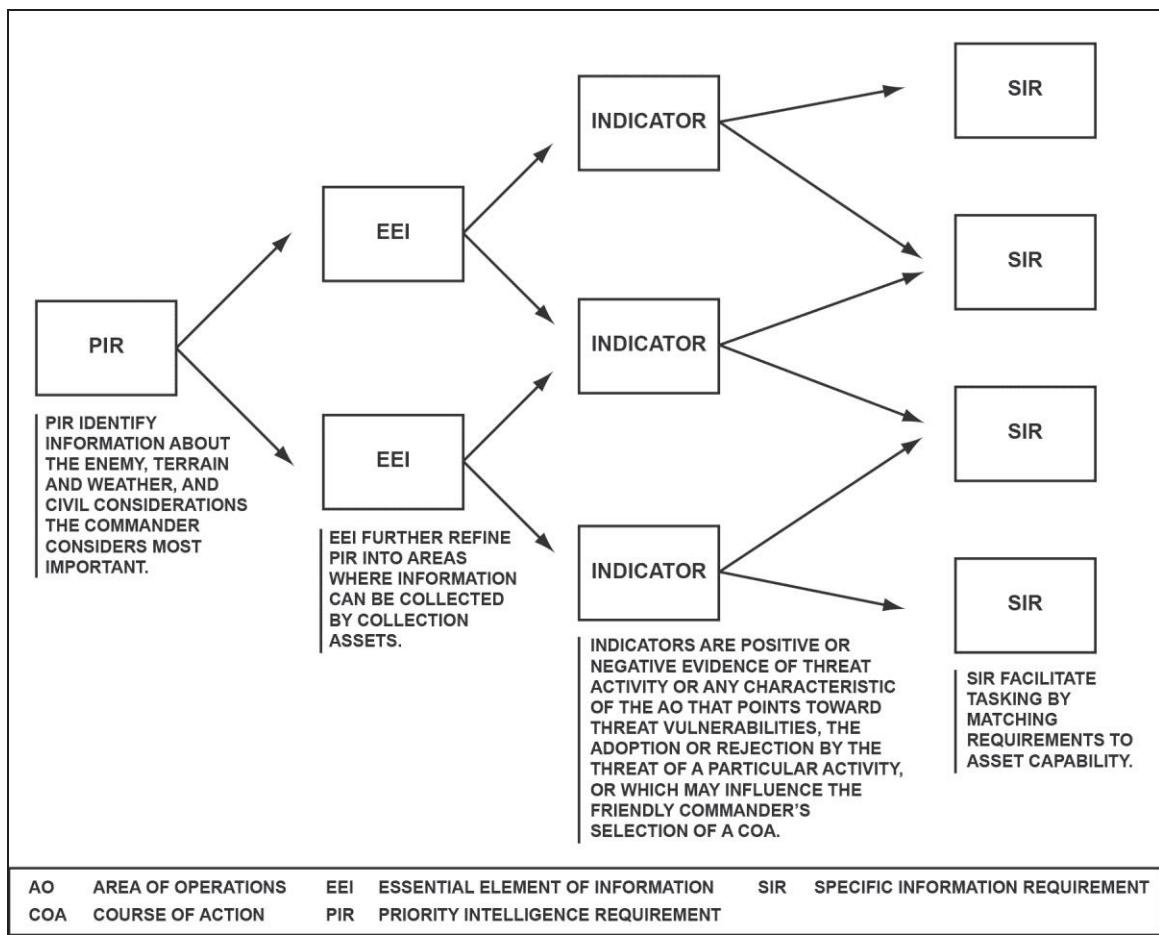


Figure 4-5. Relationship of SIRs to Indicators, to EEIs to PIR

4-79. The Cavalry squadron has a supporting relationship to the BCT's reconnaissance and security mission, the squadron staff will often operate on a parallel planning timeline with the BCT staff during the operations process.

Note. The development of PIR, EEIs, indicators, SIRs, and NAIs is an operations function led by the BCT S-3. At the squadron-level, the squadron S-3 will lead this planning effort.

Task Organize the Force and Prioritize Efforts

4-80. *Task organization* is a temporary grouping of forces designed to accomplish a particular mission (ADRP 5-0). Commanders task organize the force by establishing command and support relationships in accordance with their analysis of the mission variables (METT-TC).

4-81. BCTs task organize and assign command relationships for their Cavalry formations to execute combined arms, air-ground operations to accomplish their assigned mission in their anticipated operational environment. The BCT establishes conditions for reconnaissance and security tasks by enabling the Cavalry squadron with additional rotary-wing aircraft, joint and organic fires, and additional intelligence collection assets (to include partnering with and access to joint and national-level intelligence assets). To include mobility, counter-mobility, and general engineer support, increased sustainment capacity, increased communications capabilities for extended operational depth and distances, as well as additional lethal combat power in the form of infantry and armor. The more sufficient the task organization the more capable the reconnaissance organization is to develop the situation through action, especially in an unclear operational environment. Similarly, in stability tasks, task organizing the squadrons with assets specific to collecting

necessary information for follow on operations (such as civil affairs, translators, engineers, and infrastructure assessment teams) provides relevant information in a timely fashion.

4-82. When task organizing, commanders and staffs should clearly define the command and support relationships between organizations. The type of command relationship will relate to the nature of the operation and the expected duration of the organization. The following table summarizes the Army command relationships available to commanders and staffs when task organizing their forces.

4-83. When task organizing, commanders and staffs should consider the various information collection and combined arms reconnaissance and security assets available to BCTs. Information collection assets can be categorized several different ways. Table 4-1 outlines the organization and capability of the brigade combat teams.

Table 4-1. Available Reconnaissance and Security and Information Collection Assets

<i>Organization</i>	<i>Capability</i>
Cavalry Squadron	Conduct combined arms, air-ground reconnaissance and security tasks as needed to meet information requirements.
	Conduct area, zone, route reconnaissance, reconnaissance in force, or reconnaissance as part of a security task.
	In difficult terrain, conduct area, zone, and route reconnaissance or reconnaissance in force by fixed- or rotary-wing aircraft.
Combined Arms Battalion, Stryker Infantry Battalion, and Infantry Battalion	Conduct combined arms, air-ground operations as needed to meet information requirements. These operations include the reconnaissance and security tasks conducted by the battalion scout platoon as well as providing additional combat power (through task organization) to reinforce the BCT's organic Cavalry squadron.
Recon/Attack Aviation Battalion (attached from Cbt Avn Brigade)	Conduct aerial reconnaissance and security tasks in close coordination with the BCT's Cavalry squadron (through task organization).
Military Intelligence Company	Supports the BCT and its subordinate commands through collection, analysis, and dissemination of information and intelligence.
	Conducts analysis, full motion video, signals intelligence (SIGINT), and human intelligence (HUMINT) collection.
	Conducts situation development, target development, and support to lethal and nonlethal targeting, indications and warning, assessment, and protection.
	Provides the commander and staff with assessments of enemy capabilities, intentions, and course of actions (COA) as they relate to the mission. Disseminates intelligence products throughout the unit as well as to higher and subordinate headquarters.
	Conducts intelligence reach for transmission and receipt of intelligence products across the intelligence enterprise.
Field Artillery Battalion	Field artillery fire support personnel report battlefield intelligence and assessment of the effects of fires. Weapons locating radars locate the positions of threat firing elements for engagement.

**Table 4-1. Available Reconnaissance and Security and Information Collection Assets
(continued)**

Organization	Capability
Brigade Support Battalion	Provide additional information collected during conduct of primary missions. Can provide information on types of wounds or injuries, diseases, and the health and welfare of a population that refines understanding of the operational environment or enemy capabilities.
	Provide additional information collected during conduct of primary missions.
Engineer Company	Conduct Soldier sensor missions as needed to meet information requirements. Terrain and reconnaissance teams identify key terrain, obstacle intelligence, and infrastructure information.
CBRN Platoon	CBRN Platoon conducts reconnaissance tasks to detect, identify, mark, report, and sample for the presence of CBRN hazards.

4-84. Additional combat power enhances the Cavalry squadron's ability to gain and maintain contact, execute reconnaissance and battle handover, and provide an increased capability to defeat enemy reconnaissance and security organizations and survive chance encounters. Task organizing additional combat power with the BCT's Cavalry squadron can give the brigade a marked advantage during decisive operations.

4-85. Although properly task organized Cavalry organizations can produce effects that outweigh the diversion of combat power from the main body—achieving an economy of force—the BCT commander should consider that dedicating these additional capabilities to the Cavalry squadron comes at the expense of capability for potential follow on operations. Therefore, commanders should carefully consider the risks of executing reconnaissance tasks as an economy of force.

Prepare

4-86. *Preparation* consists of activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0). Preparation creates conditions that improve friendly forces' opportunities for success. Preparation requires commanders, staffs, and units to ensure that the force is trained, equipped, and ready to execute operations. Preparation activities help commanders, staffs, and units understand a situation and their roles in upcoming operations.

4-87. During preparation, commanders take every opportunity to improve their situational understanding prior to execution of their decisive operations. The BCT and its organic Cavalry squadron must be prepared to execute aggressive and continuous reconnaissance and security tasks during the preparation phase of the operations process.

4-88. At the same time, the BCT is often most vulnerable to surprise and enemy attack during preparation, when forces might be concentrated in assembly areas. Leaders are away from their units and concentrated together for rehearsals: part of the force could be moving to task-organize. Required supplies may be unavailable or being repositioned. As a result, security tasks are essential during this phase of the operations process.

4-89. Commanders and staffs must revise and refine their initial plan during preparation. The commander's situational understand will change over the course of the operations process—enemy actions will require revision of the plan and the ongoing reconnaissance and security tasks will generate both applicable combat information and unforeseen opportunities. During preparation, assumptions made during planning are confirmed or denied. Significant new information—either PIR or FFIR that are answered by effective reconnaissance and security tasks—will require commanders to revise and refine their operational plan.

4-90. Finally, commanders and staffs conduct effective confirmation briefs and rehearsals. A confirmation brief is a briefing that subordinate leaders give to the higher commander immediately after the operations order. It is the leaders' understanding of the commander's intent, their specific tasks—to include the BCT commander's reconnaissance guidance—and the relationship between their mission and the other units in the

operation (ADRP 5-0). Ideally, the commander conducts confirmation briefs in person with selected staff members. A *rehearsal* is a session in which the commander and staff or unit practices expected actions to improve performance during execution (ADRP 5-0). Both confirmation briefs and rehearsals are essential to ensure that subordinate commanders and staffs understand the concept of operations and the commander's intent. Rehearsals and confirmation briefs allow leaders to practice synchronizing operations at times and places critical to mission accomplishment. Effective rehearsals and confirmation briefs solidify the sequence of the operation's key actions and improve mutual understanding throughout the unit. During preparation, commanders and staffs must ensure that the BCT and the Cavalry squadron are—

- Securing and protecting the force.
 - Conducting aggressive reconnaissance to improve commanders' situational understanding.
 - Revising, refining, and rehearsing the operational plan.
 - Integrating, organizing and configuring their task-organized, combined-arms, air-ground teams
 - Ensuring forces and resources are ready for execution.
-

Note. The BCT and the Cavalry squadron should also conduct a reconnaissance and security rehearsal to ensure that the BCT reconnaissance and security plan meets the commander's intent and is synchronized throughout the BCT. The BCT commander, executive officer (XO), S-2, S-3 fire support coordinator, Cavalry squadron commander, MI company commander, and other BCT staff cells (for example, sustainment, IO, MC) should attend. The rehearsal should last no longer than 1-hour, and should focus on rehearsing reconnaissance and security tasks that address each PIR and their associated NAIs.

Execute

4-91. *Execution* is putting a plan into action by applying combat power to accomplish the mission. (Refer to ADP 5-0 and ADRP 5-0 for more information.) In execution, commanders, staffs, and subordinate commanders focus their efforts on translating decisions into actions. They apply combined arms, air-ground teams to seize, retain, and exploit the initiative to gain and maintain a position of relative advantage.

4-92. During execution, the tactical situation will change rapidly. Operations the commander originally envisioned during planning may bear little resemblance to actual events. Subordinate commanders require maximum latitude to take advantage of unforeseen situations—in the form of both opportunities and challenges—to execute actions on contact, develop the situation through action, and meet the commander's intent, even when the original order no longer applies. Execution requires leaders trained in independent decision making, aggressiveness, and risk taking conducted within the guidance and philosophy of mission command.

4-93. To assist BCTs to develop the situation through action, Cavalry organizations within the BCTs must effectively—

- Seize the initiative through combined arms, air-ground teams.
- Execute decision point tactics.

Seize the Initiative Through Combined-Arms, Air-Ground Team

4-94. Reconnaissance and security tasks, by their nature, are combined arms, air-ground operations providing the commander with information and intelligence that help reduce uncertainty and enable rapid decision making. Moreover, the same combined arms, air-ground teams are able to present enemy forces with multiple forms of contact, forcing the enemy to react continuously. Aviation assets provide critical complimentary effects to BCT's organic Cavalry squadrons during reconnaissance and security tasks. Specifically, air assets provide direct fire, extensive observation capabilities, and facilitate the rapid movement of supplies and personnel during reconnaissance and security tasks. Attack and reconnaissance rotary and fixed wing aircraft employ guided and unguided munitions, provide close combat attack/close air support to ground forces, and assist in the ground Cavalry squadron's ability to retain freedom of maneuver and action to conduct counterreconnaissance operations. Additionally, these assets can quickly transition to conduct interdiction missions by destroying high-value and high-payoff targets within a TAI or as identified during reconnaissance or security tasks. Rotary- and fixed-wing aircraft can provide additional observation to assist the Cavalry organization in maintaining contact.

4-95. Air-ground operations consist of the simultaneous or synchronized employment of ground forces with manned and unmanned, rotary- and fixed-wing aviation and fires to seize, retain, and exploit the initiative. Effective air-ground operations are built upon relationships, mutual trust, and a common understanding of the operational environment, operation, and mission. They require detailed planning, coordination, and synchronized employment of ground and air maneuver and fire to achieve the commander's objectives and ensure freedom of movement and action. Air-ground operations require detailed planning of synchronized timelines, aviation element task and purpose, and airspace and aircrew fighter management.

4-96. Key to implementing aviation assets into reconnaissance and security tasks is early integration into the supported commander's operations process. The supported commander and his staff must understand the capabilities and limitations of the aviation unit and the types of aircraft available, along with the doctrinal missions/roles which aviation can support. Regardless of the type of reconnaissance or security mission, integrating aviation into the early stages of planning allows the supported commander, his staff, and subordinates, to leverage the capabilities and deconflict issues critical to the effective use and synchronization of aviation in a combined arms environment. The aviation commander's plan must be nested and deconflicted with the ground scheme of maneuver. Aviation-specific information includes the location of aerial OPs, BPs, forward arming and refueling points (FARPs), ingress and egress corridors and routes, UAS launch and recovery sites, and other airspace control measures. These locations and assets must be viewed with respect to the ground scheme of maneuver, ground OPs and artillery positions, and other airspace restrictions such as UAS restricted operating zone (ROZ) do not interfere with indirect fires, maneuver by other units, or aviation use. Consideration to the positioning and securing of the aviation unit's maintenance and support assets in a forward location is essential to minimize distance traveled yet still maintain supportability. Coordinating airspace for the rapid and efficient use of fires and aviation is essential and must be planned early and reviewed often. Once planning is complete, all ground and aviation units must be using the same common operating picture to prevent fratricide and efficiently conduct operations.

4-97. The BCT's combined arms, air-ground teams operate and move dispersed over wide areas to evade enemy surveillance and strike capabilities, deceive the enemy, and achieve surprise. Aviation units are quickly able to reconnoiter terrain that is difficult or hard to reach with ground vehicles, large swaths of open space such as desert plains and open valleys, or observe the dead-space between ground OPs and BPs. Attack/reconnaissance aviation units are ideally suited to execute reconnaissance and security tasks due to the superior speed, mobility, and firepower inherent to aviation. Attack/reconnaissance aircraft have advanced day and night observation and target acquisition systems, long range digital and voice communication capabilities, and can integrate with UAS platforms for increased situational awareness and information collection. Reconnaissance and security tasks allow the BCT to concentrate rapidly against decisive points to attack enemy weakness isolate the enemy from sources of strength, or strike the enemy from unexpected directions.

Execute Decision Point Tactics

4-98. The commander's and his staff's ability to anticipate changing conditions on the battlefield is key to mission success—both commanders and their staffs must see themselves, (and other friendly forces), the terrain, threats, enemies, and adversaries, and the populace. Reconnaissance and security tasks allow commanders to accurately anticipate changing conditions. Cavalry organizations confirm or deny the commander's and the staff's initial anticipatory assumptions. For example, during course of action analysis, commanders and staffs focus on critical events that directly influence mission accomplishment. In addition, it is during these identified critical events that the commander may identify priority information requirements that answer his decision points. The decision support matrix coupled with the decision support template are results of a commander's and his staff's ability to visualize the battlefield and identify critical points where transitions or decisions must occur.

4-99. A *decision point* is a point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action (JP 5-0). A *decision support template* depicts decision points, timelines associated with movement of forces and the flow of the operation, and other key items of information required to execute a specific course of action (JP 1-02). A *decision support matrix* is a written record of a war-gamed course of action that describes decision points and associated actions at those decision points (ADRP 5-0).

4-100. The decisions commanders and staffs must make during the execution of operations are either *execution decisions* or *adjustment decisions* (See ADRP 5-0 for additional information). Execution decisions involve options anticipated in planning and outlined in the operations order. Adjustment decisions involve options that commanders did not anticipate—they respond to unanticipated opportunities and threats and require implementing and synchronizing unanticipated operations. Adjustment decisions may include a decision to develop an entirely new plan.

4-101. The employment of Cavalry organizations tie directly to answer decision points in support of brigade's COA and provides the commander the flexibility necessary for mission accomplishment. During mission execution the staff is constantly updating their critical facts and assumptions based off reports from reconnaissance and security tasks. This technique of using decision points to influence critical events on the battlefield highlights the imperative for continuous reporting during mission execution.

4-102. The location of commanders and their tactical command posts should facilitate the rapid and effective decision making under the anticipated tactical and operational decisions contained within the decision support matrix (DSM), the decision support template (DST), and updated assessments of the situation. To create, identify, and seize fleeting opportunities, squadron and BCT commanders must be capable of commanding forward and take advantage of tactical networks (both frequency modulation, long-range, and digital networks) to confirm combat information, update their understanding, visualization, description, direction, assessment, and leadership of combat operations to make timely and effective tactical and operational decisions.

Assess

4-103. BCT and squadron commanders and their staffs prioritize information collection activities by providing their reconnaissance guidance and intent early in the planning process, establishing CCIR, and updating information requirements based on changing battlefield conditions as reported by their Cavalry organizations. While doing so, commanders and their staffs must ensure that the CCIR directly inform decisions associated with their scheme of maneuver to provide flexibility and agility as they develop the situation and determine the disposition, intent, and capabilities of enemy organizations. Commanders and staffs must aggressively seek higher echelons' collection of, and answers to, the information requirements as well as identify the time sensitivity of their CCIR with the "latest time information is of value" (LTIOV) to ensure timely decision making.

Commanders and Staffs Build and Maintain Situational Understanding

4-104. Success in operations demands timely and effective decisions based on applying judgment to available information provided by effective reconnaissance and security tasks. As a result, commanders and staffs must build and maintain situational understanding throughout the operations process. Situational understanding is the product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decision making. (Refer to ADP 5-0 and ADRP 5-0 for more information.) Building and maintaining situational understanding is essential to establishing the situation's context, developing effective plans, assessing operations, and making quality decisions throughout the operations process.

Commanders and Staffs Encourage Collaboration and Dialogue

4-105. Throughout the operations process, commanders encourage continuous collaboration and dialogue among the staff and with unified action partners. Collaboration and dialogue aids in developing shared understanding throughout the force. To accomplish the requisite degree of collaboration and dialogue and to assist the BCT commander and squadron commander to plan, execute, and assess reconnaissance and security tasks, the BCT staff should organize into an operations and intelligence working group.

4-106. The operations and intelligence working group comprises designated staff officers that coordinate and integrate information collection activities, and provide the commander and the BCT S-3 with recommendations. The operations and intelligence working group develops and refines the information collection plan as part of the BCT's reconnaissance and security tasks. (Refer to FM 3-55 for more information.)

4-107. The S-3 directs the operations efforts of coordinating and special staff officers, integrating and synchronizing plans and orders, and supervising management of the CCIR. The S-2 prepares the information collection plan by working in concert with the entire staff to identify information collection requirements for inclusion. The intelligence staff determines collection requirements, develops the information collection matrix with input from the staff representatives, and continues to work with the staff planners to develop the plan. The S-2 identifies those intelligence assets and resources that can provide answers to the CCIR, including HUMINT, geospatial intelligence (GEOINT), measurement and signature intelligence (MASINT), or SIGINT.

4-108. The intelligence cell (known as S-2X) manages CI and HUMINT operations in support of the overall unit mission. The S-2X section works with the G-2/S-2 for information collection planning and assessment by taking developed CI and HUMINT requirements and identifying the proper assets to answer the requirements.

4-109. The S-3 is the primary information collection tasking and directing staff officer within the unit, tasking the organic and assigned assets for execution. Before publishing the information collection plan, the S-3 coordinates it with other command post staff to ensure synchronization with the other elements of the operations order (OPORD). The operations and intelligence working group is represented by the following:

- Assistant brigade engineer.
- Air defense airspace management representative.
- Aviation officer.
- Air liaison officer
- Military intelligence company commander.
- Cavalry squadron S-3.
- Cavalry squadron S-2.
- Cavalry squadron liaison office team.
- Fire support officer.
- Signal officer.
- Electronic warfare officer.
- Chemical, biological, radiological, and nuclear officer.
- Sustainment cell representative.
- Information operations officer.
- Civil affairs officer.
- JAG (if available)
- PAO (if available)

4-110. The operations and intelligence working group will directly support the commander in the execution of mission command of reconnaissance and security tasks by performing four primary mission command warfighting function tasks. (Refer to ADRP 6-0 for more information.) The operations and intelligence working group will conduct:

- The operations process: plan, prepare, execute, and assess.
- Knowledge management and information management.
- Synchronization of information related capabilities.
- Cyber-electromagnetic activities (to include identifying potential opportunities to attack and vulnerabilities to protect throughout the cyber domain).

SECTION III – INTEGRATING PROCESSES AND CONTINUING ACTIVITIES

4-111. Throughout the operations process, commanders and staffs integrate the warfighting functions to synchronize the force in accordance with the commander's intent, his reconnaissance focus, the concept of operations, and the updated combat information provided by the BCT's reconnaissance and security tasks. The integrating processes for reconnaissance and security tasks are—

- Intelligence preparation of the battlefield.

- Targeting.
- Timely reporting and situational understanding.

INTELLIGENCE PREPARATION OF THE BATTLEFIELD

4-112. Reconnaissance and security tasks begin with developing and adapting the commander's intelligence preparation of the battlefield, including understanding threat capabilities, visualizing enemy courses of actions and developing associated decision support matrices and templates.

4-113. Intelligence preparation of the battlefield is a systematic, continuous process of analyzing the threat and other aspects of an operational environment within a specific geographic area. The entire staff participates in IIPB to develop and sustain an understanding of the enemy, terrain and weather, and civil considerations. IPB helps identify options available to friendly and threat forces. IPB is further discussed in ATP 2-01.3

TARGETING

4-114. *Targeting* is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0). Targeting begins in planning, and it is an iterative process that continues through preparation and execution.

4-115. The targeting process is comprised of four basic steps: decide; detect; deliver; and assess (D3A). Targeting, nested within the operations process, provides an effective method for matching friendly force capabilities against enemy targets. The “decide” step sets priorities for intelligence collection, reconnaissance and security tasks, and attack planning. The “decide” step draws heavily on detailed IPB and the timely and accurate reporting of the BCT’s Cavalry organizations to provide a continuous assessment of the enemy situation.

4-116. To ensure effective targeting, intelligence collection priorities are established for each phase or critical event of an operation and commanders and staffs must effectively translate these priorities into clear reconnaissance guidance. Priorities depicted using visual products and matrices communicate the importance of specific targets to the enemy’s course of action and those targets that, if destroyed, would contribute favorably to the friendly course of action. The high-payoff target is a target whose loss to the enemy significantly contributes to the success of the friendly course of action. A high-value target is a target the enemy commander requires for the successful completion of his mission. The loss of a high-value target degrades important enemy functions significantly throughout the friendly commander’s area of interest. The collection plan guides Cavalry units to answer the commander’s PIR, to include finding those high-payoff targets designated as PIR.

TIMELY REPORTING AND ASSESSMENT

4-117. During both mission planning and mission execution, Cavalry organizations provide timely and accurate combat information through combined arms operations and their associated reports. These reports allow the staff and the BCT commander to update their running estimates based on the most recent and accurate reports generated by reconnaissance and security tasks. At the same time, Cavalry operations execute assigned security missions while the rest of the force prepares for the overall operation. The force as a whole is often vulnerable to surprise and enemy attack during preparation, when forces are often concentrated in assembly areas. Security tasks (screen, guard, cover, area security, and local security) are essential during preparation.

4-118. Commanders take every opportunity to improve their situational understanding before execution of the mission. Improving situational understanding requires aggressive and continuous information collection from Cavalry forces. Through information collection, commanders and staffs continuously plan, task, and employ collection assets and forces to collect timely and accurate information to help satisfy the commander’s critical information requirements and other information requirements.

4-119. The commander and staff’s ability to anticipate changing conditions on the battlefield is key in seizing, retaining, and exploiting the initiative. To be effective, the intelligence and operations staffs base the information collection plan on the initial intelligence preparation of the battlefield, and modify it as the intelligence running estimate changes. Other staff sections’ running estimates may contain requirements for

inclusion into the information collection plan. Additionally, the staff plans synchronization into the scheme of maneuver and adds updates as that scheme changes. Properly synchronized information collection planning begins with developing and updating the intelligence preparation of the battlefield, including threat characteristics, enemy templates, enemy course of action statements, and an enemy event template or matrix.

4-120. During COA analysis the staff focuses on critical events that directly influence mission accomplishment. It is during these critical events the staff may identify PIR that answer decision points. The decision support matrix coupled with the decision support template is a result of a staff's ability to visualize the battlefield and identify those potential "points of friction." The employment of Cavalry organizations should be tied directly to answer these decision points in support of Brigade's COA and provide the commander the flexibility necessary for mission accomplishment. During mission execution the staff is constantly updating their critical facts and assumptions based off reports from reconnaissance and security tasks. Using decision points to influence critical events on the battlefield highlights the imperative for continuous reporting during mission execution.

4-121. As execution of the plan progresses, decision point timelines used as the basis for the LTIOV are refined. The staff stays alert to the need for recommending changes in the information collection plan due to refinements. As the need for change arises, the intelligence staff coordinates with the appropriate staff sections to update the products required to refine the information collection plan.

CUE CAVALRY ORGANIZATIONS AND COLLECTION ASSETS TO OTHER REQUIREMENTS

4-122. The intelligence and operations staffs at the BCT and Cavalry squadron track the status of collection assets, cross-cueing them as needed, and teaming assets together as appropriate, to answer PIR. For example, if a Soldier reports the absence of normal activity in a normally active market area, the staff could recommend redirecting UAS or other surveillance means to monitor the area for a potential threat.

ELIMINATE SATISFIED REQUIREMENTS

4-123. As the operation continues, the operations and intelligence cell tracks the status of each collection task, analyze SIRs, and monitor tasks for satisfaction of requirements. The staffs pay particular attention to assets not producing required results, which may trigger adjustments to the information collection plan or the reallocation of collection assets.

4-124. The operations and intelligence staff eliminates satisfied requirements and irrelevant requirements from the collection plan, even if unsatisfied. In this case, the operations staff, in coordination with the intelligence staff, relieves the collection assets of further responsibility to collect information on the original task.

RETASK CAVALRY ORGANIZATIONS AND ASSETS

4-125. As the situation changes, or when Cavalry organizations meet the initial information requirements, the commander and the staff should redirect the focus of reconnaissance and security tasks. Retasking is assigning an information collection asset or a Cavalry unit a new, modified, or refocused task and purpose. Retasking is generally accomplished at the squadron level through a fragmentary order published by the S-3. Retasking occurs—

- Upon completion of its initial requirement.
- When an original task becomes irrelevant.
- On order, after the LTIOV, and having not satisfied the original requirement. (Adjusting the LTIOV may be required.)
- As planned to support a branch or sequel.
- To respond to a changes in the tactical or operational situation.

DEVELOP AND ADD NEW REQUIREMENTS

4-126. As the operation progresses and the threat situation develops, commanders generate new requirements. The intelligence staff begins updating requirements planning by identifying and prioritizing new requirements, evaluating resources based on priorities, and making appropriate recommendations to the commander and operations officer.

TRANSITION

4-127. Updating information collection taskings may result in a change of focus for several collection assets. Collection assets may require rest and refit, or lead-time for employment, to effectively transition from one mission or operation to another.

UPDATE THE COLLECTION PLAN

4-128. The staff updates the information collection plan as the reconnaissance assets answer requirements. Evaluation of reporting, production, and dissemination identifies the need for focus/refocus and assigning/reassigning collection assets. As the current tactical situation changes, adjustments are made to the overall information collection plan to keep collection tasks synchronized. The steps for updating the information collection plan are as follows:

- Keep information collection activities synchronized to operations.
- Cue assets to other collection requirements.
- Eliminate satisfied requirements.
- Develop and add new requirements.
- Retask assets.
- Transition to the next operation.

4-129. These steps are collaborative efforts by the intelligence and operations staffs. Some steps predominately engage the intelligence staff, others the operations staff, and some steps may require coordination with other staff sections.

SCREEN REPORTS

4-130. The staff screens incoming reports to determine whether the collection tasks have been satisfied by the following criteria:

- Relevance: Does the information address the collection task? If not, use this information to satisfy other requirements.
- Completeness: Is essential information missing? (Refer to the original collection task.)
- Timeliness: Has the asset reported, by the LTIOV, as established in the original task?
- Opportunities for cueing: Can this asset or another asset take advantage of the new information to increase the effectiveness and efficiency of the overall information collection effort?

CORRELATE REPORTS TO REQUIREMENTS

4-131. Correlating and evaluating intelligence reports to the original requirement is a key to effective requirements management. Timely requirements management includes dissemination and receipt of reports and related information to the original requesters and other users.

4-132. The staff tracks which specific collection task originates from which requirement, ensuring the collected information provided to the original requester (and to all who need the information) is timely. For efficiency and timeliness, the staff ensures they receive the proper collection assets to determine which requirements have been satisfied and which require additional collection.

4-133. The staff address the following potential challenges:

- Large volumes of information that could overwhelm the intelligence analysis section.
- Reports that partially satisfy collection tasks.
- Assets reporting information without referring to the original tasking.
- Circular reporting or unnecessary message traffic.

4-134. Information collection assets do not submit reports that state nothing significant to report. They should report collection occurred but observed no activity satisfying the information collection task. Lack of activity might be a significant indicator. “Nothing observed” states more plainly those information collection activities occurred.

PROVIDE FEEDBACK AND REVISE SCHEME OF MANEUVER

4-135. Commanders should schedule assessments before and after each engagement to update information collection guidance, and increase their own understanding of the situation. Feedback is essential for maintaining effectiveness and alerting leaders of deficiencies.

4-136. Following each assessment, staff sections should work together to tailor the information collection plan, making it as seamless as possible by removing information sharing barriers. Feedback reinforces whether collection or production satisfies the original task or request, provides guidance if it does not and aids in the redistribution of assets to capitalize on opportunities or fill identified voids.

4-137. BCTs must conduct effective combined arms, air-ground operations to engage partners and key actors, and establish security conditions to defeat enemy organizations, shape environments, and consolidate gains. They require detailed planning, coordination, and synchronized employment of ground and air maneuver and fire to achieve the commander's objectives and ensure freedom of movement and action. Reconnaissance and security tasks simultaneously confirm the commander's and staff's initial understanding and visualization of the environment and further develop the intelligence picture for the BCT.

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Chapter 5

Reconnaissance

Cavalry formations conduct combined-arms, reconnaissance operations to determine enemy composition and disposition as well as to gather information on terrain and populations. Reconnaissance tasks enable all units to seize, retain, and exploit the initiative across the range of military operations by identifying, creating, and capitalizing upon opportunities, providing them with information facilitating decision making, and the concentration of unified efforts against decisive points.

SECTION I – FUNDAMENTALS, METHODS, AND MANAGEMENT

5-1. *Reconnaissance* is a mission to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (JP 1-02). Conducting reconnaissance before and during other combat operations provides information for the commander to confirm, deny, and modify his concept of operations. Within the BCT the Cavalry squadron is the principal reconnaissance organization. There are seven fundamentals that govern planning and executing reconnaissance tasks.

FUNDAMENTALS

5-2. **Ensure continuous reconnaissance.** BCTs require continuous information collection throughout all phases and critical events of all operations. Commanders direct information collection throughout all operations and task organize Cavalry assets to collect required information leading to more informed identification and execution of branches and sequels. Continuous reconnaissance provides commanders with a constant flow of information in close contact with the enemy and civilian populace to identify and seize key terrain, confirm or deny enemy composition, disposition, strength and courses of action, and provides reaction time and maneuver space for unpredicted enemy actions.

5-3. **Do not keep reconnaissance assets in reserve.** Continuous and focused collection efforts require an efficient mix and redundancy of reconnaissance assets; however, this does not mean to employ all assets simultaneously. Commanders maximize employment of their reconnaissance assets to answer their commander's critical information requirements. BCTs task and position reconnaissance assets at the appropriate time, place, and in the right combination (human, sensor, and technical means) to maximize their impact, allow for timely analysis of information, and aide decision making at the appropriate echelon.

5-4. **Orient on reconnaissance objectives.** Commanders direct reconnaissance efforts by establishing reconnaissance objectives with a specific task, purpose, and focus. Reconnaissance objectives can be a combination of terrain features, geographic areas, threat, enemy, adversaries, or civil considerations that provide commanders the necessary information to answer priority intelligence requirements. Cavalry formations, task organized to effectively accomplish their objectives, develop their scheme of maneuver to maximize their capability to collect the required information within assigned objectives.

5-5. **Report all information rapidly and accurately.** Commanders develop plans and make decisions based upon the analysis of information collected by subordinate units. Quick and accurate reports are required for the commander to make informed decisions on the proper application of his forces. Rapid reporting allows staffs maximum time to analyze information and make timely recommendations to the commander. Information requirements tied to decision points with a LTIOV date-time group provide focus for units collecting information and ensure units report information to facilitate timely decisions.

5-6. **Retain freedom of maneuver.** Tactical mobility and maneuver fundamentally drive the success of reconnaissance tasks. Commanders and staffs consider task organization, movement techniques, and scheme

of maneuver to retain the unit's ability to maneuver. Reconnaissance tasks confirm or deny assumptions about terrain and enemy made during mission analysis and IPB to identify opportunities and maintain agile freedom of maneuver for the BCT. Effective counter reconnaissance operations retain freedom of maneuver by denying enemy collection efforts and identifying opportunities for the command to seize, retain, and exploit initiative. Commanders change movement techniques and employ multiple assets to make contact with the smallest possible element and avoid becoming decisively engaged. Commanders retain freedom of maneuver by avoiding decisive engagement with a superior force and develop the situation further—consistently balancing the requirement to maintain contact with retaining freedom of maneuver.

5-7. Gain and maintain enemy contact. Cavalry forces find and sustain contact with the enemy on terms and conditions of their choosing. Using at least one of the eight forms of contact, commanders and staffs plans for and integrate aerial and ground sensors, manned platforms and unmanned systems, dismounted operations, SIGINT, image intelligence, HUMINT, and visual observation to gain contact with the enemy using the smallest element possible. Intelligence units can provide a wide array of support to assist cavalry forces in detecting and tracking the enemy such as: imagery and full motion video provided by UAS or geo-location provided by signals intelligence collectors. Once units make contact, Cavalry forces maintain contact until specific orders are given, a change of mission occurs when disengagement or displacement criteria dictate, or the unit conducts reconnaissance handover with another unit. Maintaining contact with the enemy provides real-time information of the enemy's composition, disposition, strength, and actions that allow staffs to analyze and make recommendations to the commander based on current intelligence.

5-8. Develop the situation rapidly. Cavalry forces act instinctively and urgently to increase the commander's situational understanding of the terrain, enemy, and civilian populace. Effective Cavalry forces understand how time impacts movement (both friendly and enemy) and how timely collection of intelligence requirements impacts the commander's decisions. The reconnaissance scheme of maneuver and tempo matches the requisite urgency to answer the necessary information requirements. Cavalry forces collect on directed reconnaissance objectives in close contact with civilian populations while selectively choosing to fight enemy forces to determine intent, disposition, composition, and strength.

RECONNAISSANCE TECHNIQUES

5-9. There are two reconnaissance techniques commanders employ to answer information requirements: reconnaissance push and reconnaissance pull. Commanders employ these techniques based on their level of understanding of the operational environment combined with the time available to refine their understanding. In selecting one technique over the other, the commander considers the following:

- Degree of the situational understanding of the enemy.
- Time available to collect the information.
- Leadership ability of subordinate commanders.
- Proficiency of subordinate units to plan and rapidly react for uncertain situations.

5-10. Reconnaissance push is used when commanders have a relatively thorough understanding of the operational environment. In these cases commanders 'push' reconnaissance assets into specific portions of their areas of operation to confirm, deny, and validate planning assumptions impacting operations. Reconnaissance push emphasizes detailed, well-rehearsed planning.

5-11. Reconnaissance pull is used when commanders are uncertain of the composition and disposition of enemy forces in their areas of operation, information concerning terrain is vague, and time is limited. In these cases, reconnaissance assets initially work over a broad area to develop the enemy situation. As they gain an understanding of enemy weaknesses, they then 'pull' the main body to positions of tactical advantage. Reconnaissance pull knowingly emphasizes opportunity at the expense of a detailed, well-rehearsed plan, and unity of effort. Commanders' base plans on several viable branches or COAs triggered by decision points that reconnaissance assets operate to answer associated CCIR. Leaders at all levels must understand and rehearse branches and sequels.

RECONNAISSANCE METHODS

5-12. Reconnaissance tasks use appropriate combinations of dismounted, mounted, aerial (manned and unmanned), and reconnaissance by fire methods to accomplish their mission. No mean is mutually exclusive

of another as the greater number of assets applied to information collection increases the effectiveness of the operation. All units conduct reconnaissance using a combination of dismounted, mounted, aerial, and reconnaissance by fire methods augmented with brigade and higher echelon technical sensor capabilities.

DISMOUNTED RECONNAISSANCE

5-13. Dismounted reconnaissance is the most time-consuming method used by ground and air units, but permits the most detailed information collection about the enemy, terrain, civil considerations, and infrastructure. The commander considers using dismounted reconnaissance when—

- Stealth is required or security is the primary concern.
- Time is available.
- Detailed information is required.
- The reconnaissance objective is a stationary threat, fixed site, or terrain feature.
- The unit expects, or has made, enemy contact through visual/electronic means.
- Reconnaissance vehicles cannot move through an area because of terrain or threat.
- Terrain creates a ‘visual dead space’ that prevents optics or sensors use.
- Vehicles are not available.

MOUNTED RECONNAISSANCE

5-14. Mounted reconnaissance enables a more rapid tempo while increasing the potential compromise of reconnaissance efforts. Mounted reconnaissance should take advantage of standoff capabilities provided by surveillance and weapon systems to observe and engage from greater distances and/or the speed associated with mounted movement. Successful reconnaissance tasks mix mounted and dismounted methods based on the enemy situation and time available. The commander considers mounted reconnaissance when—

- Time is limited.
- Distances require mounted movement.
- Stealth and security are not primary concerns.
- Detailed information is not required, or the mounted method affords the same level of detail as the dismounted method.
- The nature of the reconnaissance objective allows vehicles to approach (such as a terrain feature or road intersection in stability tasks).
- Enemy location is known.

