
**Stryker Brigade Combat Team
Infantry Rifle Company**

NOVEMBER 2020

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Stryker Brigade Combat Team Infantry Rifle Company

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Preface

ATP 3-21.11 provides doctrinal framework for techniques for the Stryker brigade combat team (SBCT) Infantry rifle company within the SBCT Infantry battalion. This publication describes relationships, organizational roles and functions, capabilities and limitations, and responsibilities within the SBCT Infantry rifle company. *Techniques*, non-prescriptive ways or methods used to perform missions, functions, or tasks (CJCSM 5120.01A) are discussed in this publication and are intended to be used as a guide. They are not prescriptive.

This Army techniques publication provides doctrinal guidance for commanders, staff, and leaders who are responsible for planning, preparing, executing, and assessing operations of the SBCT Infantry rifle company. It serves as an authoritative reference for personnel developing, materiel and force structure, institutional and unit training, and standard operating procedures for SBCT Infantry rifle company operations. This Army techniques publication supplements the doctrinal material found in FM 3-96.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable U.S., international, and in some cases host nation laws and regulations. Commanders at all levels ensure that their Soldiers operate per the law of war and the rules of engagement. (See FM 6-27.)

ATP 3-21.11 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms and definitions for which ATP 3-21.11 is the proponent publication (the authority) are boldfaced in the text and are marked with an asterisk (*) in the glossary. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 3-21.11 applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

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Introduction

ATP 3-21.11 discusses the techniques used by the Infantry rifle company while conducting missions. These are techniques and are not prescriptive. The mission variables of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations condition will dictate how the company commander accomplishes the tasks. This publication provides the commander and the subordinates with an array of methods that can be used or modified.

ATP 3-21.11 has eight chapters and three appendixes. The chapters consist of an organizational chapter and a chapter on offense, defense, and stability operations. Defense support of civil authorities is not covered. Throughout the chapters, tactical enabling operations are included in the discussions. The chapters and the appendixes use examples and illustrations to show techniques that can be used. Doctrine is included only to the extent of understanding the context and relationships between techniques.

The following text describes the updates from the table of contents from the previous version of ATP 3-21.11. This publication incorporates the significant changes in Army doctrinal terminology, concepts, constructs, and proven tactics developed during recent operations.

Note. This publication is written based on the current structure of the SBCT and its subordinate units. The organizational charts in chapter 1 illustrate the structure of the SBCT Infantry rifle company for this publication. Future changes to the organizational structures of the SBCT Infantry rifle company will be published as change documents to the publication.

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

Chapter 1 – Organization and Capabilities

Chapter 1 addresses the role and organizational characteristics of the SBCT Infantry rifle company, trained to conduct offensive and defensive tasks and operations to support stability across the conflict continuum. It describes each of its subordinate elements as well as the duties and responsibilities of its key leaders.

Chapter 2 – Offense

Chapter 2 discusses offensive actions to destroy, defeat, or neutralize the enemy. The chapter addresses the characteristics of the offense and describes movement to contact and attack operations in detail. It describes considerations when participating in exploitation and pursuit. Updates for this chapter include modification to K-series modified table of organization and equipment. Chapter 2 also discusses—

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

Chapter 3 – Defense

Chapter 3 discusses defensive actions to defeat enemy attacks, buy time, control key terrain, protect critical infrastructure, secure the population, and economize forces. The chapter addresses SBCT Infantry rifle company characteristics of the defense and describes the forms of defense: perimeter, linear obstacle, and reverse slope; defensive operations: area, mobile, and retrograde. Chapter 3 also discusses—

- Common defensive planning considerations.
- Engagement area development.
- Planning considerations when transitioning to other tactical operations.

Chapter 4 – Stability

Chapter 4 addresses support to operations focused on stability tasks. This chapter encompasses various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power. In addition, chapter 4—

- Includes the addition of security cooperation as the sixth stability task.
- Addresses the foundation (principles and framework), and environment during stabilization.
- Discusses the actions taken by the SBCT Infantry rifle company when supporting stability tasks.
- Discusses the transition from stability to other tactical operations.

Chapter 5 – Sustainment

Chapter 5 discusses the process for combat trains that the SBCT Infantry rifle company uses to anticipate their needs. Discusses the placement of key sustainment personnel at locations throughout the SBCT footprint. Chapter 5 also addresses the following:

- Sustainment functions.
- Responsibilities and supporting units.
- Conduct logistics.
- Maintenance and vehicle recovery.
- Army Health System support.
- Enemy prisoner of war or detained persons.

Chapter 6 – Augmenting Combat Power

Chapter 6 provides techniques for the integration and synchronization of warfighting functions as enablers to enhance the conduct of operations. Chapter 6 includes discussions on—

- Fires.
- Protection.
- Aviation.
- Military information support operations.
- Special operations forces.
- Civil Affairs.

Chapter 7 – Enabling Operations

Chapter 7 provides the enabling tasks and activities into one chapter. It includes details in the supporting tasks that occur before, during, and after operations. Chapter 7 also addresses the following:

- Assembly areas.
- Troop movement.
- Passage of lines.
- Linkup.
- Relief in place.
- Reconnaissance.
- Security.
- Patrols.
- Combined arms breaching.
- Gap crossing.

Chapter 8 – Direct Fire Planning

Chapter 8 provides guidance for planning and integration of the direct fire weapon systems used by the Stryker Infantry rifle company to engage targets. Provides techniques for weapon employment, rates, and patterns of fire:

- Fire control techniques.
- Direct fire planning.
- Direct fire control.

Appendix A – SBCT Weapons Troop Attachments – This appendix includes considerations for incorporating mobile gun system (known as MGS) and antitank guided missile attachments to the SBCT Infantry rifle company. It includes capabilities and limitations of weapon systems, operational considerations, employment techniques, and specific combined arms tasks.

Appendix B – Breaching a Structure Using the MGS - This appendix explains in detail how to conduct a breach of a structure using the main gun of an MGS so that Infantry can enter and clear while maintaining the initiative.

Appendix C – Man-Portable Air Defense Systems – This appendix includes considerations for the SBCT Infantry rifle company commander for employing Stinger teams.

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Chapter 1

Organization and Capabilities

The primary mission of the Stryker brigade combat team (SBCT) Infantry rifle company is to close with the enemy by means of maneuver to destroy or capture them, or to repel the assault by fire, close combat, and counterattack. The SBCT Infantry rifle company can be deployed rapidly and can be sustained by an austere support structure for up to 72 hours of independent operations against threat forces in all types of terrain and weather conditions. The SBCT Infantry rifle company is ready to adapt to various environments. This requires bold, aggressive, resourceful, and adaptive leaders who are willing to accept prudent risks to accomplish the mission. This chapter emphasizes the role, organization, capabilities, duties, and responsibilities within the SBCT Infantry rifle company.

SECTION I – OPERATIONAL OVERVIEW

1-1. An *operation* is a sequence of tactical actions with a common purpose or unifying theme (JP 1). While the SBCT Infantry rifle company's operations are offense, defense, or stability operations, different units involved in that operation conduct different types and subordinate forms of operations. They often transition rapidly from one element of decisive action or subordinate task to another. This requires an understanding of how the Army fights, how the unit fights, and how unit leaders lead within the operational environment (OE). This section briefly covers key doctrinal concepts on how the Army fights. (See ADP 3-0 for a complete discussion.)

OPERATIONAL ENVIRONMENT

1-2. An *operational environment* is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). Commanders at all levels have their own OEs for a particular operation and the complexity is derived from many interrelated variables and sub variables at all echelons. The OE for each mission is different and likely evolves as it progresses. The commander must understand the OE to successfully plan, prepare, execute, and assess missions.

1-3. The OE of the company includes all physical areas of air, land, maritime, space, and the information environment (which includes cyberspace), the electromagnetic spectrum (EMS), and other factors. Included in these are enemy, adversarial, friendly, and neutral resources, and the culture of the local populace. As the OE for each operation is different, it also evolves as the operation progresses. The company commander continually assesses and reassesses the OE to understand how changes in the nature of threats and other variables affect not only the company, but other actors as well. (See FM 3-0 for additional information.)

OPERATIONAL AND MISSION VARIABLES

1-4. When Infantry forces are alerted for deployment, redeployment in a theater of operations, or for a mission, their assigned operational headquarters provides an analysis of the OE. That analysis includes *operational variables*—a comprehensive set of information categories used to define an operational environment (ADP 1-01). Information categories are political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT).

1-5. Upon receipt of a mission, the commander may form an intelligence support team to filter information categorized by the operational variables into relevant information with respect to the mission. Leaders use

the mission variables to analyze missions enabling them to combine operational variables and tactical-level information with knowledge about local conditions relevant to their mission. The mission variables are mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC). (See ADP 6-0 for more information.)

MULTI-DOMAIN EXTENDED BATTLEFIELD

1-6. The interrelationship of air, land, space, and the information environment (including cyberspace) requires cross-domain understanding. Commanders must understand friendly and enemy capabilities that reside in each. The multi-domain approach is not new to Army forces. Integrated capabilities and synchronized actions have occurred in air, land, and maritime domains for decades. The space domain, information environment, cyberspace, and EMS affect more than physical aspects but also the informational systems, flow of information, and decision making. The SBCT Infantry rifle company may not directly conduct operations in these environments, but can be influenced by them and rely on support from elements and outside agencies that do. (See FM 3-0 for more information.)

Space Domain

1-7. The *space domain* is the area above the altitude where atmospheric effects on airborne objects become negligible (JP 3-14). Space is a physical domain like land, sea, and air within which military activities are conducted. Proliferation of advanced space technology provides more widespread access to space-enabled technologies than was available in the past.

1-8. Adversaries have developed their own systems, while commercially available systems allow almost universal access to some level of space-enabled capability with military applications. Army forces must be prepared to operate in a denied, degraded, and disrupted space OE. Mission command, navigation, and precision targeting are the most vulnerable systems to adversary activities in the space domain.

Information Environment

1-9. The *information environment* is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information (JP 3-13). The information environment is not separate or distinct from the OE, but is inextricably part of it.

1-10. Any activity that occurs in the information environment simultaneously occurs in and affects one or more of the physical domains. Most threat forces recognize the importance of the information environment and emphasize information warfare as part of their strategic and operational methods (see FM 3-13 for more information).

Cyberspace and Electromagnetic Spectrum

1-11. *Cyberspace* is a global domain within the information environment consisting of the interdependent network of information technology infrastructures and resident data, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers (JP 3-12). Friendly, neutral, and hostile/threat networks, communications systems, computers, cellular telephone, systems, social media, and technical infrastructures are all a part of cyberspace.

1-12. The EMS is the range of frequencies of electromagnetic radiation from zero to infinity. It is divided into 26 alphabetically designated bands (see JP 3-85 for more information). It crosses all domains and provides vital links between domains. Communication, radar, and unmanned aircraft system (UAS) control systems all rely on transmission in the EMS that can be observed, located, intercepted, disrupted, and deceived by enemy forces with the right equipment and training.

Terrain Types

1-13. Urban, mountain, desert, and jungle terrain follow the same planning process as operations in any other environment, but impose specific techniques and methods for success. Subsurface areas are conditions found in all terrains. Each specific terrain type mentioned below has a specific publication due to its individual characteristics.

Urban Terrain

1-14. Operations in urban terrain are Infantry-centric combined arms operations that capitalize on the adaptive and innovative leaders at the squad, platoon, and company level. Plans must be flexible to promote disciplined initiative by subordinate leaders. This is characterized by a simple scheme of maneuver and detailed control measures for interaction with civilian populations and noncombatants.

1-15. In the offense, task-organizing the company combined arms team at the right place and time is key to achieving the desired effects. In the defense, the combined arms team turns the environment's characteristics to its advantage. Urban areas are ideal for defense because they enhance the combat power of defending units. (See ATP 3-06 for additional information.)

Mountainous Terrain

1-16. Operations in mountainous terrain are conducted for three primary purposes: to deny an enemy a base of operations, isolate and defeat the enemy, and secure lines of communication. Enemy tactics commonly involve short violent engagements followed by a hasty withdrawal through preplanned routes.

1-17. The enemy often strikes quickly and fights only as long as the advantage of the initial surprise is in their favor. Attacks may include direct fires, indirect fires, or improvised explosive devices (IEDs) and may be against stationary or moving forces. The design of the landscape, coupled with climatic conditions, creates a specific set of mountain operations characterized by close fights with Infantry, decentralized small-unit operations, degraded mobility and increased movement times, restricted lines of communications, and operations in thinly populated areas. (See ATP 3-21.50 for additional information.)

Desert Terrain

1-18. Operations in desert terrain require adaptation to the terrain and weather effects. Equipment must be adapted to a dusty and rugged landscape with extremes in temperature and changes in visibility. Forces orient on the primary enemy approaches, but are prepared for an attack from any direction.

1-19. Considerations for operations in desert terrain include lack of concealment and the criticality of mobility; use of obstacles to sight a defense, which are limited; strong points to defend choke points and other key terrain; and mobility and sustainment. (See FM 90-3 for additional information.)

Jungle Terrain

1-20. Operations in jungle terrain combine dispersion and concentration. For example, a force may move out in a dispersed formation to find the enemy. Once the force makes contact, its subordinate forces close in on the enemy from all directions. Operations are enemy-oriented, not terrain-oriented. Forces should destroy the enemy wherever they are found.

1-21. If the force allows the enemy to escape, the force will have to find them again, with all the risks involved. Jungle operations use the same defensive fundamentals as other defensive operations. Considerations for offensive and defensive tasks in a jungle environment include limited visibility and fields of fire, ability to control units, and limited and restricted maneuver. (See ATP 3-90.98 for additional information.)

Subsurface Areas

1-22. Subsurface areas are areas below ground and water levels that may consist of underground facilities, passages, subway lines, utility corridors or tunnels, sewers and storm drains, caves, or other subterranean spaces. Additional subterranean areas include drainage systems, cellars, civil defense shelters, mines, and other various underground utility systems. In older cities, subsurface areas include ancient hand-dug tunnels and catacombs.

1-23. Subsurface areas may serve as secondary and, in fewer instances, primary avenues of approach at lower tactical levels. Subsurface areas are used for cover and concealment, troop movement, command functions, and engagements but their use requires intimate knowledge of the area. When thoroughly reconnoitered and controlled, subsurface areas offer excellent covered and concealed lines of communications for moving

supplies and evacuating casualties. Attackers and defenders can use subsurface areas to gain surprise and maneuver against the rear and flanks of an enemy and to conduct ambushes. However, these areas are often the most restrictive and easiest to defend or block. The commander may need to consider potential avenues of approach afforded by the subsurface areas of rivers and major bodies of water that border urban areas.

1-24. Knowledge of the nature and location of these subsurface areas is of great value to friendly and enemy forces. The effectiveness of subsurface areas depends on superior knowledge of their existence and overall design. A thorough understanding of the environment is required to exploit the advantages of subsurface areas. Maximizing the use of these areas could prove to be a decisive factor while conducting offensive and defensive tasks. (See ATP 3-21.51 for additional information.)

HAZARDS AND THREATS

1-25. For every operation, hazards and threats are a fundamental part of the OE. A *hazard* is a condition with the potential to cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation (JP 3-33). Hazards include disease, extreme weather phenomena, solar flares, and areas contaminated by toxic materials. Every operation planned and undertaken by the company has ethical hazards and risks that must be anticipated and actions planned to avoid or mitigate those ethical hazards that may cause moral injury to Soldiers and harm to others. Hazards can damage or destroy life, vital resources, and institutions, or prevent mission accomplishment. Understanding hazards and their effects on operations allows the commander to better understand the terrain, weather, and various other factors that best support the mission. Understanding hazards also helps the commander visualize potential impacts on operations. Successful interpretation of the environment aids in correctly opposing threat courses of action (COAs) in a given geographical region.

1-26. In general, the various actors in any area of operations (AO) 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 U.S. forces, U.S. national interests, or the homeland (ADP 3-0). Threats may include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances.

1-27. When threats execute their capability to do harm to the United States, they become enemies. An *enemy* is a party identified as hostile against which the use of force is authorized (ADP 3-0). An *adversary* is a party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged (JP 3-0). A *neutral* is in combat and combat support operations, an identity applied to a track whose characteristics, behavior, origin, or nationality indicate that it is neither supporting nor opposing friendly forces (JP 3-0). A friendly is a contact positively identified as a friend to support U.S. efforts. Land operations often prove complex because threats, enemies, adversaries, neutrals, or friendlies intermix, often with no easy means to distinguish one from another.

1-28. Commanders at all levels must understand threats, enemies, criminal networks, and adversaries, including state and nonstate actors, in the context of their OE. When the commander understands the threat, the commander can visualize, describe, direct, lead, and assess operations to seize, retain, and exploit the initiative.

Threat Capabilities and Techniques

1-29. Current and future enemies and adversaries seek to counter U.S. advantage of information collection capabilities, long-range precision fires, armor protection and mobility, communications, and combined-arms integration by employing a series of integrated tactical and technical countermeasures. Enemy tactical countermeasures consist of deception operations, dispersion, concealment, and the intermingling with civilians in urban terrain. Complementing these tactical techniques, the enemy employs technological countermeasures such as cyber-attacks and global positioning system jamming to evade and disrupt U.S. forces' ability to develop the situation, seize the initiative, and consolidate tactical gains into favorable political outcomes.

1-30. Peer and near-peer threats employ direct and indirect actions to create physical and psychological effects that can suddenly or progressively diminish the U.S. military element of power. Such threats have significant capabilities to act in all domains of land, air, maritime, space, and cyberspace to attack the United

States and its interests. Primary and enabling actions using military, political, and informational means are integral to manipulating all elements of combat power to influence a foe's situational awareness (SA), understanding, and mission decision making in a particular OE. In addition to physical forms of attack, a relevant population supportive of threat objectives, deception, distorted reporting in social media and political channels, and other forms of injecting believable misinformation in an OE can be integrated to convince a foe to act in a manner that favors a threat objective.

1-31. These threats integrate capabilities in order to mitigate the use of U.S. military power. Five broad physical and psychological ways are as follows: systems warfare, preclusion, sanctuary, isolation, and information warfare. Some of these methods are often more appropriate at the operational and strategic levels of confrontation; however, actions and impacts can also be conducted or supportive at the tactical echelon. Actions and outcomes at all three levels focus ultimately at defeating a foe's resolve to achieve its stated objective. At the tactical level of operations in conflict, these threats use tactics linked to functions necessary for combat action.

Hybrid Threats

1-32. A *hybrid threat* is the diverse and dynamic combination of regular forces, irregular forces, terrorist forces, or criminal elements unified to achieve mutually benefitting effects (ADP 3-0). The term hybrid threat evolved to capture the seemingly increased complexity of operations, the multiplicity of actors involved, and the blurring among traditional elements of conflict. (See FM 3-96 and ADP 2-0 for more information.)

1-33. Today and in the future, the SBCT is called upon to fight and win against regular forces, irregular forces, terrorist forces, criminal elements that employ unconventional, and terrorist tactics, and hybrid threats that combine conventional, unconventional, and terrorist capabilities and methods to meet their strategic goals and political aims.

DECISIVE ACTION

1-34. Decisive action is the continuous, simultaneous combinations of offensive, defensive, and stability tasks (or defense support of civil authorities' task [not addressed in this publication]). During decisive action, commanders seize, retain, and exploit the initiative while synchronizing their actions to achieve the best effects possible. Decisive action begins with the commander's intent and concept of operations. *Commander's intent* is a clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned (JP 3-0). *Command and control* is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission (JP 1). *Concept of operations* is a statement that directs the manner in which subordinate units cooperate to accomplish the mission and establishes the sequence of actions the force will use to achieve the end state (ADP 5-0).

Note. *Mission* is the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore (JP 3-0). *End state* is the set of required conditions that defines achievement of the commander's objectives (JP 3-0).

1-35. As a single, unifying idea, decisive action provides direction for the entire operation. Mission command requires commanders to clearly convey commander's intent and concept of operations. These become essential in operations where multiple operational and mission variables interact with the lethal application of ground combat power. Such dynamic interaction often compels subordinate commanders to make difficult decisions in unforeseen circumstances. Based on a specific idea of how to accomplish the mission, commander and staff refine the concept of operations during planning, and adjust the concept of operations throughout the operation as subordinates develop the situation or conditions change. Often, subordinates acting on the higher commander's intent develop the situation in ways that exploit unforeseen opportunities. (See ADP 3-0 for additional information.)

COMBAT POWER

1-36. Commanders conceptualize capabilities in terms of combat power. *Combat power* is the total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time (ADP 3-0). The eight elements of combat power are leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection. Commanders apply leadership and information throughout to multiply the effects of the other six elements of combat power. The other six elements—mission command, movement and maneuver, intelligence, fires, sustainment, and protection—are collectively known as warfighting functions. A *warfighting function* is a group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives (ADP 3-0).

1-37. *Leadership* is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization (ADP 6-22). Army professionals are expected to act and apply force ethically and according to shared national values and Constitutional principles, which are reflected in the law, oaths, and the Army Ethic. (See ADP 6-22 and ADP 1 for more information.)

1-38. Information is the meaning that a human assigns to data by the known conventions used in their representation. Information enables the commander to make informed decisions on how to apply combat power. Information operations is the commander's primary means to optimize the information element of combat power and supports and enhances all other elements to gain an operational advantage over a threat, an enemy, or adversary. *Information operations* is the integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own (JP 3-13). (See FM 6-0 and FM 3-13 for more information.)

WARFIGHTING FUNCTIONS

1-39. The *command and control warfighting function* is the related tasks and a system that enable commanders to synchronize and converge all elements of power (ADP 3-0). The primary purpose of the command and control warfighting function is to assist commanders in integrating the other elements of combat power (movement and maneuver, intelligence, fires, sustainment, protection, information and leadership) to achieve objectives and accomplish missions. The command and control warfighting function consists of the command and control warfighting function tasks and the command and control system: (See ADP 6-0 for more information.)

- The *movement and maneuver warfighting function* is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats (ADP 3-0). (See ADP 3-90 and FM 3-96 for more information.)
- The *intelligence warfighting function* is the related tasks and systems that facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of the operational environment (ADP 3-0). (See ADP 2-0 and FM 2-0 for more information.)
- The *fires warfighting function* is the related tasks and systems that create and converge effects in all domains against the adversary or enemy to enable operations across the range of military operations (ADP 3-0). (See ADP 3-19 and FM 3-09 for more information.)
- The *protection warfighting function* is the related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission (ADP 3-0). (See ADP 3-37 for more information.)
- The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADP 3-0). (See ADP 4-0 for more information.)

1-40. Commanders employ three means to organize combat power: force tailoring, task-organizing, and mutual support:

- *Force tailoring* is the process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander (ADP 3-0).
- *Task-organizing* is the act of designing a force, support staff, or sustainment package of specific size and composition to meet a unique task or mission (ADP 3-0).

- *Mutual support* is that support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities (JP 3-31).

Note. *Task organization* is a temporary grouping of forces designed to accomplish a particular mission (ADP 5-0).

1-41. Commanders consider mutual support when task-organizing forces, assigning AO, and positioning units. The two aspects of mutual support are supporting range and supporting distance. *Supporting range* is the distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems (ADP 3-0). *Supporting distance* is the distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation (ADP 3-0). (See ADP 3-0 and FM 3-96 for more information.)

COMBINED ARMS

1-42. Applying combat power depends on combined arms to achieve its full destructive, disruptive, informational, and constructive potential. *Combined arms* is the synchronized and simultaneous application of arms to achieve an effect greater than if each arm was used separately or sequentially (ADP 3-0). Combined arms integrate leadership, information, and each of the warfighting functions and their supporting systems. Used destructively, combined arms integrate different capabilities so that counteracting one makes the enemy vulnerable to another. Used constructively, combined arms multiply the effectiveness and efficiency of Army capabilities used in operations to support stability.

1-43. Combined arms use the capabilities of each warfighting function and information in complementary and reinforcing capabilities. Complementary capabilities protect the weaknesses of one system or organization with the capabilities of a different warfighting function. For example, scouts identify an enemy position occupying a bunker complex. The SBCT Infantry rifle company commander is given the mission to conduct a hasty attack and is augmented with a mobile gun system (known as MGS) platoon. The commander uses artillery (fires) to suppress an enemy bunker complex, combined with the MGS platoon engaging and destroying bunkers with long-range precision fire, allowing the Infantry unit to conduct tactical movement to an assault point. The Infantry unit then closes with (maneuver) and destroys the enemy. In this example, information compliments the fires warfighting function to facilitate the movement and maneuver warfighting function.

Note. Avoid confusing tactical movement with maneuver. Tactical movement is movement in preparation for contact; maneuver is movement while in contact. Actions on contact are the process by which a unit transitions from tactical movement to maneuver. See chapter 2 for more information.

1-44. Reinforcing capabilities combine similar systems or capabilities in the same warfighting function to increase the function's overall capabilities. For example, in urban operations Infantry, Aviation, and Armor (movement and maneuver) often operate close to each other. This combination reinforces the protection, maneuver, and direct fire capabilities of each. The Infantry protects other Stryker vehicles from enemy Infantry and antitank systems; MGS provides firepower for the Infantry. Army aviation, organic UASs and reconnaissance units maneuver above buildings to observe and fire, while other aircraft may help sustain the ground elements. Army space-enabled capabilities and services such as communications and global positioning system satellites support communications, navigation, SA, protection, and sustainment of land forces.

1-45. Joint capabilities—such as close air support (CAS) (see ATP 3-09.32) and special operations forces (SOF) (see FM 6-05)—can complement or reinforce Army capabilities throughout the generating force and operating force. The generating force consists of those Army organizations whose primary mission is to generate and sustain the operational Army's capabilities for employment by joint force commanders. Operating forces consist of those forces whose primary missions are to participate in combat and the integral supporting elements. Often, commanders in the operating force and commanders in the generating force

subdivide specific responsibilities. Army-generating force capabilities and organizations are linked to operating forces through co-location and reachback.

1-46. Combined arms multiply the Army forces' effectiveness in all operations. Units operating without support of other capabilities generate less combat power and may not accomplish their mission. Employing combined arms requires highly trained Soldiers, skilled leadership, effective staff work, and integrated information systems. Commanders synchronize combined arms through mission command to apply the effects of combat power to the best advantage. They conduct simultaneous combinations of offensive, defensive, and stability operations to defeat an opponent on land and establish conditions that achieve the commander's end state.

Note. The SBCT Infantry rifle company within the SBCT may be task-organized as part of a combined arms battalion of the Armored BCT, the Infantry BCT Infantry battalion, or the supporting battalion or brigade.

HASTY VERSUS DELIBERATE OPERATIONS

1-47. Army forces are task-organized specifically for an operation to provide a fully synchronized combined arms team. That combined arms team conducts extensive rehearsals while also conducting shaping operations to set the conditions for the conduct of the force's decisive operation. Most operations lie somewhere along a continuum between two extremes—hasty operations and deliberate operations. A *hasty operation* is an operation in which a commander directs immediately available forces, using fragmentary orders to perform tasks with minimal preparation, trading planning and preparation time for speed of execution (ADP 3-90). A *deliberate operation* is an operation in which the tactical situation allows the development and coordination of detailed plans, including multiple branches and sequels (ADP 3-90). Determining the right choice involves balancing several competing factors.

1-48. The decision to conduct a hasty or deliberate operation is based on the commander's current knowledge of the enemy situation and assessment of whether the assets available (including time) and the means to coordinate and synchronize those assets are adequate to accomplish the mission. If they are not, the commander takes additional time to plan and prepare for the operation or bring additional forces to bear on the problem. The commander makes that choice in an environment of uncertainty, which always entails some risk. Ongoing improvements in command and control systems continue to help in the development of a common operational picture (COP) of friendly and enemy forces while facilitating decision-making and communicating decisions to friendly forces. These improvements can help diminish the distinction between hasty and deliberate operations; however, they cannot make that distinction irrelevant.

1-49. As the commander may have to act based only on available *combat information*—unevaluated data, gathered by or provided directly to the tactical commander which, due to its highly perishable nature or the criticality of the situation, cannot be processed into tactical intelligence in time to satisfy the user's tactical intelligence requirements (JP 2-01)—in a time-constrained environment. The commander must understand the inherent risk of acting only on combat information, since it is vulnerable to enemy deception operations and can be misinterpreted. The commander's intelligence staff helps assign a level of confidence to combat information used in decision-making.

1-50. A successful commander must be capable of making decisions and acting under conditions of uncertainty while assessing prudent risk, being innovative, and taking advantage of opportunities. Although a commander strives to maximize knowledge of available forces, the terrain and weather, civil considerations, and the enemy, a lack of information cannot paralyze the decision-making process. A commander who chooses to conduct hasty operations must first understand the higher commander's intent, and must mentally synchronize the employment of available forces before issuing fragmentary orders (FRAGORDs). This includes using tangible and intangible factors, such as the degree of trust between the commander and subordinates. (See ADP 3-90 and ADP 6-0 for additional information.)

CLOSE COMBAT

1-51. Only on land do combatants routinely, and in large numbers, come face-to-face with one another. *Close combat* is that part of warfare carried out on land in a direct-fire fight, supported by direct and indirect fires, and other assets (ADP 3-0). Close combat destroys or defeats enemy forces. It encompasses all actions that place friendly forces in immediate contact with the enemy where the commander uses fire and movement in combination. It can be initiated by our forces or by the enemy. A company in close combat may—

- Be receiving effective direct fire.
- Have no or only a limited ability to maneuver.
- Be receiving indirect fire.
- Have the entire company or one or more of its rifle platoons decisively engaged.

1-52. Close combat places a premium on leadership, positive face-to-face control, and clear and concise orders. During close combat, leaders have to think clearly, give concise orders, and lead under great stress. Key terms used in this section and throughout this publication include—

- *Defeat*—to render a force incapable of achieving its objectives (ADP 3-0).
- *Destroy*—a tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt (FM 3-90-1).
- *Direct fire*—fire delivered on a target using the target itself as a point of aim for either the weapon or the director (JP 3-09.3).
- *Fire and movement*—the concept of applying fires from all sources to suppress, neutralize, or destroy the enemy, and the tactical movement of combat forces in relation to the enemy (as components of maneuver, applicable at all echelons). At the squad level, it entails a team placing suppressive fire on the enemy as another team moves against or around the enemy (FM 3-96).
- *Fires*—the use of weapon systems to create specific lethal or nonlethal effects on a target (JP 3-09).
- *Indirect fire*—fire delivered at a target not visible to the firing unit (see TC 3-09.81).
- *Neutralize*—a tactical mission task that results in rendering enemy personnel or materiel incapable of interfering with a particular operation (FM 3-90-1).
- *Suppress*—a tactical mission task that results in the temporary degradation of the performance of a force or weapon system below the level needed to accomplish its mission (FM 3-90-1).
- *Suppression*—the temporary or transient degradation by an opposing force of the performance of a weapons system below the level needed to fulfill its mission objectives (JP 3-01).

OPERATIONS STRUCTURE AND PROCESS

1-53. The operations structure—the operations process, warfighting functions, and operational framework—are the Army’s common construct for operations. It allows Army leaders to rapidly, efficiently, and effectively organize effort in a manner commonly understood across the Army. The operations process provides a broadly defined approach to developing and executing operations. The warfighting functions provide an intellectual organization for common critical functions. The operational framework provides Army leaders with basic conceptual options for visualizing and describing operations. (See ADP 3-0 for additional information.)

1-54. The Army’s framework for exercising mission command is the operations process. The *operations process* is the major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the operation (ADP 5-0). The operations process is a commander-led activity: (See ADP 5-0 for additional information.)

- *Planning* is the art and science of understanding a situation, envisioning a desired future, and determining effective ways to bring that future about (ADP 5-0). Commanders and staffs employ three methodologies for planning: The Army design methodology and the military decision-making process (battalion echelon and above, see FM 3-96 and ATP 3-21.21), and troop leading procedures (TLP) (company echelon and below) (see FM 6-0) to analyze multiple COAs

to determine the right one. The criteria for the right decision and COA are whether it is ethical (consistent with the moral principles of the Army Ethic), effective (likely to accomplish its purpose), and efficient (makes the disciplined use of resources) to accomplish the mission in the right way.

- *Preparation* is those activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0). The military decision-making process (battalion echelon and above) and TLP (company echelon and below) drive preparation.
- *Execution* is the act of putting a plan into action by applying combat power to accomplish the mission and adjusting operations based on changes in the situation (ADP 5-0). Commanders at each echelon position themselves where they can best exercise command during execution.
- *Assessment* is the determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0). Commanders establish priorities for assessment in planning guidance, commander's critical information requirements (CCIRs) (priority intelligence requirements [PIRs] and friendly force information requirements), essential element of friendly information, and decision points. By prioritizing efforts, commanders avoid excessive analyses when assessing operations. Assessment by commanders is continuous; it precedes and guides every operations process activity and concludes each operation or phase of an operation.

OPERATIONAL FRAMEWORK

1-55. Commanders and staffs use an operational framework, and associated vocabulary, to help conceptualize and describe the concept of operations in time, space, purpose, and resources. An *operational framework* is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations (ADP 1-01). An operational framework establishes an area of geographic and operational responsibility for the commander and provides a way to visualize how the commander will employ forces against the enemy. To understand this framework is to understand the relationship between the AO and operations in *depth*—the extension of operations in time, space, or purpose to achieve definitive results (ADP 3-0). Proper relationships allow for simultaneous operations and massing of effects against the enemy.

1-56. The operational framework has four components. First, the commander is assigned an AO for the conduct of operations. Second, the commander can designate deep, close, support, and consolidation areas to describe the physical arrangement of forces in time, space, and purpose. Third, within this area, the commander conducts decisive, shaping, and sustaining operations to further articulate the operation in terms of purpose. Finally, the commander designates the main and supporting efforts to designate the shifting and prioritization of resources.

AREA OF OPERATIONS

1-57. An *area of operations* is an operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces (JP 3-0). In operations, the commander uses *control measures*—a means of regulating forces or warfighting functions (ADP 6-0)—to assign responsibilities, coordinate maneuver, and control combat operations. Within the AO, the commander integrates and synchronizes combat power. To facilitate this integration and synchronization, the commander designates targeting priorities, effects, and timing within the assigned AO. Responsibilities within an assigned an AO include—

- Information collection, integration, and synchronization.
- Civil affairs operations (CAO).
- Movement control.
- Clearance of fires.
- Security.
- Personnel recovery.
- Airspace control of assigned airspace.
- Minimum-essential stability tasks.

1-58. The commander considers the area of influence when assigning an AO to subordinate commanders. An *area of influence* is a geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control (JP 3-0). Understanding the area of influence helps the commander and staff plan branches to the current operation in which the force uses capabilities outside the AO. An AO should not be substantially larger than the unit's area of influence. Ideally, the area of influence would encompass the entire AO. An AO that is too large for a unit to control can allow sanctuaries for enemy forces and may limit joint flexibility.

1-59. An *area of interest* is that area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. (JP 3-0). This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. An area of interest for operations to support stability tasks (see chapter 4) may be much larger than that area associated with the offense and defense.

1-60. AO may be contiguous or noncontiguous. When they are contiguous, a boundary separates them. When AO are noncontiguous, subordinate commands do not share a boundary. The higher headquarters retains responsibility for the area not assigned to subordinate units. (See ADP 3-0 for additional information.)

DECISIVE, SHAPING, AND SUSTAINING OPERATIONS

1-61. Decisive, shaping, and sustaining operations lend themselves to a broad conceptual orientation. Throughout decisive, shaping, and sustaining operations, commanders and staff ensure that—

- Forces maintain positions of relative advantage.
- Operations are integrated with unified action partners.
- Continuity is maintained throughout operations.

1-62. The *decisive operation* is the operation that directly accomplishes the mission (ADP 3-0). The decisive operation determines the outcome of a major operation, battle, or engagement. The decisive operation is the focal point around which the commander designs an entire operation. Multiple subordinate units may be engaged in the same decisive operation. Decisive operations lead directly to the accomplishment of a commander's intent. The commander typically identifies a single decisive operation, but more than one subordinate unit may play a role in a decisive operation.

1-63. A *shaping operation* is an operation at any echelon that creates and preserves conditions for success of the decisive operation through effects on the enemy, other actors, and the terrain (ADP 3-0). In combat, synchronizing the effects of aircraft, artillery fires, and obscurants to delay or disrupt repositioning forces illustrates shaping operations. Information operations, for example, may integrate Soldier and leader engagement tasks into the operation to reduce tensions between subordinate units in the battalion, and different ethnic groups through direct contact between subordinate leaders and local leaders. Shaping operations may occur throughout the AO and involve any combination of forces and capabilities. Shaping operations set conditions for the success of the decisive operation. The commanders may designate more than one shaping operation.

1-64. A *sustaining operation* is an operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power (ADP 3-0). Sustaining operations differ from decisive and shaping operations in that they focus internally (on friendly forces) rather than externally (on the enemy or environment). Sustaining operations include personnel and logistics support, support area security, movement control, terrain management, and infrastructure development. Sustaining operations occur throughout the AO, not just in a support area. Failure to sustain may result in mission failure. Sustaining operations determine how quickly the force can reconstitute and how far the force can exploit success.

Position of Relative Advantage

1-65. A *position of relative advantage* is a location or the establishment of a favorable condition within the area of operations that provides the commander with temporary freedom of action to enhance combat power over an enemy or influence the enemy to accept risk and move to a position of disadvantage (ADP 3-0). Positions of relative advantage provide the commander with an opportunity to compel, persuade, or deter an enemy decision or action. The commander maintains the momentum through exploitation of opportunities to

consolidate gains and continually assess and reassess friendly and enemy effects for further and future opportunities.

1-66. The company commander, understanding that positions of advantage are temporary, seeks positions of relative advantage before combat begins, and exploits success throughout operations. As the commander recognizes and gains positions of relative advantage, enemy forces will attempt to gain a position of advantage over the company. Subordinate platoons of the company leverage terrain to their advantage and pit their strength against a critical enemy weakness. Subordinate platoons maneuver to a position that provides either positional advantage over the enemy for surveillance and targeting, or a position from which to deliver fires to support continued movement towards an advantageous position or to break contact.

Integration in Operations

1-67. Company commanders, assisted by their higher-level staffs, integrate subordinate operations within the larger effort. They integrate numerous processes and activities in the headquarters and across the force. Integration involves efforts to operate with unified action partners and efforts to conform battalion capabilities and plans to the larger concept. The commander extends the depth of military activities through joint integration and multi-domain operations. Engagement of enemy forces throughout their depth disrupts the enemy's decisions cycle leading to definitive results for Army forces.

Note. Army forces conduct multi-domain operations, as part of a joint force, to seize, retain, and exploit control over enemy forces. These activities are synchronized across multiple domains to create opportunities to dislocate, isolate, disintegrate, and destroy enemy forces. For example, Army forces use aviation and UAS in the air domain, and protect vital communications networks in cyberspace, while retaining dominance in the land domain. (See ADP 3-0 for additional information.)

1-68. When determining the company's operations depth, the company commander considers the battalion and its own capabilities, as well as available joint capabilities and limitations. The commander sequences and synchronizes operations in time and space to achieve simultaneous effects throughout an AO. The commander seeks to use capabilities within the company that complement those of the battalion and of unified action partners. Effective integration requires shared understanding and purpose through collaboration with participants and partners. The commander designates main and supporting efforts to establish clear priorities of support and resources among subordinate units. (See FM 3-96 and ADP 3-0 for additional information.)

MAIN AND SUPPORTING EFFORTS

1-69. The *main effort* is a designated subordinate unit whose mission at a given point in time is most critical to overall mission success (ADP 3-0). The main effort is usually weighted with the preponderance of combat power. Typically, the commander shifts the main effort one or more times during execution. Designating a main effort temporarily prioritizes resource allocation. When the commander designates a unit as the main effort, it receives priority of support and resources to maximize combat power. The commander establishes clear priorities of support, and shifts resources and priorities to the main effort as circumstances and the commander's intent require. The commander may designate a unit conducting a shaping operation as the main effort until the decisive operation commences. However, the unit with primary responsibility for the decisive operation then becomes the main effort upon the execution of the decisive operation.

1-70. A *supporting effort* is a designated subordinate unit with a mission that supports the success of the main effort (ADP 3-0). The commander resources supporting efforts with the minimum assets necessary to accomplish the mission. The force often realizes success of the main effort through the success of the supporting effort(s).

SECTION II – ORGANIZATION

1-71. The SBCT Infantry rifle company within the SBCT Infantry battalions can deploy rapidly and be sustained by a minimal support structure. The company's composition and training uniquely equip it to conduct its mission against conventional and unconventional enemy forces in all types of terrain and weather conditions. The company can support offensive, defensive, and stability or defense support of civil authority tasks semi-independently or as a part of a larger force. It can be task-organized as part of an Infantry battalion, combined arms battalion, an Infantry BCT, Armored BCT, or a support battalion or brigade.

1-72. The SBCT Infantry rifle company is the SBCT's main effort when conducting combined arms maneuver. Employed correctly and in synchronization with other maneuver units they close with and finish the enemy force, seize and occupy key terrain, or repel an enemy assault. In operations, the SBCT Infantry rifle company assignment is ultimately determined by the SBCT commander's orders. Missions assigned by the SBCT are—

- Movement to contact.
- Attack.
- Area defense.
- Area security.

STRYKER BRIGADE COMBAT TEAM INFANTRY RIFLE COMPANY CAPABILITIES

1-73. The SBCT combines the capability of a full Infantry rifle company with tactical mobility aspect that can exploit where the Infantry fight occurs. The following list highlights the capabilities and limitations of the SBCT Infantry rifle company. Capabilities include—

- Fire power from mounted and dismounted weapon systems with various ballistic capabilities.
- Increased tactical mobility for Infantry.
- Carries and employs an assortment of weapons to the fight with a “mobile arms room” concept.
- Equipped with organic 120-millimeter (mm) and 60-mm mortars.
- Self-sustained for 72 hours or mission dependent fuel consumption rates.
- Conduct offensive, defensive, and stability tasks in all types of environments.
- Seize, secure, occupy, and retain terrain.
- Destroy, neutralize, suppress, interdict, disrupt, block, canalize, and fix enemy forces.
- Breach enemy obstacles.
- Can conduct feints and demonstrations to deceive the enemy.
- Reconnoiters, denies, bypasses, clears, contains, and isolates. (These tasks might be oriented on terrain and enemy.)
- Operates in conjunction with mounted or SOF.

STRYKER BRIGADE COMBAT TEAM INFANTRY RIFLE COMPANY LIMITATIONS

1-74. The SBCT Infantry rifle company's combat power resides mostly in its three rifle platoons—each with three Infantry rifle squads, a weapons squad, and four Stryker Infantry carrier vehicles (known as ICVs). SBCT Infantry rifle companies deploy worldwide to support unified land operations. The SBCT Infantry rifle company (see figure 1-1) can operate pure or as a task organized combined arms force based upon mission variables. Effective application of the SBCT Infantry rifle company as a combined arms force can capitalize on the strengths of the company's elements while minimizing their respective limitations.

1-75. SBCT Infantry units might be the dominant arm in operations because of their rapid strategic deployment and mobility capability. In such cases, they can gain the initiative early, seize and hold ground, and mass fires to stop the enemy. Infantry units are particularly effective in the urban environment, where they can maneuver rapidly in close contact to positions of tactical advantage against enemy positions.

1-76. The missions, types, equipment, capabilities, limitations, and organization of Infantry units are the fundamental considerations for employing SBCT Infantry rifle companies. These considerations are further affected by the unit's training program, leadership, morale, personnel strengths, and other factors. These other factors constantly change based on the current situation. Limitations include—

- Reduced company logistical systems.
- Has no organic maintenance section.
- Unable to conduct forced entry by air; requires preoperational staging point.
- Vulnerable to fires from anti-armor systems while mounted.
- Vulnerable to enemy armor, artillery, and air assets when employed in open terrain.
- Vulnerable to enemy chemical, biological, radiological, and nuclear (CBRN) attacks with limited decontamination capability.

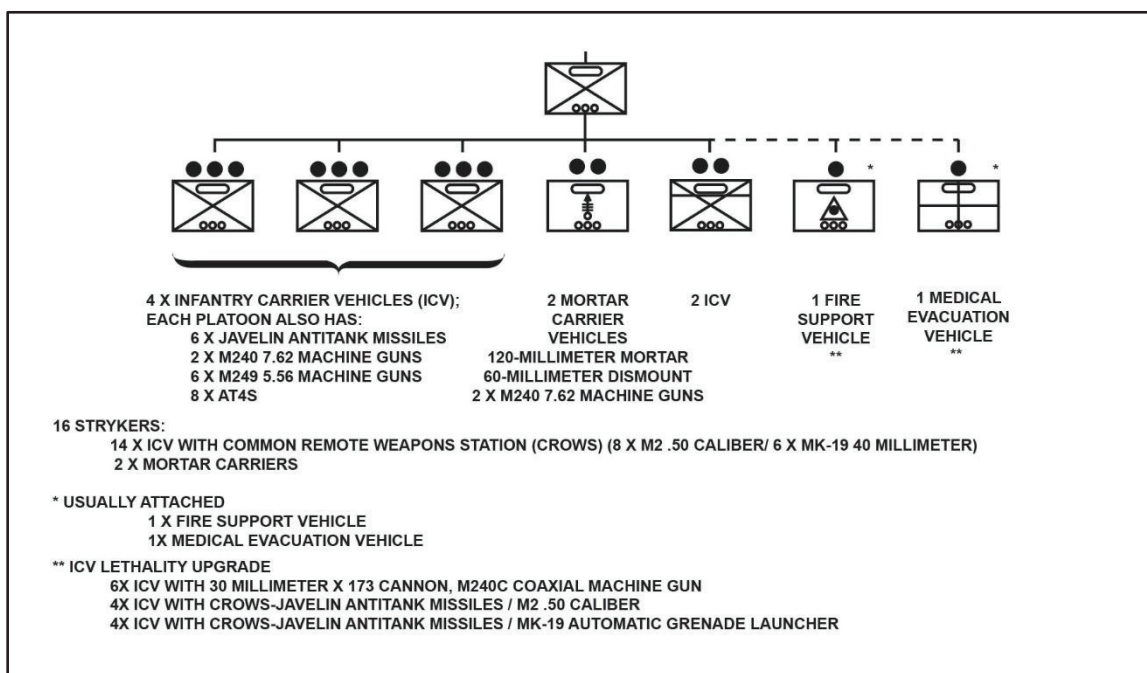


Figure 1-1. Stryker brigade combat team Infantry rifle company

STRYKER BRIGADE COMBAT TEAM INFANTRY RIFLE PLATOON

1-77. The Stryker Infantry rifle platoon is a versatile force that can fight in unison with a mounted force supporting a dismounted force or as a purely dismounted force. The Stryker ICV is a platform that provides

protection, mobility, and firepower (upgraded with 30-mm cannon or Common Remotely Operated Weapon Station-Javelin [known as CROWS-J]) by carrying the Infantry element to the point of deployment. It facilitates the Infantry to seize the initiative by deploying to positions of tactical advantage. The Stryker vehicle is not a fighting vehicle and lacks the protection to initiate contact and destroy enemy fighting platforms with tactical advantage. The Infantry platoon has one officer and 44 enlisted personnel in a platoon headquarters, three Stryker Infantry rifle squads, and one Stryker Infantry weapons squad. Additionally, the platoon is augmented with a forward observer (FO) and a medic as habitual attachments.

1-78. The Stryker Infantry rifle platoon relies on its mission command and intent-based orders to accomplish the mission. The platoon facilitates lower level leadership to seize the initiative through intent-based orders with higher-level leadership synchronizing their actions. The Stryker Infantry rifle platoons can fight in multiple mutually supporting maneuver elements to include—

- The squad leader controls two Infantry fire teams and fires from a Stryker ICV.
- The squad leader controls up to two Infantry fire teams and a machine gun team, while a section leader commands two ICVs and an Infantry fire team.
- The platoon fights Infantry rifle squads with four ICVs in support.
- The platoon fights Infantry squads and ICVs as separate formations and conduct a linkup.

MORTAR SECTION

1-79. Mortar sections are organic to all SBCT Infantry rifle companies. The primary role of the company mortar section is to provide immediate, responsive indirect fires to support maneuver elements. The mortar section is comprised of the fire direction center and two mortar squads.

1-80. The fire direction center controls and directs mortar fires. SBCT Infantry rifle company mortar squads are each equipped with mounted 120-mm and dismounted 60-mm mortars. (See ATP 3-21.90 for more information.)

HEADQUARTERS SECTION

1-81. The SBCT Infantry rifle company is not resourced to operate a functional command post (CP) according to the modified table of organization and equipment. However, establishing a CP may have a positive impact on the SBCT Infantry rifle company's day-to-day performance, particularly during sustained operations. The Soldiers manning the SBCT Infantry rifle company CP assist the commander and subordinate leaders to prepare for missions by—

- Providing a centralized point for information collection and dissemination, coordination, time management, and tracking the status of subordinate elements.
- Maintaining a COP to higher and adjacent units.
- Providing communications with higher, lower, adjacent, and supporting units.
- Assisting the commander in planning, coordinating, and issuing company operation order (OPORD).

Resourcing a Command Post

1-82. The most critical decision in developing a company CP is committing resources. Company commanders should task organize for a CP based on the OEs (offense, defense, stability). Ideally, intelligence personnel are assigned to perform company-level intelligence tasks; however, if not assigned, those duties and functions can be performed by other personnel. The level of dedicated resources (mainly personnel) to the company CP has a direct correlation to the effectiveness of the fusion between missions and locally developed intelligence.

1-83. There are several options for manning an SBCT Infantry rifle company CP. The basic minimum manning requirement is for two noncommissioned officers (NCOs) to serve as noncommissioned officers in charge (NCOICs) with two radio/telephone operators (known as RTOs). One NCO is in charge of each shift. A third shift is ideal for longer continuous operations if it can be manned with personnel. Shifts can vary between times of starts and shift changes. Leaders should pay attention to the circadian battle rhythm because

splitting shifts based on hours of sunlight and nighttime can have psychological effects on Soldiers. These NCOs perform their duties with little or no supervision.

1-84. Members of the headquarters section can man needed positions in the CP, such as the RTO. These members also include the company command group drivers. There should be two RTOs. One RTO supports each shift. The RTO assists the NCOIC, as needed, to accomplish the mission.

Functions

1-85. The company CP assists the commander in reducing the number of items the commander personally tracks and reports. This frees the commander to conduct TLP during the preparation phase. Examples of CP operations include the following:

- Record incoming and outgoing information such as status reports, warning orders (WARNORDs), OPORDs, and FRAGORDs.
- Continuously refine the situation template (known as SITTEMP) using the latest intelligence and distribute the updated SITTEMP to all company elements.
- Post current guidance, timelines, and overlays.
- Pass required reports to the battalion.
- Track unit combat preparations and logistical status.
- Conduct required coordination with adjacent and flank units.
- Facilitate bottom-up refinement of planning and preparation.
- Battle tracking.
- CPs act as a communications-retransmitting site to higher headquarters, when necessary.

1-86. The CP may be used as the point of contact for attached or operational control (OPCON) units. Soldiers manning the CP further assist the commander in TLP by supervising and enforcing the timeline, reproducing overlays, and constructing sand tables for company and platoon rehearsals. The company CP is intended as an information management center during the planning and preparation phase of a mission and battle tracking during mission execution.

Intelligence Support Team

1-87. Many company commanders perform basic intelligence tasks that include refining information collection capabilities, analyzing ongoing metrics in the AO, and performing basic intelligence support to targeting. To accomplish these tasks, company commanders may organize small intelligence support teams from within their unit to receive, analyze, and report information collected.

1-88. An intelligence support team is an organization formed by the company commander to perform tasks that facilitate understanding and knowledge of the AO. Intelligence support teams assist a company by—

- Developing and maintaining situational understanding and knowledge of the relevant aspects of the AO.
- Developing information requirements.
- Facilitating flow of information to and from company elements and the battalion intelligence staff officer (S-2).
- Turning information into intelligence.

1-89. Ideally, companies organize intelligence support teams as a part of the predeployment process. The team should identify requirements based on mission variables METT-TC before arriving in the AO and analysis should include activities within the unit's area of interest. The function of the intelligence support team is to describe the effects of the weather, enemy, terrain, and local population upon friendly operations to reduce the commander's uncertainty and aid in decision-making. This function is accomplished by gleaning intelligence from the information gathered, recommending a COA to the commander, and disseminating any intelligence to members of the company and the higher and lateral units. The intelligence support team provides platoons with information and current intelligence concerning the company operations. The battalion intelligence cell provides an initial analysis of the AO to the company; intelligence

support teams refine these products based on knowledge gained by Soldiers performing missions in the company AO.

Stinger Teams

1-90. Each Stryker Infantry rifle company is equipped with one Stinger man-portable air defense system (MANPADS). Each company has a trained Stinger teams to provide active air defense protection capability to the SBCT. The MANPADS team consists of a team chief/spotter and gunner. The rank of the team chief is normally a sergeant and the gunner is normally a specialist or below.

1-91. These teams provide the capability to engage fixed, rotary, group III unmanned aircraft vehicles, according to the rules of engagement (ROE) and SBCT air defense scheme of maneuver. Company commanders are responsible to synchronize their ground maneuver plan with the placement of Stinger teams according to the SBCT guidance.

Unmanned Aircraft Systems

1-92. The SBCT Infantry rifle company is equipped with two group II UAS and there are various class I systems in each SBCT Infantry rifle platoon and squad that may be provided in various operating environments. The UAS operations officer located in the brigade aviation element is an expert in all UAS matters, regardless of group, and can assist the company with planning and employment coordination.

1-93. When deployed, these systems provide detection capability at a lower echelon to enhance SA to the leaders. They have various techniques for employment, but the information provided can be a tactical advantage to the SBCT Infantry rifle company and its subordinate elements.

HABITUAL ATTACHMENTS – FIRE SUPPORT TEAMS AND MEDICS

1-94. The fire support team (FIST) and combat medics are normally attached whenever the company deploys. A FIST from the battalion fire support platoon may be attached or placed OPCON to the company. The FIST headquarters personnel authorized for the SBCT Infantry rifle company include a fire support officer (FSO), a fire support sergeant, a fire support specialist, an RTO for the company headquarters, and three FOs, and three RTOs for the Infantry rifle platoons.

1-95. The basis of allocation for company-level medical support is one senior combat medic for a company and one combat medic for a maneuver platoon. This allocation is designed to place medical treatment assets as close to the point of injury as possible.

1-96. The company's emergency care sergeant is usually located with the company trains; and platoon medics are usually located with the platoon headquarters element. The emergency care sergeant cares for the sick, injured, or wounded company personnel. Tactical combat casualty care (TCCC) is provided in the OE by providing care in three stages: care under fire, tactical field care, and tactical evacuation under the training and supervision of the battalion surgeon. The emergency care sergeant performs medical treatment procedures under the supervision of the battalion surgeon or physician's assistant. The emergency care sergeant is responsible for—

- Overseeing and providing guidance to each platoon medic, as required.
- Training personnel to evaluate injured, wounded, or ill friendly and enemy personnel for priority of treatment as they arrive at the company casualty collection point (CCP).
- Overseeing sick call screening for the company.
- Requesting and coordinating the evacuation of sick, injured, or wounded personnel under the direction of the company first sergeant (1SG).
- Assisting in first-aid training of the company personnel, and enhanced first-aid procedures of combat lifesavers.
- Recommending locations for company CCPs.
- Providing guidance to the company's combat lifesavers.
- Monitoring the tactical situation, anticipating and coordinating health service support (HSS) requirements, and class VIII resupply, as needed.

- Advising the company commander and 1SG on mass casualty operations.
- Advising the company commander and 1SG on unit field sanitation issues.
- Keeping the 1SG informed of the status of casualties and coordinating with the 1SG for additional sustainment requirements.
- Employing treatment vehicles with two medical equipment sets and tactical combat medical care assemblages.
- Assisting the 1SG in maintaining hygiene of the unit with force health protection oversight and procedures.

SNIPER SQUAD, MOBILE GUN SYSTEM, AND ANTITANK GUIDED MISSILE UNITS

1-97. Each SBCT Infantry battalion has one sniper squad. It is led by a senior sniper and consists of three sniper teams. A sniper team has three people: a sniper, spotter, and security Soldier. The sniper has special abilities, training, and equipment. Their mission is to deliver discriminatory, highly accurate rifle fire against enemy targets that cannot be engaged successfully by the rifleman because of range, size, location, visibility, or fleeting nature. The sniper team leader advises the company commander with the planning and employment of the sniper team.

1-98. The MGS platoon provides precise long-range direct fire in support of maneuvering units. Its function is to destroy or suppress hardened enemy bunkers, machine gun positions, sniper positions, and long-range threats. It also creates Infantry breach points in urban, restricted, and open rolling terrain. The MGS 105-mm main gun provides the platoon with limited anti-armor self-defense capabilities. The MGS is not a tank and should not be employed in the same manner as a tank; nor should the MGS platoon be employed in the same manner as a tank platoon.

1-99. The SBCT anti-armor platoon engages the enemy by means of long-range anti-armor fires and maneuvers to destroy or repel assaults by fire, and counterattack. The platoon includes three antitank guided missile (ATGM) vehicles. The anti-armor platoon does not have sections and does not fight as sections. The vehicles are assigned to the platoon leader, platoon sergeant (known as PSG), and squad leader. (See appendix B for more information.)

SECTION III – DUTIES AND RESPONSIBILITIES OF KEY PERSONNEL

1-100. This section describes the duties and responsibilities of key personnel and habitual attachments in the SBCT Infantry rifle company.

COMMANDER

1-101. The commander as a trusted Army professional and leader of character, competence, and commitment enables the unit to achieve the mission in the right way leads by personal example and is responsible for everything the SBCT Infantry rifle company does, or fails to do. The commander's responsibilities include but are not limited to leadership, by strengthening mutual trust and cohesive teamwork training, tactical employment, and sustainment activities of the company. These duties require the commander to understand the capabilities of the company's Soldiers and equipment, and to understand how to employ them to the best tactical advantage. At the same time, the commander is well versed in the OE, the indigenous culture, threat organizations, doctrine, and equipment.

1-102. All commanding officers and others in authority in the Army are required (see Title 10, United States Code, Section 7233: Requirement of Exemplary Conduct)—

- To show in themselves a good example of virtue, honor, patriotism, and subordination.
- To be vigilant in inspecting the conduct of all persons who are placed under their command.
- To guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them.
- To take all necessary and proper measures, under the laws, regulations, and customs of the Army, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

1-103. Using this knowledge, the commander prepares the unit for missions. Understanding the moral principles of the Army Ethic and being cognizant of ethical hazards inherent in combat operations, the commander prepares the Soldiers for lethal application of force and the moral consequences of their actions. Prevention of moral injury before and after combat operations, particularly when fatalities have occurred, is an important command responsibility and consideration in planning. Ultimately, the commander knows how to exercise command and control ethically, effectively, efficiently, and decisively. The commander is flexible and uses professional judgment to make right decisions, and take right actions at the right time based on the higher commander's intent and the tactical situation. The commander is able to visualize, describe, and direct subordinate leaders in clear, complete combat orders. The SBCT Infantry rifle company commander—

- Commands through subordinate leaders.
- Employs the company to accomplish its mission according to the battalion commander's intent and concept.
- Selects the best scheme of maneuver through combined arms concept at the company level.
- Conducts TLP for company tactical missions.
- Maintains and expresses situation awareness and understanding.
- Resources the platoons and other elements, and requests battalion support when needed.
- Ensures that the company CP effectively battle tracks the situation and status.
- Provides a timely and accurate tactical picture to the battalion commander and subordinate units.
- Implements effective measures for security and accountability of forces and systems.
- Develops the leadership and tactical skill of the platoon leaders.

EXECUTIVE OFFICER

1-104. The executive officer (XO) is the SBCT Infantry rifle company's second-in-command and its primary sustainment planner and coordinator. The XO and their driver may serve as the company net control station for both radio and digital traffic. The XO's other duties include the following: (See chapter 5 for more information on sustainment duties.)

- Ensures accurate, timely tactical reports are sent to the battalion.
- Assumes command of the company, as required.
- In conjunction with the ISG, plans and supervises the company sustainment effort.
- Assists in preparation of the OPORD, specifically paragraph 4 (sustainment).
- Conducts tactical coordination with higher, adjacent, and supporting units.
- Assists the commander when issuing orders to the company headquarters and attachments, as required.
- Conducts additional missions, as required. These could include serving as officer in charge (OIC) for a quartering party, or as the leader of the detachment left in contact (DLIC) in a withdrawal.
- Performs as landing zone (LZ) or pickup zone (PZ) control officer. This may include straggler control, casualty evacuation (CASEVAC), resupply operations, or air-ground liaison.
- Assists the commander with preparations for follow-on missions, to include rehearsal site preparation.
- Positions themselves with supporting effort during the mission to assist the commander with mission control.
- Assists the commander in refining intelligence preparation of the battlefield (IPB) products during planning and portraying the enemy force during rehearsals.
- Manages the company timeline.
- Manages sustainment survivability assets (for example, armored combat earthmover or dozer during defensive tasks).
- Facilitates the integration of attachments and enablers to the company.
- Serves as OIC of the company CP, if established.
- Serves as movement control officer.

- Assists the commander and supply sergeant with managing the property book office and all other company hand receipts.
- Coordinates and monitors maintenance status and reports.

FIRST SERGEANT

1-105. The 1SG is the company's senior NCO and is its most experienced Soldier. The 1SG is the commander's primary tactical advisor, and an expert in individual and NCO skills. They are also the company's primary sustainment operator and help the commander and XO plan, coordinate, and supervise all logistics activities that support the company. The 1SG operates where the commander directs or where their duties require them. (See chapter 5 for more information on sustainment duties.)

1-106. The 1SG's specific duties include the following responsibilities:

- Execute and supervise routine tasks. The 1SG's duties may include enforcing the tactical standard operating procedures (SOPs); planning and coordinating training; coordinating and reporting personnel and administrative actions; and supervising supply, maintenance, communications, and field hygiene operations.
- Supervise, inspect, or observe all matters designated by the commander. (For example, the 1SG may observe and report on a portion of the company's AO or zone, proof fighting positions, or assist in proofing an engagement area [EA]).
- Plan, rehearse, and supervise key sustainment actions in support of the tactical mission. These activities include—resupply of class I (food, rations, and water), class III (petroleum, oil, and lubricants), and class V (ammunition) products and materials; maintenance and recovery; medical support; CASEVAC; and detainee processing.
- Assist and coordinate with the XO in all critical functions.
- Assist the XO in sustainment planning for the company.
- As needed, serve as quartermaster party NCOIC.
- Conduct training and ensure proficiency in individual and NCO skills and small-unit collective skills that support the SBCT Infantry rifle company's mission-essential task list.
- In conjunction with the commander, establish and maintain the foundation for company discipline.
- Assist the commander in maintaining accountability.

PLATOON LEADER

1-107. The platoon leader trusted Army professional who leads the Soldiers by personal example. The platoon leader is responsible for all that the platoon does or fails to do and has complete authority over the subordinates. This centralized authority enables the platoon leader to maintain unit discipline and unity, develop mutual trust and cohesive teamwork, and to act decisively.

1-108. The demands of mission command require the platoon leader to exercise initiative without continuous guidance from higher commands. The platoon leader knows the Soldiers and how to employ the platoon, its weapons, and its systems. They rely on the expertise of the PSG and regularly consult with them on all platoon matters. (See ATP 3-21.8 for more information.)

PLATOON SERGEANT

1-109. The PSG is the platoon's most experienced NCO and second in charge. The PSG is accountable to the platoon leader for the leadership, discipline, training, and welfare of the platoon's Soldiers. The PSG sets the example in everything. The PSG's expertise includes tactical maneuver, employment of weapons and systems, sustainment, administration, security, accountability, protection warfighting function, and Soldier care. The PSG is the principal tactical advisor to the platoon leader. (See ATP 3-21.8 for more information.)

MORTAR SECTION

1-110. The mortar section leader employs the mortar section and ensures effective mortar support for the company. (See ATP 3-21.90 and TC 3-22.91 for more information.) The mortar sergeant—

- Coordinates with the company FSO regarding AO and up-to-date targeting.
- May have the additional duty of the head quarter's PSG.
- May have the additional duty of the CP NCOIC.

SUPPLY SERGEANT

1-111. The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the SBCT Infantry rifle company. The supply sergeant coordinates all supply requirements and actions with the XO or the 1SG and the battalion logistics staff officer (S-4). The supply sergeant communicates with the SBCT Infantry rifle company using the task force administration and logistics radio net command and control systems, or with a Secret Internet Protocol Router phone. The supply sergeant's specific responsibilities are to— (See chapter 5 for more information on sustainment duties.)

- Control the SBCT Infantry rifle company cargo truck and water trailer, and supervise the supply clerk and armorer.
- Establish and maintain the company's property accountability system.
- Monitor SBCT Infantry rifle company activities and the tactical situation.
- Anticipate and report logistical requirements.
- Coordinate and monitor the status of the SBCT Infantry rifle company's sustainment requests.
- Coordinate and supervise the organization of the SBCT Infantry rifle company logistics package (LOGPAC) in the field trains.
- Assist the XO with managing the company commander's hand receipts.

SIGNAL SUPPORT NONCOMMISSIONED OFFICER

1-112. The signal support NCO supervises the operation, maintenance, and installation of organic digital, wire, and field frequency modulation (FM) communications. During tactical missions, the signal support NCO travels with the most critical mission command node to ensure its operability. The signal support NCO responsibilities include sending and receiving routine traffic and making required communications checks. The signal support NCO may—

- Perform limited troubleshooting of the SBCT Infantry rifle company's organic communications equipment. They may provide the link between the SBCT Infantry rifle company and the task force for maintenance of communications equipment.
- Supervise all activities regarding the SBCT Infantry rifle company's communications security equipment, which entails the requisition, receiving and signing for material, receipting, training, maintenance, security, and employment of this equipment and related materials.
- Assist the commander in planning and employment of the communications systems. The signal support specialist may assist in preparation of the signal portion of paragraph 5 of the OPORD using the commander's guidance.
- Supervise or assist with SBCT Infantry rifle company CP tasks. These include relaying information, monitoring the situation, establishing the CP security plan and radio watch schedule, and informing the commander and subordinate elements of significant events.

HABITUAL ATTACHMENT – FIRE SUPPORT OFFICER

1-113. The company commander integrates fires to support the scheme of maneuver. The company FSO serves as the principle advisor for fire support. The company FSO fully understands the company commander's scheme of maneuver. Based on the commander's guidance, the company FSO synchronizes fire support within the maneuver plan and presents the fire support plan to the commander for approval.

During operational planning, the FSO develops and refines a fire support plan based on the commander's concept and guidance. FSO duties include—

- Advising the commander on all fire support matters.
- Requesting, adjusting, and directing all types of fire support.
- Training the FIST in fire support actions. Ensures that FOs are certified and current in target mensuration.
- Serving as the commander's primary advisor on the enemy's indirect fire capabilities.
- Assisting the commander in developing the OPORD to ensure full integration of fires.
- Recommending targets and fire control measures (particularly fire support coordination measures [FSCMs]), and determining methods of engagement and responsibility for firing the targets.
- Determining the specific tasks and instructions needed to plan and execute the fire support plan.
- Developing an observation plan with limited visibility contingencies that support the SBCT Infantry rifle company and battalion missions.
- Allocating FOs and other observers to maintain surveillance of target and named areas of interest (NAIs).
- Developing the fire support plan with the SBCT Infantry rifle company commander, and in coordination with the battalion FSO. This includes locations of final protective fires (FPFs) and priority targets allocated to the company.
- Ensuring that the fire support plan and the fire support execution matrix is prepared and disseminated to key personnel.
- Assisting the commander in briefing the fire support plan as part of the SBCT Infantry rifle company OPORD and coordinating with platoon FOs to ensure they understand their responsibilities.
- Refining and integrating the SBCT Infantry rifle company target worksheet; submitting the completed worksheet to the battalion fires cell.
- Assisting the commander with incorporating execution of the indirect fire plan into each SBCT Infantry rifle company rehearsal. This includes integrating indirect fire observers into the rehearsal plan.
- Alerting the SBCT Infantry rifle company commander if a request for fires against a target has been denied.
- Monitoring the location of friendly units and assisting the commander with clearing indirect fires.
- Requesting counterfire support in response to enemy artillery and mortar attacks.
- Providing emergency control of CAS missions in the absence of qualified Air Force personnel (joint terminal attack controller or airborne forward air controller).

HABITUAL ATTACHMENT – SNIPER SQUAD/TEAM LEADER

1-114. Each SBCT Infantry battalion has a sniper squad consisting of three, three-person sniper teams. The sniper has special abilities, training, and equipment. Their mission is to deliver discriminatory, highly-accurate rifle fire against enemy targets, which cannot be engaged successfully by the rifleman because of range, size, location, visibility, or fleeting nature. Becoming a successful sniper requires the perfection of basic Infantry skills. (See TC 3-22.10 for more information.) The sniper team leader—

- Assists the company commander with the planning and employment of the sniper team.
- Coordinates with the company FSO.
- Is the primary trainer for the sniper team.

Chapter 2

Offense

The SBCT Infantry rifle company normally conducts offensive operations as part of a larger force. Offensive operations let the commander seize the initiative (choose when and where to fight), retain the initiative, and effectively exploit the company's strengths. The commander may conduct offensive operations to defeat, destroy or neutralize the enemy. Other offensive objectives include deprive the enemy of resources, seize decisive terrain, deceive or divert the enemy, collect information, or fix an enemy in position. This chapter covers basics of the offense, common offensive planning considerations, movement to contact, attack, and transitions.

SECTION I – BASICS OF THE OFFENSE

2-1. The basics of the offense establish a foundation for further discussion of how the SBCT Infantry rifle company conducts offensive operations. An *offensive operation* is an operation to defeat or destroy enemy forces and gain control of terrain, resources, and population centers (ADP 3-0). The four primary offensive operations are movement to contact, attack, exploitation, and pursuit. The SBCT Infantry rifle company can participate in an exploitation or pursuit as part of a larger force by conducting movement to contact or attack as part of a brigade and higher echelon formations. (See FM 3-90-1 for more information.)

CHARACTERISTICS OF THE OFFENSE

2-2. The main feature of offensive operations is taking and maintaining the initiative. The aim of the commander in the offense is to defeat the threat. Surprise, concentration, tempo, and audacity characterize the conduct of offensive operations and are components of initiative. Initiative—within the higher commander's intent, combined with maneuver and fires, makes possible the conduct of decisive offensive operations. (See ADP 3-90 for more information.)

SURPRISE

2-3. Commanders achieve surprise by striking the enemy at a time or place, or in a manner for which they are unprepared, by assessing the enemy commander's intent and denying that commander the ability to gain situational understanding. The company then capitalizes on information gained through action by maneuvering forces to critical locations on the battlefield to limit the enemy's ability to react. (See ADP 3-90 for more information.) The SBCT Infantry rifle company relies on units conducting reconnaissance and relayed combat information to maneuver to positions of relative advantage out of contact with the enemy. They then initiate their action having achieved the element of surprise enabled through command and control systems providing the necessary information.

CONCENTRATION

2-4. Concentration is the massing of overwhelming effects of the combined arms team to achieve a single purpose. The Stryker Infantry rifle company achieves concentration by dismounting its Infantry before contact. The Infantry must fight forward of their Stryker vehicles. Fires must be synchronized and massed with Infantry forward, supported by ICVs, then augmented with ATGM and MGS, and indirect fires. An enhanced command and control system found at the company level facilitates the synchronized combat power concentrated in a manner against the enemy quickly.

TEMPO

2-5. Tempo is a combination of speed and mass that creates pressure on the enemy. Commanders build the appropriate tempo to provide the necessary momentum for attacks to achieve their objectives. Controlling or altering tempo between deliberate or rapid is necessary to retain the initiative. At the tactical level, Stryker units gradually increase the tempo of their operation. They focus on key pieces of information, terrain, and a small number of tasks. This focus allows them to approach their first objective at a deliberate pace ensuring that they initiate contact on favorable terms. Once they initiate their attack, they quickly penetrate barriers and defenses and destroy enemy forces in-depth before they can react. They hastily consolidate, reorganize, and continue to follow-on objectives based on combat information they gained from their attack. They can sustain a more rapid tempo to conduct follow-on operations due their organization structure, leadership, command and control systems and leadership.

2-6. Commanders adjust the tempo to achieve synchronization. Speed is preferred to keep the enemy off balance by sustaining the attack and pursuing the enemy. Establishing the conditions for decisive actions may require the tempo to be slowed as the pieces of the operation require synchronize. Once ready, the tempo is increased and the action resumes.

AUDACITY

2-7. Audacity is achieved by boldly executing a simple plan of action. Commanders must exercise audacity by developing bold, inventive plans that produce decisive results while violently applying combat power. Commanders understand when and where to take risks, and avoid hesitation when executing their plan to seize, retain, or exploit the initiative. Most SBCT Infantry rifle company plans involve dismount and remount points. Dismount points are normally located before the probable line of contact (known as LC) under cover and concealment and out of the maximum effective range of the enemy's direct fire weapon system. The remount point is often on the far side of the objective. The leader assumes risk when they split the mounted and dismounted forces temporarily. Each force can be isolated by an enemy surprise attack. By dismounting the Infantry element prior to the LC, it reduces the chance of enemy surprise attack and allows the Infantry to initiate contact and synchronize fires from the weapons on the Stryker vehicles. The Infantry and Stryker platform must move undetected within the enemy weapons systems ranges and engage them from a position of tactical advantage. The mix of fires from the two elements facilitates their maneuver onto and past the enemy position. The mounted element can either pursue and engage with direct fires or remount the Infantry and continue the attack. Constantly repeating the process against the enemy overwhelms their ability to continue the fight.

COMMON OFFENSIVE PLANNING CONSIDERATIONS

2-8. The warfighting functions are critical tactical activities the commander can use to review, prepare, and execute planning. Synchronization and coordination between the warfighting functions are critical for success. The following paragraphs discuss selected warfighting functions and other additional planning considerations. The warfighting functions outline planning considerations for offense.

COMMAND AND CONTROL

2-9. The commander's mission and intent determine the scheme of maneuver and the allocation of available resources. All planning for offensive operations addresses the mission variables of METT-TC. The command and control function of offensive operations for the Stryker Infantry rifle company include—

- Commander's intent.
- Mission objectives, including task and purpose, for each subordinate element.
- Scheme of maneuver.
- Location of key leaders.
- Suspected enemy locations and COAs.
- COAs.
- Required control measures and graphics.
- Priorities of fire.

- Bypass criteria.
- Reporting requirements.
- Primary, alternate, contingency, and emergency communications.

2-10. The company commander uses TLP as a process to develop a plan and issue an order. TLP enables small-unit leaders to maximize available planning time while developing effective plans and preparing their units for an operation. TLP consists of eight steps. The sequence of the steps of TLP is not rigid. Leaders modify the sequence to meet the mission, situation, and available time. Leaders may perform some steps concurrently while performing other steps continuously throughout the operation. The eight steps are—

- Step 1 - Receive the mission.
- Step 2 - Issue a WARNORD.
- Step 3 - Make a tentative plan.
- Step 4 - Initiate movement.
- Step 5 - Conduct reconnaissance.
- Step 6 - Complete the plan.
- Step 7 - Issue the order.
- Step 8 - Supervise and refine.

MOVEMENT AND MANEUVER

2-11. The commander seeks to overwhelm the enemy with one or more unexpected actions before the enemy has time to react in an organized fashion. This happens when the company or force conducting the attack is able to attack the enemy from a position of strength or from an unexpected location or direction. The Stryker Infantry rifle company does this by dismounting at a predetermined point. The Stryker vehicle is used as a carrier for transporting Soldiers safely and more rapidly.

Movement Techniques

2-12. All combat formations use one or more of the three movement techniques: traveling, traveling overwatch, or bounding overwatch (see FM 3-90-1 for additional information). Continuous movement characterizes the traveling technique. It is best suited for situations in which enemy contact is unlikely and speed is important. (See figure 2-1 on page 2-4.)

2-13. Prior to tactical movement, the company commander gathers intelligence on the route. The commander conducts mission analysis to determine the control, navigation, and security measures required to conduct the movement under given mission variables. The commander plans the types of movement techniques, formations, mounted and dismounted approaches, and determines when to change by placing phase lines (PLs). The company commander plans backwards from objective to the start point for each maneuver element under the command.

Traveling

2-14. Traveling is used when contact with the enemy is not likely and speed is needed. The SBCT Infantry rifle company uses traveling technique mounted, dismounted and in combination with one another. When in combination the Infantry move forward of the mounted elements. The mounted elements are in support of the dismounted element moving at their pace. (See figure 2-2 on page 2-5.) Mission variables determine when to—

- Move forward of the Infantry, normally to linkup and remount.
- Follow and support.
- Establish overwatch or support by fire (known as SBF) position.
- Place Stryker vehicles in a hide position until called forward.

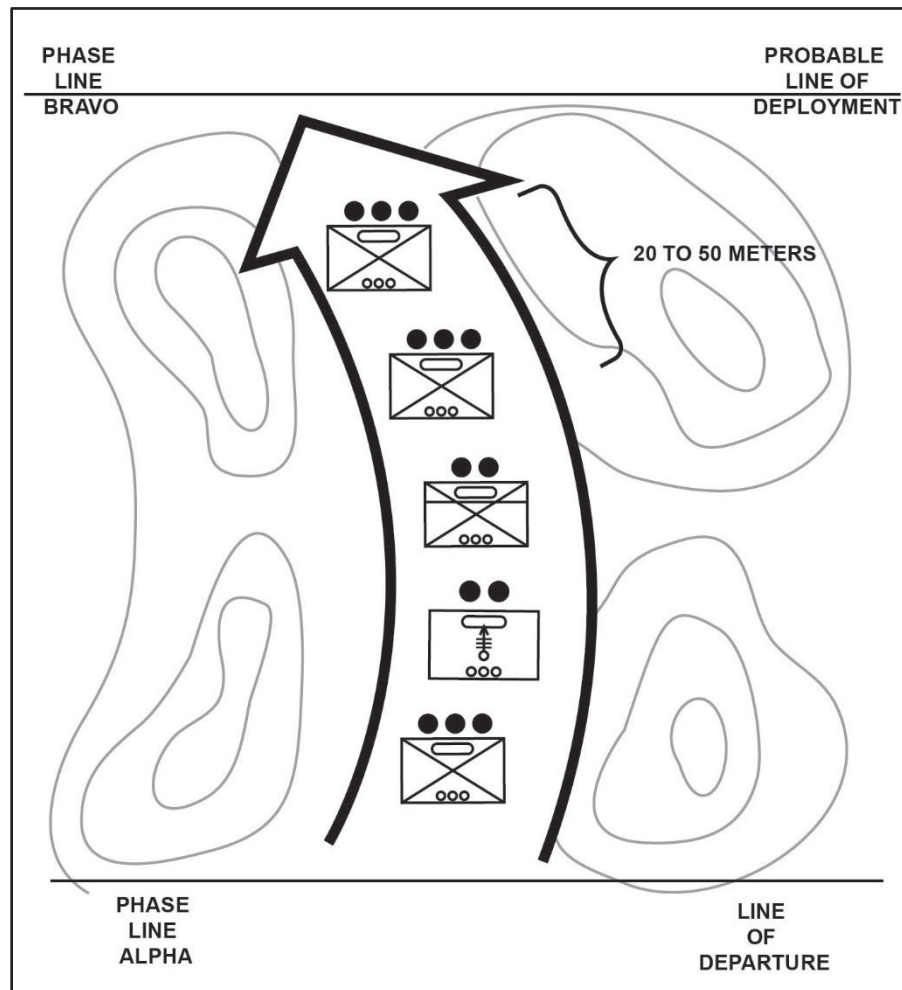


Figure 2-1. Traveling

Traveling Overwatch

2-15. Traveling overwatch is an extended form of traveling that provides additional security when speed is desirable but contact is possible. The intent is to maintain depth, provide flexibility, and maintain the ability to maneuver if contact occurs. The SBCT Infantry rifle company uses traveling overwatch technique mounted, dismounted, and in combination with one another. Mounted or dismounted movement when in traveling overwatch requires an overwatch element supporting the moving element. This is normally done at scaling echelons. For instance; a platoon may overwatch for a company, a section or squad overwatch for a platoon, a team or Stryker vehicle overwatch for a section or squad.

2-16. When in combination of mounted and dismounted; the Infantry move forward of the mounted elements that overwatch them. When the dismounted element reaches a point (PL, checkpoint, objective rally point) they establish an overwatch position for the mounted element. This process may repeat causing the elements to bound. (See figure 2-2.)

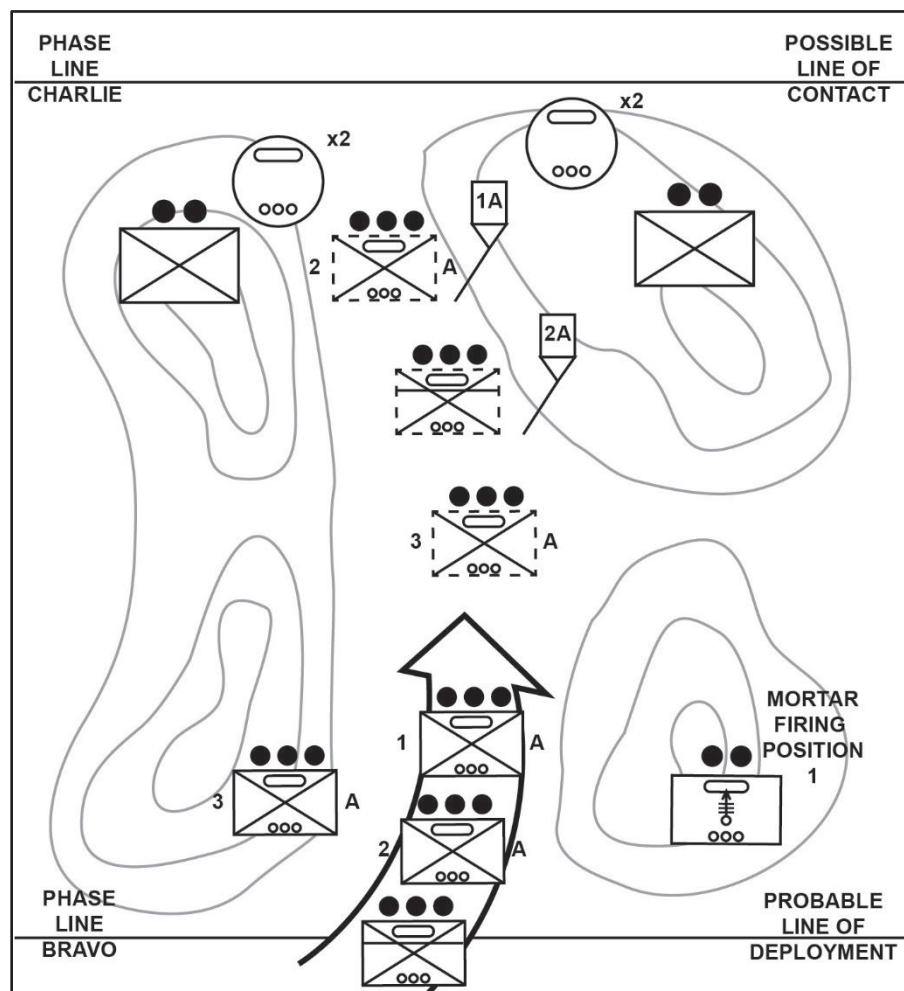


Figure 2-2. Traveling overwatch

Bounding Overwatch

2-17. Bounding overwatch is used when contact is expected. It is the most secure, but slowest, movement technique. The purpose of bounding overwatch is to deploy before contact, giving the unit the ability to protect a bounding element by immediately suppressing an enemy force. The moving elements within the company can employ either of two bounding methods: alternate or successive. (See figure 2-3 on page 2-6.)

2-18. When in combination with mounted and dismounted; the Infantry move forward of the mounted elements that overwatch them. When the dismounted element reaches a point (PL, checkpoint, objective rally point) they establish an overwatch position for the mounted element. The mounted elements are in support of the dismounted element moving at their pace. Mission variables determine when to conduct follow-on actions. A technique to employ for the length of a bound is based on half the distance of the maximum effective range of weapon system in the overwatch element. This allows the overwatching element to cover the bounding element by allowing enough range to identify and engage a threat. The bounding element selects a covered position within that range and then becomes the overwatching element.

Alternate and Successive Bounds

2-19. Covered by the rear element, the lead element moves forward, halts, and assumes overwatch positions. For alternate bounds, the rear element advances past the lead element and takes up overwatch positions. This

sequence continues, as needed, with only one element moving at a time. This method is usually more rapid than successive bounds.

2-20. In the successive bounding method, the lead element covered by the rear element, advances and assumes overwatch positions. The rear element then advances to an overwatch position abreast of the lead element, halts, and assumes overwatch. The lead element then moves to the next position, and so on. Only one element moves at a time, and the rear element avoids advancing beyond the lead element. This method is easier to control and more secure than the alternate bounding method, but it is slower.

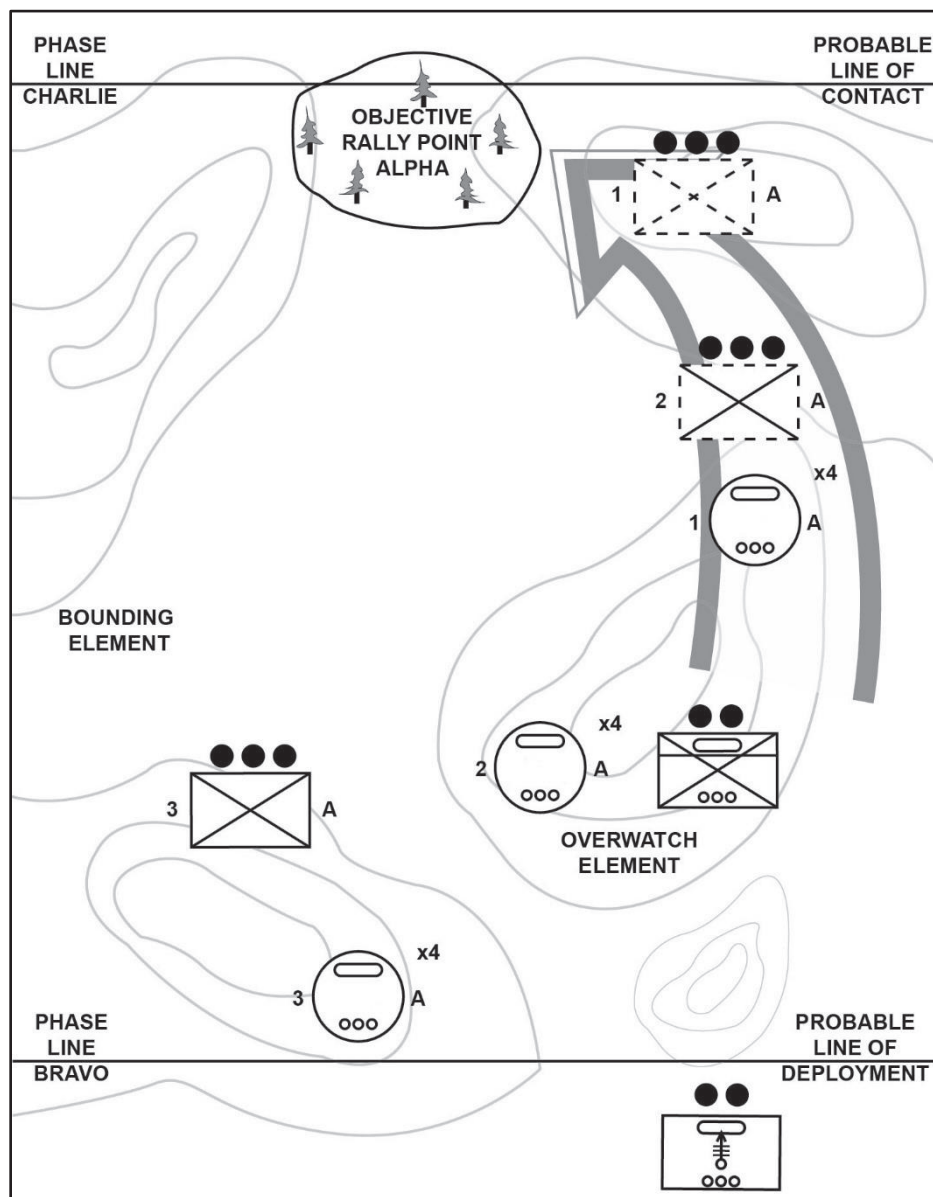


Figure 2-3. Bounding overwatch

2-21. The company should try to make enemy contact with the smallest possible friendly force at terms that are favorable. This is achieved by the reconnaissance task conducted by the higher echelon to support the SBCT Infantry rifle company's maneuver. This allows most of the company freedom to maneuver against the enemy force.

Formations

2-22. This section discusses only the simultaneous mounted and dismounted formations for movement of the SBCT Infantry rifle company formation. Mounted company movement formations are found in ATP 3-90.4. Dismounted company movement formations are found in ATP 3-21.10.

2-23. The company commander selects what formation and order of units to deploy the forces based on the factors of METT-TC. Each formation provides the commander with flexibility to achieve a specific outcome. The commander can shift formations as needed as factors of METT-TC change to maintain the initiative.

2-24. The commander's use of standard formations enables the unit to shift rapidly from one formation to another, giving additional flexibility when adjusting to changes in the mission variables. Dismounting Infantry platoons will change the pace of the operation and formations will change rapidly and often between mounted and dismounted elements. (This results from the commander rehearsing subordinates so that they can change formations using standard responses to changing situations, such as actions on contact.) By designating the combat formation planned for use, the commander—

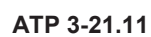
- Establishes the geographic relationship between units.
- Indicates probable reactions once the enemy makes contact with the formation.
- Indicates the level of security desired.
- Establishes the preponderant orientation of subordinate weapons systems.
- Postures friendly forces for the attack.

2-25. Mounted formation selection for the SBCT Infantry rifle company commander occurs from point of departure until the lead element reaches its dismount point or the command is given to change formation. The company shifts to a combination of mounted and dismounted elements working to complement each other's maneuver. METT-TC impacts the decision-making of subordinate leaders to select formations that optimally support their maneuver. The company commander's role is to coordinate the movement of its subordinate forces, synchronize the maneuver, and control the formation to accomplish the overall mission.

Column

2-26. The column formation allows the company to make contact with one platoon and maneuver with the two trail platoons. It is a flexible formation, allowing easy transition to other formations. It provides good all-around security and allows fast movement.

2-27. The column provides good dispersion and aids maneuver and control, especially in limited visibility. The company can deliver a limited volume of fire to the front and to the rear, and a high volume to the flanks. (See figure 2-4 on page 2-8.)



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2-29. When it is operating independently, the platoon uses the coil formation to establish a perimeter defense during extended halts or lulls in combat. The lead vehicle halts the vehicle in the direction of travel (12 o'clock) while the other vehicles position themselves to form a circular formation covering all suspected enemy avenues of approach.

Herringbone

2-30. The platoon employs the herringbone formation when it must assume a hasty defense with 360-degree security while remaining postured to resume movement in the direction of travel. Units usually employ the herringbone formation during scheduled or unscheduled halts in a road march. If terrain permits, vehicles should move off the road and stop at a 45-degree angle, allowing passage of vehicles through the center of the formation.

Company Wedge and Company Vee

2-31. The company wedge formation allows the commander to make contact with a small element and still maneuver the remaining platoons. If the company is engaged from the flank, one platoon is free to maneuver. This formation is hard to control, but it allows faster movement than the company vee formation. (See figure 2-5.)

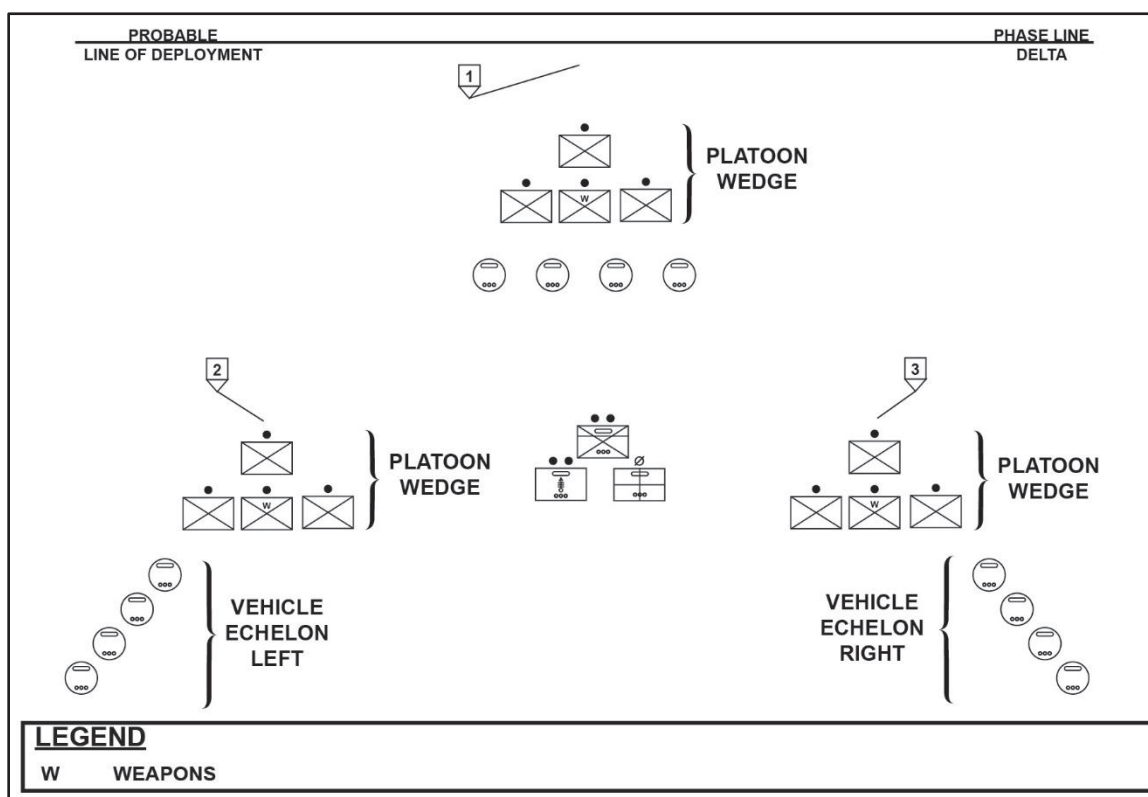


Figure 2-5. Company in wedge with platoons in wedge

2-32. The company vee formation has two platoons forward to provide immediate fire on contact or to flank the enemy. It has one platoon centered trailing the two forward platoons. If the company is engaged from either flank, two platoons can provide fire, and at least one platoon is free to maneuver. This formation is hard to control and slows movement. The company commander designates one of the forward platoons as the base platoon. (See figure 2-6 on page 2-10.)

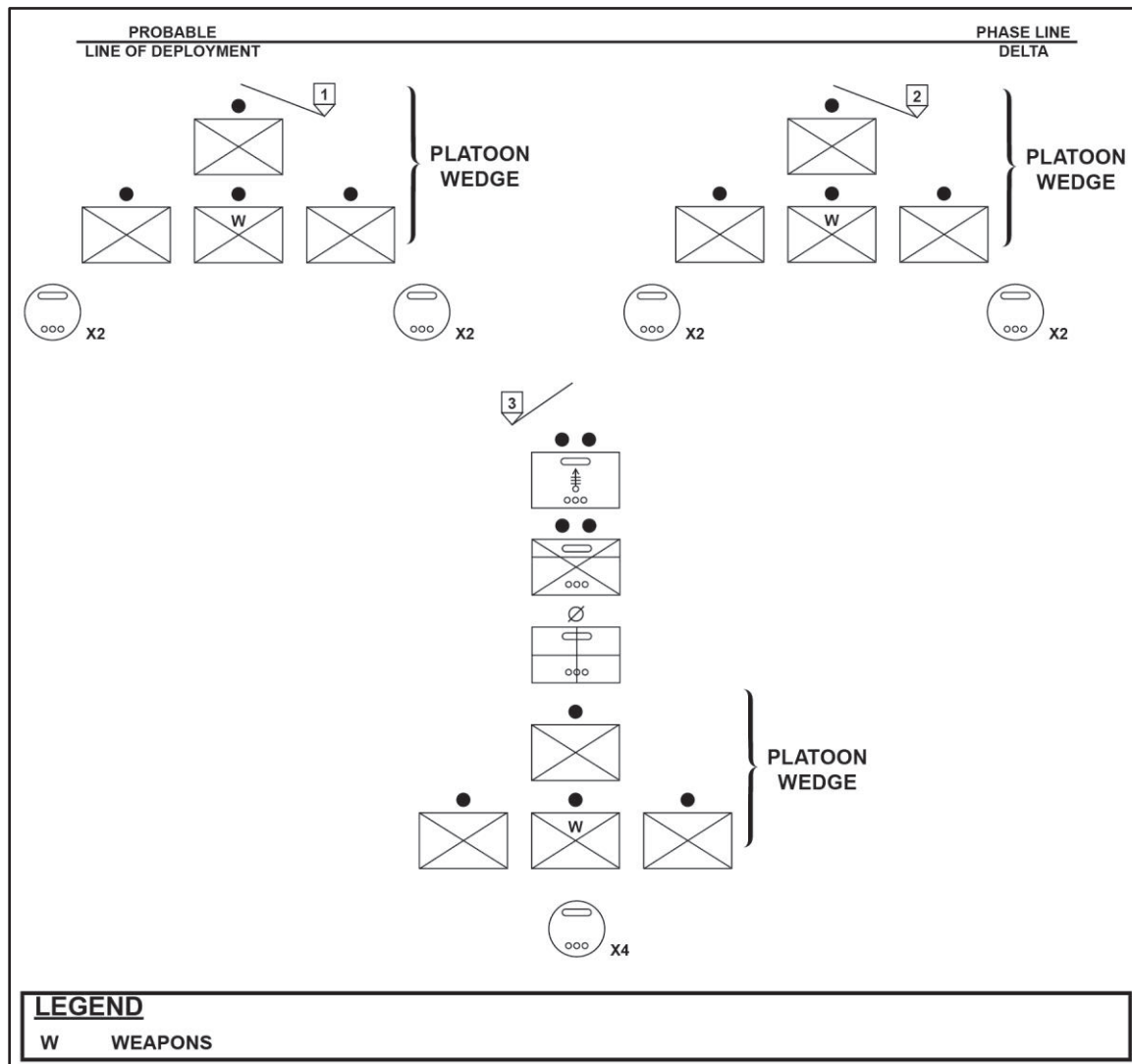


Figure 2-6. Company vee

Company Line

2-33. The company line formation puts all platoons forward along the same direction of movement, which provides delivery of maximum fire to the front, but less to the flanks. It is the most difficult formation to control.

2-34. The company commander designates a base platoon, normally the center one, for the others to guide on. Flank and rear security are generally poor, but is improved when the flank platoons use echelon formations. (See figure 2-7.)

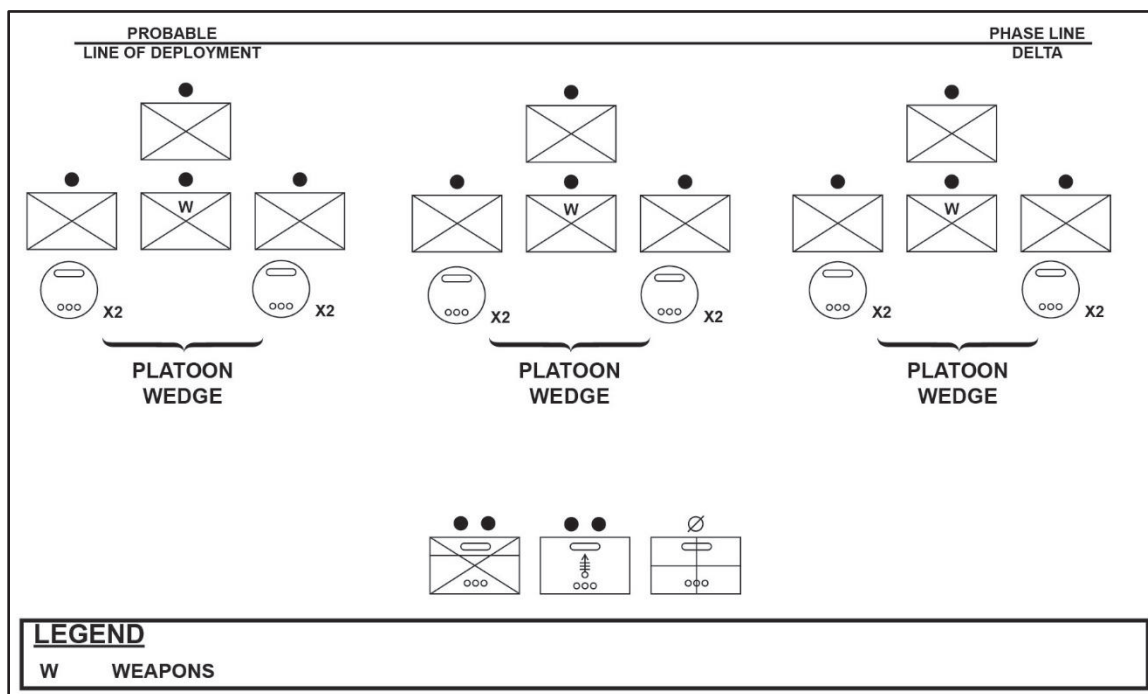


Figure 2-7. Company line with platoons in wedge formations

Echelon Right or Left

2-35. The echelon right or echelon left formation is used if the situation is vague and the company commander anticipates enemy contact to the front or on one of the flanks. Normally, an obstacle or another friendly unit exists on the flank of the company opposite the echeloned flank, preventing enemy contact on that side. This formation provides a good volume of fire and protection to the echeloned flank, but less to the opposite flank. (See figure 2-8 on page 2-12.)

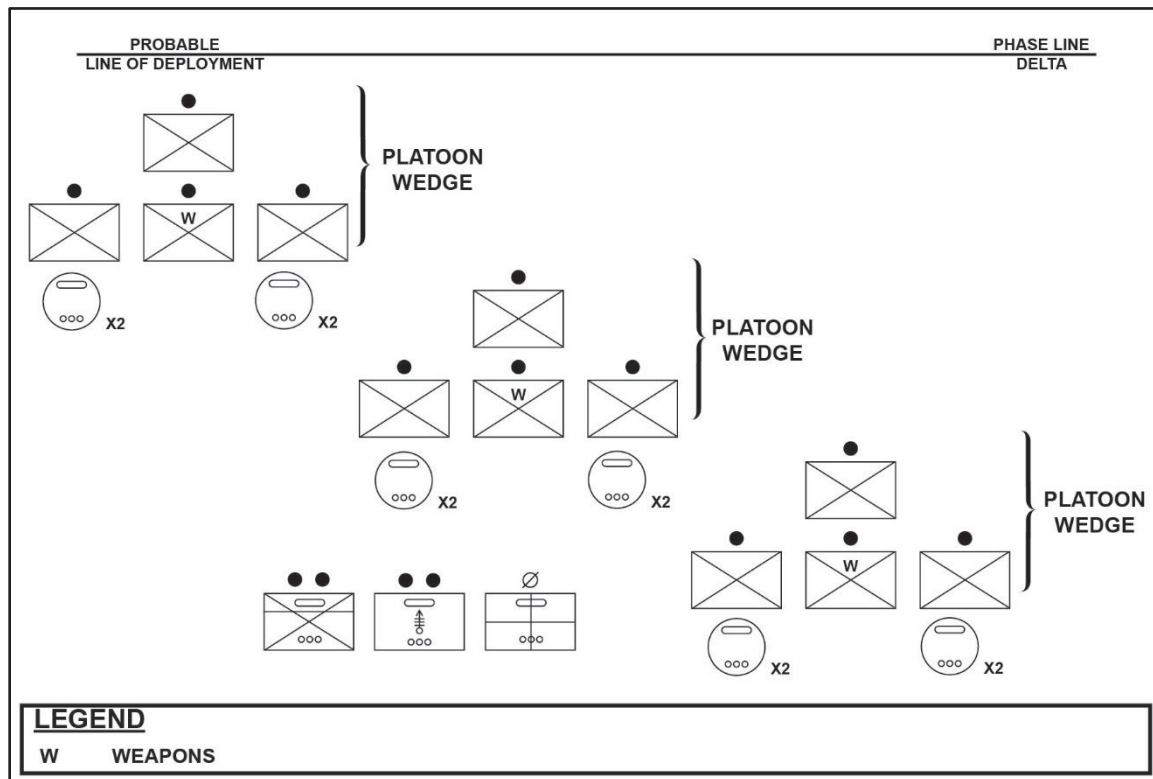


Figure 2-8. Company echelon right

Box and Diamond

2-36. The box formation is useful when general information about the enemy is known, and the SBCT Infantry rifle company requires flexibility and depth in its attack. The diamond formation is a variation of the box formation. The SBCT Infantry rifle company uses box and diamond formations (see figure 2-9) when it has four maneuver forces. Both the box and the diamond formations—

- Provide the best flexibility for maneuver.
- Enable easy transition into all other formations.
- Distribute firepower forward and to the flanks.
- Are easy to control.
- Provide all-around security.
- Facilitate rapid movement.
- Provide protection of accompanying maneuver enhancement and sustainment elements located in the center of the formation.

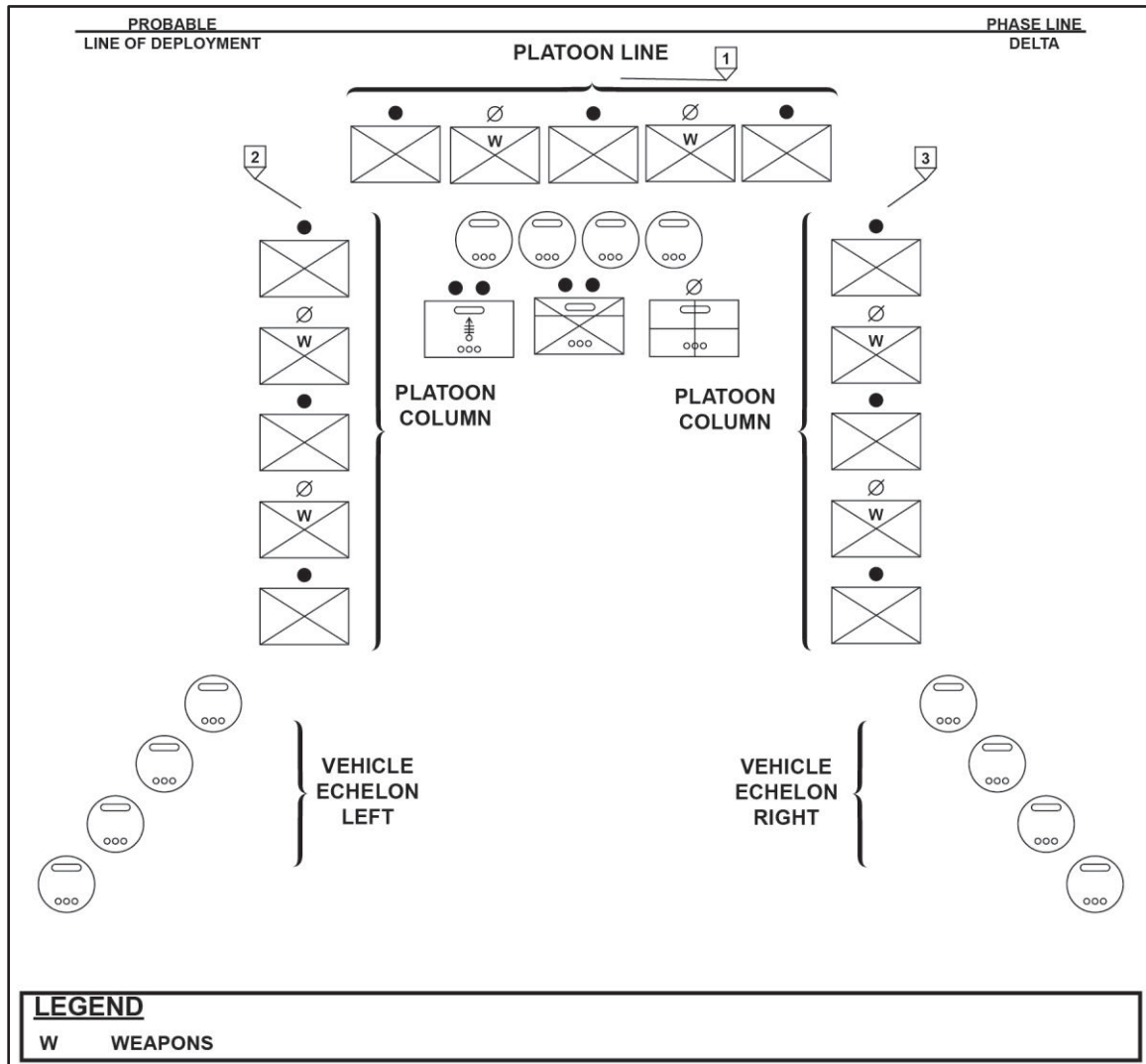


Figure 2-9. Stryker brigade combat team Infantry rifle company box

Formation Selection

2-37. The company commander selects the formation that provides the proper control, security, and speed. Table 2-1 on page 2-14 compares the movement formations.