AERIAL RECONNAISSANCE

5-15. Aerial reconnaissance conducted by Army or joint aviation assets serves as a link between sensors and mounted or dismounted reconnaissance and used to cue other reconnaissance methods to specific areas thereby increasing the overall tempo of the operation. Complex terrain, adverse weather, enemy air defense systems, and deception/countermeasures degrade the effectiveness of aerial reconnaissance. The commander considers aerial reconnaissance when—

- Weather permits.
- Time is extremely limited or information is required quickly.
- Ground reconnaissance elements are not available.
- The objective is at an extended range.
- Verifying a target.
- Enemy locations are known and extremely dangerous (high risk) to ground assets or are vague but identified as high risk to ground assets.
- Terrain is complex and weather conditions are favorable.

RECONNAISSANCE BY FIRE

5-16. In reconnaissance by fire, reconnaissance elements place direct or indirect fire on positions where there is a reasonable suspicion of enemy occupation. The goal is to cause the enemy to react by moving or returning fire and disclose their disposition or willingness to fight. Leaders use this reconnaissance method

when enemy contact is expected and time is limited, or when the unit cannot maneuver to develop the situation. Commanders consider reconnaissance by fire when the unit—

- Identifies a natural or manufactured obstacle with suspicion of enemy nearby.
- Detects an obvious kill zone.
- Identifies a suspected enemy position that fits the situational template.
- Determines signs of recent activity (such as track marks or trash).
- Locates probable enemy bunker complexes.

5-17. Reconnaissance by fire eliminates the element of surprise the Cavalry element may have had, and it is likely to give the enemy detailed knowledge of their location. However, it may reduce the chance of ambush within established kill zones. Disciplined troops in prepared positions might not react to the fires particularly if fires are ineffective and do not inflict damage or casualties. As a result, reconnaissance by fire should not entail the indiscriminate use of direct and indirect fires at all wood lines and hilltops hoping to cause the enemy to react.

RECONNAISSANCE MANAGEMENT

5-18. The Cavalry unit commander and staffs manage assets by cueing, mixing, and redundant employment. Reconnaissance management allows the unit to collect the most critical information with multiple perspectives at the appropriate time. The BCT S-3 manages and synchronizes all assets in support of the brigade and Cavalry squadron execution. Cueing, mixing, and redundancy are used to maximize collection efforts and allow primary focus on reconnaissance objectives likely to yield the most information.

- *Cueing* is the integration of one or more types of reconnaissance or surveillance systems to provide information that directs follow-on collecting of more detailed information by another system (FM 3-90-2). These systems may signal other ground or air reconnaissance assets to investigate specific areas to confirm, deny, or verify information. For example, a dismounted OP may observe a named area of interest along avenue of approach (AA) 1 while an unmanned ground sensor (UGS) surveys AA2. Upon activation of the UGS conducting surveillance of AA2 the OP is retasked to observe AA2 to confirm or deny enemy presence or movement along the avenue of approach.
- *Mixing* is using two or more different assets to collect against the same intelligence requirement (FM 3-90-2). Employing different systems is always desirable if the situation and available resources permit. This method increases the probability of collection and tends to provide information that is more complete. Mixing can help defeat deception attempts by highlighting discrepancies in information reported by different collection assets. For example, one OP and one UAS focused on one NAI.
- *Redundancy* is using two or more like assets to collect against the same intelligence requirement (FM 3-90-2). Redundancy improves the chances the reconnaissance element collects the required information and provides depth should one element become compromised. For example, two OPs focused on one NAI.

5-19. The BCT commander task-organizes with additional assets from within or outside the Cavalry unit to increase the effectiveness and survivability of a Cavalry asset. For example, the BCT task-organizes a Cavalry squadron with a lasing team, a signal retransmission element, and an engineer reconnaissance element to improve fires lethality, increase communications range, and enhance mobility capabilities organic to the squadron (Refer to ADRP 3-90 for more information).

RECONNAISSANCE ASSETS AND SYSTEMS

5-20. Although the Cavalry scout directly observing the target is the commander's most flexible reconnaissance asset, the commander maximizes use of all collection assets, manned and unmanned, to assess the enemy and the effects of the terrain on enemy and friendly forces. Besides knowing the capabilities and limitations of these systems, commanders and staffs understand all systems are susceptible to deception and countermeasures.

5-21. The following assets and systems integrate into the intelligence collection effort through cueing, mixing, and redundancy. These assets provide the commander most critical information with the fewest assets at the appropriate time.

SENSORS

5-22. Sensors allow flexibility in economizing aerial, dismounted, or mounted assets. Commanders use sensors to observe areas where contact may not be expected but is possible, or for surveillance of areas over extended periods of time. Sensors facilitate ground reconnaissance by providing redundancy and confirmation for other assets operating in different areas of the battlefield. They can extend surveillance distance between ground reconnaissance and the threat. The commander considers sensor reconnaissance to expand the scope of coverage in a larger AO, conduct missions of an extended duration, conduct CBRN reconnaissance, or cue a more thorough ground or aerial reconnaissance of a given area.

UNMANNED AIRCRAFT SYSTEMS

5-23. UAS platforms can locate and recognize major enemy forces, moving vehicles, weapons systems, and other targets that contrast with their surroundings. Additionally, UAS can detect and confirm information on the ground, such as the position of friendly forces or the presence of noncombatant civilians. (Refer to FM 3-04.155 for more information.)

5-24. Besides its organic UAS, the unit may plan and control employment of UAS from supporting organizations.

Note. Airspace control is a critical consideration for the employment of UAS. (Refer to FM 3-52 and ATP 3-52.1 for more information.)

5-25. UAS employment is most effective forward or on the flanks. Employed as a team, UAS and manned or unmanned ground reconnaissance elements provide excellent surveillance capability. Other capabilities include the following:

- Support target acquisition efforts and lethal attacks on enemy reconnaissance and advance forces.
- Assist in zone, area, and route reconnaissance.
- Locate and help determine enemy force composition, disposition, and activity.
- Maintain contact with enemy forces.
- Provide target location with enough accuracy to enable immediate target handover, and first round fire-for-effect engagements.
- Provide or enhance multispectral sensor coverage of the AO.
- Provide information to ground reconnaissance elements, increasing survivability.
- Reduce or eliminate exposure time of ground reconnaissance elements in high-risk environments.
- Support mission duration beyond those of manned systems.
- Provide digital connectivity that enables rapid product dissemination and constant communications.

5-26. While UAS are an excellent force multiplier, they have limited effectiveness in locating enemy forces that are well covered or concealed. UAS organic to the reconnaissance unit are not suited for deep, long duration searches. Other limitations include the following:

- Vulnerability to enemy fire.
- Weather restrictions (cloud cover, turbulence, and other factors).
- Line-of-sight requirements between aircraft and ground control stations.
- Limited frequencies for UAS control.
- Airspace control issues.
- Limited sensor field of view.
- Limited detection capability in complex terrain.
- Unique Class III/V requirements.
- Inability to provide first-hand knowledge of the situation.
- Fragile components.

SIGNALS INTELLIGENCE

5-27. BCTs use information developed by the signals intelligence systems that are organic or task organized to the BCT. Signals intelligence systems can monitor or scan for signals, stop at detected signals, and restart after a predetermined time or when cued manually. The system has on-the-move signal intercept capabilities.

SECTION II – FORMS OF RECONNAISSANCE

5-28. The five forms of reconnaissance are zone, area, route, reconnaissance in force, and special reconnaissance. All forms of reconnaissance, conducted by the fundamentals of reconnaissance, develop PIR and intelligence that allow the commander and staff to understand and visualize the environment, develop the situation, create options, and identify opportunities for the commander to seize, retain, and exploit the initiative.

5-29. Zone reconnaissance allows intelligence development on threat, terrain, infrastructure, and society within a specified zone of operations. Zone reconnaissance operations are generally large, deliberate, and thorough efforts designed to gain a significant amount of information. Area reconnaissance focuses reconnaissance efforts within a smaller geographic area than a zone reconnaissance but requires collecting the same information as a zone reconnaissance, as well as information about dominant terrain outside the specified area from which the threat can influence friendly operations. Route reconnaissance is a directed operation to obtain detailed information of a specific route and influencing terrain along the route. Reconnaissance in force is an operation to determine the enemy's strength, disposition, and reactions in a specified area conducted by battalion-sized task forces or larger elements. Special reconnaissance is an operation conducted by special operations forces in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance and employ capabilities and assets not normally available to conventional forces.

Note. When the Cavalry unit receives a reconnaissance mission by its higher HQ, it may perform a combination of reconnaissance forms to answer the higher commander's information requirements. For example, if the Cavalry squadron's mission is to conduct a zone reconnaissance its subordinate units may conduct a combination of zone, area, or route reconnaissance missions inside of the assigned squadron zone of operations.

ZONE RECONNAISSANCE

5-30. *Zone reconnaissance* is a form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries (ADRP 3-90). Any unit can perform a zone reconnaissance, though the Cavalry squadron conducts zone reconnaissance in advance of the BCT's combined arms battalions to develop information and intelligence impacting the success of current and future BCT operations. Commanders assign a zone reconnaissance when the enemy situation is vague or when information related to terrain, infrastructure, or society is limited. Commanders require specific information from the zone reconnaissance to develop or refine his course of action before deployment of additional forces into zone. In this regard, the zone reconnaissance may orient on the main body's subsequent area of operation or a specific axis of advance.

5-31. The level of detail required during a zone reconnaissance makes these operations a deliberate and time-consuming process. The commander must work to balance available time with critical collection requirements to ensure that they provide the necessary information for their higher commander. To do this, commanders deliberately focus collection requirements and adjust their reconnaissance techniques to increase the overall tempo; however, as speed increases so too does the risk associated with the zone reconnaissance and follow on operations. Commanders choose to task organize the reconnaissance force to mitigate risks associated with an increased tempo of operations and provide Cavalry organizations with an increased ability to develop the situation through action in close contact with the enemy and civilian populace.

TASKS

5-32. The Cavalry squadron commander, working with the BCT commander, determines the priority of tasks that best answers PIR and then focuses the squadron's collection efforts against these requirements. The primary tasks associated with zone reconnaissance are:

- Find and report all enemy forces within the zone.
- Based on engagement criteria, clear all enemy forces in the designated AO within the capability of the unit conducting reconnaissance.
- Determine the trafficability of all terrain in the zone, including built-up areas.
- Locate and determine the extent of all contaminated areas in the zone.
- Inspect and classify all bridges within the zone.
- Locate fords or crossing sites within the zone.
- Inspect and classify all overpasses, underpasses, and culverts.
- Locate and clear all mines, obstacles, and barriers in the zone (within capability).
- Report reconnaissance information.

5-33. Based on priority, the commander may direct the following:

- Reconnoiter all terrain within the zone.
- Reconnoiter specific terrain within the zone.
- Locate bypass around built-up area, obstacles, and contaminated areas.

BCT PLANNING CONSIDERATIONS

5-34. BCT commanders direct a zone reconnaissance to develop the situation for follow on offensive, defensive, or stability tasks. The Cavalry squadron is the BCT commander's primary reconnaissance unit to develop the situation and refine subsequent courses of action. Consequently, BCT commanders must provide planning guidance and clear intent for zone reconnaissance tasks that offer both freedom of action and adequate direction to ensure their Cavalry squadron accomplishes defined reconnaissance objectives within the required timeframe.

5-35. The BCT commander's intent for the zone reconnaissance provides focus for information collection. Based on the potential scale of a zone reconnaissance, commanders prioritize collection efforts on reconnaissance objectives determined during the IPB process. The event template, terrain analysis, and enemy situation template create information requirements that in turn focus collection efforts. These requirements, linked to CCIR, assist the BCT commander and staff in developing and refining courses of action.

5-36. Regardless of the amount of information known, the BCT commander initially defines and consistently refines what type of information he needs (information requirements), when he needs it, and describes how the reconnaissance efforts enable follow on operations. The Cavalry squadron truly serves as the BCT commander's eyes and ears allowing him to better understand the operational environment and focus the main effort at positions of tactical advantage. Finally, the BCT commander defines the Cavalry squadron's role during decisive operations and required conditions or time for the squadron's transition from a zone reconnaissance to a follow on operations.

5-37. Tempo of reconnaissance is directly affected when reconnaissance assets react to contact. Therefore, engagement, disengagement, and bypass criteria are essential considerations from the BCT to the section level. The criteria for which subordinate elements lethally engage or disengage enemy forces assists in the squadron gaining and maintaining contact with the enemy. Commanders may direct bypassing or handing off certain sizes or types of units to maintain the tempo of the operation based upon subsequent planned operations and guidance from higher. Follow-on forces must understand engagement, disengagement, and displacement criteria and deliberate handoffs are directed and rehearsed.

5-38. To enable information collection one of the major considerations for the BCT staff when planning a zone reconnaissance is the Cavalry squadron's task organization. BCTs task-organize and assign command relationships for their Cavalry formations to accomplish their assigned mission in their anticipated area of operations. The BCT sets conditions for the zone reconnaissance by enabling the Cavalry squadron with

additional capabilities such as rotary-wing aircraft, joint and organic fires, intelligence collection assets, mobility support, increased sustainment capacity, retransmission capability, Infantry, and Armor based upon available assets, information collection requirements, and estimates of the enemy's capabilities and assets. Effective Cavalry is task-organized with additional assets that allow them to collect information and intelligence in close contact with the enemy and civil population without placing the unit in a position of disadvantage or risk of enemy overmatch. Sufficient task organization enables the unit conducting zone reconnaissance to develop the situation through action—especially in an unclear operational environment. Similarly, when conducting operations focused on the conduct of stability tasks, task organizing the squadron with available assets specific to collecting the necessary information for follow on operations (such as civil affairs, translators, engineers, and infrastructure assessment teams) provides relevant information in a timely fashion.

5-39. The positioning of sustainment assets is dependent upon the depth of the zone, anticipated duration of the operation, and sustainment requirements during operations. Class III, Class V, maintenance collection, and medical evacuation are of primary concern. A forward positioned FARP reduces aircraft turnaround time. The FARP may be in the squadron zone or in the area of operations of the lead unit behind the squadron.

5-40. Dedication of additional capabilities comes at a potential cost to follow on operations. Additional combat power enhances the Cavalry squadron's ability to gain and maintain contact, execute reconnaissance and battle handover, while providing an increased capacity to defeat enemy reconnaissance and security forces. Perhaps above all other considerations, an appropriately task-organized squadron has the ability to take advantage of situations and opportunities identified during the zone reconnaissance. Seizing opportunities provides the BCT a marked advantage during decisive operations. Therefore, commanders should carefully consider the significant risks assumed in executing reconnaissance operations as an economy of force without appropriately task organizing the Cavalry force.

Note. “Reconnaissance organizations require versatility to adapt to ever-evolving tactical situations and operational realities. Versatility without survivability and combat power has little relevance. Reconnaissance units unable to survive contact with an enemy and incapable of overcoming even light resistance tend to be marginalized either by a threat or by their own commanders. Even stealthy reconnaissance requires an ability to survive a chance contact or an ambush that may occur with little warning.” (To Fight Or Not To Fight, p 577)

CAVALRY SQUADRON PLANNING CONSIDERATIONS

5-41. When developing planning guidance, Cavalry squadron commanders incorporate both the brigade commander's intent and concept for follow-on forces into their overall scheme of maneuver. Focus, tempo, and engagement criteria are three critical components of commander's reconnaissance guidance.

5-42. The tempo and uncertainty of military operations rarely allows sufficient time to collect all the relevant or required information during a zone reconnaissance. Therefore, commanders must deliberately focus their formations on specific reconnaissance objectives that validate or invalidate assumptions and confirm or deny planned courses of action. Prioritization allows the Cavalry squadron to increase the tempo of collection and accomplish reconnaissance objectives in sufficient time to facilitate the main effort's movement and maneuver to positions of tactical advantage. Mission analysis and IPB produces an event template, terrain analysis, and enemy situation templates as known at that point. A reconnaissance operation confirms or denies assumptions made in planning. The squadron uses this available information to determine factors, such as—

- Speed, movement, and reconnaissance techniques.
- Overall focus of the reconnaissance.
- Task, purpose, and focus for subordinate troops, task-organized assets, and boundaries (zones) for ground troops.
- Essential aerial on-station times or locations if available.
- Prioritize tasks.

5-43. Commanders direct reconnaissance tempo (the rate of speed combined with level of detail required) during a zone reconnaissance to enable the timely collection of information and intelligence necessary to

facilitate successful subsequent operations. Commanders prescribe the level of detail to collect against specific reconnaissance objectives, speed and movement techniques during different portions of the operation, task organization of reconnaissance assets to create more efficient collection, and timeline for collection in their planning guidance. The combination of these factors creates a tempo for the zone reconnaissance.

5-44. To control movement, the squadron assigns zones for the ground troops (see figure 5-1 on page 5-10). A zone reconnaissance begins at the line of departure (LD) and concludes at a specified limit of advance (LOA) with lateral boundaries defining the AO. Subordinate zones may not necessarily be the same size. The main body frequently orients movement along a major route, especially an axis of advance; though travelling directly along the route incurs tactical risk. Reconnaissance of the route typically becomes a specified task for a troop. Phase lines control progress through the zone. Boundaries and phase lines are drawn along recognizable terrain. Contact points along boundaries maintain coordinated reconnaissance between adjacent units. Checkpoints indicate critical terrain features, control reconnaissance movement and reporting, and coordinate air and ground actions.

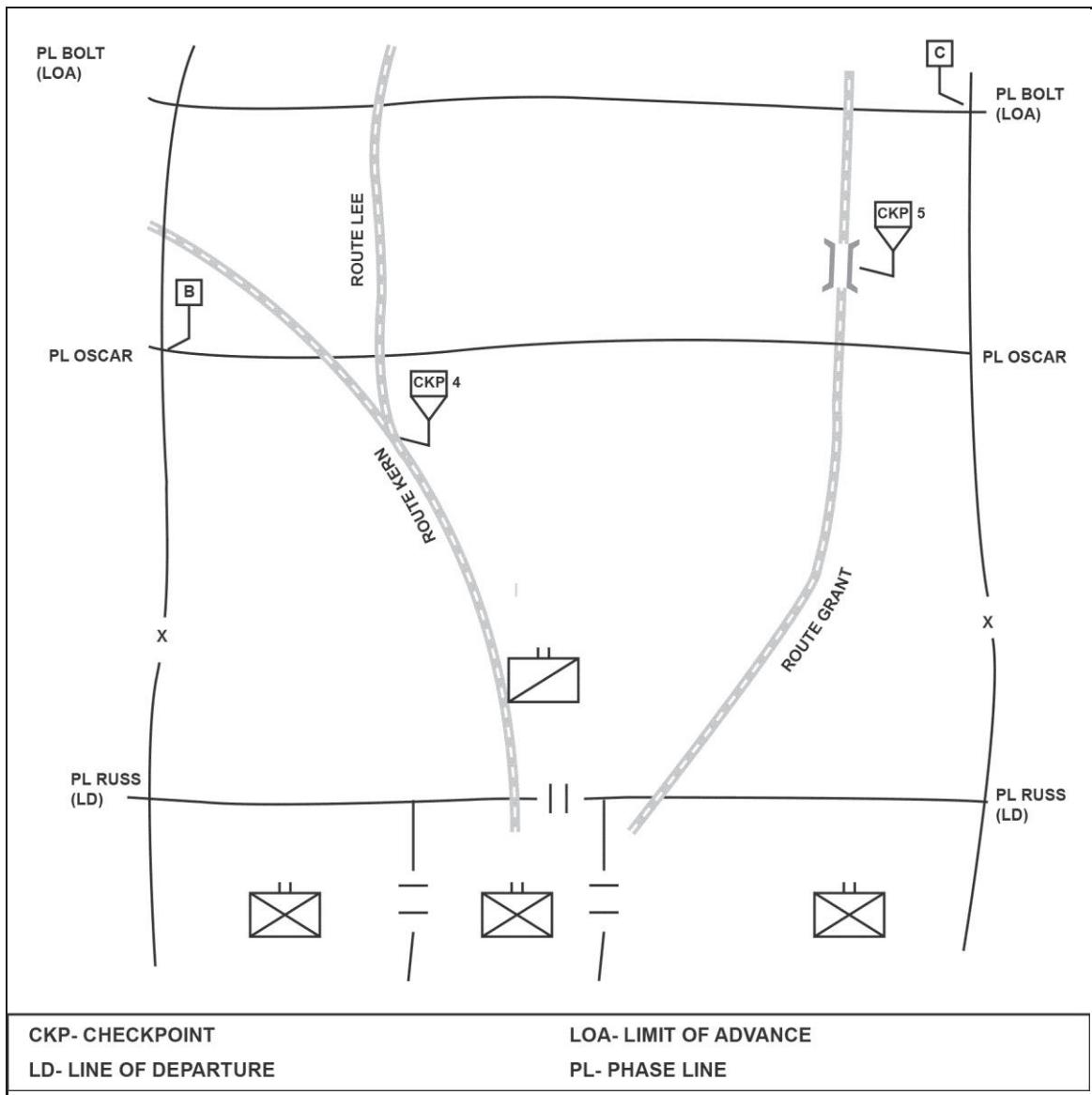


Figure 5-1. IBCT zone reconnaissance graphics

5-45. Cavalry units conduct detailed fire planning regardless of the assigned task or prescribed tempo. Deliberate fire planning has two components: indirect and direct. (Refer to FM 3-60 for more information.) A commander deliberately plans and integrates indirect fire support into the scheme of maneuver to enhance the effectiveness of direct fires. Fires integration ensures that templated enemy forces are targeted with the most casualty-producing weapon systems. By setting the conditions to engage the enemy with indirect fires, the commander is able to degrade the enemy scheme of maneuver without exposing friendly forces to observation and direct fire engagement until necessary. Commanders establish a direct fire plan based on METT-TTC. Fire distribution allows the commander to achieve massing fires and effects on the enemy to degrade or destroy their ability to command and control their forces. Proper direct fire planning:

- Destroys the most dangerous enemy assets first.
- Uses each weapon system in its best role.
- Concentrates fires and effects on long-range targets.

- Takes the best shots and expose only those combat vehicles that actually needed to fire.
- Avoids target overkill.

5-46. Integration of combined arms, air-ground operations are essential to the success of reconnaissance operations. Considerations for the integration of air and ground operations include:

- Command and control relationship (normally the squadron pushes aircraft to the lowest possible level to facilitate movement)
- Rotary wing rotation plan, task and purpose.
- Ground troop's missions.
- Tasks performed by air and ground troops.

5-47. Rotary wing teams increase the effectiveness of the reconnaissance efforts by reconnoitering open terrain, reconnoitering forward of the ground troops, screening flanks, or locating enemy forces. Effective, integrated, and synchronized aerial reconnaissance allows ground troops to focus on terrain, routes, and reconnaissance of obstacles and enemy. When air and ground reconnaissance efforts are integrated, the squadron develops the situation faster with more fidelity for the BCT commander.

5-48. Task-organized reinforcements are normally retained under squadron control due to the vague situation. Engineers typically follow or are attached to the troop that is assigned a critical route to assist in technical reconnaissance, obstacle reduction, and route repair.

5-49. The BCT field artillery battalion has an organic command relationship with the BCT. Priority of fire for artillery is assigned to troops based on intelligence or the main effort. Air defense artillery priority is normally toward protecting trains, command posts, artillery batteries, and task organized or designated reserve.

5-50. Commanders at all levels position themselves in the best position to command subordinate units and gain situational awareness. Both the squadron tactical command post (TAC CP) and main command post (CP) are normally operational to ensure continuous communications over extended distances within the squadron and to higher headquarters. Combat trains command post (CTCP) generally moves through the center of the zone along a route providing good movement laterally and in depth. A unit collection point may move along an alternate route to provide adequate support across a wide zone. The field trains of the Cavalry squadron are either collocated with the brigade support battalion or echeloned in depth behind the combat trains. Command posts and sustainment assets remain mobile and bound forward as the squadron advances.

5-51. The purpose of a forward passage of lines is to move forces forward to conduct operations. It ensures the maintenance of enemy contact while allowing the relief of previously committed forces. The stationary force controls and secures the AO far enough to its front that the moving force can pass through the stationary force and reform into a combat formation before contact with an enemy force. A forward passage of lines prevents the Cavalry squadron or units conducting reconnaissance to avoid being harassed or molested by enemy forces as they begin operations. Forward or rearward passage of lines can occur during any form of reconnaissance or security. Refer to FM 3-90-2 for more information.

5-52. Upon completion of the mission, the squadron proceeds with assigned follow-on missions. In absence of an assigned mission, the squadron typically conducts security tasks in the form of a screen or guard along the limit of advance or to the flank of a supported unit. If the squadron encounters major enemy formations before the objective and if no gap or bypass is found, the squadron conducts a screen or guard, continues reconnaissance, and prepares to pass main body forces forward.

5-53. Below is a notional scenario. This continuing scenario and accompanying graphics will span the reconnaissance, security and stability chapters.

Following the collapse of a WMD possessing regime, revolutionary militias, government sponsored forces, and international terrorist organizations fight for control of the territory. This conflict creates a growing humanitarian and refugee situation combined with doubts about the security of WMDs (distributed across a wide area). The terrain is a mixture of rolling plains, hills and swamps with several large rivers naturally compartmentalizing large areas of the country.

In response, XXII Corps deploys as a Joint Task Force Land Component Command (JTFLCC). Initially it consists of an air expeditionary wing, special operations forces, IBCT (Airborne), SBCT, and a USMC Marine Expeditionary Brigade.

As part of a forcible entry, special operations forces and the IBCT airborne brigade seized a remote airfield in the ungoverned territory. The Marine Expeditionary Brigade (MEB) establishes a seaport of debarkation, essentially creating two noncontiguous areas of operation within the country.

The SBCT, working from the intermediate staging base in a friendly neighboring territory, conducted a tactical road march from the intermediate staging base to the seized airfield. This simultaneously establishes of a ground line of communication with the airfield and reinforces the IBCT (airborne) airhead around the airfield. Two of the SBCT's infantry battalions along with the SBCT field artillery battalion and most of the brigade engineer battalion were required to secure that ground line of communication."

The SBCT cavalry squadron task organized with a combat engineer company, forward support company, HUMINT, CAT, MISO, and TAC-P. They are followed by a single SBCT infantry battalion tasked to provide support upon enemy elements attempting to seize the WMDs. Their efforts where controlled by the SBCT tactical command post.

Upon arrival at the airfield, the SBCT cavalry squadron is detached from the SBCT and attached to the IBCT (airborne) and assigned an area of operations by the IBCT (airborne) commander. The width of that area of operations constitutes a significant portion of the 42 kilometer long airhead line or perimeter around the airfield due to the tactical mobility of the SBCT cavalry squadron's combat vehicles and organic information systems. The size of the airhead is based on the need to keep the airfield out of the range of enemy mortar and rocket harassment fires. The squadron conducts a zone reconnaissance of its new area of operations while simultaneously establishing a screen for its portion of the airhead line to prevent enemy observation and interference of ongoing friendly activities on the airfield. (See figure 5-2.)

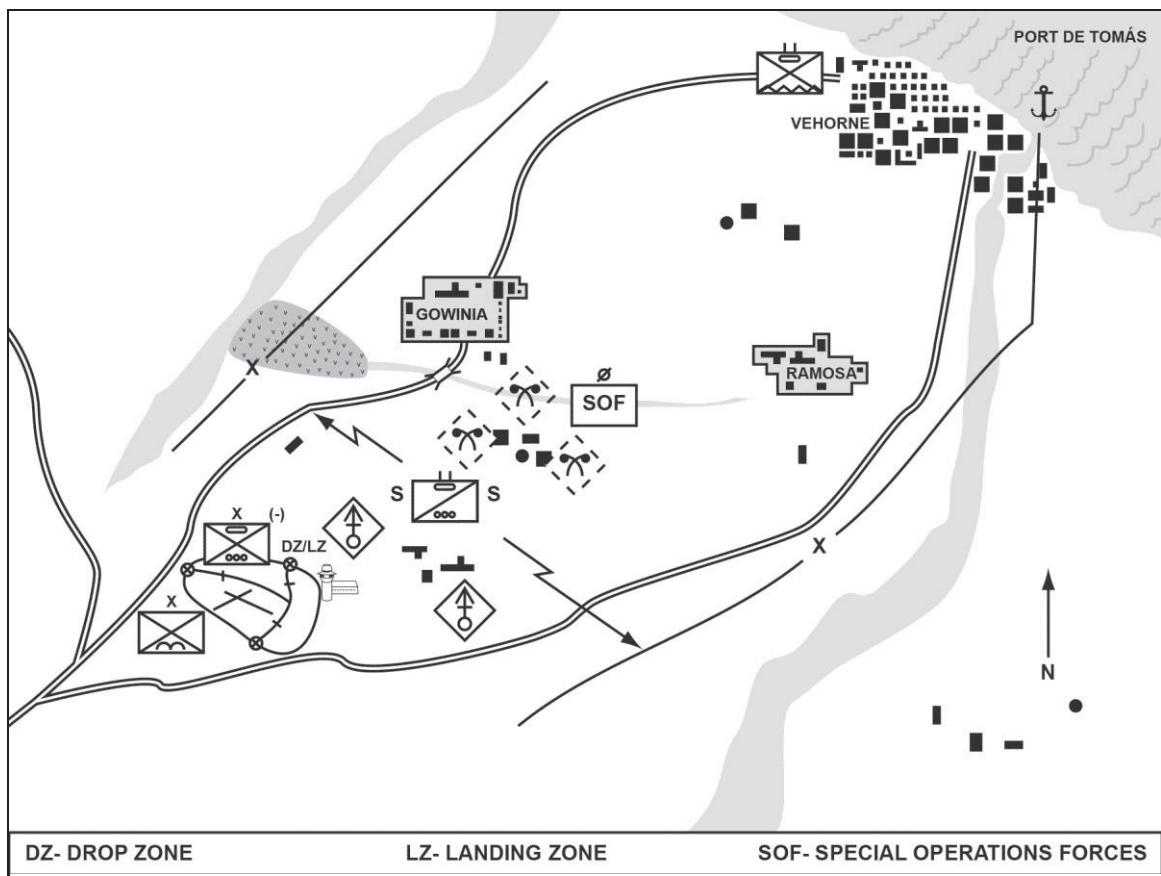


Figure 5-2. Notional scenario for initial entry

5-54. The notational scenario continues below with the zone reconnaissance vignette.

Following a period of time, during which units revert back to their parent organization, previously deployed Special Forces teams and national intelligence assets begin to provide initial reports of unsecure WMD locations, areas of fighting, and an idea of the growing scale of the humanitarian crisis. Press reports at times confirm these reports while also providing conflicting rumors of the proliferation of other previously unknown and reportedly unsecured WMD sites and growing civilian atrocities. The situation appears to be rapidly deteriorating. Based on this information, the JTF land component commander gives the SBCT the following guidance:

"We need to find the WMDs and establish a line of communication (LOC) between the Army and Marines. I need you to help me figure out who is fighting and where they are fighting but be ready to shift effort based on how this thing plays out. We have to protect these civilians before this thing gets out of control."

Given the uncertain nature of the situation combined with the urgency to accomplish some of the specified tasks, the brigade commander determines that he has neither the time nor the capacity to develop the situation further before he begins movement. Therefore, he develops a plan that directs the SBCT to conduct a movement to contact from the airfield to the port. He gives an initial intent to his squadron commander and brigade S-3:

"I need you to find the WMDs, tell me what we need to know about the main supply route (MSR), and give me an idea about the scale of humanitarian issues and fighting. Remember, I want to preserve the Infantry battalions for as long as I can, so find the best place to use them and let's pull them in." By the end of this, I want the LOC from the

Marines to the airfield and all the WMDs in our zone secured, ideally with enough combat power left over to develop the situation further. This operation sets conditions to protect the civilians. Come back to me with your thoughts on time and what you'll need for the fight."

As the Cavalry squadron does mission analysis they determine they require:

- *Two Infantry companies to help work through contact.*
- *Engineer company to assist with the route reconnaissance.*
- *One MGS platoon.*
- *CBRN platoon to assist with the WMD site exploitation*
- *2 MI HUMINT Teams*
- *UAS platoon (tactical control [TACON])*
- *Artillery battery (direct support [DS])*
- *Air (rotary-wing) (preserve for later)*

The SBCT's S-3 begins to synchronize assets with the Cavalry squadron's evolving plan. As he gets access to division and corps assets he works with the S2, fire support officer (FSO), CBRN officer and brigade aviation element to integrate them into the information collection plan, airspace control, and fires. The S-2 works to answer PIR. Their first task is to determine if previously templated WMD sites are vacant. Several suspect sites have limited activity. Based on this activity, the BCT S-3 determines that he needs to maintain contact on those with UAS assets until he can work a reconnaissance handoff with either Special Forces or BCT assets.

The squadron is currently screening its portion of the airhead around the air point of debarkation. Given the limited time available, the Cavalry squadron commander gives his squadron the following guidance:

"2-1 Cavalry conducts a zone reconnaissance starting at 0535 tomorrow between the East and West Rivers from phase line (PL) Royals (the LD) to PL Tigers (the LOA) to detect and secure WMD sites, linkup with the 5th USMC MEB, and determine the composition and disposition of groups engaged in hostilities within this area of operations. As shown on the operations overlay PL Tiger is our forward boundary and well as being the LOA. Also as shown in the operations overlay, the A Troop area of operations is the western third of the squadron AO. It will conduct a route reconnaissance of MSR Falcons. A/229th brigade engineer battalion (BEB) is in direct support of A Troop in the conduct of that route reconnaissance. C Troop's AO is the eastern two-thirds of the squadron AO. Linkup points 7 and B9 allow both troops to make contact with the Marines. B Troop mission is to secure the suspected WMDs sites in the center sector and detected by the other two troops. The 229th BEB CBRN reconnaissance platoon (2/Headquarters and Headquarters Company (HHC)/229 BEB, MGS platoon, and one platoon from B/1-5 Infantry is TACON to B Troop to assist in this process. A/1-5 Infantry's mission is to follow and support A Troop. B/1-5 Infantry is the squadron reserve. It will follow C Troop in column. The squadron tactical command post will move with B Troop. The squadron's combat trains will displace from their current location to the vicinity of Checkpoint 5 on MSR Falcons once A Troop clears the AO between the LD and PL Indians. The squadron's field trains will remain in their current location near the APOD throughout the operation.

We'll move rapidly from PL Yankee to PL Indians and deliberately handoff contact of platoon size (3-5 vehicles or 30+ men). Smaller than that send a good synchronized predeployment and operational tracker report and continue movement.

At PL Indians, we can expect direct and indirect contact. Therefore, I want to maximize our time with available aircraft while moving through this terrain. At this point, if we don't already have aircraft, we'll make a decision either to set a screen oriented on the battalions and wait for aircraft or continue movement. Key factor here is time and

aircraft availability. The squadron's TACON of D/4-25(AH-64) allows you to plan for a flight of two aircraft per troop from PL Yankee to PL Tigers.

We'll move deliberately from Indians to Tigers as I expect a large contingency of civilians along routes and pockets of fighting in urban areas. When we see fighting work to figure out what is going on in the area. If it is along the route or by the WMD locations we need to develop the situation for the STRYKER battalions to follow and support.

Key to this is a tight knit seam between us and the STRYKER battalions. To do this I want you to:

- Link up with TACON elements. Rehearse movement, battle handoff, standard operating procedures (SOPs), and tactics techniques and procedures (TTPs).
- Link in with the battalion scouts and coordinate changes to handover SOPs—both recon and battle.
- Blue force tracking (BFT) graphics order to follow. FM rehearsal timeline to be published.
- We cross the line of departure at BMNT (-3) hours.”

As the SBCT continues to develop the plan the squadron begins movement, with three troops abreast, the Infantry company trailing the eastern troop with the engineer company. The center troop moves toward known WMD locations and the Alpha troop in the west with an Infantry company trailing, focusing on the proposed main supply route and the increasing civilian infrastructure along that route. (See figure 5-3.)

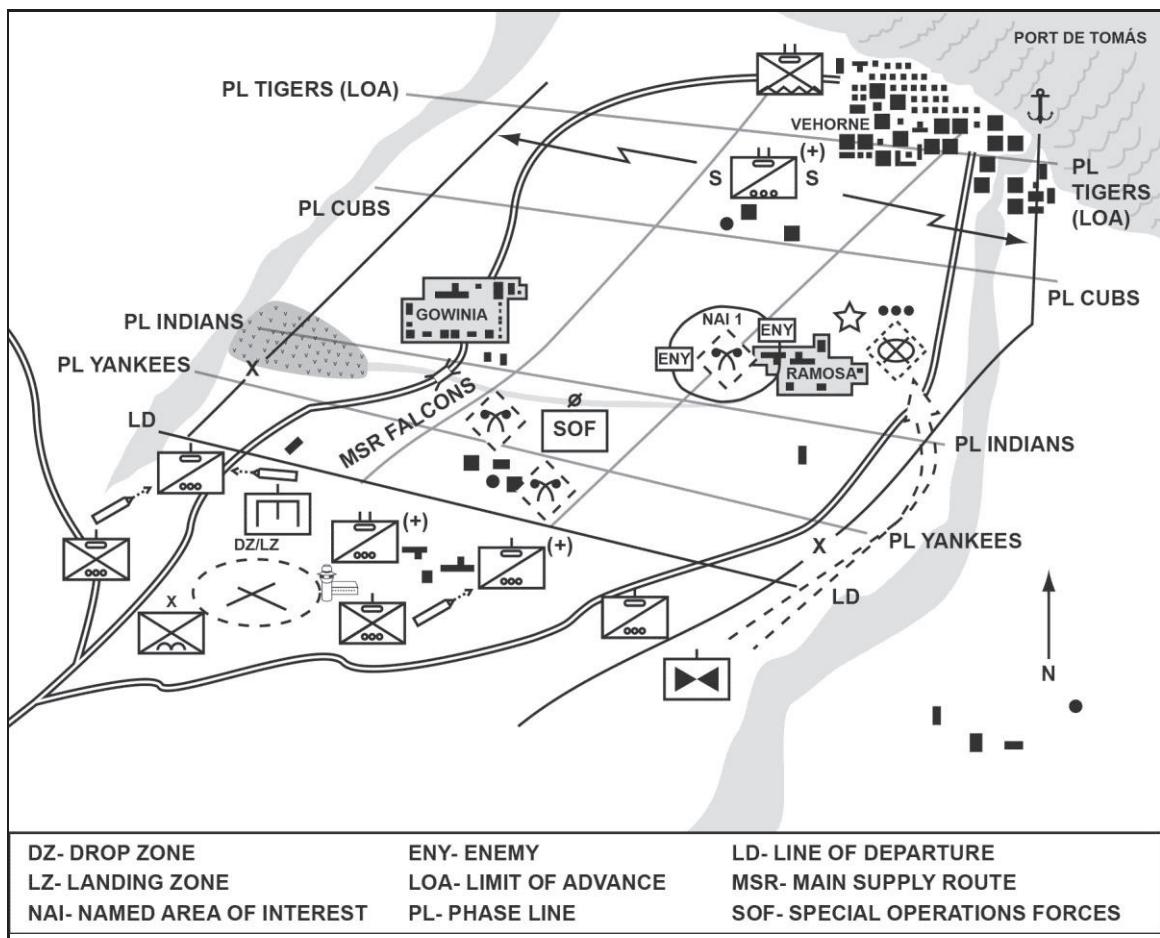


Figure 5-3. Notional scenario zone reconnaissance

AREA RECONNAISSANCE

5-55. *Area reconnaissance* is a form of reconnaissance that focuses on obtaining detailed information about the terrain or enemy activity in a prescribed area (ADRP 3-90). Area reconnaissance allows for detailed reconnaissance in specific locations that answers PIR and develops the situation to provide options to the commander. The commander assigns an area reconnaissance when information on the enemy situation is limited, when focused reconnaissance in the given area will likely yield specific information related to terrain or decision points, or when more detailed information is required in a designated area. The area targeted for reconnaissance may consist of a future friendly position such as brigade support areas, or position areas for artillery. Commanders may further define the area as an NAI or TAI to focus the unit on a more specific area such as a building, bridge, or key terrain.