Table 2-1. Comparison of movement formations

FORMATION	SECURITY	FIRES	CONTROL	SPEED
Column	Good dispersion Good all-round security	Good to front and rear Excellent to the flanks	Easy to control Flexible formation	Fast
Line	Excellent to the front Poor to the flank and rear	Excellent to the front Poor to the flank and rear	Difficult to control Inflexible formation	Slow
Wedge	Good all-round security	Good to the front and flanks	Less difficult to control than the line Flexible formation	Faster than the line
Vee	Better to the front	Very good to the front	Very difficult to control	Slow
Echelon	Good to the echeloned flank and front	Good to the echeloned flank and front	Difficult to control	Slow
Box	Good dispersion Good all-round security	Very good to front and rear Very good to the flanks	Easy to control Flexible formation	Faster than the line
Diamond	Good dispersion Good all-round security	Very good to front and rear Very good to the flanks	Easy to control Flexible formation	Faster than the line
File	Least secure Effective use of concealment	Poor	Easy to control	Fast

2-38. Combat formations allow a unit to move in the AO in a posture suited to the commander's intent and mission. A unit may employ a series of combat formations during the course of an offensive operation; each has its advantages and disadvantages. Subordinate units within a combat formation can employ their own combat formations consistent with their particular situation. The commander considers the advantages and disadvantages of each formation with mounted and dismounted elements in the areas of leading, influencing, maintenance, firepower orientation, ability to mass fires, and flexibility when determining the appropriate formation for a given situation.

2-39. The SBCT Infantry rifle company uses the combat formations in conjunction with three movement techniques: traveling, traveling overwatch, and bounding overwatch (see figure 2-10). Based on the chance of enemy contact, the commander selects the appropriate movement technique that limits the unit's exposure to enemy fire and positions the unit in a good formation to react to enemy contact. Contact with the enemy is made with the smallest force possible to allow the majority of the company freedom to maneuver against the enemy. For example, the lead platoon in a company column may be conducting bounding overwatch with the following platoons in travelling. There also may be situations where the lead platoon is conducting platoon bounding overwatch, with the lead squad conducting bounding overwatch. This is secure but slow, and may be required in certain situations.

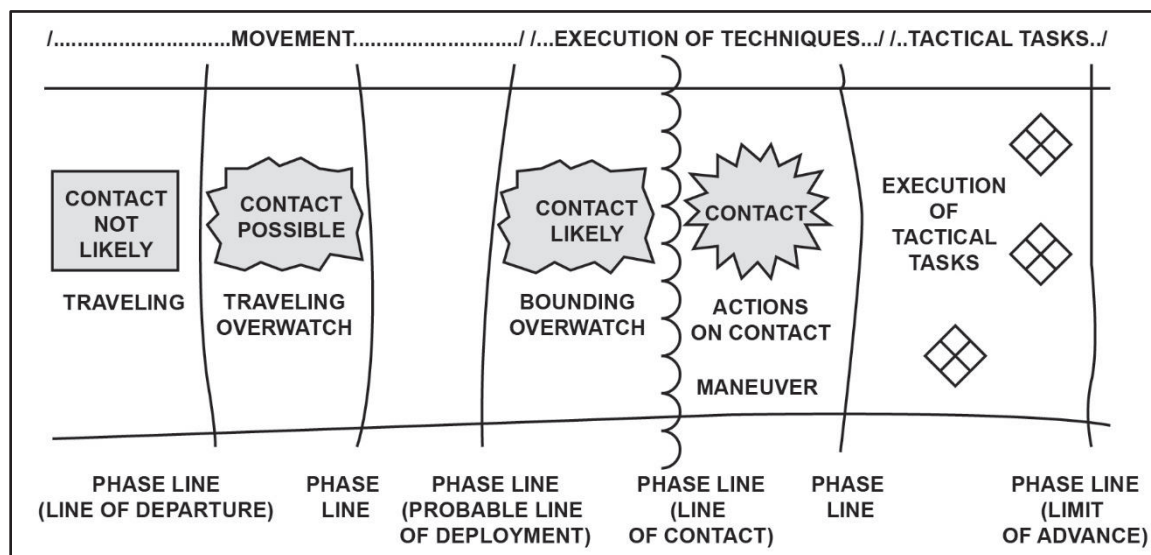


Figure 2-10. Transition from movement techniques to maneuver

FORMS OF MANEUVER

2-40. The commander conducts maneuver to avoid enemy strengths and to create opportunities to increase the effects of friendly fires. The commander achieves surprise by making unexpected maneuvers, rapidly changing the tempo of ongoing missions, avoiding observation, and using deceptive techniques and procedures. The vehicle has the ability to support the Infantry platoon while dismounted with fires, as a separate maneuver element, limited armor protection and evacuation capability.

2-41. The commander selects the form of maneuver based on analysis of METT-TC. The commander then synchronizes the contributions of all warfighting functions to the selected form of maneuver. An operation may contain several forms of offensive maneuver. (See FM 3-90-1 for more information.) The forms of maneuver are as follows:

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

Envelopment

2-42. *Envelopment* is a form of maneuver in which an attacking force seeks to avoid the principal enemy defenses by seizing objectives behind those defenses that allow the targeted enemy force to be destroyed in their current positions (FM 3-90-1). At the tactical level, envelopments reemphasize on seizing terrain, destroying specific enemy forces, and interdicting enemy withdrawal routes.

2-43. For example, an attached MGS platoon fixes an enemy element to allow a Stryker Infantry platoon to maneuver to a position of advantage at the flank or rear of the enemy, allowing the Infantry to dismount and assault the objective from a position of advantage. It avoids the enemy's strength—their front—where the effects of fires and obstacles are the greatest. The commander conducts an envelopment instead of a penetration or a frontal attack to preserve the attacking force by potentially having fewer casualties while having the most opportunity to destroy the enemy.

2-44. Envelopment also produces great psychological shock on the enemy. The four varieties of envelopment are single envelopment, double envelopment, encirclement, and vertical envelopment. (See figure 2-11 on page 2-16.)

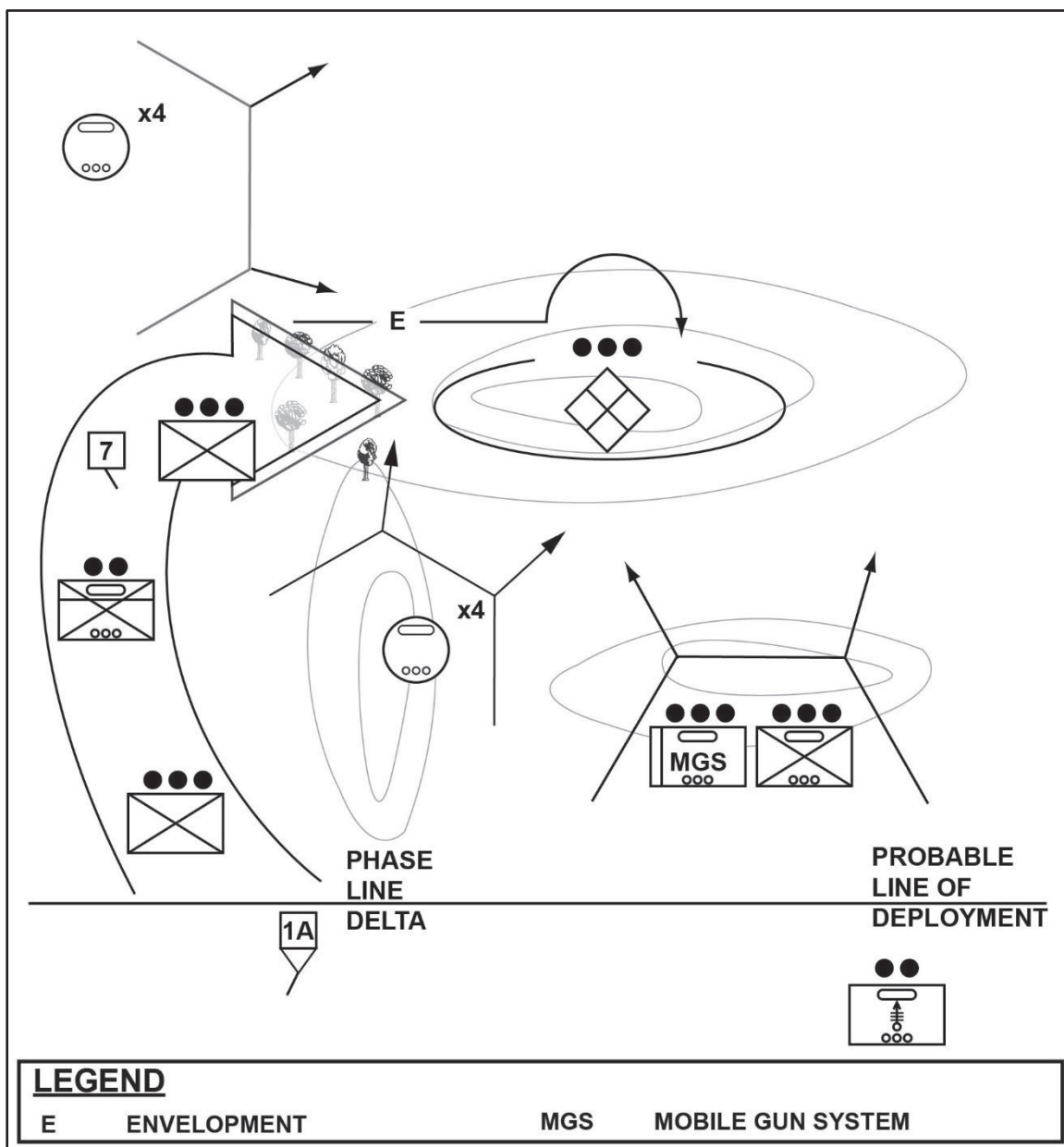


Figure 2-11. Envelopment

Turning Movement

2-45. A *turning movement* is a form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives behind the enemy's current positions thereby causing the enemy force to move out of their current positions or divert major forces to meet the threat (FM 3-90-1). When conducting a turning movement, the attacking force avoids the enemy's main defensive positions. The attacking force seizes objectives behind the enemy's current position, which causes the enemy force to move out of their current position or divert major forces to meet the threat.

2-46. The SBCT Infantry rifle company uses information-sharing through command and control systems with the mobility of the Stryker platform to maneuver in order to seize vital areas in the enemy's support area before the main enemy force can withdraw or receive support or reinforcements. A turning movement differs

from envelopment because the force conducting a turning movement seeks to make the enemy force displace from their current locations. An enveloping force seeks to engage the enemy in their established location from an unexpected direction. (See figure 2-12.)

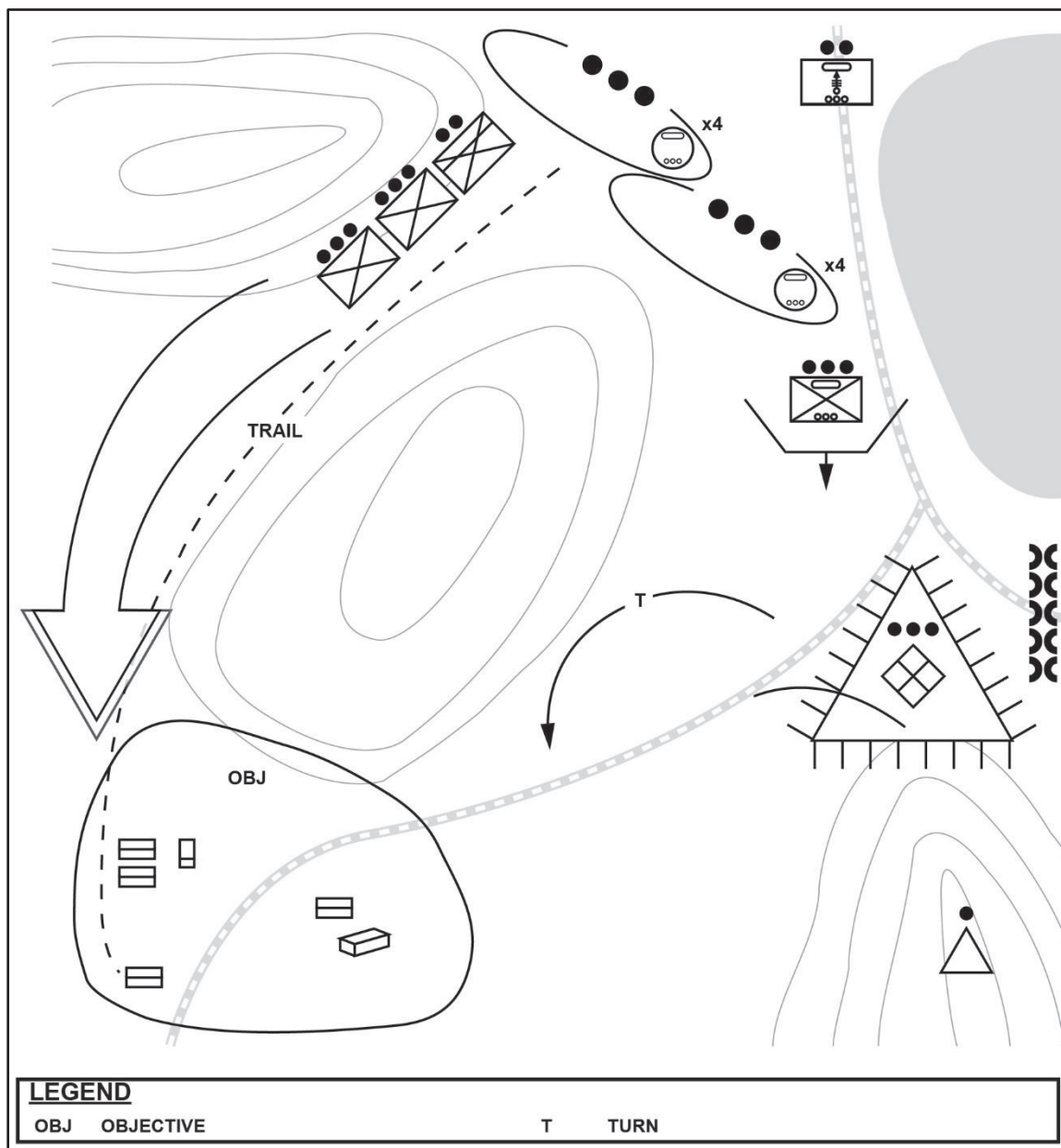


Figure 2-12. Turning movement

Frontal Attack

2-47. A *frontal attack* is a form of maneuver in which the attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front (FM 3-90-1). An attacking force can use a frontal attack to rapidly overrun a weak enemy force.

2-48. The Stryker Infantry rifle company uses a frontal attack with their Infantry, and ICVs and mortars, providing SBF. The SBF can be augmented with direct fires from the MGS. (See figure 2-13 on page 2-18.)

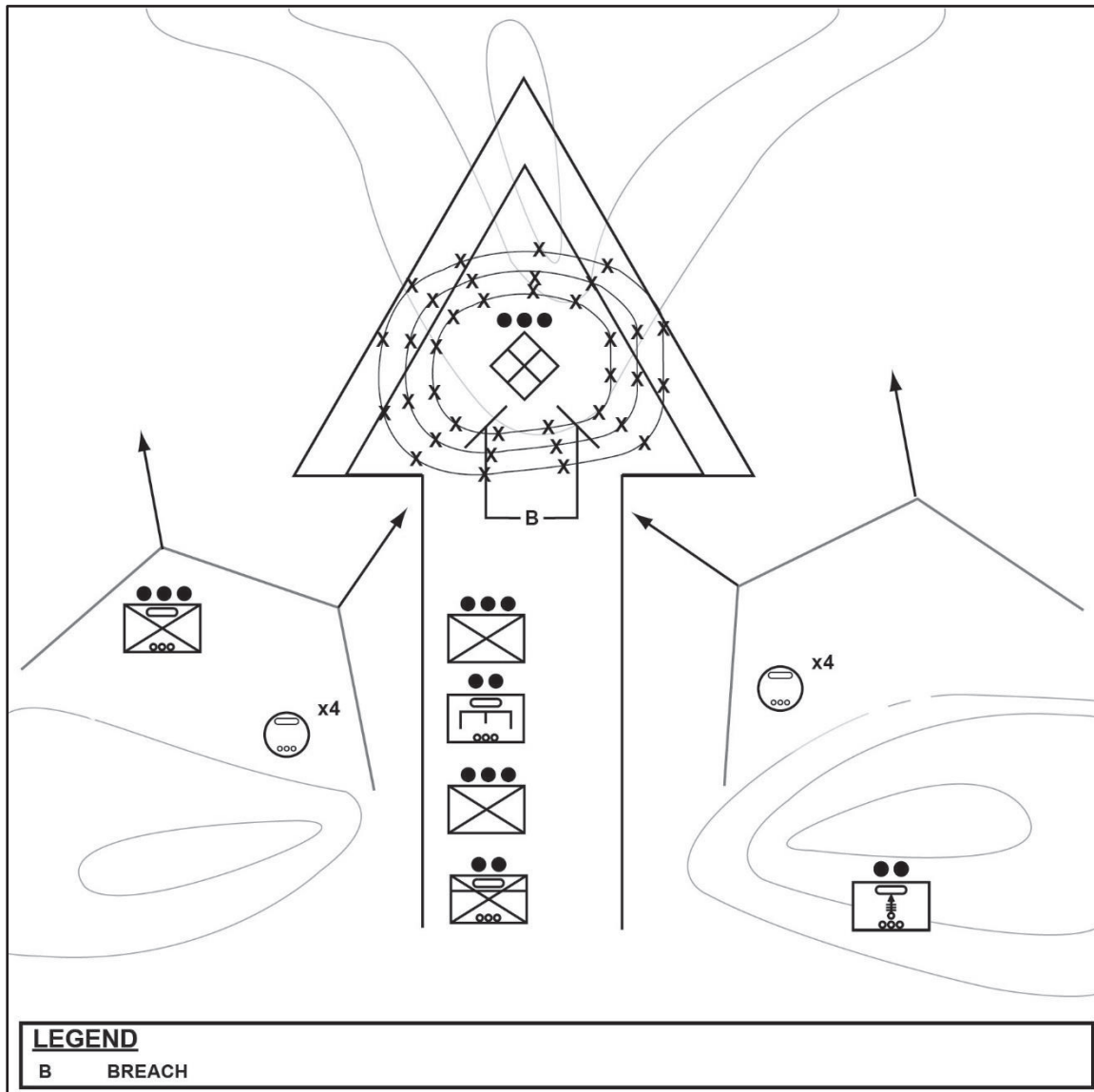


Figure 2-13. Frontal attack

Penetration

2-49. A *penetration* is a form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system (FM 3-90-1). The penetration extends from the enemy's main defensive positions through the security area into the enemy support area.

2-50. The Stryker Infantry rifle company commander employs a penetration when there is no assailable flank, enemy defenses are overextended, weak spots are detected in the enemy's positions, or time pressures do not permit envelopment. The commander employs fires and effects to support maneuvering units. (See figure 2-14.)

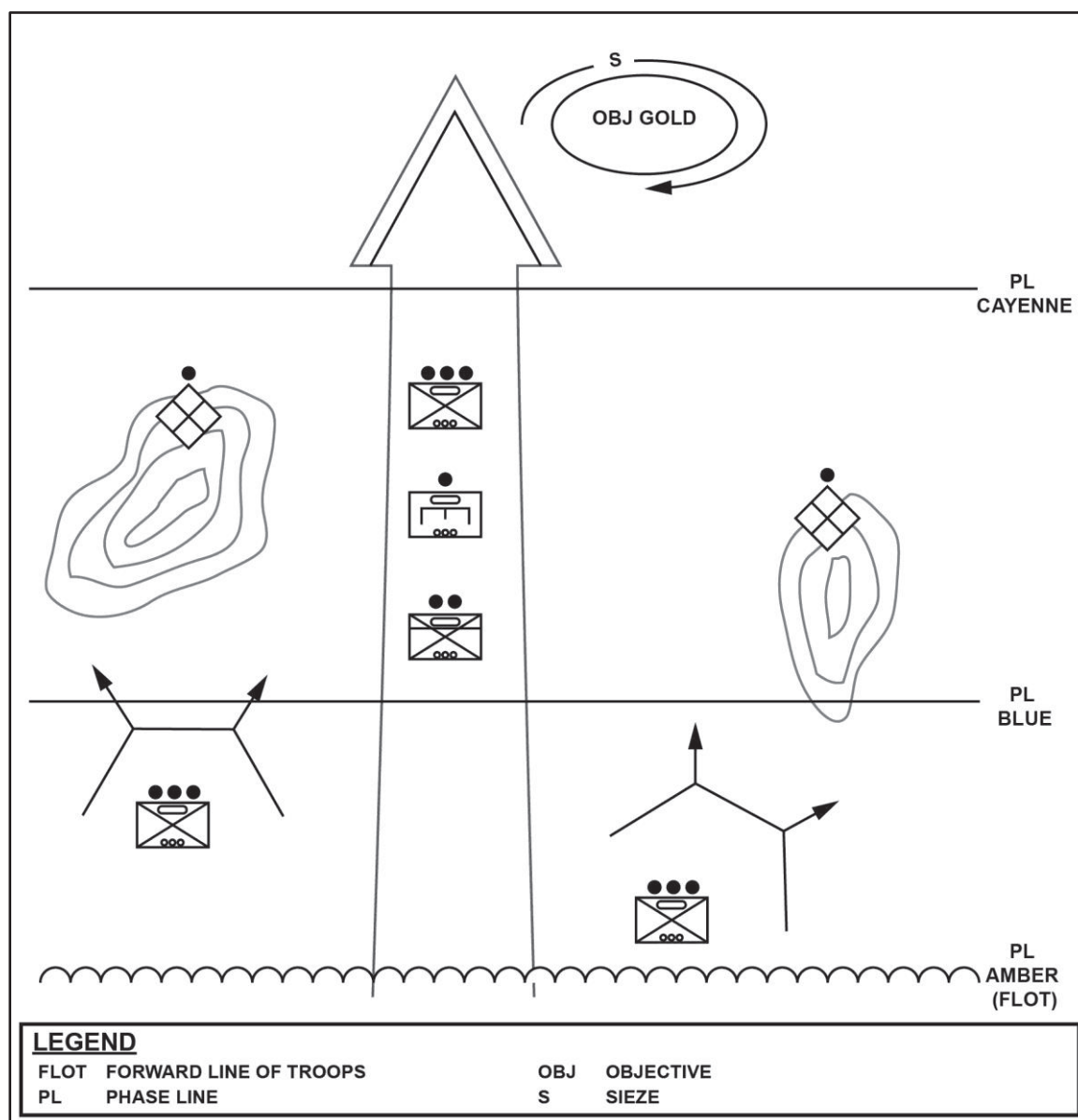


Figure 2-14. Penetration

Infiltration

2-51. An *infiltration* is a form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage in the enemy rear while exposing only small elements to enemy defensive fires. (FM 3-90-1). Infiltration occurs by land, water, air, or a combination of means. Moving and assembling forces covertly through enemy positions is time consuming. To infiltrate successfully, the force avoids detection and engagement. Since this requirement limits the size and strength of the infiltrating force—and infiltrated forces alone can rarely defeat an enemy—infiltration is normally used in conjunction with other forms of maneuver. (See figure 2-15 on page 2-20.)

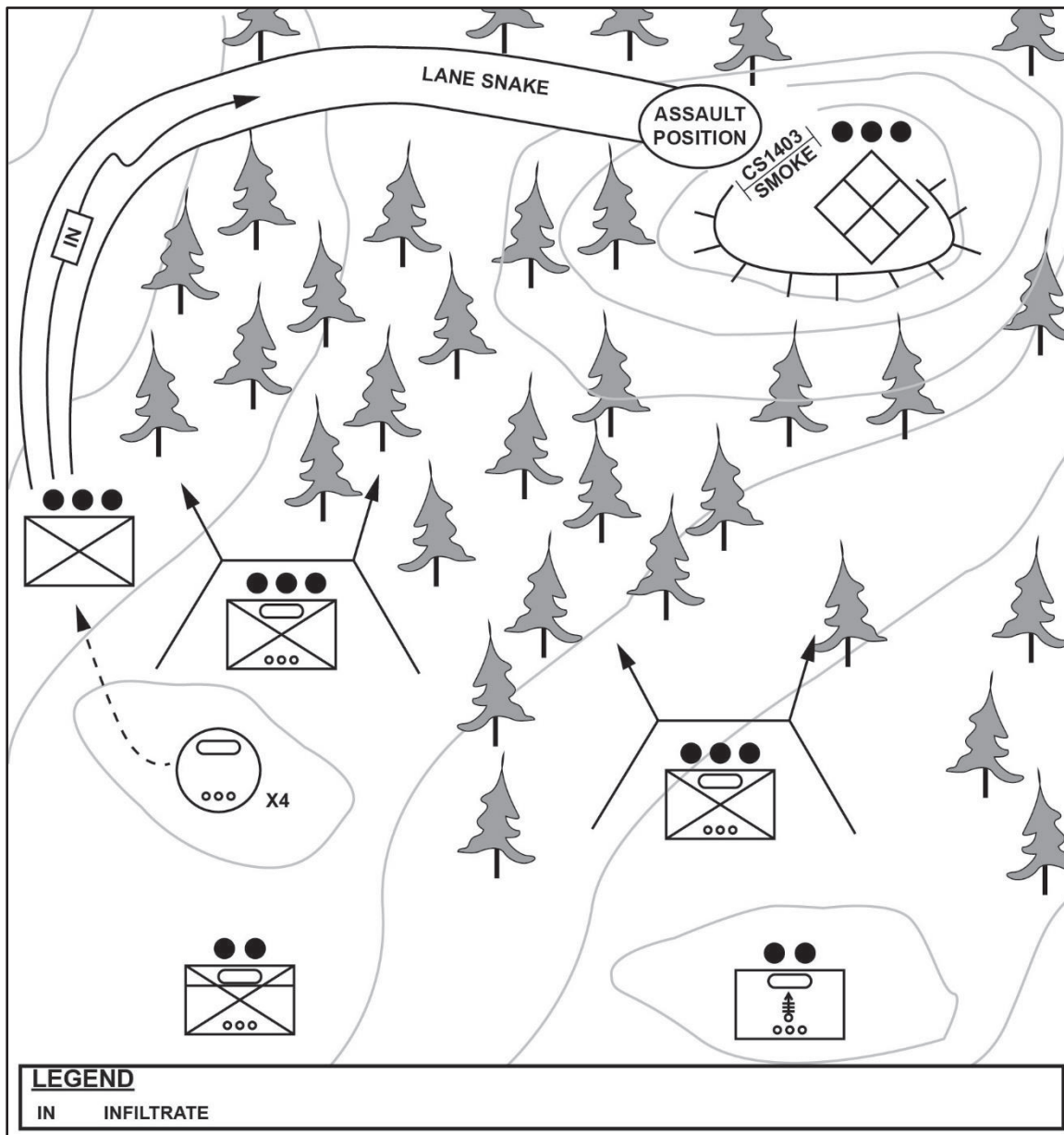


Figure 2-15. Infiltration

INTELLIGENCE

2-52. The commander, assisted by the intelligence support team if formed, uses threat templates, the SITTEMP, the most probable COA, the most dangerous COA (known as MDCOA), civil consideration products, terrain products, and other intelligence products to identify any aspect in the OE that affects the friendly force and enemy force. This information may come from the intelligence sections from within the company, battalion, brigade, or in combination with other intelligence agencies or entities. (See ATP 2-01.3 for more information.)

2-53. The attacking unit continuously conducts information collection during the mission because it is unlikely that the commander has complete knowledge of the enemy's intentions and actual actions. The commander receives constant updates from higher and adjacent units with sharing the COP.

FIRES

2-54. Leaders conduct fires planning concurrently with maneuver planning at all levels. Brigade combat teams (BCTs) and SBCT Infantry battalions typically use top-down fire support planning, with bottom-up refinement of the plans. As part of the top-down fire planning system, the battalion includes a fires annex with its OPORD. The company commander refines the fire plan from higher headquarters to meet the mission requirements and ensure these refinements are incorporated into the higher headquarters' plan.

2-55. A clearly defined concept of operations enables the company commander to articulate precisely how to use indirect fires to affect the enemy during the different phases of the operation. This allows the SBCT Infantry rifle company FSO to develop a fire support plan that supports the SBCT Infantry rifle company's mission. The commander has the ability to plan an echelon of fires with access to company mortars using 60-mm dismounted, or 120-mm mounted. It allows the mortar section sergeant to develop the scheme of maneuver and place mortar-firing positions. The company can possibly use battalion mortars 120-mm and 81-mm, fires from the field artillery (FA) battalion using 155-mm howitzers, and use of CAS and call for fire air (known as CFA) attack. To develop an effective fires plan, the company FSO understands the commander's intent to conduct the fire planning process and address all the essential elements of a fire support plan.

2-56. As a trusted Army professional, the company commander is expected to make right decisions (for example, ethical, effective, and efficient) and take actions consistent with the moral principles of the Army Ethic. Fire support execution is enhanced through the proper application of planning, coordination, synchronization, and execution of lethal joint fires and nonlethal actions to create desired effects. Targeting of fires in decisive action requires the judicious use of lethal force balanced with restraint, tempered by professional judgment. The company commander maintains situational understanding at all times, takes actions to prevent fratricide within friendly forces, prevent civilian and noncombatant casualties, and to minimize collateral damage. During the fire planning and execution process, the company commander works with the FSO to identify potential targets that may create unintended consequences which violate the Laws of War or the Army Ethic and jeopardizes the short- and long-term goals of higher commander(s) or damages the legitimacy of U.S. forces. The company commander and the FSO are responsible for identifying and "off-limits targets" using FSCMs (for example, cultural landmarks, noncombatant residential areas, hospitals, and so forth) using no-fire areas (NFAs), restricted targets list, and restrictive fire areas.

SUSTAINMENT

2-57. The objective of sustainment in offensive operations is to ensure the tactical commander maintains the momentum. The commander wants to take advantage of windows of opportunity and launch offensive operations with minimum advance warning. Therefore, sustainment planners and operators anticipate these events and maintain the flexibility to support the offensive plan.

2-58. A key to successful offensive operations is the ability to anticipate the requirement to push support forward, specifically regarding ammunition, fuel, and water. The ISG supervising the supply sergeant requests classes of supply packages that are designed specifically to the company. Planning rates of future consumption need to be factored when the company coordinates its resupply at a specific time and location. All Stryker vehicles and personnel can carry up to 72 hours of supply and conduct resupply to carry that capacity when necessary. (See chapter 5 for more information.)

Logistics

2-59. Sustainment maintains momentum of the attack by delivering supplies as far forward as possible. For the SBCT Infantry rifle company to get their required supplies it may require them to send combat power elements to provide security for the transport of supplies and LOGPACs to their company for emergency situations or operations beyond 72 hours. The commander can use throughput distribution and preplanned and preconfigured packages of essential items to help maintain offensive momentum and tempo. The XO and ISG ensure that the supply packages are arranged according to the company commander's plan.

Health Service Support

2-60. The burden on medical resources increases due to the intensity of offensive operations and the increased distances as the force advances. The commander reallocates medical resources as the tactical situation changes. The ISG and emergency care sergeant advise the commander to enhance the company's responsive and effective HSS.

PROTECTION

2-61. The rapid tempo and changing nature of offensive operations present challenges when protecting friendly assets. The forward movement of subordinate units is critical if the commander is to maintain the initiative necessary for successful offensive operations. Denying the enemy a chance to plan, prepare, and execute an effective response to friendly offensive operations through maintaining a high operational tempo is a key means the commander employs to ensure the survivability of the force. Maintaining a high tempo of offensive operations includes using multiple routes; dispersion; highly mobile forces; piecemeal destruction of isolated enemy forces; scheduled rotation and relief of forces before they culminate; keeping an Infantry team with the vehicles for local security; and wise use of terrain. The exact techniques employed in a situation reflect the mission variables.

2-62. The commander protects subordinate forces to deny the enemy the capability of interfering with ongoing missions. That protection meets the commander's legal and moral obligations to the organization's Soldiers. To help protect the force, the commander addresses all protection tasks during the unit's planning, preparation, and execution, while assessing the effectiveness of those protection tasks. Some of these protection assets need to be requested from higher headquarters. (See FM 3-90-1 and ADP 3-37 for more information.)

ADDITIONAL PLANNING CONSIDERATIONS

2-63. Additional planning considerations for offensive operations for the SBCT Infantry rifle company include environmental impacts and additional assets:

- Urban environment.
- Mountainous terrain.
- Desert environment.
- Jungle environment.
- Subsurface areas.
- Sniper employment.
- Air assault operations.

URBAN ENVIRONMENT

2-64. Offensive operations in an urban environment aim to destroy, defeat, or neutralize an enemy force. However, the purpose may be to achieve some effect relating to the population or infrastructure of the urban area. No matter the purpose, commanders should use a combined arms approach for successful offense.

2-65. Stryker Infantry rifle company has a significant advantage in the urban environment during offensive operations with its force structure, technology, firepower, and protection. The force structure allows it to place Infantry squads into an urban area that can maneuver, communicate, and interact in close contact with the local population, and search. It has the firepower to breach walls and clear buildings when MGS is attached, and if ROE allows. Further, it can suppress or destroy significant fortified emplacements using main gun weapon system from the Stryker vehicle and infiltrate snipers (if attached) to provide long-range precision fires or surveillance. The vehicles themselves provide protection with their armor and have air-guard hatches for Soldiers to use to engage enemy protected positions in the vehicle.

MOUNTAINOUS TERRAIN

2-66. Combat in mountainous terrain presents units with complicated and ever-shifting hazards, difficulties, opportunities, and risks. Mountain combat calls for extreme physical fitness, mental toughness, endurance,

and the utmost in tactical and technical proficiency on the part of all individuals. A disciplined and prepared SBCT Infantry rifle company that is task-organized with and supported by the other members of the combined arms team facilitates success.

2-67. A unit fighting in the mountains overcomes difficulties, measures risks, and exploits opportunities to close with the enemy and defeat them. Well-prepared commanders anticipate, understand, and adapt to the physical demands of mountain environments. They face and overcome the challenges of fighting in areas where technological supremacy can be negated by even the most crude and nontechnical enemy actions. Leaders should prepare for mountain missions in a manner that allows their units to adapt to the challenges. (See ATP 3-21.50 for more information.)

2-68. SBCT Infantry companies conducting offensive, defensive, and stability tasks in mountainous terrain are able to adapt and skillfully use the environmental challenges to their advantage. The design of the landscape, coupled with climatic conditions, creates a specific set of characteristics in mountainous terrain that are described below.

Close Fights with Infantry

2-69. Mountain combat is close as the opposing forces meet in the rugged terrain. Even though engaging targets near the limits of direct fire weapons does occur in mountain engagements, intervening crests, hills, ridges, gullies, depressions, and other terrain features often limit long-range engagements with the enemy.

2-70. The upper levels of mountainous terrain are characterized by a lack of trafficable roads. Dismounted units execute the mission when use of motorized vehicles is restricted. The SBCT Infantry rifle company Soldiers can use organic air burst munitions that can set conditions to fix or maneuver against the enemy that are behind defilade or in deadspace where direct fire weapons have little effect.

Decentralized Small Unit Operations

2-71. Mountainous terrain environments do not support the meeting and maneuver of large units requiring conflicts to be fought at the platoon and squad level. Mountainous terrain can separate brigades from battalions, battalions from companies, and companies from platoons for long periods. Communication with higher and adjacent units can be difficult at times.

2-72. Contingencies for establishing primary, alternate, contingency, and emergency communications should be established. Intent-based operations should be clearly communicated to allow platoon and squad level leaders to take actions according to the commander's intent, in case communications cannot be maintained.

Degraded Mobility and Increased Movement Times

2-73. The ruggedness of mountainous terrain may restrict mobility to foot movements using file type formations on roads and trails. A relatively short distance from point to point may be an arduous movement over steep, rocky, uneven terrain, with multiple trail switchbacks that increase the distance traveled and the energy expended to traverse it.

2-74. In mountainous terrain, the Infantry dismount to move through defiles, choke points, and other restricted terrain at higher or lower elevations. This allows the Stryker vehicles to carry the majority of the Infantry's equipment and sustainment needs to lessen the combat load weight. Periodic linkup points should be planned along traveled routes to resupply the dismounted force.

Unique Sustainment Techniques

2-75. Sustainment in a mountainous terrain is a challenging and time-consuming process. Terrain and weather complicate sustainment tasks including logistics resupply, medical evacuation (MEDEVAC), CASEVAC, and Soldier health and hygiene.

2-76. The network of restrictive mountain roads rarely supports resupply vehicles with a large turning radius or two-way traffic. Often, vehicle traffic can use more terrain-favorable routes at lower elevations along the

base of mountains and through rivers and streams. Movement of supplies includes air, vehicle, foot, and animal. Each technique has its own challenges in mountainous terrain.

Operations in Thinly Populated Areas

2-77. The populace that reside in mountainous terrain live in small villages in the valleys with some scattered villages on the upper mountain areas. Although the farmers and animal herders that are most of the indigenous population may work in the mountains, the vast amount of mountainous terrain remains unpopulated.

2-78. Mountainous terrain and weather conditions can be an advantage and a disadvantage to friendly or enemy forces. If unprepared, the terrain can be a significant hazard. Personnel prepare mentally and physically, and leaders prepare tactically and logistically to conduct missions in the mountains. Company leaders understand physical characteristics of mountainous terrain and how to use terrain and weather to their advantage. Mountainous terrain is characterized by one or more of the following:

- High altitudes.
- Gently rolling slopes and steep cliffs.
- Varying amounts of vegetation (heavy, light, or none).
- Timberline.
- Rocky ground.
- Wet or dry stream beds.
- Glaciated peaks.
- Compartmentalization.
- Mountain weather is characterized by the following:
 - Extreme conditions (such as scorching hot, subfreezing, violent thunderstorms, and blizzards).
 - Large temperature differences between day and night.
 - Sudden atmospheric disturbances.

Offensive Operations in Mountainous Terrain

2-79. Determining where the enemy is located or suspected to be is a key factor when conducting offensive operations in mountainous terrain. It is extremely difficult to target the enemy in rugged mountainous terrain with physical characteristics such as caves, rock formations, depressions, rifts, and wooded areas. These offer excellent cover and concealment to Infantry or paramilitary forces in a dispersed area. The second factor is determining an appropriate method to fix or place the enemy in a kill zone where they can be attacked without escaping.

2-80. The mountainous, restrictive terrain drives most offensive combat tasks to dismounted movements with smaller elements. Correspondingly, tasks tend to become more decentralized and occur at the platoon and squad level. Junior leadership initiative and decisiveness are essential during the conduct of these tasks.

2-81. Leaders plan offensive engagements on favorable terms to the attacking force. As with all offensive operations, the initiative is with the attacker. The attacker chooses the time, place, and method of attack, while the defender considers all possible methods of attack and avenues of attack. Units can execute effective attacks in the mountains with careful planning and preparation. Understanding the enemy and how they use mountainous terrain and weather to their advantage is crucial to developing a scheme of maneuver. Reconnaissance will be limited in gaining timely information because the terrain offers cover and concealment from visual contact and limits signal signatures for both forces. Establishment of long duration observation posts (OPs) equipped with enhanced optics from points overwatching likely routes can mitigate some of the lack of information. It is beneficial when creating clear, tactical tasks for mission command, time, and additional combat power to support the mission. Leaders who understand enemy mountain tactics are able to use the same mountain characteristics to their advantage. (See ATP 3-21.50 for more information.)

DESERT ENVIRONMENT

2-82. Successful desert operations require adaptation to the environment and to the terrain. Equipment and tactics must be modified and adapted to a dusty and rugged landscape with extremes in temperature and where visibility may change from 30 miles to 30 feet in a matter of minutes. (See FM 90-3 for more information.)

2-83. Stryker units rely on long-range and indirect fires, CAS, CFA, ATGM, and MGS to engage targets identified with their sensors to mitigate the range of the enemy's direct fire weapon systems. The Stryker vehicle is also vulnerable in open desert usually when moving, and relies on the terrain for protection by utilizing covered positions in a restricted environment. Bounding overwatch should be considered as the more prevalent movement technique when the enemy force has armored forces or Armor defeating weapon systems with long ranges.

JUNGLE ENVIRONMENT

2-84. Successful offensive operations in a jungle environment combine dispersion and concentration. For example, a force may move out in a dispersed formation so that it can find the enemy. Once contact is made, its subordinate forces close on the enemy from all directions.

2-85. Operations are enemy-oriented, not terrain-oriented. Wherever the enemy is found, that is where they should be destroyed. If allowed to escape, the enemy will only have to be found again, with all the risks involved. (See ATP 3-90.98 for more information.)

SUBSURFACE AREAS

2-86. In the offense, units must prepare to conduct for operations in subsurface areas. If a subsurface area is discovered the force isolates the area and attempts to determine scale of the subsurface area above ground before entering and conducting operations below. The SBCT Infantry rifle company commander should determine engagement criteria, disengagement criteria, bypass, criteria, and entry criteria from their higher headquarters before conducting operations in subsurface areas. (See ATP 3-21.51 for more information.)

AIR ASSAULT

2-87. The Stryker Infantry rifle company participates in air assault operations as part of an air assault task force, when the mission variables of METT-TC require Infantry Soldiers to conduct offensive operations beyond the capabilities of their Stryker vehicles. This occurs when speed and difficult terrain are factors. Air assault operations can be conducted by purely Infantry or in conjunction with another Stryker mounted element.

2-88. Air assault operations should not be employed in roles requiring deliberate operations over an extended period of time, and is best employed in situations that provide a calculated advantage due to surprise, terrain, threat, or mobility. In particular, air assault operations are conducted when—

- Massing or shifting combat power quickly.
- Using surprise.
- Using flexibility, mobility, and speed.
- Gaining and maintaining the initiative.

2-89. The following are basic planning considerations for the SBCT Infantry rifle company when participating in air assault operations:

- Air assault operations are best conducted at night or during weather conditions that allow aircraft operation, but obscure enemy observation to facilitate deception and surprise.
- Fire support planning provides suppressive fires along air routes and in the vicinity of LZs. Priority for fires should be to the suppression of enemy air defense systems. Upon landing, the ground force is responsible for identifying and marking targets.
- The initial assault force requires enough combat power to seize the LZ upon landing, establish air control over the LZ, and conduct clearance of fires as part of the air-ground operations.

- The LZ control makes the decision for landing follow-on forces based upon established criteria developed during planning or discovered during execution.
- Contingency plan to respond to downed aircraft.
- Infantry unit operations are not fundamentally changed by integrating with aviation units. However, tempo and distance are dramatically changed.

2-90. An air assault task force uses helicopters to move to and close with the enemy. Initial assault elements should minimize how much equipment and the number of personnel to assure mobility. They are often separated from weapon systems, equipment, and materiel that provide protection and survivability on the AO. (See FM 3-99 for more information.) An air assault task force is particularly vulnerable to enemy—

- Attack by aircraft and air defense weapon systems during the movement phase.
- Attack by CBRN weapons because of limited CBRN protection and decontamination capability.
- Attack by ground, air, or artillery during the loading and landing phases.
- Air strikes, due to limited availability of air defense weapon systems.
- Electromagnetic attack, to include jamming of communications and navigation systems, and disrupting aircraft survivability equipment.
- Small-arms fire, which presents a large threat to helicopters during the air movement and landing phases.

SEQUENCE OF THE OFFENSE

2-91. This methodology is for discussion purposes only and is not the only way of conducting these offensive operations. The methodology used to illustrate the execution of offensive operations actually tends to overlap each other during the conduct of offense. Normally the first three are shaping operations, while maneuver is the decisive operation. Follow through is a sequel or a branch to the plan based on the current situation. The execution of offensive operations for movement to contact and attack will use the following methodology to describe in detail actions that elements of the SBCT Infantry rifle company take to:

- Gain and maintain enemy contact.
- Disrupt the enemy.
- Fix the enemy.
- Maneuver.
- Follow through.

FORMS OF CONTACT

2-92. In offensive and defensive operations, contact occurs when a member of the SBCT Infantry rifle company encounters a situation that requires a lethal or nonlethal response. These situations may entail one or more of the following forms of contact (see ADP 3-90 for more information):

- Visual.
- Direct fire.
- Indirect fire.
- Obstacles.
- Aerial.
- CBRN.
- Electromagnetic warfare (EW).
- Nonhostile:
 - Adversary.
 - Supporters.
 - Neutrals.

ACTIONS ON CONTACT

2-93. The SBCT Infantry rifle company should execute actions on contact using a logical, well-organized process of decision-making and action that entails the following four steps: (See FM 3-90-1 for more information.)

- Deploy and report.
- Evaluate and develop the situation and COA.
- Choose a COA.
- Execute the selected COA.

2-94. This four-step process, with some steps often conducted simultaneously, is not intended to generate a rigid, lockstep response to the enemy. Rather, the goal is to provide an orderly framework that enables the SBCT Infantry rifle company and its platoons to survive the initial contact, and then apply sound decision-making and timely actions to complete the operation. Ideally, the company sees the enemy (visual contact) before being seen by the enemy; it then can initiate physical contact on its own terms by executing the designated COA.

2-95. Once the lead elements of a force encounter the enemy, they conduct actions on contact. The unit treats obstacles like enemy contact, as it assumes that the obstacles are covered by fire. The unit's security force gains tactical advantage over an enemy force by using tempo and initiative to conduct actions on contact. Doing so allows the unit to gain and maintain contact without becoming decisively engaged. How quickly the unit develops the situation is directly related to its security. This tempo is directly related to the unit's use of well-rehearsed SOPs and drills.

2-96. Commanders understand that properly executed actions on contact require time at platoon and company levels. To develop the situation fully, a platoon or company may have to execute flanking movement, conduct reconnaissance, or call for and adjust indirect fires. Each of these activities requires time. The commander balances the time required for subordinate elements to conduct actions on contact with the need for the company or battalion to maintain momentum.

DEPLOY AND REPORT

2-97. Events that occur during initial contact depend on whether the contact is expected or unexpected. The first step of actions on contact concludes with the unit deployed, the enemy suppressed or destroyed, and the commander sending a contact report to battalion headquarters. The following paragraphs examine some variables the company commander faces in both contact situations.

2-98. If the commander expects contact (based on reports through reconnaissance or through other means), the commander will already have deployed the company by transitioning to the bounding overwatch movement technique. If the company is alert to the likely presence of the enemy, it has a better chance of first establishing visual contact and then physical contact on its own terms. Contact, either visual or physical, is usually made by an overwatching or bounding platoon, which initiates the company's actions on contact. In a worst-case scenario, a previously undetected (but expected) enemy element may engage the platoon. The platoon in contact would conduct a battle drill for its own survival and then initiate actions on contact.

2-99. In some cases, the SBCT Infantry rifle company makes unexpected contact with the enemy while using traveling or traveling overwatch. The element in contact or, if necessary, the entire company may deploy using battle drills to survive the initial contact. When making unexpected contact, the platoon in contact immediately sends a contact report. The most efficient way for the battalion S-2 to provide situational understanding and COP to the battalion is through digital reports sent by platoons in contact. The SBCT Infantry rifle company and platoons develop SOPs that harness the capabilities of command and control systems while destroying the enemy force and protecting the company.

EVALUATE AND DEVELOP THE SITUATION

2-100. The commander evaluates the situation and continues to develop it while the SBCT Infantry rifle company deploys. The commander quickly gathers as much combat information as possible, either visually,

or more often through reports of the platoon(s) in contact. The commander analyzes the intelligence to determine critical operational considerations, to include the following:

- The size of the enemy element.
- Location, composition, activity, and orientation of the enemy force.
- The impact of obstacles and terrain.
- Enemy capabilities.
- Probable enemy intentions.
- How to gain positional advantage over the enemy.
- The friendly situation (location, strength, and capabilities).
- Possible friendly COAs to achieve the specified end state.

2-101. The SBCT Infantry rifle company commander sends a report to the battalion once determination on the size of the enemy force the company has encountered. However, after evaluating the situation, the commander may discover that there is not enough information to identify the necessary operational considerations. To make this determination, the commander further develops the situation according to the battalion commander's intent, using a combination of the following capabilities:

- Tasking UAS, SBCT Infantry rifle squads, and using other optics to conduct reconnaissance.
- Maneuver (this includes flanking maneuver to gain additional intelligence by viewing the enemy from another perspective).
- Indirect fire.
- Reconnaissance by fire.
- Requesting additional information collection assets to support the mission.

CHOOSING AND EXECUTING A COURSE OF ACTION

2-102. After developing the situation and determining that there is enough information to make a decision, the company commander selects a COA that meets the requirements of the battalion commander's intent and is within the company's capabilities. The company transitions to maneuver when executing a COA. It continues to maneuver throughout execution, either as part of a tactical task or to advance while in contact to reach the point in the AO from which it executes its tactical task. The company can employ many tactical tasks as COAs, any of which may be preceded (or followed) by additional maneuver. Some of these tasks are as follows:

- Attack by fire.
- Breach.
- Bypass.
- Clear.
- Control.
- Disengagement.
- Exfiltrate.
- Follow and assume.
- Follow and support.
- Occupy.
- Retain.
- Secure.
- Seize.
- SBF.

2-103. More information becomes available to the company commander as execution continues. The commander may have to alter the COA during execution based on the emerging details of the enemy situation. (For example, as the SBCT Infantry rifle company maneuvers to destroy what appears to be an Infantry platoon, it discovers two additional platoons in prepared positions.) The commander analyzes and

develops the new situation and selects an alternate COA, such as establishing an SBF position to support another company's maneuver against the newly discovered enemy force.

RECOMMEND A COURSE OF ACTION TO THE HIGHER COMMANDER

2-104. Once the company commander selects a COA, keeping in mind the commander's intent, the company commander informs the battalion commander, who has the option of disapproving it based on its impact on the overall mission. Unit SOP may provide automatic approval of certain actions to avoid delay.

SECTION II – MOVEMENT TO CONTACT

2-105. *Movement to contact* is a type of offensive operation designed to develop the situation and establish or regain contact (ADP 3-90). When necessary, the SBCT Infantry rifle company can conduct this task regardless of which decisive action element is currently predominate—offense, defense, or stability. Units plan and conduct movement to contact to gain or regain contact with the enemy. It ends when they make enemy contact. The company usually conducts a movement to contact as part of an SBCT Infantry battalion or larger element. Based on mission variables, the SBCT Infantry rifle company may conduct the task independently. Movement to contact includes search and attack, and cordon and search.

2-106. Purposeful and aggressive movement, decentralized control, and the hasty deployment of formations from the march to conduct offensive, defensive, or stability tasks characterize a movement to contact. The fundamentals of a movement to contact are as follows:

- Focus all efforts on finding the enemy.
- Make initial contact with small, mobile, self-contained forces to avoid decisive engagement of the main body on ground chosen by the enemy. This allows the commander maximum flexibility to develop the situation.
- Task-organize the force and use movement formations to deploy and attack rapidly in any direction.
- Keep subordinate forces within supporting distances to facilitate a flexible response.
- Maintain contact regardless of the COA adopted, once contact is gained.

PLANNING A MOVEMENT TO CONTACT

2-107. Planning a movement to contact allows for flexibility and promotes subordinate initiative. Due to the uncertainty of the enemy's precise location, the analysis during TLP may consist of multiple contingencies and branch plans. Because of the company's vulnerability by the nature of a movement to contact, the enemy must not be underestimated.

STEP 1 RECEIVE THE MISSION

2-108. The SBCT Infantry rifle company commander begins the TLP upon notification from the battalion in the form of a WARNORD. When the commander receives the mission, leaders perform an initial assessment of the situation (mission analysis) and allocate the time available for planning and preparation. (Preparation includes rehearsals and movement.) When a higher headquarters assigns a mission, it provides small-unit leaders an analysis of its OE (see FM 6-0 for more information).

2-109. Effective leaders do not wait until their higher headquarters completes planning to begin their planning. Using all information available, leaders develop their unit mission as completely as they can. A battalion may issue three WARNORDs before it produces an order. These WARNORDs occur after step 1 Receipt of Mission, step 2 Mission Analysis, and step 6 COA Approval are completed in their military decision-making process. The first WARNORD contains the commander's initial guidance and a timeline after the battalion has received the order. WARNORD two contains—

- The approved mission statement.
- The commander's intent.
- Changes to task organization.
- The unit AO (handwritten drawing, photograph, or some other description).

- CCIRs and essential elements of friendly information.
- Risk guidance.
- Priorities by warfighting functions.
- Military deception guidance.
- Essential stability tasks.
- Initial information collection plan.
- Specific priorities.
- Updated operational timeline.
- Movements.

2-110. WARNORD three may contain information from COA wargame results. In some cases, the company may provide their inputs on the COA for preference or updated information. WARNORD three includes time and location and requirements from subordinate elements regarding the OPORD brief and rehearsal timelines. It may also contain special instructions for troops and equipment.

2-111. For the OPORD, a confirmation brief may be required. A *confirmation brief* is a brief subordinate leaders give to the higher commander immediately after the operation order is given to confirm understanding (ADP 5-0). It is their understanding of the higher commander's intent, their specific tasks, and the relationship between their mission and the other units' missions in the operation. The confirmation brief is a tool used to ensure subordinate leaders understand—

- The commander's intent, mission, and concept of operations.
- Their unit's tasks and associated purposes.
- The relationship between their unit's mission and those of other units in the operation.

STEP 2 ISSUE A WARNING ORDER

2-112. As soon as the company commander finishes the initial assessment of the situation and available time, the commander issues a WARNORD. A leader does not wait for more information. The leader issues the best WARNORD possible with the information at hand and update it as needed with additional WARNORDs. The company commander does not forward the higher units WARNORD directly to the subordinate elements. The company commander must extract the useful information, make own assessments, and then issue the order.

2-113. The WARNORD contains as much detail as possible. It informs subordinates of the unit mission and gives them the leader's timeline. A leader may also pass on any other instructions or information the leader thinks will help subordinates prepare for the new mission. This includes information on the enemy, the nature of the higher headquarters' plan, and any specific instructions for preparing their units. The most important thing is that a leader not delay in issuing the initial WARNORD. As more information becomes available, the company commander can issue additional WARNORDs. By issuing the initial WARNORD as quickly as possible, the company commander enables their subordinates to begin their own planning and preparation.

STEP 3 MAKE A TENTATIVE PLAN

2-114. For the company, the planning begins from the first WARNORD it receives from the battalion. For conducting a movement to contact, the SBCT Infantry rifle company makes use of developing a modified combined obstacle overlay, to help with developing the plan. A modified combined obstacle overlay helps identify aspects of the AO that make it favorable and unfavorable for movement of friendly and enemy forces. The company commander assisted by the intelligence support team can determine the enemy most likely COA, and MDCOA, when given the intelligence assessment.

- 2-115. Battalion IPB products necessary to support company planning and operations include—
- Enemy situation overlays with associated COA statements and high-value target lists.
 - Event templates and associated event matrices.
 - Modified combined obstacle overlays, terrain effects matrices, and terrain assessments.

- Weather forecast charts, weather effects matrices, light and illumination tables, and weather estimates.
- Civil considerations overlays and assessments.

Note. IPB includes the following four steps: define the OE, describe the environmental effects on operations, evaluate the threat, and determine threat COAs. An enemy is a party identified as hostile against which the use of force is authorized (see ADP 3-0).

2-116. Developing the concept of the operation starts with a reverse planning sequence from the objective to the line of departure (LD). Since the objective is to make contact with the enemy the commander determines how to initiate contact given enemy SITTEMP laid over the modified combined obstacle overlay from the most likely COA and MDCOA. The commander arrays forces on favorable terrain in the AO from the limit of advance (LOA) backwards toward the LD for each enemy likely point of contact. Concept of the operation must include a plan for movement and maneuver that can be executed for most likely COA and MDCOA. This is accomplished by issuing a clear commander's intent, developing a simple concept of operations, and developing a series of decision points to execute maneuver options. Units place increased emphasis on developing an aggressive and flexible reconnaissance effort that is linked to the commander's PIRs focusing on locating and identifying the enemy's strength, disposition, and activities.

2-117. The main body's planned movement formation should contribute to the goal of making initial contact with the smallest force possible. Follow-on actions should include a hasty reaction to finish or fix the enemy, given the higher commanders intent. Normally, a wedge formation is easiest for the SBCT Infantry rifle company to react to contact to maneuver to finish a force.

2-118. If the lead platoon makes contact and provides enough reaction time and accurate combat information for the two SBCT Infantry rifle platoons to maneuver out of contact, they are likely to get into positions of advantage and finish the force. The vee formation is optimal for fixing an enemy force. It provides more opportunity to make contact with two Infantry rifle platoons operating abreast of the formation. It is more difficult to synchronize mass of the entire SBCT Infantry rifle company at one point, but the ability to maneuver two of the three Infantry rifle platoons allows the commander to commit them piecemeal and fix the enemy force.

STEP 4 INITIATE MOVEMENT

2-119. Step 4 can be executed at any time throughout the sequence of TLP. Step 4 can include movement to an assembly area (AA), battle position (BP) or new AO, conducting linkup with attachments, or the movement of guides to quartering parties. As elements plan in parallel echelons within the company and with the battalion, the company can continue preparations and rehearsals.

STEP 5 CONDUCT RECONNAISSANCE

2-120. The commander conducts various forms of reconnaissance; most common is map reconnaissance. The company commander can further develop the scheme of maneuver by using line of sight applications on selected points throughout the AO assisted by command and control systems. The points should include key terrain for OPs, objective rally points, and templated enemy positions. Additionally, the command and control systems can forecast the likely ranges of direct fire weapon systems, which can assist in determining covered and concealed positions, as well as attack by fire and SBF positions.

2-121. Leaders weigh the advantages of reconnoitering personally against the combat multiplier to exploit the principles of speed and surprise. The commander reconnoiters visually to verify higher headquarters intelligence if time permits. The commander seeks to confirm PIRs that support tentative plans. Usually, these PIRs consist of assumptions or critical facts about the enemy. This can include strength and location especially at template positions. In addition to the enemy, PIRs can include information about the terrain. If possible, the commander includes subordinate leaders in their reconnaissance efforts.

2-122. Information collection tasks can indicate the enemy's location and intent while conducting reconnaissance and security tasks. This includes the use of available manned and unmanned air assets. This

enables the company commander to shift to a deliberate or hasty task instead of a movement to contact. If information collection efforts using sensors to detect the enemy does not confirm their presence, it may alleviate areas to search for the enemy. The plan should be adjusted to address actions anticipated by the commander based on available intelligence, and the conduct of meeting engagements and other anticipated battle drills. As intelligence is collected, the company commander begins to complete the plan.

STEP 6 COMPLETE THE PLAN

2-123. The commander refines COAs into the OPORDs, prepares overlays, refines the target list worksheet, completes sustainment and mission command requirements, and updates the tentative plan based on the latest reconnaissance information.

Organization of Forces

2-124. The SBCT Infantry rifle company organizes a movement to contact with a forward security force and a main body. A portion of the main body composes of the commander's sustaining base.

Security Force

2-125. A security force is comprised of four elements; covering force, advance guard, flank guard, and rear guard. For the SBCT Infantry rifle company its covering force and advance guard are normally the same element and normally one of its SBCT Infantry rifle platoons.

2-126. Based on the mission variables, the battalion commander may increase the SBCT Infantry rifle company's security force by attaching the scout platoon to be the covering force. This usually happens when the SBCT Infantry battalion is conducting a movement to contact and the SBCT Infantry rifle company is the advance guard for the battalion following the covering force. The security force for the company can be an Infantry rifle platoon, or battalion scout platoon (if attached), or a combination of any of these elements. Snipers can also be assigned to this element to provide assistance.

Covering Force

2-127. Normally, the lead squad of the Infantry rifle platoon serves as a covering force providing early warning. This allows the SBCT Infantry rifle platoon that is following as the advance guard to fix the enemy force when it makes contact.

2-128. The primary advantage to having a covering force is the early and accurate reporting about the enemy and terrain. This force must be prepared to fight for information against an enemy. Depth is essential to providing early warning and reaction time for leaders at the platoon, company, and battalion levels. It enables leaders to conduct actions on contact that preserve the parent unit's freedom of movement and maneuver. This security element is normally the unit's initial main effort.

Advance Guard

2-129. The purpose of the SBCT Infantry rifle platoon or company, when it is serving as the advance guard of a larger force, is to protect the main body from surprise attack, develop the situation to protect the deployment of the main body, and fix the enemy's main body. The advance guard's responsibilities include the following:

- Provide security and early warning for the main body, and facilitate its uninterrupted advance.
- Conduct reconnaissance to locate enemy forces along the battalion's axis of advance.
- Conduct actions on contact to retain freedom of maneuver for the battalion.
- Call for indirect fires to impede or harass the enemy.
- Destroy enemy reconnaissance elements.
- Find, fix, or contain enemy main body to retain freedom of maneuver for the battalion.
- Bypass and report obstacles, or act as the battalion support or breach force during breaching operations.
- Provide forward air defense capability to protect the main body.

2-130. The composition of the advance guard depends on METT-TC factors. In open terrain, the guard may move mounted in restricted, close, complex, or the urban environment. In severely restrictive terrain, Infantry maneuver with vehicles in the overwatch may be a better choice. The SBCT Infantry rifle company has the flexibility to accomplish this mission mounted or dismounted.

2-131. The advance guard is the battalion commander's main effort until the main body is committed; then priority of fires shifts to the main body. Each decision point should be based on the actions of the advance guard in some circumstances.

Flank and Rear Guard

2-132. Platoon-sized elements from one of the SBCT rifle companies serve as the flank guard for both the battalion and company. This is done through formation selection. Normally, this element conducts a moving flank screen using alternating or successive bounds with squads or sections. These elements remain at a distance from the main body. Flank security elements operate far enough out to prevent the enemy from surprising the main body with direct fires.

2-133. The company provides its own rear security, assisted by rapid forward movement, which gives the enemy less opportunity to react or reposition forces to attack the battalion. Units plan indirect fires on major flank and approaches, as well as active air defense measures against aerial threats to enhance security. Upon switching from a movement to contact to an attack, this platoon normally conducts follow and support of the main body.

Main Body

2-134. The combat elements of the main body are prepared to deploy and maneuver rapidly to a decisive point in the AO, to destroy the enemy. The main body keys its movement to the advance guard. It maintains information of the advance guard's activities through command and control systems. The main body, remaining attuned to the advance guard's situation, provides responsive support when the advance guard is committed. Tasks the company can perform within the main body include the following:

- Find, fix, defeat, destroy, or contain the enemy's main body, followed by an assault on the enemy force or initiate exploitation.
- Execute a COA to defeat or destroy designated enemy main body elements.

2-135. The use of standard formations and battle drills allows the battalion commander, using the information available through the Army command and control system, to shift combat power rapidly in the AO. Companies employ the appropriate movement techniques within the battalion formation. Company commanders, based on their knowledge of the commander's intent and their own SA, anticipate the battalion commander's decisions for commitment of the main body and plan accordingly.

Control Measures

2-136. The task usually starts from an LD at the time specified in the OPORD. The commander controls the movement to contact by using PLs, contact points, target reference points (TRPs), and checkpoints, as required. Soldiers should be mindful of surface danger zones (known as SDZs) of their weapon systems to prevent friendly fire or collateral damage. The commander controls the depth of the movement to contact by using a LOA or a forward boundary. The commander could designate one or more objectives to limit the extent of the movement to contact and orient the force. However, these are often terrain-oriented and used only to guide movement. Although a movement to contact may result in taking a terrain objective, the primary focus should be on the enemy force. The commander should plan some other type of offensive action if there is enough intelligence to locate significant enemy forces.

2-137. Company commanders use positive control over maneuver units, coupled with battle drills and formation discipline. The commander can designate a series of PLs that can successively become the new rear boundary of the forward security elements as that force advances. Each rear boundary becomes the forward boundary of the main body and shifts as the security force moves forward. The rear boundary of the main body designates the rear security element's limit of responsibility. This line shifts as the main body moves forward.

PREPARING FOR A MOVEMENT TO CONTACT

2-138. Unless already in an AA, the unit moves onto one during the preparation phase. The unit moves with as much secrecy as possible, normally at night, and along routes that prevent or degrade the enemy's capabilities to visually observe or otherwise detect the movement. It avoids congesting its AA and occupies it for the shortest length of time possible. Each unit is responsible for its own security activities, such as local ground security, while in the AA.

STEP 7 ISSUE THE ORDER

2-139. The SBCT Infantry rifle company commander issues the order and briefs leaders and attachment leaders of the plans. The commander allocates time for subordinates to complete their TLP. Also, the commander issues FRAGORDs based upon updates received or changes to the plan. The commander uses confirmation briefs, backbriefs, and rehearsals to ensure missions are understood, and all actions are integrated and synchronized. Simple plans that are flexible and rehearsed repetitively against various enemy conditions, and that rely on established tactical SOPs, are essential to success.

2-140. Subordinate unit preparations are reviewed to ensure they are consistent with the commander's intent and concept of operation. Subordinate rehearsals should emphasize movement through danger areas, actions on contact, passage of lines, and transitions. The commander and subordinate leaders ensure subordinate units (including attachments) understand assigned missions during movement and maneuver options during execution. Plans are war-gamed and rehearsed against enemy COAs that would cause the battalion or company to execute various maneuver options at different times and locations. The goal is to rehearse subordinates on potential situations that may arise during execution to promote flexibility while reinforcing the commander's intent.

STEP 8 SUPERVISE AND REFINE

2-141. The commander exercises and refines the maneuver, fire, and sustainment plans during rehearsals, which are an important part of ensuring the plan's coordination and synchronization. As part of the rehearsal process, the commander reviews the decision points and anticipated battle sequence with subordinate leaders, ensuring all units understand the plan, the relationship between fire and movement, and the synchronization of critical events. These critical events include—

- Actions on the objective.
- MEDEVAC and vehicle recovery.
- Reconnaissance handover.
- Moving from the AA to the LD.
- Maneuvering from the LD to the probable line of deployment (PLD), to include dismount points.
- Occupying SBF positions.
- Conducting the breach or gap crossing if applicable.
- Consolidating on the objective.
- Exploiting success or pursuing a withdrawing enemy.
- Actions of echelon reserves.
- Resupplying operations.

2-142. The unit should conduct rehearsals under as many types of adverse conditions as possible, with time and other constraints, to identify and prepare the unit to cope with problems. At lower tactical echelons, the rehearsal includes battle drills, such as creating lanes through minefields, react to contact, loss of communications, CASEVAC, and so forth.

EXECUTING A MOVEMENT TO CONTACT

2-143. Each element of the force synchronizes its actions with adjacent and supporting units, maintaining contact and coordination as prescribed in orders and unit SOP.

GAIN AND MAINTAIN ENEMY CONTACT

2-144. The commander conducts reconnaissance using all available information collection assets to find the enemy's location and dispositions in addition to committing forces to the task. Sensors alone cannot confirm the exact disposition and location of all enemy forces.

2-145. Infantry should dismount their vehicles prior to the last known point of enemy detection. This is usually when the unit reaches the PLD. The dismount point should be beyond the maximum effective range or line of sight of the direct fire weapon system the enemy is using. This ensures that the commander can commit friendly forces under optimal conditions. The commander uses all available sources of combat information and intelligence reports to find or determine the enemy's location and dispositions.

DISRUPT THE ENEMY

2-146. Once contact is made, the main body brings overwhelming fires onto the enemy to prevent them from conducting either a spoiling attack or organizing a coherent defense. The security force maneuvers, as quickly as possible, to find gaps in the enemy's defenses. The commander gathers as much information as possible about the enemy's dispositions, strengths, capabilities, and intentions. As more intelligence becomes available, the main body attacks to destroy or disrupt enemy command and control centers, fire control nodes, and communication nets. The Stryker vehicles should maneuver to positions out of enemy contact to engage repositioning enemy forces or support the dismounted force with direct fire, CASEVAC, or mission command capabilities.

FIX THE ENEMY

2-147. The commander initiates maneuver at a tempo the enemy cannot match since success in a meeting engagement depends on effective actions on contact. The techniques the commander employs to fix the enemy when both forces are moving are different from those employed when the enemy force is stationary during the meeting engagement. The SBCT Infantry commander has the organic assets of ICVs, Infantry, and mortar section; it may be augmented with ATGM, MGS, scouts, or sniper team to use in order to fix the enemy.

MANEUVER

2-148. The commander quickly maneuvers the main body to a position of advantage to conduct a penetration or envelopment if the security force cannot overrun the enemy with a frontal attack. The commander uses the command and control systems to deploy and direct the forces before the enemy can react effectively or reinforce. The commander attempts to defeat the enemy in detail while still maintaining the momentum of the advance. The main body commander resumes the movement to contact after a successful attack. If the enemy is not defeated, there are three main options—bypass, transition to a more deliberate attack, or conduct a defense.

2-149. The company commander maneuvers the main body elements rapidly to the vicinity of the contact. The intent is to deliver the assault before the enemy can deploy or reinforce the engaged forces. The commander masses effects of organic and augmented assets on the enemy to maneuver forces on attacking the enemy's flanks and rear before the enemy can counter these actions. The commander avoids piecemeal commitment of squads and platoons until the commander can seize the initiative and maintain it throughout the attack. The commander uses the security force to fix the enemy while the main body maneuvers to look for an assailable flank or the commander uses the main body to fix the enemy while the security force finds the assailable flank.

FOLLOW THROUGH

2-150. The unit transitions back into a movement to contact and continues to advance if the enemy is defeated or attempts to break contact. The Stryker Infantry rifle company can maintain contact with an enemy attempting to break contact by engaging its Infantry forces in close combat and moving its ICVs to positions to the flank or rear of the enemy force. If the enemy force attempts to break contact the ICVs can pursue, engage, or linkup with the Infantry and remount to maintain contact. This operation sustains until the force

requires resupply or it terminates. The movement to contact terminates when the unit reaches the final objective or LOA or it transitions to a more deliberate attack, defense, or retrograde.

ASSESS A MOVEMENT TO CONTACT

2-151. Assessments are a continuous process of examining inputs, activities, outputs, outcomes, and the impact on objectives. During the conduct of the operation, the commander should periodically compare the plan as to how the task is being executed. Lulls or tactical pauses after crossing PLs are normally the most advantageous times. The commander should notice differences and adjust the plan especially if contact is made in places unexpectedly. Once the tasks are complete, the commander should evaluate the original plan with what actions actually happened, annotate differences, and send to higher headquarters for further analysis. The intelligence support teams can help, if formed.

CORDON AND SEARCH

2-152. *Cordon and search* is a technique of conducting a movement to contact that involves isolating a target area and searching suspect locations within that target area to capture or destroy possible enemy forces and contraband (FM 3-90-1). It is a common tactical mission during operations focused on stability. The purpose of cordon and search is to obtain weapon caches, materiel or information, a specific high-value target, or persons of interest. Biometric identity data collection and biometric-enabled watchlist (BEWL) nomination enables cordon and search mission by identifying the persons of interest. A cordon and search involves two processes—limiting freedom of movement and searching dwellings. These two actions have the potential to produce negative consequences; therefore, organizing cordon and search elements requires extensive mission tailoring. As trusted Army professionals, commanders are expected to make right decisions (for example, ethical, effective, and efficient) and take actions consistent with the moral principles of the Army Ethic. Commanders are prepared for a civil disturbance. Commanders must ensure their Soldiers understand the overall purpose of the mission, realizing that the exercise of restraint, protection of noncombatants and their property is often more effective than use lethal force or destruction of property.

2-153. Searches are an important aspect of populace and resource control. The need to conduct search or to employ search procedures is a continuous requirement. A search can orient on people, materiel, buildings, or terrain. A search usually involves civil police and Soldiers.

2-154. Cordon and search involve isolating the target area and searching suspected buildings to capture or destroy possible enemy or contraband. It involves the emplacement of a cordon, or security perimeter, to prevent traffic in and out of the area. The cordon permits the search element to operate unimpeded within the secured area. The Stryker vehicle provides a means of establishing traffic control posts by using its size to block high-speed avenues of approach. When paired with another Stryker vehicle at a point, it can provide coverage on inner and outer cordon security. The remote weapon system (known as RWS) allows the vehicle to engage targets at a distance or in buildings. The top hatches on the rear of the vehicle allow additional personnel to provide security from a protected position. The vehicles themselves are vulnerable to dismounted attacks in close proximity and benefit greatly from local security from a dismounted team covering blind spots.

CORDON AND SEARCH TECHNIQUES

2-155. There are two cordon and search techniques: cordon and kick; and cordon, knock, and ask. The cordon and search method selected to accomplish the mission is dependent on many factors. The primary consideration is to capture the designated personnel, site, or equipment. Additional factors such as the threat, local populace support, and partnered forces capabilities are taken into account during operation planning:

- Cordon and kick. The cordon and kick method is used to maintain speed, surprise, and timeliness during entry to the target within the objective. In this instance, considerations of population perceptions and integration of partnered forces are less important than accomplishing the task(s) of capturing the target individual, site, or equipment. Proper safety precautions will need to be strictly followed. The Infantry platoon can also conduct a dynamic breach with use of demolitions and engineers or conduct entering and clearing techniques through available entry points of the

buildings. The MGS vehicle can provide a means for creating a breaching point in a target building if the ROE allows.

- Cordon, knock, and ask. If the mission is focused on increasing the legitimacy of the host nation (HN) government and security forces, it may be necessary to sacrifice a degree of surprise and timeliness to achieve that goal. In this instance, the unit focuses on maintaining a presence and control of an area by incorporating local authorities into the mission.

PRINCIPLES OF CORDON AND SEARCH

2-156. The principles of cordon and search are comprehensive and fundamental rules guiding the cordon and search force commander on the conduct of cordon and search. The principles are not a checklist. While the commander considers these principles, they do not apply in the same way to every situation. Rather, they summarize characteristics of successful cordon and search operations. The value in these principles lie in assisting the commander in analyzing a pending operation while synchronizing efforts and determining if or when to deviate from the principles based on the current situation. The eight principles of cordon and search are—

- Speed.
- Surprise.
- Isolation.
- Proper target identification.
- Timeliness.
- Accountability.
- Minimization of collateral damage and detailed search.
- Legitimacy.

Speed

2-157. Cordons and movement to a target area should occur rapidly to maintain initiative and momentum. The commander must carefully consider time and speed factors, especially as they relate to enemy reactions. When the target of the cordon and search force is personnel or sensitive material, the force must achieve greater relative tempo than the threat to preclude the enemy's escape or the destruction of material. Good reconnaissance and counterreconnaissance, complete with guides, can greatly ease the cordon and search force's maneuver burdens and increase the speed of relative movement.

Surprise

2-158. Through tempo and deception, all efforts must be made to deny the enemy the opportunity to react. Foot movement may be combined with vehicular movement to increase speed and stealth. By itself, or with other types of movement, air mobility can provide the cordon and search force with considerable speed, some elements of surprise, and the ability to move in or remove additional resources, detainees, and caches. While waterborne movement can canalize the cordon and search force to certain, specific avenues of approach, it can also provide relative speed, surprise, the ability to deliver additional resources, and remove detainees and caches. SOF capabilities significantly enhance the speed and surprise of mission execution, decreasing the probability of compromise and enabling operational tempo.

Isolation

2-159. The target and target area must be sealed off to defeat enemy reactions and free the cordon and search force to conduct actions on the objective. When possible, the force should isolate the objective using stealth and rapid movement to surprise the enemy to ensure complete control of the area before starting contact with the enemy. When isolating, the commander considers three-dimensional and in-depth isolation of the objective (front, flanks, rear, upper stories, basements, and rooftops). The commander employs all available direct and indirect fire weapons consistent with the ROE. Isolating the objective is a key factor in facilitating the assault and preventing casualties.

Proper Target Identification

2-160. Cordon and search forces must be properly tasked and trained to identify, capture, and exploit targeted enemy personnel and material. During the execution of a cordon and search operation, specially trained SOF can facilitate sensitive site exploitation (SE) of an objective. Sensitive SE may also provide further intelligence required for follow-on operations. Informants can provide positive identification of locations and personnel identified as high-payoff targets. Special aircraft systems are used to enable friendly-centric fire support, which is the continuous monitoring of friendly ground forces, while simultaneously sweeping the inner and outer perimeters for threats to the operation and identification of hiding and fleeing personnel.

Timeliness

2-161. Time is a driving force in cordon and search operations. The commander must strike a balance between actionable information, target activities, desired end state, and execution of the cordon and search to gain the initiative and deny the enemy the ability to reposition or escape. While sudden opportunities may arise with little planning time, the nature of a search and what it may uncover can result in significant amounts of time spent in the objective area (OA). Commanders must be prepared to execute cordon and searches with very little notice while simultaneously being prepared to spend many hours, even days, conducting the operation. The size of the OA most directly affects the size of the security element, and the time necessary to emplace inner and outer cordons.

Accountability

2-162. Accountability is critical throughout, and until completion of the operation as cordon and search elements and sub elements often operate dispersed. In addition to all actions associated with the target(s) and the target area, search and SE, detainee handling, CASEVAC, and interaction with the local population, actions on the objective include internal accountability from arrival to withdrawal. Cordon and search forces reinforce accountability procedures to mitigate possible risks associated with multidirectional egress.

Minimization of Collateral Damage

2-163. *Collateral damage*—A form of collateral effect that causes unintentional or incidental injury or damage to persons or objects that would not be lawful military targets in the circumstances ruling at the time (JP 3-60). While cordon and search operations focus on eliminating threats or potential threats, excessive collateral damage may constitute violations under the law of war and the Uniform Code of Military Justice. Such violations create resentment within the local populace, embolden our enemy's, and cause damage to our credibility and good standing with the local populace. A key consideration when executing a nonpermissive cordon and search is the collateral damage to property in the vicinity of the target and the target area. Proportionality requires the anticipated loss of life and damage to property incidental to attacks must not be excessive in relation to the concrete and direct military advantage expected to be gained. Stryker Infantry rifle company commanders and subordinate leaders are legally and morally responsible for their decisions and actions. They have the responsibility to challenge proposed mission orders if they believe executing it violates the law of war, ROE, or the moral principles of the Army Ethic. Company leaders must take into consideration the noncombatant civilian populace, friendly forces, and collateral damage when planning their cordon and search operations. Legitimacy of the U.S. strategic operation is dependent upon U.S. forces at every level establishing trust with the indigenous population. The commander and the team must proactively plan and have the foresight to mitigate and reduce the risk of unintended effects such as excessive collateral damage and negative psychological impacts on the noncombatant civilian populace—which create or reinforce instability in the AO.

Detailed Search

2-164. Target areas must be searched to ensure all enemy assets are captured. This requires proper training, coordination, marking, and adherence to tactical SOPs with all members of the cordon and search force understanding that clearing and searching are not the same thing. *Clear* is a tactical mission task that requires the commander to remove all enemy forces and eliminate organized resistance within an assigned area (FM 3-90-1) while *search* is a systematic reconnaissance of a defined area, so that all parts of the area have

passed within visibility (JP 3-50). When time is a limitation, the detail and quality of the search process is retained by narrowing the scope of the search and increasing the manpower devoted to the search.

PLANNING A CORDON AND SEARCH

2-165. Commanders consider numerous factors when planning and preparing for a cordon and search. Commanders apply the same steps used in TLPs, applying the warfighting functions as discussed in chapter 1. When the objective of the cordon and search is a high-payoff target, reconnaissance to locate and develop the pattern of life on the target is the longest phase. The planning time can be extremely limited between when an SBCT Infantry rifle company receives the mission from higher headquarters to execute the mission. Planning time may require planning by key leaders of all the elements and accelerated TLPs due to the complexity of the mission and the many assets task-organized to support the operation. As in all cases, the quality of the intelligence associated with METT-TC is critical. In particular, the “civil considerations” variable of METT-TC should be specifically considered, and interpreters and biometric tactical collection devices and operators (to positively identify or verify a high-value individual) should be added, as required. (See figure 2-16 on page 2-44.) Techniques for cordon and search success are as follows:

- Position key leaders so that they can see and control all subordinate elements.
- Position key assets such as crew-served weapons and interpreters at the critical locations.
- Be prepared to move leadership and support assets from one location to another during mission execution, or as needed.
- When executing searches and identity data collection and BEWL nomination, position vehicles and personnel to be searched so that the security element’s sectors of fire face to the outside of the friendly element and away from noncombatants.
- Keep the bulk of the forces within the perimeter so that if the situation escalates, they are essentially in a battle or SBF position.

ORGANIZATION OF FORCES FOR A CORDON AND SEARCH

2-166. Cordon and search operations are always conducted within the laws of armed conflict and according to the rules of law. Regardless of who is in charge and where a cordon and search is conducted, U.S. forces execute and participate in the operation in such a way as to underscore the appropriateness of the operation, and the legitimacy of the security and governmental forces associated with it. When possible, the presence of trusted local police or the approval by respected local officials of a cordon and search lend it legitimacy and further the rule of law.

2-167. A cordon and search requires four elements to perform the major tasks—a command element, a security element, a search and assault element, and a support element. The security element sets up the cordon, which usually comprises an outer cordon “ring” and an inner cordon “ring.” The search and assault element is the decisive operation and will clear and search suspected buildings to capture or destroy enemy or contraband. The support element may be the reserve, provide SBF, and be prepared to perform the other cordon and search tasks. Partnered nation security forces that are dependable and competent, especially police forces, are extremely valuable during search operations in urban terrain. Assets employed during the cordon and search may include—

- Interpreters.
- Partnered security forces.
- Human intelligence (HUMINT) collection teams.
- Law enforcement professionals.
- Technical intelligence teams.
- Special advisors.
- Attack reconnaissance aviation.
- Signals intelligence enablers.
- Measurement, geospatial, and signature intelligence enablers.
- Military working dog teams.
- Biometrics collection efforts.

- Tactical psychological operations (PSYOP) teams.
- Civil Affairs (CA) teams.
- Mine detection teams.
- Demolition teams.
- Interrogation teams
- Tactical air control parties.
- Detainee teams.
- Tunnel reconnaissance teams.
- Crowd control teams.
- Female search teams.
- Escort parties.
- Transportation teams.

Command Element

2-168. The command element is the headquarters, usually from a battalion, that executes command and control for the cordon and search mission and may have several combat multipliers attached. Frequently, the commander is given a variety of assets to help in accomplishing this mission. Ideally, the commander task-organizes the assets and maintains control of no more than three-to-five elements. Subordinate command elements, such as company headquarters, can provide command and control functions for efforts if the force has more than three-to-five elements.

2-169. The location of the command element provides the ability to control the subordinate teams and supporting assets of the cordon and search mission. The ability to observe the search and assault element generally causes the command element to collocate with the inner cordon. Visibility and communications capability are deciding factors in identifying the best location for the command element during the actual mission.

2-170. The command element may be only a commander and a radio operator, or may include security vehicles, interpreters, HN officials, or local authorities. The command element remains mobile and able to move to any point within the cordon and search operation to ensure coordination of all elements and supporting assets. When partnered forces or authorities are involved in the operation, the command element coordinates with them and integrates them as identified during the planning phase of the operation. Operation and communications security are the guiding principles when conducting unified action with partnered forces.

2-171. The command element is the single point of coordination for supporting assets and for status reporting to higher headquarters. The command element is a critical component of the cordon and search operation so an alternate element is designated in the event it becomes combat ineffective. The command element as trusted Army professionals, ensures that all personnel are proficient in the ROE with regards to protection of civilians and noncombatants, that all actions are right and documented as necessary, and the mission accomplished within the guidelines of ROE are followed while adhering to the moral principles of the Army Ethic. The command element monitors the documentation, security, and transport of every person detained. The command element ensures that damage caused during the cordon and search is documented to identify legitimate future claims by the occupants of the target.

Security Element

2-172. The security element's primary task is to isolate the target area. The outer cordon prevents anyone from entering the OA and assists the inner cordon in preventing the enemy from escaping from the OA. It is usually comprised of a Stryker Infantry rifle platoon. It can be task-organized with sniper, MGS, and mortar section to help with isolating the target area. They may have to use multiple avenues of approach and operate decentralized to accomplish their mission. The element leader of the outer cordon maintains SA, and within the commander's abilities situational understanding to facilitate the progress of the operation, specifically the inner cordon and search efforts. Tactical tasks associated with the outer cordon security element include the following:

- *Block*—a tactical mission task that denies the enemy access to an area or prevents an advance in a direction or along an avenue of approach. Block is also an obstacle effect that integrates fire planning and obstacle efforts to stop an attacker along a specific avenue of approach or to prevent the attacking force from passing through an engagement area (FM 3-90-1).
- *Denial operations*—Actions to hinder or deny the enemy the use of space, personnel, supplies, or facilities (FM 3-90-1).
- *Interdict*—a tactical mission task where the commander prevents, disrupts, or delays the enemy's use of an area or route (FM 3-90-1).

2-173. As such, it requires detailed planning, coordination, integration, and synchronization to achieve the combined arms effects, lethal and nonlethal, required for mission execution. Some considerations for the outer cordon include—

- Vehicles for traffic control posts or blocking positions.
- Fire planning and coordination.
- Overwatch positions.
- Aviation assets to observe target area and inform outer cordon if vehicles or persons leave the target area. Constant communication between the aviation element and the outer cordon facilitate the isolation of the target area.
- A detainee collection point for the receipt and temporary holding of detainees.
- An initial material collection point for consolidation of captured material.

2-174. Each subordinate outer cordon element (traffic control post, blocking position) has a designated leader and a clear task and purpose. Weapons systems to consider for outer cordon positions are primarily ICV and MGS variants with RWS, crew-served weapons, Javelin with the command launch unit, and snipers or designated marksman. Keeping Infantry near and to the rear of the vehicles increase its security.

2-175. Establishment of the inner cordon requires the same level of planning, coordination, integration, and synchronization to achieve desired effects as did the outer cordon. The inner cordon seals off the target area to protect the search element from enemy activity. It prevents enemy movement within the target area and prevents enemy entry or exit. The cordon's primary orientation is inward toward the target area. However, the inner cordon performs a secondary function of controlling movement into the OA as well. Tactical tasks associated with the inner cordon security element include—

- *Contain*—a tactical mission task that requires the commander to stop, hold, or surround enemy forces or to cause them to center their activity on a given front and prevent them from withdrawing any part of their forces for use elsewhere (FM 3-90-1).
- *Fix*—a tactical mission task where a commander prevents the enemy from moving any part of that force from a specific location for a specific period. Fix is also an obstacle effect that focuses fire planning and obstacle effort to slow an attacker's movement within a specified area, normally an engagement area (FM 3-90-1).
- *Overwatch*—a task that positions an element to support the movement of another element with immediate fire (ATP 3-21.10)
- *Suppress*—a tactical mission task that results in temporary degradation of the performance of a force or weapons system below the level needed to accomplish the mission (FM 3-90-1).

2-176. Whether the cordon and search force withdraws as a single force or moves in multiple elements on multiple routes, the security element normally is the last to depart. The inner and outer cordons and their controls on the objective and target areas provide overwatch for the search and support elements. Should the withdrawal be cancelled by design or by enemy action, the cordon remains in place. Once the other cordon and search force elements have committed to withdrawal, and are safely away from the target area, the security element first collapses the inner, then the outer cordon.

Search and Assault Element

2-177. The search and assault element's mission is to assault, clear, and search the objective to capture, kill, or destroy the targeted individuals or materials. The search and assault element is one or more Stryker Infantry rifle platoons. The search and assault element initiates action once the outer and inner cordons are

in place. The element accomplishes its mission by gaining a foothold on or in the target to clear all enemy and noncombatant personnel, and by conducting a systematic search of the target areas. These areas may be searched selectively (only specific rooms, buildings, or blocks) or systematically (everything within a given area). Due to the split-second decisions that have to be made, it is imperative that this element thoroughly understands the ROE and can execute in a dynamic environment.

2-178. The search and assault element may be task-organized into four teams—assault, search, security, and support to facilitate accomplishing its mission. All of these teams understand and prepare to assume the role of the other teams in the search and assault element. Tactical tasks that may be associated with the search element include the following:

- *Breach*—a tactical mission task in which the unit employs all available means to break through or establish a passage through an enemy defense, obstacle, minefield, or fortification (FM 3-90-1).
- *Clear*—a tactical mission task that requires the commander to remove all enemy forces and eliminate organized resistance within an assigned area (see FM 3-90-1).
- *Defeat*—a tactical mission task that occurs when an enemy force has temporarily or permanently lost the physical means or the will to fight. The defeated force's commander is unwilling or unable to pursue that individual's adopted course of action, thereby yielding to the friendly commander's will and can no longer interfere to a significant degree with the actions of friendly forces. Defeat can result from the use of force or the threat of its use (FM 3-90-1).
- *Destroy*—a tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt (see FM 3-90-1).
- *Neutralize*—a tactical mission task that results in rendering enemy personnel or materiel incapable of interfering with a particular operation (see FM 3-90-1).
- *Seize*—a tactical mission task that involves taking possession of a designated area by using overwhelming force (FM 3-90-1).
- *Support by fire*—a tactical mission task in which a maneuver force moves to a position where it can engage the enemy by direct fire in support of another maneuvering force (FM 3-90-1).

Site Exploitation

2-179. SE is systematically searching for and collecting information, material, and persons from a designated location and analyzing them to answer information requirements, facilitate subsequent operations, or support criminal prosecution. Primarily, SE is a means of gathering information that supports the intelligence process. Three purposes for SE are—

- To answer information requirements (usually CCIRs).
- To facilitate subsequent operations (already planned or not yet anticipated).
- To facilitate criminal prosecution by HN or international authorities (related to war crimes).

2-180. SE missions may concentrate on one fundamental purpose or involve all three simultaneously. The purpose of the SE should be considered throughout the commander's TLP. The development of intelligence, through immediate analysis or off-site processing can enable the commander to target additional objectives. At the company level, many of the SE-related activities answer higher headquarters intelligence requirements.

2-181. The forces executing SE provide critical data for inclusion in the intelligence process which subsequently supports operations already planned or not yet anticipated. They identify information, materiel, and persons of interest; and collect, record, and preserve these items. After the mission is completed, they are debriefed by appropriate intelligence representatives, usually the battalion S-2 or member of the company intelligence support team. The information (in any medium or form), material, or persons collected are processed by the appropriate agencies and analyzed to produce intelligence that supports ongoing or subsequent operations.

2-182. During stability operations, units can use SE to gather information that supports criminal prosecution by HN authorities. Clearly documenting the details surrounding the initial detention, preserving evidence and

maintaining chain of custody are critical and aid in determining if further detention is warranted, classifying the detainee, developing intelligence, and prosecuting detainees suspected of committing criminal acts. Documentation should be detailed and answer the who, what, when, where, why, and how, as well as, any information on a possible witness.

Support Element

2-183. The support element reinforces, and is capable of accomplishing the task, and purpose of the unit's decisive operation. This element is usually task-organized toward a specific purpose and can be comprised of any subordinate units with the SBCT Infantry rifle company. The commander may direct the support element to accomplish priority planning tasks. This means that the support element leader is intimately familiar with all aspects of the cordon and search mission from planning through its completion.

2-184. The commander identifies the tasks the support element needs to execute. These tasks are prioritized and given to the support element leader to plan and rehearse these actions according to the commander's plan. Probable tasks assigned to the support element during a cordon and search are as follows, but is not limited to—

- Reinforce outer and inner cordon.
- Clear buildings.
- Search buildings.
- Secure, safeguard, and escort civilians or detainees.
- Secure and safeguard captured materiel or equipment.
- Biometric identify data collection team.
- Pursue enemy elements that bypass or escape inner and outer cordon.

2-185. Commitment criteria is a guide to help the commander in deciding when to commit the support element, but is not intended to be a trigger for employment. Possible commitment criteria are as follows:

- Hostile crowd forming around inner cordon.
- Loss of main effort.
- Numerous rooms in building being searched.
- More than a specified number of detainees.
- Enemy engages inner cordon.

CONTROL MEASURES FOR A CORDON AND SEARCH

2-186. The use of standard tactical control measures is essential to effective mission command over forces approaching and conducting cordon and search:

- AAs are the most convenient areas for staging a cordon and search due to the relative safety, size, and location. However, commanders assume that all friendly positions are under constant observation. If possible, position AAs in remote or separate areas or use multiple AAs to minimize any enemy surveillance efforts.
- Checkpoints leading to the target and in the OA are essential in ensuring that all units arrive at the target in the proper order and on time.
- TRPs: Weapon orientation for crew-served weapons is a key safety consideration. SDZs need consideration with the types of munitions potentially fired from the weapon systems particularly with MGS main gun, .50 caliber (known as CAL) and MK19 grenade launcher, if used. A method of orienting on checkpoints and rally points as TRPs is also acceptable.
- Rally points to and from the OA allow for cordon and search elements to reorganize if units become engaged, lost, have vehicle trouble, or lose communications during ingress and egress from the target.
- PLs are helpful in controlling cordon and search elements approaching the target from different directions or at different times.

2-187. Due to the congested nature of the urban environment, direct fire control measures can be complicated. One proven technique is for the unit to number buildings, letter building corners, and number

floors. This way, a request for immediate direct fire suppression can be specific, and the risk of collateral damage and fratricide is reduced. The fire command can be, IMMEDIATE SUPPRESSION, TWO PERSONNEL WITH WEAPONS, BUILDING 23, SIDE A-B, SECOND FLOOR, SECOND WINDOW, FIRE WHEN READY. Fires are precise and accurate as opposed to high volume because of the condensed and compressed nature of the physical area. Ensure that all personnel understand the direct fire plan and any contingency plans. For example—

- What actions to take in the event a vehicle penetrates a traffic control point from outside the established perimeter.
- Who engages and with what weapons systems.
- When to cease fire, and what signal to use for cease fire.

2-188. The control measures allow for coordination and execution of the commander's plan. Control measures normally used to ensure the plan is understood are—AAs, assault positions, checkpoints, rally points, and PLs. The movement phase normally ends when the security element reaches its release point (RP), assault position, or similar control measure. (See figure 2-16.)

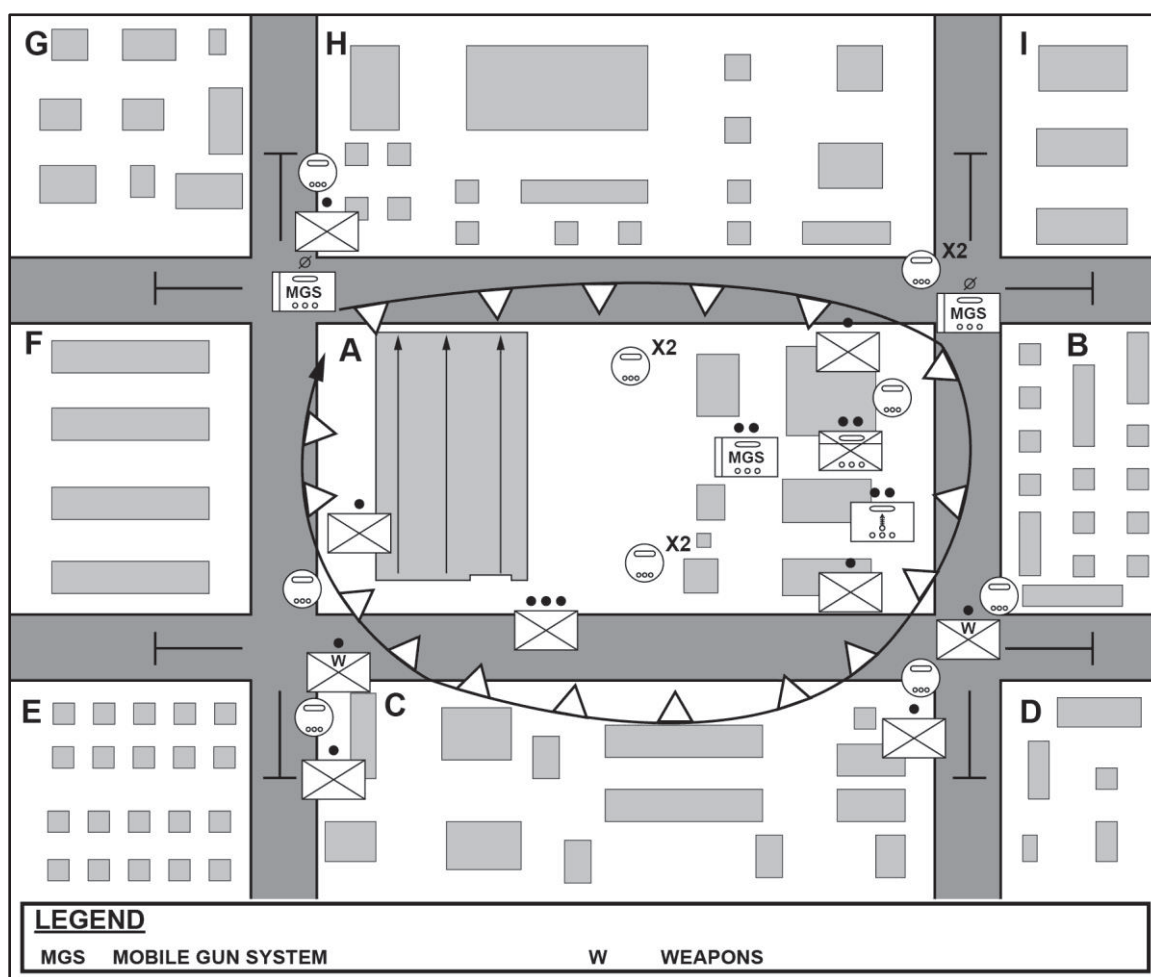


Figure 2-16. Establishment of a cordon

RECONNAISSANCE

2-189. During planning and reconnaissance for the cordon and search, the company receives its mission. If the target is within an AO that the unit has been operating and has developed the target over a period of time, many of the information requirements have been answered. If the operation is an out of sector mission and

the unit is unfamiliar with the AO, then a thorough analysis and deliberate reconnaissance operation should be planned before execution.

2-190. The tempo of reconnaissance should be either rapid or stealthy. Both can use deception during execution to conceal friendly force operations and intent. Rapid tempo is normally applied when there has been persistent observation or information collection effort on the objective and the force conducting reconnaissance is confirming the information. This is also in synchronization if the cordon and search and assault element intend to use speed and surprise to establish the cordon and conduct actions on the objective. This choice of tempo usually assumes the most risk of the reconnaissance phase compromising the task.

2-191. Stealthy tempo is normally conducted when more information is needed and more time is available before execution. The commander identifies what needs to be done, where activities must be done, the nature of the threat, the nature of the area in which they will work, and how the mission variables of METT-TC affect the cordon and search operation.

2-192. Counterreconnaissance planning is key in a cordon and search. The commander must plan how to defeat, disrupt, disable, or bypass the enemy security efforts to allow the forces to establish the cordon at a minimum on the sequence of events.

PREPARING A CORDON AND SEARCH

2-193. A search can orient on people, materiel, buildings, or terrain. It often involves police and Soldiers. Authority for search has to be carefully reviewed. Military personnel perform searches only in areas of military jurisdiction (or where otherwise lawful). They conduct searches only to apprehend suspects or to secure evidence of an offence. Collection of biometric identity data enables the identification or verification of people.

2-194. Soldiers record and maintain the chain of custody for the seizure of contraband, evidence, captured enemy or detainee documents, weapons and materiel supplies, or other items for the seizure to be of legal value. Search teams have detailed instructions for handling controlled items. Lists of prohibited or controlled distribution items should be widely disseminated and on hand during searches. The unit contacts military or police who work with the populace and the resource control program before the search begins. Units consider the effect of early warning on the effectiveness of their search.

2-195. A unit conducts search at a pace to help ensure an effective search, but rapidly enough to prevent the enemy from reacting to the search. Soldiers use only the necessary force to eliminate any resistance encountered. There should be plans for securing the search area (establishing a cordon) and for handling detained personnel.

EXECUTING A CORDON AND SEARCH

2-196. Executing the cordon and search begins with the identification that the conditions are favorable for execution. This is conducted from reconnaissance, persistent surveillance, combat information, or intelligence.

2-197. Ideally, the reconnaissance task confirms the location of the target and makes the recommendation to execute the operation. If not, the reconnaissance confirms the conditions the force is executing are suitable according to the plan. The reconnaissance then shifts to executing counterreconnaissance tasks to deny the enemy discovering the key information about the operation until the cordon is established. The reconnaissance force then changes mission to screen or guard, or changes to a support force operating outside the cordon.

MOVEMENT TO THE OBJECTIVE

2-198. Movement to the objective begins with the physical movement of the cordon and search force to the target and OA. Stealth is preferred as movement to the cordon area. The longer units can maintain stealth, while the enemy remains unaware to the ongoing operation. Once stealth is compromised, speed is preferred to establish the cordon to prevent entry and escape.

2-199. During movement to positions, the force can expect obstacles and other contingencies to divert from the plan. Commanders and leaders must be prepared to change their plan according to the intent of the operation and shift forces accordingly. The reconnaissance element can help with recommendations for alternate routes, providing temporary relief at positions, or conducting hasty breaches in obstacles.

2-200. Methods of movement, timing, and scheme of maneuver depend on the mission variables of METT-TC. Movement by the cordon and search force may be as a single element on one route (single points of ingress or egress) or by many different elements across different routes (multidirectional points of ingress or egress) at different times. (See ATP 3-21.20 for additional information on the methods of ingress and egress.) A cordon and search may use any manner of ground tactical movement (dismounted and mounted march), air movement, or amphibious movement, and may blend types of movement. For example, the security element may deploy in wheeled vehicles while the search element conducts an air assault into the target area.

2-201. Forces delivered to the OA by air or amphibious means still use various combat formations and movement techniques to relocate from the point of insertion to their assigned positions dependent on composition of the force, tactical situation, means of movement, and the commander's vision. Ultimately, the focus of the movement phase is simple, get the cordon and search forces from their starting point to the positions designated for the outer cordon, inner cordon, and target area without compromising the operation. The nature of the terrain and environment, and the capabilities of the threat may also dictate methods of movement. An area inaccessible to vehicles and an enemy threat possessing significant air defense capabilities might require foot movement. The movement phase includes—

- Organizing forces in order of march and departure from the AA.
- Movement to the OA.
- Elements moving along routes to designated RPs as the plan requires.

2-202. When organizing the order of march during movement, the commander assesses where the mission command element will best be positioned to control the movement. The command element normally nests within one of the platoons. Considerations regarding positioning of the command element are weighing the ability to exercise mission command, while mitigating risk to the formation.

2-203. The security element normally leads the movement regardless if it is moving as a single force or in multiple elements on multiple routes. The inner cordons and outer cordons must be in place or nearly in place before actions by remaining forces.

2-204. Typically, the search element moves as either the second or third element of movement, in the order of march. When the commander needs to expeditiously deliver the search element to the target to ensure speed and surprise are achieved, the commander should select to posture them as the second element so that they are able to move immediately and directly into the target area. When it is paramount to ensure the target area is completely isolated, the search team moves behind the support element.

2-205. The support element moves as either the second or third element of movement in the order of march when resistance is not expected, or when speed and surprise are paramount. The commander places the support element as the trail element so it does not interfere with the security and search elements movement, but is still positioned to support, begin, and continue actions to support actions on the objective. When resistance is expected or when ensuring the target area is sealed off, the support element travels as the second element, allowing it to move into positions of support and security around the target area before the search element is committed.

CORDON

2-206. The outer cordon's composition and capabilities should be based on METT-TC. The mission of the outer cordon is to provide containment and prevent a high-value target from escaping the OA. The outer cordon may have to accomplish this task by being more terrain-oriented to reemphasize on the most probable avenues of approach into and out of the OA. The outer cordon can be tasked to block specific locations to prevent escape from inside and interference from outside the OA.

2-207. The mission of the inner cordon is to contain the immediate vicinity of the target to prevent escape and provide security to the search and assault element. If the cordon and search is opposed by a hostile force,

the inner cordon provides SBF. The inner cordon provides direct fires to suppress the enemy force and allow maneuver of the search and assault element to the objective.

2-208. A cordon seals off the OA by containing the enemy in the OA and interdicting external attempts to influence events. A cordon includes an outer and inner cordon, emplaced simultaneously or sequentially. Simultaneous or nearly simultaneous occupation of the inner and outer cordons can be achieved regardless of the means of movement. Multidirectional ingress lends itself to simultaneous action whereby the force moves to its position presenting a lower signature, and is able to move into position simultaneously, or near simultaneously. Sequential occupation of the inner and outer cordon positions allows for ease of control and simplicity of maneuver while accepting some risk that an alert threat in the target area may have extra time to react. A single ingress lends itself to sequential actions. The single ingress is conducted when the force moves as a column along the same avenue of approach to a RP. (See ATP 3-21.20 for additional information.)

An example of a cordon phase follows:

- Inner and outer cordon sub elements of the security element move to their cordon positions and establish positive control of movement in and out of the OA.
- Security and search and command and support elements either holds at a predetermined position until the cordons are established or move directly behind the cordon sub elements to a RP. From there they move on-order or other predetermined initiation method into the target area.

Note. The commander considers utilizing a synchronization matrix to ensure isolation is achieved and conditions are established prior to movement into the target area.

2-209. Normally, the company headquarters element is nested within one of the platoons or among multiple platoons, if necessary, during the cordon phase. For example, the XO may be with the support element while the commander is within the security forces to best coordinate efforts across platoons.

2-210. The search element conducts its movement to the target area either simultaneously to the cordon being established, or conducts a short halt while the cordon is established. The nature of the target, target location, and method of ingress (single point or multidirectional) may determine whether the search element moves simultaneously or sequentially. The method of ingress may be single or multidirectional.

2-211. The support element conducts its movement to the target area either simultaneously or sequentially to the cordon. The nature of the target, target location, and method of ingress (single or multidirectional) may determine whether the search element moves simultaneously or sequentially.

2-212. The security element deploys the inner and outer cordon teams to set up their cordons. The actions of both reinforce each other, creating an environment free of unwanted influences and actions from the outside attempting to move toward the target, and from within the target attempting to flee the area. As the security element deploys, its actions are dictated by the requirement of the cordons, methods by which the security element moves into the OA, and manner in which it chooses to occupy the positions that make up the inner and outer cordon. The security element may use static positions, patrols, or both to achieve the effects required.

2-213. The outer cordon seals off the objective and prevents enemy or civilian influence. The outer cordon element's primary orientation is outward from the target area; however, the outer cordon also performs a secondary function of controlling movement from the OA.

2-214. The inner cordon seals off the target to protect the search element from threat activity and prevent escape from the target area. It is conducted by the inner cordon team from the security element properly armed and equipped to control the ground. The inner cordon's primary orientation is inward toward the target area. However, the inner cordon performs a secondary function of controlling movement into the OA.

2-215. The cordon phase ends when the cordons are in place and the security element has sealed off the OA. Actions on the objective begin immediately after the cordon is established.

ACTIONS ON THE OBJECTIVE

2-216. Actions on the objective include all actions associated with the target(s) and the target area from arrival to withdrawal, from search and SE to detainee handling, CASEVAC, and interaction with the local population. The nature of the target dictates operational and logistical considerations: operational in the sense of determining the resources needed to find the target, and logistical in the sense of determining the resources needed to meet the required end state regarding the target. Key considerations when examining the nature of a target include target description, possible locations, actions to conduct on target, and follow-on actions from target prosecution. The size and nature of the target area depends on the nature of the target, number of targets in that area, geographical relationship of multiple targets, and environment that makes up the area.

2-217. The key actions conducted during this phase include—the search element entering the target site, the support element moving to supporting positions, as directed, executing support and reserve functions, and the commander moving to where they are able to best influence the operation. The target area includes that area in which the cordon and search force must establish dominance and control to enable an effective search.

2-218. During actions on the objective, the security element continues to maintain inner and outer cordons, ensuring that the target is isolated by providing overwatch of friendly forces. The security team also provides immediate security of detainees and noncombatants.

2-219. As the actions on the objective are ongoing, the support element executes its assigned task as reserve for the cordon and search force, and support for the search element. It establishes a secure position in or near the target area in which detainees, evidence, and casualties can be safely secured. This is also a position where the cordon and search force can rally if necessary, and from which the cordon and search force can defend itself if attacked by an overwhelming threat. The support element also provides detainee and evidence processing teams for the search element, conducts CASEVAC, and provides internal resupply to those elements requiring it. Often this team has additional enablers attached, such as additional medics and communications assets.

2-220. The search element moves to the target area and sets up a permissive environment for a systematic search. The search may be targeted (specific people, rooms, or buildings) or it may be comprehensive and search everything within the given area. Search teams are responsible for entering, clearing, and searching buildings to capture or destroy enemy forces or equipment. The search team conducts the initial entry into the target and, if necessary, uses speed and violence of action to move through the target to completely clear and seize control of it. The requirement to create a permissive environment for the search normally requires that the target be cleared of enemy forces, noncombatants, or booby traps before the search begins.