TASKS

5-56. An area reconnaissance comprises the same tasks as a zone reconnaissance. Based on time and the commander's intent, the commander may direct the reconnaissance towards specific information requirements only. Like the zone reconnaissance, the commander should focus his unit in the commander's intent paragraph and list the tasks in the specific instructions. Primary tasks associated with an area reconnaissance:

- Find and report all enemy within the area.
- Reconnoiter specific terrain within the area.
- Report reconnaissance information.

5-57. Other tasks include the following:

- Reconnoiter all terrain within the area.
- Inspect and classify all bridges within the area.
- Locate fords or crossing sites near all bridges within the area.
- Inspect and classify all overpasses, underpasses, and culverts.
- Locate and clear all mines, obstacles, and barriers in the area within its capability.
- Locate a bypass around built-up areas, obstacles, and contaminated areas.

BCT PLANNING CONSIDERATIONS

5-58. The planning considerations for an area reconnaissance at the BCT are the same as a zone reconnaissance. The BCT commander provides focus within the area to reconnoiter, and the reconnaissance tempo and engagement criteria for both the maneuver to the reconnaissance objective and the objective itself.

CAVALRY SQUADRON PLANNING CONSIDERATIONS

5-59. The planning considerations for an area reconnaissance at the squadron level are the same as a zone reconnaissance, with some unique considerations. In an area reconnaissance, the squadron's IPB analysis determines the speed, formations, and movement techniques used to travel to the area. Depending on the size of the area, the commander decides the appropriate size force required to reconnoiter the objective. En route to or inside the area, the squadron establishes control measures as in a zone reconnaissance. (See figure 5-4.)

5-60. If another unit occupies an assembly area, the squadron reconnoiters avenues of approach and mobility corridors leading to the area to support that force. That squadron can initially secure the area until unit quartering parties arrive, and then it continues with assigned missions or moves to screen that force as it conducts assembly area operations. Upon completion of the reconnaissance, the troop or squadron departs the area along a different route than was used previously.

5-61. The squadron establishes control measures for the area reconnaissance in the same manner as a zone reconnaissance. The squadron designates the area to reconnoiter with a continuous closed line, usually depicted as an NAI.

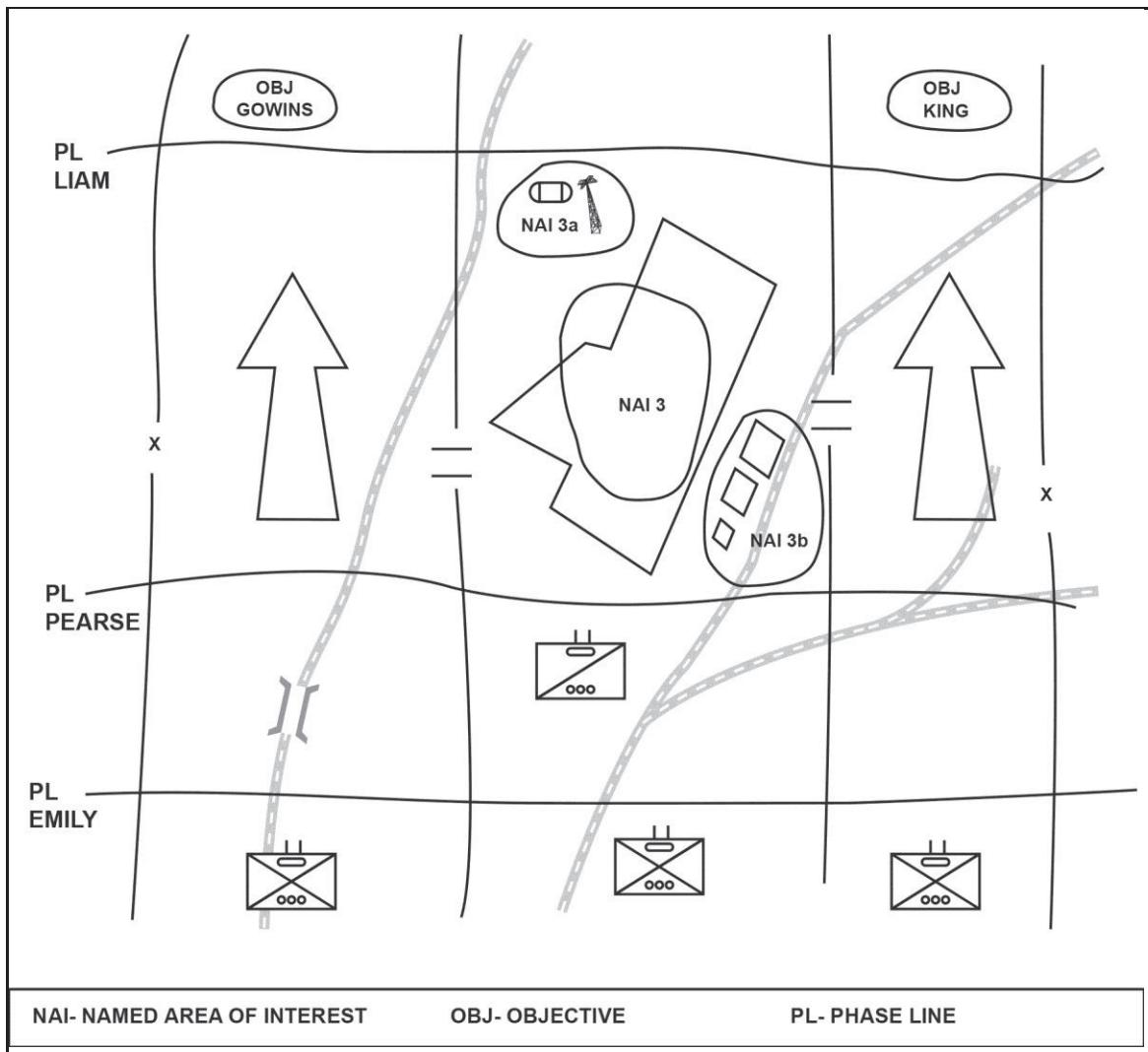


Figure 5-4. ABCT area reconnaissance

5-62. Continuing vignette from zone reconnaissance.

A/2-1 Cavalry conducts an area reconnaissance of its area of operations between the LD and PL Tiger (LOA). Falcons is located within that AO. A Troop's primary reconnaissance focus is the detection of any WMD sites within its AO. A Troop's secondary reconnaissance focus is a route reconnaissance of MSR Falcons in preparation for establishing a ground line of communications between the aerial point of embarkation (APOE) and surface port of embarkation (SPOE). It will also make contact with the 5th Marine Expeditionary Brigade at linkup point 7 at the designated time. A/229th BEB is in direct support of A Troop to assist in the route reconnaissance of MSR Falcons and to create lanes as necessary through any obstacles located on that MSR. A Troop's third reconnaissance objective is the detection of ongoing conflicts between competing civil groups within its AO. A/1-5 Infantry follows and supports A Troop in its area reconnaissance. (See figure 5-5 on page 5-18.)

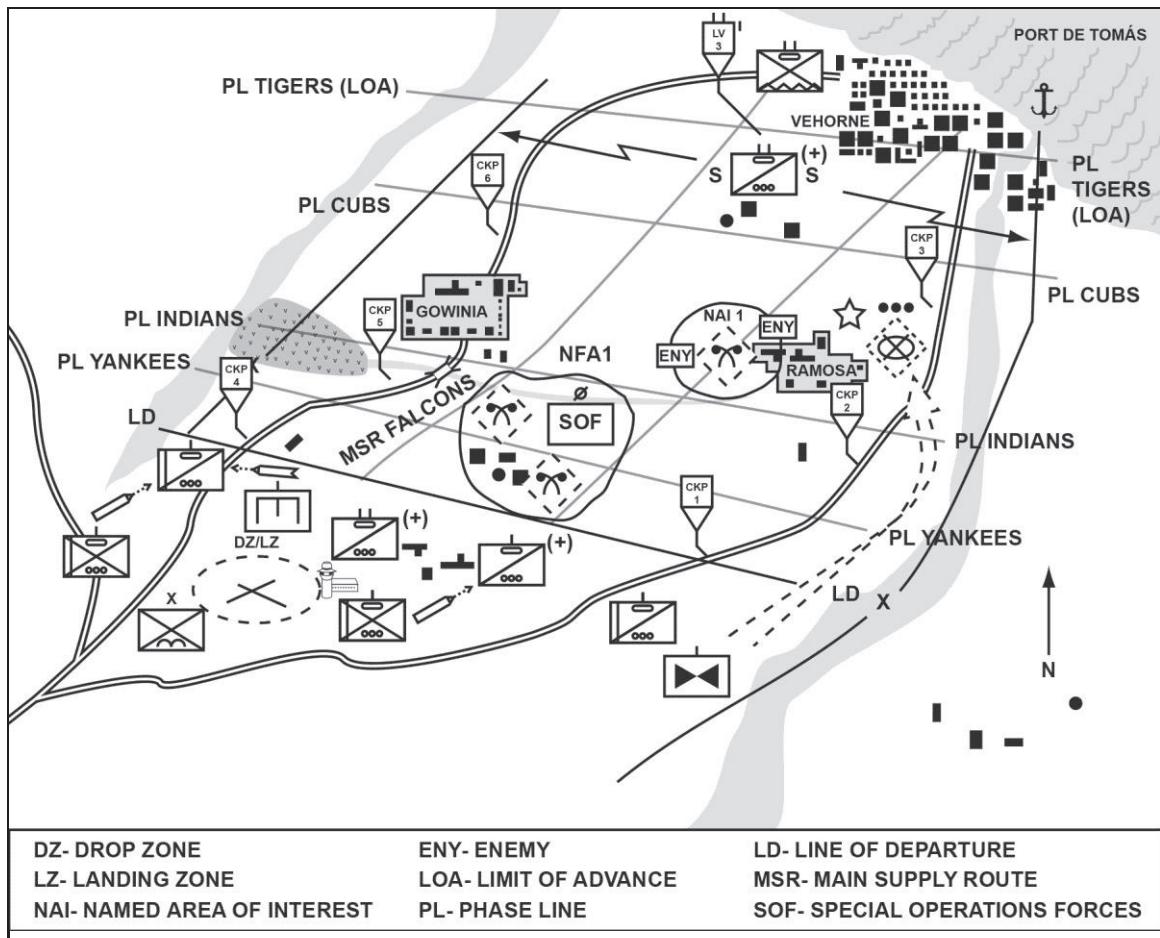


Figure 5-5. Notional scenario area/route reconnaissance

ROUTE RECONNAISSANCE

5-63. A *route reconnaissance* is a directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route (ADRP 3-90). A route can be a road, highway, trail, mobility corridor, avenue of approach, or axis of advance. Routes begin at a start point (SP) and end at a specific destination release point (RP). Reconnaissance of a route is essential if intelligence indicates a probability of enemy contact along the route or surrounding terrain or if information concerning the terrain influencing a route is vague or unknown. The commander assigns a route reconnaissance either as a discrete mission or as a specified task during a zone or area reconnaissance. Units collect information about roads, bridges, tunnels, fords, waterways, and other natural and manmade terrain features that can affect traffic flow. Route reconnaissance provides commanders with detailed information on the route and terrain that can influence the route to prevent surprise, determine traffic ability for follow-on forces, and to confirm or deny staff estimates and assumptions made during the operations process. Route reconnaissance is not to be confused with route classification, which requires technical measurements and analysis typically performed by engineer reconnaissance teams.

TASKS

5-64. Certain tasks are required during a route reconnaissance, unless otherwise directed by the higher commander. These tasks are not a checklist or arranged sequentially, as some may not be necessary for mission accomplishment. If time is limited, the commander directs the reconnaissance only towards specific information requirements. The tasks associated with route reconnaissance are—

- Find, report, and—based on engagement criteria—clear within capabilities all enemy forces that can influence movement along the route.
- Reconnoiter and determine the trafficability of the route.
- Reconnoiter all terrain the enemy can use to affect movement along the route.
- Reconnoiter all built-up areas along route.
- Reconnoiter all lateral routes.
- Inspect and classify all bridges within the area.
- Reconnoiter defiles along the route. Clear them of enemy and obstacles (within capability), or locate a bypass.
- Locate fords or crossing sites near all bridges on the route.
- Inspect and classify all overpasses, underpasses, and culverts.
- Locate and clear all mines, obstacles, and barriers on the route within capability.
- Locate bypasses around built-up areas, obstacles, and contaminated areas.
- Report route information.

BCT PLANNING CONSIDERATIONS

5-65. The BCT commander assigns a route reconnaissance mission when there are plans to use a specific route for friendly movement. The planning considerations for a route reconnaissance at brigade level are the same as a zone reconnaissance with additional considerations. BCT commanders assign the Cavalry squadron a single route along the length or width of his AO or along geographically separate multiple routes, although a single route is seldom assigned to a squadron. The BCT commander in his reconnaissance guidance provides focus, reconnaissance tempo, and engagement criteria as it relates to the main body considerations for recon or battle handover.

CAVALRY SQUADRON PLANNING CONSIDERATIONS

5-66. The planning considerations for a route reconnaissance at the squadron level are the same as a zone reconnaissance, with some unique considerations. When a squadron conducts a route reconnaissance of a single route, one troop acts as the main reconnaissance unit, with the other troops operating abreast on the flanks to reconnoiter terrain features that dominate or influence the main route. The commander initially determines possible danger areas and the nature of the potential threat in deciding how much terrain on each flank of the route to reconnoiter. The squadron then determines the task organization and command relationships of any combined arms attachments based on the IPB and mission analysis.

5-67. When the squadron conducts route reconnaissance of multiple routes where enemy contact is likely, a troop conducts the reconnaissance of one route while the other troops secure their flanks. If contact is unlikely the troop may reconnoiter with assigned scout platoons though multiple routes that must be close enough together for the troop commander to effectively control the operation. Integrated air and ground reconnaissance provides for faster and more complete reconnaissance. The squadron establishes control measures for a route reconnaissance by creating an AO for the unit conducting the reconnaissance. The commander places lateral boundaries on both sides of the route, far enough out to allow reconnaissance of all terrain from which the enemy could influence movement along the route. An LD is placed perpendicular to the route and a starting point (SP in the following graphics) at the beginning of the route. The LD creates the rear boundary of the AO. The commander then places an LOA far enough beyond the route's release point (RP) to include terrain from which the enemy could influence the route. The SP and RP define that section of the route where the unit collects detailed information. Place phase lines and checkpoints to maintain coordinated reconnaissance, control movement and maneuver, or designate critical points. Place additional control measures to coordinate indirect and direct fire, as necessary. (See figure 5-6 on page 5-20.)

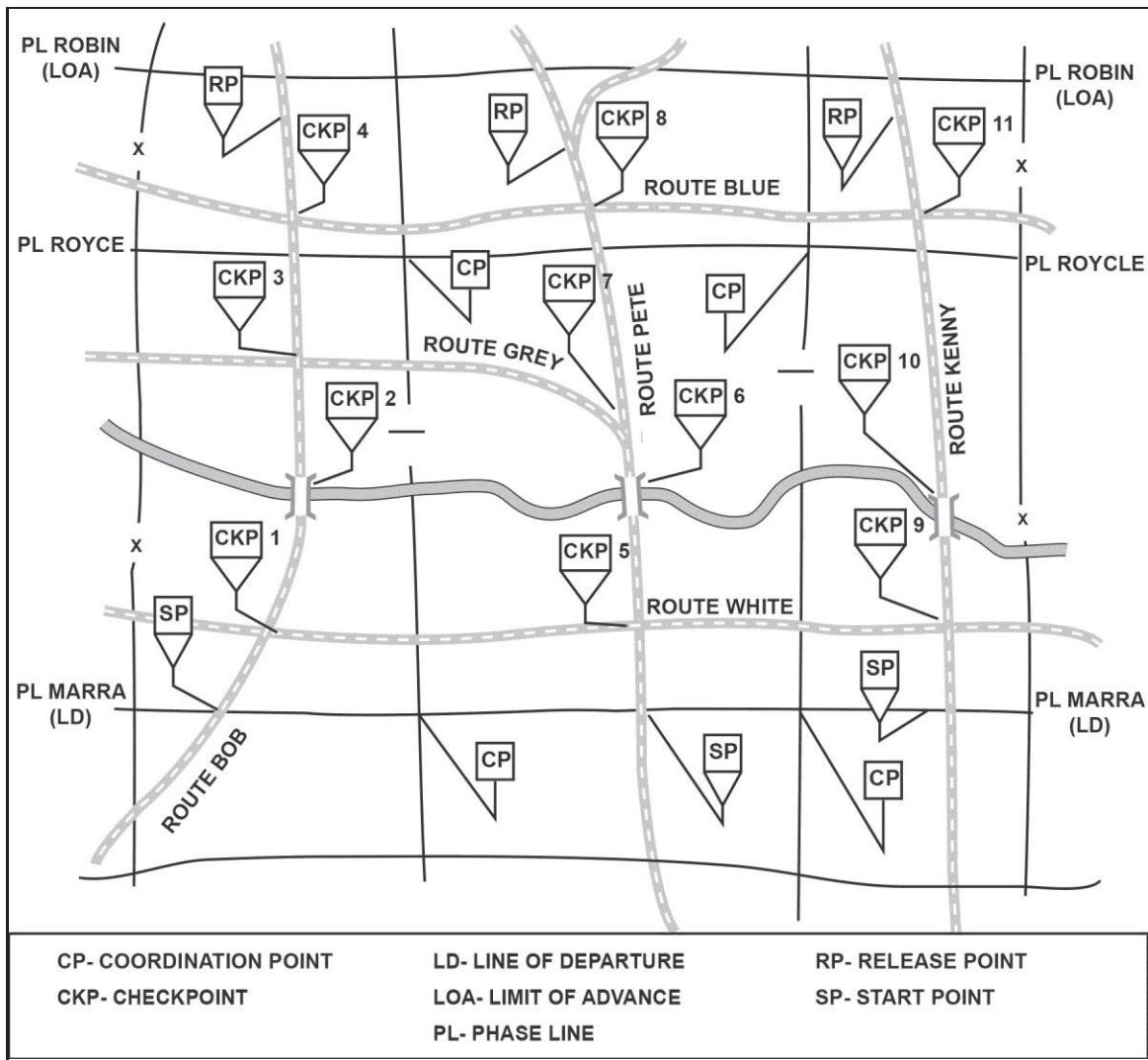


Figure 5-6. SBCT route reconnaissance mission

PLANNING AND EXECUTION CONSIDERATIONS

5-68. The commander integrates ground, air, and other technical assets to allow for either a faster or more detailed route reconnaissance. The commander orders aerial reconnaissance if the reconnaissance mission needs to be completed quickly. When time is limited, aerial reconnaissance is essential to determine which areas are clear of enemy forces and obstacles and to cue ground reconnaissance regarding where to focus its efforts.

5-69. The commander establishes priorities of fire and indirect fire control measures if enemy contact is possible or expected. The squadron considers built up areas, protected sites, and civilians in both planning and execution of indirect fires.

5-70. If the commander requires detailed information on the route, engineer reconnaissance assets can conduct a deliberate classification of critical points along the route more quickly and accurately than (hasty) classification by a cavalry unit. If the commander anticipates significant obstacles or is required to classify bridges, fords, ferry sites, or culverts combat engineers must be task-organized to the squadron.

5-71. If CBRN contamination is expected, CBRN reconnaissance assets should accompany the force conducting ground reconnaissance. They can detect, identify, and determine through CBRN surveys more accurately and quickly than organic Cavalry assets.

RECONNAISSANCE IN FORCE

5-72. *Reconnaissance in force* is a deliberate combat operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information (ADRP 3-90). A reconnaissance in force is a limited objective operation normally conducted by a battalion-sized task force or larger force and assigned when the enemy is operating within a specific area and the commander cannot obtain adequate intelligence by other means. Reconnaissance in force is an aggressive reconnaissance which develops information and intelligence in contact with the enemy to determine and exploit enemy weaknesses. The commander plans for the extrication of the force or the exploitation of success in advance.

5-73. During a reconnaissance in force, the subordinate elements of the Cavalry unit conduct zone, area, and route reconnaissance missions. The Cavalry squadron often conducts reconnaissance in force in advance of a brigade combat team movement to contact allowing the main body to maintain freedom of maneuver and mass combat power.

5-74. BCT commanders order squadrons to conduct reconnaissance in force as a stand-alone mission or as the lead in a conjunction with a brigade attack. Based upon enemy composition and other METT-TC variables, the cavalry squadron requires augmentation with maneuver and fires elements to conduct a reconnaissance in force as a standalone mission.

TASKS

5-75. Tasks for reconnaissance in force include:

- Penetrate the enemy's security area and determine its size and depth.
- Determine the location and disposition of enemy forces.
- Attack enemy positions and attempt to force the enemy to react by using local reserves or major counterattack forces, employing fires, adjusting positions, and employing specific weapon systems.
- Determine weaknesses in the enemy's disposition for exploitation.
- Locate obstacles and create lanes as specified.
- Enter AOs in complex terrain not previously occupied by friendly forces, such as urban environments.

PLANNING CONSIDERATIONS

5-76. The planning considerations for reconnaissance in force are the same as a zone reconnaissance. The control measures of a reconnaissance in force are the same as for offensive tasks. (Refer to ADP 3-90 for more information.)

SPECIAL RECONNAISSANCE

5-77. *Special reconnaissance* is characterized as reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance employing military capabilities not normally found in conventional forces (FM 3-05). Special reconnaissance tasks support the collection of the JTF commander's priority intelligence requirements. A special operations liaison may provide a responsive reporting capability in those situations where the SOTF commander has been requested to provide intelligence information that supports the intelligence requirements of a conventional force commander.

5-78. A SOF element conducting special reconnaissance is supporting the JTF commander's overall information collection efforts. The SOF element will not suspend or alter their collection efforts in order to support another collection plan unless directed to do so by the JTF commander.

5-79. Commanders establish mutual liaison capacity within both the brigade and special operations forces to understand collection task prioritization, and to understand associated reporting requirements and

mechanisms. Special reconnaissance may occur prior to conventional forces entering a designated area of operation. Commanders and staffs must understand when, where, and why special reconnaissance operations are being conducted to establish unity of purpose and provide additional forces if necessary. It is imperative that detailed coordination is made between SOF and conventional elements to support the operational element as needed.

SECTION III – RECONNAISSANCE HANDOVER

5-80. *Reconnaissance handover* is the process of transferring information and responsibility from one element to another to facilitate observation of a specific target, enemy, or an assigned NAI/TAI. *Reconnaissance handover* is the action that occurs between two elements in order to coordinate the transfer of information and/or responsibility for observation of potential threat contact, or the transfer of an assigned area from one element to another. Reconnaissance handover occurs between the BCT and other BCTs, SOF, foreign military forces, civilian agencies and organizations, or indigenous persons as well as between the BCT's Cavalry squadron and battalion scouts or maneuver battalions.

5-81. Reconnaissance and security operations require the unit conducting the handover to coordinate with higher, lower, and adjacent units. Planning for these operations requires the reconnaissance handover coordination to start at the higher echelons and execute at the lowest element. Reconnaissance handover assures that information requirements are transferred between units to maintain initiative, tempo and to ease transitions. Well planned and executed reconnaissance handover eases transitions in plans, phases, and priorities of effort and mitigates information gaps between units.

5-82. Planning for reconnaissance handover takes place as part of a change of mission before or during operations. When planning before an operation, commanders review the completed plan for layered, redundant reconnaissance and security using all available assets. Commanders and staff direct control measures such as a reconnaissance handover line between units or potential designated coordination points to facilitate ground linkup, along with other graphic control measures that aid in mission command. ***Reconnaissance handover line* is a designated phase line on the ground where reconnaissance responsibility transitions from one element to another.**

5-83. Reconnaissance handover is typically associated with a trigger, coordination point, or phase line designated as the reconnaissance handover line to ensure positive control and chain of custody from the initial force to the force assuming responsibility and control. Reconnaissance handover prevents gaps or seams from emerging that the enemy can exploit. Once handover is complete, the force transferring control either passes to the rear through the main body assuming responsibility for the reconnaissance objective as a rearward passage of lines or continues further into zone to continue their reconnaissance mission.

5-84. Reconnaissance handover involves transferring physical, visual, electronic, or digital observation in a number of combinations. Assets such as ground sensors and UAS may transfer. Similar to battle handover in that its conduct is in conjunction with other tasks such as relief in place, linkup, and passage of lines. (See figure 5-7 on page 5-23, figure 5-8 on page 5-24, and figure 5-9 on page 5-25.)

5-85. Leaders and planners at all levels coordinate and execute reconnaissance handover tasks considering:

- Redundant surveillance to assist in maintaining enemy contact.
- Location and criteria for RHO.
- A communications plan between handover elements.
- Exchanging operations and fires plans.
- Exchanging intelligence information and information gathering assets.
- Identifying and coordinating for target handover, as necessary.
- Contact points or linkup points.
- Colocating CPs.
- Transfer and acceptance of command between units.
- Rehearsals.
- Recognition signals.

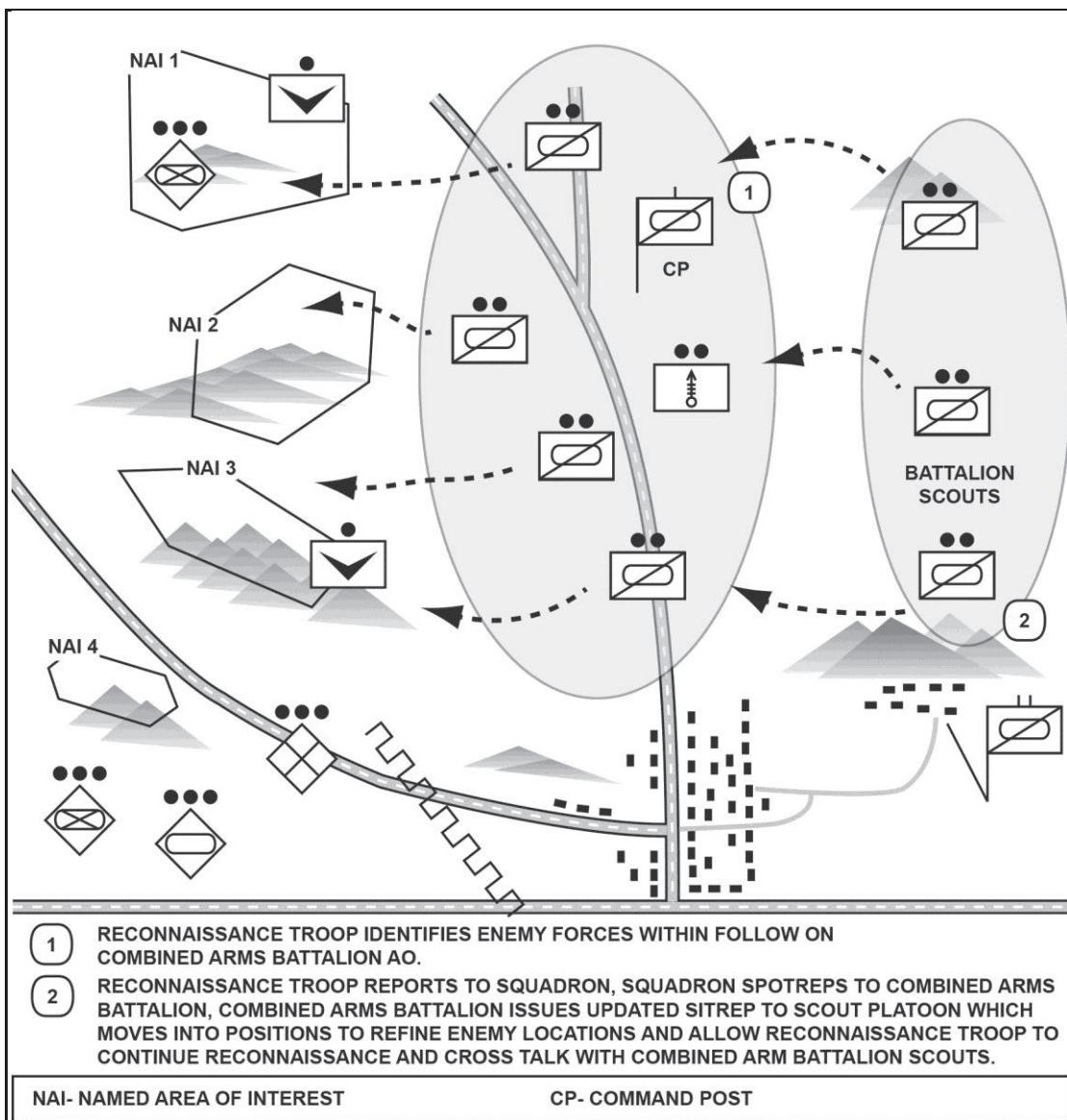


Figure 5-7. Reconnaissance handover (phase one)

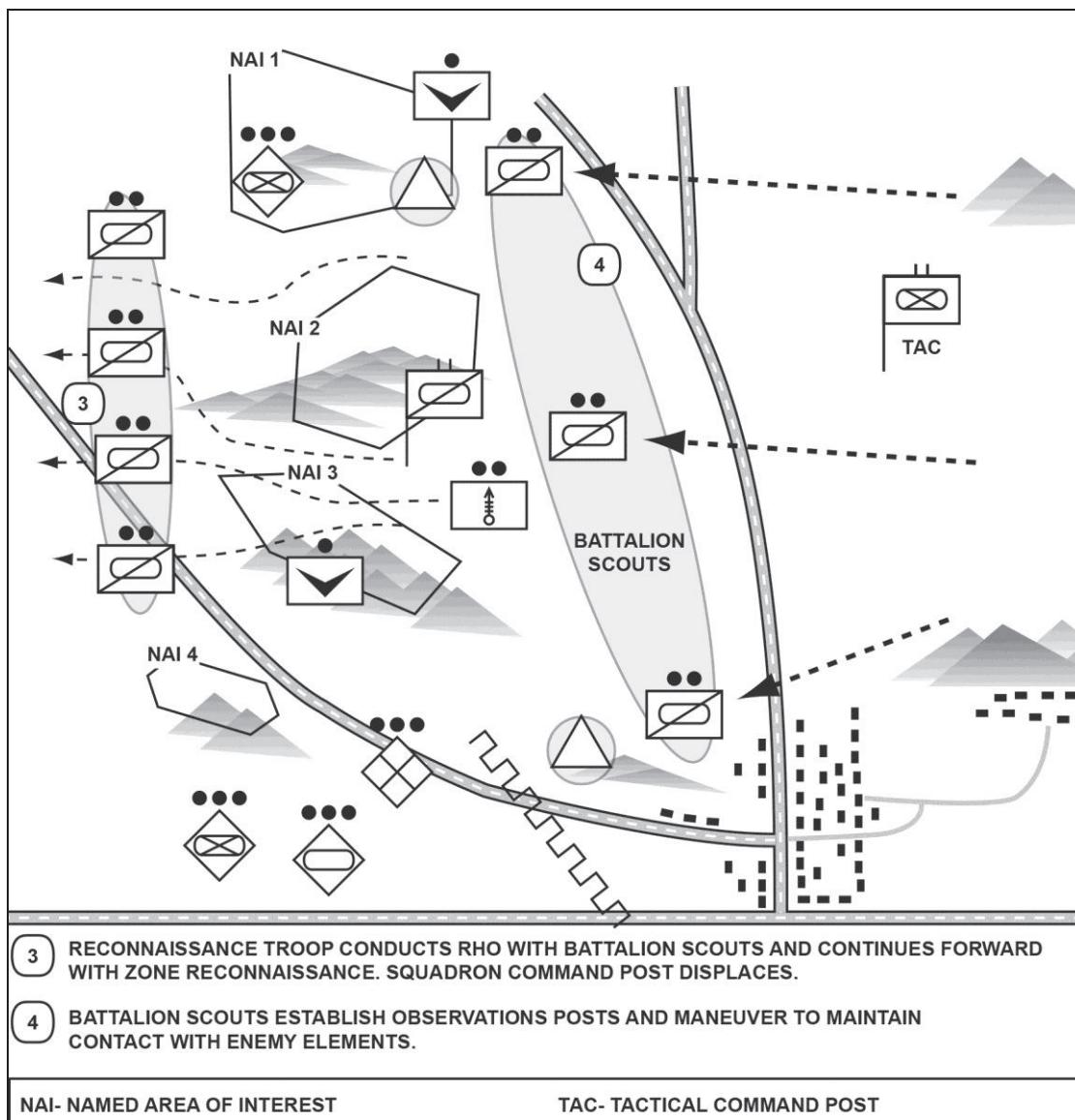


Figure 5-8. Reconnaissance handover between squadron and combat aviation brigade

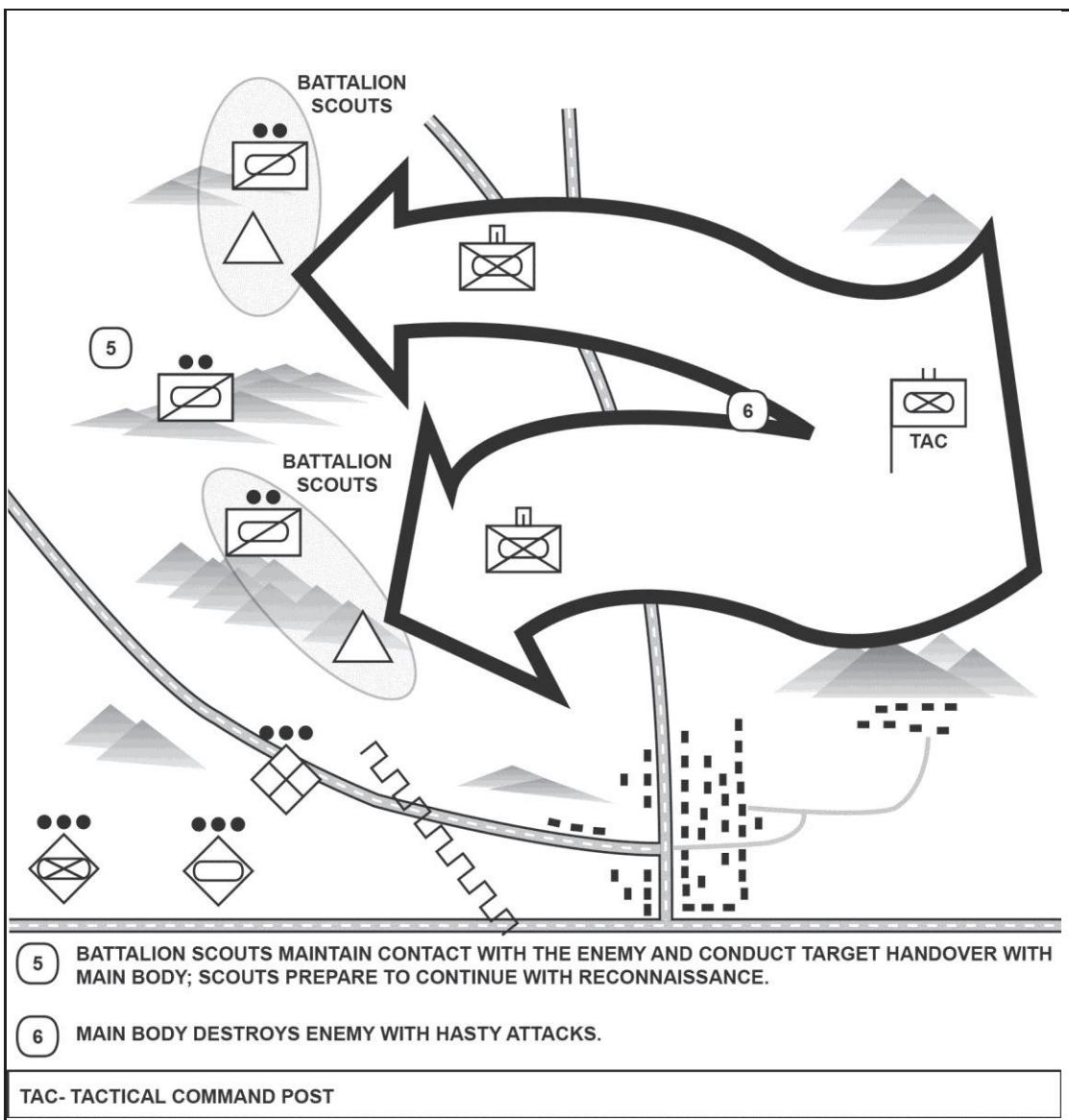


Figure 5-9. Reconnaissance handover follow-on battalion continues mission

SPECIAL OPERATIONS FORCES RECONNAISSANCE HANDOVER

5-86. Based on their forward proximity in the area of operation, reconnaissance forces may often be the first friendly units to encounter Special Operations Forces (SOF) units. (See Chapter 7 for more details.) Conventional reconnaissance forces may operate in conjunction with or alongside Special Forces. Depending on the command relationship, a reconnaissance handover (not involving special reconnaissance) may be required to conduct a relief in place with SOF, conduct joint operations with SOF, or in passing through SOF areas. The same planning steps listed above are used when conducting Special Operations Forces reconnaissance handover.

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Chapter 6

Security

Security operations are operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force (ADRP 3-90). Security is inherent in all operations and is always the first priority of work. Continual reconnaissance and the development of information requirements are the means to provide security. Security operations follow the five fundamentals of security to ensure early and accurate warning of enemy forces and provide reaction time and maneuver space to develop the situation and determine the most effective use of force to neutralize, defeat, or destroy enemy forces. There are five forms of security operations; screen, guard, cover, area security, and local security. Each form provides varying levels of protection to the main body with the desired form selected by weighing operational and mission variables with the end state.

The main difference between security operations and reconnaissance operations is that security operations orient on the protected force or facility, while reconnaissance is enemy and terrain oriented. However, security operations cannot be divorced from reconnaissance missions as one of the fundamentals of security is to perform continuous reconnaissance.

Security operations prevent enemy reconnaissance assets from determining friendly locations, strengths, and weaknesses. A review of history repeatedly demonstrates that to preserve the striking power of an organization and preclude unnecessary attrition or premature culmination each tactical echelon requires a specially trained organization capable of executing security missions to preserve freedom of action for the main body.

SECTION I – FUNDAMENTALS OF SECURITY

6-1. Security is an essential part to all BCT tasks. Security enables the BCT to accomplish its mission by providing the BCT commander with the time and space necessary to focus combat power on the decisive operation. Maneuver units perform security missions as part of a larger security force or operate on their own with task-organized attachments.

SECURITY

6-2. Security operations provide information about the enemy and terrain and preserve the combat power of friendly forces. Security operations provide information about the size, composition, location, and direction of movement of enemy forces. Reaction time and maneuver space gained by information collected allows the main body commander to prepare for future operations or to deploy to engage the enemy. Security prevents the main body from surprise by the enemy, which allows the commander to preserve the combat power of maneuver forces and mass effects and combat power at the decisive point in time. (See FM 3-90-2.)

6-3. Security along a common boundary with another friendly unit is the responsibility of the unit assigned to that zone or sector. Liaison with the protected force is critical during security missions. Constant communication and liaison ensures both the security force and the protected force remain informed of the full situation and maintains synchronized operations.

6-4. Counterreconnaissance is an inherent task in all security operations. Counterreconnaissance is the sum of all actions taken at each echelon to counter enemy reconnaissance and surveillance efforts throughout the area of operation. Counterreconnaissance is active and passive and includes action to destroy or repel enemy reconnaissance elements and deny the enemy information about friendly units. Counterreconnaissance keeps enemy reconnaissance forces from observing the main body by defeating or blocking them. Units organize to defeat enemy reconnaissance forces without requiring reinforcement. Consider enemy reconnaissance capabilities to determine if additional maneuver or sustainment assets are required.

FUNDAMENTALS

6-5. The fundamentals of security, like the fundamentals of reconnaissance, provide a framework for security operations. Reconnaissance operations, because they are continuous throughout all operations to develop the situation through information collection, are essential to successful security operations. The fundamentals of reconnaissance are applicable to security operations and are necessary to ensure successful execution. The following fundamentals guide BCT security tasks.

6-6. **Provide early and accurate warning.** The squadron or protecting unit detects, orients upon, and observes threat forces that can influence the brigade combat team. Early detection and warning through rapid reporting enables the BCT commander to make timely and well-informed decisions for the proper application of his forces on the observed threat.