2-221. The techniques, as discussed earlier, used to secure the target are dependent upon the nature of the environment (permissive or nonpermissive). Securing techniques can include—

- Permissive (cordon and knock). This is less intrusive than cordon and search. It is used when the populace is seen as friendly or neutral, when no resistance is expected and when the goal is to disrupt and inconvenience the occupants as little as possible. One way to do this is to conduct a tactical callout whereby ground forces conduct an initial clear of structures or compounds from a standoff distance by first containing and isolating the structure(s), then directing its occupant(s) to exit. Once the occupant(s) vacate the structure(s), ground forces then conduct a final clear before continuing with other actions on the objective.
- Permissive (cordon and ask). A second way of conducting a permissive search is through a cordon and asks. This is a method in which the occupants or HN authorities are asked for permission to search a particular location. If permission is denied, no entry occurs; however, the cordon and knock and the cordon and ask require some degree of integration with HN forces to obtain agreement from the occupants who are the target of the search.
- Nonpermissive (cordon and enter). This approach is intrusive. The intent is to rapidly breach barriers to gain entry into the search area, typically using speed and surprise to allow the unit to quickly gain control. This action allows units to maintain the initiative over potentially unknown threats. Intrusive entry ranges from a Soldier simply opening a door without occupant permission, to mechanical, ballistic, or explosive breaching. Also, if mounted assets are present, they can be utilized to conduct a vehicular breach.

2-222. Once the search element has isolated and secured the target, the search element can begin conducting their search. The search can orient on people, materiel, buildings, or terrain. The commander must decide whether the unit conducts a detailed search or a hasty search depending upon the intelligence available or reason for the search. The object of a search is to determine the presence of any targeted individuals and groups, and to look for items of evidentiary or intelligence value. This phase ends with issuing the retrograde order.

2-223. Conducting on-site tactical exploitation can lead to follow-on tasks to execute during this operation. Commanders should be poised to consider such matters to determine if the potential targets identified from the tactical SE are worth the risk to the operation and forces. Normally, a reserve or shift of forces can support hasty follow-on operations.

RETROGRADE

2-224. Retrograde is the movement of the cordon and search force, regardless of the type of retrograde, method of movement, timing, and phasing from the OA. Similar to a raid, the search element must depart before the security element displaces. The retrograde phase begins with the order to retrograde. In a manner similar to the movement and cordon phases, the cordon and search force may execute a single or multidirectional method of withdrawal, departing the target and OAs via one or more routes. It may also include using a stay-behind force. The retrograde must receive proper attention during the planning and reconnaissance phase as the cordon and search force is most vulnerable to enemy action, accountability missteps, risk of complacency, and other threats upon the retrograde. The withdrawal phase includes the following activities:

- The commander verifies that actions on the objective are complete and orders the retrograde.
- The search element departs the target area under the overwatch of the support element and generally serves as the lead element in the withdrawal order of movement.
- The support element, with the command element nested, follows in trace of the search element and is the last of the cordon and search force to depart the target area.
- The security element collapses inner then the outer security cordons and moves to a preliminary RP from which it may linkup with the rest of the cordon and search force or continue the retrograde on its own.
- The cordon and search force, if traveling as one element, conducts a brief accountability and security halt at a designated RP near the edge of the OA.
- Following the designated route and in the proper order of movement, the cordon and search force departs the OA to the predetermined AA. The exfiltration route should be different from the infiltration route.

2-225. Egress techniques are the reverse of the movement to the objective, establishment of the cordons, and movement to the target area. It may be executed as a reciprocal of the methods used to move into the area, or may be entirely different. Consideration for extraction of enablers such as snipers, and reconnaissance forces, and sensitive information collection assets, are essential in the planning phase to ensure proper accountability and effective overwatch. Egress techniques typically selected by the commander are—

- Simultaneous egress. Emphasizes speed to rapidly move from the area, but sacrifices security to some degree. The simultaneous collapse of inner and outer cordons can lead to unexpected consequences, as well as the degradation of overwatch.
- Sequential egress. While slower, sequential egress maintains a safer environment for departure of all of the cordon and search force elements. Elements egress sequentially from the target and target area first, while under the overwatch of the inner cordon. Once this is complete, the inner cordon collapses under the overwatch of the outer cordon, then the outer cordon breaks down last.
- Single point egress. The cordon and search force executes a single point egress to a predesignated RP due to canalization or to simplify movement. Individual elements move to the predesignated RP, which may create some obstacles such as moving the cordon to reach the egress route.
- Multidirectional egress. The cordon and search force accepts the need for greater coordination and control to gain the flexibility, security, and speed associated with multidirectional egress. The

cordon and search force ensures accountability, communications, and potential reinforcement plans are developed to mitigate possible risk associated with multidirectional egress.

2-226. The retrograde phase ends when all elements of the cordon and search force (to include stay-behind reconnaissance and security elements) return to the designated AAs. Egress is made on the commander's call and is based upon mission accomplishment or changes in operational variables. The commander adjusts the plan to meet the current conditions of the operation and provides operational guidance within the intent. The commander may adjust the egress between simultaneous, sequential, single point, or multidirectional that was either preplanned or changed during the operation. Accountability must be taken before units leave the cordon area, and accountability must be taken once units return from the operation. Items taken off the objective must be accounted for as well.

ASSESS

2-227. Upon completion of the retrograde and accountability of all personnel and equipment is complete, the SBCT Infantry rifle company (assisted by the intelligence support team and other enablers) exploit the items taken off the searched area. They begin tactical questioning of personnel, and conducting after action interviews to exploit the information gained from the operation.

2-228. The information must be collated and disseminated rapidly so that forces can take advantage of follow-on opportunities. The SBCT Infantry rifle company assists by keeping the various task-organized units (command, security, search and assault, and support) in different locations. These elements are responsible to secure, label, and organize items that they took off their areas. These elements should not intermix to prevent confusion. A control element should ensure that if corroboration is needed between elements it is conducted in a controlled manner.

2-229. Once the information has been extracted, the exploitation team begins analysis to turn it into intelligence. The intelligence may lead to another hasty operation to exploit time-sensitive opportunities or it may develop more information requirements for further target development.

SEARCH AND ATTACK

2-230. *Search and attack* is a technique for conducting a movement to contact that shares many of the characteristics of an area security mission (FM 3-90-1). It is most often used when operating within noncontiguous AO during a small-scale contingency. The SBCT Infantry battalion conducts this form of the movement to contact to destroy enemy forces, deny the enemy certain areas, to protect the force, or for information collection.

2-231. Execution of the search and attack will typically be by company-sized elements in battalion-sized AO. This is based on their speed with the mobility of the Stryker vehicle and flexibility of their organic task organization primarily in the SBCT Infantry rifle companies. The SBCT may task its subordinate units to conduct the following missions:

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

PLANNING A SEARCH AND ATTACK

2-232. Applying all of the warfighting functions, the commander conducts a search and attack for one or more of the following purposes:

- Destroy the enemy. Render enemy units in the AO combat-ineffective.
- Deny the area. Prevent the enemy from operating unhindered in a given area; for example, in any area they are using for a base camp or logistics support.
- Protect the force. Prevent the enemy from massing to disrupt or destroy friendly military or civilian operations, equipment, property, and key facilities.

- Collect information. Gain combat information about the enemy and the terrain to confirm the enemy COA predicted because of IPB.

2-233. The search and attack plan places the finishing force, as the decisive operation, where it can maneuver to destroy enemy forces or essential facilities located by reconnaissance assets. Typically, the finishing force occupies a central location in the AO. However, the mission variables may allow the commander to position the finishing force outside the search and attack area. The commander allocates additional combat power to this decisive operation by using priority of fires and assigning priorities to available combat multipliers, such as engineer elements and helicopter lift support. The commander establishes control measures as needed to consolidate units and concentrate the combat power of the force before the attack. Once the reconnaissance force locates the enemy, the fixing and finishing forces can fix and destroy the enemy force. The commander develops a contingency plan if the reconnaissance force is compromised.

2-234. Planning for the search and attack, based on the IPB, combines the battalion S-2's all-source analysis with available higher echelon information collection to determine likely enemy locations, capabilities, patterns, and actions. This information is passed to subordinate units as intelligence products as they are developed. The scheme of maneuver for the search and attack is developed to capitalize on this information along with the integration of internal and external fire support assets available to the battalion and as required down to the company and platoon. Fire support plans provide flexible and rapidly delivered fires to achieve the commander's desired effects throughout the AO. Commanders position fire support assets to support subordinate elements throughout the AO and establish procedures for rapidly clearing fires. To clear fires rapidly, CPs and subordinate commanders track and report the locations of all subordinate elements. Because of the uncertain enemy situation, commanders assign clear fire-support relationships.

2-235. Synchronization of movement and maneuver, fire support, protection, and sustainment are difficult to achieve in this type of movement to contact because it is decentralized. Distances between units, the terrain, and a vague enemy situation contribute to this difficulty. For these reasons, commanders position themselves where best to receive information and transmit orders, and shift and commit forces during search and attack. CPs are positioned to best influence the battle and allow commanders the best vantage point to see the battlefield. This may not necessarily be with the decisive operation or main effort. When attached in a direct support (DS) role, air defense assets can increase protection for CPs. Also, air defense assets may provide security to maneuver and sustainment units and positioned to overwatch key air and ground routes or avenues of approach.

2-236. FSOs prepare the fire support plan for each phase of the search and attack and contingencies. FSOs recommend the positioning of attached joint fires observers to support the operation, and assists in deconflicting company and higher echelon airspace. Tactical air control parties are positioned well forward (with reconnaissance, fixing, and finishing forces) to increase the timeliness and accuracy of CAS. Key to air-ground integration during search and attack is the means to develop *combat identification*, which is the process of attaining an accurate characterization of detected objects in the operational environment sufficient to support an engagement decision. (JP 3-09). Priority of fires for the battalion mortars during the search and attack is normally to the decisive operation or main effort of the battalion. Company mortars employ organic fires to support the attack of the finishing force or to block ingress and egress routes, and prevent repositioning of the enemy to support the fixing force. Finding the enemy may have both echelons initially providing priority of fires to the reconnaissance force.

2-237. The battalion engineer staff officer provides expertise to help identify breach points in enemy defenses and assure mobility for the battalion and its subordinate units. When engineer assets from the brigade engineer battalion are available, engineers can augment the company to increase combat power and facilitate freedom of action. Engineers can also conduct route reconnaissance, determine bridge classifications, and find or make bypass routes where necessary. The route clearance platoon provides the detection and neutralization of explosive hazards (EHs) and reduces obstacles along routes that enable force mobility within search and attack AO. When required, a breach squad from the brigade engineer battalion can be task organized to the route clearance platoon with mine-clearing line charges (known as MICLICs). The breach section of the SBCT provides MICLICs.

2-238. The essential nature of communication to a battalion search and attack, characterized by dispersed decentralized independent company-level operations, alludes to an additional planning problem for this type

operation-communications. The limited range of communications within the type complex terrain most associated with search and attack missions requires detailed planning and rehearsal to ensure that possible terrain masking effects and distances are resolved. Relays or retransmission stations may be required, and as with the combat multipliers discussed above, additional planning becomes essential.

Organization of Forces for a Search and Attack

2-239. The commander task-organizes the units to conduct reconnaissance, fix the enemy, and finish enemy forces. The size of the reconnaissance force is based on the available intelligence about the size of enemy forces in the AO. The nature of the OE sometimes requires an SBCT Infantry rifle company to conduct a search and attack while operating in a noncontiguous AO. The commander primarily employs Infantry dismounted from their vehicles when the enemy is operating with small, dispersed elements or when the task is to deny the enemy the ability to move within a given area.

2-240. The reconnaissance force conducts an area reconnaissance to reconnoiter identified NAIs. Once detection is made, it is confirmed, preferably through visual contact. The reconnaissance force is small enough to achieve stealth, but large enough to provide adequate self-defense until the fixing and finishing forces arrive. Once they arrive, they conduct reconnaissance handover and move to a position and conduct a screen or continue reconnaissance and move to subsequent NAIs.

2-241. The fixing force develops the situation, and then executes one of two options based on the commander's guidance and METT-TC. The first option is to block identified routes that the enemy can use to escape or to be reinforced. The fixing or SBF force maintains contact with the enemy and positions its forces to isolate and fix the enemy before the finishing force attacks. The second option is to conduct an attack to fix the enemy in their current position until the finishing force arrives. The fixing force's composition is dependent on the size of the enemy and the search and attack area. It is normally an SBCT Infantry rifle platoon for the SBCT Infantry rifle company and a company for an SBCT battalion to include enabling forces. The fixing force requires enough combat power to isolate the enemy once the reconnaissance force finds them. The fixing force attacks can generate sufficient combat power against the enemy to attack, if that action meets the commander's intent.

2-242. The commander uses the finishing force to destroy the detected and fixed enemy during a search and attack. The SBCT Infantry rifle company has many organic assets to use in synchronization of maneuver with a combination of mounted, dismounted, and indirect tactics. The SBCT Infantry rifle company finishes the enemy force in close combat using Infantry. They are supported by fires from longer distances to isolate the objective, destroy a retreating force, or disrupt an enemy counterattack.

Control Measures for a Search and Attack

2-243. The commander establishes control measures that allow for decentralized actions and small-unit initiative to the greatest extent possible. The minimum control measures for a search and attack are an AO, TRPs, objectives, checkpoints, and contact points.

2-244. The use of TRPs facilitates responsive fire support once the reconnaissance force makes contact with the enemy. The commander uses objectives and checkpoints to guide the movement of subordinate elements. Coordination points indicate a specific location for coordinating fires and movement between adjacent units. The commander uses other control measures, such as PLs, as needed.

EXECUTION OF THE SEARCH AND ATTACK

2-245. Each subordinate element operating in its own AO is tasked to destroy the enemy within its capability. The commander should have in place previously established control measures and communications means between any closing elements to prevent fratricide and friendly fire.

2-246. Once the reconnaissance force finds the enemy force, the fixing force develops the situation and executes one of two options based on the commander's guidance and the mission variables of METT-TC. The first option is to block identified routes that the detected enemy can use to escape or rush reinforcements over. The fixing force maintains contact with the enemy and positions its forces to isolate and fix them before the finishing force attacks. The second option is to conduct an attack to fix the enemy in their current positions

until the finishing force arrives. The fixing force attacks if that action meets the commander's intent and can generate sufficient combat power against the detected enemy.

2-247. The commander integrates direct and indirect fires, terrain, and obstacles to upset an enemy's formation or tempo, interrupt the enemy's timetable, or cause enemy forces to commit prematurely or attack in a piecemeal fashion. The force attempting to disrupt an enemy attack the enemy with enough combat power to achieve desired results with one mass attack, or sustain the attack until it achieves the desired results. It may involve attacking the enemy force while it is still in its AAs or in an approach march before it can deploy into a combat formation.

2-248. If conditions are unfavorable for using the finishing force or the main body to attack the detected enemy, the reconnaissance or the fixing force can continue to conduct reconnaissance or move to a position to conduct a screen to provide early warning for the follow-on forces.

2-249. The finishing force may move behind the reconnaissance and fixing forces, or it may locate at a PZ and air assault into an LZ near the enemy once they are located. The finishing force or the main body is responsive enough to engage the enemy before they can break contact with the reconnaissance force or the fixing force. The commander provides additional mobility assets so the finishing force and main body can respond within that timeframe.

2-250. The commander uses the finishing force to destroy the enemy by conducting a hasty or deliberate attack, maneuvering to block enemy escape routes while another unit conducts the attack, or employing indirect fire or CAS to destroy the enemy. The commander may have part of the fixing force establish an area ambush and use the reconnaissance and remaining fixing forces to drive the enemy into the ambush, establish a reserve, and screen the OA. After the search and attack, the commander transitions to the appropriate operation: offense, defense, or stability.

SECTION III – ATTACK

2-251. An *attack* is a type of offensive operation that destroys or defeats enemy forces, seizes and secures terrain, or both (ADP 3-90). The primary difference between a hasty and deliberate attack is the extent of planning and preparation that the attacking force conducts. At one end of the continuum, the SBCT Infantry rifle company launches hasty attacks as a continuation of a meeting engagement to exploit a combat power advantage and to preempt enemy actions. At the other end of the continuum, the SBCT Infantry rifle company conducts a deliberate attack from a reserve position or AA with detailed knowledge of the enemy, a task organization designed specifically for the attack, and a fully rehearsed plan. Most attacks fall somewhere between the two ends of the continuum.

2-252. The commander conducts a deliberate attack against a strong enemy position. As the company prepares for the attack, the enemy continues to strengthen their position. A deliberate attack is a fully synchronized mission that employs every available asset against the enemy defense. It is characterized by a high volume of planned fires, use of major supporting attacks, forward positioning of resources needed to maintain momentum, and operations throughout the depth of enemy positions. Deliberate attacks follow a preparatory period that includes planning, reconnaissance, coordination, positioning of follow-on forces and reserves, preparation of troops and equipment, rehearsals, and operational refinement.

2-253. The commander conducts a hasty attack when the commander determines that the enemy is in a vulnerable position and can be quickly defeated. The SBCT Infantry rifle company usually conducts a hasty attack immediately, with available resources. This type of attack may cause the attacking force to lose a degree of synchronization. To minimize this risk, the commander maximizes use of standard formations and well-rehearsed, thoroughly understood battle drills and SOPs. A hasty attack often is the preferred option during continuous operations. It enables the commander to maintain the momentum while denying the enemy the time needed to prepare defenses.

2-254. Choices and the cost of those choices characterize all operations. Commanders decide if they can accomplish their mission based on current intelligence of the enemy situation and an assessment of the assets available (including time) and the means to coordinate and synchronize those assets. If those assets are not available, commanders choose to take additional time to plan, resource, and prepare for an operation, or they articulate where and how they will assume risk. (See ADP 3-90 for more information.)

2-255. Accepting Risk is a function of command and it is a key planning consideration. The SBCT Infantry rifle company commander determines the level risk and plans ways to mitigate those risks. Stryker equipped units often face an enemy equipped with weapon systems that have antiarmor capability and overmatch in weapons ranges. The commander assumes risk when conducting an attack against an enemy equipped with this capability. The company commander mitigates the risk by using mission command systems, intelligence and information to determine enemy locations, conducting tactical movement, deploying forces before likely contact, conducting enabling operations and shaping efforts that allow the Infantry to close within ranges of their weapons systems and engage in close combat (see FM 3-0 for more information).

PLANNING AN ATTACK

2-256. Friendly forces seek to place the enemy in a position where the enemy can easily be defeated or destroyed in an attack. The commander seeks to keep the enemy off-balance while continually reducing the enemy's options. In an attack, the commander focuses movement and maneuver effects, supported by the other warfighting functions, on those enemy forces that seek to prevent the unit from accomplishing its mission and seizing its objective. Planning helps the commander synchronize the effects of combat power through TLPs. (See ADP 5-0 for more information.) Both hasty and deliberate attacks use the steps of TLP as the planning and preparing mechanism for an attack.

2-257. The commander seeks to surprise the enemy by choosing an unexpected direction, time, type, or strength for the attack and exploiting the success of military deception operations. Surprise delays enemy reactions, overloads and confuses enemy mission command, induces psychological shock in the enemy, and reduces the coherence of the enemy defense. The commander achieves tactical surprise by attacking in bad weather and over seemingly impassible terrain, conducting feints and demonstrations, maintaining a high tempo, destroying enemy forces, and employing sound operations security (OPSEC). The commander plans different attack times for the decisive and shaping operations to mislead the enemy and allow the shifting of supporting fires to successive attacking echelons. However, simultaneous attacks provide a means to maximize the effects of mass in the initial assault. They prevent the enemy from concentrating defensive fires against successive attacks.

STEP 1 RECEIVE THE MISSION

2-258. From various orders that the battalion issue, detailed knowledge of the enemy's organization, equipment, intent, and tactics to employ the unit are key planning factors the commander needs to have. The key difference between an attack and a movement to contact is the amount of detailed information and its accuracy. Attacks by nature have more information about the objective or enemy intentions or it is a movement to contact with an on order COA to attack.

2-259. The commander cannot conduct a deliberate attack if the commander does not have good intelligence and does not know where most of the enemy's units and systems are located. An intelligence support team can aid the commander with the analyzing the provided information. The enemy's disposition has an effect on the planning for the commander when considering if the enemy is stationary, mobile, or oriented on any particular population, resource, or key terrain. Intelligence drives the operation process to develop the scheme of maneuver. It lets the commander decide what information is required to conduct the operation and what actions are necessary to take to gain the information; or identify what risks the commander is assuming by not having certain information at a point in the operation.

STEP 2 ISSUE A WARNING ORDER

2-260. The SBCT Infantry rifle company commander issues the WARNORD with as clarity and detail as possible. The commander must only issue the pertinent details, higher orders tasking subordinates and established graphic control measures that they are certain of. A commander must be weary of issuing parts of a tentative plan under development that the subordinates may take actions upon that is subject to change. Issuing parts of the plan with uncertainties can lead to wasteful and time-consuming efforts. The confirmation back brief is a useful tool, both with higher headquarters and subordinate elements, when issuing WARNORDs. It provides clarity between commanders and leaders.

STEP 3 MAKE A TENTATIVE PLAN

2-261. When planning an attack, the commander and subordinate leaders focus on the routes, formations, navigational aids, dismount locations, or dismount criteria they will use to traverse the ground from the LD or point of deployment to the objective. Some terrain locations may require the attacking unit to change its combat formation, direction of movement, or movement technique when it reaches those locations. SBCT commanders need to consider how and where they will mass their fires in the attack. This will include integrating dismounted and mounted elements fires into the scheme of maneuver. This can include attachments such as the MGS with techniques of keeping them pure with company commander control, assigning a squad for their additional protection, task-organizing one or all MGS vehicles to support each of the Infantry rifle platoons. The unit can post guides at these critical locations to ensure maintaining control over the movement (see FM 3-90-1 for more information).

2-262. The commander determines the probable LC and enemy trigger lines using the enemy situational and weapons templates previously developed. As the commander arrays subordinate elements to shape the AO, friendly weapons systems are matched against the enemies to determine the PLD. The commander determines the dismount points based on cover and concealment prior to reaching the PLD. The commander establishes how long it takes subordinates to move from the LD to the PLD and any SBF positions the attack requires. The commander establishes when and where the force maneuvers into enemy direct-fire range.

2-263. Every attack plan contains provisions for exploiting success or any advantages that may arise to accomplish the mission. The commander exploits success by aggressively executing the plan, promoting subordinate leader initiative, and using units that can rapidly execute battle drills.

2-264. The planning process synchronizes the unit's maneuver with the provision of fire support. It identifies critical times and places where the commander needs the maximum effects from fire-support assets and direct fire. The commander combines maneuver with fires to mass effects, achieve surprise, destroy enemy forces, and obtain decisive results.

2-265. Company commanders often find themselves as the observer (and executor) of higher echelons fires. Understanding the overall scheme of fires is critical for the indirect fire plan to be effectively synchronized with the maneuver plan. Company commanders cannot access fires that are out of range, not aligned, allocated, nor prioritized. The FSO ensures that this coordination is made. Commander's attack criteria goal is to concentrate fires on seizing the initiative. Commanders emphasize simple and rapidly integrated fire support plans. Commanders integrate fire assets as far forward as possible in the movement formation to facilitate early emplacement. Fires concentrate (mass) on forward enemy elements to enable maneuver efforts to close with the enemy positions.

2-266. The commander reverse plans the use of the mortars systems on the objective. Good mortar position selection allows the mortar to fire at least one-third of the weapon's range behind the forward line of their own troops to support retrograde, and two-thirds of their range to the front of the forward elements of the supported friendly force. These range criteria are only a guide, not inflexible rules. These may vary due to METT-TC variables or a commander's guidance. For the 120-mm mounted mortars in the mortar carrier vehicle the distance is roughly 4,500 meters from the objective and 2,100 meters for the 60-mm dismounted mortar. The commander continues to backwards plan mortar firing positions every 4,500 meters to support the maneuver backwards from the objective to the LD. The commander must plan a mortar firing position to cover each SBCT Infantry rifle platoon at their dismount point. This is the time that they are most vulnerable to attacks and may need immediate suppression missions. (See ATP 3-21.90 for more information.)

2-267. The commander coordinates with the FSO for effects they cannot provide organically with their own mortars to support the scheme of maneuver in addition to specified fires tasks that the SBCT Infantry rifle company are the primary executors for. The commander states the desired effect of fires on the enemy weapons systems, such as suppression or destruction, as part of the planning process. The commander assigns subordinate units their missions and imposes the control measures needed to synchronize and maintain control over the operation. The commander plans redundant forms of communication to the subordinate units to facilitate quick and timely responses to adjustments of the plan. These forms of communication often change between voice, digital, and visual signals as phases of the operation are completed.

2-268. Protection facilitates the commander's ability to maintain the force's integrity and combat power. It determines the degree to which potential threats can disrupt operations and counters or mitigates those threats. Emphasis on protection increases during preparation and continues throughout execution. Protection is a continuing activity; it integrates all protection capabilities to safeguard bases, secure routes, and protect forces.

2-269. The commander plans, along with the XO and 1SG, to provide sustainment to ensure freedom of action, extend operational reach, and prolong endurance. The sustainment plan includes MEDEVAC and CASEVAC, vehicle recovery, and resupply during the execution, consolidation, and reorganization phase of the attack. This plan must synchronize with the movement and maneuver so that actions taken if a casualty, loss of vehicle or critical item do not compromise the mission or retask combat power.

2-270. Last, the SBCT Infantry rifle company commander identifies what information gaps they have in their plan. They submit requests for information, coordinate with adjacent units, and develop planning assumptions or assign units to conduct reconnaissance in order to complete the plan.

STEP 4 INITIATE MOVEMENT

2-271. Attacks are best organized and coordinated in AAs. If the commander decides that rapid action is essential to retain a tactical advantage, they may opt not to use an AA. Detailed advance planning, combined with effective communications, SOP, and battle drills reduces negative impacts of such a decision.

2-272. Unless already in an AA, the attacking unit should move into one during the preparation phase. A plan to initiate movement may also be required. The unit moves with as much secrecy as possible, normally at night, and along routes that prevent or degrade the enemy's capabilities to visually observe or otherwise detect the movement. It avoids congesting its AA and occupies it for the shortest length of time possible. Each unit is responsible for its own security activities, such as local ground security, while in the AA.

STEP 5 CONDUCT RECONNAISSANCE

2-273. Leaders at all levels should conduct a reconnaissance of the actual terrain when it will not compromise OPSEC or result in excessive risk to the unit leadership as part of TLPs. Modern information systems and reconnaissance assets enable leaders to conduct a virtual reconnaissance when a physical reconnaissance is not practical. If a limited-visibility attack is planned, they should reconnoiter the terrain at night (see FM 3-90-1 for more information).

2-274. The SBCT Infantry rifle commander deploys the information collection assets and may assign subordinate elements to conduct route or area reconnaissance to answer information gaps needed to complete the plan. All reconnaissance plans must have a COA in case the element conducting reconnaissance or information collection asset is compromised.

STEP 6 COMPLETE THE PLAN

2-275. The commander refines COAs into the OPORDs, prepares overlays, refines the target list worksheet, completes sustainment and mission command requirements, and updates the tentative plan based on the latest intelligence, reconnaissance and information. The commander coordinates and synchronizes enabling forces and supporting assets into the plan.

Organization of Forces

2-276. Once the commander determines the scheme of maneuver, the commander task-organizes the force to ensure there is enough combat power to accomplish its mission. The commander organizes into a security force, a main body, and a reserve, all of which are supported by some type of sustainment organization. The commander should complete any changes in task organization in time to allow units to conduct rehearsals with their attached and supporting elements.

Security Force

2-277. Under normal circumstances, the commander resources dedicated security forces during an attack only if the attack uncovers one or more flanks or the rear of the attacking force as it advances. In this case, the commander designates a flank or rear security force and assigns it a guard or screen mission, depending on the mission variables and factors of METT-TC. The security force can be comprised of a platoon, section, or squad.

Main Body

2-278. The commander organizes the main body into combined arms formations to conduct the decisive operation and necessary shaping operations. The commander aims the decisive operation toward the immediate and decisive destruction of the enemy force, its will to resist, seizure of a terrain objective, or the defeat of the enemy's plan. The maneuver scheme identifies the decisive operation. All of the force's available resources operate in concert to ensure the success of the decisive operation. The subordinate unit or units designated to conduct the decisive operation can change during the course of the attack. The commander designates an assault, breach, and support force if the commander expects to conduct a breach during the attack. The assault force is primarily made of Infantry. The breach force can be a combination of Infantry, combat engineers (when augmented), or MGS depending on the obstacle. The support force is usually comprised of MGS, the mortar section, and ICVs using crew-served weapons, 30-mm main gun, or CROWS-J. Infantry can be used to provide local security for the Stryker vehicles in the support force.

2-279. If it is impractical to determine when or where the echelon's decisive operation will be, such as during a hasty attack, the commander retains flexibility by arranging forces in-depth, holding out strong reserves, and maintaining centralized control of long-range fire support systems. As soon as the tactical situation develops to allow the commander to designate the decisive operation, the commander focuses available resources to support that operation. Enemy actions, minor changes in the situation, or the lack of success by other elements cannot be allowed to divert either forces or their effects from the decisive operation (see FM 3-90-1).

Reserve

2-280. The commander uses the reserve to exploit success, defeat enemy counterattacks, or restore momentum to a stalled attack. For a company mission, this would usually be a squad-sized force. For a battalion mission, it is usually a platoon-sized element. Once committed, the reserve's actions normally become or reinforce the echelon's decisive operation, and the commander makes every effort to reconstitute another reserve from units made available by the revised situation. Often the commander's most difficult and important decision concerns the time, place, and circumstances for committing the reserve. The reserve is not a committed force; it is not used as a follow and support force, or as a follow and assume force. The commander decides what type of reserve force is best suited according to METT-TC when using SBCT units. The reserve can be comprised of MGS, Infantry squads with Stryker vehicles, or a combination of both.

2-281. In the attack, the combat power allocated to the reserve depends primarily on the level of uncertainty about the enemy, especially the strength of any expected enemy counterattacks. The commander only needs to resource a small reserve to respond to unanticipated enemy reactions when detailed intelligence about the enemy exists. When the situation is relatively clear and enemy capabilities are limited, the reserve may consist of a small fraction of the command. When the situation is vague, the reserve may initially contain most of the commander's combat power (see FM 3-90-1).

Sustainment

2-282. The commander resources the sustainment assets to support the attacking force. The commander organizes the supporting sustainment and other logistics assets into company CP section and they are overseen by the ISG. This element consists company medics with the medical evacuation vehicle (known as MEV), vehicle recovery element attachment from the forward support company (FSC), and a family of medium tactical vehicles (known as FMTV) from the headquarters section. This organization provides the company internal sustainment support to the operation. They are also responsible to linkup with additional sustainment elements and guide them to collection points based upon mission variables. This is coordinated through the company XO and ISG.

2-283. The nearest medic normally in the platoon are responsible for assessing, treating, and stabilizing the casualty. The leadership of the platoon coordinates to the company headquarters element for evacuation to Role 1 or 2 medical support. This can be done by establishing casualty exchange points between the platoon and company headquarters elements or nonstandard CASEVAC and the platoon going from point of injury to a Role 1 or 2 medical support. Emergency MEDEVAC is also an option if available. The casualty care sergeant oversees the treatment and exchange of casualties onto Role 1 and 2 facilities at the ambulance exchange points. In mass casualty situations, the 1SG may have to use an FMTV in addition to the MEV for support. See table 5-3 on page 5-20 for more information.

2-284. Vehicle recovery is coordinated through the company headquarters as well. Platoons may use ICV's to recover damaged ICV's to a maintenance collection point if the situation allows it. If not, the XO coordinates for recovery from the FSC to link up with the 1SG or themselves. All Soldiers and equipment on the vehicles are transferred with the platoon first and then to other elements within the company before the vehicle is removed. All sensitive items are accounted before the vehicle leaves.

2-285. Emergency resupply is conducted on a contingent basis. Normally the 1SG and supply sergeant keep emergency basis of supply for anticipated contingencies. Most common classes of resupply are I, III, IV, V, and VIII medical. These supplies may be stored in the company FMTV. The 1SG, XO, and company commander must decide if the capacity for emergency resupply may interfere with the likelihood of a mass casualty for the load configuration of this FMTV.

Control Measures for an Attack

2-286. Units conducting offensive operations are assigned an AO within which to operate. Within the AO the commander designates the following control measures regardless of whether the attack takes place in a contiguous environment or a noncontiguous environment:

- AO for all pertinent battalion level and below subordinate, adjacent, HN, or allied forces within the operating area.
- PL as the LD, which also may be the LC.
- Objective.

2-287. The commander can use any other control measures necessary to control the attack. Short of the LD and LC, the commander may designate AAs and attack positions where the unit prepares for offensive operations or waits for the establishment of the required conditions to initiate the attack. Beyond the LD and LC, the commander may designate checkpoints, PLs, PLD, assault positions, direct fire control measures, and FSCMs. A final coordination line, assault positions, SBF and attack by fire positions, and time of assault to further control the final stage of the attack that can be used between the PLD and the objective. Beyond the objective, the commander can impose an LOA, if the commander does not want the unit to conduct exploitation or a pursuit (see FM 3-90-1 for more information).

PREPARING FOR AN ATTACK

2-288. The attacking unit should continue its TLPs and priorities of work to the extent the situation and mission allow before moving to attack positions. These preparations include but are not necessarily limited to—

- Protecting the force.
- Conducting task organization.
- Performing reconnaissance.
- Refining the plan and updating mission data into command and control systems.
- Briefing the troops.
- Conducting rehearsals, to include test firing of weapons.
- Moving sustainment and medical support forward.
- Promoting adequate rest for leaders and Soldiers.
- Positioning the force for subsequent action.

STEP 7 ISSUE THE ORDER

2-289. The SBCT Infantry rifle company commander issues the order. The key difference in an attack order from a movement to contact should come from a back brief from subordinate elements when describing specified tasks and actions on the objective. The commander should have them state specified tasks that are critical to the plan, such as dismount point, actions when crossing probable LC, actions supporting direct and indirect fires, and special instructions.

STEP 8 SUPERVISE AND REFINE

2-290. The commander exercises and refines the maneuver, fire, and sustainment plans during rehearsals, which are an important part of ensuring the plan's coordination and synchronization. As part of the rehearsal process, the commander reviews decision points and the anticipated battle sequence with subordinate leaders, ensuring all units understand the plan, the relationship between fire and movement, and the synchronization of critical events. These critical events include—

- Actions on the objective.
- Reconnaissance handover.
- Moving from the AA to the LD.
- Maneuvering from the LD to the PLD, to include dismount points.
- Occupying SBF positions.
- Conducting the breach or gap crossing, if applicable.
- Consolidating on the objective.
- Exploiting success or pursuing a withdrawing enemy.
- Actions of echelon reserves.
- Resupply operations.

2-291. The unit should conduct rehearsals under as many types of adverse conditions as possible, with time and other constraints, to identify and prepare the unit to cope with problems. At lower tactical echelons, the rehearsal includes battle drills such as creating lanes through minefields, react to contact, loss of communications, CASEVAC, and so forth.

EXECUTING AN ATTACK

2-292. A series of advances and assaults by attacking units until they secure the final objective characterizes the attack. Commanders at all levels use their initiative to rapidly shift their main effort between units to take advantage of opportunities and momentum that ensure the enemy's rapid destruction. Attacking units move as quickly as possible following reconnaissance elements or successful probes through gaps in the enemy's defenses. They shift their strength to reinforce success and carry the operation deep into the enemy's rear. Stryker Infantry rifle companies conduct attacks after analyzing information about the enemy through reconnaissance, maneuvering to a dismount point, deploying its Infantry, and initiating contact with enemy forces from a place of tactical advantage.

2-293. The commander does not delay the attack to preserve the alignment of subordinate units or to adhere closely to the preconceived plan of attack. The commander avoids becoming so committed to the initial plan that opportunities are neglected. The commander is mentally prepared to abandon failed attacks and to exploit any unanticipated successes or enemy errors by designating another unit to conduct the decisive operation in response to the changing situation (see FM 3-90-1 for more information).

GAIN AND MAINTAIN ENEMY CONTACT

2-294. Gaining and maintaining contact with the enemy when they are determined to break that contact is vital to the success of offensive operations. A defending enemy establishes a security area around their forces to make early contact with the attacking forces to determine their capabilities, intent, chosen COA, and to delay their approach. The enemy commander wants to use this security area to strip away friendly reconnaissance forces and hide their dispositions, capabilities, and intent. The enemy commander's goal is

to compel the attacking force to conduct a movement to contact against their forces to determine the exact location of the attacking forces.

2-295. Stryker units gain and maintain contact through reconnaissance forward with sensors detecting the enemy and maneuvering to confirm or deny their presence. Information gained from reconnaissance is quickly shared through mission commands systems laterally and vertically throughout the SBCT to allow its combat units to maneuver and destroy the threat.

DISRUPT THE ENEMY

2-296. Disrupting one or more parts of the enemy weakens their entire force and allows the friendly commander to attack the remaining enemy force in piecemeal. The assessment and decisions regarding what to disrupt, when to disrupt, and to what end are critical.

2-297. Once any type of contact is made with the enemy, the commander wants to use the element of surprise to conduct shaping operations that strike at the enemy and disrupt the enemy's combined arms team and their ability to plan and control their forces. Once this disruption begins, it continues throughout the attack.

SET CONDITIONS

2-298. The company commander employs fires to weaken the enemy's position and sets the conditions for success before closing within direct fire range of the enemy. Initially, preparation fire focuses on the destruction of key enemy forces that can most affect the scheme of maneuver. For example, during an attack to penetrate an enemy defense, the initial focus of preparation fire is to destroy the enemy positions at the selected point of penetration. Preparation fire may also—

- Suppress or neutralize enemy reserves. Emplace artillery delivered situational obstacles to block enemy reserve routes into the objective.
- Deceive the enemy as to the company's actual intentions.
- Destroy enemy security and disruption forces.
- Obscure friendly movements and deployment.
- Destroy or neutralize the enemy's local command and control system.

2-299. The synchronization between indirect fires and maneuvering forces is critical. As maneuver forces approach the enemy defense, the commander uses triggers to shift fires and obscuration to maintain continuous suppression and obscuration of the enemy. Proper timing, adjustment of fires, and detailed triggers dictated by risk estimate distances (known as REDs) enable a relatively secure closure by the maneuver force on the enemy's position(s). The commander must monitor the success of the preparation fire to determine whether adequate conditions exist for commitment of the force. The commander may need to adjust the tempo of the company's approach to the objective based on the battle damage assessment (BDA). Before the assault, the company commander destroys the enemy or makes it ineffective through the employment of direct and indirect fires.

FIX THE ENEMY

2-300. A primary purpose in fixing the enemy is to isolate the objective of the force conducting the echelons decisive operation to prevent the enemy from maneuvering to reinforce the unit targeted for destruction. The commander limits the options available to the opponent. Fixing an enemy into a given position or a COA and controlling their movements limit the options and reduce how much uncertainty in the AO.

2-301. Fixing the enemy is done with the minimum amount of force. The commander allocates the bulk of the combat power to the force conducting their decisive operation, so fixing is, by necessity, shaping operations that illustrate economy of force as a principle of war. Therefore, the commander carefully considers which enemy elements to fix and targets only those that can significantly affect the outcome of the fight.

MANEUVER

2-302. The commander maneuvers the forces to gain positional advantage to seize, retain, and exploit the initiative. The commander avoids the enemy's defensive strength and employs tactics that defeat the enemy by attacking through a point of relative weakness, such as a flank or the rear. The key to success is to strike hard and fast, overwhelm a portion of the enemy force, then quickly transition to the next objective or phase, thus maintaining the momentum of the attack without reducing the pressure. The commander considers the following to conduct maneuvers:

- Movement from the LD to the PLD.
- Actions at the PLD, assault position, or final coordination line.
- Breaching.
- Actions on the objective.
- Follow through.

Movement from the Line of Departure to the Probable Line of Deployment

2-303. The unit transitions from troop movement to maneuver once it crosses the LD. It moves aggressively and as quickly as the terrain and enemy situation allow. It moves forward using appropriate movement techniques assisted by the fires of supporting units. Fire and movement are closely integrated and coordinated. Effective suppressive fires facilitate friendly movement, and friendly movement facilitates fires that are more effective.

2-304. Whenever possible, the attacking unit uses avenues of approach that avoid strong enemy defensive positions, takes advantage of all available cover and concealment, and places the unit on the flanks and rear of the defending enemy. The unit uses obscurants to conceal its movement when cover and concealment are not available.

Actions at the Probable Line of Deployment, Assault Position, or Final Coordination Line

2-305. The attacking unit maintains the pace of its advance as it approaches its PLD. The attacking unit splits into one or more assault and support forces once it reaches the PLD, if not previously completed. All forces supporting the assault force should be in their SBF positions before the assault force crosses the PLD.

2-306. The commander synchronizes the occupation of these SBF positions with the maneuver of the supported attacking unit to limit the vulnerability of the forces occupying these positions. The commander uses unit tactical SOPs, battle drills, prearranged signals, EAs, and TRPs to control the direct fires from these supporting positions. The commander employs restrictive fire lines (RFLs) between converging forces.

Breaching

2-307. Once the support force sets the conditions, the breach force reduces, proofs, and marks the required number of lanes through the enemy's tactical obstacles to support the maneuver of the assault force. The commander identifies the conditions that allow the breach force to proceed to avoid confusion.

2-308. From the PLD, the assault force maneuvers against or around the enemy to take advantage of the support force's efforts to suppress the targeted enemy positions. Successful obstacle breaching depends on effectively applying the breaching fundamentals of suppress, obscure, secure, reduce, and assault (known as SOSRA).

Actions on the Objective

2-309. The effects of the overwhelming and simultaneous application of fire, movement, and shock action characterize the final assault. This violent assault destroys or defeats and drives the enemy from the OA. Small units conduct the final assault while operating under the control of the appropriate echelon CP.

2-310. The commander employs all fire support means to destroy and suppress the enemy and sustains the momentum of the attack. The commander improves the likelihood of success by carefully synchronizing the effects of indirect fire systems and available CAS. Fires are planned in series or groups to support maneuver against enemy forces on or near the geographical objective. The assault element moves rapidly across the

objective as the commander shifts artillery fires and obscurants from the objective to other targets. The support element does not allow its suppressive fires to lapse. These fires isolate the objective and prevent the enemy from reinforcing or counterattacking. They destroy escaping enemy forces and systems (see FM 3-90-1).

FOLLOW THROUGH

2-311. The commander has two alternatives after seizing the objective—exploit success and continue the attack or terminate the offensive task. The most likely on-order mission is to continue the attack after seizing the objective. The Stryker Infantry rifle company continues the attack with an enemy attempting to break contact by engaging its Infantry forces in close combat, moving its ICVs to positions to the flank or rear of the enemy force and adjusting its mortar carrier vehicles to fire at maximum range, roughly one third distance (2,300 meters) beyond the objective from its mortar firing position. If the enemy force attempts to break contact the ICVs can pursue, engage, or linkup with the Infantry and remount to maintain contact.

2-312. The SBCT Infantry rifle company should expect a counter attack as a contingency when following through. Deploying sensors and coordination with Scout elements can provide early warning against a counter attack. The SBCT Infantry rifle company commander should consider that following through with an attack has the same considerations as a movement to contact and should proceed as such. If provided with combat information of the enemy massing for a counter attack the commander may choose to conduct a hasty defense, spoiling attack or break contact.

2-313. Upon termination of the attack, the commander consolidates and reorganizes, and establishes a hasty defense on the LOA off the OA with the assaulting force. The supporting elements of the attack follow the assaulting elements path to linkup with the remainder of the company. Once consolidated, the commander searches the objective for any enemy forces, captured equipment, prisoners, or anything that may provide valuable intelligence, if the tactical situation allows. Simultaneously, the company conducts accountability of personnel, recovery of equipment, and cross-levels ammunition. Resupply and maintenance are follow-on tasks established in the priorities of work determined by the commander and based on METT-TC. The commander continues TLP in preparation for any on-order missions assigned by a higher headquarters during consolidation.

ASSESS AN ATTACK

2-314. During the conduct of the attack, the commander should periodically compare the plan as to how it is being executed. The commander should notice differences and adjust the plan especially if contact is made in places unexpectedly. The commander must also be knowledgeable of successes to exploit if opportunity presents itself. Shifting from an enemy focused outcome achievement versus a geographical objective is an example of a decision company commanders are faced with. An example would be change mission to defeat the enemy located in Area of operation instead of seize an objective. Once supporting tasks are complete, the commander should evaluate the original plan with what actions actually happened, annotate differences, and send to higher headquarters for further analysis.

SPECIAL PURPOSE ATTACKS

2-315. Special purpose attacks are ambush, counterattack, demonstration, feint, raid, and spoiling attack (see FM 3-90-1 for more information). The commander's intent and the mission variables of METT-TC determine which special purpose attack(s) to employ. Each attack can be conducted as either a hasty or a deliberate attack.

2-316. The commander's intent and METT-TC mission variables and factors determine the specific attack form. As subordinate attack tasks, they share many of the planning, preparation, and execution considerations of the attack. Demonstrations and feints, while forms of attack, are associated with military deception operations (see FM 3-13 for more information).

AMBUSH

2-317. An *ambush* is an attack by fire or other destructive means from concealed positions on a moving or temporarily halted enemy (FM 3-90-1). An ambush stops, denies, or destroys enemy forces by maximizing the element of surprise. Ambushes can employ direct fire systems and other destructive means, such as command-detonated mines, indirect fires, and supporting nonlethal effects. They include an assault to close with and destroy enemy forces. In an ambush, ground objectives do not have to be seized and held.

2-318. The three types of ambush are—point ambush, area ambush, and anti-armor ambush. In a point ambush, a unit deploys to attack a single kill zone. In an area ambush, a unit deploys into two or more related point ambushes. Units smaller than a platoon do not usually conduct an area ambush.

2-319. A typical ambush includes three elements—assault, support, and security. The assault element fires into the kill and clears the zone. Its goal is to destroy the enemy force. It may be assigned additional tasks, such as—

- Searching for items of intelligence value.
- Capturing prisoners.
- Photographing new types of equipment.
- When unable to take enemy equipment, completing the destruction of said equipment to avoid its immediate reuse.

2-320. The support element supports the assault element by firing into and around the kill zone, and provides the ambush's primary killing power. The support element attempts to destroy most of the enemy combat power before the assault element moves into the objective or kill zone. The security element isolates the kill zone, provides early warning of the arrival of any enemy relief force, and provides security for the assault and support elements. It secures the objective rally point and blocks enemy avenues of approach into and out of the ambush site, which prevents the enemy from entering or leaving.

COUNTERATTACK

2-321. A *counterattack* is an attack by part or all of a defending force against an enemy attacking force, for such specific purposes as regaining ground lost, or cutting off or destroying enemy advance units, and with the general objective of denying to the enemy the attainment of the enemy's purpose in attacking. In sustained defensive operations, it is undertaken to restore the battle position and is directed at limited objectives (FM 1-02.1). Units conduct counterattacks to seize the initiative from the enemy through offensive action (for example, regaining lost ground, or cutting off or destroying enemy advance units). The objective of counterattack is to deny the enemy their goal when attacking. The commander usually directs a counterattack from a defensive posture—to defeat or destroy enemy forces, exploit an enemy weakness, such as an exposed flank, or to regain control of terrain and facilities after an enemy success. A counterattacking force maneuvers to isolate and destroys a designated enemy force. It can attack by fire into an EA to defeat or destroy an enemy force, restore the original position, or block an enemy penetration. Once launched, the counterattack becomes a decisive operation for the commander conducting the counterattack.

2-322. To be decisive, the counterattack occurs when the enemy is overextended, dispersed, and disorganized during their attack. All counterattacks should be rehearsed under the same conditions in which they will actually be conducted. Careful consideration is given to the event that triggers the counterattack. Once committed, the counterattack force conducts the decisive operation.

2-323. SBCT's conduct counterattacks assisted with the use of command control systems and maneuver to a point of tactical advantage to initiate the attack with the enemy forces. They take advantage of the speed and protection of their vehicles to deploy and initiate their attacks.

DEMONSTRATIONS AND FEINTS

2-324. A *demonstration* in military deception, is a show of force in an area where a decision is not sought that is made to deceive an adversary (JP 3-13.4). Forces conducting a demonstration do not seek contact with the enemy as intended.

2-325. A *feint* in military deception, an offensive action involving contact with the adversary conducted for the purpose of deceiving the adversary as to the location and/or time of the actual main offensive action (JP 3-13.4). Forces conducting a feint seek direct fire contact with the enemy, but avoid decisive engagement. As in the demonstration, the commander uses feints in conjunction with other military deception activities.

RAID AND SPOILING ATTACK

2-326. A *raid* is an operation to temporarily seize an area in order to secure information, confuse an enemy, capture personnel or equipment, or to destroy a capability culminating in a planned withdrawal (JP 3-0). It is not intended to hold territory and has to have a planned withdrawal. A raid requires detailed intelligence, preparation, and planning. The SBCT Infantry rifle company conducts raids as part of a larger force to accomplish many missions, to include the following:

- Capture prisoners, installations, or enemy materiel.
- Capture or destroy specific enemy mission command locations.
- Destroy enemy materiel or installations.
- Obtain intelligence concerning enemy locations, dispositions, strength, intentions, or methods of operation.
- Confuse the enemy or disrupt their plans.
- Liberate friendly personnel.

2-327. A *spoiling attack* is a tactical maneuver employed to seriously impair a hostile attack while the enemy is in the process of forming or assembling for an attack (FM 3-90-1). A spoiling attack usually employs armored, attack helicopter, or fire support elements to attack on enemy assembly positions in front of a main line of resistance or BP.

2-328. The objective of a spoiling attack is to disrupt the enemy's offensive capabilities and timelines while destroying targeted enemy personnel and equipment, not to secure terrain and other physical objectives. Conditions when conducting a spoiling attack are—

- The spoiling attack's objective needs to be obtainable. The enemy should be unable to respond to the attack in a synchronized and coordinated manner.
- The commander prevents the force conducting the spoiling attack from becoming over extended.

SECTION IV – TRANSITIONS

2-329. The commander halts an offensive operation when it results in achievement of operational objectives, intent, ends hostilities, reaches a culminating point, or the commander receives a change in mission from a higher commander. This change in mission will result in a follow-on operation.

CONSOLIDATION

2-330. Consolidation is organizing and strengthening a newly captured position so that it can be defended. The attacking unit tries to exploit its success regardless of the assault type. In some situations, the unit may have to consolidate its gains. Consolidation may vary from a rapid repositioning of forces and security elements on the objective, to a reorganization of the attacking force, to the organization and detailed improvement of the position for defense.

2-331. Consolidation comprises of actions taken to secure the objective and defend against an enemy counterattack. Consideration should be given that the enemy that occupied the objective may have planned indirect fire targets to help in their counterattack. The commander ensures that the SBCT Infantry rifle company is ready to conduct the following actions that are usually part of consolidation:

- Eliminate enemy resistance on the objective.
- Establish security beyond the objective by securing areas that may be the source of enemy direct fires or enemy artillery observation.
- Establish additional security measures such as wire obstacles, claymore mines, and patrols.

- Further secure the area beyond the objective by deploying sensors, placing OPs, crew-served weapons, and planned indirect fire targets on likely enemy avenues of approach.
- Establish defensive company and platoon BPs.
- Dig hasty fighting positions; continue to improve with time available.
- Prepare for and help the passage of follow-on forces (if required).
- Continue to improve security by conducting defensive actions. These defensive actions include EA development, direct fire planning, and BP preparation.
- Adjust FPF and register targets along likely mounted and dismounted avenues of approach.
- Protect the obstacle reduction effort.
- Secure detainees.
- Prepare for the enemy counterattack.

REORGANIZATION

2-332. Reorganization is usually conducted concurrently with consolidation. It comprises actions taken to prepare the SBCT Infantry rifle company for follow-on missions. As with consolidation, the SBCT Infantry rifle company commander plans and prepares for reorganization while conducting TLP. The commander ensures that the SBCT Infantry rifle company take the following actions:

- Provide essential medical treatment and evacuate casualties, as needed.
- Treat and evacuate wounded detainees, and process the remainder of detainees.
- Cross-level personnel and adjust task organization when necessary to support the next phase or mission.
- Conducts resupply operations, including rearming and refueling.
- Redistributes ammunition.
- Conducts required maintenance.
- Continues improvement of defensive positions, as needed.

CONTINUING OPERATIONS

2-333. For all attacks, the SBCT Infantry rifle company should plan to exploit success. However, at the conclusion of an engagement, the commander may be forced to defend. Units make use of the terrain to enhance their survivability for short defensive tasks. If a longer defense is envisioned, engineer assets immediately should shift the priority of their efforts to provide survivability support (fighting positions and similar activities).

2-334. Engineer assets should do this even as they sustain mobility and integrate countermobility into the planned defense. The SBCT Infantry rifle company commander considers the higher commander's concept of operations, friendly capabilities, and the enemy situation when making the decision to defend or continue offensive operations.

TRANSITION TO DEFENSIVE TASKS

2-335. As offensive operations approach a culmination, the commander orders a transition to a defense. The commander uses two techniques when transitioning to the defense. The first technique requires the leading elements to commit forces and push forward to claim enough ground to establish a security area anchored on defensible terrain. The second technique is to establish a security area along the unit's final positions, moving the main body rearward to defensible terrain.

2-336. The commander, anticipating the termination of unit offensive actions, prepares orders that include the time or circumstances under which the offense transitions to a defensive-focused mission, the missions and locations of subordinate units, and mission command measures. The commander takes the following actions as the unit transitions from an offensive to a defensive task:

- Maintains contact and information collection on the enemy using a combination of reconnaissance units and surveillance assets to develop the situation and facilitate planning of future operations.

- Establishes a security area and local security measures (to include biometric identity data collection and nomination to the unit BEWL if necessary).
- Redeploys indirect fire assets to ensure the support of security forces.
- Redeploys forces based on probable future employment.
- Maintains or regains contact with adjacent units in a contiguous AO and ensures that units remain capable of mutual support in a noncontiguous AO.
- Transitions the engineer effort by shifting the emphasis from mobility to countermobility and survivability.
- Consolidates and reorganizes.

TRANSITION TO STABILITY TASKS

2-337. Upon order from higher headquarters, the commander orders a transition to operations focused on stability tasks. These tasks establish a safe, secure environment that facilitates reconciliation between local or regional threats. Stability tasks aim to establish conditions that support the transition to legitimate HN governance, a functioning civil society, and a viable market economy.

2-338. The SBCT Infantry rifle company commander ensures that contingencies are planned for to transition quickly from offensive to stability tasks and vice versa. For example, it may be wise for commanders to plan a defensive contingency with an on-order offensive mission for stability tasks that could deteriorate.

2-339. Subordinate leaders need to be fully trained to recognize activities that would initiate this transition. Actions in one unit's AO can affect a change in whatever type task an adjacent unit is conducting. (For example, an offensive action may cause noncombatants to be displaced to another section of the city, creating a need to support operation for the unit in that AO.)

Chapter 3

Defense

The SBCT Infantry rifle company conducts defensive operations to defeat enemy attacks, gain time, control key terrain, protect critical infrastructure, secure the population, and economize forces. Most importantly, the company sets conditions to transition to the offense or operations focused on stability. Defensive operations alone are not decisive unless combined with offensive operations to surprise the enemy, attack enemy weaknesses, and pursue or exploit enemy vulnerabilities. This chapter discusses the basics of the defense, EA development, forms of the defense, defensive tasks, and transitions.

SECTION I – BASICS OF THE DEFENSE

3-1. Basics of the defense describe its characteristics, tasks, forms, and general planning considerations. This is an overview to provide information in more detail for the other sections in the chapter.

CHARACTERISTICS OF DEFENSE

3-2. Successful defenses employ the characteristics of disruption, flexibility, maneuver, mass and concentration, operations in-depth, preparation, and security. Defenders subvert an attacker's tempo, formations, and synchronization by countering their initiative and preventing them from massing overwhelming combat power. Disruption attacks the enemy's will to fight and their means of effective command and control. Deep precision fires, long-range precision sniper fires, electronic countermeasures (jamming), scatterable minefields, unexpected defensive positions, local counterattacks at all levels, and attacks delivered by a reserve force, combine to disrupt the enemy's attack and break their will to continue offensive operations. Repositioning forces, implement aggressive protection measures, the employment of roadblocks, ambushes, checkpoints, and information operations combine to disrupt the threat of asymmetrical attack. These tasks disrupt enemy efforts to fight as a combined-arms team.

3-3. The defender gains flexibility by sound preparation and task organization, disposition in-depth, retention of reserves, repositioning, and effective mission command. The defense is characterized by rapid, simultaneous, and collaborative planning with flexible execution. Contingency planning permits flexibility. Flexibility also requires that the commander see the battlefield to detect the enemy's scheme of maneuver early. IPB determines likely enemy actions—while security elements confirm or deny those actions.

3-4. Maneuver allows the commander to take full advantage of the AO and to mass and concentrate fires when desirable. Maneuver through movement in combination with fire, allows the commander to achieve a position of advantage over the enemy to accomplish the mission. It encompasses defensive actions such as security and support operations.

3-5. The company shapes and decides the battle by massing the effects of overwhelming combat power. Effects are synchronized in time and space, and should be rapid and unexpected so that they break the enemy's offensive tempo and disrupt their attack. The company commander deploys the forces based on assessing the intelligence and information gained from reconnaissance. The commander arrays combat power in a manner that overwhelms the enemy and provides the greatest impact on their forces while negating the risks to the units. This can occur at a single decisive point or through multiple incursions in-depth to achieve disruptive, destructive, and decisive effects upon the enemy's attack.

3-6. Integration of all combat power throughout the AO improves the chances for success while minimizing friendly casualties. Quick, violent, and simultaneous action throughout the depth of the companies' AO can

attrite, confuse, and even degrade an enemy force when they are most exposed and vulnerable. Such actions weaken the enemy's morale and do not allow any early successes to build their confidence. Operations in-depth prevent the enemy from gaining momentum in the attack. Synchronization of actions in deep, close, and security areas facilitate mission success.

3-7. Alternate and supplementary positions, combat outposts, and mutually supporting strong point's forward of the perimeter extend the depth. Fires are planned throughout the defensive area up to the maximum range of available weapons and reconnaissance assets. Fires move and reposition to maintain contact with enemy forces and observe NAIs in-depth as the battle develops. During periods of reduced visibility, obstacles are emplaced around critical locations within the perimeter to disrupt the enemy's plan, and add depth to the defense.

3-8. The company commander determines likely enemy avenues of approach, likely enemy schemes of maneuver, where to kill the enemy, integration of obstacles, unit positioning, and integration of indirect fires, then assigns missions accordingly. Defensive preparations include the following:

- Enact survivability measures that involve action against conventional threats (preparation of fighting positions, digging-in mission command nodes, and similar actions) as well as asymmetric threats (terrorist attacks and weapons of mass destruction employment).
- Designate a reserve.
- Conduct rehearsals to ensure synchronization. These include employment of the reserve and counterattack forces.
- Position forces in-depth.
- Reinforce terrain with obstacles that support the scheme of maneuver.
- Coordinate with assets forward in the battalion's security area to gain combat information or early warning.

3-9. Security operations are measures normally taken by the SBCT Infantry battalion or higher echelons to protect itself against all acts designed to impair its effectiveness, and prevent the enemy from gaining an unexpected advantage. Because the SBCT Infantry rifle company defends to conserve combat power for use elsewhere or later, commanders must secure the force. The battalion ensures security by assigning forces to conduct security operations throughout the entirety of its assigned AO. The battalion may employ a force to conduct counterreconnaissance, establish a combat outpost, or conduct a screen on an exposed flank. This force may be its scout platoon but can be one of its companies, or elements of its companies, depending on the level of security the battalion determines suitable to engage the threat.

3-10. Information related capabilities such as PSYOP, military deception, and EW can aid in securing the force and confuse the enemy as to the battalion's manner of defense. The battalion integrates its security operations with those of the SBCT and other adjacent or partnered units.

DEFENSIVE OPERATIONS

3-11. A *defensive operation* is an operation to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations (ADP 3-0). There are three defensive operations—area defense, mobile defense, and retrograde. Each of these operations contains elements of the others, and usually contains both static and mobile elements. SBCT Infantry rifle companies serve as the primary maneuver elements, or terrain controlling units, for the SBCT Infantry battalion in all three defensive tasks. They can defend AO or positions, or they can serve as security forces or reserves as part of the SBCT Infantry battalions coordinated defense. (See ADP 3-90 for more information.)

3-12. The SBCT Infantry rifle company can defend, delay, withdraw, counterattack, and perform security as part of defensive operations. The SBCT Infantry rifle company usually defends, as part of the SBCT Infantry battalion's defense, in the main battle area.

AREA DEFENSE

3-13. The *area defense* is a type of defensive operation that concentrates on denying enemy forces access to designated terrain for a specific time rather than destroying the enemy outright (ADP 3-90). The emphasis is

on retaining terrain where the bulk of the defending force positions itself in mutually supporting positions and controlling the terrain between positions. The defeat mechanism is fires into EAs, which reserve units can supplement. The commander uses the reserve force to reinforce fires, add depth, block penetrations, restore positions, or counterattack to destroy enemy forces and seize the initiative.

3-14. There are two forms of defensive maneuver within an area defense—defense in-depth and forward defense. The SBCT Infantry rifle company is expected to do both. While the SBCT Infantry battalion commander selects the type of area defense to use, the company commander often defines the general defensive scheme for the company. The specific mission may impose constraints such as time, security, and retention of certain areas that are significant factors in determining how the company defends.

Defense in-depth

3-15. A defense in-depth reduces the risk of the attacking enemy force penetrating the defense quickly. The enemy is unable to exploit a penetration because of additional defensive positions employed in-depth. The in-depth defense provides more space and time to defeat the enemy attack. The SBCT Infantry rifle company uses a defense in-depth when—

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

Forward Defense

3-16. The intent of a forward defense is to prevent enemy penetration of the defense. A forward defense is the least preferred due to its lack of depth. The SBCT Infantry rifle company deploys most of its combat power into forward defensive positions near the forward edge of the battle area (FEBA). While the SBCT Infantry battalion may lack depth, the rifle company and platoons build depth into the defense at their levels. The commander fights to retain its forward position, and may conduct counterattacks against enemy penetrations, or to destroy enemy forces in forward EAs. Often, counterattacks are planned forward of the FEBA to defeat the enemy. The SBCT Infantry rifle company uses a forward defense when—

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

MOBILE DEFENSE

3-17. The *mobile defense* is a type of defensive operation that concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force (ADP 3-90). The mobile defense focuses on defeating or destroying the enemy by allowing enemy forces to advance to a point where they are exposed to a decisive counterattack by the striking force. The commander uses the fixing force to hold attacking enemy forces in position, helps channel attacking enemy forces into ambush areas, and retains areas from which to launch the striking force. A mobile defense requires an AO of considerable depth.

3-18. The SBCT Infantry rifle company's mission in a mobile defense is either part of a fixing force or a striking force, but not both. As part of the fixing force, the SBCT Infantry rifle company defends within its assigned AO. As part of the striking force, the SBCT Infantry company plans, rehearses, and executes offensive operations.

Note. Units smaller than a division do not usually conduct a mobile defense because of their inability to fight multiple engagements throughout the width, depth, and height of their AO, while simultaneously resourcing the striking, fixing, and reserve forces. Typically, the striking force in a mobile defense includes one-half to two-thirds of the defender's combat power.

3-19. The striking force is a committed force and has the resources to conduct a decisive counterattack as a part of the mobile defense. The striking force decisively engages the enemy as they become exposed in their attempts to overcome the fixing force. The striking force normally attacks a moving enemy force and is usually armor heavy.

RETROGRADE

3-20. The *retrograde* is a type of defense operation that involves organized movement away from the enemy (ADP 3-90). The enemy may force these actions or the commander may execute them voluntarily. In either case, the higher commander of the force executing the operation approves the retrograde. Retrograde is conducted to improve a tactical situation or to prevent a worse situation from developing. Companies usually conduct retrogrades as part of a larger force, but may conduct independent retrogrades when necessary, such as on a raid. Retrograde can accomplish the following:

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

3-21. *Disengage* is a tactical mission task where a commander has the unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement (FM 3-90-1). It involves moving to a location where the enemy cannot engage the friendly force with either direct fires or observed indirect fires. Disengaging from the enemy while displacing from one position to the next is a difficult procedure. A disengagement plan includes the following:

- The maneuver concept of operations for tactical elements after disengagement, along with the movement routes for each subordinate unit.
- Fires to suppress the enemy and cover the unit's movement.
- Screening smoke to conceal the unit's movement, as part of a deception operation, or to cover passage points.
- Contact and passage points, if moving through friendly lines.
- The time disengagement starts.
- The earliest time that functional and multifunctional support and sustainment elements move.

3-22. There are three types of retrograde—

- Delay.
- Withdrawal.
- Retirement.

Delay

3-23. Delay is a task that allows the unit to trade space for time, avoiding decisive engagement, and safeguarding its elements. Delays gain time to—

- Allow other friendly forces to establish a defense.
- Cover a withdrawing force.
- Protect a friendly force's flank.

- Allow other forces to counterattack.

3-24. The SBCT Infantry rifle company conducts delays by initiating and breaking contact with enemy forces with their Infantry to prevent from being decisively engaged. This technique forces the enemy to deploy, and then reorganize to continue operations, forcing them to use time to accomplish these tasks. The Infantry keeps the Stryker vehicle near, but out of direct fire contact during the engagement. Remounting the vehicle under direct fire should only be done if the enemy force can be suppressed with fires. Remounting the vehicle is preferred to be done out of contact. The mortar section and any task-organized MGS can help the Infantry break contact by means of direct and indirect fires.

Withdrawal

3-25. Withdrawal is a task the commander uses to break enemy contact, especially when the commander needs to free the unit for a new mission. There are two types of withdrawals: assisted and unassisted. The commander's intent and METT-TC determine which type of withdrawal the unit uses.

3-26. The assisting force occupies positions to the rear of the withdrawing unit and prepares to accept control of the situation. It can help the withdrawing unit with route reconnaissance, route maintenance, direct and indirect fire support, and sustainment. Both forces closely coordinate the withdrawal.

3-27. The withdrawing unit establishes routes and develops plans for the withdrawal, then establishes a security force as the rear guard while the main body withdraws. Sustainment and protection elements usually withdraw first, followed by combat forces. The DLIC disengages from the enemy and follows the main body to its final destination as the unit withdraws.

Retirement

3-28. Retirement is a task that moves a force not in contact away from the enemy. A retiring unit organizes for combat, but does not anticipate interference by enemy ground forces. Typically, another unit's security force covers the movement of one formation as the unit conducts a retirement. However, mobile enemy forces, unconventional forces, air strikes, air assaults, or long-range fires may attempt to interdict the retiring unit.

3-29. The commander plans for enemy actions and organizes the unit to fight in self-defense. The commander usually conducts a retirement to reposition the forces for future actions or to accommodate the concept of the operation. Units conduct retirements as tactical road marches where security and speed are the most important considerations.

FORMS OF THE DEFENSE

3-30. The three forms of the defense (defense of a linear obstacle, perimeter defense, and reverse-slope defense) have special purposes and require special planning and execution. The three forms of the defense provide distinct advantages for the defender and its subordinate units and apply to the area defense and the operations of the fixing force during a mobile defense. (See FM 3-90-1 for additional information.)

DEFENSE OF A LINEAR OBSTACLE

3-31. The defense of a linear obstacle is similar to a forward defense with the intent being to limit the terrain over which the enemy can gain influence or control. A linear obstacle adds to the strength of the defense and can be a river, a stream with steep embankments, or a man-made obstacle such as a highway or embankment. Maintaining the integrity of the linear obstacle is the key to this type of defense. The defending unit constructs obstacles to stop the enemy forces and channel them into planned EAs. When attacked, the defending force isolates the enemy, conducts counterattacks, and delivers fires onto the concentrated force to defeat attempts to breach the obstacle.

3-32. Defense of a linear obstacle often is used as part of an economy of force measure. Forces that can counterattack and destroy the enemy may not be available immediately; therefore, defending forces must be able to—

- Detect enemy penetrations early enough so that local counterattacks can defeat them.
- Defend after being isolated.
- Use reconnaissance elements, sniper teams, and other elements to detect enemy forces and call in fires.
- Bring the fight to the enemy side of the obstacle to destroy its forces and disrupt enemy preparations.
- Use fires to their maximum effect.
- Use its mobility to concentrate combat power.

PERIMETER DEFENSE

3-33. A perimeter defense is a defense oriented in all directions covering 360 degrees. The SBCT Infantry rifle company often uses a perimeter defense when conducting operations in noncontiguous AO. The perimeter defense presents no assailable flanks to the enemy and allows the defender to reinforce a threatened area rapidly. Some disadvantages of a perimeter defense include its isolation and the vulnerability of its concentrated units to enemy fires.

3-34. The commander establishes a perimeter defense when the unit must hold critical terrain, such as a strong point, or when it must defend itself in areas where the defense is not tied in with adjacent units. Units can organize a perimeter defense to accomplish a specific mission, such as protecting a base or providing immediate self-protection, such as during resupply operations when all-around security is required. During a perimeter defense, leaders at all levels ensure that—

- Units physically tie into each other.
- Direct fire weapons use flanking fire to protect the perimeter.
- FA and mortars are protected.
- Primary, alternate, contingency, and emergency communications systems are secure and redundant.
- Obstacles are employed.
- FPFs are established.

REVERSE-SLOPE DEFENSE

3-35. An alternative to defending on the forward slope of a hill is to defend on a reverse slope. The reverse-slope defense allows units to concentrate their direct fires into a relatively small area while being protected from the enemy's direct observation and supporting fires. The defender can destroy the enemy's isolated forward units through surprise and concentrated fires.

3-36. The control of the forward slope is essential for success. Gaining control of the forward slope can be done by using dominating terrain behind the defenders or with the use of stay behind forces, such as reconnaissance and sniper teams, that can observe and call in fires on the attackers.

COMMON DEFENSIVE PLANNING CONSIDERATIONS

3-37. Planning a defense is a complex effort requiring detailed planning and extensive coordination. In the defense, synchronizing the SBCT Infantry rifle company's combat and supporting systems enables the commander to apply combat power against selected advancing enemy forces to disrupt the enemy commander's plan and destroy their combined arms team. As a mission evolves, the commander knows the decisive and shaping operations may need to shift to press the fight and keep the enemy off balance. The synchronization and coordination of activities within each warfighting function and between the various warfighting functions are critical to the success of the SBCT Infantry rifle company.

COMMAND AND CONTROL

3-38. The company commander describes the anticipated enemy actions integrated with the SBCT Infantry battalions IPB. The company and the battalion-level IPB should not differ significantly. If the intelligence is synchronized, the company level should be in finer detail of the enemy plan describing lower tactical unit's

composition, intent, and maneuver considerations. The SBCT Infantry battalions IPB should give the SBCT Infantry rifle company commander a clear understanding of how the SBCT Infantry battalion commander envisions the enemy fights, and the enemy's plan for the operation. The higher-level commanders usually define where and how they will defeat or destroy the enemy. The company commander refines where to integrate the other warfighting functions to mass the effects of combat power at the decisive place and time. (See ADP 6-0 for more information.)

3-39. TLP in the defense require leaders to constantly assess each step. The defense relies on building itself up with each step of TLP, providing a firm foundation. Time is the most critical resource in the defense and leaders want to make the most efficient use of their time preparing the defense. In order to prepare, leaders must ensure that each step is nested and within the intent of the higher-level defensive scheme of maneuver to defeat the enemy. This includes updating enemy SITTEMPs, being prepared to issue FRAGORDs, and changing the current defensive preparations if it does not defeat the enemy scheme of maneuver.

3-40. Key communication messages in the defense relies on the alert of enemy activity, initiation of actions, constant updates during engagements, and notification of enemy penetrations. Command and control systems should have redundancy to prevent the enemy from disrupting the information flow. Leaders ensure that guidance in absence of communication is given based on identifiable actions during the battle to ensure the defense still executes and is flexible, given the enemy actions.

MOVEMENT AND MANEUVER

3-41. Effective weapons positioning is critical to the SBCT Infantry rifle company's success in the defense. The SBCT Infantry rifle company maximizes their firepower by placing the weapon systems with shortest maximum effective range forward of ones with longer ranges. The positions farther forward require the most cover and concealment because they have less standoff with enemy long-range weapon systems. If they are found and engaged first, they must displace. The commander also plans for shifts in positioning these systems normally in-depth to allow flexibility to the defensive scheme of maneuver. Careful planning using mission command to develop overlays depicting line of site, weapons ranges, and SDZs make coordination possible ensuring all friendly units are synchronized.

3-42. Company leadership should take advantage of defilade by placing Stryker vehicles in positions that do not expose the hull, but allows them to engage the enemy with the armament on the weapons station. Stryker Infantry squads should deploy their Javelins from covered and concealed positions at maximum effective ranges away from their ICVs to reduce an enemy armored vehicles ability to detect them. These positions are normally forward of the ICV offset to the left or the right of the RWS's orientation towards a TRP. The SBCT Infantry rifle company commander exploits the strengths of the weapons systems while minimizing the company's exposure to enemy observation and fires by engaging and displacing to alternate and supplemental position arrayed in-depth.

3-43. The company leadership should integrate ICVs and Infantry to support one another in the defense. The Infantry should provide additional security in the defense from a mutually supporting position as well as local security. The ICVs should support the Infantry with use of it fires and mobility from alternate and subsequent positions, provide information updates and SA with command and control systems, conduct emergency resupply, and CASEVAC.

3-44. When the commander designates a reserve, it is positioned in a location where it can effectively react to several contingency plans. The commander considers terrain, trafficability of roads, potential EAs, probable points of enemy penetrations, and commitment time. The reserve should be positioned in a covered and concealed position. Information concerning the reserve may be considered essential elements of friendly information and protected from enemy reconnaissance.

INTELLIGENCE

3-45. The SBCT Infantry rifle company commander never has all the intelligence needed about the enemy. With an intelligence support team, if formed, the commander obtains or develops the best possible IPB products, conducts continuous information collection, and integrates new and updated intelligence throughout the mission. The commander may need to request intelligence from the battalion staff to answer

PIRs integrated into specific NAIs. This allows the Stryker Infantry rifle company commander to decide where to place the information collection effort. (See FM 2-0 and ATP 2-01.3 for more information.)

3-46. As with all tactical planning, IPB is a critical part of defensive planning. It helps the commander define where to concentrate combat power, where to accept prudent risk, and where to plan potential decisive operations. The IPB presents all feasible enemy COAs to aid in the development of a flexible defensive plan. The essential areas are—

- Analyze terrain and weather.
- Determine enemy force size and likely COAs with associated decision points.
- Determine enemy vulnerabilities and high-value targets.
- Impact of civilian population on the defense.

3-47. The commander makes a determination of how and where to defeat the enemy on where the commander believes the enemy will go, the terrain, and the forces available. The SBCT Infantry battalion may define a defeat mechanism that includes the use of single or multiple counterattacks to achieve success. The company commander analyzes the unit's role in the SBCT Infantry battalion fight to determine how to achieve success.

FIRES

3-48. For the fire support plan to be effective in the defense, the SBCT Infantry rifle company plans and executes fires in a manner that achieves the intended task and purpose of each target. Indirect fires serve a variety of purposes in the defense, including the following:

- Slow and disrupt enemy movement.
- Prevent the enemy from breaching.
- Destroy or delay enemy forces at obstacles using massed fires or precision munitions.
- Disrupt enemy SBF elements.
- Defeat attacks along dismounted avenues of approach with the use of FPF.
- Disrupt the enemy to enable friendly elements to disengage or conduct counterattacks.
- Obscure enemy observation or screen friendly movement during disengagement and counterattacks.
- Provide smoke screens to separate enemy echelons or to silhouette enemy formations to facilitate direct fire engagement.
- Provide illumination, as needed.
- Execute suppression of enemy air defense missions to support aviation missions.

3-49. The SBCT Infantry rifle company commander evaluates the air integration plan with indirect fire systems available to provide support when developing the fire plan. Considerations include tactical capabilities, weapon's ranges, available munitions, time on station, communication and control, airspace management, and marking of enemy and friendly units. These factors help the SBCT Infantry rifle company commander and FSO determine the best method for achieving the task and purpose of each target in the fire plan. The rifle company's fire support personnel contribute significantly to the fight. Effective positioning is critical. The company commander and company FSO select positions that provide fire support personnel with unobstructed observation of the AO and ensure survivability. They adjust indirect fires onto the targets, synchronize effects, assist to clear airspace, and assist joint terminal attack controllers who guide aircraft to targets.

SUSTAINMENT

3-50. Besides the sustainment functions required for all missions, the SBCT Infantry rifle company commander's planning process includes prepositioning ammunition caches, positioning of SBCT Infantry rifle company trains, and class IV and V supply points and mine dumps, vehicle recovery and maintenance, and MEDEVAC and CASEVAC.

3-51. The commander's mission analysis may reveal that the company's ammunition requirements during an upcoming mission exceed its basic load. This requires the company to preposition ammunition caches.

The company usually positions ammunition caches at alternate or subsequent positions. The company may construct survivability positions to house these caches and guard them to prevent their capture or destruction by the enemy.

3-52. The SBCT Infantry rifle company train usually operates one terrain feature, to the rear of the company to provide immediate recovery and medical support. The company trains conduct evacuation (of those wounded in action, weapons, and equipment) and resupply as required. The company trains are located in covered and concealed positions close enough to the company to provide responsive support, but out of enemy direct fire range. The 1SG or XO positions the trains and supervises sustainment. The SBCT Infantry rifle company commander ensures all elements know the CASEVAC procedures, the locations of the battalion combat and field trains, the company CCP, and battalion aid station. The company commander's analysis determines the most effective measures for every mission, which includes the decision to evacuate or recover forward, and consolidates based on the tactical situation.

PROTECTION

3-53. Protection safeguards friendly forces, civilians, and infrastructure and is inherent to command. Protection efforts must consider and account for threats and hazards in all directions, at all times, and in all environments. The protection warfighting function enables the commander to maintain the force's integrity and combat power. (See ADP 3-37 for more information on the primary protection tasks.)

3-54. Air and missile defense (AMD) support to the SBCT Infantry rifle company may be limited. Units should use active and passive measures from heavier enemy air threats such as rotary-wing, fixed-wing, or various classes of UAS. They should plan for CBRN reconnaissance at likely locations for enemy employment of CBRN agents and hazards. They should use obscurants to support disengagement or movement of forces. They assign sectors of fire to prevent fratricide and friendly fire.

3-55. Survivability construction includes fighting positions, protective positions, and hardening. These are prepared to protect vehicles, personnel, and weapons systems. Positions can be constructed and reinforced with overhead cover to increase the survivability of dismounts and crew-served weapons against shrapnel from airbursts. Vehicle fighting positions can be constructed with hull down observation positions. The SBCT Infantry rifle company may use digging assets for ammunition caches at alternate, supplementary, or subsequent positions. All leaders need to understand the survivability plan and priorities. Typically, the engineer platoon leader creates a commander's card if supporting the company, which enables the commander to track the survivability effort. One person in the company, usually the company XO or 1SG, is designated to enforce the plan and priorities, and to ensure that the completion status is accurately reported and tracked.

3-56. CBRN preparation in the defense is built into the defensive plan. The SBCT Infantry company commander plans for detection capability, displacement criteria, mission oriented protective posture (MOPP) level according to threat capability and decontamination plan.

3-57. OPSEC in the defense relies on leaders managing information mediums of the Soldiers to preserve essential secrecy. The security plan should include means of redundant checks and indicators Soldiers should be informed to recognize and alert the formation of possible compromise. Procedures in case of compromise should be rehearsed and tested.

ADDITIONAL PLANNING CONSIDERATIONS

3-58. Additional defensive task planning considerations include missions in an urban environment: mountain, desert, and jungle terrain, and a subterranean environment.

URBAN ENVIRONMENT

3-59. Company forces defend urban areas to defeat an attack, gain time, economize forces, protect infrastructure, protect a populace, and shape conditions for offensive or stability tasks. Usually two or more of these tasks apply to the urban defense. Defensive tasks in an urban environment provide commanders with opportunities to turn the environment's characteristics to the advantage of Army forces. Urban areas are ideal

for defensive tasks and enhance the combat power of defending units. Urban defensive success depends on synchronizing the following simultaneous operations as one action:

- Decisive operation may not be effective if the tasks mentioned previously are not integrated into the overall mission plan.
- Shaping operations vary greatly depending on the type of defense and create the conditions for decisive operations.
- Sustaining operations ensure freedom of action, secure lines of communications, and establish movement control.

3-60. In a built-up area, the defender takes advantage of cover and concealment afforded by the urban environment. Stryker Infantry rifle companies are able to engage at closer ranges to take advantage in close quarters combat.

3-61. The company commander considers restrictions to the attacker's ability to maneuver and observe. The Stryker vehicles can be emplaced to provide blocking positions at intersections, streets, alley ways, and entrances to structures. By using the terrain and fighting from well-prepared and mutually supporting positions, a defending force can delay, block, fix, or destroy a much larger attacking force. The defense of a built-up area is organized around key terrain features, buildings, areas that preserve the integrity of the defense and provide the defender with ease of movement, including above ground and subterranean areas. The defender organizes and plans the defense by observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment (OAKOC). (See ATP 3-06.11 for more information.)

DEFENSIVE TASKS IN MOUNTAINOUS TERRAIN

3-62. Defensive tasks in a mountainous terrain are conducted to resist, defeat, or destroy an enemy attack to support subsequent offensive actions. Commanders use defensive tasks to withstand an enemy attack while preparing to seize the initiative and develop conditions favorable for transitioning to the offense. During a defense, friendly forces withstand enemy attacks and hold the enemy while preparing to seize the initiative and transition to an attack or conduct stability tasks. A thorough understanding of the commander's intent is especially critical in the defense, which demands precise integration of all assets, including maneuver and sustainment.

3-63. Stryker forces operating in mountainous terrain environments often possess weapons and equipment more advanced in technology than the enemy. Knowing this, enemy offensive tactics commonly involve short, violent engagements followed by a hasty withdrawal through preplanned routes. The enemy often strikes quickly and fights only as long as the advantage of the initial surprise is in their favor. Attacks may include direct fires, indirect fires, or IEDs and may be against stationary or moving forces. (See ATP 3-21.50 for more information.) In the defense of mountainous terrain, the Stryker vehicles use their mobility to maneuver to places of advantage, while the Infantry secures severely restricted key terrain.

3-64. The RWS on the Stryker vehicle can take advantage of engaging targets that are in positions of elevation above them. This allows an EA with mounted forces shooting upward and Infantry shooting downward.

DESERT TERRAIN

3-65. In desert terrain, the SBCT Infantry rifle company orients on primary enemy approaches in their assigned AO. Units prepare for attack from any direction. It is neither possible nor necessary to have maximum firepower in all directions. Move weapons to threatened areas before the enemy reaches them.

3-66. Air cover or an air defense umbrella is necessary for a successful defense. (See FM 90-3 for more information.) In general, some considerations for defensive tasks in a desert environment include when obstacles to site a defense are limited; and when strong points to defend choke points, other key terrain, mobility, and sustainment are key factors. SBCT should take advantage of reverse-slope defenses when possible in desert environments to negate weapon ranges standoff.

JUNGLE TERRAIN AND SUBTERRANEAN ENVIRONMENTS

3-67. Jungle defensive operations are based on the same defense fundamentals used in other operations. Some of the fundamentals may acquire a special significance in the jungle. (See ATP 3-90.98 for more information.) Considerations for defensive operations in a jungle environment are limited visibility and fields of fire, limited and restricted maneuver.

3-68. Commanders include considerations for defending subterranean environments into their defensive plans. During IPB, subterranean environments should be labeled into categories I through III, and be annotated on the COP. These are always considered points of infiltration, and cover and concealment to the defending forces. Most likely, the SBCT Infantry rifle company will encounter subterranean environments in categories I (tunnels, natural cavities, and caves) and II (urban subsurface systems).

SITUATIONS UNIQUE TO THE CONDUCT OF DEFENSIVE TASKS

3-69. During the conduct of defensive tasks, situations requiring denial operations and stay behind operations have their own specific planning, preparation, and execution considerations. In the defense, denial operations conducted to deprive the enemy of some or all of the short-term benefits of capturing an area may be required. In other defensive situations, the SBCT Infantry battalion may become encircled and a subordinate company to the battalion may be directed to conduct operations as a stay behind force. These actions may be planned or forced by the enemy.

3-70. Denial operations are actions to hinder or deny the enemy the use of space, personnel, supplies, or facilities (see FM 3-90-1). This may include destroying, removing, and contaminating those supplies and facilities, or erecting obstacles. Denial operations differ from countermobility operations that use or enhance the effects of natural and man-made obstacles to deny the enemy freedom of movement and maneuver. In denial operations, the definition of a unit's military equipment and supplies could expand to include military installations and any civilian equipment and supplies used by the friendly force. Under the law of war, the destruction of civilian property is only permitted where required by immediate military necessity (see ATP 3-21.20 for more information).

3-71. A *stay behind operation* is an operation in which the commander leaves a unit in position to conduct a specified mission while the remainder of the forces withdraw or retire from an area (FM 3-90-1). A stay-behind force may also result from enemy actions that bypass friendly forces. The main purpose of a stay-behind force is to destroy, disrupt, and deceive the enemy. A stay-behind force is a high-risk mission because of the danger that it will be located, encircled, and destroyed by the enemy. When it is unlikely that an encircled company or subordinate element will be able to breakout or exfiltrate the entire force, part of the force may stay behind to create a diversion or perform a DLIC mission.

3-72. The SBCT Infantry rifle company is especially suited to conduct stay-behind missions in complex terrain. The company takes advantage of such terrain, reinforced by the use of situational obstacles to enhance the effects of natural obstacles that denies the enemy freedom of movement and maneuver. Restricted and severely restricted terrain offers cover for the movement of company elements, and favors using ambushes against the enemy. Stryker units are effective at engaging and displacing rapidly by striking from positions of tactical advantage and displacing using their Stryker vehicle. Elements of the company are best suited to exfiltrate by cover-mounted means.

3-73. As part of a defense, a company conducting a stay behind operation may occupy hide positions well forward of the FEBA. As the enemy passes, the elements of the company attack the enemy through a series of raids and ambushes. The intent of these attacks may be to attrite the enemy or to cause enemy follow-on forces to be more cautious and to slow down to clear possible attack and ambush sites.

COMMON DEFENSIVE CONTROL MEASURES

3-74. The commander uses control measures to control the defense and provide flexibility to respond to changes in the situation. Control measures allow the defending commander to rapidly concentrate combat power at the decisive point. Defensive control measures within the commander's AO include designating the security area, the battle handover line (BHL), the main battle area with its associated FEBA, and the echelon support area. The commander can use BPs and additional direct fire control and FSCMs to further

synchronize the employment of combat power. The commander designates disengagement lines to trigger the displacement of subordinate forces. (See ADP 3-90 for more information.) The BHL is a designated PL on the ground where responsibility transitions from the stationary force to the moving force and vice versa.

3-75. A BP is a defensive location oriented on a likely enemy avenue of approach. Units as large as battalion task forces and as small as squads or sections use BPs. They may occupy the topographical crest of a hill, a forward slope, a reverse slope, or a combination of these areas. The commander selects positions based on terrain, enemy capabilities, and friendly capabilities. A commander can assign all or some subordinates BPs within the AO. Leaders within the company should manage integration of mounted and dismounted forces to maximize the firepower of the two forces. Infantry should be in close proximity of their Stryker vehicles but far enough away from their weapon's secondary effects. Stryker vehicles with RWS should take advantage of their BPs by only exposing the RWS, allowing the remainder of the vehicle to remain safely behind cover.

3-76. There are five types of BPs. They are as follows:

- Primary positions cover the area where the commander intends to contain or destroy an enemy force EA. (See figure 3-1.)
- Alternate positions are those assigned when the primary position becomes untenable or unsuitable for carrying out the assigned task. These positions allow the defender to carry out the original task. The following considerations apply for an alternate BP:
 - It covers the same avenue of approach or sector of fire as the primary BP.
 - It is located slightly to the front, flank, or rear of the primary BP.
 - It may be positioned forward of the primary BP during limited visibility.
 - It is employed to supplement or support positions with weapons of limited range, such as dismounted positions.
- Subsequent positions are those to which the unit expects to move during the course of the battle. A defending unit may have a series of subsequent positions. Subsequent positions can have primary, alternate, and supplementary positions associated with them.
- A supplementary position is a defensive position located within a unit's assigned AO that provides sectors of fire and defensible terrain along an avenue of approach that is not the enemy's expected avenue of attack. (See figure 3-2.) For example, an avenue of approach into a company's AO from one of its flanks could require the company to direct its platoon to establish supplementary positions to allow the platoons to engage enemy forces traveling along that avenue. The platoon leader formally assigns supplementary positions when the platoon covers more than one avenue of approach.
- Strong point is a heavily fortified BP tied to a natural or reinforcing obstacle that creates an anchor for the defense, or to deny the enemy decisive or key terrain. The mission to create and defend a strong point implies retention of terrain to stop or redirect enemy formations. Strong points require extensive time, engineer support, and class IV resources to construct. A strong point is also used to—
 - Canalize enemy forces. Canalize is a tactical mission task in which the commander restricts enemy movement to a narrow zone by exploiting terrain coupled with the use of obstacles, fires, or friendly maneuver.
 - Contain enemy forces. Contain is a tactical mission task that requires the commander to stop, hold, or surround enemy forces or to cause them to center their activity on a given front and prevent them from withdrawing any part of their forces for use elsewhere.

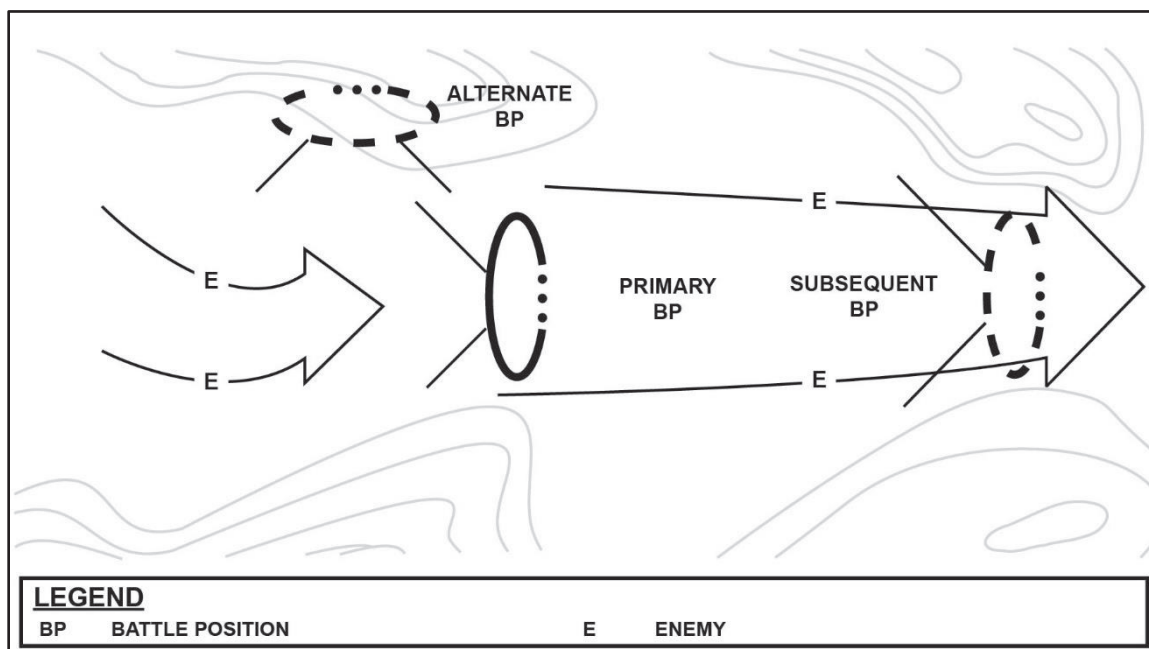


Figure 3-1. Primary, alternate, and subsequent positions

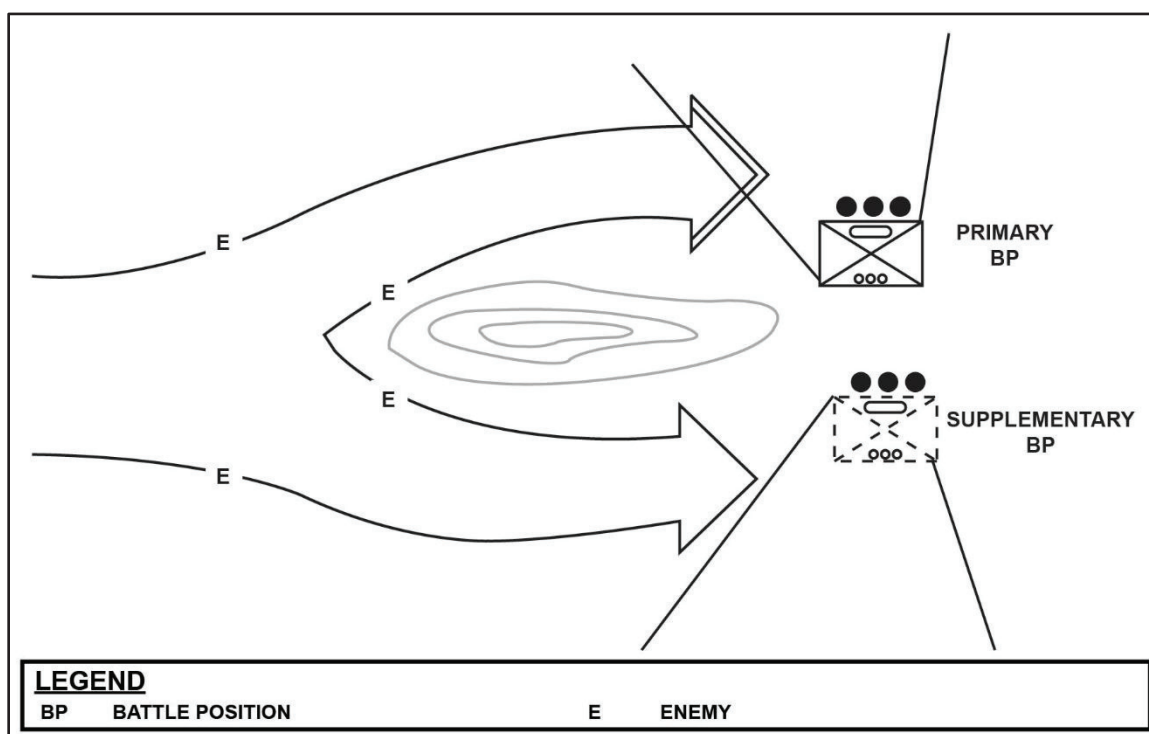


Figure 3-2. Supplementary battle position

FORWARD EDGE OF THE BATTLE AREA AND MAIN BATTLE AREA

3-77. The FEBA is the foremost limits of a series of areas in which ground combat units are deployed. Excluded areas are those in which the covering or screening forces are operating, designated to coordinate fire support, the positioning of forces, or the maneuver of units. These units normally require NFAs placed over their position to prevent fratricide.

3-78. The main battle area is the area where the commander intends to deploy the bulk of the unit's combat power at the decisive point to defeat an attacking enemy. The defending commander's major advantage is the ability to select the ground on which the battle takes place. The defender positions subordinate forces in mutually supporting positions, in-depth to absorb enemy penetrations, or canalize them into prepared EAs, defeating the enemy's attack by concentrating the effects of overwhelming combat power. The natural defensive strength of the position determines the distribution of forces in relation to both frontage and depth. Defending units typically employ field fortifications and obstacles to improve the terrain's natural defensive strength. The main battle area includes the area where the defending force creates an opportunity to deliver a decisive counterattack to defeat or destroy the enemy.

SECTION II – ENGAGEMENT AREA DEVELOPMENT

3-79. The EA is where the commander intends to trap and destroy an enemy force using the massed fires of all available weapons. By studying the terrain, the commander tries to determine the principal enemy and friendly mounted, dismounted, and air avenues of approach. The commander determines the most advantageous area for the enemy's main attack, as well as the military aspects of terrain by OAKOC. (See ATP 3-34.80 for more information.)

3-80. The success of any engagement depends on how effectively the commander can integrate the obstacle plan, indirect fire plan, and the direct fire plan within the EA to achieve the SBCT Infantry rifle company's tactical purpose. At the company level, EA development is a complex function, demanding parallel planning and preparation if the company is to accomplish the tasks for which it is responsible. Despite this complexity, EA development resembles a drill in that the commander and subordinate leaders use an orderly, fairly standard set of procedures. The steps of EA development are not a rigid sequential process; some steps may occur simultaneously to ensure the synchronization of combined arms. Development covers these steps beginning with evaluation of METT-TC variables:

- Identify all likely enemy avenues of approach.
- Determine likely enemy schemes of maneuver.
- Determine where to kill the enemy.
- Plan and integrate obstacles.
- Emplace weapons systems.
- Plan and integrate indirect fires.
- Rehearse the execution of operations in the EA.

IDENTIFY LIKELY ENEMY AVENUES OF APPROACH

3-81. The company commander can use the following techniques and considerations when identifying the enemy's likely avenues of approach (see figure 3-3):

- Conduct initial reconnaissance of the terrain using OAKOC. If possible, do this from the enemy's perspective along each avenue of approach into the sector of fire or EA. Command and control systems can graphically help the company commander by building a modified combined obstacle overlay.
- Identify key and decisive terrain. This includes locations that afford positions of advantage over the enemy, and natural obstacles and choke points that restrict forward movement.
- Determine which avenues provide cover and concealment for the enemy while allowing them to maintain their tempo. Command and control systems can graphically help the company commander by showing line of sight data.

- Determine which terrain the enemy is likely to use to support each avenue.
- Evaluate lateral routes adjoining each avenue of approach.

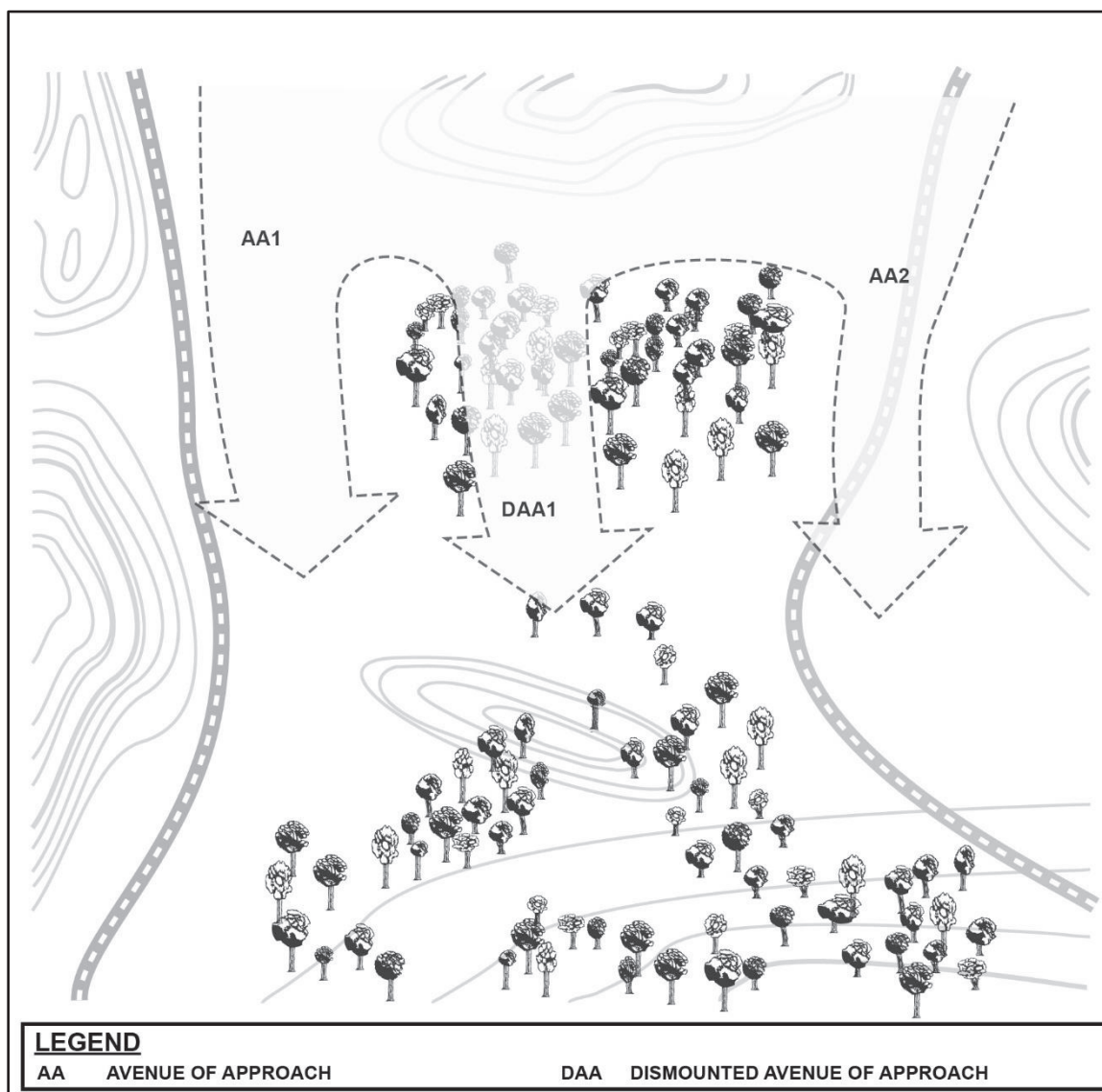


Figure 3-3. Likely enemy avenues of approach

DETERMINE ENEMY SCHEME OF MANEUVER

3-82. The SBCT Infantry rifle company commander can use the following considerations when determining the enemy's scheme of maneuver (see figure 3-4 on page 3-16):

- Determine how the enemy will structure the attack.
- Determine how the enemy will use their reconnaissance assets. Will they attempt to infiltrate friendly positions?
- Determine where and when the enemy will change formations or establish SBF positions.
- Determine where, when, and how the enemy will conduct assault or breaching operations.
- Determine where and when they will commit follow-on forces.
- Determine the enemy's expected rates of movement.

- Assess the effects of combat multipliers, the anticipated locations, and areas of employment.
- Determine what reactions the enemy is likely to have in response to projected friendly actions.

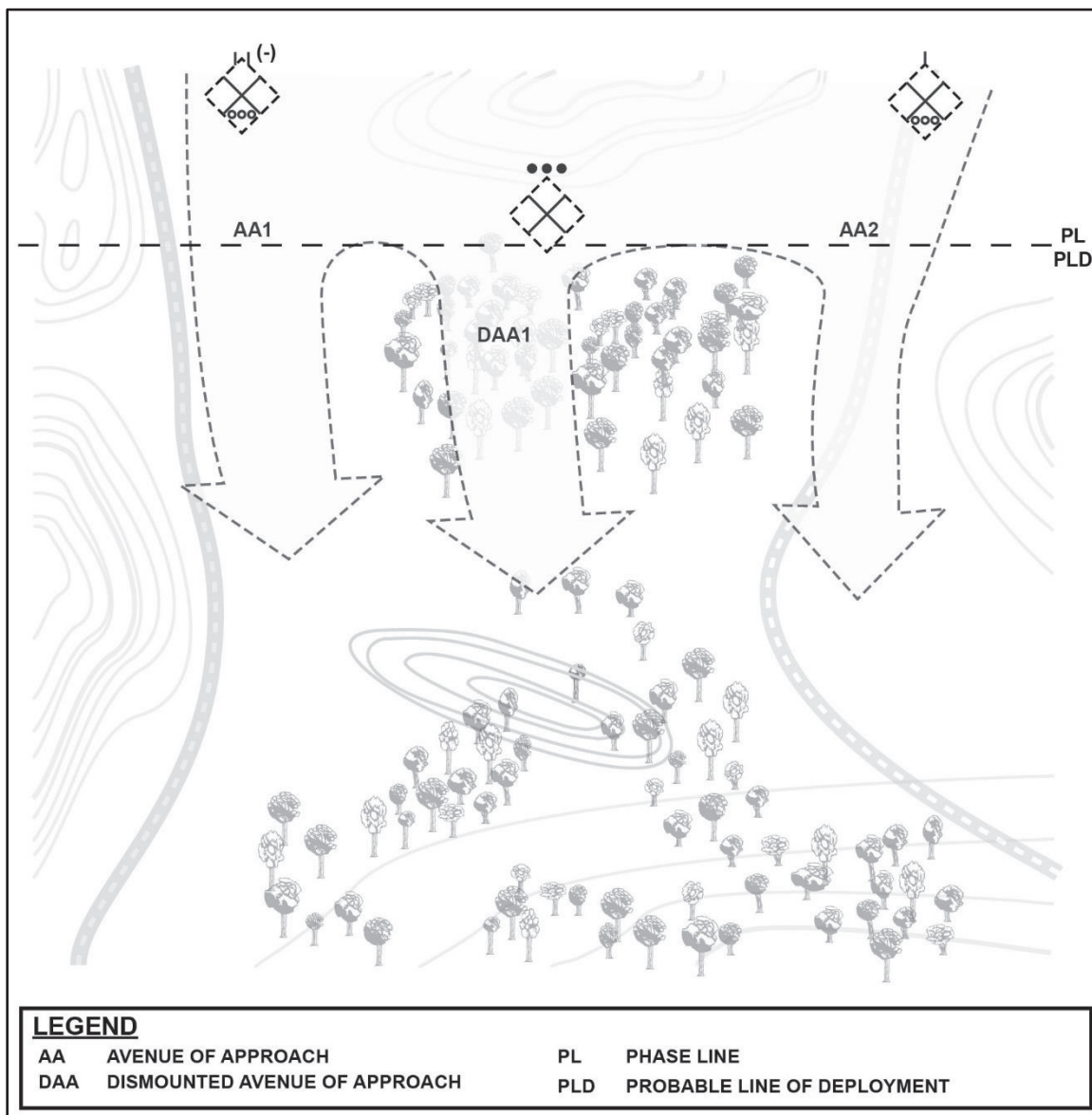


Figure 3-4. Enemy scheme, example

DETERMINE WHERE TO ENGAGE THE ENEMY

3-83. The following steps identify and mark where the SBCT Infantry rifle company will engage the enemy (see figure 3-5):

- Identify TRPs that match the enemy's scheme of maneuver allowing the SBCT Infantry rifle company to identify where it will engage enemy forces through the depth of the sector of fire.
- Identify and record the exact location, composition, and intent of each TRP. TRPs within the SBCT can be of different composition because of the use of different weapon systems to engage different types of targets. For example, thermal sights are used to ensure visibility at the appropriate range under varying conditions when marking TRPs from MGS and RWS. Daylight and limited visibility TRPs can be used by Infantry because of their weapon sights.

- Determine how many weapons systems will engage fires on each TRP to achieve the desired end state.
- Determine engagement lines for all weapons systems.
- Determine which platoons will mass fires on each TRP.
- Establish EAs around TRPs.
- Develop the direct fire planning measures necessary to fire at each TRP.

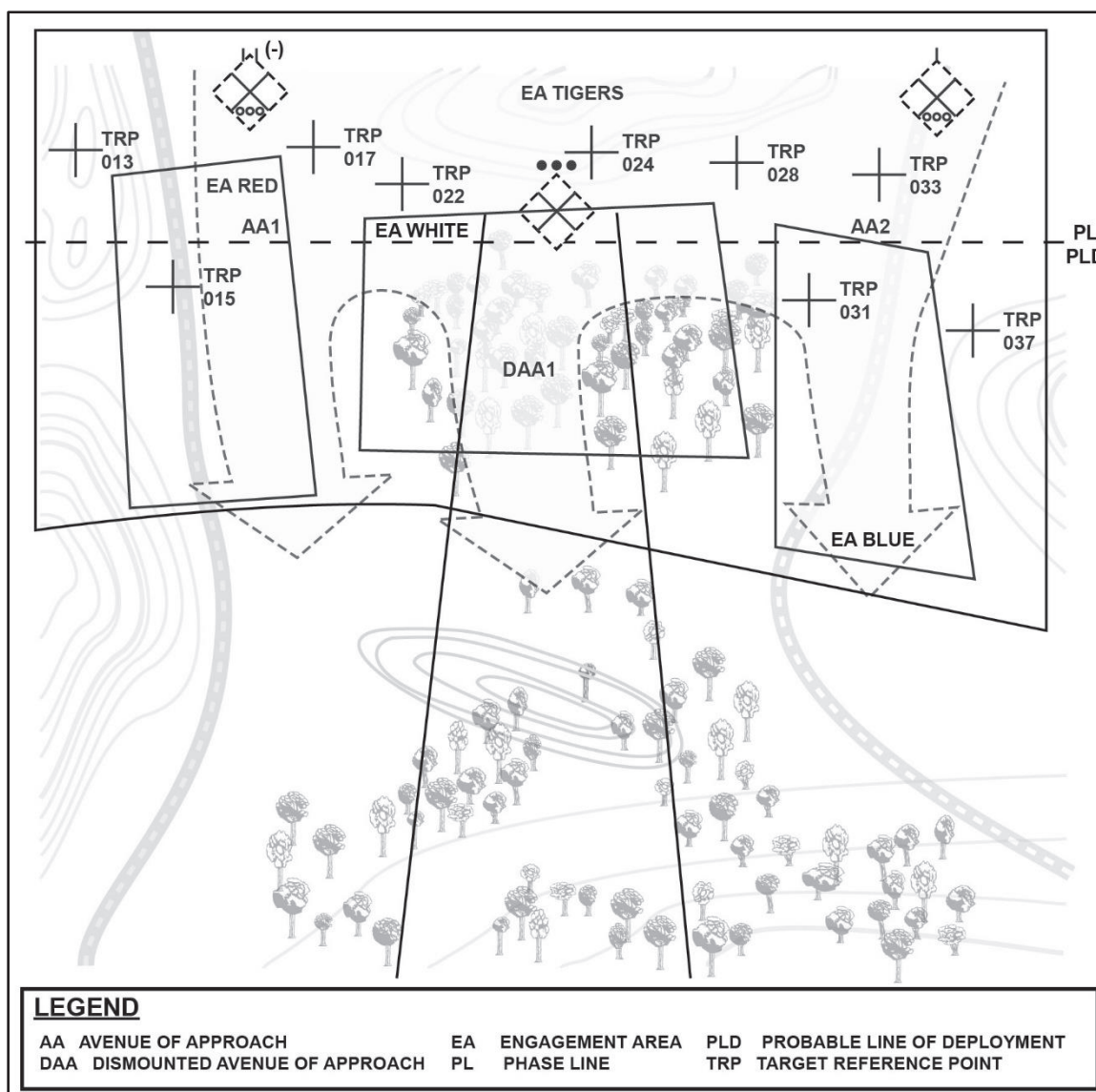


Figure 3-5. Where to engage the enemy

PLAN AND INTEGRATE OBSTACLES

3-84. The following steps apply in planning and integrating obstacles in the SBCT Infantry rifle company defense (see figure 3-6 on page 3-18):

- Determine the obstacle group's intent confirming the target, relative location, and effect. Ensure intent supports the task force scheme of maneuver.
- Identify, cite, and mark the obstacles within the obstacle group.