6-7. **Provide reaction time and maneuver space.** As with “provide early and accurate warning,” the ability for the cavalry squadron to gain and maintain contact and report accurately and rapidly affords the BCT commander the time and space to make an informed decision to employ forces. Reaction time and maneuver space relates to decision points driven by information requirements and indicators given LTIOV parameters to ensure the commander makes decisions that place maximum firepower at the decisive point in a timely manner.

6-8. **Orient on the protected force, area, or facility.** While reconnaissance operations orient on the reconnaissance objective, security operations focus on the protected force by understanding their scheme of maneuver and follow-on mission. By understanding BCT’s required actions and movement, the squadron maneuvers to best provide reaction time and maneuver space that allow for timely decisions.

6-9. **Perform continuous reconnaissance.** Squadron or maneuver battalions continuously seek the enemy and reconnoiter key terrain. Through continuous reconnaissance, forces continue to gain and maintain enemy contact, develop the situation, report rapidly and accurately, and retain freedom of maneuver to provide early and accurate warning and provide reaction time and maneuver space to the protected force. Thus, the fundamentals of reconnaissance are implicit in all security operations. Commanders use the same reconnaissance methods, management and techniques. (See Chapter 5 for a more detailed discussion).

6-10. **Maintain enemy contact.** Real-time and accurate information requires Cavalry forces to gain and maintain contact with the enemy to rapidly report their actions and provide reaction time and maneuver space. Like the reconnaissance fundamental “gain and maintain enemy contact,” maintaining enemy contact through one or more of the forms of contact enables the staff to make recommendations to the commander, generate options, identify opportunities, and seize, retain, and exploit the initiative.

COMMANDER’S SECURITY GUIDANCE

6-11. The BCT commander’s guidance should consist of the security focus, duration, engagement and disengagement criteria, and displacement criteria. In providing this guidance, the commander describes, shapes, and prioritizes how he envisions the security effort supporting the overall scheme of maneuver and the specific roles of the Cavalry unit. As with the commander’s reconnaissance guidance, this guidance, and the importance of accomplishing the mission, must be understood at echelon.

FOCUS

6-12. The security force focuses all its actions on protecting and providing early warning to the secured force or facility. The security force operates between the main body and known or suspected enemy units. The security force moves as the main body moves and orients on its movement. The security force commander must know the main body’s scheme of maneuver to keep the security force between the main

body and the enemy. The value of terrain occupied by the security force hinges on the protection it provides to the main body commander.

6-13. The commander directs a specific focus for the security unit. In this context, the focus is a critical enemy system or organization, which the security unit must identify. Once identified, this typically results in a commander's decision or critical action. For example, the focus may be a high-value target or it could be the exploitation force of an enemy formation. Positive identification could trigger the engagement of the high-value target or influence the commander to reposition subordinate units to defeat the enemy's exploitation force.

Security Objective

6-14. The commander provides focus to the protecting force's efforts to efficiently and effectively accomplish the mission. As an example, the security objective may constitute locating and defeating enemy reconnaissance forces, confirming or denying the commander and staff's initial assessment, providing early warning and reaction time to the main body, or protecting the main body from enemy observation and engagement. The security objective clarifies and prioritizes the tasks for the Cavalry unit nested within the maneuver plan of the protected commander.

TEMPO OF SECURITY

6-15. Security force operations maximize time, preserve forces, place the enemy in unfavorable positions or avoid combat under undesirable conditions. The duration required to conduct these operations largely depends on the protected commander's current situation and critical requirements. Successful accomplishment of critical requirements can enhance the combat capability of committed maneuver forces and enable the defeat of the enemy force. Commanders and staffs direct the duration of security operations and the trigger for displacement.

ENGAGEMENT AND DISENGAGEMENT CRITERIA

6-16. The BCT commander provides the security force with engagement criteria to enable the purpose of the operation and to support the execution of displacement criteria. Engagement and disengagement criteria directs the squadron to engage and destroy enemy reconnaissance assets or to allow enemy reconnaissance assets to pass to identify, disrupt, or isolate second-echelon forces with direct and indirect fires. Engagement and disengagement criteria identifies two specific areas—under what conditions the protecting force can attack enemy forces and what the security force can attack within its capabilities and its task organization. A protecting force has a restrictive engagement criterion if the BCT desires the protecting force to remain hidden with a purpose of reporting on enemy composition and disposition. Likewise, a protecting force is given unrestricted engagement criteria and allowed to destroy enemy reconnaissance assets within their capability if templated enemy forces are overmatched by friendly forces or if the commander requires an aggressive counter-reconnaissance effort.

DISPLACEMENT CRITERIA

6-17. The commander directs displacement criteria for the security unit. Displacement criteria dictates a set of conditions required before the security force conducts movement and maneuver to a subsequent fighting position or assumes a follow-on mission. Displacement criteria may be either time or event based.

SECTION II – COUNTERRECONNAISSANCE

6-18. Counterreconnaissance is a tactical mission task that encompasses all measures taken by a commander to counter enemy reconnaissance efforts. (Refer to ADP 3-90 for more information.) Counterreconnaissance is the sum of all actions taken at each echelon to counter enemy reconnaissance and surveillance efforts throughout the area of operation. The purpose of counterreconnaissance is to destroy, defeat, or repel all enemy reconnaissance elements within capabilities and following engagement criteria. Counterreconnaissance is not a distinct mission, but a component of all forms of security operations. It denies the enemy commander the ability to conduct reconnaissance and develop their situational understanding. Successfully countering enemy reconnaissance is the first and possibly most important step in ensuring the BCT can successfully execute its mission.

6-19. The counterreconnaissance plan should address how to acquire and defeat enemy reconnaissance elements. The intelligence section provides key input into the planning process. It identifies avenues of approach into the unit sector, what type of enemy reconnaissance elements the unit expects in the sector, and when they are most likely to move into the sector. The commander of the squadron or counterreconnaissance force uses this information to formulate the counterreconnaissance plan, and task units to execute it. Often, the counterreconnaissance plan calls on a unit to conduct a screen mission to acquire, identify, and defeat enemy reconnaissance forces.

6-20. The counterreconnaissance must be task organized to accomplish its mission with the enemy. Whatever option the commander employs, the counterreconnaissance fight should be firmly controlled, monitored at the higher headquarters level, coordinated early, and thoroughly rehearsed. An effective counterreconnaissance fight blunts the enemy reconnaissance effort, forcing the enemy to attack without information about the friendly force disposition.

SECTION III – FORMS OF SECURITY

6-21. Leaders categorize security operations in terms of the degree of security provided and the amount of combat power required. (Refer to ADRP 3-90 for more information.) Screen (stationary or moving), guard, cover, area security (including convoy or route security), and local security are the five primary forms of security operations.

6-22. The five forms of security provide varying levels of protection to the protected force and are dependent upon the size of the unit conducting the security operation. Screen operations provide early warning to the main body. Guard operations prevent enemy observation and direct fire on the main body. Cover operations protect the main body from enemy observation and effective direct and indirect fire. Area security protects friendly installations, routes, units, and facilities within a prescribed area. Local security is a priority of work and the responsibility of all units as a force protection measure. All forms of security provide protection and early warning to the protected force, which, in turn, provides reaction time and maneuver space to the commander and preserves freedom of action.

Arracourt

In September 1944, the 4th Armored Division constituted part of an operation intended to cross the Moselle River and isolate the city of Nancy. This operation concluded with elements of the 4th Armored Division playing a significant role in disrupting German rear area elements and reinforcements to Nancy. The division then transitioned into an exploitation mission, heading further east into Lorraine and creating more havoc between German efforts to mount a coherent defense.

The threat posed by the American armored division led the Germans to counterattack with elements drawn from the Fifth Panzer Army on 18 September. Part of their objective lay in destroying the scattered U.S. armored forces in and around the town of Arracourt. The German action triggered a series of fast moving and freewheeling engagements. These encounters placed the 4th Armored Division at a disadvantage. The Germans employed superior tanks, practiced infiltration tactics, and benefited from ground fog that protected them from allied aircraft. However, despite these advantages, the Germans suffered a significant defeat at Arracourt. They were generally out maneuvered and outfought by aggressive American small unit tactics.

American armored teams employed basic security measures to offset the initial surprise of the German attack. C Company, 37th Tank Battalion, for example, employed outposts to provide early warning of enemy activity. One of these outposts reported the noise of an enemy column shortly before midnight on the 18th. The outpost dispatched a patrol to investigate. When it identified tank tracks, a second patrol followed the tracks and pinpointed the German tanks in a bivouac position. The patrol directed artillery fire onto the enemy tanks and adjusted onto a nearby crossroads through which the tanks had to move as they retired.

The following morning another C Company outpost reported contact with German forces. This outpost included a tank section and smaller outpost further forward. The latter remained in contact with the tank section via a land line. The smaller outpost provided the tank section early warning of approaching vehicles. Armed with this information, the American tank section quickly destroyed two of the German tanks as soon as they came into view.

In this instance, C Company demonstrated the fundamentals of security. Outposts provided early and accurate warning of approaching enemy armor. The outposts were able to provide reaction time and maneuver space that permitted the tank section to maneuver and destroy two enemy tanks. Positioned between the enemy and the main body of C Company, the outposts were oriented on the force to be secured. In each case the outposts were able to perform continuous reconnaissance, reporting and tracking hostile movements. In the first example, the outpost maintained enemy contact through foot patrols able to track the enemy Armor column and direct indirect fire upon it.

6-23. Cavalry squadrons are organized and equipped to perform screen, guard, area, and local security missions. Cavalry squadrons participate in a cover operation as part of a larger element with external assets task organized to the squadron, and perform guard operations with combined arms augmentation. Security missions (screen, guard, cover) at echelons above brigade are assigned to BCTs.

SCREEN

6-24. The primary purpose of a screen is to provide early warning to the main body. Screens provide less protection than guards or covers. Screen missions are defensive in nature and accomplished by establishing a series of observation posts and patrols to ensure observation of the assigned sector. The screen force gains and maintains enemy contact consistent with the fundamentals and destroys or repels enemy reconnaissance units by conducting counterreconnaissance. The depth of the screen is critical to allow reconnaissance handover from one element to another without displacement from established OPs. Depth provides friendly forces the ability to conduct counterreconnaissance to delay, impede, and harass the enemy with indirect fires

causing them to deploy early while preventing enemy forces from identifying, penetrating, and exploiting the screen.

6-25. Screen missions are appropriate when operations have created extended flanks, gaps exist between major subordinate maneuver units, or when required to provide early warning over gaps not considered critical enough to require security in greater strength. The BCT commander maximizes the security effort where contact is expected.

6-26. A screen is defensive in nature, a unit may conduct a screen in all directions for a stationary protected force within supporting range of indirect fire assets. Units perform a screen to the flanks or rear, but not in front of a moving force. Zone reconnaissance, reconnaissance in force and guard are missions given to units in front of a moving force.

BCT PLANNING CONSIDERATIONS

6-27. When planning the screen, the cavalry squadron, commander or maneuver battalion commander considers the number of OPs or patrols needed (depth, width, duration, and orientation of the screen), time needed to occupy the OPs and establish the screen, and the ability of indirect fire assets to range NAIs and TAIs to provide the required level of security to the protected force. Both BCT and squadron commanders and staffs consider conditions to facilitate reconnaissance handover or battle handover with the BCT, to include time required to conduct the handover along with the time and distance needed for subordinate elements to displace to subsequent positions.

6-28. A rearward passage of lines is similar in concept to a forward passage of lines. It continues the defense or retrograde operation, maintaining enemy contact while allowing for recovery of security or other forward forces. This operation may or may not be conducted under enemy pressure. Generally, the stationary unit assumes control of the AO forward of the battle handover line after two-thirds of the passing force's combat elements move through the passage points. A battle handover line is a designated phase line on the ground where responsibility transitions from the stationary force to the moving force and vice versa. Cavalry squadrons and security forces conduct extensive coordination enabling rearward passage of lines, especially while under fire. Passage of lines may occur during any reconnaissance or security task. Refer to FM 3-90-2 for more information.

6-29. Attack/reconnaissance aviation units screen forward, to the flanks, or to the rear of a stationary main body and to the flanks or to the rear of a moving main body. Aviation units conduct a zone reconnaissance forward of a moving body. Aviation units conduct continuous reconnaissance to gain contact with the enemy force unless directed otherwise by the supported commander.

6-30. Based on the BCT commander's security guidance and intent, a screening aviation unit will impede and harass the enemy with organic and supporting fires and, within its capabilities, destroy or repel enemy reconnaissance elements without becoming decisively engaged. Upon enemy contact, the aviation unit reports the enemy location, maintains contact with the enemy force, and uses its maneuverability and fires to rapidly develop the situation. Priority of fires is provided to the aviation unit so it does not have to rely on its own direct fire weapons and risk becoming decisively engaged. Aviation units will not bypass enemy forces without the permission or direction of the main body commander.

6-31. Attack/reconnaissance aviation units maneuver to the flanks and rear of the enemy to locate and exploit enemy vulnerabilities, weaknesses, and subsequently conduct offensive engagements such as hasty attacks and joint air attack team operations. However, the benefit of aviation units conducting an offensive operation must be weighed against the benefit of retaining aviation units in a reconnaissance and security role.

GENERAL DESCRIPTION OF SCREENS

6-32. Screens, even for a stationary protected force, are active operations of which stationary OPs and surveillance assets are only part of the overall mission. A screen requires employment of mounted and dismounted patrols, aerial reconnaissance, and OPs positioned over extended distances in depth. Inactivity in a stationary screen yields identifiable and exploitable gaps for the threat.

6-33. The BCT commander provides purpose and guidance to the cavalry squadron commander. The commander of the BCT states why the screen is important to the BCT mission and how it fits into the scheme of maneuver of the BCT mission.

6-34. Depth provides the BCT commander with more time to react to approaching enemy ground units and allows for reconnaissance handover from one element to another with minimal displacement. Depth prevents the threat from easily identifying and penetrating the screen, prevents gaps from occurring when OPs displace, and facilitates the destruction of enemy reconnaissance elements without compromising critical OPs. Units employ depth by positioning OPs and other information collection assets between the forward line of own troops (FLOT) and the rear boundary of the security force.

6-35. The wider the area to secure, the less the security force can take advantage of increased depth, because it has fewer forces to position in depth. Once the BCT has determined the width and depth of the security area, the initial screen line and likely avenues of approach, the security force orients on the protected force, area, or facility.

Note. When the term ‘screen line’ is used, it describes only the trace along which the protecting unit is providing security, not the linear positioning of assets.

6-36. Displacement of the screen elements to subsequent positions is event-driven. The approach of an identified and specified threat element, detection by a threat force, relief by a friendly unit, or movement of the protected force may dictate displacement. Collapsing the screen, executed by well-rehearsed drills performed at all levels, provides security and maintains contact for the unit as it displaces. The BCT commander can place a time requirement on the duration of the screen if the intent is to provide a higher level of security to the BCT, or to provide a tentative period for subordinate unit planning and follow-on missions.

Critical Tasks

6-37. Execution considerations guide screen planning. Execution considerations for a screen include:

- Allow no enemy ground element to pass through the screen undetected and unreported.
- Maintain continuous surveillance of all avenues of approach that affect the main body’s mission.
- Conduct counterreconnaissance to destroy, defeat, or disrupt all enemy reconnaissance elements, within capabilities and according to engagement criteria.
- When facing an echeloned enemy force, locate and identify the lead elements that indicate the enemy’s main attack, as prescribed in the enemy’s order of battle based upon IPB.
- Determine the direction of enemy movement, maintain contact and report threat activities, even while displacing.
- Impede and harass the enemy within capabilities without becoming decisively engaged and while displacing to provide the protected force commander with additional time and maneuver space.
- Detect and report all enemy elements attempting to pass through the screen, both ground and aerial to provide the protected force commander early warning of enemy activities.

Note. To enhance the effectiveness and depth of the screen, the squadron’s subordinate elements conduct reconnaissance handover or battle handover to pass contact from one element to another. In this way, the methods of reconnaissance management (cueing, mixing, and redundancy) and task organization maintain threat contact and protect the main effort following the commander’s intent.

STATIONARY SCREEN

6-38. A squadron executing a stationary screen mission (see figure 6-1 on page 6-8) requires the following guidance:

- General trace of screen and time it should be established.
- Width of the screened sector.
- Identity of screened force.
- Rear boundary of the screening force.
- Possible follow-on missions.

6-39. The tasks required of a screening unit are minimal compared to other security missions. Therefore, the screening force may have a wide frontage. Units are normally deployed abreast, with troops established in depth.

6-40. A phase line placed along identifiable terrain graphically indicates the FLOT and can serve as a limit of advance. When screening forward of the BCT, this phase line represents the forward line of the screening unit troops. A boundary depicts the rear limit of the screen. The screening force is responsible for the area between the screened force and the rear screen boundary. The boundary may serve as a battle handover line or a reconnaissance handover line. Other phase lines are used to control forward and backward displacements of subordinate units of the screening force and aid in both reporting and orientation. Designate sectors to control lateral movement of subordinate units.

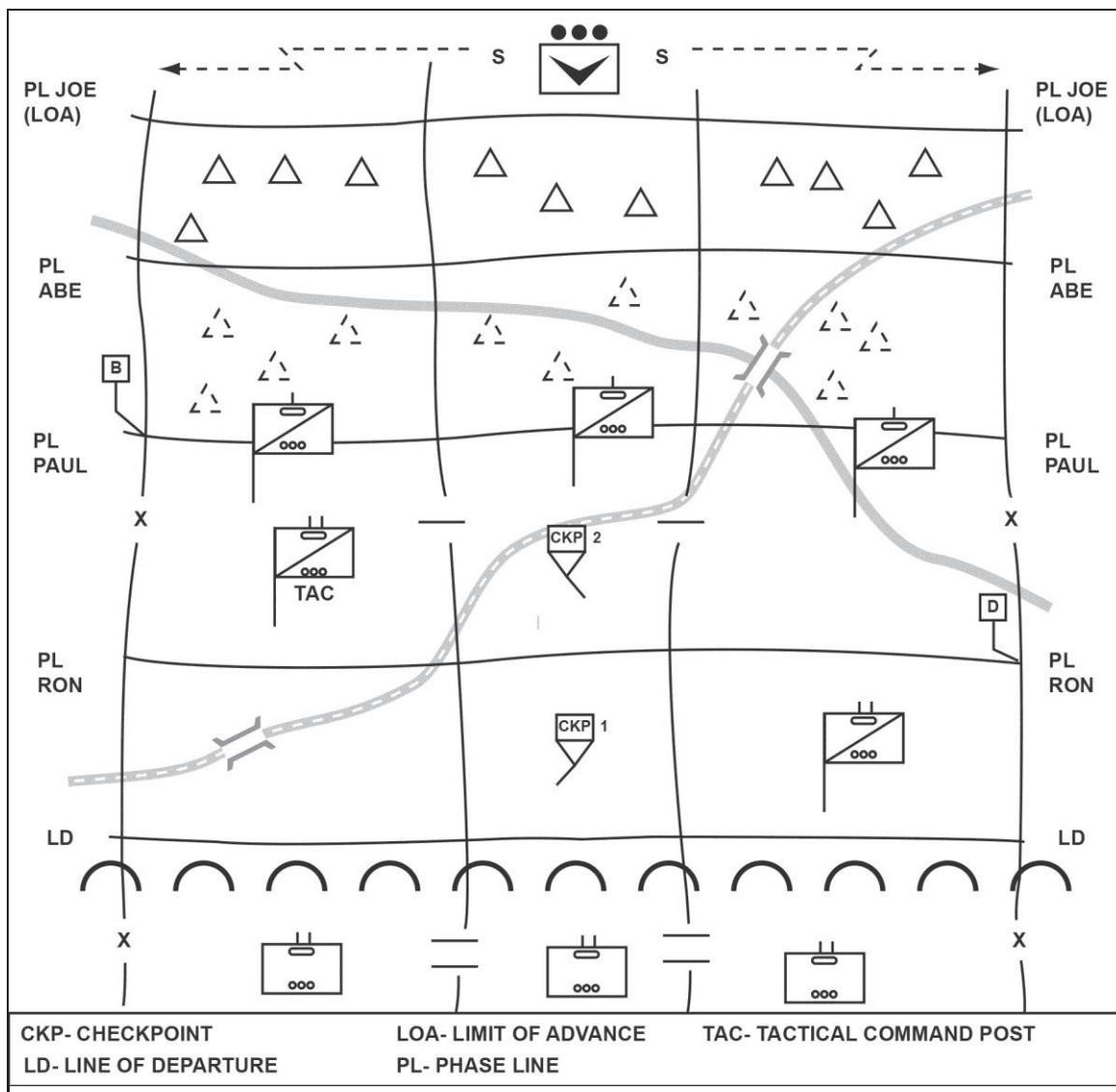


Figure 6-1. SBCT stationary screen mission

6-41. Given the higher commander's guidance (security objective, focus, duration, engagement criteria, and displacement criteria), commanders and staffs consider the following during planning:

- Location of the initial screen.
- Movement or maneuver to occupy the screen.
- Assigned AOs for subordinate elements.

- Air and ground integration.
- Surveillance and acquisition assets.
- Fires.
- Protection.
- Mission command.
- Sustainment.
- Control of displacement to subsequent positions.
- Reconnaissance handover between screening elements.

INITIAL SCREEN

6-42. The BCT establishes the general location of the initial screen. To prevent fratricide the squadron or screening unit adjusts closer to the protected force only with coordination. The initial screen often represents the forward line of troops and it is considered a restrictive control measure requiring coordination when units move beyond it to conduct aerial surveillance or ground reconnaissance. If operations forward of the screen are required, the commander establishes a phase line to designate the security unit LOA. Key considerations include determining fields of fire and observation, requirements to observe specific NAIs or TAIs, and the range of supporting indirect fire assets.

6-43. With permission from the BCT, the squadron or screening unit can adjust the initial screen to meet these considerations. Time available and the threat situation determine the method of occupying the screen, selected from three primary methods: zone reconnaissance, infiltration, or tactical road march. Zone reconnaissance is the preferred method to occupy a screen as it provides useful information and intelligence regarding terrain and maximizes the opportunity to identify enemy forces occupying the zone.

AREAS OF OPERATION FOR SUBORDINATE ELEMENTS

6-44. The squadron or screening unit commander designates AOs for subordinate elements, to include responsibility for NAIs and TAIs. Attack/reconnaissance aviation, UAS or ground-based sensors and signal intelligence systems are positioned to provide additional depth. Reduced depth is the trade-off when screening extended frontages. The commander may assign specific terrain to attack/reconnaissance aviation units and UAS. This terrain should not be along critical high-speed avenues of approach. Plans include reconnaissance management (cueing, mixing, and redundancy) to maximize coverage and effectiveness. Commanders compensate for the absence of visual observation with aerial assets (such as in adverse weather) by specifying how to adjust ground OPs or positions.

6-45. Attack/reconnaissance aviation and UAS or attached manned aviation assets may conduct reconnaissance forward, to the rear, or on the flanks of ground elements to add depth and extend the capabilities of the ground screen. Aerial assets patrol along exposed flanks or in gaps between ground OPs, augment the surveillance of NAIs, and add redundancy and depth within the sector. Aerial reconnaissance units extend a ground screen or provide an independent screen to protect ground forces. Aviation assets provide continuous observation of threat elements, allowing ground forces to displace to subsequent positions.

6-46. Using its own or the BCT organic surveillance and acquisition assets (such as UAS and ground sensors), the screening unit develops a plan to provide early warning on the most likely avenues of approach. Nonorganic, higher assets (such as Joint Surveillance Target Attack Radar System) provide earlier acquisition information to cue unit assets.

Note. Most likely avenues of approach are not necessarily the high-speed AAs. The factors of METT-TC influence the most likely AAs.

6-47. BCT assets aid the squadron or screening unit when it is collapsing the screen and is most vulnerable, or to assist in regaining contact with the threat if contact is lost. If the squadron screens extended frontages, these assets can operate in an economy of force role; conducting periodic surveillance on less likely areas the threat may use, maximizing ground combat power along more likely avenues of approach.

6-48. Fires planning includes the integration of direct and indirect fires, attack aviation, and CAS. The commander's intent drives the screen's purpose: to report, disrupt, delay, or destroy specific elements of the threat's formations. The staff plans targets at chokepoints along likely avenues of approach in areas where the threat movement may be restricted or severely restricted such as areas with natural or manufactured obstacles. Commanders designate engagement areas to help focus fires along likely threat avenues of approach where the fires have the greatest likelihood of achieving the desired effects. It is critical the higher HQ clearly identifies command and or support relationship of supporting artillery available to the screening force. The Fires Annex further articulates the fire support tasks and communication means (to include both voice and digital) additional fire support coordination measures, and planned position areas for artillery.

6-49. Engineers provide mobility, countermobility, and survivability capabilities for specific tasks such as improvement of roads and trails for lateral movement, emplacement of obstacles, and OP survivability. Obstacles are planned and prepared, but are not executed until the commander's emplacement criteria are met. Generally, mine dispensing systems are the most frequently used because they can rapidly and precisely emplace a minefield with predetermined self-destruct times. In screening operations situational obstacles disrupt and delay the threat, in conjunction with fires, to protect elements of the screening unit and main body.

MISSION COMMAND AND SUSTAINMENT

6-50. Commanders and command posts are positioned to support mission command over extended distances and to maintain communications and digital linkages with higher HQ and subordinate elements. Initial and subsequent locations of the CPs are integrated into the BCT communications plan to ensure continuous digital connectivity. BCT and squadron commanders place themselves in positions that maximize their ability to command their units and gain situational awareness.

6-51. Prepare sustainment assets for operations in both time and space. Units screening forward or to the flanks of the BCT may require support from the closest battalion. Priorities and sources of support are determined early in the planning process to allow the supporting sustainment unit time to conduct planning, coordinate with adjacent units, and position assets to provide sustainment to the screening units.

6-52. Besides phase lines, checkpoints control displacement. The screen's scheme of maneuver, engagement, disengagement, and displacement criteria nested within the BCT plan defines the event or time criteria triggering displacement. Displacement of a screening unit is a decision point that marks a transition from security operations to offensive or defensive operations.

SECURITY VIGNETTE

6-53. The following vignette continues the notional scenario from the reconnaissance chapter which describes security tasks.

The brigade TAC crosses LD behind the squadron with the battalion scout platoons moving just behind the Cavalry squadron. As the center troop approaches a suspected WMD site it slows its movement and dismounts its scouts. The battalion scout platoons disperse to screen their battalions. As the Cavalry squadron scout sections bound forward they observe a small village and report gunfire and smoke with a concentration of technical vehicles around what looks to be the suspected WMD site.

The fighting is intense and in close quarters. Based on the lack of uniforms and identification the scouts aren't initially capable of understanding which side is defending the WMD site and which side is trying to pilfer the site.

The troop commander begins to develop the situation, at this point out of direct fire contact. He requests the rotary wing aviation to assist with developing the situation. Instantly AT fire from the town disables a Stryker. The troop commander, colocated with the Infantry platoon leader (with the Infantry and mobile ground system platoons), moves towards the engagement. The troop commander stops short directing his fire support officer to place mortar fire on the antitank location while the Infantry platoon leader moves under that fire to position the mobile gun systems. The mobile ground system platoon locates the building and places precision 105mm fire into the building while establishing a support by fire for the Infantry platoon which moves into the small complex to clear the

remainder of the threat forces. As the platoon clears, the SOF forces working with indigenous forces, links up with the platoon. The Cavalry troop commander brings the CBRN platoon forward to begin initial assessment of the suspected WMD site.

Upon initial assessment, the CBRN platoon realizes that this is a WMD site and recommends the troop commander request follow on technical chemical, biological, radiological, and nuclear forces to conduct exploitation, characterization and disablement or neutralization of the WMD sites CBRN threats and hazards and possible destruction operations.

As the CBRN platoon reconnoiters the WMD site, the troop commander establishes a hasty screen of the facility and then pulls the STRYKER battalion scouts forward to conduct a reconnaissance handover. The Cavalry squadron commander recommends that he release control of the reserve Infantry company (-) to the battalion while maintaining a platoon, which allows for continued security for the WMD site and continued movement for the squadron. The brigade commander monitors and quickly approves the task organization change.

The SOF, moving in the indigenous forces' technical vehicles, links up with the troop commander and discusses the situation of pro-regime forces massing south of the capital. The troop commander, knowing the value of the information, summarizes the information quickly and distributes across BFT as the MI HUMINT team works with both the captured forces and "friendly" indigenous forces to answer information requirements on the composition and disposition of destabilizing forces.

MOVING SCREEN

6-54. A squadron or screening unit executes a moving screen in the same way it conducts a stationary screen, except for the movement techniques. The screen movement relies upon time and distance factors associated with the BCT's movement. Responsibilities for a moving flank screen begin at the front of the BCT's lead combat element, and ends at the rear of the protected force (excluding front and rear security forces). The screening unit, typically the Cavalry squadron, may be required to conduct moving flank screens or screen the rear of the BCT.

6-55. As with a stationary screen, phase lines, checkpoints, contact points, and lateral boundaries aid to orient and control the screening unit's movement. The line of departure, which is the same as the protected force's, initiates the screen mission and becomes the rear boundary of the moving screen.

6-56. The planning considerations discussed earlier for stationary screens apply to a moving screen. However, emphasis may shift because the BCT is moving. As the BCT force moves, the screening unit occupies a series of successive screens, regulating movement to maintain the time and distance factors desired by the main body commander. As with the stationary screen, integrating attack/reconnaissance aviation units and UAS into the screen affords increased flexibility, fires platforms, and sensors to the mission.

6-57. Ground and aerial reconnaissance assets may use four basic methods of movement . (See FM 3-90.2 for more information.) They are as follows:

- Alternate bounds by individual OPs.
- Alternate bounds by subordinate units (platoons or troops).
- Successive bounds.
- Continuous marching.

GUARD

6-58. *Guard* is a security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. Units conducting a guard mission cannot operate independently because they rely upon fires and functional and multifunctional support assets of the main body (ADRP 3-90). A commander assigns a guard mission when he expects contact or has an exposed flank that requires greater protection than a screen can provide. The guard force conducts reconnaissance, attacks, defends, and delays as needed to provide reaction time and maneuver space to the protected force. There are three types of guard missions: advance guard, flank

guard, and rear guard. Additionally, a commander may assign a guard mission to protect a stationary or moving force.

6-59. A Cavalry squadron, maneuver battalion, or BCT performs guard missions. A guard force operates within the range of the main body indirect fire weapons. It accomplishes all the tasks of a screen but it deploys over a narrower front to permit the concentration of combat power.

6-60. Squadron-sized elements or higher generally conduct guard missions due to the protection and assets required. A brigade combat team conducts guard missions for the division and corps.

6-61. Staffs consider augmenting the guard force based on the anticipated threat and tasks for the guard force. Dependent on the BCT type, the guard force has different combat power capabilities than the parent force it protects. Additionally, BCT commanders consider and plan for the integration of assets and enablers across all warfighting functions.

6-62. The guard force differs from a screen in that the guard force contains sufficient combat power to defeat, cause to withdraw, or fix lead threat elements before they can engage the protected force. A guard force is appropriate when contact is expected, there is an exposed flank or a threat to the rear, the protected force is conducting a retrograde operation, or there is a requirement for greater protection than a screen provides.

6-63. Attack/reconnaissance aviation units supporting a guard mission accomplish all the tasks of a screen, zone reconnaissance, and hasty attack missions. Emphasis is placed on the early development of the situation along the main body's axis of advance. Early contact with the enemy may cause enemy forces to prematurely deploy providing opportunity to the main body to counterattack a vulnerable enemy force. Aerial assets support the guard force by screening between and in front of BPs as they are established. Aviation reconnoiters the area between the guard or cover force and the main body, assists in maintaining contact between the security force and the main body, and protects the flank guard force to allow it to concentrate on its security or battle position tasks. When supporting a moving force, aviation units reconnoiter forward of advancing ground units by conducting a zone reconnaissance to successive screen lines, OPs, or BPs.

GUARD TASKS

6-64. BCTs, maneuver battalions, and squadrons conducting a guard perform certain tasks and staffs consider whether subordinate units conducting a guard mission require augmentation to execute their mission. Within their capabilities, the guard force destroys the enemy advance guard, causing the enemy main body to prematurely deploy. Guard forces maintain surveillance of avenues of approach into the AO. While displacing, the guard force impedes and harasses the enemy within their capability denying the enemy the ability to place effective direct fires on the protected force.

6-65. Additionally the guard force or squadron causes the enemy main body to deploy, and then reports its direction of travel. Guard forces deny the enemy ground elements the ability to pass through the security area undetected and unreported. The guard force destroys or causes the withdrawal of all enemy reconnaissance patrols, maintains contact, and reports enemy activity during all operations the guard force maintains contact with the protected force and other forces operating on its flanks. The guard force prevents direct fires upon the main body. Squadron commanders and staffs analyses requirements and notify the BCT commander of those tasks they will be unable to accomplish. The protected force commander then task organizes more augmentation or provides guidance on the prioritization of tasks.

BCT PLANNING AND EXECUTION CONSIDERATIONS

6-66. BCT commanders, or higher echelon commanders in the case of a BCT or R&S BCT conducting a guard, may augment the guard force with internal and external assets. Attack/reconnaissance aviation assists the guard force by gaining contact with enemy forces and reporting the enemy's composition, disposition, and strength. Aerial assets maintain the guard by rapidly maneuvering over large areas to weaker sections. Aerial assets can be a quick reaction force to destroy enemy ground forces and reinforcements through close combat attacks that canalize the enemy towards areas supported by the guard force's fires plan. Indirect fire considerations are the same as in a screen, though the guarding unit may have more indirect fire assets at their disposal. BCT engineers assist the guard force by conducting mobility, counter mobility and survivability tasks.

Advance Guard

6-67. An advance guard for a stationary BCT deploys forward and defends the main body. Once the unit makes contact, they continue to defend or delay within the area of operations consistent with the BCT commander's intent.

6-68. An advance guard for a moving force is offensive in nature, finding and defeating enemy units along the axis of advance. Units conducting an advance guard provide for the uninterrupted movement of the protected force. The advance guard engages in offensive tasks as needed to accomplish the mission and in a movement to contact. If the advance guard encounters enemy forces beyond its capability, the advance guard transitions to a defense to protect the BCT, continues reconnaissance to develop the situation, and prepares to pass elements of the main body forward. If BCTs advancing as part of a division advance along widely separated axes, the advance guard will move with the main effort (based on the factors of METT-TC). The supporting effort provides its own security. (See figure 6-2 on page 6-14.)

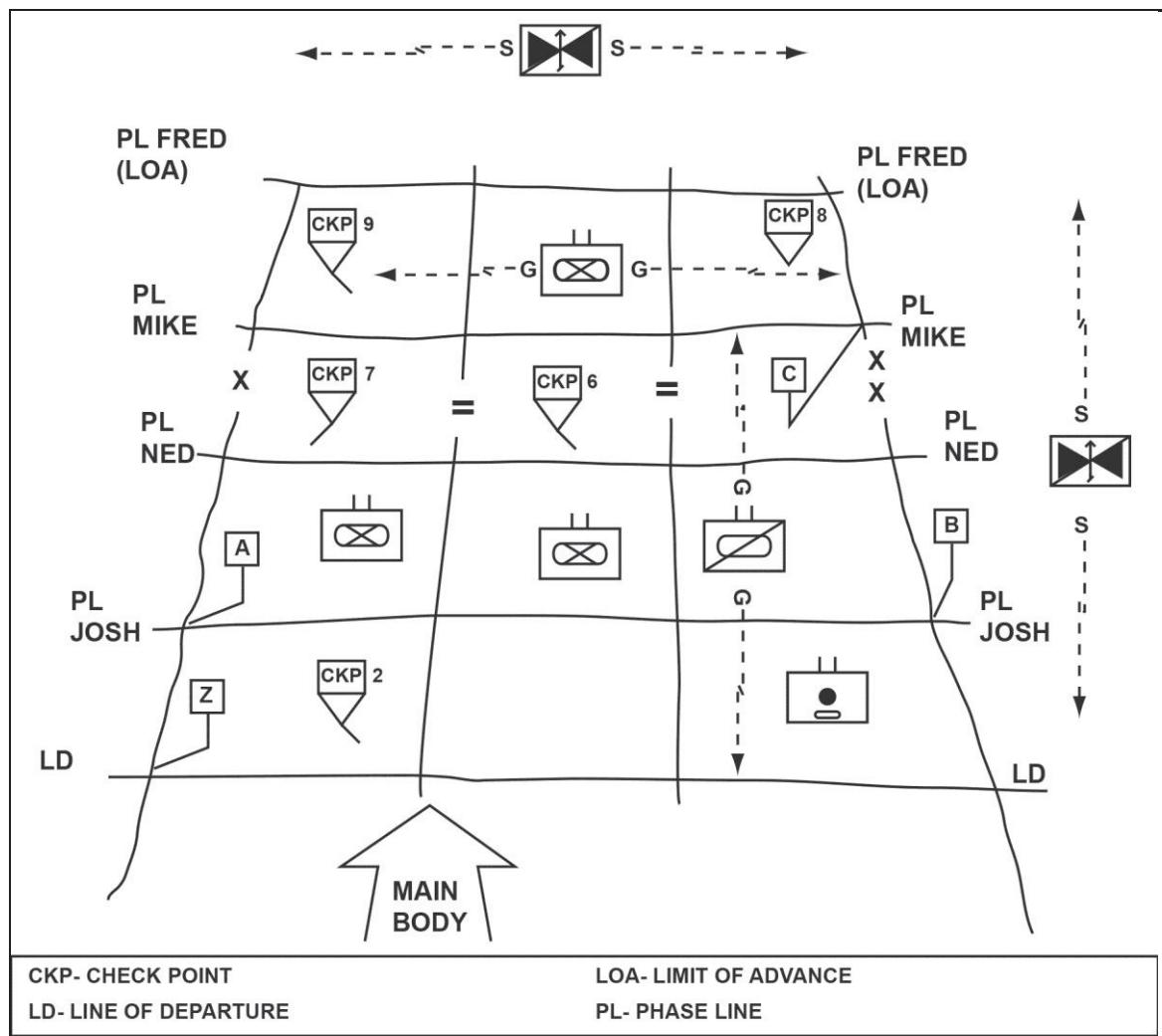


Figure 6-2. Armored brigade combat team advance guard mission

Organization of Forces

6-69. An advance guard performs continuous reconnaissance along the main body's axis of advance, maintains continuous surveillance of enemy avenues of approach (when stationary), destroys or repels enemy reconnaissance and security forces, and defeats, disrupts, or fixes enemy ground forces before they can engage the main body with direct fires. In coordination with the protected force commander, the advance guard commander clarifies the interval between the advance guard and the main body. The advance guard maintains the interval from the protected force and leads the main body within the protected force commander's intent. The advance guard guides the main body through gaps in the enemy force to take advantage of opportunities. In planning and conducting an advance guard, the BCT commander and staff considers the factors of METT-TC. BCT and squadron staffs conduct collaborative and individual planning considering the missions and the area of operation assigned to subordinate units. The staff plans fires to support the maneuver plan, and integrates aerial assets to enhance the capability of the advance guard to find, fix, and defeat enemy reconnaissance assets. Integrate engineer assets to provide mobility, countermobility, and survivability support. Staffs deliberately plan for the positioning of mission command nodes to support advance guard operations and the positioning of support and sustainment assets to allow seamless logistical support to maintain the momentum of the advance guard. Additionally, the BCT commander identifies a unit to serve as a reserve for the advance guard. A *reserve* is that portion of a body of troops which is withheld from action at the beginning of an engagement, to be available for a decisive movement (ADRP 3-90). By

allocating forces to field a reserve, the commander will arm himself with the freedom to exploit opportunity or reinforce friendly elements as required. For a BCT conducting a guard, the reserve is a maneuver company from one of the combined arms battalions. If the Cavalry squadron is performing a guard, BCTs consider providing a maneuver company from a combined arms battalion to serve as the squadron reserve so the squadron does not place a reconnaissance asset in a reserve role.

FLANK GUARD

6-70. A flank guard protects an exposed flank of the main body. In performing this mission, the flank guard operates beyond the assigned zone or sector of the protected force. The flank guard's responsibility begins at the trail element of the advance guard or at the lead combat element of the main body. It ends at the rear of the protected force or lead element of the rear guard. The higher commander tasking the flank guard mission specifies the boundary. (See FM 3-90-2 for more information.)

Stationary Flank Guard

6-71. A flank guard for a stationary force performs a zone or area reconnaissance when establishing the initial security line positions allowing the flank guard to become familiar with the terrain they will defend. Upon reaching their initial positions, the flank guard establishes a defense and goes through the steps of engagement area development. Once the flank guard makes contact, it continues to defend or delay, when necessary according to the commander's intent. As with the advance guard, the commander must allocate forces to serve as a reserve. (See figure 6-3.)

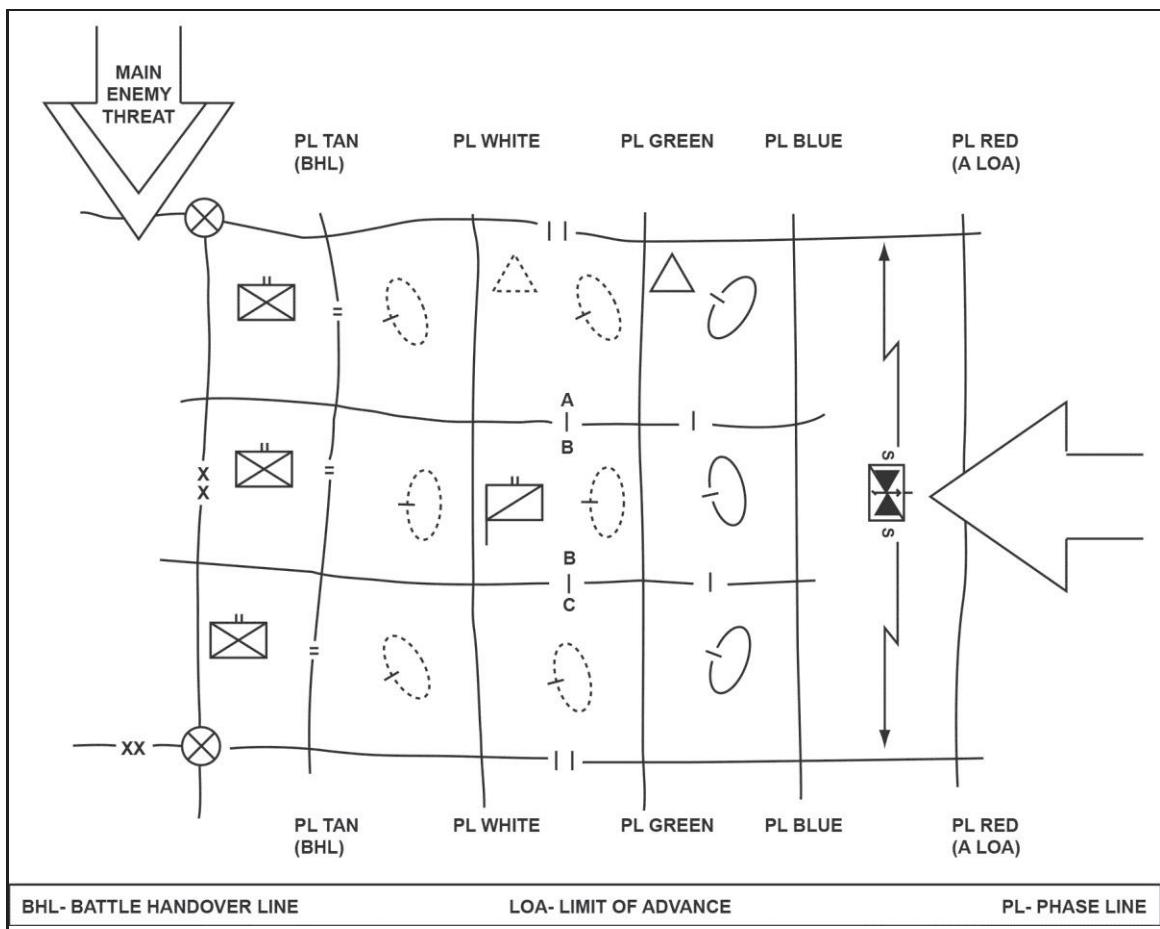


Figure 6-3. IBCT Cavalry squadron stationary flank guard

Moving Flank Guard

6-72. A moving flank guard poses additional considerations. A moving flank guard has many of the same considerations as the moving flank screen though instead of occupying a series of OPs the moving flank guard plans a series of troop/company-level battle positions along the axis of advance. Tasks for the moving flank guard include maintaining continuous surveillance of enemy battalion-sized avenues of approach along the main body's avenue of approach, reconnoitering the zone between the main body and the flank guard's battle positions, and maintaining contact with the lead combat elements of the main body. Additionally, guard tasks include destroying or disrupting enemy reconnaissance forces, and defeating, disrupting, or fixing enemy ground forces before they can engage the main body with direct fire. The protected force commander assigns a security objective to orient the flank guard force.

6-73. Moving flank guards use two methods to execute their initial maneuver; sequentially or simultaneously. In the sequential method, the flank guard crosses the line of departure separately (in sequence) from the main body and deploys to perform the mission (see figure 6-4). Sequential LD is faster and keeps the two forces (the flank guard and the main body) from interfering with one another. Sequential LD is appropriate when another force has penetrated the line of contact or the main body is not in contact with the enemy.

6-74. In the simultaneous method, the flank guard crosses the line of departure with the main body and then deploys out into its AO. The simultaneous method is appropriate when the main body makes its own penetration of enemy defenses along the line of contact. The flank guard may follow the lead combat elements of the protected force through the gap and deploy when the situation permits (see figure 6-5 on page 6-18). This method is slower, but provides security for the guarding force before assuming the flank guard.

6-75. The lead element of a moving flank guard has a critical three-fold mission; they must maintain contact with the main body, reconnoiter the zone between the main body and the moving flank guard's route of advance, and reconnoiter the moving flank guard force's route. The lead element accomplishes these tasks by performing a zone or area reconnaissance. The speed of the main body and tempo provided in the commander's guidance determines how thoroughly the reconnaissance is performed or required. Staffs consider METT-TC and the capabilities of their formations to determine if augmentation is required.

6-76. When the distance from the guard line to the main body exceeds the organic capability of the element tasked to conduct zone reconnaissance, commanders augment the lead element with additional forces to ensure the lead element maintaining contact with the main body is not over tasked and can match the tempo of the main body. During planning staffs war game to determine whether the task assigned to subordinate units exceed the capabilities of the unit. However, if the flank guard determines it is over-extended, the commander of the flank guard informs the protected force commander and recommends one of the following courses of action: reinforce the flank guard, reduce the area of responsibility, or screen a portion of the area and guard the rest.

6-77. The remainder of the moving flank guard maneuvers along the route of advance and occupies battle positions as necessary. The commander of the moving flank guard designates battle positions parallel to the axis of the main body. The flank guard commander may place battle positions outside the route of advance and along avenues of approach into the flank guard. Follow-on elements reconnoiter assigned battle positions before occupation.

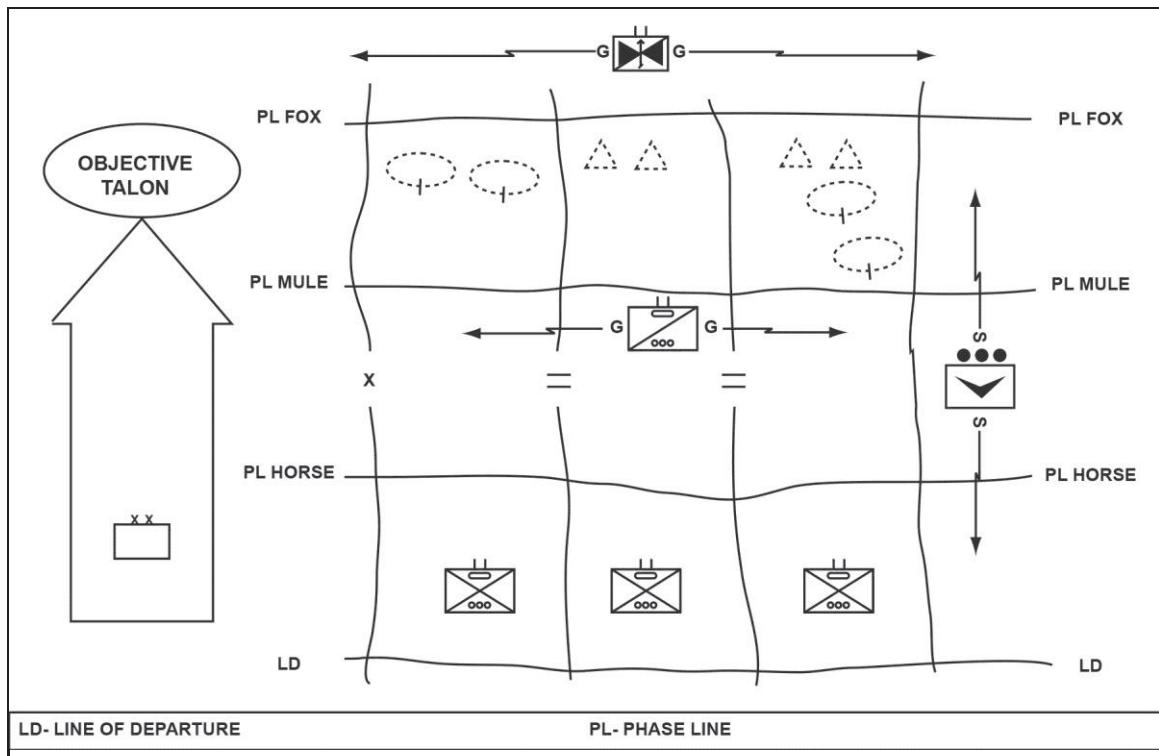


Figure 6-4. SBCT moving flank guard (method one)

6-78. The commander designates battle positions parallel to the axis of the main body. The flank guard commander may place battle positions outside the route of advance and along avenues of approach into the flank guard. The lead element conducts initial reconnaissance of battle positions and reports information to the units designated to occupy them. The rest of the guard force occupies battle positions as needed. Follow-on troops reconnoiter these battle positions as they occupy them. Attached company teams prepare to occupy battle positions, or may form a reserve.

6-79. Commanders assign an objective to orient the force and secure the flank of the main body objective. Commanders establish phase lines that run parallel and perpendicular to the direction of the movement of the main body. If the enemy attacks from the protected flank, the commander uses parallel PLs to control the delay or defense. Perpendicular PLs are used to control movement forward towards the main body's objective. The main body commander may assign the flank guard an objective that secures the flank or otherwise serves to orient its security efforts.

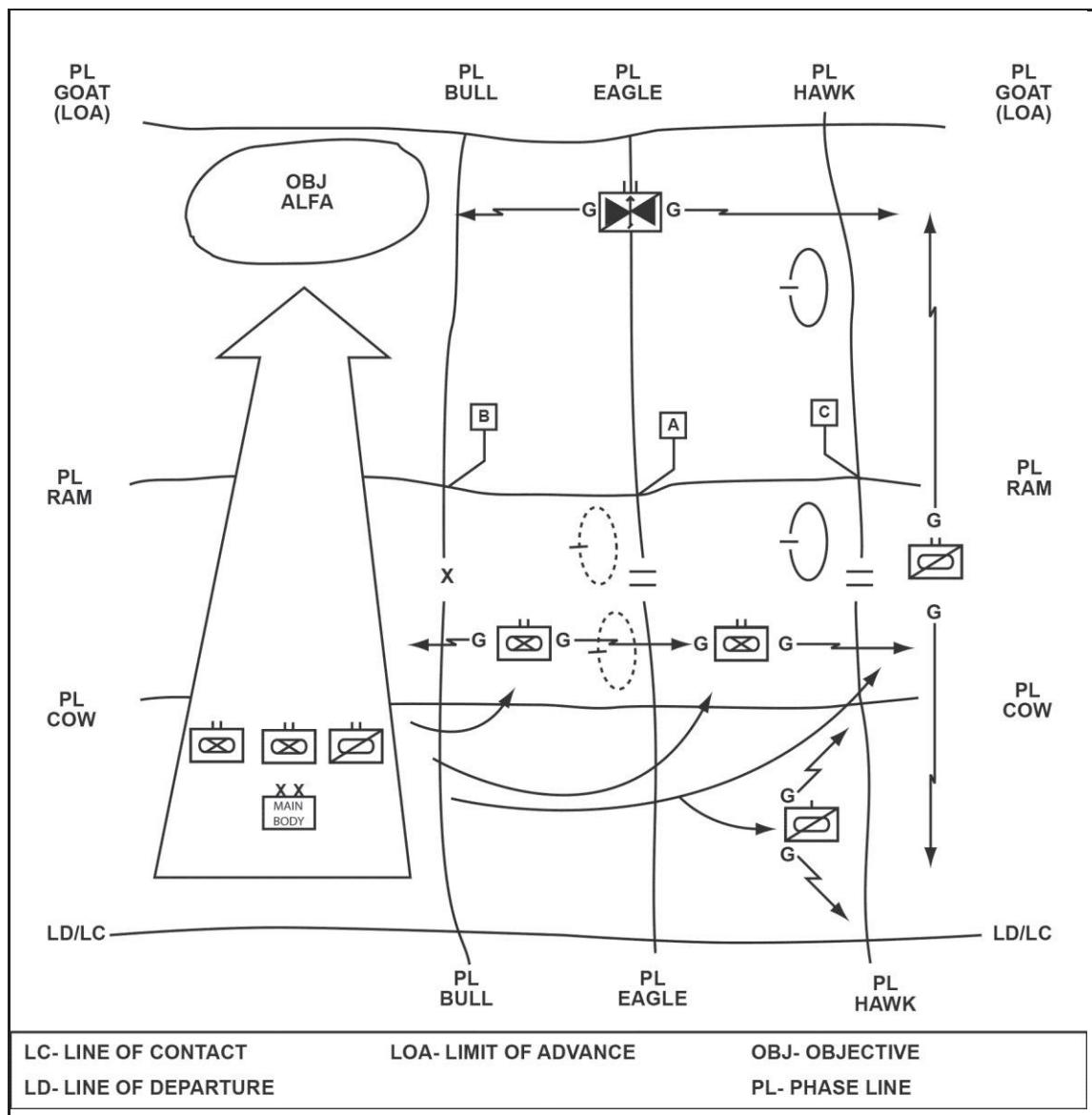


Figure 6-5. Armored brigade combat team moving flank guard mission (method two)

6-80. The guard force regulates movement along the route of advance by the pace of the protected force, distance to the objective, and the enemy situation. The following are three methods of movement: successive bounds, alternate bounds, or continuous movement.

6-81. If the protected force stops, the guarding force occupies blocking positions. As the speed of the main body changes, the guarding force changes movement methods. The commander should not allow the force to fall behind the main body or present a lucrative target by remaining stationary along the route. To that end, the guarding force occupies positions passed by the rear of the protected force.

6-82. If the guarding force anticipates being overextended, the commander informs the main body commander and recommends one of the following courses of action:

- Reinforce the flank guard.
- Reduce the area of responsibility.
- Screen a portion of the area and guard the rest.

6-83. The squadron/battalion combat trains move with the flank guard force. The field trains move with the brigade support battalion.

REAR GUARD

6-84. A rear guard protects the exposed rear of the main body. Rear guards are appropriate when conducting offensive tasks, when the protected force breaks contact with flanking forces, or during a retrograde. The rear guard deploys and defends for moving and stationary main bodies. The critical tasks described for a stationary flank guard apply. The rear guard for a moving force displaces to successive battle positions along phase lines in depth as the main body moves. The nature of enemy contact determines the scheme of maneuver for displacement. (Refer to FM 3-90-2 for more information.)

6-85. The commander establishes the rear guard during retrograde operations in two ways:

- The guarding force relieves other units in place as they move to the rear.
- The guarding force establishes a position in depth behind the main body and passes those forces through.

COVER

6-86. A cover is a brigade-level, force-oriented mission that protects the division or corps main body from detection or engagement by enemy forces attempting to delay or disrupt friendly operations. A covering force may be offensive or defensive in nature. The nature of the cover mission reflects the type of operation conducted by the division or corps. All covering force operations are aggressively executed making maximum use of offensive opportunities. A covering force accomplishes all the tasks of screening and guard forces. (Refer to FM 3-90-2 for more information.)

6-87. Unlike screening or guard forces, a covering force is tactically self-contained and capable of operating independently from the main body. The covering force operates away from the main body to develop the situation, prevent enemy observation, and protect the main body from effective direct and indirect fires. The distance from the main body is determined by METT-TC factors, though to protect the main body from effective observation, direct, and indirect fires the BCT may execute operations as far as 50 to 60 kilometers from the main body. The covering force denies the enemy information by conducting counterreconnaissance to destroy enemy reconnaissance and enemy forces within the security zone. A covering force develops the situation earlier than a guard force, fights longer and more frequently, and defeats larger enemy forces than a guard force. Furthermore, a covering force reconnoiters, screens, attacks, defends and delays as necessary. The covering force does not allow enemy forces to bypass and affect the main body.

6-88. Division or corps headquarters determine the requirements for a covering force built around a brigade. The covering force is reinforced with maneuver, enabling and sustainment assets to allow it to accomplish its mission. Reinforcements increase the distance and time the covering force can operate away from the main body, and enhances the covering force's ability to fight. Reinforcements typically revert to their parent organizations upon the passage of the covering force. (See table 6-1 on page 6-20.)

Table 6-1. Typical Attachments for Cover

ATTACHMENT	RELATIONSHIP	PARENT ORGANIZATION
Battalion Task Force	Attached	Division
Cavalry Squadron	Attached	Division
Attack Helicopter Battalion	Operational Control	Division/Corps
Field Artillery Brigade	Attached or direct support (DS)	Division/Corps
Engineer Battalion	Attached or DS	Corps
Air Defense Artillery Brigade	Attached or DS	Corps
Sustainment units	Attached or DS	Division/Corps

6-89. A covering force may be offensive or defensive in nature, but all covering force operations are aggressively executed, making maximum use of offensive opportunities. The covering force executes its mission like a zone reconnaissance or reconnaissance in force in that it is force-oriented.

OFFENSIVE COVER

6-90. An offensive covering force seizes the initiative early, allowing the main body commander freedom of maneuver. While conducting offensive tasks, a covering force may operate to the front or flanks of the main body. Offensive covering forces conduct reconnaissance along the main body's axis of advance, deny the enemy information about the size, strength, composition, and objective of the main body, destroy, disrupt, or fix enemy forces and reconnaissance assets in the security zone forces, develop the situation to determine enemy strengths, weaknesses, and disposition, and exploit opportunities until main body forces are committed. There are two forms of offensive covers—advance cover and flank cover. (Refer to FM 3-90-2 for a complete list of tasks.)

Advance Covering Force

6-91. An advance covering force is an offensive cover operation and is task organized to locate and penetrate the security zone and forward defenses of an enemy force deployed to defend and to destroy enemy reconnaissance, advance guard units, and first-echelon units of a move enemy force.

BCT Planning and Execution Considerations for Offensive Cover Missions

6-92. The BCT advances on a broad front and conducts operations similar to that for zone reconnaissance or movement to contact. Staffs determine the width of the zone to cover during mission analysis and IPB. Typically, aviation assets task organized to the covering force reconnoiter forward of the advancing ground elements. Upon enemy contact, air assets engage and destroy enemy forces according to the covering force commander's intent and report the enemy's location, composition, and disposition to the ground forces while maintaining contact with the enemy. Aviation assets conduct target handover to ground forces when required and ground forces from the covering force will attack to defeat enemy forces. The covering force will not bypass enemy forces without approval of the main body commander.

6-93. If the covering force finds a gap in enemy defenses it prepares to penetrate the integrity of the defense. The covering force immediately reports to the main body to allow follow-on forces to be diverted to seize, retain, and exploit the enemy vulnerability. Covering forces prepare to defeat enemy counterattack during penetrations due to the opportunities hasty attacks provide the defender.

6-94. When the BCT covering force can advance no further, it transitions to a defense and prepares to execute a forward passage of lines of the main body. The covering force continues to perform reconnaissance of enemy positions to locate gaps or vulnerable flanks. The covering force conducts target and reconnaissance handover to guide the main body as they attack through or around the covering force. If the covering force is successful, the main body commander is able to attack enemy vulnerabilities at the time desired with previously uncommitted main body forces.

6-95. The covering force must retain a reserve. At the brigade level, a reserve should consist of attached attack aviation assets and a maneuver battalion. The reserve must be centrally located and ready to deploy anywhere in the covering force's zone, located in the most dangerous or critical portion of the covering force zone, or positioned to support the covering force commander's scheme of maneuver.

Flank Covering Force

6-96. A flank cover is an offensive covering force mission. It is assigned if the main body commander perceives a significant threat to one of the unit's flanks. A BCT or R&S BCT conducts a flank cover much the same as a flank guard. The main differences between the two missions are the scope of operations and the distance the covering force operates from the main body. (See figure 6-6.)

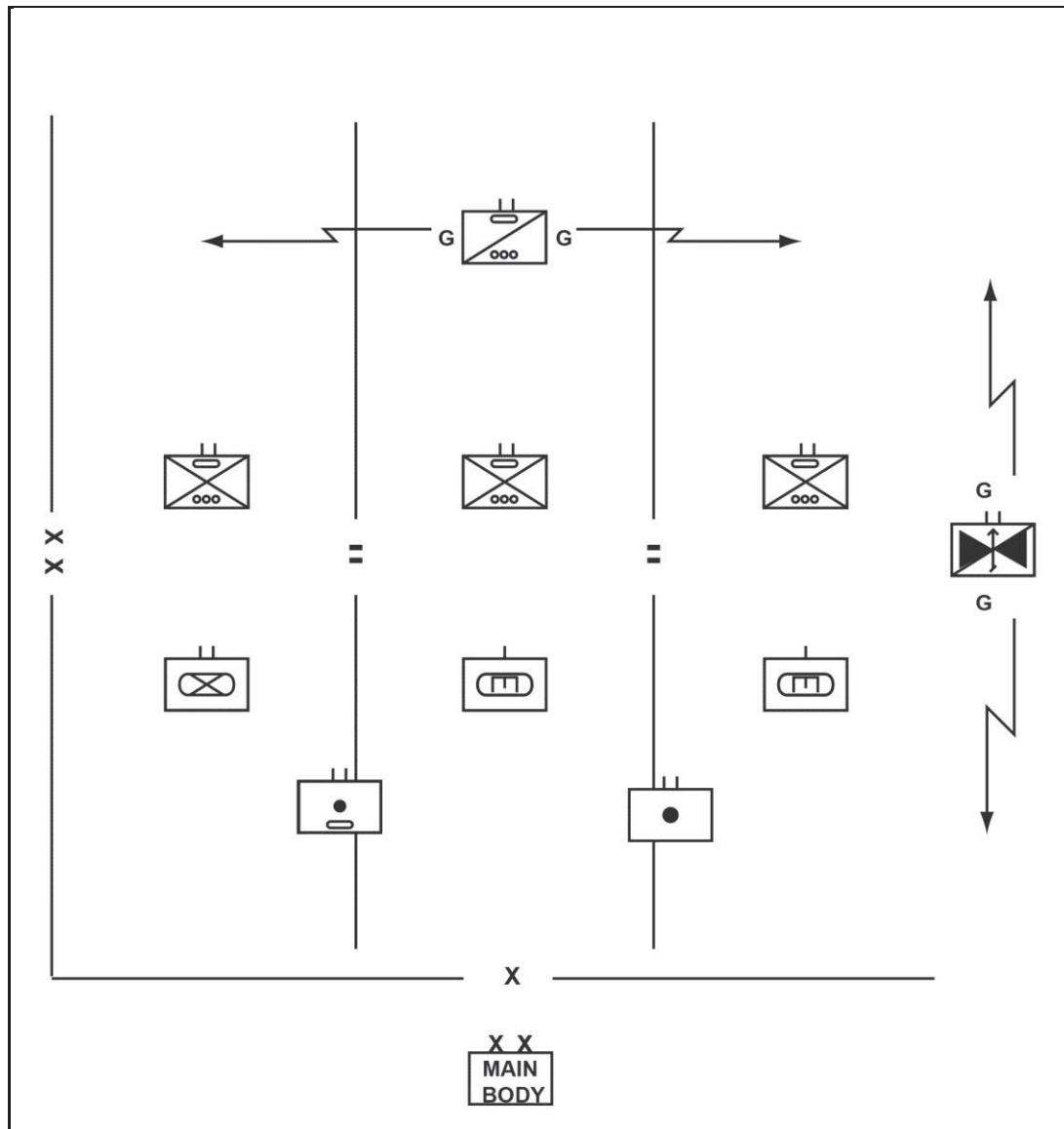


Figure 6-6. Reinforced SBCT performing advanced cover

6-97. Like the flank guard, the flank covering force clears the area between its route of advance and the main body. The flank covering force maintains contact with an element of the main body specified by the main body commander. The commander assigning the mission designates the area of operations for the flank

covering force and the protected force. The flank covering force clears the area between its route of advance and the main body.

6-98. Integration of air aviation assets is essential to cover mission. Aviation assets may assist in clearing the area between the covering force and the main body, assisting in maintaining contact with the protected force, and screening to the front of the units conducting the flank covering force.

DEFENSIVE COVER

6-99. A defensive covering force prevents the enemy from attacking at the time, place, and combat strength of their choosing. Defensive covers primary aim is force the enemy to reveal their main effort, to disrupt the enemy's attack, destroy their initiative and set the conditions for their defeat. Defensive covers maintain continuous surveillance of avenues of approach, destroy or disrupt enemy reconnaissance and security forces to deceive the enemy of friendly disposition, and the location of the main defensive effort, determine the size, strength, composition, and direction of the enemy's main effort, and maintain contact and force the commitment of enemy second-echelon forces. A defensive covering force operates to the front, flanks, or rear of a main body deploying to defend. Defensive cover is performed most frequently forward of the main body. (See figure 6-7.) There are three types of defensive cover—front, flank, and rear cover. The planning and execution considerations are applicable to all types of defensive cover.

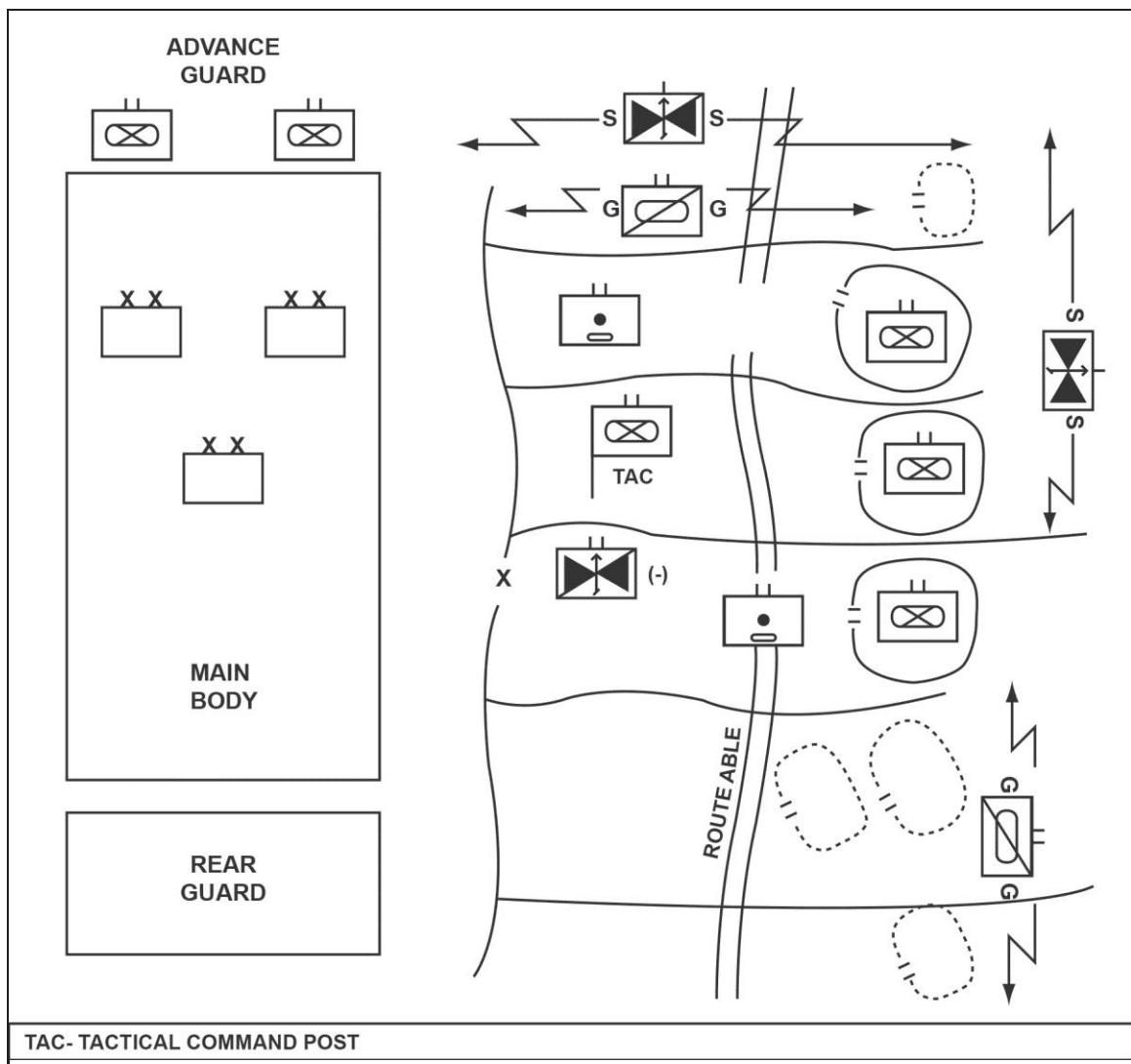


Figure 6-7. Reinforced ABCT performing flank cover

Planning and Execution Considerations for Defensive Cover Missions

6-100. The division or corps commander normally uses a BCT or designates a R&S BCT as the foundation covering force, reinforcing and augmenting it with combat power to increase the length of time it can fight the covering force battle, and give it the capability to destroy larger enemy forces. The amount of augmentation the covering force receives depends upon the intent of the main body commander. (See figure 6-8 on page 6-25.) The BCT commander always designates reserves to seize the initiative during the early stages of an enemy attack.

6-101. The main body commander designates the forward and rear boundaries of the security force with phase lines. The lateral boundaries of the security area are normally extensions of the main body boundaries. The rear boundary of the security force is the battle handover line, which is within range of main body artillery. The BCT commander designates additional control measures as needed to help control the operation.

6-102. The BCT commander assigns an area of operations to each subordinate. Covering force missions delay and defeat enemy forces to allow maximum time for the main body to prepare and execute effective offensive or defensive tasks. If certain terrain is crucial to the operation, battle positions may be assigned to

task forces. Subordinate commanders have the same options in the deployment of their units. If the terrain and situation permit, the covering force boundaries are extensions of the boundaries of corresponding main body units to simplify the battle handover, and transfers of control of supporting assets from the covering force to main body units.

6-103. The BCT conducts a zone reconnaissance or movement to contact to the forward PL in the security area. The BCT may be required to fight through enemy resistance to establish control over the security area. If the unit encounters heavy enemy resistance, the main body commander orders the covering force to occupy a new defensive line and conducts the cover. Planning for such contingencies is critical to the success of the covering force mission.

6-104. Battle handover and passage of lines is inherent in the conduct of defensive cover. Battle handover and passage of lines may not occur simultaneously for all covering force units. As some units begin passage, others may still be taking advantage of offensive opportunities in other parts of the security area. The BCT prepares to continue fighting in those portions of the security area where forces are successful, to set up offensive opportunities for the main body. Disengagement criteria established by either the division or BCT commander will dictate when covering force units may begin battle handover and passage of lines.

6-105. Organic and attached aviation and air assets are invaluable assets in assisting disengagement of ground units during the conduct of battle handover and passage of lines with the main body. Additionally, they can assist the reconnaissance of the security area as the covering force moves forward, screening forward of the covering force, covering areas between ground units, and providing additional firepower for disengaging ground units.

6-106. BCT staffs consider communications requirements to maintain contact with the main body and subordinate battalions within the covering force. Covering forces consider use of high frequency and tactical satellite (TACSAT) communications to maintain continuous communications with all organic units, adjacent units, and higher. Covering forces may require additional signal assets to provide communications infrastructure support and retransmission.

6-107. Reserves are critical to a defensive cover. They allow the BCT commander to seize the initiative during the early stages of an enemy attack. The covering force commander always designates a reserve. They are frequently attack aviation units, combined arms battalions, and other operational control maneuver forces. In the absence of attached or operational control maneuver units, the BCT commander may assign a contingency mission to assigned tank companies and dictate employment restrictions to subordinate commanders. The tank company is the battalion-level commander's primary reserve force. Ground reserve forces are normally positioned in depth and prepared to execute a series of contingency missions (such as counterattack, block, and assume an area defense). Aviation reserves may counterattack in coordination with ground reserves and conduct close combat attack. The covering force commander frequently designs his defense to shape an enemy penetration, causing the enemy to become isolated and provide opportunities to mass effects to defeat the isolated enemy.

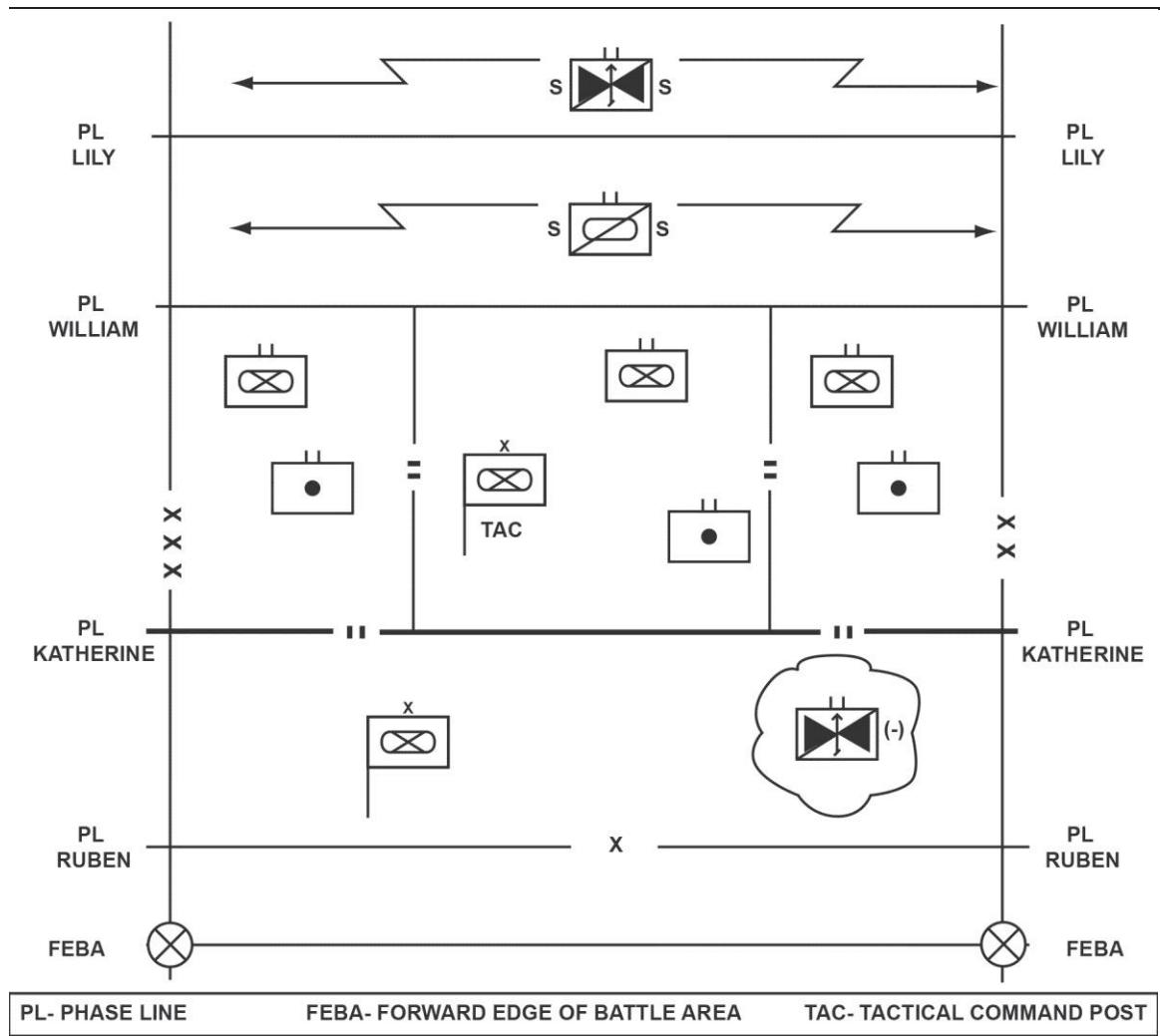


Figure 6-8. Reinforced ABCT performing defensive cover

Flank and Rear Defensive Covering Forces

6-108. The planning and execution considerations for flank and rear defensive covering forces are the same as for a frontal covering force.

6-109. A rear covering force mission is similar to a rear guard mission. A rear covering force protects a force moving away from the enemy. The BCT deploys behind the forward maneuver units of the main body, conducts battle handover and passage of lines, and then defends or delays. Alternatively, the covering force may conduct a relief in place as part of a deception plan, or to take advantage of the best defensive terrain.

6-110. The BCT deploys its subordinate units abreast and in depth. The subordinate units establish passage points and assist the rearward passage of the main body, as needed. From that point on, the mission is conducted the same as any other defensive covering force operation. As the main body moves, the covering force displaces to subsequent phase lines in depth. If the enemy does not follow the withdrawing forces, contact may eventually be lost. Fighting a defense or delay is necessary if the enemy detects the movement and attacks.

AREA SECURITY

6-111. Area security is a security task conducted to protect friendly forces, installations, routes, and actions within a specified area. The BCT conducts area security to preserve the commander's freedom of maneuver, ability to move reserves, positioning of fire support assets, provide effective mission command, and conduct sustainment operations. Area security degrades the enemy's ability to affect friendly actions in a specific area by denying the enemy's use of an area for its own purposes. Area security is essential to all operations, particularly operations in asymmetric environments during stability tasks. Area security enables military support to local governance, reconstruction efforts, rule of law and the development of legitimate security forces. BCTs conduct area security to establish security around base camps, critical infrastructure, airfields, facilities, and main supply routes, lines of communication (LOC), terrain features, towns, equipment, and high-value assets. Offense, defense, and stability tasks support area security.

6-112. The commander may task subordinate units to conduct the following in support of area security operations:

- Area, route, or zone reconnaissance.
- Screen.
- Offensive and defensive tasks (within capabilities).
- Route and convoy security.
- Security for high-value assets.

EXECUTION CONSIDERATIONS

6-113. When conducting an area security mission, the security force prevents threat ground reconnaissance elements from directly observing friendly activities within the area being secured. Within capabilities, it prevents threat ground maneuver forces from penetrating the defensive perimeters.

6-114. The commander can have the subordinate troops employ a variety of techniques such as OPs, battle positions, ambushes, and combat outposts to accomplish this security mission. A reserve or quick reaction force enables the commander to react to unforeseen contingencies. Using the intelligence assets available to the BCT, the Cavalry squadron can execute ambushes and preemptive strikes with greater precision. Figure 6-9 depicts an example of a BCT Cavalry squadron conducting area security of a small village.

6-115. METT-TC determines the required augmentation for the Cavalry squadron. Of particular importance is the need for such assets as aviation, maneuver forces, engineers, intelligence operations assets, armor, infantry, and military police (MP). Early warning of threat activity is paramount in area security missions, and provides the commander with time and space to react to threats. Failure to conduct continuous reconnaissance may create a vulnerable seam where the enemy can execute an infiltration or attack.

6-116. A unit establishes a perimeter when it secures an area where the defense does not have a supporting unit. Perimeters vary in shape and distribution of assets based upon the results of mission analysis, IPB, and METT-TC. A probable direction of attack based on enemy most likely and most dangerous courses of action as determined in IPB may require the massing of combat power in that portion of the perimeter to defeat an attack or infiltration. If the perimeter is inward-focused, as in stability tasks or counterinsurgency, the massing of combat power would prevent exfiltration or a breakout from the secured area.