- Integrate protective obstacle types and locations within SBCT Infantry rifle company defense.
- Ensure coverage of all obstacles with direct fires.
- Assign responsibility for guides and lane closure, as required.
- Emplace obstacles based on analysis of the mission variables of METT-TC, secure class IV and V points, secure mine dump, or secure obstacle work sites.
- Coordinate engineer disengagement criteria, actions on contact, and security requirements with the engineer platoon leader at the obstacle work site if the company is supported by an engineer platoon.

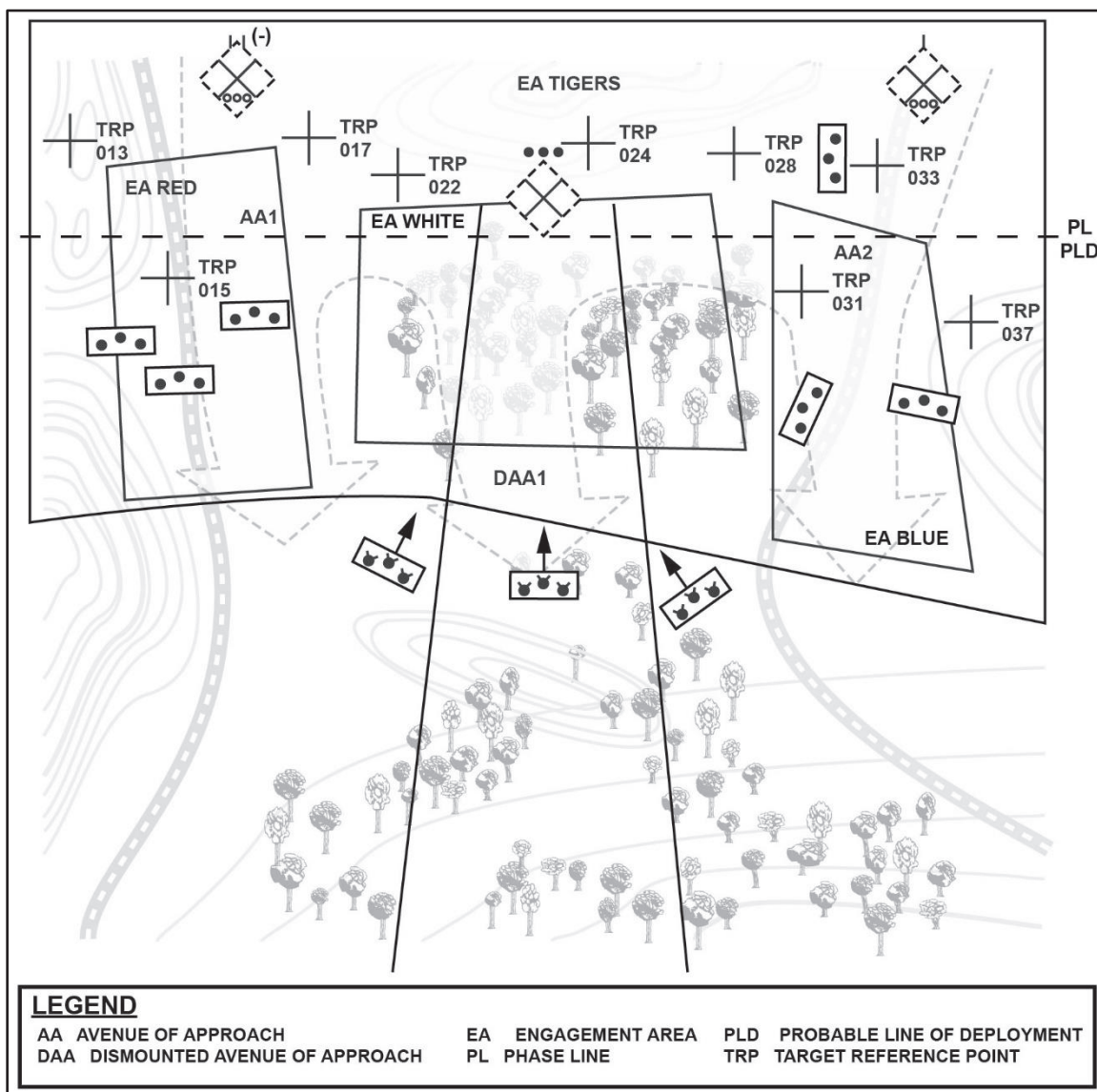


Figure 3-6. Integrate obstacles (Antipersonnel mines surfaced laid and directional)

EMPLACE WEAPONS SYSTEMS

3-85. The following steps apply when selecting and improving BPs and emplacing the SBCT Infantry rifle companies' vehicles, crew-served weapons systems, and Infantry positions (see figure 3-7 on page 3-20):

- Select tentative platoon BPs.

Note. When possible, select these while moving in the EA. Using the enemy's perspective enables the commander to assess survivability of the positions.

- Conduct a leader's reconnaissance of the tentative BPs.
- Drive the EA to confirm that selected positions are tactically advantageous.
- Confirm and mark the selected BPs.
- Ensure that BPs do not conflict with those of adjacent units and that they are effectively tied in with adjacent positions.
- Select primary, alternate, and supplementary fighting positions to achieve the desired effect for each EA.
- Ensure that platoon leaders, PSGs, vehicle commanders, or Infantry squad leaders position weapons systems so that each EA is effectively covered by the required number of weapons, vehicles, or platoons.
- Ensure that positions allow vehicle commanders, loaders, or gunners (as applicable for each vehicle or weapons system) to observe the EA and engage enemy forces from the hull down position.
- Stake vehicle or weapons system positions according to the unit SOP so that the vehicle or weapon system positions can be hardened by the construction of fighting or survivability positions.
- Confirm all vehicle or weapons system positions.

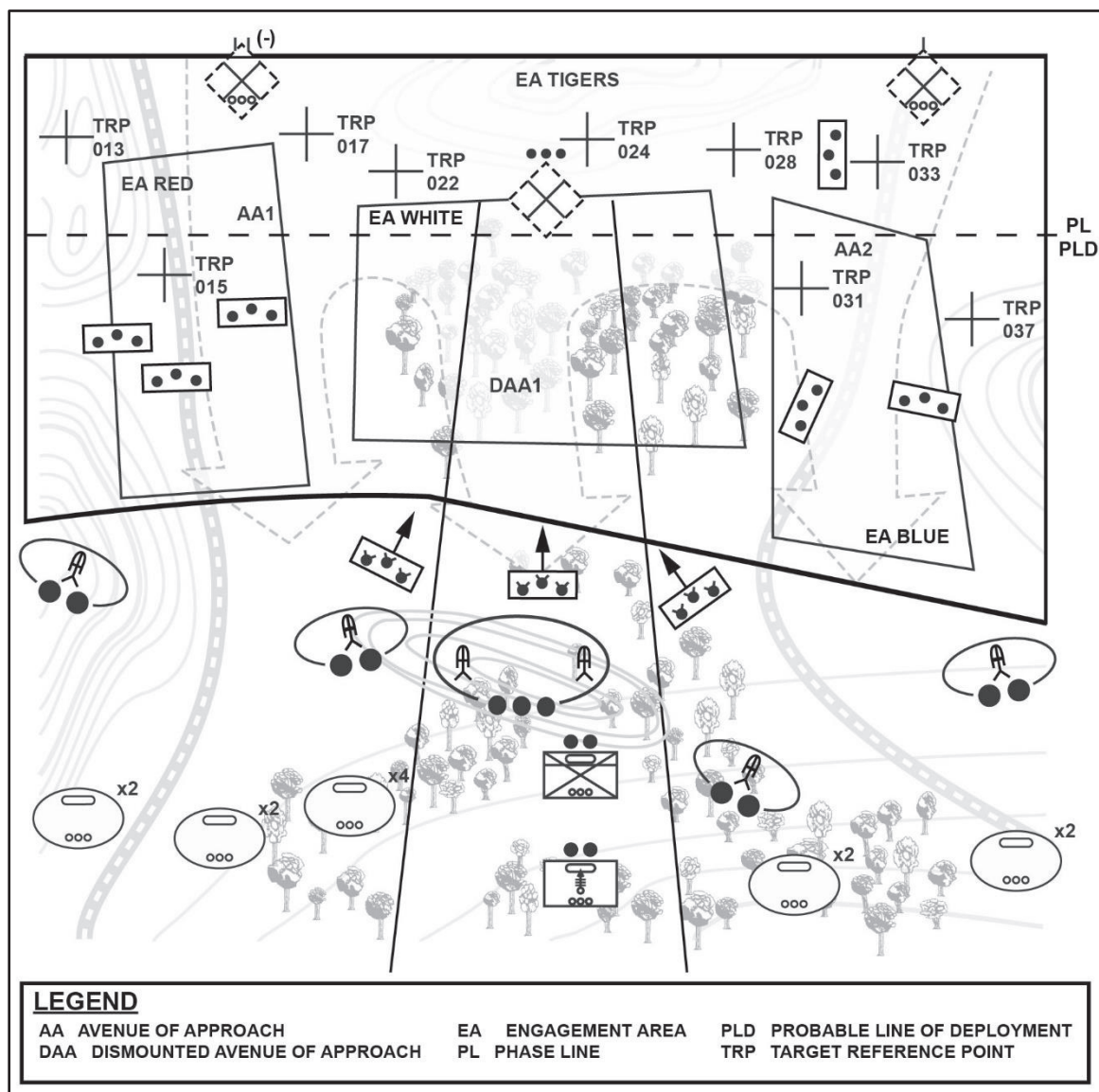


Figure 3-7. Emplace weapons systems

PLAN AND INTEGRATE INDIRECT FIRES

3-86. The following steps apply in planning and integrating indirect fires (see figure 3-8):

- Determine the purpose of fires.
- Determine where that purpose will best be achieved.
- Establish the observation plan with redundancy for each target. Observers will include the FIST and members of maneuver elements with fire support responsibilities.
- Establish triggers based on enemy movement rates.
- Obtain accurate target locations using survey or navigational equipment.
- Refine target locations to ensure coverage of obstacles.
- Adjust artillery and mortar targets.
- Plan FPF.
- Request critical friendly zone for maneuver units and NFAs for OPs and forward positions.

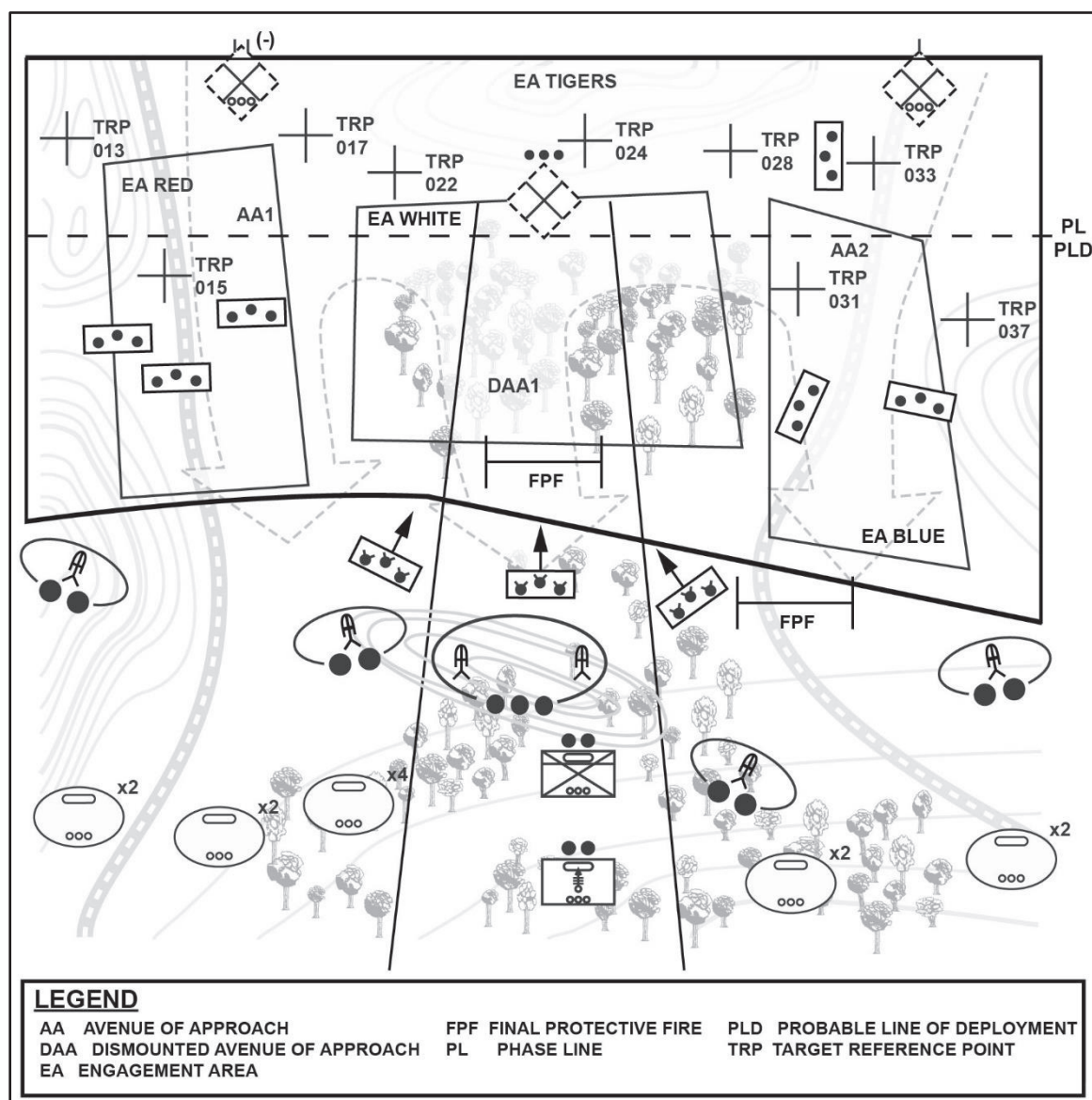


Figure 3-8. Integrate indirect fires

ENGAGEMENT AREA REHEARSAL

3-87. The purpose of this rehearsal is to ensure that every leader and Soldier understands the plan and that elements are prepared to cover their assigned areas with direct and indirect fires. Although the SBCT Infantry rifle company commander has several options, the most common and most effective type is the mounted rehearsal. One technique for the mounted rehearsal in the defense is to have the SBCT Infantry rifle company trains, under the control of the company XO, move through the EA to depict the enemy force while the commander and subordinate platoons rehearse the operation from the company BP. The rehearsal should cover the following actions:

- Rearward passage of security forces (as required).
- Closure of lanes (as required).
- Movement from the hide position to the BP.
- Use of fire commands, triggers, or maximum engagement lines to initiate direct and indirect fires.

- Shifting of fires to concentrate and redistribute fire effects.
- Preparation and transmission of critical reports using FM and digital systems (as applicable).
- Assessment of enemy weapons systems effects.
- Displacement to alternate, supplementary, or subsequent BPs.
- Cross-leveling or resupply of class V.
- Evacuation of casualties.

3-88. The SBCT Infantry rifle company commander should coordinate the rehearsal with the SBCT Infantry battalion to ensure that there are no rehearsal conflicts with other units. Coordination leads to efficient use of planning and preparation time for all SBCT Infantry battalion units. It eliminates the danger of misidentification of friendly forces in the rehearsal area, which could result in fratricide.

SECTION III – FORMS OF THE DEFENSE

3-89. The three subordinate forms of the defense (defense of a linear obstacle, perimeter defense, and reverse-slope defense) have special purposes and specific considerations associated with each. When conducting a subordinate form of the defense, proper evaluation and organization of the company's AO is essential to maximize the effectiveness of the defending force. The commander exploits the advantages of occupying the terrain where the battle will occur and positions the company to engage the attacker from locations that give the defending force an advantage. These locations may include defilades, rivers, thick woods, swamps, cliffs, canals, built-up areas, and reverse slopes.

3-90. In all three forms, the commander uses existing and reinforcing obstacles and other key terrain to impede the enemy's movement. The commander selects terrain that allows massing friendly fires but forces the enemy to commit forces piecemeal into friendly EAs, exposing portions of the enemy force for destruction without giving up the advantages of fighting from protected positions. The three forms of the defense provide distinct advantages to the defender and its subordinate units during an area defense and the operations of the fixing force during a mobile defense. (See FM 3-96 and FM 3-90-1 for more information.)

LINEAR OBSTACLE

3-91. A linear obstacle defense is preferred in an area defense when terrain is favorable because it accepts less risk by not allowing the enemy to cross the obstacle. Linear obstacles, such as mountain ranges or river lines, favor a forward defense rather than a defense in-depth. In a forward defense, the linear obstacle may force the enemy forces to slow down, stop, mass, or canalize during their attempt to cross the linear obstacle, providing an opportunity for the defending force to strike the enemy force.

3-92. The commander's use of a defense in-depth accepts the possibility that the enemy may force a crossing at a given point within an area defense. The depth of the defense should prevent the enemy from rapidly exploiting its success. It defuses the enemy's combat power by forcing the enemy to contain bypassed friendly defensive positions besides continuing to attack positions in greater depth.

PLAN

3-93. Planning for a defense of a linear obstacle follows the same steps of TLP and incorporating EA development into the process. IPB analysis during the planning phase identifies that conducting a defense of a linear obstacle is the most advantageous COA for the SBCT Infantry rifle company. The main purpose of the defense of linear obstacle, as with any defense, is to force or deceive the enemy into attacking under unfavorable circumstances. Anticipation of how the enemy will react when it encounters the linear obstacle requires detailed analysis and understanding.

3-94. A defensive plan for a linear obstacle should incorporate enabling forces if available to supplement the SBCT Infantry rifle company's defense. It should be more flexible when there is less information of the enemy COA and possibility of available enablers. Techniques for the commander are as follows:

- Employing sensors beyond the linear obstacle to provide early warning.
- Emplacing obstacles in front of the bridgehead of the linear obstacle to block the enemy. Normally, attached engineers will conduct this task with a scatterable minefield.

- Emplacing obstacles behind the bridgehead to separate or disrupt enemy forces. Normally, supported FA will conduct this task with a family of scatterable mines.
- Attaching a sniper team to an Infantry squad in an OP forward of the main defensive area to provide early warning.
- Supporting or having the SBCT Infantry battalion scout platoon operating forward of the defensive position.
- Assigning the MGS or ATGM platoon and Stryker vehicles in an area that allows them the ability to engage at the longer ranges of their weapon systems.
- Attaching an MGS or ATGM vehicle to each of the Infantry platoons to allow them greater firepower.
- Keeping the MGS platoon as a reserve or strike force to deploy to the decisive point to engage the enemy.

PREPARE

3-95. Preparing for the defense begins with the assembling of the company task organization, including enabling forces such as engineers, weapons troop attachments, reconnaissance and security assets, or other elements. Attachments should be briefed on how the commander intends to defend the area. Attachments need to brief the commander on their status and capabilities, and ensure they can complete the commander's intent and, if possible, enhance the defensive scheme of maneuver. Leaders from these attachments should explain their considerations for employment and make recommendations that the commander may not know. TLP steps five through seven need to be completed and the company OPORD needs to be briefed to all involved. Once attachments have been integrated into the company, they need to be assigned and linked up with the platoons or other members of the company to maneuver to their assigned area and continue setting up the defense.

3-96. Securing additional material such as class IV and V can be advantageous in the defense. After acquisition, material should be distributed to the operational elements to prepare obstacles to enhance the natural linear obstacle. Prepositioning other classes of supply, construction, and continual improvement of current, alternate, supplementary, and subsequent BPs, follow in the established priorities of work. Emphasis should be placed on security because of the enemy's capability of reconnaissance assets or forces that either identify the defensive positions or disrupt the preparation of the defense. Techniques for security during preparation may include assigning a security force to establish OPs, patrols, sniper engagements, or a platoon conducting a screen or ambush.

3-97. The Stryker company commander receives constant status updates of defensive preparations and performs quality control of the company's defensive preparations. Monitoring progress is key to ensure that the commander's intent is met. Preparing the defense should be continuous until the moment of execution.

3-98. Rehearsals at all levels are conducted in the preparation phase and include combined arms rehearsal, fires, and sustainment. Preparation in the defense is a continuous effort that can always be improved upon. Fatigue from preparation can become a factor and the commander must consider a rest plan as part of the preparation so that Soldiers are capable of fighting in the defense.

EXECUTE

3-99. During execution, the defense of a linear obstacle often entails relatively long frontages. Based on the mission and the frontage assigned, the commander positions units that mutually support each other throughout the length and depth of the defense. Mutual support exists when positions and units support each other by direct and indirect fires to prevent the enemy from attacking one position without being subject to fire from one or more adjacent positions. Mutual support increases the strength of all defensive positions, prevents defeat in detail, and helps prevent infiltration between positions.

3-100. Execution begins with warning or contact with the enemy force. Warning can come from the adjacent, higher, or your own forces. The company can make enemy contact by any of the eight forms of contact that apply to the enemy. That contact allows the defending company to know where at least a portion of the attacking enemy is currently positioned. That contact can allow the enemy to know where a portion of

the defending company is located. When the warning of enemy is received it needs to immediately disseminate and the defense needs to begin. Based on time, the commander makes an assessment on what to do with the element or sensor that made contact. The commander considers actions such as—

- Have the element move behind the linear obstacle defense.
- Have the element displace to a hide position.
- Place the element in a flank screen.
- Position the element so that it may conduct a deep attack or pursue fleeing enemy.

3-101. Key to the defense scheme of maneuver is the identification of the enemy COA. Adjustments to the enemy COA from the commander's scheme of maneuver needs to be controlled with mission command. Actions on contact need to yield actionable information that the company or team can react to. Effective fires, mass of combat forces, and engagement or disengagement need to be executed. The company should try to force the enemy into its EAs, reinforce fires, add depth, block penetrations, restore positions, or counter attack to destroy enemy forces and seize the initiative.

3-102. The commander employs fires in-depth to destroy the enemy and project combat power to the enemy side of the obstacle. FOs may be positioned forward in OPs and with reconnaissance forces, and may be assigned to observe specific NAIs or targeted areas of interest. FOs with rifle platoons within the main battle area may be assigned to observe specific NAIs or targeted areas of interest. Army aviation attack and reconnaissance unit attacks may be conducted near, or in DS of the main battle area, or against enemy forces not in direct contact with the maneuver forces. Indirect fire support plans are synchronized with the direct fire plans of the forward rifle companies.

ASSESS

3-103. Assessment is continuous throughout the completion of prepare and execution phases. The Stryker company commander's assessment reveals threats to the chosen defensive scheme, suggests improvements to effectiveness, and reveals opportunities. The company commander determines the differences (variances) between the actual situation and what the original defensive scheme forecasted the situation would be at any given time based on the commander's own observations and reports from the company's subordinate organic units, and any attachments. The commander's evaluation of these variances considers whether the desired conditions have changed, are no longer achievable, or are not achievable if the company continues to execute the original defensive scheme. The commander adjusts the defensive scheme and issues the necessary oral orders (see figure 3-9). These adjustments may have been developed earlier as part of a previously developed decision support template. They include assigning new tasks to subordinates, reprioritizing support, significantly modifying the chosen defensive COA, and a plan to transition to the offense.

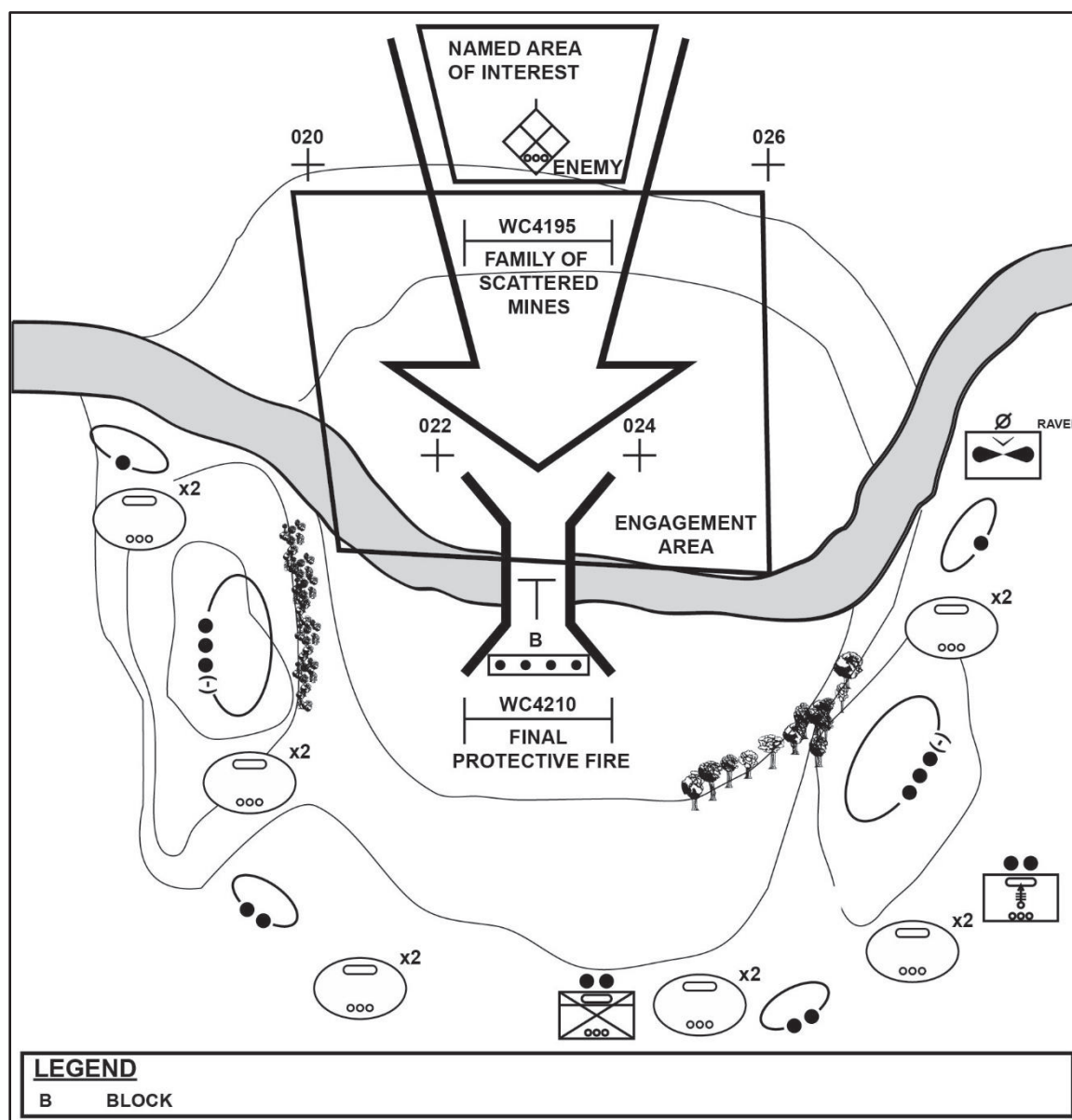


Figure 3-9. Defense of a linear obstacle

PERIMETER DEFENSE

3-104. A perimeter defense is a defense oriented in all directions. The SBCT Infantry rifle company uses it for self-security, and to protect other units located within the perimeter. The SBCT Infantry rifle company can employ a perimeter defense in any terrain or environment, but it is used best in ones that provide cover and concealment. In terms of positioning forces, weapons emplacement, direct and indirect fire integration, and reserve employment, the commander conducting a perimeter defense plans to respond to the widest possible range of enemy actions. The SBCT Infantry rifle company might be called upon to execute the perimeter defense under a variety of conditions, including—

- When it secures itself against attacks in an urban area. This technique may apply if the company conserves or builds combat power to execute offensive or patrolling.
- When it holds critical terrain in areas where the defense is not tied in with adjacent units.

- When it has been bypassed and isolated by the enemy and when to defend in place.
 - When it conducts occupation of an independent AA or reserve position.
 - When it begins preparation of a strong point.
 - When it is directed to concentrate fires into two or more adjacent avenues of approach.
- 3-105. The commander should consider the following while in a perimeter defense:
- Placing security as far out as possible. Maximize the use of optics and sensors to provide early warning.
 - Positioning anti-armor weapons and MGS vehicles in protected positions, and concentrating their fires on Armor avenues of approach and related EAs.
 - Building protected positions that allow the RWS to engage targets without exposing the hull of the Stryker vehicle.
 - Maintaining a reserve, usually a squad-sized element with their Stryker vehicle for a company.
 - Retention of key terrain.
 - Location of the reserve and criteria to deploy them.
 - Mission control.
 - Sustainment operations and sustainment security.
- 3-106. When conducting a perimeter defense, the commander must be prepared to—
- Defend encircled.
 - Breakout from an encirclement.
 - Exfiltrate toward other friendly forces.
 - Attack deeper into enemy controlled area.

DEFENDING ENCIRCLED

3-107. When encircled, an element can continue to defend, conduct a breakout from encirclement, exfiltrate toward other friendly forces, or attack deeper into enemy-controlled territory. When defending encircled, the defender normally establishes a perimeter on restrictive terrain, ideally controlling a choke point or other key terrain. The battalion's form of maneuver once becoming encircled depends on the commander's intent and the mission variables of METT-TC. A company or platoon may find itself encircled because of offensive actions, as a DLIC, when defending a strong point, when occupying a combat outpost, or when defending an isolated defensive position.

3-108. During encirclement, the commander (or the senior commander or leader within the encircled force) assumes command over all encircled forces and takes immediate action to protect them. The commander re-establishes unity of command and reorganizes any fragmented units and places Soldiers separated from their parent units under the control of other units. In most cases, the encircled element establishes a perimeter defense when faced with encirclement by an enemy force. The commander maximizes the capabilities of available forces, establishing mutually supporting positions forward or in-depth, depending on the terrain, within and around the perimeter along principal enemy avenues of approach. Units occupy the best available defensible terrain, though it may be necessary to attack to seize key or decisive terrain so that it is incorporated into the perimeter defense. Once the commander or senior leader assigns the defensive AO and BPs to subordinates, basic preparations specific to priorities of work are similar to any perimeter defense though situation dependent to the actual assets available to the encircled force. (Section I of this chapter discusses the conduct of a perimeter defense. See ATP 3-21.20 for more information.)

BREAKOUT FROM AN ENCIRCLEMENT

3-109. A *breakout* is an operation conducted by an encircled force to regain freedom of movement or contact with friendly units. (ADP 3-90). A breakout is both an offensive and a defensive mission. An encircled force attempts to conduct breakout operations normally when one of the following four conditions exist:

- The commander directs the breakout or the breakout falls within the intent of a higher commander.

- The encircled force does not have sufficient relative combat power to defend itself against enemy forces attempting to reduce the encirclement.
- The encircled force does not have adequate terrain available to conduct its defense.
- The encircled force cannot sustain itself long enough to be relieved by forces outside the encirclement.

3-110. When feasible, the commander reorganizes the encircled force for breakout based on available resources. The commander then initiates a breakout attack as quickly as possible before or after the enemy encircles the force. Once the commander determines the scheme of maneuver for the breakout attack, it organizes to give each force enough combat power to accomplish its mission. The commander typically organizes the encircled force to conduct rupture, follow-and-assume, main body, and rear-guard missions. The rifle company, weapons troop attachments, and other subordinate elements within the battalion perform one or more of these missions. When sufficient forces exist in the encirclement, the commander may organize a reserve and a separate diversionary force. When a company performs a breakout from an encirclement, platoons and subordinate elements within the company generally organize into a rupture force, main body force, and rear-guard force.

3-111. When planning for the breakout, a rapid, simple, and well-executed plan is usually best. The unit may not have a second chance. The commander's plan takes advantage of limited visibility, difficult terrain, surprise, and normally does not attack in the obvious direction. Combat power will never be stronger and the enemy's combat power will not be weaker as the enemy retains the ability to resupply and reinforce. Regardless of whether the enemy plans to contain the force or annihilate the encircled force, it is imperative that the company takes action as quickly as possible. During execution, the commander exploits darkness and limited visibility, taking all possible precautions to deceive the enemy about the location of the rupture attack and the positioning of subordinate forces. (See ATP 3-21.20 for more information regarding breakout from an encirclement.)

Exfiltrate Toward Other Friendly Forces

3-112. When the possibility of massing sufficient combat power to create a rupture during breakout seems remote or if another force cannot relieve a friendly unit, an exfiltration during periods of reduced visibility and in close terrain may offer the greatest probability of success. An exfiltration is the removal of personnel or units from areas under enemy control by stealth, deception, surprise, or clandestine means. See also special operations and unconventional warfare (see JP 3-50 for more information).

Note. *Exfiltrate* is a tactical mission task where a commander removes Soldiers or units from areas under enemy control by stealth, deception, surprise, or clandestine means (FM 3-90-1). Friendly forces exfiltrate when enemy forces have encircled them and other friendly forces cannot relieve them. In addition to being encircled by enemy forces, units returning from a raid, an infiltration, or a patrol behind enemy lines can also conduct an exfiltration. (See ATP 3-21.20 and FM 3-90-1 for additional information.)

Attack Deeper Into Enemy-Controlled Territory

3-113. When the possibility of conducting a breakout or exfiltration from encirclement seems remote, attacking deeper into enemy territory may be a COA that the enemy is not likely to expect. The previously encircled force may attack deeper to seize key terrain, disrupt the enemy's offensive action, locate to more favorable defensive terrain, or provide an opportunity for linkup from another direction or extraction point. Attacking deeper is only feasible if the company can sustain itself while isolated, or when that sustainment can come from aerial resupply and enemy supply stocks.

3-114. Planning for a perimeter defense can be deliberate or executed as a battle drill to be utilized on command. Estimated time spent occupying a location of the perimeter defense determines the level of planning and coordination involved. The longer the time of occupation, the more built up the defensive perimeter should be. An example of a long-term perimeter defense is a combat outpost that requires barriers, structures, additional communication assets, and engineer support. Hasty perimeter defense can be

established quickly during security halts by forming a perimeter with Stryker vehicles. Preparing a perimeter defense is a continuous ongoing task conducted with the company commander establishing priorities of work. Perimeter defenses are prepared in this order:

- Reconnaissance of the area to defend.
- Occupation of the area.
- Establish security.
- Begin priorities of work.

EXECUTING

3-115. The commander may employ all defending forces forward along the perimeter or establish a defense in-depth within the perimeter. For example, the commander may position platoons forward along the perimeter. The commander divides the perimeter into a platoon AO with boundaries and contact points. The platoons place the most casualty-producing weapon system first at the most likely enemy avenue of approach, and try to use the maximum effective range. Rifle platoons orient on their respective sectors of fire. The remainder of the Stryker vehicles form a perimeter in their assigned areas. Infantry seek higher ground forward of their ICV to provide better security to their position. They emplace their Javelins and use the optics on the command launch unit to increase their site range. Infantry establish defensive positions to ensure that the perimeter is completely covered 360 degrees. The CP is located at the center, and the mortar firing point locates near the CP. This organization of forces reduces the possibility of fratricide and friendly fire incidents within the perimeter and maximizes combat power on the perimeter. Once the perimeter is formed and the commander establishes the priorities of work, security patrols can be sent out.

3-116. If the perimeter is attacked by an enemy, the commander must shift forces to respond to the enemy attack. The commander requires situational reports from elements in contact to determine enemy size, location, and intent. The commander must distinguish if the enemy attack is merely a probe of the defense, a supporting effort, or the main attack. Each possibility has a different response. (See figure 3-10.)

ASSESSING

3-117. Adjustments in the perimeter are constant to ensure the security. The leaders should constantly check, inspect, and update the perimeter defense plan. All adjustments need to be communicated to the commander, who is responsible for the coordination of the perimeter.

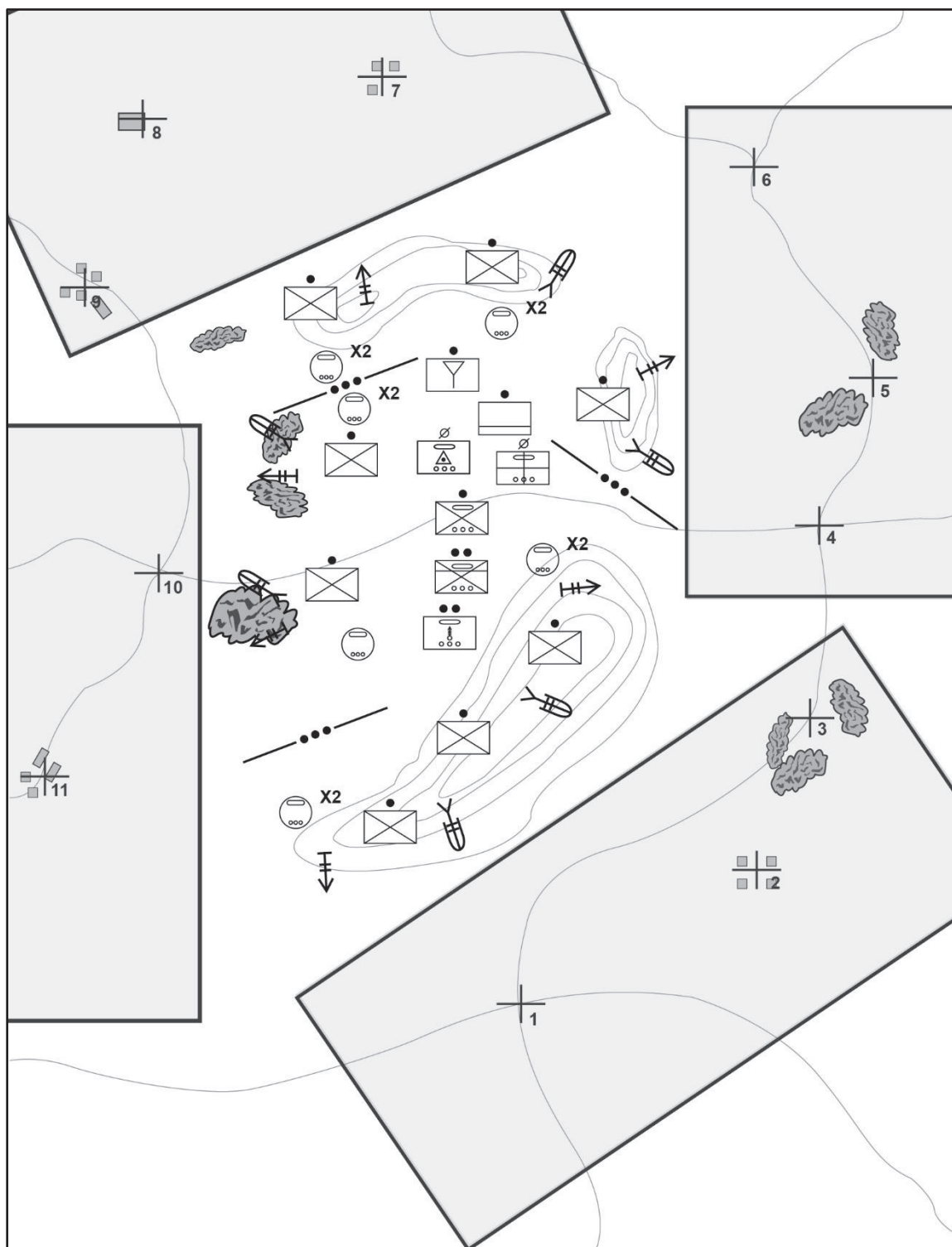


Figure 3-10. Perimeter defense

REVERSE-SLOPE DEFENSE

3-118. An alternative to defending on the forward slope of a hill or ridge is to defend on a reverse slope. In such a defense, the SBCT Infantry rifle company is deployed on terrain that is masked from enemy direct fire and ground observation by the crest of a hill. Although some units and weapons might be positioned on the forward slope, the crest, or the counter slope (a forward slope of a hill to the rear of a reverse slope), most forces are on the reverse slope. The key to this defense is control of the crest by direct fire. The commander can adopt a reverse-slope position when—

- Enemy fire makes the forward slope untenable. This is common when the enemy has overmatched in lethality and range of their weapon systems.
- Lack of cover and concealment on the forward slope makes it untenable.
- The forward slope has been lost or has not yet been gained.
- The forward slope is exposed to enemy direct fire weapons fired from beyond the effective range of the defender's weapons. Moving to the reverse slope removes the attacker's standoff advantage.
- The terrain on the reverse slope provides better fields of fire than the forward slope.
- Surprising and deceiving the enemy as to the true location of the SBCT Infantry battalion defensive positions is essential.

3-119. When executing a reverse-slope defense, the SBCT Infantry rifle company commander places special emphasis on—

- The supporting effort to make the enemy commit to the attack over the crest.
- A fire support plan to prevent the enemy's occupation and use of the crest of the hill.
- The use of OPs or reconnaissance elements on the forward slope to provide observation across the entire front and security to the main BPs.
- A counterattack plan that specifies measures necessary to clear the crest or regain it from the enemy.
- Fire support to destroy, disrupt, and attrite enemy forces on the forward slope.

3-120. The forward edge of the position should be within small arms range of the crest. It should be far enough from the crest that fields of fire allow the defender time to place well-aimed fire on the enemy before they reach friendly positions. The company can deploy the sniper team or establish OPs on or forward of the topographical crest. This allows long-range precision fires, observation, early warning over the entire front, and indirect fire coverage of forward obstacles. OPs are usually provided by the unit that owns the terrain being observed, and may vary in size from a few Soldiers to a reinforced squad. They should include FOs; their number should be increased to improve security at night.

SPECIAL CONSIDERATIONS

3-121. The following are considerations that commanders may apply when defending on a reverse slope:

- Observation of the enemy is more difficult. Soldiers in this position see forward no farther than the crest. This makes it hard to determine exactly where the enemy is as they advance, especially when visibility is poor. OPs are placed forward of the topographic crest for early warning and long-range observation.
- Displacing from the reverse-slope defense is difficult because the defender must move up a hill. The defender is decisively engaged in a reverse-slope defense.
- Fields of fire are usually short, negating weapon range advantages. Normally, the defender has the opportunity to engage with direct fire weapon systems first.
- Obstacles on the forward slope can be covered only with indirect fire or by units on the flanks of the company, unless some weapons systems are initially placed forward.
- If the enemy gains the crest, they can assault downhill. This may give them a psychological advantage.
- If OPs are insufficient or improperly placed, the defenders might have to fight an enemy who suddenly appears in strength at close range.

3-122. The slope degrades the enemy from being able to conduct reconnaissance and retreat, if committed to an attack. The Stryker vehicles can provide direct fire with their mounted crew-served weapons and maneuver to positions of tactical advantage. (See figure 3-11.)

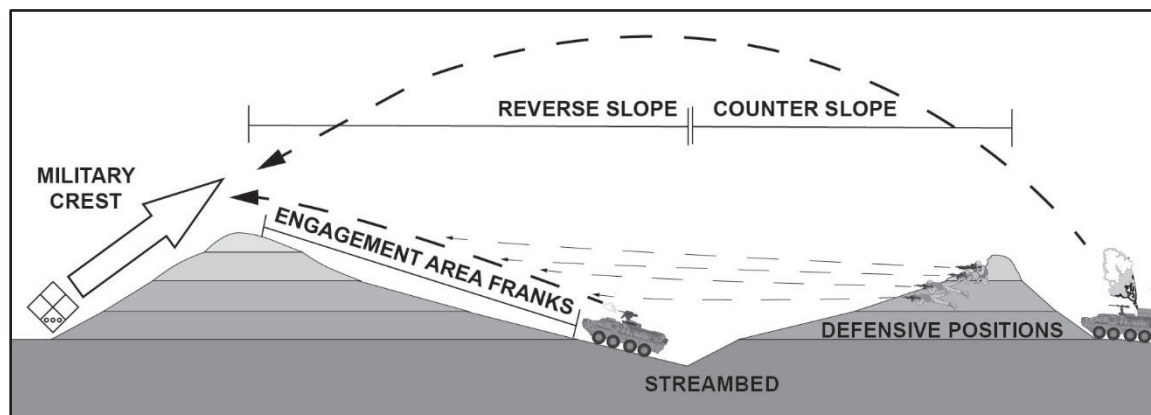


Figure 3-11. Reverse slope considerations

PLAN

3-123. Planning for a reverse-slope defense will require thorough IPB analysis during step 3 of TLP. Anticipation of how the enemy will react when it encounters the defense requires detailed analysis and understanding. A shaping effort is normally required to get the enemy to commit to the attack over the crest. Stryker Infantry units can deploy their Infantry on the forward slope to engage the enemy. When the enemy reacts, they can displace to a secondary position. This may make the enemy pursue them over a crest into the EA on the reverse slope. Making a defensive plan will require determining where the enemy descends by either combat information, reconnaissance, or intelligence. By identifying where the enemy descends allows the company commander time to mass effective fires on the enemy force. The goal of this defensive technique is to control the topographical crest with direct and indirect fire, and to make the enemy commit forces against the forward slope of the defending company, causing enemy forces to attack in an uncoordinated fashion across the exposed topographical crest.

3-124. Building the EA will incorporate all the same steps but must include passage lanes for forces displacing from the top of the crest. A plan to close the lane must also be incorporated with a clear indication of when that action should occur to the commander and the leader of the force displacing through the passage lane. In a reverse slope, the SBCT Infantry rifle company should place its vehicles at the base of the hill elevating their RWS towards the crest. Infantry should be placed behind the Stryker vehicles preferably on a counter slope and engage the enemy slope to slope. This technique provides the best means to synchronize fires and provide the most protection to the force.

PREPARE

3-125. Preparing for the reverse-slope defense begins with the assembling of the company task organization and the completion of steps four through eight of TLP. Strong emphasis should be placed on concealing defensive positions, channeling the enemy into EAs, and blocking attempts to occupy deadspace by emplacing obstacles and covering with indirect fires.

EXECUTE

3-126. Execution begins with a warning or contact with the enemy force. Warning can come from the adjacent, higher, or organic forces. Ideally, direct fire contact should be initiated by friendly forces, due to the close proximity of the enemy forces in a reverse-slope defense (see figure 3-12 on page 3-33). The commander should quickly assess the defensive plan if an enemy force initiates contact.

3-127. When conducting a reverse-slope defense, it is important for the commander to consider emplacing over-watching elements forward of the topographic crest and on the flanks to protect the main defensive positions of the defending company. This is especially desirable when over-watching elements can observe and place fires on the crest and forward slope. Over-watching elements maintain observation and fires over the entire forward slope as long as possible to destroy enemy forces and preventing the enemy from massing for a final assault. In the main battle area on a counter slope (also known as the reverse forward slope), fires must cover the area immediately in front of the reverse-slope positions to the topographical crest. The commander organizes defensive positions to permit fires on enemy approaches around and over the crest and on the forward slopes of adjacent terrain features, when capable. These positions may come as primary, alternate, subsequent, or supplementary positions.

3-128. The company's fire support plan goals are to destroy, disrupt, and attrite enemy forces on the forward slope, and prevent the enemy's occupation and use of the topographical crest. Key factors affecting the organization of these areas are mutually supporting covered and concealed positions, numerous existing and reinforcing obstacles integrated with the ability to bring devastating fires from all available weapons onto the crest, and a counterattack force. The counterattack plan specifies measures necessary to clear the crest or regain it from enemy control. Depending on the terrain, the most desirable location for the reserve may be on the counter slope or the reverse military crest of the counter slope.

3-129. Another variation available to the commander, when line of sight restrictions exist to a unit's direct front, is to organize a system of reverse-slope defenses firing to the oblique defilade, each covering the other. In this example, battalion main battle area positions were unable to engage targets directly to their front, but could cover each other using oblique defilade. Line of sight restrictions can be obstacles, terrain, and vegetation driven. This system of reverse-slope defenses protects defenders from enemy frontal and flanking fires and from fires coming from above the main defensive area.

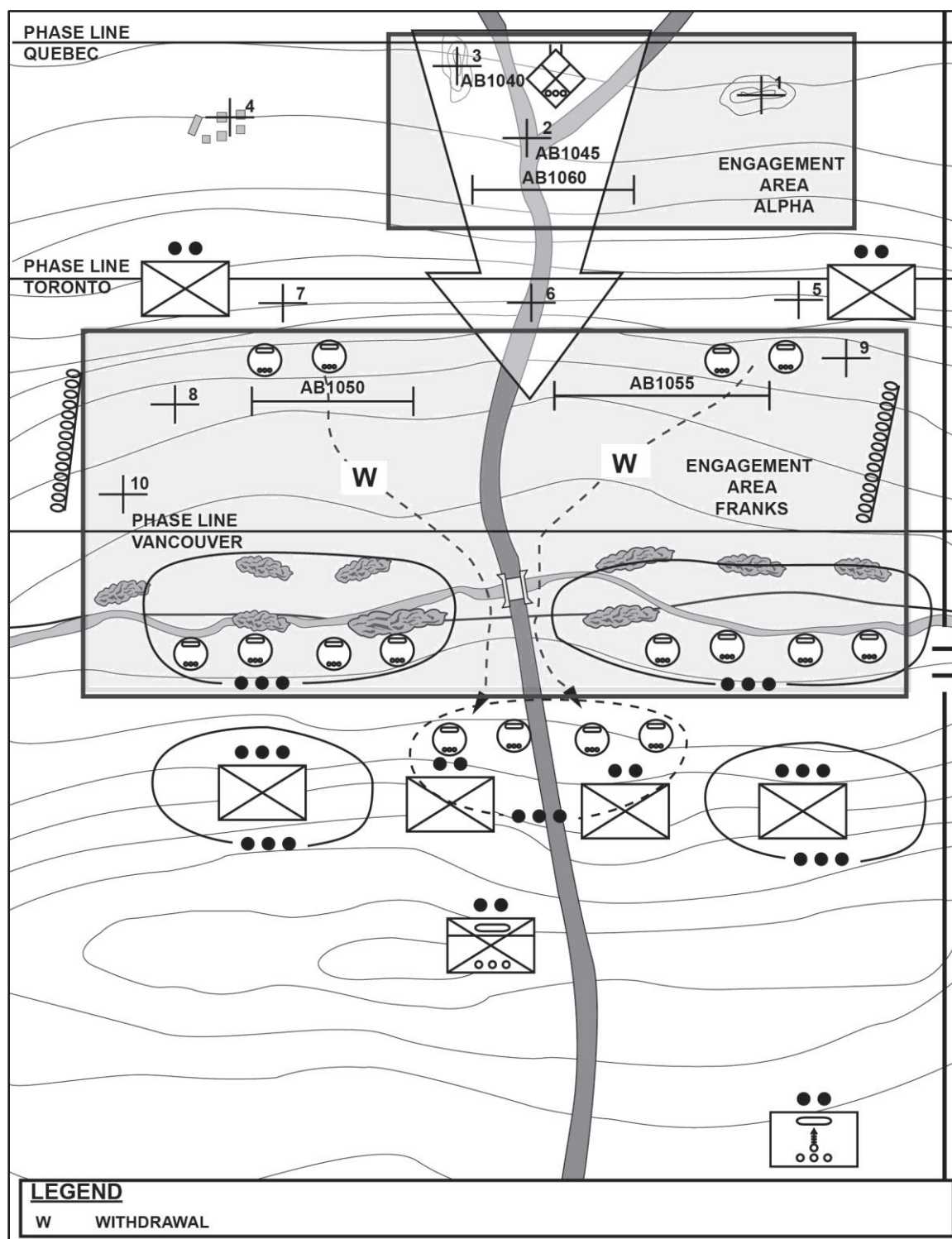


Figure 3-12. Reverse slope, example

ASSESS

3-130. Assessment is continuous throughout the completion of prepare and execution phases. Identification of CCIR assists the assessments with the decision support templates or the commanders' orders. Assessment forces the commander to determine commitment of the reserve force, engagement or break contact, consolidate and reorganize, counterattack, or recommend pursuit.

3-131. Normally, reverse-slope engagements are decisive for both forces. Consolidation and reorganization are the first priority. It is likely that a resupply of class V is required. For follow-on actions, the commander requires a situation report on the status of current forces, and a determination of the enemy strength and intent upon completion. The commander must determine if the enemy force was depleted from the defense. If the enemy did not commit, the commander must decide to prepare for a follow-on attack or displace to another location. If the enemy did commit a significant part of their forces, the commander must determine if the company has enough combat power and resources to conduct a mission to pursue the enemy. In this case, it is recommended that the follow-on action uses an alternate route than what the enemy used as their axis of attack, to avoid defenses that the enemy may have established.

SECTION IV – AREA DEFENSE

3-132. The SBCT Infantry rifle company is normally assigned an AO and told to conduct an area defense by the SBCT Infantry battalion.

PLANNING

3-133. In planning, the commander develops a concept for support during TLP. The commander determines the purposes that must be achieved at the decisive point to accomplish the mission. Normally, the purpose from the company mission statement clearly states the desired result. In some instances, the commander must analyze the situation more closely to determine the desired result. The commander will then determine the purposes to be achieved by the main and supporting efforts (the supporting purposes must be clearly linked to the main efforts assigned purpose). The main effort's purpose is often the purpose from the company's mission statement. At times, the company purpose must be modified slightly to be appropriate for the main effort platoon. When modified, it must be clear that by achieving the main effort's purpose, the company will achieve its purpose. Supporting purposes are selected by determining what must be achieved to support the success of the main effort. The commander then ensures that all essential tasks for subordinate units are identified, and that once accomplished achieves the desired end state.