6-117. The unit establishing the perimeter typically divides it into subordinate unit sectors with boundaries and contact points. The unit employs integrated OPs, integrating attack/reconnaissance aviation, ground-based sensors, UAS, HUMINT assets, and mounted and dismounted patrols. Commanders emplace attached tanks, mobile gun systems, and other antitank weapon systems to orient on high-speed avenues of approach. UAS and ground-based sensors provide overlapping reconnaissance capabilities at extended distances from the perimeter.

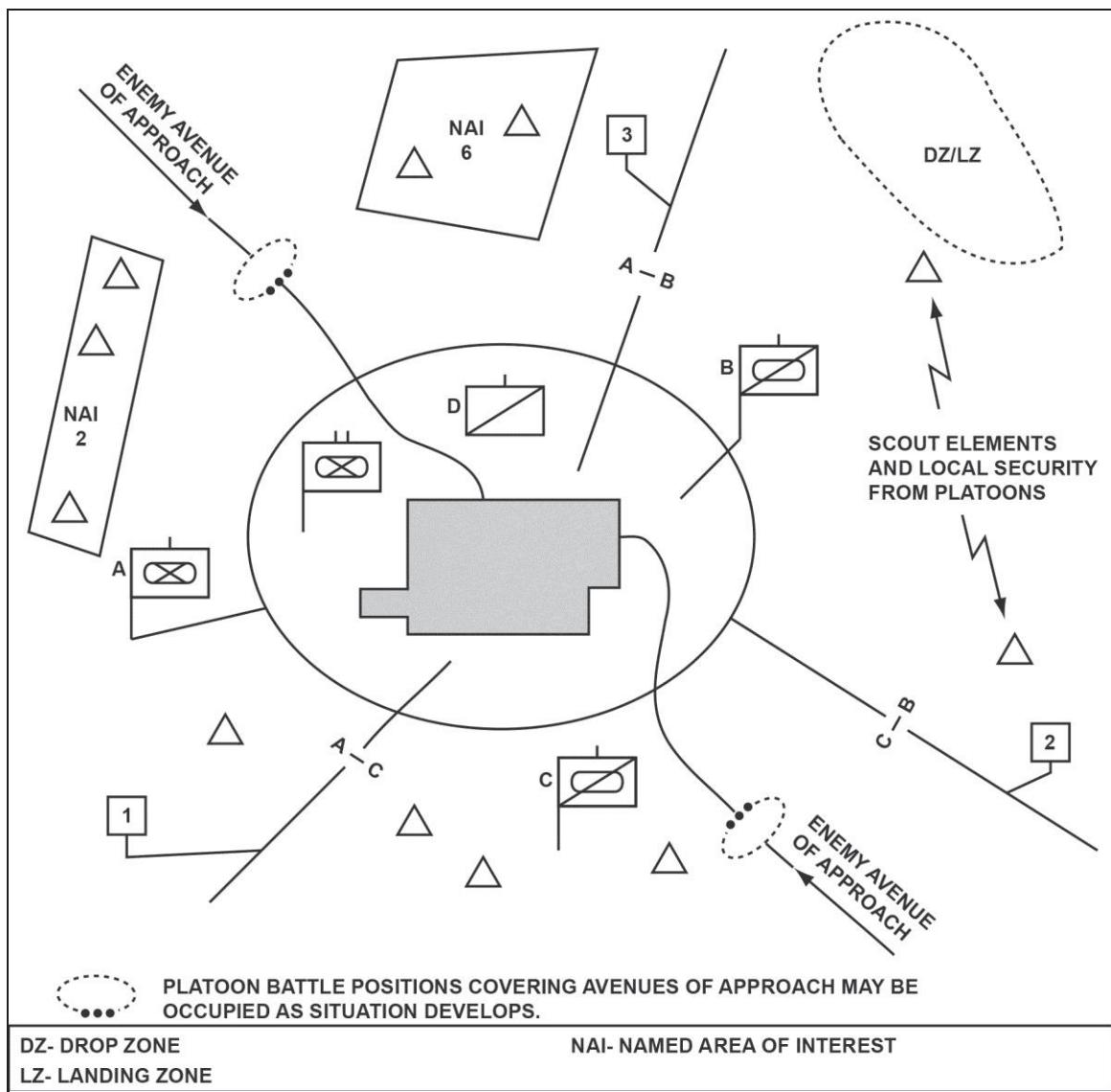


Figure 6-9. Reinforced Cavalry squadron conducts area security

6-118. Area security is a frequent mission conducted during stability tasks when circumstances may not permit establishment of clearly defined perimeters. When a perimeter is not feasible, the Cavalry unit secures the area by establishing a presence and conducting reconnaissance tasks throughout the area. Subordinate units establish perimeters around base camps, critical infrastructure, and high-value assets, while other units conduct operations to establish presence, provide security, and assist stability or relief tasks. The commander positions reaction forces or disperses the reserve between several secured perimeters. Other missions or tasks in support of area security may include the following:

- Route or convoy security of critical lines of communications.
- Checkpoint operations to monitor or control movement.
- Patrols to cover gaps between secured perimeters.
- Maintaining an observable presence.

ROUTE SECURITY

6-119. Cavalry units conduct route security missions to prevent enemy forces from affecting freedom of maneuver along a protected route. A route security force operates on and to the flanks of a designated route. Route security operations are defensive in nature, and unlike guard operations, are terrain-oriented. A route security force prevents an enemy force from impeding, harassing, containing, seizing, or destroying traffic along the route. To accomplish this task, the force performs the following functions:

- Conduct continuous mounted and dismounted reconnaissance of the route and key locations along the route to ensure trafficability.
- Conduct sweeps of the route at irregular intervals to prevent emplacement of enemy mines.
- Cordon sections of the route to search suspected enemy locations.
- Establish roadblocks and checkpoints along the route and lateral routes to stop and search vehicles, persons, and those entering the route.
- Occupy key locations and terrain along or near the route. If possible, establish a screen line oriented to prevent enemy direct fire weapons and observation from influencing the route. This function is also known as out posting.
- Aggressively conduct ground and aerial patrols to maintain route security.
- Establish OPs (covert and overt) or ambushes at critical points to watch for threat activity.

CONVOY SECURITY

6-120. Convoy security is a subset of area security. Convoy security missions are offensive in nature and orient on the protected force. Convoy security is typically a security mission assigned to Cavalry troops, maneuver companies, and maneuver platoons. Commanders order convoy security missions when insufficient friendly forces are available to secure LOCs in an AO. The commander may order them conducted in conjunction with route security operations. A convoy security force operates to the front, flanks, and rear of a convoy element moving along a designated route, or integrated into the body of the convoy. (Refer to ADRP 3-90 for more information.)

6-121. A convoy security mission has certain tasks that guide planning and execution. To protect a convoy, the security force accomplishes the following:

- Reconnoiter the route the convoy is to travel.
- Clear the route of obstacles or positions from which the enemy could influence movement.
- Provide early warning of enemy presence along the route.
- Prevent the enemy from impeding, harassing, containing, seizing, or destroying the convoy.

Organization

6-122. If possible, the convoy security force is a combined arms organization with integrated air and ground assets. (See figure 6-10.) Ideally, a convoy security force has sufficient combat power to organize into the following elements:

- Advance guard. The advance guard performs tasks associated with zone and route reconnaissance forward of the convoy. It may perform duties of the security element.
- Security element. The security element provides early warning and security to the convoy's flanks and rear. It may perform duties of the escort element.
- Escort element. The escort element provides close-in protection to the convoy. It may provide a response force to assist in repelling or destroying threat contact.
- Reaction force. The reaction force provides firepower and support to assist the other elements in developing the situation or conducting a hasty attack. It may perform duties of the escort element.

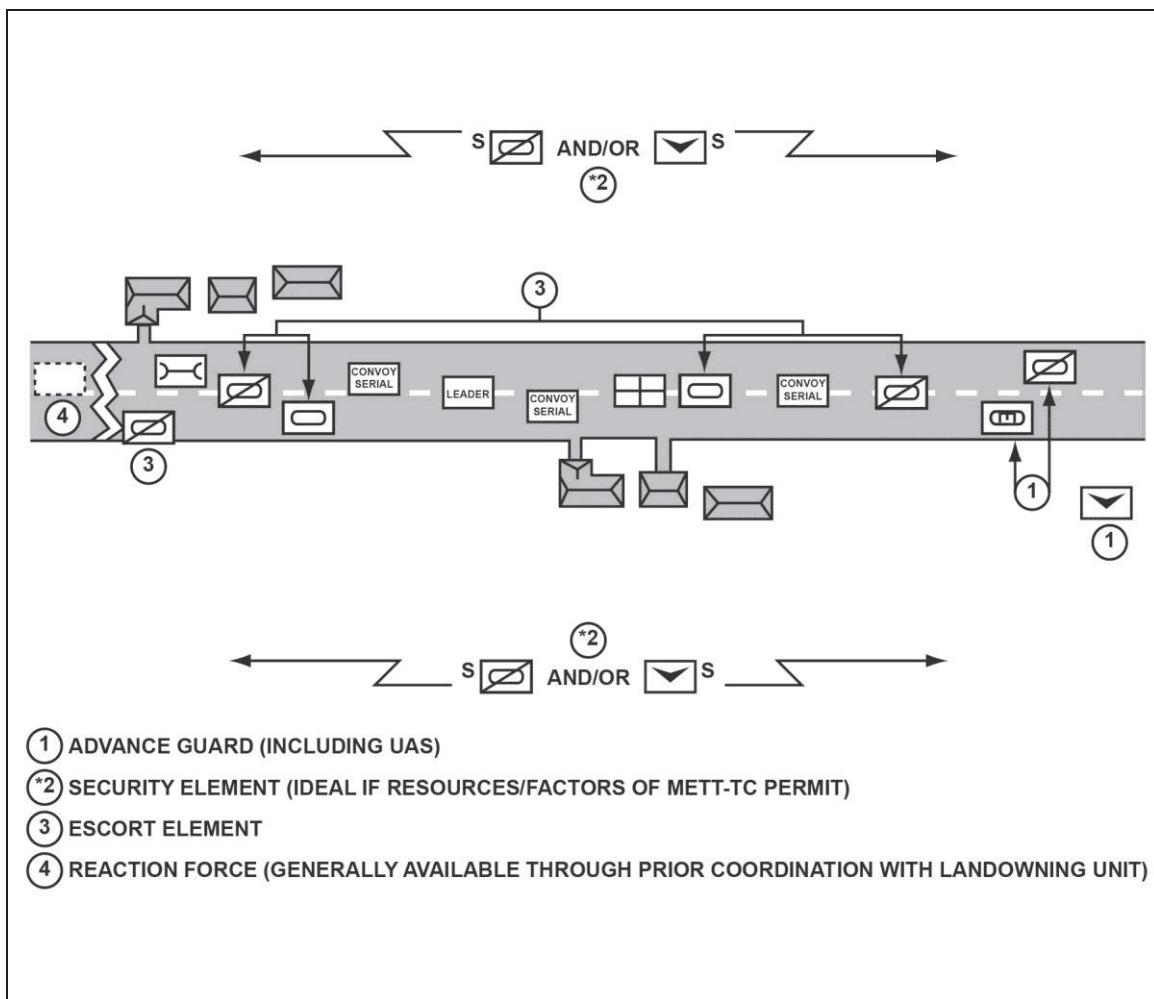


Figure 6-10. Convoy security organization

Planning and Execution Considerations

6-123. Convoy security missions generate unique requirements the commander and staff should take into account when formulating a plan. The convoy security commander and subordinates receive a briefing on the latest information regarding the threat situation and the area through which the convoy is to pass.

6-124. The commander formulates plans and issues orders covering the commander's intent, assignment of security force elements (reconnaissance, screen, escort, and reaction), the movement formation, and intervals between echelons and vehicles, rate of travel, and detailed plans for actions on contact. Leaders at all levels should ensure the convoy security force identify and rehearse immediate action drills (such as enemy ambush, obstacle, and react to indirect fire) before movement and are able to execute them in case of contact.

6-125. The commander may maintain a quick reaction force to support convoy movement. The Cavalry unit may perform this mission. In addition, the commander assigns the Cavalry unit to set up outposts along the convoy route or movement corridor to provide overwatch and security of the area. The commander has not assigned the Cavalry unit an AO, but the responsibility to provide security for that segment of the route or corridor.

6-126. Communications are vital to the success of movement. Leaders plan communications with convoy elements and units occupying AOs along the route of movement to ensure availability of support assets. Visual and sound signals are prearranged. Signals include colored smoke, identification panels, whistles or

horn signals, and escalation of force signs. While limited, these communications means are effective when all personnel understand the prearranged signals and responses.

6-127. When possible, units should coordinate fires along the entire route of movement. Adequate fires planning and prior coordination with fire support cells can ensure indirect fire coverage. Ensure the FSO conducts detailed fire support rehearsals on the fire support net before convoy movement confirming communications connectivity and improving the fire support teams overall understanding of the fire support plan by reviewing call signs, frequencies, pre-planned target locations, target numbers, and schedules of movement. If the convoy moves through multiple AOs assigned to multiple units before planning and coordination must occur with both operations cells and movement control cells.

6-128. If an air threat is possible, the commander addresses air defense of the convoy in the planning. The convoy elements review small arms air defense procedures and establish orientation sectors. The commander orchestrates air defense reinforcements into the movement and defense plan. If the route falls under an existing air defense umbrella, the staff conducts the appropriate coordination with the controlling air defense headquarters.

6-129. Convoy security operations in an urban environment or built-up area require different emphasis and techniques than those in rural areas. The population density and characteristics of the area may require nonlethal weapons and the careful application of lethal weapons. To ensure they apply minimum essential force to minimize loss of life and destruction of property, leaders conduct detailed planning, coordination, and control. Whenever possible, convoys move through populated areas when these areas are least congested and pose less danger to the security of the convoy. Convoy operations may require assistance from military or local police and other government agencies to secure the route before the convoy enters the built-up area.

6-130. The S-4 and unit commanders carefully plan for sustainment in convoy security operations. Fuel and maintenance elements are included in the convoy itself, or prepositioned in secure areas along the route. Leaders should perform a detailed precombat inspection before the convoy starts. Plan CASEVAC along the entire movement route. Maintain coordination between the security force elements to ensure immediate medical support is available including the aid station, unit CP, sustainment CP, and designated units along the route. When operating at extended distances from organic or supporting medical assets, air medical evacuation is the preferred means of evacuation, and is planned and rehearsed in detail.

HIGH-VALUE ASSET CONSIDERATIONS

6-131. High-value assets are those whose capture or destruction by enemy forces could decisively change the course of the operation. Security missions to protect high-value assets are an important component of area security in major combat operations and stability tasks. Examples of high-value assets to be secured in major combat operations include the following:

- Major power-generation facilities (power plants and dams).
- Airports, seaports, and other centers for mass transit.
- Industrial complexes.
- Cities.
- Dislocated civilian camps.

6-132. High-value assets to be secured in stability tasks include the following:

- Government officials and political and military leaders.
- Government facilities.
- High-value detainees.
- Pipelines and relay stations.

6-133. Considerations the security force should address when it tasks subordinate elements to secure high-value assets include the following:

- Internet protocol (IP) address, frequencies, location, and linkup point of the high-value asset.
- Route used in reaching the high-value asset, and the composition and disposition of enemy forces that can influence the route.
- Mission and movement or positioning plan of the high-value asset.

- How easily the threat may detect and target the high-value asset with indirect fire. The security force should consider its own survivability and maintain adequate standoff from the high-value asset.
- Duration of the mission and sustainment considerations.
- Other friendly or neutral forces in the area, and their task and purpose.
- Triggers for change of mission from security to reconnaissance, offensive, or defensive actions. Is there an implied reserve mission?
- Ability of the security force to maintain communications with higher HQ.
- Locations used by enemy personnel serving as forward observers for enemy indirect fire systems.

LOCAL SECURITY

6-134. Local security includes local measure that prevents or interdicts enemy efforts. Local security is an enduring priority of work, is essential to maintaining initiative, and prevents units from being surprised. Local security involves avoiding detection or deceiving the enemy about friendly actions, positions and intentions. It includes finding enemy forces in the immediate vicinity, and knowing as much about their positions and intentions as possible. Units use active and passive measures to provide local security. Active patrolling and continuous reconnaissance are active measures that help provide local security. Passive measures include using camouflage, movement control, noise and light discipline, proper communications procedures, ground sensors, night-vision devices, and daylight sights.

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Chapter 7

Stability Tasks

Reconnaissance and security tasks are imperative to successful stability tasks. Reconnaissance focuses on identifying enemy forces, human interaction and engagement, and vital infrastructure to collect information necessary to understand sources of stability and instability with the unit's area of operation. As the environment changes so do the sentiments of the population and its key actors. Staffs continuously assess their area of operations based on information collected to provide context to understanding the human dimension of their area of operations. BCTs conduct security tasks to establish safe and secure environments enabling positive gains and sustainable stability. Since the complexity of the human context is ever changing and evolving in any environment, reconnaissance and security tasks are continuous, intelligence estimates are constantly reassessed and refined to determine if commanders are collecting the right information and developing intelligence to understand the operational environment.

SECTION I – RECONNAISSANCE AND SECURITY

7-1. Units conduct reconnaissance and security to gain a detailed understanding of sources of stability and instability, and the intentions and capability of key actors to shape both the BCT's and unified action partners' area of operations during stability tasks. *Sources of Instability* are actors, actions, or conditions that exceed the legitimate authority's capacity to exercise effective governance, maintain civil control, and ensure economic development.

7-2. Enemy forces influence sources of instability to create conflict, exacerbate existing conditions, or threaten to collapse failing or recovering states. Sources of instability include insurgents, religious, ethnic, economic, and political differences between the populace, empowered individuals working in opposition to legitimate governance, degraded infrastructure, economic strife, ineffective or corrupt security forces, scarcity of vital resources, and natural disasters.

Task Force (TF) 1-61 CAVALRY in East Baghdad

Following the Samara Mosque bombing in February 2006, sectarian tension transitioned to widespread violence. By June enemy militia and insurgent activity increased significantly in both the TF 1-61 Cavalry (CAV) and 506th RCTs area of operation across East Baghdad. Murders, kidnappings, vehicle borne improvised explosive device (VBIED) and suicide bombings, hostile neighborhood takeovers, and violent forced-evictions increased nearly 300 percent and were seriously contributing to sources of instability for the Iraqi Security Forces, Coalition forces, and the Government of Iraq.

In the wake of the Samarra bombing and during this critical four month period, TF 1-61 conducted zone recon and security operations in the militia friendly cities of Narhwan, Adamiya and Shaab/Ur, as well as maintaining responsibility of the insurgent influenced towns of Jisr Diyala, Tuweitha, and Salman Pak.

TF 1-61 CAV began security operations in Adamiya June, 2006. Prior to their assignment, Adamiya suffered daily attacks against Iraqi Security Forces. Through unity of effort the military transition teams (MITT) commander advising the 1/2/6 IA battalion shared SITREPS and OPS/INTEL assessments resulting in effectiveness of 1-61 Cavalry's reconnaissance and security operations supporting stability. TF 1-61 CAV maintained enemy contact to develop the situation and defeat insurgents from disrupting effective governance,

security, and rule of law. By the end of June direct fire attacks on Iraqi Security Forces and U.S. forces declined to one per week. There was a significant decline in the number of Anti-Iraqi Forces (AIF) attacks and sectarian motivated incidents as a result of their reconnaissance and security operations. The multinational division Baghdad (MND-B) Commander and deputy commanding general (DCG) Maneuver (M) commended the actions of the TF and emphasized the positive operational & strategic effect relative to support of establishing civil security and legitimacy of the host nation government.

During the Ashura pilgrimage in July, 2006, the B/1-61 CAV Commander and an officer from an adjacent MITT led the effort to diffuse a sectarian firefight that developed between Shaab and Adamiya where Shia pilgrims entered a Sunni area. Through engagements with local leaders an agreement was reached that resulted in peaceful transitions. Their actions prevented escalation that would have resulted in significant loss of life, inevitable reprisal actions, and nationwide focus on what would have been perceived as a deteriorating security situation

The Squadron conducted numerous raids and rapidly developed a network of informants from JUL-AUG 06 that led to the Squadron's ability to identify several key insurgent leaders. The squadron executed aggressive area reconnaissance operations followed by timely raids on identified targets. They analyzed HUMINT and SIGINT reports that helped develop pattern of life for target locations. The Squadron developed actionable target packages which allowed them to capture or kill these targets before the sectarian violence and insurgent actions contributed to instability.

During a reconnaissance effort to identify a location for a high value individual (HVI) the enemy emplaced armor-defeating explosively formed projectile (EFP) IEDs that succeeded in killing a Soldier on 26 August 06. The platoon quickly recovered and completed the mission to identify his location in Jisr Diyala and in a pre-dawn raid conducted within 36 hours the Task Force succeeded in capturing the HVI. This seriously disrupted enemy operations across East Baghdad.

During the course of this four month period, TF 1-61 CAV conducted 1556 patrols and operations, captured eight weapon caches, captured 64 insurgents of which four were Brigade and Division level high-value target, found and cleared 28 IEDs (including three "high-end" armor defeating IEDs), captured 32 rifles, eight light/medium machine guns, seven RPG launchers, 51 RPG rounds, two mortar systems, 13 mortar rounds, and 5 IED munitions/components. The 64 captured enemy sustained 55 percent success rate of going to long term detention convicted by the newly established justice system of the Iraqi government.

7-3. During stability tasks Cavalry units operate within the BCT's area of operations. Cavalry units conduct route, area, and zone reconnaissance as well as screen, guard, and area security (to include route security) missions to secure the populace and answer BCT and higher PIR and assist the commander and staff to visualize and understand the area of operations.

7-4. While BCTs can assign Cavalry squadrons their own area of operation for a period of time, use of Cavalry as a maneuver unit instead of as a reconnaissance and security organization incurs risk of incomplete or inadequate reconnaissance and security tasks. When assigned their own area of operations Cavalry squadrons conduct tasks to support stability in the same manner as other maneuver units, though they are best implemented when placed upon a border or boundary with suspected enemy infiltration routes allowing the squadron to conduct screen or guard tasks to interdict enemy operations to protect the main body of the formation they support.

CAVALRY UNITS ROLE

7-5. Reconnaissance and security are essential to successful stability tasks. The BCT commander relies heavily on his Cavalry squadron in conducting reconnaissance and security throughout all phases to support BCT operations.

SQUADRON

7-6. The Cavalry squadron can conduct recon and security to support stability tasks. The Cavalry squadron achieves these goals during all phases of stability tasks within the entirety of the higher echelon's area of operations or assigned its own area of operation optimally placed upon a border or boundary having enemy infiltration routes to conduct screen or guard tasks for the main body.

TROOP

7-7. The Cavalry troop conducts reconnaissance and security missions during stability tasks to answer PIR and develop the commander's understanding of the OE and enable the battalion to shape the environment in the AO. The troop focuses reconnaissance efforts on gaining a detailed understanding OE's sources of instability, and the capability and intentions of key actors as the unit moves from the initial response phase to the transformation phase of stability tasks. Specifically, the scout platoons collect information on civil considerations using areas, structures, capabilities, organizations, people, and events and operational variables using political, military, economic, social, infrastructure, information, physical environment, and time (PMESII-PT) and work directly with unified action partners to assist their efforts.

SUPPORT TO RECONNAISSANCE AND SECURITY DURING STABILITY

7-8. Maneuver units require attachments to be optimally effective during stability. The nature of stability is complex therefore it requires more diverse organizations with specialties to actively conduct reconnaissance and security tasks.

FIELD ARTILLERY

7-9. Fires during any of the phases of stability framework require the right amount of force precisely applied to the right target. Fires, often conducted in densely populated AOs, create the requirement for well-integrated and rehearsed airspace de-confliction, clearance of fires, and precision strike mission process. Implementing reasonable fire support coordination measures, updating them on time, and ensuring highly accurate (typically 10 meter or less target location error) target location increases the effectiveness of fires in a stability environment. Targeting is an integral part of stability tasks to synchronize nonlethal effects and to conduct engagement planning. Fires may be used more frequently to defend key geopolitical sites or strike high-payoff targets located near restrictive fire areas (RFA) and densely populated locations with precision munitions. FSOs and Joint Fire Observers ability to plan, coordinate, and execute fires often with precision munitions in support of stability tasks are crucial to mission success. Increasing the proportion of precision munitions used in fires and employment of nonlethal capabilities may be necessary to limit collateral damage.

7-10. A *precision-guided munition* is a guided weapon intended to destroy a point target and minimize collateral damage (JP 3-03). Precision-guided munitions collectively refer to those munitions that home on reflected electromagnetic energy (such as the Hellfire missile) and precision munitions.

7-11. A *precision munition* is a munition that corrects for ballistic conditions using guidance and control up to the aimpoint or submunitions dispense with terminal accuracy less than the lethal radius of effects (FM 3-09). Munitions with a precision capability such as the global positioning system-aided Excalibur 155-mm projectile, guided multiple launch rocket system (MLRS) rockets, and the advanced precision munitions initiative 120-mm mortar rounds have a circular error probable of less than 10 meters. Munitions with a near-precision capability have a circular error probable between 10 and 50 meters. Area capabilities have a circular error probable greater than 50 meters. Circular error probable is an indicator of the delivery accuracy of a weapon system, used as a factor in determining probable damage to a target. It is the radius of a circle within which half of the rounds fired at a target will impact. Even at the munitions' largest anticipated delivery error, the aimpoint is within the munitions' anticipated radius of direct effects. The employment of precision munitions requires the use of current cryptological key information.

7-12. ROE often become more restrictive as phases of stability progress. Commander's guidance for fires requires careful consideration during development of ROE and engagement and displacement criteria. Units conducting reconnaissance and security must carefully consider the benefits and consequences of initiating fires, or breaking contact if fires are initiated on the unit.

7-13. The BCT utilizes radars and indirect fire acquisition assets in a sensing mode that allows the identification of the point of impact to protect friendly forces from indirect fire. These radars integrate with the air defense radar as part of the Counter Rocket Artillery Mortar (C-RAM) system that provides sense and warn capability for troop assembly areas and command posts. In areas subject to collateral damage, counterfire should employ precision munitions against well located targets. The use of fires with munitions having only area capabilities must be carefully considered due to the possible long-term adverse impact on relations with unified action partners and the indigenous population thereby contributing to sources of instability.

BEB ELEMENTS

7-14. The BEB within the BCT provides adaptable reconnaissance and security operational support during all phases of stability tasks. Engineer assets provide mobility, countermobility, survivability, technical reconnaissance, and infrastructure assessments.

Engineers

7-15. Engineer platoons task organized at the squad level and attached to Cavalry units support mobility, countermobility and survivability. The combat engineer platoon can execute route and area reconnaissance organically. The route clearance platoon can provide mobility and limited disposal of mines. The support platoon/section can conduct initial infrastructure assessments, as well as basic horizontal construction to restore services in support to governance.

7-16. The combat engineer companies of the BEB can execute a myriad of the stability tasks identified in reconnaissance and security tasks, as an organic unit, throughout all phases of stability tasks. If required by the commander, the BEB can conduct route and area reconnaissance, local and area security, patrols, limited raids, assessment and restoration of services (such as sewage, water, electricity, academics, trash, medical, safety, and other considerations), and leader engagements, all in support of the reconnaissance and security stability plan.

7-17. Geospatial teams can provide detailed products about the topography of a specific geographic area. These products can be analyzed and provided to Cavalry units to narrow the reconnaissance focus to specific objectives rather than a broad area.

CBRN

7-18. Each BEB has an assigned chemical, biological, radiological, and nuclear-enhanced conventional weapons (CBRN) reconnaissance platoon capable of executing CBRN specific reconnaissance in support of stability tasks. The platoon supports route, zone and area reconnaissance tasks and is capable of assessing key infrastructure in regards to contaminated water sources, industrial chemicals, biological hazards, and evidence of WMDs. The CBRN platoon assists in security missions by exploiting possible threat locations and confirming or denying presence of CBRN threats and hazards.

INTELLIGENCE

7-19. Commanders must be involved and knowledgeable of the intelligence collection efforts to narrow the reconnaissance focus and shape the operational environment. Planning for stability tasks involves complexity; the need to balance resources, capabilities, and activities; analyzing the significance of various activities over time; to maximize their efforts to provide stability.

7-20. Commanders often require more detailed intelligence and IPB products to determine how best to conduct operations and influence the local populace and mitigate sources of instability. The identification and analysis of actors, terrain and weather, and civil considerations are critical in determining the most effective missions, tasks, and locations in stability tasks. A lack of knowledge concerning insurgents, local politics, customs, culture, and how to differentiate between local combatants often leads to actions that can result in unintended and disadvantageous consequences. To achieve this understanding the BCT commander attaches collection assets to his Cavalry squadron. (Refer to Chapter 1, Reconnaissance and Collection Teaming.)

7-21. During stability tasks, the disclosure of military information to host-nation personnel and agencies requires consideration. The BCT S-2 must ensure the BCT has the required amount of foreign disclosure

officers. A foreign disclosure officer may approve the disclosure of classified and controlled unclassified military information to foreign representatives based on the policies, directives, and laws that govern the national disclosure policy and the release of classified information. The officer provides this service to the command and staff and to assigned, attached, and supporting unified action partners.

7-22. Stability tasks occur in and between the local population, thus human contact with the local population has greater emphasis and importance. Observations and experiences of Soldiers—who often work with the local populace—provide depth and context to information collected through reconnaissance and security tasks.

Fusion Centers

7-23. A fusion center is an ad hoc collaborative effort between several units, organizations, or agencies that provide resources, expertise, information, and intelligence to a center with the goal of supporting the rapid execution of operations by contributing members. Fusion centers primarily focus collection and promote information sharing across multiple participants within a specific geographic area or mission type. These centers are not operations centers. Fusion centers have been especially useful when stability tasks dominate the operation. Commanders at various echelons create fusion centers to manage the flow of information and intelligence; focus information collection to satisfy information requirements; and to process, exploit, analyze, and disseminate the resulting collection. (Refer to ADRP 2-0 for more information.)

Company Intelligence Support Teams

7-24. Many company commanders perform basic intelligence tasks that include refining collection capabilities, analyzing ongoing metrics in the AO, and performing basic intelligence support to targeting. To accomplish these tasks, company commanders organize small intelligence support teams called COISTs, providing intelligence to the company leadership. The COIST accomplishes its tasks by analyzing and reporting information collected by the company while receiving, parsing, and reporting intelligence collected by both adjacent and higher units. The COIST obtains, analyzes, and exploits information gained from patrol debriefings, site exploitation, tactical questioning, tips, and engagement of the populace. It also forwards captured enemy documents and media for analysis and reporting. COIST members are required to follow all intelligence oversight regulations, primarily Army Regulation (AR) 381-10. AR 381-10 restricts the collection of intelligence information on U.S. persons and regulates how and when collection, storage, and dissemination of such information occurs.

Remote Sensors

7-25. Remote sensors are used to perform such tasks as perimeter defense, surveillance, environmental monitoring (including radiological, nuclear, and early warning), and target acquisition. Remote sensors are not an MI collection asset; however, they do provide information used to cue MI collection assets to activity and should be considered when preparing the information collection plan. They are hand-emplaced by Soldiers or robotic vehicles either inside or outside buildings and structures. Their optimal employment is in areas where major movement is restricted to a few key lines of communications and the traffic pattern of military and civilian activity can be easily discriminated. Remote sensor missions are ideally suited to support relatively stable situations, such as long-term defensive or security operations, where the time and resources are available to develop an extensive sensor network throughout the AO. The employment of sensors in open terrain or heavily congested urban concentrations requires detailed planning to ensure the sensor network can provide the desired information in those environments. For stability tasks, sensors can provide surveillance of population centers and key infrastructure areas. They can also provide surveillance along lines of communications and borders. The supported unit's information collection plan includes provisions for sensor surveillance. Incorporating remote sensors into the information collection plan provides the employment concept and detailed instructions for the execution of remote sensor missions. Develop requirements for sensor employment along with concepts for the monitoring and dissemination of sensor data and incorporate into the information collection plan. The establishment of a comprehensive sensor network requires time and a significant investment of resources. During the planning requirements task, the operations and intelligence working group identifies specific information requirements that remote sensors can answer. As part of the information collection plan, the sensor surveillance plan specifies the—

- Type and location of sensors, relays, and monitoring sites.

- Time of emplacement and unit responsible for emplacing each sensor string and any relays.
- Time of recovery and unit responsible for recovery.

Expeditionary Military Intelligence Brigade

7-26. As part of Intel 2020, the Army is establishing new and separate brigade-level commands to enhance the intelligence capability within each of the Army's three programmed corps. These commands, known as expeditionary military intelligence brigade (E-MIB) conduct intelligence operations to support decisive action. An E-MIB provides the following capability:

- CI collection and activities.
- HUMINT collection.
- SIGINT collection.

7-27. E-MIBs can also augment corps, division, and BCT intelligence cells, specifically aiding the PED of national and theater SIGINT and geospatial intelligence. The E-MIB conducts multidiscipline intelligence operations to support corps and division operational requirements, to include being the MI force provider for BCTs. When directed, the E-MIB provides mission command and coordination for MI forces in theater. Instead of deploying the E-MIB as a unit to conduct independent intelligence operations to support the corps, the corps commander, as part of force tailoring during planning, task-organizes the E-MIB to best support operations. The corps G-2 advises the commander on the capabilities of the E-MIB and recommends how best to task-organize its assets.

7-28. The primary focus of the human intelligence collection team during stability tasks is to answer the commander's information requirements. In stability, the HUMINT collectors must be able to maintain daily contact with the local population. Examples of HUMINT collection requirements include support to arms control; extensive political information and demographic data; the threat characteristics regarding several different former warring factions during peace operations; or extremely detailed target data. HUMINT collectors help to ascertain the feelings, attitudes, and activities of the local populace.

Signals Intelligence

7-29. SIGINT assets might detect enemy or adversary communication. Intelligence is developed then confirmed or disproved through active reconnaissance. The focus of SIGINT collection when supporting stability tasks generally remains on indications and warnings, situation development, and offensive tasks.

Multifunctional Teams

7-30. A multifunctional team is optimized for conducting stability tasks. Insurgent activity remains a threat to the stability of the host nation, especially when a majority of the population marginally supports the restored government and friendly forces. MFT assets might be used to augment a maneuver unit targeting an enemy whose major maneuver units have either been destroyed or have surrendered to friendly forces (refer to ATP 2-19.4 for more information). The MFT supports the conduct of stability tasks by—

- Support to targeting.
- Support to site exploitation, which includes support to document and media exploitation (DOMEX), biometrics collection and enrollment, and battlefield forensic collection and limited exploitation.
- Intelligence operations including—
 - SIGINT collection, limited analysis, and reporting.
 - HUMINT MSO.
 - SIGINT surveys.
- Limited all-source intelligence analysis (only one all-source analyst currently on the MFT).

SUSTAINMENT

7-31. Stability tasks require unique sustainment considerations. It is important to remember that the design of the brigade support battalion (BSB) only supports the BCT's assigned Soldiers and equipment. Reconnaissance units will often identify sources of instability that can be mitigated or shaped immediately with a sustainment effort. If the BSB develops stability support plans, the BSB commander must ensure that

sustainment estimates differentiate what is supporting internal BCT requirements and what is supporting external stability support mission requirements. Sustainment during stability tasks often involves supporting U.S. forces, multinational forces, and other contributing partners in a wide range of missions and tasks.

INTERDEPENDENT CAPABILITIES

7-32. Cavalry and other units conducting reconnaissance and security during stability tasks will often determine that they are not the first organization operating in the area. Units conducting reconnaissance and security can gain a better understanding through coordination, information and intelligence sharing with unified action partners. Below are some unified action partners that units can coordinate with during stability.

SOF

7-33. Conventional forces build relationships and foster interdependence with U.S. Special Operations Forces operating in the area. Interdependence is the deliberate and mutual reliance of one unified action partner on another's inherent capabilities to provide complementary and reinforcing effects. These units executing different tactical tasks that support the operational objectives and end states to stabilize the area. Brigades rely on interdependence with unified action partners and SOF partnership to combat sources of instability. The exercise of interdependence facilitates shared understanding between the U.S. actors in the OE and it provides a conduit by which the interagency and SOF partners can provide relevant, useful, and timely information. Planning efforts, update briefs, and working groups are specific events where brigades ought to incorporate their interagency partners.

CIVIL AFFAIRS

7-34. Civil affairs support to stability tasks depends on the nature of the operation and the condition of the affected indigenous population and institutions. The S-9 and civil affairs (CA) units continually assess and monitor the capabilities and capacity of the host nation to identify and mitigate underlying causes of instability within society and, as required, apply functional skills which are normally the responsibility of civil government. CA conducts civil reconnaissance and develops civil information through interaction with the indigenous population and institutions and unified action partners. During the transition from offensive and defensive tasks to stability tasks, CA units place greater emphasis on infrastructure, economic stability, and governance expertise.

IGOs/NGOs

7-35. Units conducting reconnaissance must recognize the value of intergovernmental and nongovernmental organizations (IGOs and NGOs) and build effective relationships with these actors. IGOs and NGOs could provide subject matter expertise in many essential services and governance topics. They are the primary provider of humanitarian, infrastructure and essential services in immature operational environments. IGOs and NGOs have experienced and detailed knowledge of the civil environment and may have a better understanding of civil considerations other than indigenous population and institutions. This insight can assist the civil reconnaissance effort to understand and shape the environment.

7-36. Understanding where IGOs and NGOs are on the battlefield and the nature of their activities helps develop a common operational picture. This developed COP enables the commander and staff to anticipate changes to the operational environment, the effects of IGOs and NGOs on primary stability tasks and operations, and future friction points between the organizations. Building relationships with IGOs and NGOs might be difficult because these organizations are reluctant to establish associations with U.S. forces. Cavalry must be cognizant of this and establish relationships on terms beneficial to all parties involved. Cavalry units frequently discover IGOs and NGOs unexpectedly within the OE so they should plan to encounter them during their operations.

7-37. IGOs and NGOs can bring valuable resources, information regarding the civil populace and the operational environment, and alternative perspectives to the brigade's stability operation. Cavalry units operating with NGOs follow these guidelines (Refer to ATP 3-07.5 for more information):

- Military personnel wear uniforms when conducting relief activities.
- Military personnel make prior arrangements before visiting NGOs.
- Military personnel do not refer to NGOs as force multipliers or partners or other similar terms.

- United States forces respect an NGO's decision to not serve as an implementing partner.

SECTION II – PRINCIPLES AND FRAMEWORK

7-38. BCTs conduct reconnaissance and security during stability tasks to increase the commander and staff's ability to understand the area of operation. Information collection confirms or denies assumptions made during planning and identifies sources of stability and instability. Reconnaissance and security tasks contribute to mission command by answering information requirements enhancing situational awareness and assisting the BCT to apply the stability principles in an, acceptable, and predictable way. Ultimately, reconnaissance and security tasks are vital to assisting the BCT in understanding their operational environment through the context of the stability principles. The four principles of stability tasks are conflict transformation, unity of effort, legitimacy and host-nation ownership, and building partner capacity.

CONFLICT TRANSFORMATION

7-39. Conflict transformation is the process of reducing the means and motivations for violent conflict while developing viable, peaceful alternatives for the competitive pursuit of political and socioeconomic aspirations. Transformation aims to set the host nation on a sustainable, positive trajectory in which transformational processes directly address the dynamics causing instability. BCTs contribute to conflict transformation only if they achieve understanding of the causes and influences of conflict and instability within their area of operation.

7-40. Reconnaissance and security tasks assist in identifying the drivers of violent conflict and instability through information collection to assess frictions and local populace perceptions of local disputes and discord. Collected information impacts planning for future operations by assisting commanders and staffs to identify opportunities linking tactical gains to sustainable strategic objectives. Transformation can only occur if the BCT understands the dynamics of conflict within their area of operation both from an objective viewpoint and from the perspective of the local populace. Reconnaissance tasks and engagement with the populace are the mechanisms to visualize and understand the dynamics of conflict.

UNITY OF EFFORT

7-41. *Unity of effort* is the coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization—and is the product of successful unified action (JP 1). Reconnaissance and security tasks require unity of effort and purpose to achieve situational awareness at echelon to enable successful operations throughout the BCT's area of operation.

7-42. Reconnaissance and security tasks assist the commander and staff to develop shared understanding between partners allowing BCTs to foster cooperative environments that focus efforts towards a common goal to achieve stable and sustainable security environments.

LEGITIMACY AND HOST NATION OWNERSHIP

7-43. Legitimacy is a condition based upon the perception by specific audiences of the legality, morality, or rightness of a set of actions, and of the propriety of the authority of the individuals or organizations in taking them (ADRP 3-07). Host nation ownership is the will or ability of the ruling entity to resolve its own problems and assuming responsibility for solutions that it supports and can implement. BCTs conduct reconnaissance tasks focused on determining the extent of legitimacy as perceived by the local populace and develop an understanding of areas of conflict that degrade, discredit, or erode perceptions of legitimacy.

7-44. Commanders direct reconnaissance tasks and engagement activities to understand the mandate, manner, consent, and expectations of legitimate host nation ownership and perceived legitimacy (refer to ADRP 3-07 for more on the four factors of legitimacy). BCTs conduct reconnaissance and engagement in close contact with the civilian populace to collect information, reinforce the capabilities of host-nation security and governance partners, and understand the extent of support and acceptance of host nation partners with the local populace. BCTs actively seek sources of conflict and connectivity between the host-nation and local populace to assist partners to bridge gaps in perception and strengthen relationships.

BUILDING PARTNER CAPACITY

7-45. Building partner capacity is the outcome of comprehensive inter-organizational activities, programs, and military-to-military engagements that enhance the ability of partners to establish security, governance, economic development, essential services, rule of law, and other critical government functions (ADRP 3-07). Reconnaissance and security tasks foster partner capacity growth by continuing to collect information to ensure activities are consistent with tactical, operational, and strategic goals and by allowing host nation partners to develop and learn by protecting key activities and enabling key capabilities. BCTs conduct operations that enable host-nation partners to thrive and eventually develop sustainable capabilities independent of BCT interference or influence.

STABILITY FRAMEWORK

7-46. BCTs conduct stability tasks and operations based upon conditions identified through information and intelligence collection. Reconnaissance tasks confirm or deny the conditions and state of stability within the BCT's area of operations. The three phases of the stability framework are initial response, transformation, and fostering sustainability. Continuous reconnaissance and security operations enable BCTs to identify appropriate mission, tasks, and activities about the framework phases (Refer to ATP 3-07.5 for more information).

Initial Response

7-47. Initial response actions generally reflect activities to stabilize an area of operations. Units typically perform initial response actions during, or directly after, a conflict or disaster in which the security situation prohibits the introduction of civilian personnel. Initial response actions aim to provide a secure environment that allows relief forces to attend to the immediate humanitarian needs of the local population.

Transformation

7-48. Stabilization, reconstruction, and capacity-building are transformation actions performed in a relatively secure environment. Transformation actions may take place in either crisis or vulnerable states and aim to build host-nation capacity across multiple sectors.

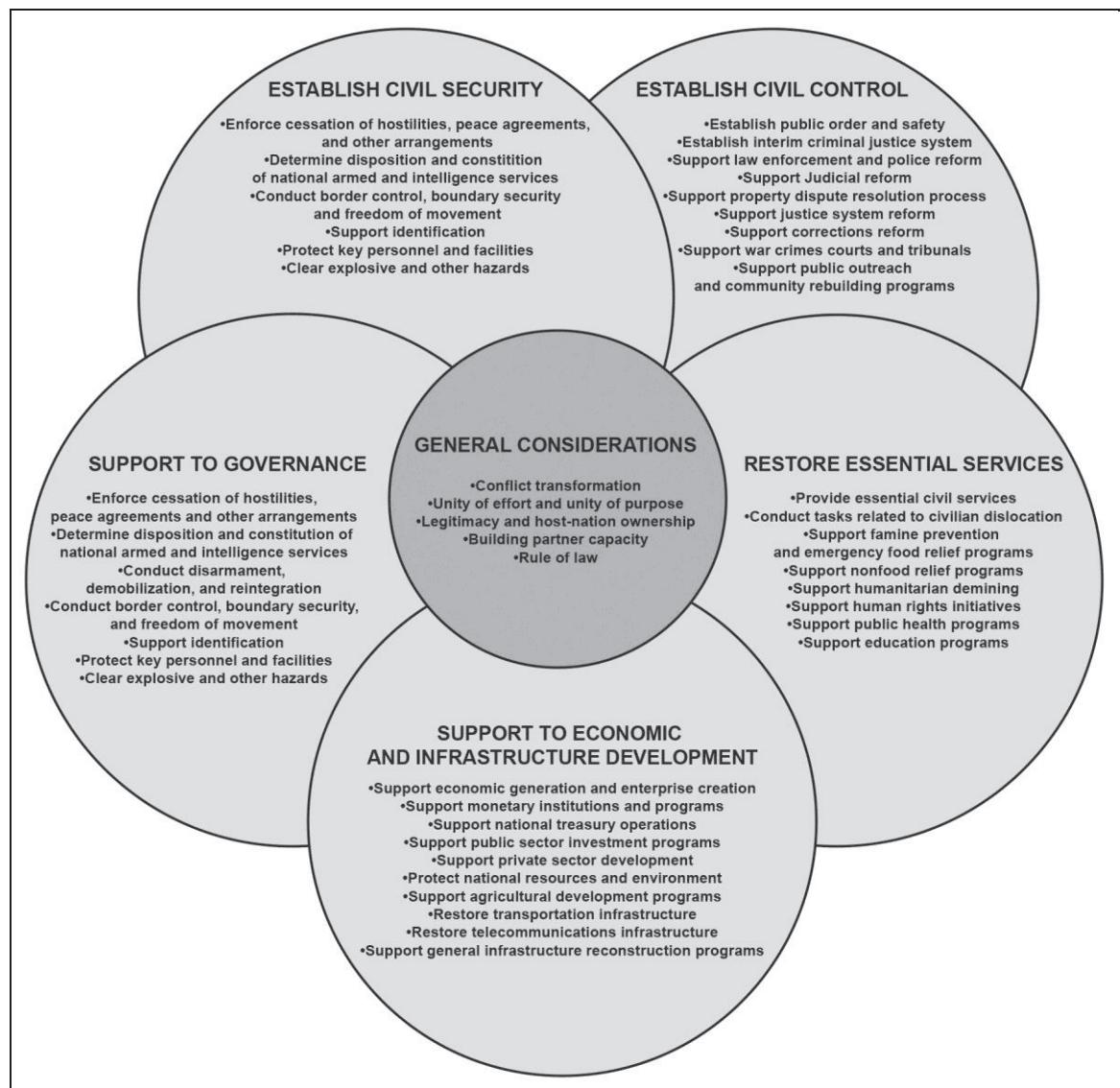
Fostering Sustainability

7-49. BCTs foster sustainability when the security environment is stable enough to support efforts to implement long-term programs that commit to the viability of the institutions and economy of the host nation. The BCT consolidates gains to encourage capacity building reconstruction activities to enable sustainable development. Often military forces conduct these long-term efforts in support of broader, civilian-led efforts.

SECTION III – TASKS

7-50. BCTs conduct stability tasks and tasks to create conditions the local populace regards as legitimate, acceptable, and predictable (ADRP 3-07). BCTs conduct continuous reconnaissance during stability tasks to develop information requirements, gain situational understanding of their area of operation, identify sources of conflict and instability, and identify opportunities to seize, retain, and exploit the initiative to consolidate sustainable and positive gains. Reconnaissance and security tasks assist the commander and staff in determining short-term impacts and long-term effects on their area of operations. Commanders then assess the effectiveness of their actions and adjust as needed.

7-51. BCT commanders consider each primary stability task and associated subtasks within the context of their particular area of operation and with the perception of the local populace and host nation governance and security forces. (See figure 7-1.)

**Figure 7-1. Stability tasks**

ESTABLISH CIVIL SECURITY

7-52. The burden on BCTs for establishing civil security will be highest during the initial response phase of the stability framework when the host nation lacks the capability or capacity to provide security. BCTs conduct reconnaissance tasks to collect information and security tasks to protect friendly units, local populace, key actors, and key terrain to enable the establishment of civil security (refer to ATP 3-07.5 for more information). BCTs and subordinate units execute zone and area reconnaissance tasks to identify sources of instability affecting civil security. Companies and troops conduct route reconnaissance to support area security tasks and freedom of maneuver within the AO. BCTs identify sources of instability, and key terrain to facilitate the commander and staff understanding of the area of operation, and to plan and execute stability mechanisms. Effective reconnaissance assists the commander to make informed decisions about allocating resources to each subordinate to establish civil security.

7-53. BCTs conduct security tasks to control borders, secure boundaries and freedom of movement, and to protect the main body, key personnel and key facilities. Noncontiguous operations complicate the BCT's ability to conduct security tasks because potential threats use the civilian populace as cover. BCTs employ mounted and dismounted patrols, engagements with the local population, aerial reconnaissance and observation posts to provide early warning, identify threats and create opportunities. Effective security

operations facilitate manageable transitions between stability framework phases and create dilemmas for threats who seek to undermine sustainable progress.

7-54. Area security operations are essential to stability tasks because they degrade the enemy's ability to affect friendly units, host-nation governance and security forces, key leaders, and key facilities. BCTs conduct area security to preserve the higher commander's freedom of maneuver, protect key infrastructure and leaders, and deny threats access and opportunity to disrupt progress. BCTs establish security zones around critical infrastructure, airfields, facilities, main supply routes, lines of communication (LOC), towns, equipment, and high-value assets. Combined security tasks with host nation partners enable transition to the transformation phase of the stability framework by empowering host nation security and bolstering legitimacy (see Chapter 6, *Security Operations*, for more information on area security).

7-55. During the fostering sustainability phase of the stability framework, the host-nation government assumes responsibility for securing its borders and for internal movement control. Remaining Army units consist of advisors or, in some cases, BCTs or battalions positioned as a deterrent against external threats. Advisors continue to help improve host nation capacities as part of larger security force assistance (SFA) program. Potential external threats may cause military forces to conduct operations to confirm or deny threat intentions.

ESTABLISH CIVIL CONTROL

7-56. Civil control centers on rule of law by promoting efforts to rebuild host-nation judiciary and corrections systems by providing training and support to law enforcement and judicial personnel. Units conducting Reconnaissance can support the primary Army stability task of establish civil control by identifying critical resources, influential pillar organizations or leaders, sources of instability, and unified action partners operating in the BCT's area of operation. During the initial response phase BCTs may be required to assist host-nation partners build interim solutions to establish civil control which builds upon host nation governance and security gains capacity and capability transitioning to the transformation phase.

7-57. Establishing security and rebuilding justice institutions assist in developing the necessary conditions for reconciliation, public confidence, and subsequent economic growth. BCTs secure key infrastructure, identify key actors, and disrupt enemy forces. Reconnaissance tasks identify viable and working systems of government as well as gaps in civil control. Identification of governmental strengths and weaknesses help focus efforts to partner with host nation security forces and assist host nation governance to provide viable security and services. Units conducting security tasks support civil control by interdicting threat activity seeking to subvert the local rule of law or legitimacy of an interim government through intimidation, corruption, or coercion.

7-58. During the transformation phase of the stability framework BCTs continue to conduct operations with unified action partners but shift efforts focused on legitimacy and host-nation ownership, and building partner capacity. Reconnaissance tasks support civil control by identifying local population perceptions and acceptance of host nation governance and security forces, adequacy of local infrastructure security and viability, sources of corruption, indicators of progress or regression, and acceptance and adherence to the rule of law. Security tasks support civil control by providing early warning to threats on infrastructure, facilities, and leaders and assessments of host-nation capabilities.

7-59. BCTs transition to supporting civil control and host nation independence during the fostering stability phase. BCTs maintain an ability to assist host-nation forces when needed and according to ROE and Status of Forces Agreement (SOFA) restrictions, if applicable. Sustainable gains allow host nation partners to conduct civil control with minimal input from the BCT.

RESTORE ESSENTIAL SERVICES

7-60. Efforts to restore essential services in stability operations contribute to the social well-being of the population. BCTs conduct area and zone reconnaissance to identify areas requiring assistance repair, or rebuilding, identify public health hazards or outbreaks, and verify locations and dispositions of displaced civilians requiring aid or support that have no access to key services. BCTs identify popular perceptions of legitimacy through censuses and engagement with the local populace. Route reconnaissance identifies mobility corridors to facilitate sustainment operations, humanitarian services and support to outlying or urban areas, evacuation routes for noncombatant evacuation operations, and freedom of movement and maneuver.

Units conducting security operations support the primary Army stability task of “restoration of essential services” by conducting area security either independently or partnered with host nation security forces to ensure those affected receive goods, services and protection, conduct screens along convoy routes to establish interior lines of communication, support humanitarian assistance with unified action partners, and maintain control over key infrastructure to prevent threat attacks.

7-61. During transformation framework operations BCTs conduct reconnaissance tasks in concert with host nation security partners to identify sources of instability adversely affecting host-nation partners to meet needs of the populace, identifying additional needs or gaps not yet identified, and by training, advising, and assisting host nation partners in preparation of transfer of authority and the transition to fostering sustainable gains. Security tasks screen or guard infrastructure projects, provide security to outlying areas and local government infrastructure, services, and leaders, and to identify enemy safe havens or sources of support.

SUPPORT TO GOVERNANCE

7-62. During the initial response phase the BCT may function as the transitional military authority (TMA) to establish governmental services and work with established governmental authorities, if any are present, to increase capability. BCTs conduct security tasks to protect governing officials, key facilities and, eventually, polling locations.

7-63. During transformation phase the BCT begins to transition its responsibility for governance to civilian authority. In some cases, authority transfers to host nation representatives that may or may not be the same host nation government before the operation. As host nation institutions develop, the BCT continues to collect information indicating good governance through advising, assisting, and supporting host nation partners as well as identifying sources of instability and corruption that seek to disrupt or degrade effective governance. BCTs conduct reconnaissance tasks to identify effective and ineffective governing bodies, identifying locations for potential polling and elections, and maintaining freedom of movement and maneuver. BCTs conduct security tasks to protect governing officials, key facilities and polling locations. They should prepare to conduct guard missions to protect polling boxes and election officials during this phase to prevent enemy disruption on the civilian population.

7-64. BCTs will eventually transfer governance to host nation authorities along with authority for governance reducing involvement of BCTs with established governments and transition partnership to State or other government agencies. Reconnaissance and security tasks transfer to appropriate host nation security forces though BCTs continue to monitor developments regarding governance and identify concerns to host-nation authorities and U.S. chains of command.

SUPPORT TO ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

7-65. The establishment of wide area security will have secondary effects that facilitate generating employment opportunities, infusing monetary resources into the local economy, stimulating market activity, fostering recovery through microeconomics, and supporting the restoration of physical infrastructure to help retain and exploit the initiative. The early identification of infrastructure damage is key information for commanders as they conduct area assessments during the initial response phase of the stability framework. While airborne/space platforms may be able to provide imagery of damaged infrastructure, ground based reconnaissance operations determine more accurately the scope of the problem. Importantly, BCTs assess the local impact and feelings of actors in the area to make recommendations to higher HQs on the relative importance of repair and development when there are multiple pieces of infrastructure in need of attention. Cavalry units must consider the cultural aspects when conducting reconnaissance and shaping the environment in regards to key infrastructure.

7-66. The protection of natural resources and the environment may become tasks for the BCT during this phase. In Iraq the willful burning of oil wells, damage to the oil pipeline infrastructure as well as the deliberate leaking of oil into the Persian Gulf, provide examples of incidents during the initial response phase, which resulted in ground forces conducting reconnaissance and security missions over large areas to deter further incidents. The long term macroeconomic recovery/development of a nation can depend on a relatively small number of critical pieces of infrastructure.

7-67. Multiple external specialist agencies will be involved in this task during the transformation phase. The goal of the transformation phase is to firmly establish the foundation for sustainable economic development

and to begin to transition control of economic development to United States Government civil agencies, international civil agencies, and host-nation economic officials and entrepreneurs. The balance of effort for BCTs will switch to security missions in support of these specialists who will be doing the detailed work to facilitate economic and infrastructure development. The maintenance of wide area security will create conditions conducive to economic and infrastructure development. Cavalry units likely mission sets include:

- Screen or guard critical infrastructure.
- Screening of a border area to prevent external actors adversely impacting economic development.
- Conducting zone or area reconnaissance with a reconnaissance focus on social/economic indicators noted above.
- Route security to enable economic activity to take place in a safe and secure environment.

7-68. During this phase, there may be the opportunity to expand the area of interest and Cavalry units will continue to report infrastructure issues and economic activity in existing and new areas of operations.

7-69. In the fostering sustainability phase the goal is to institutionalize a long-term sustainable economic development program and to transition control of the economy completely to host nation officials, entrepreneurs, and civil society. This phase includes follow-on steps which build on and reinforce the successes of the initial response and transformation phase. Steps taken during this phase support sustainable economic growth based on a healthy society supported by healthy communities and neighborhoods.

CONTINUING VIGNETTE FOR STABILITY

7-70. The notional scenario begun in the reconnaissance chapter continues below and focuses on stability.

The western troop moves to the outskirts of a town as the route becomes restrictive with vegetation and terrain forming a canalizing effect into the town with a single bridge crossing a river. With evidence of a large amount of refugees growing and lead scouts reporting massed civilians and the notable absence of military age males within those groups, the troop commander is struggling to understand the situation on the ground but immediately understands the importance of this terrain and in particular the town since it is a significant choke point along the main supply route. He directs his troop to continue the route reconnaissance outside of the town while tasking a platoon to provide a hasty screen to the north.

He dismounts and with his interpreter begins to look for the local civil leadership. As a group of four elderly men approach him, he hands his rifle, helmet, and eye protection to his gunner and slightly bows to the man standing just behind the front three—greeting him in his language with the specific local dialect and regional salutation. The man, surprised, responds and begins to describe the refugee situation and state of dwindling supplies. The troop commander listening intently understands the role of the men in the local culture; while not the religious leader or civil authority he is the village elder and as such deserves respect and an appropriate and visible deferment to his role in the society.

The commander asks for permission for U.S. forces to pass through the town and, if granted, would like to station a force there to work with local security to assist with protecting the population. The elderly man is skeptical but listens. The troop commander—knowing the decision was on tenuous ground—iterates an old, and somewhat local, fable about strength and protection. The man smiles and corrects his version of the story but smiles at the commander's effort. As the leader discussion continues, the screening platoon reports technical vehicles moving down the road toward the town and they request permission to engage. The commander tells them to hold fire and employ non-lethal actions to slow them down. The lead vehicle stops and a young man gets out and approaches the village elder and it soon becomes clear it is his grandson. The elder considering the U.S. forces actions and their request agrees to grant U.S. forces permission to use the village.

7-71. Reconnaissance and security tasks develop the situation in close contact with the enemy and civilian populace to identify sources of conflict and instability and enable the commander and staff to understand their area of operation. Continuous assessment allows BCTs to determine appropriate tasks, missions, and activities to support security and stability, ensure unity of effort, bolster host nation legitimacy, and build partner capacity. BCTs must understand the operational environment to determine which stability tasks are appropriate to achieve lasting and sustainable objectives.

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Chapter 8

Sustainment

Sustainment units synchronize and execute sustainment operations in support of units conducting reconnaissance, security and stability tasks, under all conditions, to allow them to seize, retain and exploit the initiative. Cavalry squadrons frequently operate in locations distant from their organic sustaining base and carry a configured load or are task-organized with those assets necessary to ensure their sustainment until they can be relieved. Generally, units conducting reconnaissance and security tasks have self-sustainment capability for up to 72 hours. Units conducting reconnaissance and security tasks and sustainment staffs must anticipate future needs to retain freedom of movement and action along the entire width and depth of extended and contested lines of operation during wide area, decentralized reconnaissance tasks.

SECTION I – RECONNAISSANCE AND SECURITY TASKS

8-1. Sustainment is the provision of the logistics, personnel services, and health service support necessary to maintain operations until mission accomplishment. The purpose of the Army's logistics system is to sustain combat power on a continuous basis as far forward as possible. Sustainment principles and fundamentals as well as roles and responsibilities remain the same for all types of operations at the BCT level and below. (Refer to ADRP 4-0 for sustainment principles and fundamentals.) Successful sustainment planning and execution in support of reconnaissance and security tasks at the BCT level and below provides commanders the degree of flexibility required to develop the situation in close contact with enemy forces and civilian populations.

8-2. Reconnaissance and security tasks executed at the BCT involve fast-paced, wide ranging operations, requiring rapid transition from one mission to another. Such operations are characterized by extended lines of support, higher consumption rates, and present unique challenges to the BCT sustainment units' ability to support and sustain reconnaissance and security tasks. Based on the nature of their missions, BCT sustainment units require echelons above brigade support and other nonorganic assets to effectively support reconnaissance and security tasks.

8-3. In most cases a forward support company of the brigade support battalion will be in direct support of a squadron-sized unit conducting reconnaissance and security tasks. Smaller reconnaissance organizations may have task organized forward logistics element(s) in a direct support sustainment role. A BCT conducting a cover operation will have an organic brigade support battalion in direct support, and will likely require augmentation from the sustainment brigade's combat sustainment support battalion. The key to reconnaissance and security operation is a fully planned, war-gamed and rehearsed concept of support.

SECTION II – PLANNING FOR RECONNAISSANCE AND SECURITY TASKS

8-4. Reconnaissance and security tasks present unique challenges to sustainment staff planners. Planners need to consider many factors as they develop their concepts of support. Challenges include the terrain and enemy situation, friendly situation, type of reconnaissance and security operation, level of covertness and duration of the operation. Planners consider positioning of sustainment assets based on known friendly and predicted enemy actions, distances, and on-order requirements. Planners need to consider primary, alternate, contingency, and emergency sustainment methods.

8-5. Sustainment plans for reconnaissance and security tasks will vary greatly according to the maneuver commander's guidance for tempo of the operation, need for stealth or requirements for forceful operations. Stealthy reconnaissance operations may require a majority of prepositioned stocks and the reliance on

covered or concealed resupply routes to remain undetected. Forceful reconnaissance operations may facilitate routine sustainment operations but increase distances and occasion dispersion based on the assigned critical tasks.

8-6. Sustainment planners for reconnaissance and security tasks must be aware of the enemy situation and threat level as these missions are conducted forward of friendly lines. High pay off targets to enemy forces include sustainment vehicles, equipment and support areas such as fuel tankers, billets and forward arming and refueling points. Planners should consider inter visibility lines, covered and concealed positions for support areas and covered and concealed routes for logistics package (LOGPAC) operations.

8-7. The lead sustainment planner in a maneuver battalion or Cavalry squadron is the S-4 assisted by the S-1, a medical planner, the brigade support battalion forward support company (FSC) commander, and other appropriate counterparts from supporting sustainment units. Representatives from these elements form the sustainment planning cell ensuring integrated sustainment plans in all operational planning. Although the sustainment planners control and coordinate sustainment for specific operations, routine sustainment operations are usually planned and coordinated by the sustainment unit supporting the units conducting reconnaissance and security tasks (such as the brigade support battalion). The S-1 may have a representative at or near the aid station to monitor casualty operations. For reconnaissance and security missions above the battalion level, the majority of sustainment planning occurs in the BSB support operations officer (SPO) section in close coordination with the brigade S-4 and FSC commanders.

PLANNING FUNDAMENTALS AND PROCEDURES

8-8. Sustainment planning is integrated into all operational planning, with the concept of sustainment support synchronized with other areas of the concept of operations. Planning is continuous and concurrent with ongoing support execution. Key sustainment personnel (such as the S-4, S-1, and FSC commander) actively participate in the unit's maneuver planning process, to include COA development and war gaming. The goal is to ensure support during all phases of an operation.

8-9. The SOP is the basis for sustainment operations, with planning conducted to determine specific requirements and prepare for contingencies. Orders should address only specific support matters for the operation. The planning process addresses deviations from SOP sustainment planning early in the planning process. In some situations, sustainment planning begins before receipt of the mission, as part of the ongoing process of refining the sustainment estimate.

8-10. To provide effective support, sustainment planners and operators understand the mission statement, commander's intent, and concept of operations. The S-4 handles production of paragraph 4 (sustainment) of the OPORD, which includes the following:

- Commander's reconnaissance priorities.
- Priority of support by type and unit.
- Sustainment overlay.
- Supply routes.
- Logistics release points.
- Casualty evacuation points.
- Maintenance collection points.
- Class III and Class V resupply during the mission, if necessary.
- Movement criteria and triggers.

8-11. To predict support requirements, sustainment planners determine:

- Type of support required.
- Quantities of support required.
- Priority of support by type and unit.

8-12. After determining these support requirements, sustainment planners assess:

- Sustainment resources available (organic and supporting).
- Status of the sustainment resources (location, maintenance, and personnel status).

- Time sustainment resources are available to the unit.
- Configuration of resources and methods of distribution available.

8-13. Based on facts and assumptions, planners develop the support plans for the operation. Several planning tools are available. The sustainment estimate is the formal, detailed process of analysis that supports sustainment planning and used when time is available. During execution, use a running estimate to support recommendations to the commander.

8-14. To facilitate rapid planning, information required to address many of these considerations should be readily available through routine reports. Force XXI Battle Command, Brigade and Below, medical communications for combat casualty care, and the mission command sustainment support system are two examples of available reports. Supplemented by their actual operational experience, sustainment planners take advantage of—

- Running estimates, status charts, and automatic estimation tools.
- Updated status reports when the commander issues a warning order.
- Established planning factors, historical data and data tailored for their unit.
- Procedures and organizations specified in the SOP.

LOGISTICS

8-15. Logistics comprises supply, field services, maintenance, transportation, operational contract support, general engineering support and distribution. In all logistics operations, a vetted primary, alternate, contingency and emergency plan must be in place before commencement.

8-16. Supply operations consider all classes of supply. For units conducting reconnaissance and security tasks, Class III (B), IV, V, VIII, and IX are normally priority items for replenishment.

8-17. Most field services will be limited or suspended during reconnaissance and security tasks. The unit S-4 coordinates most field services through the FSC and BSB SPO. Field services are essential services for enhancing the quality of life of Soldiers. They include clothing and repair and exchange, laundry and shower support, mortuary affairs, aerial delivery, food services, billeting and sanitation. Field feeding is the only service provided by organizations organic to most maneuver units. Logistics organizations at echelons above brigade coordinate and provide all other field services. The forward support company provides field feeding support.

8-18. Field maintenance is the level of maintenance that occurs in units conducting reconnaissance and security tasks. Field maintenance is on-system maintenance, repair and return to the user to include maintenance actions performed by operators (FM 4-30). Field maintenance is accomplished by mechanics and technicians organic to the maneuver unit and by the maintenance platoon of the forward support company of the BSB which may be augmented by maintenance support teams from the BSB field maintenance company and at times, from echelons above brigade. Maintenance management is accomplished by the unit motor officer and FSC through the BSB SPO and includes the determination and utilization of battle damage assessment and repair (BDAR), evacuation, and controlled exchange. (Refer to ATP 4-33 for more information.) BDAR occurs at the point of fault or at the maintenance collection point. BDAR properly applied at the point of fault may immediately return the equipment to a mission-capable status or prolong its functional life, which may be critical to maintaining combat power during reconnaissance and security tasks. (Refer to ATP 4-31 for more information.) Maintenance planners recognize that an information requirement regarding the decision to echelon the field or combat trains forward is influenced by the amount of activity in the maintenance collection point(s). The maintenance collection point should maintain mobility so that it may support the reconnaissance or security mission at extended ranges.

8-19. Transportation support for units conducting reconnaissance and security tasks is coordinated through the unit S-4 and FSC to the BSB SPO. Many transportation requirements will exceed organic assets and will require support from echelons above brigade transportation units.

8-20. Operational contracting support occurs during all phases of operations and has increased emphasis during stability tasks and local or area security missions. Trained and ready contractor officer representatives, field ordering officers and paying agents are a necessity to most units. These personnel are part of a larger

acquisition team at higher echelons that include the contract and financial management experts who provide the guidance and direction to each field ordering officer and paying agent to meet the unit's needs.

8-21. The S-4 coordinates general engineering support through the FSC to the BSB SPO and includes engineering capabilities and activities, excluding combat engineering that modify, maintain, or protect the physical environment. Examples include the construction, repair, maintenance and operation of facilities.

8-22. Logistics distribution to units conducting reconnaissance and security tasks is either routine or emergency. Whenever possible, routine resupply is conducted daily based on METT-TC utilizing either throughput or supply point distribution methods.

ROUTINE RESUPPLY

8-23. Routine resupply methods include use of logistics package operations, push packages and pre-positioned supplies. Additionally aerial resupply and contracted support is a method for routine supply.

Logistics Package Operations

8-24. The LOGPAC method is a simple and efficient technique to accomplish routine resupply operations during reconnaissance and security tasks. The key feature is a centrally organized resupply convoy originating at the field trains. It carries all items needed to sustain the unit for a specific period, until the next scheduled LOGPAC. Unit SOPs specify the exact composition and march order of the LOGPAC.

8-25. LOGPACs may utilize static logistics release points or rolling logistics release points. Plan and coordinate LOGPAC distribution methods with the receiving unit before execution, based on METT-TC.

8-26. Logistics planners standardize push packages as much as possible, providing all units with sufficient quantities of each supply item in anticipation of their requirements. Together with the commander's guidance for issuance of scarce, but heavily requested supply items, accurate reporting allows planners to quickly forecast supply constraints and then to submit requisitions to alleviate projected shortages. Inaccurate, incomplete or untimely logistics status/situation reporting can severely handicap efforts to balance unit requirements and available supplies. The length of time the troop must sustain itself in combat without resupply determines its quantity of supply items. Specific combat loads vary by mission.

8-27. Prestock or cache operations are used to pre-position supplies for later use. They normally involve only Class IV items. Prestock or cache items are subject to protection, security and pilferage risks. Prestock operations involve careful planning and execution at every level. All leaders must know the exact locations of prestock sites, which they verify during reconnaissance or rehearsals. The squadron and separate troops must take steps to ensure survivability of the prestock supplies to include a destruction plan to prevent enemy capture.

Aerial Resupply

8-28. Aerial resupply is an essential sustainment operation during reconnaissance and security tasks. Aerial resupply operations reduce the risks associated with conducting ground resupply under certain conditions. Aerial delivery supports units in various operational environments where terrain limits access. Aerial resupply is sling-load, air-drop (via high or low velocity parachute airdrop and freedrop [also known as speed ball]) and air-land procedures. (Refer to ATP 4-48 for more information.)

8-29. Aerial resupply is limited based on airframe availability and weather conditions. The signature produced by aerial delivery (such as rotor wash, dust, or noise) can compromise unit positions. Careful choice of resupply routes and landing zones based upon thorough IPB minimizes this risk.

8-30. Leaders must be aware of the tolerance of certain supply items for different types of aerial resupply methods as it may limit distribution means available (for example, some munitions cannot be distributed by freedrop, and may have a low tolerance level for sling-load or parachute airdrop delivery).

Contracting Support

8-31. Contractors may be employed throughout the area of operations and in all conditions subject to the mission variables of METT-TC, to provide resupply to units. Protecting contractors on the battlefield is the unit commander's responsibility (Refer to Army Tactics, Techniques and Procedures (ATTP) 4-10 for more information).

EMERGENCY RESUPPLY

8-32. Emergency resupply may utilize any of the routine methods with expedited distribution. Emergency resupply is conducted using the fastest appropriate means based on METT-TC. Emergency resupply may involve Classes III, V, VIII, IX, and I. The unit usually uses either aerial resupply or the forward support company's supply and transportation platoon located in the combat trains to conduct emergency resupply.

8-33. Pre-rigged loads of standard resupply packages may reduce response time for emergency air resupply (Refer to the FM 4-20 series, ATP 4-45, ATP 4-48, and TM 4-48 series for more details on rigging supplies for airdrop).

PERSONNEL SERVICES

8-34. Personnel services are sustainment functions that man and fund the force. Personnel services essential to units conducting reconnaissance and security tasks include personnel accountability, casualty operations and religious support. Personnel services maintain Soldier readiness, promote moral and ethical values, and enable the fighting qualities of the Army (Refer to ADRP 4-0 for more information). Personnel services are provided by the unit S-1 and ministry team of the squadron.

Casualty Operations

8-35. Unique challenges are present in reconnaissance and security casualty operations. Rehearse casualty operations before commencement. Casualty operations include production, dissemination, coordination, validation and synchronization of information regarding each casualty. This information includes casualty reporting, casualty notification, casualty assistance, line-of-duty determination, disposition of remains, and disposition of personal effects, military burial honors, and casualty mail coordination.

8-36. As casualties occur, the nearest observer informs the unit first sergeant via the most expedient means. The unit first sergeant submits a personnel status report to the squadron S-1 documenting duty status changes. Casualties are classified by injury type at the casualty collection point and entered into the medical treatment system. The first sergeant ensures completed DA Form 1156 (*Casualty Feeder Card*) is forwarded to the S-1, who then enters the data into the Defense Casualty Information Processing System.

8-37. Platoon combat medics record the treatment received on the casualty's DA Form 7656 (*Tactical Combat Casualty Care (TCCC) Card*), by electronic means or by utilizing a Department of Defense (DD) Form 1380 (*Tactical Combat Casualty Care (TCCC) Card*), if available. The squadron S-1 receives notifications updating the Soldier's patient tracking status as changes occur, and in turn informs the Soldier's troop for accountability.

8-38. Commanders establish procedures for proper next of kin notification. The potential for unofficial communication in next of kin notification exists and commanders must prepare for this. The next of kin for Soldiers wounded or killed in action must not receive first notification through unofficial means. Communication 'blackouts' where no unofficial communication is allowed outside of the area of operations should be considered during next of kin notifications.

Health Service Support

8-39. Health service support is all support and services performed, provided and arranged by the Army Medical Department to promote, improve, conserve or restore the mental and physical well-being of personnel in the Army and as directed in other Services, agencies and organizations. Treatment services include casualty care, evacuation, combat and operational stress control, and hospitalization. (Refer to ATP 4-02.5 for more information.)

8-40. Squadrons have an organic medical platoon consisting of ambulance squad(s) and treatment squad(s) equipped to provide mobile advanced trauma management and ground medical evacuation to the combat casualty. Combat medics provide tactical combat casualty care to wounded Soldiers and are normally placed under the operational control of the platoon and under technical supervision of the surgeon in the squadron.

8-41. Additionally, a forward surgical team may be attached to the BSB medical company to provide a rapidly deployable immediate surgical capability as a result of an extended battlefield for those critically injured patients who cannot be transported over great distances without surgical intervention and

stabilization. Further AHS medical support at echelons above brigade may be available from combat support hospitals.

8-42. The brigade surgeon, in coordination with the BSB medical company commander, develops the health service support portion of the concept of support for the brigade. The S-1, S-4, and medical platoon leader should participate in the development of, and rehearsal of the concept before execution.

Soldier Evacuation

8-43. Conduct evacuation of sick and wounded Soldiers by medical evacuation or casualty evacuation (CASEVAC). Reconnaissance tasks are conducted over wide and extended areas, therefore careful attention must be placed on the location of medical treatment facilities and the availability of medical evacuation platforms (air and ground) against time-distance factors when developing the operation concept of support.

Casualty Evacuation

8-44. Casualty evacuation involves the unregulated movement of casualties using predesignated or opportune tactical or logistic aircraft and vehicles. As a cautionary note, these vehicles and rotary-wing aircraft are not staffed with medical personnel for en route care (unless augmentation is planned in the operational plan [OPLAN]) and do not have organic medical equipment. If the combat medic is not available to provide care en route, the combat lifesaver may accompany the casualties to monitor their condition.

CASEVAC

Casualties transported in nonmedical vehicles may not receive proper medical care or be transported to the appropriate medical treatment facility to address the patient's medical condition. If the casualty's medical condition deteriorates during transport, or the casualty is not transported to the appropriate medical treatment facility, an adverse impact on prognosis and long-term disability or death may result.

Medical Evacuation

8-45. Medical evacuation is always METT-TC driven. Medical evacuation is performed by dedicated, standardized medical evacuation platforms with medical professionals providing timely, efficient movement and en route care of injured or ill persons to medical treatment facilities. Medical evacuation ground/air ambulance platforms are platforms designed especially for the medical evacuation mission, with allocated medical equipment to provide en route care by trained medical personnel.

8-46. The medical evacuation plan is a crucial part of the medical OPLAN or OPORD. The brigade surgeon section handles development of the BCT medical evacuation plan. The medical evacuation plan identifies ambulance exchange points and casualty collection points. Support graphics in Force XXI Battle Command, Brigade and Below display these locations. Additional ambulance support is coordinated with the supporting sustainment unit operations section and the supporting medical company.

8-47. The squadron medical platoon handles medical evacuation of patients from the point of injury to the aid station. Ambulance teams from the supporting medical company evacuate patients from the aid station back to the Role 2 medical treatment facility located in the brigade support area (BSA). Pre-positioning of ambulance teams with the aid station reduces ambulance turnaround times. Medical evacuation of patients should be no further than their condition requires so they can return to duty as soon as possible.

8-48. The preferred method of medical evacuation is by air, but use of this method is dependent upon mission variables. Usually, the aviation brigade or aviation task force positions a forward support medical evacuation platoon in support of a brigade-size element. This platoon provides area support to all units in the supported area. The brigade aviation element and surgeon in conjunction with higher headquarters coordinate the use and positioning of the forward support medical evacuation platoon with the aviation element. (See figure 8-1.)

8-49. In developing the medical evacuation plan, medical planners anticipate the potential for high casualty rates, long evacuation distances, and adverse weather. They identify and coordinate ambulance exchange points for all operations including the locations of ambulance exchange points for all phases of each operation, and triggers for displacement to their next locations. Planners retain the flexibility to shift

nonstandard evacuation assets to support mass casualties or CASEVAC, as required. Plans and exercises should include air evacuation (when available) to transport urgent litter patients.

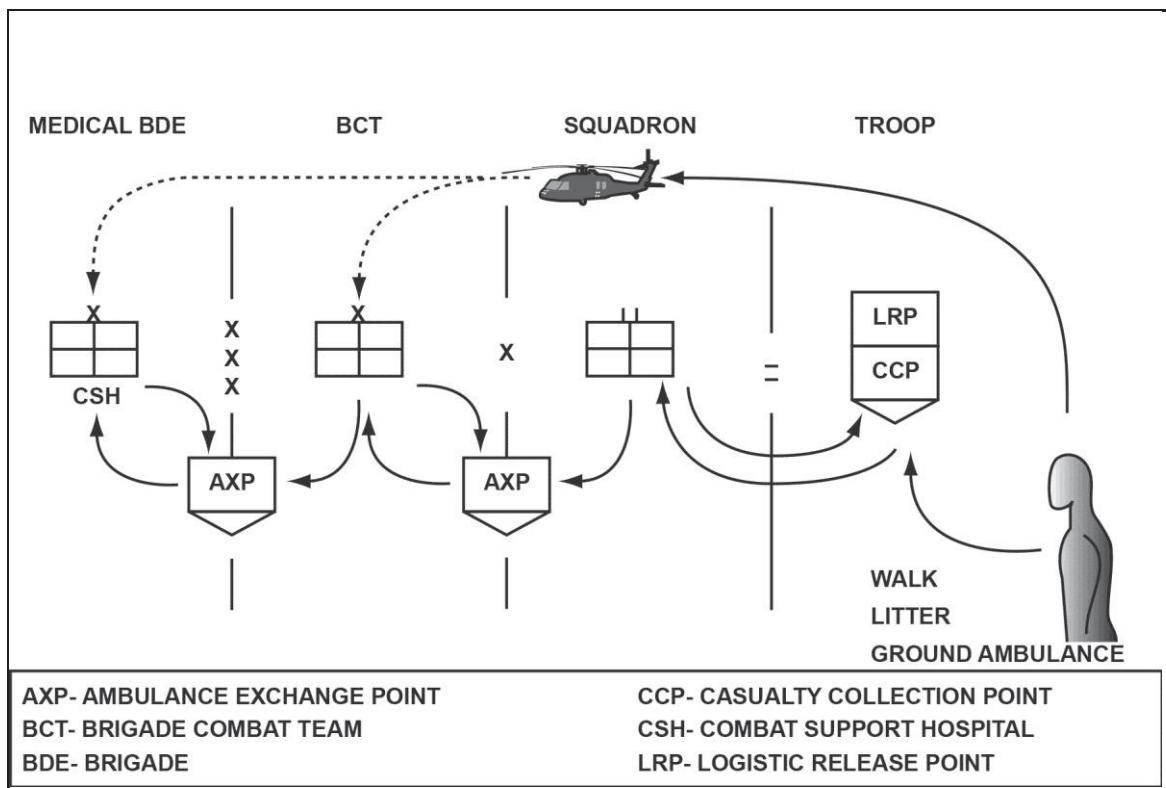


Figure 8-1. Process for evacuation of the wounded

Note. Although the CSH is a medical brigade asset, dependent upon the scenario and AO, the CSH could be located closer to the patient or, located in the AO laterally (equidistant) to a Role 2 facility. Depending upon the severity of the injury, location of appropriate medical treatment facilities, and available clinical specialties that the patient may require based on clinical judgment, the Role 2 medical treatment facility (with or w/o fire support task) may be bypassed and a particular Role 3 element selected as the medical evacuation destination for a particular patient with particular injuries. (Refer to FM 4-02, ATP 4-02.2, and ATP 4-02.5 for more information.)

SUPPORT AREAS

8-50. A logistics support area is a designated spot where sustainment elements, some staff elements, and other elements locate to support a unit. Support areas represent an echelon of support. The method employed to echelon support is a deliberate, collaborative decision based upon thorough mission analysis and the military decision-making process conducted by the leadership and staffs at the brigade, squadron, and troop levels. The primary support areas for units conducting reconnaissance and security operations are the trains and the BSA. Trains are echeloned forward to provide fluid support to units conducting reconnaissance and security tasks. The positioning of forward logistics elements (FLEs) and forward arming and refueling points are considered essential to reconnaissance sustainment planning.

TRAINES

8-51. Trains are a grouping of unit personnel, vehicles, and equipment organized to provide sustainment. They are the basic tactical sustainment organization. Units use the trains concept to arrange their subordinate sustainment elements. Trains are usually under the control of the S-4, assisted by the S-1. The composition and location of unit trains varies depending upon the number of units attached to or augmenting the unit.

Trains have two basic configurations: as unit trains in one location or as echeloned trains. Considerations include the following:

- Troop trains are determined by the troop commander and may consist of the troop first sergeant, supply sergeant, and troop medical assets. Maintenance teams from the FSC may be included.
- Squadron trains are formed by the FSC. The squadron commander and staff, the BSB commander and staff, and the FSC commander must collaborate to determine the best method of employment commensurate with the brigade concept of support.

8-52. The trains are mobile to support the unit when it is moving, and should change locations frequently depending upon available time and terrain. The trains change locations to provide the best support forward to the Cavalry unit, and when an area becomes unusable because of environmental conditions, or to follow protection (survivability) operations. If the unit is operating at extended ranges from the BSA, a positioning of the field trains between the supporting sustainment unit and the unit conducting reconnaissance and security may better facilitate support.

BRIGADE SUPPORT AREA

8-53. The BSA is the sustainment hub of the BCT. Usually the BSA is located near a main supply route, and where there is minimum threat from enemy artillery and mortar fires. For this reason the BSA will likely be located far behind where units conducting reconnaissance and security tasks are. It is typically composed of the BSB (less FSCs as applicable), the alternate command post for the higher HQ (if formed), the squadron field trains, elements from adjacent units or separate companies, other sustainment units from echelons above brigade (EAB), and task-organized FLE(s) to push critical supplies and services to designated units or locations, such as combat or field trains.

FORWARD LOGISTICS ELEMENT

8-54. A forward logistics element (FLE) is composed of task-organized multifunctional logistics assets designed to support fast-moving operations which is characteristic of reconnaissance and security tasks. The FLE operates out of a forward logistics base or support area. The FLE represents the BSB commander's ability to weight the effort for the operation by drawing on all sustainment assets across the brigade. Additionally, the BSB commander may coordinate with echelons above brigade to provide support capabilities to augment the FLE in the concept of support (such as a forward surgical team) to include identifying and the positioning of echelons above brigade unit assets in proximity to geographically dispersed forces to extend operational reach and prolong endurance. The intent for employing a FLE is to minimize tactical pauses to the reconnaissance and security plan and enable momentum for the commander.

FORWARD ARMING AND REFUELING POINT

8-55. The forward support company of the aviation support battalion operates forward arming and refueling points for their supported squadron in the combat aviation brigade as required. The FARP provides fuel and ammunition necessary for the sustainment of aviation maneuver units during decisive operations. FARPs are normally employed in support of aviation operations when the distance covered or endurance requirements exceed normal capabilities of the aircraft. FARPs may be employed during rapid advances when field trains are unable to keep pace. (Refer to ATP 3-04.94 for more information.)

SECURITY OF SUPPORT AREAS

8-56. Within a support area, a designated unit provides area security, terrain management, movement control, mobility support, clearance of fires, and required tactical combat forces. Area security operations focus on the protected force, base, base camp, route, or area allowing sustainment units to focus on their primary function. When sustainment units are utilized for security operations, logistical operations may be adversely effected. Security of sustainment efforts during reconnaissance resupply is a critical factor to successful operations. (Refer to ADRP 4-0 for more information).

8-57. The security of the trains at each echelon is the responsibility of the individual in charge of the trains. The best defense is to avoid detection. The following activities help to ensure trains security:

- Select sites that use available cover, concealment, and camouflage.

- Enforce strict movement and positioning discipline as well as noise and light discipline to prevent detection.
- Establish a perimeter defense using the occupy procedures for assembly areas.
- Establish rest plans.
- Identify an alarm or warning system that would enable rapid execution of the defense plan without further guidance. The alarm, warning system, and defense plan are usually included in the SOP.
- Designate a reaction force.

ECHELONS ABOVE BRIGADE SUSTAINMENT SUPPORT

8-58. Support for units conducting wide area security and reconnaissance missions will likely require sustainment support from EAB sustainment units, particularly in maintenance and medical support. EAB support normally is provided by a combat sustainment support battalion, the sustainment brigade, and medical support organizations. If required by the unit conducting reconnaissance and security, EAB units provide water purification, petroleum storage and transportation support. The medical brigade and the multifunctional medical battalion provide additional medical capability as required. The FSC, in conjunction with the unit S-4, requests EAB assistance through the BSB. (Refer to ATP 4-93 for more information on the sustainment brigade and the combat sustainment support battalion.)

SECTION III – SUSTAINMENT CONSIDERATIONS FOR RECONNAISSANCE, SECURITY, AND STABILITY TASKS

8-59. Units conduct area, zone and route reconnaissance, screening, guarding and covering security tasks, and stability tasks. All of these operations present significant challenges to the sustainment system. Sustainment planners and reconnaissance leaders must consider certain factors when planning and executing these operations. All reconnaissance and security tasks should consider increased days of supply on all vehicles, the location of trains, resupplying forward of the LD/LC, increased Class V priority on indirect fires systems and Class III (B), medical evacuation over greater distances and dispersed areas, and forward logistics elements. Wide and deep reconnaissance and security tasks have the potential to contact mass quantities of dislocated civilians and detainees as well as captured enemy ammunition and equipment, all of which require sustainment operational planning. All sustainment operations prepare a primary, alternate, contingency and emergency resupply plan.

SUSTAINMENT OF RECONNAISSANCE TASKS

8-60. Maintaining the momentum of the operation is the overriding consideration in supporting reconnaissance. Certain general considerations guide planning and preparation. Emphasis, priorities, and requirements may shift as the operation is underway. The availability of adequate supplies and transportation to sustain the operation becomes more critical as the operation progresses. Main supply routes lengthen, communications are strained, and requirements for repair and replacement of weapon systems increase. Rearming operations carefully weigh ammunition consumption against controlled supply rates to avoid stockpiling at forward locations while ensuring munitions availability. Units conducting reconnaissance suspend most field service functions during operations, and prepare for increased use of meals ready-to-eat with a corresponding decrease of food-service prepared meals. Sustainment units are often at risk of compromising the stealth of the reconnaissance operation due to their footprint; therefore, reconnaissance plans must consider resupply methods that emphasize cover and concealment, and the reduction in frequency of resupply. Reconnaissance tasks plan for the disposition of captured enemy supplies and equipment, particularly ammunition and vehicles.

AREA AND ZONE RECONNAISSANCE

8-61. Sustainment for units conducting area and zone reconnaissance considers the echeloning of trains, pre-positioning a portion of each essential sustainment asset (such as ammunition; petroleum, oils, and lubricants (POL), and maintenance in the combat trains), planning for an increased consumption of POL, consideration of refuel on the move and re-arm on the move operations and push packages of preplanned and preconfigured essential logistics items. Area reconnaissance plans should account for increased vehicular maintenance, especially when operating over rough terrain, and mitigate risk through the positioning of maintenance

support teams well forward. Unit distribution should occur at forward locations, planning for aerial resupply. Area reconnaissance plans include dispersed patient collection points and multiple ambulance exchange points, coordinate for air medical evacuation support, increased Class VIII consumption, augmentation of medical treatment elements, and mortuary affairs support. Sustainment units conducting resupply operations for units conducting reconnaissance must plan for and utilize all available resources for cover and concealment to mitigate the risk of enemy compromise.

ROUTE RECONNAISSANCE

8-62. Sustainment for units conducting route reconnaissance considers the same factors as area reconnaissance. Additionally, units plan for rapidly increasing distances and longer turn-around times for main supply route operations and consider recovering damaged vehicles only to the main supply route for further recovery by higher headquarters assets.

SUSTAINMENT OF SECURITY TASKS

8-63. Security missions tend to be dynamic in nature, involving substantial maneuver. The most important consideration for security tasks is the best use of available preparation time and sustainment resources. As with reconnaissance, emphasis on any particular consideration varies with the mission assigned and shifts during mission execution. Security missions include screen, guard, cover, and local and area security. As they are able, units conducting security tasks utilize a deception plan for sustainment preparations and operations.

SCREEN

8-64. Screen operations occur at platoon level and above. The FSC in the BSB supports screen operations at the troop level. Sustainment for units conducting screen operations plan for increased use of Class III (B) and Class V and consider re-arm and refuel on the move operations. They pre-position limited amounts of ammunition, POL, and barrier material in centrally located forward positions. Screening units resupply during limited visibility to reduce the chance of enemy interference, and prepare to conduct emergency resupply well forward during lulls in the battle, or as required. Sustainment units supporting screen operations should select main supply routes that do not interfere with movement of units or a reserve force and plan mobility operations to maintain main supply routes. Plans should limit the forward flow of supplies to only those essential for the operation, and should plan to destroy supplies and equipment (except medical) not evacuated. Screening units should emphasize recovery and evacuation of equipment over forward repair to preclude loss to the enemy, utilizing all available noncombat vehicles to tow disabled vehicles. Of critical importance is a sustainment deception plan during screening operations.

GUARD

8-65. Guard operations are normally executed at the battalion level and above, and require forward support company and BSB support and may require echelon above brigade sustainment support. Sustainment for units conducting guard operations considers the echeloning of sustainment assets and pre-positioned ammunition and other critical supplies on subsequent positions in depth. It plans displacement of sustainment assets so uninterrupted support continues. Guard operations use push packages of critical supplies on a scheduled basis, and continues routine resupply until the using unit requests otherwise. Sustainment planners request additional sustainment assets from higher HQ to support attachments or extended operations. Guard operations plan displacement of support assets and supplies early to keep routes open and preclude unnecessary interference with maneuver units. Nonessential sustainment assets should move as early as possible.

COVER

8-66. Cover operations are executed at the BCT level and require full BSB sustainment support with the likelihood of echeloned support from above brigade such as the sustainment brigade and medical brigade. Sustainment for units conducting covering operations considers the same factors as the screen and the guard at the BCT level. Cover operations consider additional transportation requirements for movement of all essential classes of supply. Cover operations consider pre-positioned stockpiles, a plan to compensate for lost sustainment capability, and as missions become more dynamic in execution, determining ways to increase

the mobility of forward support assets to maintain pace with the unit. Cover operations anticipate greater numbers of enemy prisoners of war, civilians on the battlefield and detainees than screen or guard operations.

AREA AND LOCAL SECURITY

8-67. Area and local security operational plans consider the increased use of barrier materiel, lethal and nonlethal munitions and operational contracting support. The BSB supports area and local security missions, augmented by the area support capabilities of the sustainment brigade. Many sustainment considerations in area and local security operations coincide with sustainment of stability tasks, such as the plan for and anticipation of enemy prisoners of war, civilian refugees, and detainees.

SUSTAINMENT OF STABILITY TASKS

8-68. Stability tasks are required when there is no fully functional, legitimate civil governing authority present in a theater of operations, and they involve comprehensive efforts to stabilize states in crisis and to build the capacity of fragile states. Units conducting stability tasks conduct a broad range of offensive and defensive tasks during stability tasks under the phases of the stability framework of initial response, transformation and fostering sustainability. Stability tasks are supported by the BSB and echelons above brigade units. (Refer to ATP 3-07.5, Appendix A, for more information.)

8-69. During the initial response phase, units conducting stability tasks should emphasize medical response and understand medical rules of engagement requirements for the theater of operations, especially on civilians, refugees and detainees. During transformation, units conducting stability tasks may execute border control and boundary security tasks over greatly extended lines of communication that may require echeloned and area sustainment support beyond the capability of organic sustainment units. During fostering sustainability operations, sustainment units may partner with host nation units and experience challenges in supporting both the unit conducting stability and their partners, therefore close coordination in sustainment planning must be maintained. Throughout all phases of stability operations, the utilization of operational contracting support occurs and will many times assist in meeting both internal sustainment and external stability mission tasks.

8-70. Units conducting stability tasks will likely encounter captured enemy material including ammunition and equipment throughout all phases of the operation. Captured enemy material has the potential for technical intelligence exploitation and must be retrograded, secured, or destroyed. Planning for captured enemy material must be an analytical process based on known enemy resources and facilities. Friendly forces requirements for the disposition of captured enemy material can be extensive enough to exceed the capabilities of both the unit conducting the operation and their supporting sustainment units. Additionally, the later disposition of captured enemy material back to the legitimate host nation authority may contribute to the overall stability plan and preclude insurgent use of bypassed materials.

SECTION IV – SPECIAL SUSTAINMENT CONSIDERATIONS

8-71. Reconnaissance, security and stability mission requirements are diverse; therefore units conducting them are likely to receive attachments/detachments. Due to their diverse mission set, units conducting reconnaissance and security tasks may have to consider special sustainment requirements for specific units.

ATTACHMENTS AND DETACHMENTS

8-72. When receiving attachments, sustainment planners should receive or obtain some basic information from the sending unit's S-4 to anticipate support requirements. Planning considerations include:

- Mission.
- Number and type of vehicles, personnel (by specialty), and weapon systems.
- Current status or strength.
- Duration of unit attachment and effective times.
- Support assets accompanying the attachment.
- When and where linkup is to occur, coordination measures for the linkup (such as near/far recognition signals), and who handles the linkup.

8-73. The unit conducting reconnaissance and security may detach a subordinate element to other units or organizations for certain missions. Use the same considerations that apply to receiving attachments. Company-size detachments deploy with the appropriate level of support to include maintenance, Class III and V resupply, and medical materiel's, based upon how long the unit is detached. Additionally this applies to troops operating a considerable distance from the unit's sustainment assets but technically still attached. The S-4 should send the same information as that listed in the preceding paragraph to the receiving unit's S-4.

8-74. Attachment/detachment reports reflect the addition or subtraction of units if the attachment/detachment is effective for more than 24 hours. Upon notification of pending attachments or detachments, the unit S-4 immediately notifies the FSC and BSB. (Refer to ATP 4-90 for more information.) Sustainment units continue to have an area support capability and responsibility for units in or transitioning through their area of operations.

SUSTAINMENT CONSIDERATIONS FOR SPECIFIC UNITS

8-75. Specific units supporting reconnaissance and security operations may require special considerations for sustainment. These units include but are not limited to field artillery, air defense artillery, special operations forces, and engineer units.

FIELD ARTILLERY

8-76. Field artillery units supporting reconnaissance and security tasks present unique challenges for sustainment. General support rocket fires such as multiple launch rocket system (MLRS)/high mobility artillery rocket system may provide long range fire support to a BCT conducting reconnaissance and security tasks. For reconnaissance tasks, missions will generally be fired from firing points located 10 to 15 kilometers behind the unit conducting reconnaissance. In this case resupply comes from the battery support platoon. For security tasks, during screen operations launchers may be positioned closely behind the forward line of own troops to support counterfire missions. In this case screen missions would utilize the munitions on-board the launcher with little or no resupply required due to the likelihood of limited firing missions. In guard operations, launcher firing points will be located close to the forward line of own troops and will most likely be engaging high-payoff targets. Due to expected enemy contact, missions may be of longer duration or require a larger quantity of munitions and resupply will likely be required. The further forward the firing point is to the forward line of own troops, the more time is required for resupply due to the distance the servicing ammunition supply point (ASP) is behind the forward line of own troops. In this case the battery support platoon may be augmented via throughput from echelons above brigade to conduct resupply. For cover operations, due to the size of the operation, a MLRS/high mobility artillery rocket system battery will most likely support the BCT. Depending on the task organization of the battery, sustainment brigade support may be required to provide resupply.

8-77. When planning sustainment for field artillery units supporting reconnaissance and security tasks, the appropriate FSO must be included to determine the munitions required supply rate for the fire support tasks that pertain to the operation, and to apply any controlled supply rates. The FSO, in conjunction with the BCT fires support coordinator (field artillery battalion commander), can assist in determining the field artillery resupply triggers, recommended supply routes for field artillery supply trains, and deconflict the artillery firing areas.

SPECIAL OPERATIONS FORCES

8-78. Sustainment leaders supporting reconnaissance, security and stability tasks may encounter SOF operating in and around the area of operations. Whether in direct support of the brigade or not, SOF elements may operate in, or transit through, the area. SOF has organic support capabilities but is reliant upon regional or combatant command theater of operations infrastructure. The BSB may be called upon to provide area support to special operations forces operating in the BCT AO. The BSB SPO, in conjunction with the brigade S-4, will coordinate support as required. The likelihood of SOF area support requirements peak during stability tasks, and descend during security tasks (with emphasis on local and area security with limited occurrences in descending order for the cover, guard and screen) and limited occurrences for sustainment requests during reconnaissance tasks in descending order for area, zone and route reconnaissance tasks. Collaboration in the requisition, use and distribution of scarce, high demand supplies during reconnaissance

and security tasks between SOF and BCT sustainment is optimal (Refer to ATP 3-05.40 for more information).

AIR DEFENSE ARTILLERY

8-79. Units conducting reconnaissance and security tasks may receive support from air defense artillery units such as an Avenger unit or a Sentinel platoon. A key sustainment planning consideration for the Sentinel team is distance from support areas. Sentinel teams are often positioned away from the bulk of the supported force; typically located in clearings and away from built-up areas to prevent or negate radar masking.

ENGINEER UNITS

8-80. Sustainment considerations for engineer units supporting reconnaissance and security tasks include coordinating push packages for low-density engineer equipment Class IX repair parts, and materials specific to the mission. Consider the pre-positioning of large engineering materiel to alleviate strain on transportation assets and reduce subsequent handling of materiel.

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Appendix A

ANNEX L (INFORMATION COLLECTION) FORMAT AND INSTRUCTIONS

A-1. This annex provides fundamental considerations, formats, and instructions for developing Annex L (Information Collection) in Army plans and orders. It provides a format for the annex that can be modified to meet the requirements of the base order and operations and an example information collection plan. This annex follows the five-paragraph attachment format.

A-2. The information collection annex clearly describes how information collection activities support the offensive, defensive, and stability or defense support of civil authorities operations throughout the conduct of the operations described in the base order. It synchronizes activities in time, space, and purpose to achieve objectives and accomplish the commander's intent for reconnaissance, surveillance, and intelligence operations (including military intelligence disciplines). The G-3 (S-3), in conjunction with the G-2 (S-2), is responsible for this annex.

[CLASSIFICATION]

Place the classification at the top and bottom of every page of the attachments. Place the classification marking at the front of each paragraph and subparagraph in parentheses. Refer to AR 380-5 for classification and release marking instructions.

Copy ## of ## copies
Issuing headquarters
Place of issue
Date-time group of signature
Message reference number

Include the full heading if attachment is distributed separately from the base order or higher-level attachment.

ANNEX L (INFORMATION COLLECTION) TO OPERATION PLAN/ORDER [number] [(code name)]—[issuing headquarters] [(classification of title)]

(U) References: List documents essential to understanding Annex L.

- a. List maps and charts first. Map entries include series number, country, sheet names or numbers, edition, and scale.
- b. List other references in subparagraphs labeled as shown.
- c. Doctrinal references for this annex include FM 2-0 and FM 6-0.

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[CLASSIFICATION]

**ANNEX L (INFORMATION COLLECTION) TO OPERATION PLAN/ORDER [number]
[(code name)]—[issuing headquarters] [(classification of title)]**

(U) Time Zone Used Throughout the Plan/Order: *Write the time zone established in the base plan or order.*

1. (U) Situation.

- a. (U) Area of Interest. Refer to Annex B (Intelligence) or Appendix 2 (Operation Overlay) to Annex C (Operations).
- b. (U) Area of Operations. Refer to Appendix 2 (Operation Overlay) to Annex C (Operations).
 - (1) (U) Terrain. Describe the aspects of terrain that impact information collection. Refer to Annex B (Intelligence) as required.
 - (2) (U) Weather. Describe the aspects of weather that impact information collection. Refer to Annex B (Intelligence) as required.
- c. (U) Enemy Forces. Refer to Annex B (Intelligence) as required.
- d. (U) Friendly Forces. Refer to base order, Annex A (Task Organization) and Annex C (Operations) as required.
- e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations. Identify and describe other organizations in the area of operations that may impact the conduct of operations or implementation of information collection-specific equipment and tactics. Refer to Annex V (Interagency Coordination) as required.
- f. (U) Civil Considerations. Describe the critical aspects of the civil situation that impact information collection activities. Refer to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence) and Annex K (Civil Affairs Operations) as required.
- g. (U) Attachments and Detachments. If pertinent, list units or assets attached to or detached from the issuing headquarters. State when each attachment or detachment is effective (for example, on order, on commitment of the reserve) if different from the effective time of the base plan or order. Do not repeat information already listed in Annex A (Task Organization).
- h. (U) Assumptions. List any information collection-specific assumptions that support the annex development.

2. (U) Mission. *State the mission of information collection in support of the operation—a short description of the who, what (task), when, where, and why (purpose) that clearly indicates the action to be taken and the reason for doing so.*

3. (U) Execution.

- a. (U) Concept of Operations. This is a statement of the overall information collection objective. Describe how the tasks or missions of reconnaissance, surveillance, security, intelligence operations, and so forth support the commander's intent and the maneuver plan. Direct the manner in which each element of the force cooperates to accomplish the key information collection tasks and ties that to support of the operation with task and purpose statement. Must describe, at minimum, the overall scheme of maneuver and concept of fires. Refer to Appendix 1 (Information Collection Plan) to Annex L (Information Collection). The following subparagraphs are examples. Omit what is unnecessary for brevity.

(1) (U) Movement and Maneuver. Provide the scheme of movement and maneuver for collection assets and any other unit given a key information collection task, in accordance with the concept of operations in the base order (paragraph 3b) and Annex C (Operations). Describe the employment of information collection assets in relation to the rest of the force and state the method forces will enter the area of operations.

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**ANNEX L (INFORMATION COLLECTION) TO OPERATION PLAN/ORDER [number]
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(2) (U) Intelligence. *Describe the intelligence concept for supporting information collection. Refer to Annex B (Intelligence) as required.*

(3) (U) Fires. *Describe the concept of fires in support of information collection. Identify which information collection assets have priority of fires and the coordinating purpose of, priorities for, allocation of, and restrictions on fire support and fire support coordinating measures. Refer to Annex D (Fires) as required.*

(4) (U) Protection. *Describe protection support to information collection. Refer to Annex E (Protection) as required.*

(5) (U) Engineer. *Describe engineer support, if applicable, to information collection. Identify priority of mobility and survivability assets. Refer to Annex G (Engineer) as required.*

(6) (U) Sustainment. *Describe sustainment support to information collection as required. Refer to Annex F (Sustainment).*

(7) (U) Signal. *Describe signal support to information collection as required. Refer to Annex H (Signal).*

(8) (U) Soldier and Leader Engagement. *State overall concept for synchronizing information collection with Soldier and leader engagement. Refer to coordinating instructions in Annex C (Operations).*

(9) (U) Assessment. *If required, describe the priorities for assessment for the information collection plan and identify the measures of effectiveness used to assess end state conditions and objectives. Refer to Annex M (Assessment) as required.*

b. (U) Tasks to Subordinate Units. *State the information collection task assigned to each unit not identified in the base order. Refer to Appendix 1 (Information Collection Plan) to Annex L (Information Collection) as required.*

(1) (U) Information Collection Support Tasks for Maneuver Units.

(a) (U) Tasks to Maneuver Unit 1.

(b) (U) Tasks to Maneuver Unit 2.

(c) (U) Tasks to Maneuver Unit 3.

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**ANNEX L (INFORMATION COLLECTION) TO OPERATION PLAN/ORDER [number]
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(2) (U) Information Collection Support Tasks for Support Units. *Direct units to observe and report in accordance with Appendix 1 (Information Collection Plan) to Annex L (Information Collection).*

(a) (U) Military Intelligence. Refer to Annex B (Intelligence) as required.

(b) (U) Engineer. Refer to Annex G (Engineer) as required.

(c) (U) Fires. Refer to Annex D (Fires) as required.

(d) (U) Signal. Refer to Annex H (Signal) as required.

(e) (U) Sustainment. Refer to Annex F (Sustainment) as required.

(f) (U) Protection. Refer to Annex E (Protection) as required.

(g) (U) Civil Affairs. Refer to Annex K (Civil Affairs Operations) as required.

c. (U) Coordinating Instructions. *List only instructions applicable or not covered in unit standard operating procedures (SOPs).*

(1) (U) Time or Condition When the Plan Becomes Effective.

(2) (U) Priority Intelligence Requirements. *List priority intelligence requirements (PIRs) here, the information collection tasks associated with them, and the latest time information is of value for each PIR.*

(3) (U) Essential Elements of Friendly Information. *List essential elements of friendly information (EEFIs) here.*

(4) (U) Fire Support Coordinating Measures. *List fire support coordinating or control measures. Establish no fire areas.*

(5) (U) Intelligence Handover Lines with Adjacent Units. *Identify handover guidance and parameters; refer to necessary graphics or attachments as required.*

(6) (U) Limits of Advance, Limits of Reconnaissance, and Quick Reaction Force Response Instructions. *Identify as required, referencing graphical depictions in attachments or instructions as needed.*

(7) (U) Airspace Coordinating Measures. *List airspace control measures.*

(8) (U) Intelligence Coordination Measures. *List information such as restrictions on international borders or other limitations and the coordination or special instructions that apply. Identify what unit is responsible for coordinating information collection activities in relation to the area of operations.*

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**ANNEX L (INFORMATION COLLECTION) TO OPERATION PLAN/ORDER [number]
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(9) (U) Rules of Engagement. Refer to Appendix 11 (Rules of Engagement) to Annex C (Operations) as required.

(10) (U) Risk Reduction Control Measures. State reconnaissance, surveillance, and security-specific guidance such as fratricide prevention measures not included in SOPs, referring to Annex E (Protection) as required.

(11) (U) Environmental Considerations. Refer to Appendix 5 (Environmental Considerations) to Annex G (Engineer) as required.

(12) (U) Other Coordinating Instructions. List only instructions applicable to two or more subordinate units not covered in the base plan or order.

4. (U) **Sustainment**. Describe any sustainment requirements, subparagraphs may include:

a. (U) Logistics. Identify unique sustainment requirements, procedures, and guidance to support information collection. Specify procedures for specialized technical logistics support from external organizations as necessary. Use subparagraphs to identify priorities and specific instructions for information collection logistics support. Refer to Annex F (Sustainment) and Annex P (Host-Nation Support) as required.

b. (U) Personnel. Identify unique personnel requirements and concerns, associated with information collection, including global sourcing support and contracted linguist requirements. Use subparagraphs to identify priorities and specific instructions for human resources support, financial management, legal support, and religious support. Refer to Annex F (Sustainment) as required.

c. (U) Health Service Support. Provide information including the health threat (endemic and epidemic diseases, state of health of the enemy forces, medical capabilities of the enemy force and the civilian population), and medical evacuation routes, barriers, and significant terrain features. Refer to Appendix 3 (Health System Support) to Annex F (Sustainment) as required.

5. (U) **Command and Signal**.

a. (U) Command.

(1) (U) Location of the Commander and Key Leaders. List the location of the commander and key intelligence collection leaders and staff officers.

(2) (U) Succession of Command. State the succession of command if not covered in the unit's SOPs.

(3) (U) Liaison Requirements. State intelligence collection liaison requirements not covered in the unit's SOPs.

b. (U) Control.

(1) (U) Command Posts. Describe the employment of command posts (CPs), including the location of each CP and its time of opening and closing, as appropriate. State the primary controlling CP for specific tasks or phases of the operation.

(2) (U) Reports. List reports not covered in SOPs. Describe information collection reporting requirements for subordinate units. Refer to Annex R (Reports) as required.

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**ANNEX L (INFORMATION COLLECTION) TO OPERATION PLAN/ORDER [number]
[(code name)]—[issuing headquarters] [(classification of title)]**

c. (U) Signal. List signal operating instructions for intelligence collection as needed. Consider operations security requirements. Address any intelligence collection specific communications and digitization connectivity requirements. Refer to Annex H (Signal) as required.

ACKNOWLEDGE: *Include only if attachment is distributed separately from the base plan or order.*

[Commander's last name]
[Commander's rank]

The commander or authorized representative signs the original copy. If the representative signs the original, add the phrase "For the Commander." The signed copy is the historical copy and remains in the headquarters' files.

OFFICIAL

[Authenticator's name]
[Authenticator's
position]

Use only if the commander does not sign the original attachment. If the commander signs the original, no further authentication is required. If the commander does not sign, the signature of the preparing staff officer requires authentication and only the last name and rank of the commander appear in the signature block.

ATTACHMENTS: *List lower-level attachment (appendices, tabs, and exhibits).*

Appendix 1—Information Collection Plan

Appendix 2—Information Collection Overlay

DISTRIBUTION: *(if distributed separately from the base order).*

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[CLASSIFICATION]

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AA	avenue of approach
ABCT	Armored brigade combat team
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AO	area of operations
AR	Army regulation
ATP	Army Techniques Publication
ATTP	Army Tactics, Techniques and Procedures
BCT	brigade combat team
BDA	battle damage assessment
BEB	brigade engineer battalion
BHO	battle handover
BSA	brigade support area
BSB	brigade support battalion
BSC	brigade support company
BSTB	brigade special troops battalion
CA	civil affairs
CAS	close air support
CASEVAC	casualty evacuation
CBRN	chemical, biological, radiological, and nuclear
CFV	Cavalry fighting vehicle
CI	counterintelligence
CCIR	commander's critical information requirements
Class I	subsistence
Class II	clothing, individual equipment, tentage, and organizational tool sets
Class III	petroleum, oil, and lubricants
Class III (B)	petroleum, oil, and lubricants (bulk)
Class IV	construction materiel
Class V	ammunition
Class VIII	medical supplies
Class IX	repair parts
COA	course of action
COP	common operational picture
CP	command post
CRT	combat repair team
CTCP	combat trains command post
DA	Department of the Army

EEFI	essential elements of friendly information
EOD	explosive ordnance disposal
FARP	forward arming and refueling point
FFIR	friendly force information requirement
FLE	forward logistics element
FM	field manual
FSC	forward support company
FSO	fire support officer
G-2	Assistant Chief of Staff for Intelligence
HCT	human intelligence (HUMINT) collection team
HN	host nation
HQ	headquarters
HUMINT	human intelligence
IBCT	Infantry brigade combat team
IED	improvised explosive device
IGO	intergovernmental organization
IPB	intelligence preparation of the battlefield
JP	joint publication
JTF	joint task force
LD	line of departure
LOA	limit of advance
LOC	line of communication
LOGPAC	logistic package
LTIOV	latest time information is of value (JP 1-02)
MASINT	measurement and signature intelligence
MCoE	United States Army Maneuver Center of Excellence
MDMP	military decision-making process
METT-TC	mission, enemy, terrain and weather, troops and support available time available and civil considerations
MFT	multifunctional team
MI	military intelligence
MISO	military information support operations
MP	military police
MSR	main supply route
NAI	named area of interest
NGO	nongovernmental organization
OE	operational environment
OPLAN	operational plan
OPORD	operation order
OP	observation post
PIR	priority intelligence requirement
PL	phase line

POL	petroleum, oils, and lubricants
R&S	reconnaissance and surveillance
RP	release point
S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
S-6	battalion or brigade signal staff officer
S-9	battalion or brigade civil affairs operations staff officer
SBCT	Stryker brigade combat team
SIGINT	signals intelligence
SIR	specific information requirement
SOF	special operations forces
SOP	standard operating procedure
SPO	support operations officer
TAI	target area of interest
TOW	tube-launched, optically tracked, wire guided
TRADOC	United States Army Training and Doctrine Command
TTP	tactics, techniques, and procedures
UAS	unmanned aircraft system
U.S.	United States
USAR	United States Army Reserve
WARNORD	warning order
XO	executive officer

SECTION II – TERMS

adversary

An adversary is a party acknowledged as potentially hostile to a friendly party and against which force may be envisaged (JP 3-0).

adjustment decision

An adjustment decision is the selection of a course of action that modified the order to respond to unanticipated opportunities or threats. An adjustment decision may include a decision to reframe the problem and develop an entirely new plan (ADP 5-0).

area reconnaissance

A form of reconnaissance that focuses on obtaining detailed information about the terrain or enemy activity within a prescribed area. (ADRP 3-90) (ADRP 1-02)

commander's critical information requirement

A commander's critical information requirement is an information requirement identified by the commander as being critical to facilitating timely decision making. The two key elements are friendly force information requirements and priority intelligence requirements (JP 3-0/ADRP 5-0).

commander's visualization

Commander's visualization is the mental process of developing situational understanding, determining a desired end state, and envisioning an operational approach through which the force will achieve that end state (ADP 5-0).

culture

Culture is the shared beliefs, values, customs, behaviors, and artifacts members of a society use to cope with the world and each other.

decision point

A point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action (JP 1-02/JP 5-0).

decision support matrix

A decision support matrix is a written record of a war-gamed course of action that describes decision points and associated actions at those decision points. (ADRP 5-0)

decision support template

A decision support template is a combined intelligence and operations graphic based on the results of wargaming. The decision support template depicts decision points, timelines associated with movement of forces and flow of operation, and other key items of information required to execute a specific friendly course of action (JP 2-01.3)

economy of Force

Economy of force: Expend minimum essential combat power on secondary efforts to allocate the maximum possible combat power on primary efforts (ADRP 3-0).

enemy

An enemy is a party identified as hostile against which force is authorized (ADRP 3-0).

execution decisions

Execution decisions implement a planned action under circumstances anticipated in the order. (ADP 5-0) An execution decision is normally tied to a decision point—a point in space or time the commander or staff anticipates making a key decision concerning a specific course of action. (JP 5-0)

friendly force information requirement

A friendly force information requirement is information the commander and staff need to understand the status of friendly force and supporting capabilities (JP 3-0/ADRP 5-0).

guard

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

hybrid threat

A hybrid threat is the diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and criminal elements unified to achieve mutually benefitting effects. (ADRP 3-0)

indicators

(DOD) In intelligence usage, an item of information which reflects the intention or capability of an adversary to adopt or reject a course of action (JP 1-02).

irregular forces

Irregular forces are armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces (JP 3-24).

key tasks

Key tasks are those activities the force must perform as a whole to achieve the desired end state (ADRP 5-0).

military decision-making process

The military decision-making process is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order (ADP 5-0).

mission command

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

named area of interest

(DOD) A geospatial area or systems node or link against which information that will satisfy a specific information requirement can be collected. Named areas of interest are usually selected to capture indications of adversary courses of action, but also may be related to conditions of the operational environment. Also called NAI (JP 2-01.3) See ATP 2-01.3 and ATP 3-55.6/MCRP 2-24A/NTTP 3-55.134/AFTTP 3-2.2.

(Army) The geographical area where information that will satisfy a specific information can be collected. Also called NAI (ADRP 1-02).

neutral

A neutral is a party identified as neither supporting nor opposing friendly or enemy forces (ADRP 3-0).

pillar organizations

Pillar organizations are organizations or systems on which the populace depends for support, security, strength, and direction. (ADP 3-90 and FM 3-90.5)

planning

Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. (ADRP 5-0)

precision-guided munition

A guided weapon intended to destroy a point target and minimize collateral damage. Also called PGM, smart weapon, smart munition. (Approved for incorporation into JP 1-02). (JP 3-03)

precision munition

A precision munition is a munition that corrects for ballistic conditions using guidance and control up to the aimpoint or submunitions dispense with terminal accuracy less than the lethal radius of effects. (FM 3-09)

preparation

Preparation consists of activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0).

reconnaissance

(DOD) A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. Also called RECON. (JP 2-0)

***reconnaissance handover**

The action that occurs between two elements in order to coordinate the transfer of information and/or responsibility for observation of potential threat contact, or the transfer of an assigned area from one element to another. (FM 3-98)

***reconnaissance handover line**

A designated phase line on the ground where reconnaissance responsibility transitions from one element to another. (FM 3-98)

reconnaissance objective

A reconnaissance objective is a terrain feature, geographic area, or an enemy force about which the commander wants to obtain additional information. (ADP 3-0 and FM 3-90.5)

rehearsal

A rehearsal is a session in which the commander and staff or unit practices expected actions to improve performance during execution (ADRP 5-0).

reserve

That portion of a body of troops which is withheld from action at the beginning of an engagement, to be available for a decisive movement (ADRP 3-90).

route reconnaissance

A directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route (ADRP 3-90) (ADRP 1-02).

security operations

Those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. (ADRP 3-90)

special reconnaissance

(DOD) Reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. (JP 3-05). See ADP 3-05, ADRP 3-05, ADRP 3-90, FM 3-05, and FM 3-90-2.

site exploitations

Site Exploitation (SE) is as a series of activities to recognize, collect, process, preserve, and analyzes information, personnel, and materiel found during the conduct of operations. (JP 3-31), taking full advantage of any information that has come to hand for tactical, operational, or strategic purposes. (JP 2-01.3) Synchronized and integrated enabled by science, technology, and information management to analyze information, materiel, or people found within a designated area, objective, or facility in order to obtain actionable intelligence, denies the enemy resources and anonymity, and/or secures a criminal conviction.

sources of instability

Sources of Instability are actors, actions, or conditions that exceed the legitimate authority's capacity to exercise effective governance, maintain civil control, and ensure economic development.

target area of interest

(DOD) The geographical area where high-value targets can be acquired and engaged by friendly forces. Not all target areas of interest will form part of the friendly course of action; only target areas of interest associated with high priority targets are of interest to the staff. These are identified during staff planning and wargaming. Target areas of interest differ from engagement areas in degree. Engagement areas plan for the use of all available weapons; target areas of interest might be engaged by a single weapon. Also called TAI. See also area of interest; high-value target; target. (JP 1-02)

targeting

The process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0).

task organization

(DOD) An organization that assigns to responsible commanders the means with which to accomplish their assigned tasks in any planned action (JP 3-33).

Task organization is a temporary grouping of forces designed to accomplish a particular mission (ADRP 5-0).

threat

A threat is any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland (ADRP 3-0).

unified land operations

Unified land operations describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability tasks in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution (ADP 3-0).

unity of effort

(DOD) Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action. (JP 1) (JP 1-02)

zone reconnaissance

A form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries (ADRP 3-90) (ADRP 1-02).

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