STEP 1 RECEIVE THE MISSION

3-134. Upon receipt of mission and IPB, the SBCT Infantry rifle commander confirms the order and defensive scheme of maneuver to nest with the battalion commander's intent. The commander then performs an analysis of time available for planning and preparation initially focused on the specified tasks given by the higher headquarters.

STEP 2 ISSUE A WARNING ORDER

3-135. When company commanders finish their initial assessment of the situation and available time, they issue a WARNORD. It includes overview of the situation and AO, special instructions for any of the subordinate elements, coordinating instructions, and a timeline.

3-136. In the area defense, the initial WARNORDs are crucial to the success of the defense. Too much or too little information can cause an element to take the wrong actions and further hinder the constructive progress of the defense.

STEP 3 MAKE A TENTATIVE PLAN

3-137. Planning an area defense is a complex effort requiring detailed planning and extensive coordination. In the defense, synchronizing the effects of warfighting functions with information and leadership allows the commander to apply overwhelming combat power against selected advancing enemy forces, to unhinge the

enemy commander's plan, and destroy the enemy's combined-arms team. An area defense is a mix of static and dynamic actions. As an operation evolves, the commander may shift decisive and shaping operations to disrupt and maintain pressure on the enemy, and deny the enemy freedom of maneuver and the initiative. The commander's defensive plans must address how the preparations for, and the conduct of, the area defense impact the civilian population of the AO. (See ATP 3-21.21 and FM 3-96 for additional information.)

3-138. The following section titles are outlined as the warfighting functions that provide an intellectual organization for common critical functions. The six warfighting functions are the framework for discussing planning considerations that apply to all primary and subordinate defensive tasks. (See FM 3-96 for a detailed discussion of the warfighting function and defensive planning considerations.) When the company commander conducts planning during TLPs, the following areas (warfighting functions) are considered.

Command and Control

3-139. Upon receipt of a battalion defensive WARNORD the commander begins TLPs and makes an estimate of the situation. Completing step 3, the commander develops a concept that includes control measures, fires plan, reconnaissance and security plans, logistics plan, and employment of the reserve, if necessary.

3-140. The commander considers the mission variables of METT-TC to determine how best to concentrate efforts and economize forces. The commander conducts IPB based on available products, and information disseminated by the commander and staff regarding the AO and the enemy. A successful defense relies on a complete understanding of terrain to determine likely threat COAs and the best positioning of the company's assets to counter them. Initially, integrated with the staff's IPB, the company commander visualizes the enemy's anticipated actions. The company commander refines the battalions IPB to focus on the details of the operation in the company's AO. Normally, the battalion commander defines where and how the battalion destroys or defeats the enemy and how the battalion commander envisions the company executing its portion of the battalion's fight.

3-141. The company commander determines how and where to defeat the enemy, where it is believed the enemy will go, the terrain, the forces available, and the battalion commander's intent. The commander may define a defeat mechanism that includes the use of single or multiple counterattacks to achieve success. The commander analyzes the units' role in the battalion fight, and determines how to accomplish the battalion commander's intent. In an area defense, the company usually achieves success by massing the cumulative effects of obstacles and fires to defeat the enemy forward of a designated area, often in conjunction with a battalion counterattack.

3-142. The company commander understands the control measures established by the battalion commander regarding the battalion AO include designating the security area, BHL, main battle area with its associated FEBA, and the echelon support area. The company commander typically uses AO EAs, target references, direct fire control, and FSCMs to synchronize the employment of combat power.

3-143. The commander analyzes the forces and assets available, identifies specific engineer and fire support allocations to subordinate EAs, and sectors of fire in terms of capability, resources, and priority. For example, engineer analysis should define engineer capability in terms of the number of obstacles of a specific effect engineers can emplace in the time available. Fire support analysis should include the number of targets that can be engaged, with an expected result at what point in the battle.

3-144. With a definitive understanding of the assets available, the commander determines what effects combat forces, fires, and obstacles must achieve on enemy formations by avenue of approach and how these effects will support the battalion and company defeat mechanism. The commander assigns a mission with stated task and purpose for each subordinate unit, establishes priorities for protection and sustainment, and develops obstacle and fire support plans concurrently with the defensive force array, defining a task and purpose for each obstacle and target in keeping with the commander's stated fire support tasks and intended obstacle effects.

3-145. The desired end state is a plan, which defines how the commander intends to mass the effects of direct and indirect fires with obstacles and use of terrain to shape the battlefield and to destroy or defeat the enemy. For example, the commander may plan to *canalize*—a tactical mission task in which the commander restricts enemy movement to a narrow zone by exploiting terrain coupled with the use of obstacles, fires, or

friendly maneuver (FM 3-90-1)—the enemy's movement into a predetermined position where the enemy is vulnerable to piecemeal destruction.

3-146. In planning, the commander develops a concept for MDCOA and most likely COA in planning. Each COA should be developed starting at a potential decisive point, and determining the result that must be achieved at the decisive point to accomplish the mission. Determining the decisive point, times, and locations to project combat power allows the commander to anticipate the fight to come. The commander determines the purposes that must be achieved at the decisive point to accomplish the mission. Normally, the purpose from the company mission statement clearly states the desired result. In some instances, the commander must analyze the situation more closely to determine the desired result. The commander then determines the purposes to be achieved by the main and supporting efforts (the supporting purposes must be clearly linked to the main efforts assigned purpose). The main effort's purpose is often the purpose from the company's mission statement. At times, the company purpose must be modified slightly to be appropriate for the main effort platoon. When modified, it must be clear that by achieving the main effort's purpose, the company will achieve its purpose. Supporting purposes are selected by determining what must be achieved to support the success of the main effort. The commander then ensures that all essential tasks for subordinate units are identified, and that once accomplished, will achieve the desired end state.

3-147. The SBCT Infantry rifle company commander is legally and morally responsible for the decisions and actions (see AR 600-20). The company commander incorporates factors such as adherence to the ROE and prevention of fratricide, civilian and noncombatant casualties, and excessive unintended collateral damage into the planning process to prevent the risk of unintended effects and consequences such as negative psychological impacts on the civilian populace and noncombatants—which create or reinforce instability in the AO. As a trusted Army professional, the company commander continuously works ethically, effectively, and efficiently to make right decisions and actions to lead to successful mission accomplishment in the right way. The company commander continuously works toward improving the mutual trust and cohesion of the subordinate leaders and Soldiers within the company and works to create shared understanding of the commander's intent with the subordinate leaders and Soldiers provided through mission orders and the exercise of initiative after assessing and accepting risk. The SBCT Infantry rifle company commander exercises judicious use of force balanced with restraint, tempered by professional judgment. (See ADP 6-0 for more information.)

Movement and Maneuver

3-148. Maneuver allows the commander to take full advantage of the AO, mass forces, and concentrate fires when and where desirable. Maneuver allows the company to achieve a position of advantage over the enemy to accomplish the mission. The commander studies the ground and selects positions that allow the massing of fires on likely approaches. The commander then concentrates fires directed within the EA, and positions security forces and surveillance assets forward of defensive positions to alert the main body of enemy presence.

3-149. When conducting an area defense, the commander combines static and mobile actions to accomplish the mission. Static actions usually consist of fires from prepared positions. Mobile actions include using the fires provided by units in prepared positions as a base for counterattacks, and repositioning units between defensive positions. The company commander can use the reserve and uncommitted forces to conduct counterattacks and spoiling attacks to desynchronize the enemy forces, prevent them from massing, or the company may be employed as a counterattacking force to support the battalion area defense.

3-150. During an area defense, the scout platoon may position forward of the Infantry battalion's main battle area. The commander assigns the scout platoon a specific reconnaissance or security objective. This allows for efficiency within the battalion's security area, and positions itself for the preparation and execution of the area defense. The battalion scout platoon, often with augmentation or support from an Infantry rifle company, attempts to discern enemy intentions by collecting information on the massing of forces and troop movement. On a noncontiguous battlefield, the scout platoon is positioned between main body forces and known or suspected enemy locations. When operating in support of the battalion defenses, the rifle company ensures it is synchronized with the battalion to maintain proper SA of adjacent units. When emplacing listening and OPs and launching reconnaissance and security patrols, the commander ensures all patrols and OPs are situationally aware of units forward of their position. It is important for subordinate elements

conducting OPs, reconnaissance, and security patrols to relay valuable information collected by battalion scouts and adjacent units to ensure their positions have up-to-date SA. The commander should employ enough forces in the company's security zone to gather information regarding enemy movement without severely degrading defensive preparations and posture.

3-151. Conditions favor an SBCT Infantry rifle company defense that takes advantage of the mobility. The battalion can increase the depth of the security area or main battle area, emphasizing the mobility and firepower by attaching ATGM and MGS while the rifle companies develop strong defensive positions. Once completing their tasks, these mobile elements may then conduct a passage of lines and may be attached to rifle companies. The rifle companies then defend according to the defensive scheme of maneuver. It is important for the company commander to anticipate the time and location that these mobile assets will be emplaced or moved to during contingencies. Positions that maximize the mobility and weapons systems available on these mobile platforms should be identified, planned for, and implemented early. The need for flexibility for available combat power to the company requires graphic control measures assisting in control during local counterattacks and repositioning of forces. Specified routes, PLs, BPs, support areas, EAs, TRPs, and other fire control measures are required for the effective synchronization of maneuver.

3-152. In contiguous AO, the SBCT directs, coordinates, and monitors most support area operations for the battalion from the brigade support area. In noncontiguous AO, positioning is critical to the responsiveness and survivability of support units or areas. The battalion commander protects support forces and critical assets by conducting area security operations. The commander uses area security operations to protect the rapid movement of echelon support areas (combat and field trains) or protect forward-positioned stocks and cached commodities, in addition to their respective echelon support areas. The commander clearly defines responsibilities for the security of units within echelon support areas, and coordinates to mitigate the effects of security operations on the primary functions of these units. Company trains are positioned in a location unaffected by enemy fires and are METT-TC dependent. In most cases, the company will transport equipment to a logistics resupply point for all maintenance and support.

Battle Positions

3-153. The commander also takes into consideration the positioning of the company headquarters personnel and equipment. These personnel are likely comprised of the commander, 1SG, RTOs, FSO, fire support NCO, and mortars. The commander selects a location that best controls all forces in concert with one another.

3-154. The location of the CP BP and the mortar firing point(s) should be positioned to a centrally located position within the defense that allows for the most control of subordinate, attached, and supporting forces without being decisively engaged as the enemy approaches the EA. There should be enough space allocated between the EAs to the headquarters element to afford forward platoons ample room to reposition, if necessary, as the engagement begins. The CP should be in a defilade, and concealed from air and ground observation. The route to and from the CP should be adequately covered and concealed. It is important for the commander to identify and prepare an alternate CP if the post needs to be relocated during the engagement. (See figure 3-13 on page 3-38.)

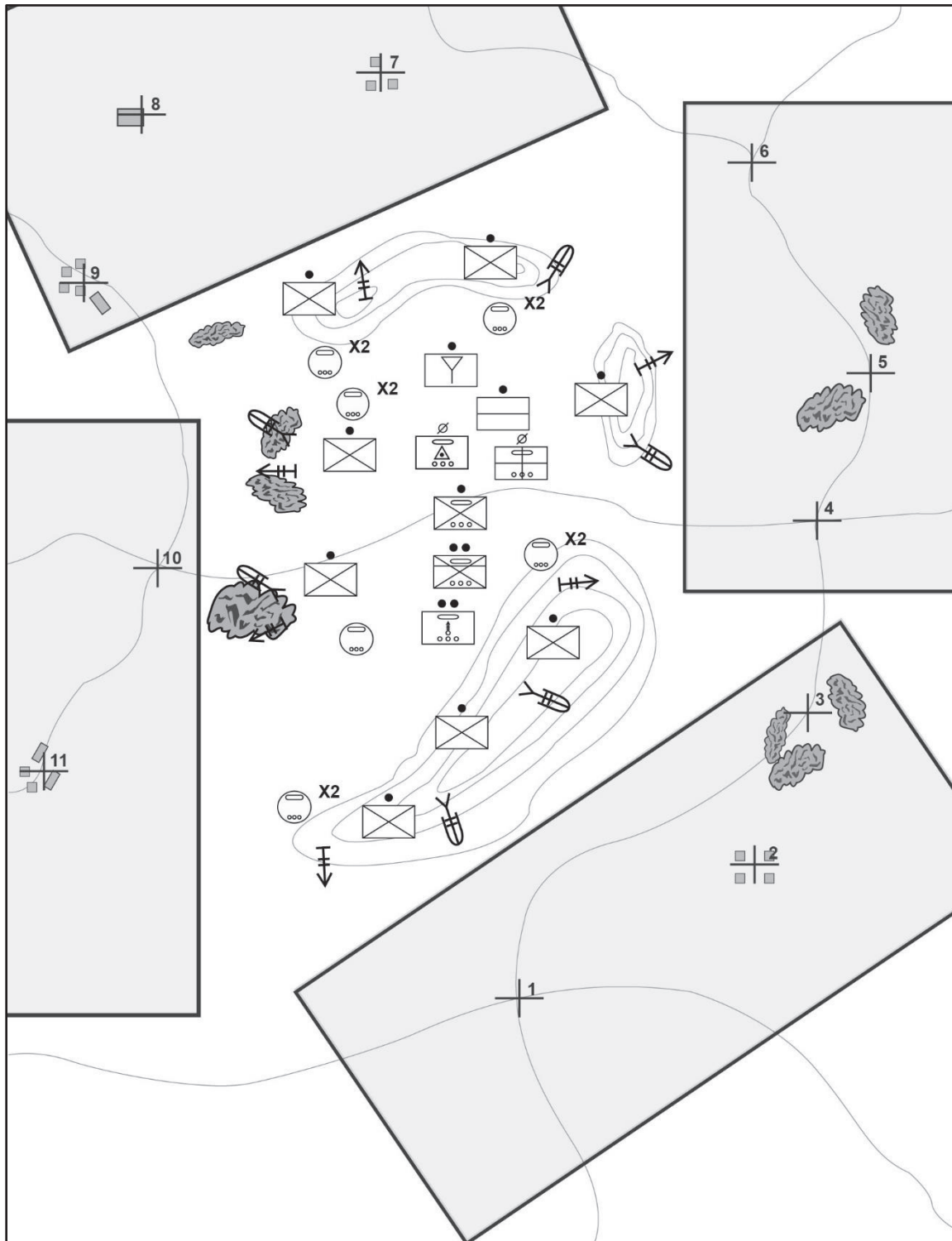


Figure 3-13. Company battle position as part of the battalion defense (disposition of forces)

3-155. The three levels of preparation for a BP are occupy, prepare, and plan. Occupy is the complete preparation of the position where subordinate units will initially defend. Units fully plan, prepare, and occupy positions before they defend by the time specified in the OPORD. Companies rehearse the occupation, and

company commanders establish a trigger for occupation of the position. Units occupying the BP, despite time constraints, dig survivability positions, construct fighting positions, designate TRPs, develop direct and indirect fire plans, emplace obstacles, clear fields of fire, and prestock ammunition.

3-156. The use of on-order BPs with the associated tasks of prepare or plan, adds flexibility and depth to the defensive plan. Prepare missions normally critical to the defense, maintain security on the position and on the routes to the position. Prepare means that the unit fully reconnoiters the position and the corresponding EA, marking positions in the BP and fire control measures in the EA. From the BP, units accomplish all actions to enable the execution of the mission immediately on occupation. Planning, coordination, and rehearsals are required for the unit to displace to the BP and accomplish the mission. Plan means that the unit fully reconnoiters the EA and BP. The unit specifically plans tentative unit positions in the BP, and establishes fire control measures. The unit also coordinates and plans for defense from the position. Leaders reconnoiter, select, and mark positions, routes, and locations for security elements. Then coordinate movement and other actions, such as preparing obstacles and occupation plans with other elements of the battalion.

3-157. The commander allocates space to elements within the BP area based on the space available, terrain, and mission task. The commander thinks at a minimum two levels down, but considers the mutual support, and siting of obstacles from all BPs within the company AO, ensuring the most effective defense. When practical, the commander should allow enough space on each BP for dispersed primary, alternate, and supplementary positions for key weapons. The commander can vary the BP by allocating for ATGM and MGS vehicles. BPs can also reflect positions in-depth. They may take a shape other than the standard oblong shape, which suggests a linear defense within the BP. Large positions also increase dispersion to counter enemy fires. The commander can combine company AO and BP in the battalion AO to suit the tactical situation. The commander plans local counterattacks to isolate and destroy any enemy that manages to penetrate through a gap in the AO, including unassigned areas.

Army Aviation Support

3-158. In the defense, the speed and mobility of aviation can help the Infantry in the concentration of forces and tactical flexibility. Army aviation attack and reconnaissance units support the Infantry with aerial reconnaissance and security, observed fires (in contact), and deep operations (out of contact) independent of the ground maneuver. Army aviation attacks against enemy forces in or out of contact can be the decisive or shaping operation at the tactical or operational level, and enable the combined arms team to maintain the tempo of operations while presenting multiple dilemmas to the enemy at the ground maneuver commander's time and place of choice.

3-159. Army aviation attack and reconnaissance units, in close coordination with the Infantry, attack to destroy, defeat, disrupt, divert, or delay enemy forces, to enable the combined arms team to seize, retain, or exploit the initiative. These attacks can also be either hasty or deliberate. In either case, the ground maneuver commander (in contact) is responsible for the integration and synchronization of Army aviation in the ground scheme of maneuver and controls the distribution and deconfliction of Army aviation maneuver and fires during maneuver. Synchronization of aviation assets into the defensive plan is important to ensure these assets are capable of massing fires and preventing fratricide. Detailed air-ground integration and coordination is necessary to ensure efficient use of aviation assets.

3-160. In support of the area defense, Army aviation forces support forward security area operations and mass fires during the main battle area fight. When assigned aviation assets, the commander gives careful consideration to EA development and direct fire planning. (See ATP 3-04.1 for additional information.)

Note. During deep operations, Army aviation attack and reconnaissance units conduct operations as a maneuver force with manned and unmanned systems maneuvering interdependently. *Manned unmanned teaming* is the integrated maneuver of Army Aviation rotary wing and unmanned aircraft system to conduct movement to contact, attack, reconnaissance, and security tasks (FM 3-04). Manned unmanned teaming enables increased depth and breadth of aviation reconnaissance and maneuver, longer persistence over the reconnaissance objective, increased ability to gain and maintain enemy contact, greater survivability, and more options to develop the situation with enhanced maneuver, fires, and mission command. Army aviation attack and reconnaissance units can attack deep high payoff targets, enemy concentrations, moving columns, and disrupt the enemy at the decisive point. Aviation forces employ in-depth to attack exploitation forces or follow-on echelons before they move forward to the close battle. (See FM 3-04 and ATP 3-04.64 for additional information.)

Countermobility Operations

3-161. *Countermobility operations* are those combined arms activities that use or enhance the effects of natural and man-made obstacles to deny enemy freedom of movement and maneuver (ATP 3-90.8). Primary purposes of countermobility operations are to shape enemy movement and maneuver, and to prevent the enemy from gaining a position of advantage. In support of the area defense, countermobility operations are conducted to disrupt enemy attack formations and help in defeating the enemy in detail. Counterobility operations channel attacking enemy forces into EAs throughout the depth of the defense, and protect the flanks of friendly counterattack forces. These operations shape engagements, maximize the effects of fires, provide close in protection around defensive positions to defeat the final assault of the enemy, and to prevent and warn of intrusion into critical support area sites and fixed sites, such as bases. (See ATP 3-90.8 for additional information.)

Counterobility Planning

3-162. The company commander using available battalion staff products, develops the counterobility plan concurrently with the fire support plan and defensive scheme of maneuver, guided by the battalion commander's intent. The conduct of counterobility operations typically involves engineers and includes proper obstacle integration with the maneuver plan, adherence to obstacle emplacement authority, and positive obstacle control. Combined arms obstacle integration synchronizes counterobility operations into the concept of operations. Because most obstacles have the potential to deny the freedom of movement and maneuver to friendly forces and enemy forces, it is critical that the commander properly weighs the risk and evaluates the trade-off of employing various types of obstacles.

3-163. Obstacle control is essential in supporting the commander's plan. Responsibilities for executing tasks within counterobility operations can be broadly divided into two entities: emplacing unit and owning unit. This framework helps the commander plan for and assigns responsibilities for obstacle execution to subordinate units. The responsibilities of each may vary based on the type of obstacle and the situation. The commander's concept of operations includes the following tasks:

- Site obstacles.
- Construct, emplace, or detonate obstacles.
- Mark, report, and record obstacles.
- Maintain obstacle integration.

Note. See ATP 3-21.8 for information on the types and employment of friendly obstacles.

Terrain Reinforcement

3-164. Counterobility operations typically reinforce the terrain to block, fix, turn, or disrupt the enemy's ability to move or maneuver, giving the commander opportunities to exploit enemy vulnerabilities or react effectively to enemy actions. The commander reinforces the terrain to prevent the enemy from gaining a

position of advantage, taking full advantage of the natural restrictiveness of the existing terrain to minimize the time, effort, and materiel needed to achieve the desired obstacle effects. Reinforcing the terrain focuses on existing and reinforcing obstacles. Existing obstacles are inherent aspects of the terrain that impede movement and maneuver. Existing obstacles may be natural (rivers, mountains, wooded areas) or man-made (enemy explosive and nonexplosive obstacles and structures, including bridges, canals, railroads, and embankments associated with them).

3-165. Reinforcing obstacles are those man-made obstacles that strengthen existing terrain to achieve a desired effect. Reinforcing obstacles are planned and emplaced to support the maneuver commander's plan, while not hindering friendly-force mobility. Obstacle plans are developed based on a thorough understanding of the commander's intent and concept of operations, enemy mobility capabilities, and the effects of the natural terrain and existing obstacles. Only then can the true value of integrating obstacles, observation, fires, and maneuver be realized. The basic employment principles for reinforcing obstacles are—

- Support the maneuver commander's plan.
- Integrate with observation and fires.
- Integrate with other obstacles.
- Employ in-depth.
- Employ for surprise.

3-166. Reinforcing obstacles on land consist of land mines, networked munitions, and demolition and constructed obstacles. A *land mine* is a munition on or near the ground or other surface area that is designed to be exploded by the presence, proximity, or contact of a person or vehicle (ATP 3-90.8). Land mines can be further defined as antivehicle or antipersonnel. Delivery methods include air, artillery, or ground delivered. Land mines can be employed in quantities within a specific area to form a minefield, or be used individually to reinforce nonexplosive obstacles. Land mines fall into the two general categories—persistent and nonpersistent. Persistent land mines are not capable of self-destructing or self-deactivating. Nonpersistent land mines are capable of self-destructing or self-deactivating.

Note. As of 1 January 2011, U.S. forces are no longer authorized to employ persistent (those that are not self-destructing or self-deactivating) or nondetectable land mines. (See JP 3-15 for more information on the laws, agreements, and policies that are most significant to the employment of obstacles.)

3-167. *Networked munitions* is a remotely controlled, interconnected, weapons system designed to provide rapidly emplaced ground-based countermobility and protection capability through scalable application of lethal and nonlethal means (JP 3-15). Demolition obstacles are created using explosives. Examples include bridge or other structure demolition (rubble) and road craters. (See ATP 3-90.8, appendix B for more information on demolition obstacles.) Constructed obstacles are created without the direct use of explosives. Examples include wire obstacles, antivehicle ditches, or similar construction that typically involves the use of heavy equipment. (See ATP 3-90.8, appendix C for more information on construction obstacles.)

3-168. Reinforcing obstacles, categorized as tactical and protective, are employed as part of the movement and maneuver and protection warfighting functions. Tactical obstacles help shape enemy maneuver and prevent the enemy from gaining a position of advantage while protective obstacles protect people, equipment, supplies, and facilities against threats. The primary purposes of tactical obstacles are to shape enemy maneuver and to maximize the effects of fires. Tactical obstacles directly attack the ability of a force to move, mass, and reinforce; they affect the tempo of operations. Commanders integrate obstacles into the scheme of movement and maneuver to enhance the effects of fires. Preexisting obstacles that a unit reinforces and integrates with observation and fires may become tactical obstacles. The types of tactical obstacles are clearly distinguished by the differences in execution criteria. The three types are—

- *Directed obstacle*, an obstacle directed by a higher commander as a specified task to a subordinate unit (ATP 3-90.8).
- *Situational obstacle*, an obstacle that a unit plans and possibly prepares before starting an operation, but does not execute unless specific criteria are met. The commander considers types of obstacle to employ, and the trigger.

- *Reserved obstacle*, obstacles of any type, for which the commander restricts execution authority (ATP 3-90.8).

Obstacle Intent

3-169. An *obstacle* is any natural or man-made obstruction designed or employed to disrupt, fix, turn, or block the movement of an opposing force, and to impose additional losses in personnel, time, and equipment on the opposing force (JP 3-15). Obstacle intent describes how obstacles support the commander's concept of operations. Obstacle intent includes the target, effect, and relative location. The target is the enemy force that the commander wants to affect with tactical obstacles. The commander usually identifies the target in terms of the enemy size and type, the echelon, avenue of approach, or in combination. Tactical obstacles and fires-direct and indirect-manipulate the enemy in a way that supports the commander's intent and scheme of movement and maneuver.

3-170. Obstacle effect describes the effect that the commander wants the obstacle(s), combined with fires, to have on the enemy. The obstacle effect drives integration, focuses subordinate fires, focuses obstacle effort, and multiplies firepower effects. Important to remember, obstacle effects occur because of the combined effects of fires and obstacles, rather than from obstacles alone. Tactical obstacles produce one of the following effects: disrupt, turn, fix, and block. (See figure 3-14.) Obstacle effect symbols are used as control measures for obstacle groups and as elements of the control measures for obstacle zones and belts. During COA development, obstacle effect symbols are also used in developing and showing the initial obstacle plan that supports each COA.

APPLICATION	DESCRIPTION	PURPOSE	FIRES AND OBSTACLES MUST:	OBSTACLE CHARACTERISTICS
	• The arrows indicate the direction of enemy advance. • The length of the arrows indicate where the enemy is slowed or allowed to bypass.	• Breakup enemy formations. • Interrupt the enemy's timetable and Command & Control • Cause premature commitment of breach assets. • Cause the enemy to piecemeal their attack.	• Cause the enemy to deploy early. • Slow part of their formation while allowing part to advance unimpeded.	• Do not require extensive resources. • Difficult to detect at long range.
	• The heel of the arrow is the anchor point. • The direction of the arrow indicates the desired direction of the turn.	• Force the enemy to move in the direction desired by the friendly commander.	• Prevent the enemy from bypassing or breaching the obstacle belt. • Maintain pressure on the enemy force throughout the turn. • Mass direct and indirect forces at the anchor point of the turn.	• Tie into impassable terrain at the anchor point. • Consist of obstacles in depth. • Provide a subtle orientation relative to the enemy's approach.
	• The arrow indicated the direction of enemy advance. • The irregular part of the arrow indicates where enemy advance is slowed by obstacles.	• Slow an attacker within an area so they can be destroyed. • Generate the time necessary for the friendly force to disengage.	• Cause the enemy to deploy into an attack formation before reaching obstacles. • Allow the enemy to advance slowly in an engagement area (EA) or area of operations (AO). • Make the enemy fight in multiple directions once they are in the EA or AO.	• Arrayed in depth. • Span the entire width of the avenue of approach. • Must not make the terrain appear impenetrable.
	• The vertical line indicates the limit of enemy advance and where the obstacle ties into severely restricted terrain. • The horizontal line shows the depth of the obstacle effort.	• Stop an attacker along a specific avenue of approach. • Prevent an attacker from passing through an AO or EA. • Stop the enemy from using an avenue of approach and force them to use another avenue of approach.	• Prevent the enemy from bypassing or penetrating through the belt. • Stop the enemy's advance. • Destroy all enemy breach efforts.	• Must tie into impassable terrain. • Consistent of complex obstacles. • Defeat the enemy's mounted and dismounted breaching effort.
Direction of enemy attack →				

Figure 3-14. Tactical obstacle effects

3-171. Relative location refers to the location of a tactical or protective obstacle in relation to maneuver or fire control measures such as AAs, BPs, or EAs. Engineers and other countermobility planners describe planned obstacle locations in relation to maneuver or fire control measures to help the maneuver commander visualize linkages between obstacles, fires, maneuver, and to ensure obstacle integration. (See ATP 3-90.8 for additional information.)

Obstacle Control Measures

3-172. *Obstacle control measures* are specific measures that simplify the granting of obstacle-emplacing authority while providing obstacle control (FM 3-90-1). The commander establishes obstacle control by delegating or withholding emplacement authority; marking, reporting, recording, and tracking obstacles; and restricting types or locations of obstacles through obstacle control measures. The commander uses these measures and other specific guidance or orders to grant or withhold obstacle emplacement authority to subordinate commanders and provide obstacle control. Obstacle control measures consist of obstacle zones, obstacle belts, obstacle groups, and obstacle restrictions.

3-173. An *obstacle zone* is a division-level command and control measure, normally done graphically, to designate specific land areas where lower echelons are allowed to employ tactical obstacles (JP 3-15). Obstacle zones are permissive, allowing the SBCT to place reinforcing obstacles supporting SBCT's scheme of maneuver without interfering with future operations. Obstacle zones are assigned to a single subordinate unit to ensure unity of effort, keeping tactical obstacle responsibility along the same lines as control of direct and indirect fires. Normally an obstacle effect (block, fix, turn, or disrupt) is not assigned to an obstacle zone, allowing subordinate commanders flexibility in using obstacles.

3-174. An *obstacle belt* is a brigade-level command and control measure, normally given graphically to show where within an obstacle zone the ground tactical commander plans to limit friendly obstacle employment and focus the defense (JP 3-15). An obstacle belt assigns an intent to the obstacle plan and provides the necessary guidance on the overall effect of obstacles within a belt. The commander plans obstacle belts within assigned obstacle zones to grant obstacle-emplacement authority to subordinate units. Obstacle belts focus obstacles to support the SBCT scheme of maneuver and ensure obstacles do not interfere with the maneuver of any higher headquarters.

3-175. *Obstacle groups* are one or more individual obstacles grouped to provide a specific obstacle effect (FM 3-90-1). The Infantry battalion and company use obstacle groups to ensure subordinate units emplace individual obstacles that support the higher headquarters scheme of maneuver.

3-176. Individual obstacles that the company can construct include antitank ditches, abatis, booby traps, minefields, roadblocks, craters, and wire obstacles. Subordinate units integrate obstacle groups with direct and indirect-fire plans. The battalion commander can plan the placement of obstacle groups anywhere in an obstacle zone or belt, respectively. Unlike obstacle zones or belts, obstacle groups are not areas but relative locations for actual obstacles. Obstacle groups are displayed using the obstacle-effect graphics. When detailed planning is possible (including detailed on-the-ground reconnaissance), the commander may show obstacle groups using individual obstacle graphics.

Note. In rare cases, brigades, divisions, or even corps may use obstacle groups for specific tactical obstacles.

3-177. The commander may use obstacle restrictions to provide additional obstacle control and limit the specific types of obstacles used, such as restricting the use of buried mines. Obstacle restrictions ensure that subordinates do not use obstacles with characteristics that impair future operations. These restrictions also allow the commander to focus the use of limited resources for the decisive operation by restricting their use elsewhere. An *obstacle restricted area* is a command and control measure used to limit the type or number of obstacles within an area (JP 3-15). The commander with emplacement authority uses obstacle restricted areas to restrict obstacle placement. The obstacle restricted area graphic depicts the impacted area, the unit imposing the restriction, and the restrictions in effect. (See ATP 3-90.8 for additional information.)

Wire Obstacles

3-178. The three types of wire obstacles are protective, tactical, and supplementary. (See figure 3-15.) Protective wire can be a complex obstacle providing all-round protection of a platoon perimeter. It might also be a simple wire obstacle on the likely dismounted avenue of approach into a squad ambush position. Command-detonated M18 Claymore munitions can be integrated into the protective wire or used separately. Tactical wire is positioned to increase the effectiveness of the company's fires. Usually, it is positioned along the friendly side of the machine gun final protective lines. Tactical minefields may also be integrated into these wire obstacles or used separately. Supplementary wire obstacles can break up the line of tactical wire. This helps prevent the enemy from locating friendly weapons (particularly the machine guns) by following the tactical wire.

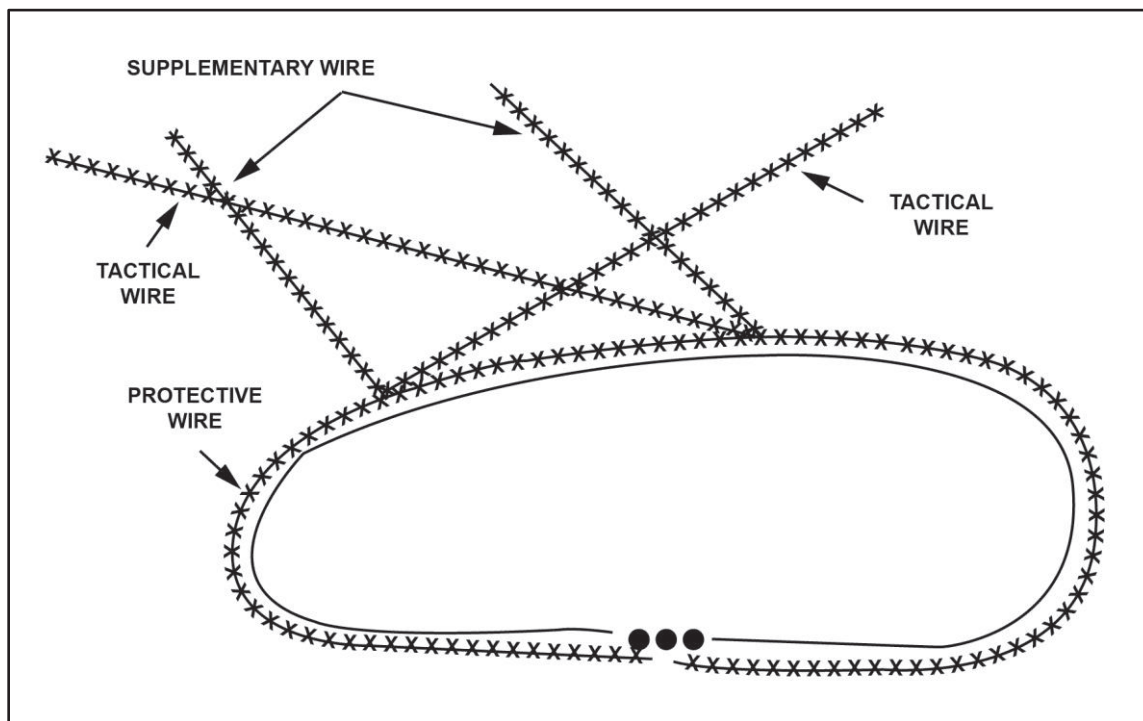


Figure 3-15. Protective, tactical, and supplementary wire obstacles

Note. The company typically is responsible for actions related to lanes through obstacles. These duties can include marking lanes in an obstacle, reporting locations of the start and end points of each lane, operating contact points, providing guides for elements passing through the obstacle, and closing the lane.

Mobility

3-179. When planning an area defense, the commander identifies the mobility requirements by analyzing the scheme of maneuver, counterattack options, reserve planning priorities, fire support, protection, sustainment movement requirements, adjacent and higher unit mission, and movement and maneuver. The commander, with the assistance of attached engineers (if available) integrates analysis into the obstacle plan while avoiding the impediment of friendly maneuver, when possible. Because the bulk of the engineer force is committed to countermobility and survivability during preparation, the commander uses clear obstacle restrictions on specific areas within the AO to maintain mobility. Mobility support linkup and coordination is factored into the overall defensive preparation timeline.

3-180. When obstacles must be constructed along a mobility corridor that primarily supports friendly movement, a lane or gap and associated closure procedures are planned and rehearsed. Lanes or gaps may be

closed with situational or reserved obstacles. Beyond preparing and marking lanes and gaps through obstacles, engineers normally perform mobility tasks once defensive preparations are complete. Mobility assets may then be positioned to counter templated enemy situational obstacles, or be task-organized to the reserve, counterattack force, or any other unit that must maneuver or move subsequent to the execution of the defense. To do this effectively, mobility asset and supported maneuver units integrate, prepare, and rehearse.

3-181. Although not specifically designed or intended as an obstacle, structures may pose as an obstacle based on existing characteristics or altered characteristics that result from combat operations or a catastrophic event. Structures such as bridges and overpasses present an inherent impediment to mobility based on weight and clearance restrictions. Existing obstacles are shown on the combined obstacle overlay developed as part of the IPB. As described in ATP 3-34.80, geospatial engineering is critical in accurately predicting the effects existing obstacles will have on enemy and friendly movement and maneuver.

3-182. On occasion, subordinate companies of the battalion require significant mobility support during defensive preparation. For example, route clearance, road repair or maintenance, and area clearance of landing and PZs. Engineers have resources to perform these tasks, but cannot perform them while simultaneously preparing the defense. Engineer augmentation above the SBCT, when available can perform general engineering tasks, leaving SBCT engineer assets from the brigade engineer battalion to assist in the construction of the battalion defense.

Civil Consideration

3-183. The commander, as a trusted Army professional, considers how to minimize civilian interference with combat operations while protecting civilians from future hostile actions according to the law of war. The commander considers the type and size of the area of responsibility, line-of-communication security.

3-184. Additionally, the commander examines the threat and plan for detainee operations and dislocated civilians to determine how their presence may affect movement and maneuver. The commander also considers the threat civilians pose to the defending force and its operations if enemy agents or saboteurs are part of the civilian population.

Intelligence

3-185. IPB is a critical part of defensive planning. (See ATP 2-01.3.) IPB helps the commander determine where to concentrate combat power, accept risk, and plan the potential decisive operation. The SBCT Infantry battalion integrates intelligence from the higher echelon's information collection efforts and from units operating forward of the battalion's AO. It is then disseminated to subordinate company commanders, who then conduct IPB at the company level. Information collection includes collection from spot reports, information collection systems, and other higher-level collection assets. Threat COAs developed during the IPB process aid in the development of a flexible defensive plan. The essential areas of focus are terrain analysis, determination of enemy force size, likely COAs with associated decision points, and determination of enemy vulnerabilities.

Area of Operations

3-186. A defense in an AO (area defense) provides the greatest degree of freedom of maneuver (movement in combination with fires) to achieve a position of advantage in respect to the enemy. The battalion most often selects this method, employing subordinate companies when it has an adequate amount of depth and width to the battlefield. For the battalion and company defenses to be cohesive, PLs, EAs, BPs, and obstacle belts help to coordinate subordinate maneuver forces and achieve synchronized action. Assignment of AO allows flexibility and prevents the enemy from concentrating overwhelming firepower on the bulk of the defending force. Stryker units may defend against an enemy with equal mobility, and overmatch in firepower uses the depth of their positions to defeat the enemy. The depth of the defense comes from the initial positioning of units throughout the AO. Stryker units then displace by maneuvering using overlapping fields of fire from supporting elements using fires and movement. A properly positioned and viable reserve and counterattack force enhances depth and prevents penetration.

3-187. A *contiguous area of operations* is an area of operations where all of a commander's subordinate forces' areas of operations share one or more common boundary (FM 3-90-1). In a contiguous AO, the most outer platoon shares the company boundary with an element adjacent to them. The commander ensures proper coordination with the adjacent company commander, to effectively interlock fires and prevent enemy envelopment and penetration through the battalion line of defenses at the company boundary. In some instances, it may necessary to coordinate countermobility assets between companies to achieve the intended task and purpose of an obstacle that meets the battalion commander's intent for the battalion. It is also important for coordination of patrols to support company defensive operations between companies and bordering platoons.

3-188. In *noncontiguous area of operations*, where one or more of the commander's subordinate forces' area of operation do not share a common boundary (FM 3-90-1), the company defends across a broader front, ensuring security to the flanks. The commander ensures the appropriate level of combat power across the defense. The commander ensures that the defense is postured in such a way that it is able to react to all contingencies in the enemy COA by selecting BPs of the appropriate type. It is also important for coordination of patrols and indirect fire plans to support company defensive operations between companies and bordering platoons. In some instances, the use of a company reserve is tasked to react to potential enemy threat across a broad front.

3-189. When defending in-depth on a noncontiguous battlefield, the commander may position defending subordinate units in successive layers of BPs along likely enemy avenues of approach. (See figure 3-13 on page 3-38.) BP perimeters vary in shape depending on the terrain and situation. Perimeter shapes conform to the terrain features that best use friendly observation and fields of fire. The commander can increase the effectiveness of unit perimeters by tying it into a natural obstacle, such as a river, which allows the defending unit to concentrate its combat power in more threatened areas. As the commander determines the most probable direction of enemy attack, that part of the perimeter covering the approach may be reinforced with additional resources. The commander positions the reserve to block the most dangerous avenue of approach and assigns on-order positions for other critical avenues. Security forces locate on avenues of approach between the protected force and known or suspected enemy locations. Noncontiguous operations place a premium on initiative, decentralized security operations, and innovative logistics measures.

Key Terrain

3-190. In the defense, key terrain is usually within and behind the defensive area, such as terrain that gives good observation over avenues of approach to and through the defensive position, terrain that permits the defender to cover an obstacle by fire, areas along lines of communications that affect the use of reserves, or sustainment operations. Key terrain may include portions of the population, such as political, tribal, and religious groups or leaders; a localized population; infrastructure; or governmental organizations. Weather conditions can affect visibility as well. Temperature can affect the use of thermal sights. Cloud cover can negate illumination provided by the moon. Additionally, precipitation and other obscurants can have varying effects. Low visibility is beneficial to offensive and retrograde operations because it conceals concentration of maneuver forces, enhancing the possibility of surprise. Low visibility hinders the defense because cohesion and control become difficult to maintain, reconnaissance operations are impeded, and target acquisition is degraded.

Avenues of Approach

3-191. Avenues of approach are air or ground routes used by an attacking force leading to its objective or to key terrain in its path. The identification of avenues of approach is important because all COAs that involve maneuver depend on available avenues of approach. During offensive operations, the evaluation of avenues of approach leads to a recommendation on the best way to fulfill the command's objective, and the identification of avenues available to the enemy for counterattack, withdrawal, or the movement of reinforcements or reserves. In a defense operation, it is important to identify avenues of approach that support enemy offensive capabilities and avenues that support the movement and commitment of friendly reserves. Avenues of approach are developed by identifying, categorizing, and grouping mobility corridors, and evaluating avenues of approach.

Development of Reconnaissance Plan

3-192. Depending on the size and capabilities of the attacking force, functions can be allocated to disruption, the enemy's main defense, support, and reserve. Reconnaissance and other security measures are a constant activity to observe avenues of approach near a complex BP to provide early warning from the enemy. The commander's analysis throughout the IPB focuses on determining the enemy's—

- Main, supporting, and reinforcing efforts.
- Use of reserves.
- Use of special munitions.
- Use of air support.

3-193. Once the SBCT Infantry rifle company has been assigned their AO, the commander analyzes the precise positions that subordinate elements will occupy. The commander determines any potential area between adjacent and subordinate units that is unassigned. Any area within the company AO not assigned to a subordinate unit remains the responsibility of the company. The company may plan to orient sensors to detect enemy presence in the area, or periodically send patrols to conduct reconnaissance. However, dependent upon mission analysis, the commander may accept risk by placing no assets to monitor or react to this unassigned area.

Fires

3-194. Supporting the commander's concept of operations during the defense involves attacking and engaging targets throughout the AO with massed or precision fires. The commander and available fire support planners (FSO, fire support NCO, and FIST teams) make maximum use of any preparation time available to plan and coordinate supporting fires. Planners ensure fires complement and support all security forces forward of the main battle area as these fires play a key role in disrupting the attacker's tempo and synchronization during the defense. Fire support planning and execution must address flexibility through operations in-depth and support to defensive maneuver. The commander promotes freedom of action within the main battle area by using the least restrictive control measures necessary to implement the scheme of maneuver. The commander ensures all key avenues of approach and obstacles are considered when employing indirect fires, incorporating all available firepower where the enemy will likely attack.

3-195. The company may utilize the laser designator on the fire support vehicle, UASs, remote sensors, and friendly forces to call for fire on the enemy throughout the AO. Quick, violent, and simultaneous action throughout the depth of the defender's AO can degrade, confuse, and paralyze an enemy force just as that enemy force is most exposed and vulnerable. Though the company may receive priority of fires for a specific mission or phase of the defense, the commander must not overly rely on indirect fire assets available from the brigade and battalion. Company mortars may be the primary indirect fire assets for the company. (See FM 3-09.) Additional fire support considerations for supporting the commander's concept of operations include—

- Allocating initial priority of fires security forces forward.
- Observing plans.
- Planning targets along enemy reconnaissance mounted and dismounted avenues of approach.
- Engaging the approaching enemy formations at vulnerable points along their route of march.
- Planning the transition of fires from the security area to through the main battle area fight.
- Planning the echelonment of fires.
- Incorporating existing FSCMs and detailed triggers to adjust them.
- Developing clear triggers to initiate fires and adjust priority of fires.
- Ensuring integration of fires to support obstacle effects.
- Ensuring the integration of fires with the counterattack plan and repositioning contingency plans.
- Identifying and targeting high priority targets.
- Deconflicting airspace.
- Integrating and positioning of organic mortars.
- Planning FPFs.

- Planning fratricide prevention measures.
- Planning for protection of civilian noncombatants and casualty care of all people in the vicinity of mission operations.
- Planning to prevent or mitigate collateral damage.

Sustainment

3-196. Sustainment considerations within the Infantry are characterized by constrained organic assets. Planning for sustainment operations throughout the security area is critical to sustaining reconnaissance and security operations to prevent enemy forces from determining friendly force disposition. Forces operating within the security area are configured before departure of the main battle area with a minimum of 72-hour LOGPAC of class I, class III, and class V. Preconfigured combat loads are positioned in the combat trains to expedite resupply operations. Prestocked classes of supply (classes IV and V) are prepositioned as required within the defense. Sustainment support to the security area includes planning for ground and aerial resupply, and MEDEVAC of long duration observation points. The commander selects the locations of the company trains and CCP. Both should be positioned to not be decisively engaged, but ensure accessibility. Nonessential gear should be kept toward the rear of the defense near the company trains, or under watch by company personnel and located in the battalion field trains.

3-197. Enemy actions and the maneuver of combat forces complicate medical operations, as does the depth and dispersion of the defense. Defensive operations must include HSS to medical personnel who have much less time to reach a patient, complete vital TCCC, and removal of the patient from the battle site. With the enemy's initial attack and the battalion's counterattack producing the heaviest patient workload, they are also the most likely times for the enemy's use of artillery and CBRN weapons. These enemy attacks can disrupt ground and air routes, and delay evacuation of patients to and from treatment elements.

Protection

3-198. The commander must secure the force to conserve combat power for use elsewhere or later. The commander enables security by providing information about the activities and resources of the enemy through the employment reconnaissance forces and surveillance assets within the assigned AO. The battalion commander may use forces, establish a security zone, and establish combat outposts and OPs to counter enemy reconnaissance efforts. The commander integrates company reconnaissance and security tasks with those of the SBCT and information collection assets.

3-199. Soldiers conduct individual preventative measures such as the use of sunglasses, sunscreen, mosquito netting, insect repellent, and personal hygiene. The company uses and properly employs the unit field sanitation team to ensure a healthy and fit fighting force (see TC 4-02.3 for more information).

3-200. As discussed in chapter 2, personnel and physical assets have inherent *survivability*—a quality or capability of military forces which permits them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission (ATP 3-37.34), which can be enhanced through various means and methods. One way the battalion can enhance survivability when existing terrain features offer insufficient cover, protection from the effects of fires (see FM 3-96), concealment, or protection from observation or surveillance (see FM 3-96), is by altering the physical environment to provide or improve cover and concealment. This consideration also includes attempts to reduce thermal and electronic signatures, as well as conceal information within the cyber domain. Similarly, natural or artificial materials may be used as camouflage to confuse, mislead, or evade the enemy. Together, these are called *survivability operations*—those military activities that alter the physical environment to provide or improve cover, concealment, and camouflage (ATP 3-37.34). Although survivability encompasses capabilities of military forces while on the move and when stationary, survivability operations focus more on stationary capabilities—constructing fighting and protective positions, and hardening facilities.

3-201. Within the area defense, protective obstacles employed to protect people, equipment, supplies, and facilities against threats are key enablers to survivability operations. Protective obstacles provide local, close in protection to prevent the enemy from delivering a surprise assault from areas close to defending positions. Protective obstacles protect the emplaced position by warning, mitigating, and preventing hostile actions and effects. (See ATP 3-90.8.) The commander uses protective obstacle effects (warning, mitigation, and

prevention) to convey intent and facilitate protective obstacle planning and design. Protective obstacles employed to support the area defense must be capable of being rapidly emplaced, recovered, or destroyed. FPFs are integrated within the protective obstacle plan to defeat the final assault of the enemy.

3-202. As the company conducts survivability operations within the limits of their capabilities, engineer and CBRN assets provide additional capabilities to support survivability operations for the company. Engineer support to survivability operations is a major portion of the enhanced protection line of engineer support and the integration of survivability priorities for critical systems and units within and supporting the battalion. (See FM 3-34.) CBRN assets support survivability through protection and contamination mitigation measures. Immediate and operational decontamination techniques allow forces to withstand operations in contaminated environments. CBRN reconnaissance assets determine likely locations for enemy employment of CBRN weapons. CBRN defense includes measures to minimize or negate the vulnerabilities and effects of a CBRN incident.

3-203. In the defense, the commander determines the location of enemy prisoners of war (EPWs) if taken by friendly elements. The EPW collection point is located in a defensible guarded location in defilade to the rear of the company, until EPWs can be repositioned to the battalion EPW site.

STEP 4 INITIATE MOVEMENT

3-204. Movement can be executed at any time throughout the sequence of TLP and can include movement to an AA, BP, new AO, conducting linkup with attachments, or the movement of guides to quartering parties. As adjacent and supporting elements plan and execute in parallel echelons within the company and with the battalion, their movement is continuous throughout the operation.

3-205. The SBCT Infantry rifle command team must be flexible and track the movements of their own elements as well as other support elements such as engineers. Engineer support is critical in the defense and their timing, reception, and employment may be critical to completing the defensive effort.

3-206. Normally the SBCT Infantry rifle company commander issues a WARNORD to begin movement. When elements arrive at their initial positions for the defense, they begin to develop their EA. During that process parts of the defensive plan are confirmed with and information should be reported to adjust the plan for the commander.

STEP 5 CONDUCT RECONNAISSANCE

3-207. The commander assesses the SBCT Infantry battalion's reconnaissance operation to determine the enemy's location and intent. The commander requests an intelligence update before deploying sensors to collect information or the forces to conduct reconnaissance of the defensive position. This prevents company commander from surprise spoiling attacks or raids prior to occupying a defensive position.

3-208. Normally the SBCT Infantry rifle company commander issues a WARNORD to begin the reconnaissance phase of the plan along with initiate movement. As part of the WARNORD, the company commander may assign initial positions for subordinate units so that they can move to their intended BP, conduct reconnaissance, and begin EA development. The plan should be adjusted to address actions anticipated by the commander based on the reconnaissance of the BPs. The report to the commander should confirm elements of the defensive plan in order for the commander to complete the plan. Changes to the plan or confirming or denying assumptions made are critical and must be reported so that the company commander can adjust.

STEP 6 COMPLETE THE PLAN

3-209. The commander updates the tentative plan based on the latest reconnaissance information provided by subordinate elements. The commander sends out WARNORDs, sending subordinate elements to their positions with order to reconnaissance their assigned positions for suitability in accordance with a general concept of the operation. Subordinate forces report their findings while simultaneously conducting engagement are development. The commander completes the plan, adjusts forces, reallocates key assets, and updates coordination with supporting elements or efforts.

Organization of Forces

3-210. The SBCT Infantry rifle company commander organizes the forces into security force, main body, reserve, and sustainment prior to movement to the BPs.

Security Force

3-211. The security force in the defense may come from a force external to the SBCT Infantry rifle company. It can include Cavalry units or SBCT Infantry battalion scouts and sniper squad. The SBCT Infantry rifle company commander can create a security force consisting of an Infantry rifle platoon, section, or squad. The security force is tasked with conducting reconnaissance and security tasks by orienting sensors forward or to the flanks, covering enemy likely avenues of approach, as well as areas not directly covered by a ground element to detect the enemy. All detection must be confirmed or denied of enemy presence. The security force establishes security by conducting a screen.

Main Body

3-212. The main body of the area defense includes at least two or three of the SBCT Infantry rifle platoons. The main body can be arrayed with two platoons forward and one back or three abreast depending on the terrain and defensive scheme of maneuver.

3-213. The advantage Stryker units possess in their techniques is that the Infantry fight forward of the vehicle. Their Infantry position is less likely to be identified than the Stryker vehicle. If augmented with ATGM and MGS vehicles that can be placed in positions further back; allows for direct fires to be massed all at once in an EA. Adding the indirect fires from the battalion mortar platoon and company mortar section further enhances the concentration of effects. A Stryker Infantry rifle company has the capability to fire all of its weapons systems at maximum effective ranges at one time, if all elements are positioned outside of SDZs.

Reserve

3-214. The reserve force in the defense may come from a force external to the SBCT Infantry rifle company. Echelons from the company, battalion, and SBCT may all have a reserve that the SBCT Infantry rifle company may be able to coordinate with. METT-TC determines its exact composition of reserves. The reserve force should be mobile and capable of reinforcing a point of possible enemy penetration, used as the counter attacking force, conducting a spoiling attack, or as the battalion commander designates.

3-215. The SBCT reserve can be an SBCT Infantry rifle company, platoon, MGS platoon, or mixed combination. The battalion reserve force is normally one of its Infantry rifle platoons. The SBCT Infantry rifle company reserve is normally a squad.

Sustainment

3-216. The sustainment element includes the company trains. They are normally one terrain feature from the main body or collocated with the FSC support area to deliver a robust package for the entire battalion in a tail gate method (see chapter 7 of this publication for more information).

PREPARATION

3-217. Preparation activities help the commander and subordinate units of the rifle company (including attachments) understand the situation and their roles in the overall operation. The commander takes every opportunity to improve situational understanding before execution through the integration of intelligence and operations. The commander continuously plans, tasks, and employs aggressive and continuous information collection assets and forces throughout the preparation of the defense.

STEP 7 ISSUE THE ORDER

3-218. Upon each subordinate element reporting their position is suitable, completing step 3 of EA development (determine where to kill the enemy), and confirmation with the SBCT Infantry battalion commander of concept of operation the commander completes the plan and issues the order.

STEP 8 SUPERVISE AND REFINE

3-219. The company commander may need to adjust the plan, or be forced to adjust the plan due to changes in the battalion security plan or because of intelligence updates (from higher headquarters or within the company). These adjustments might put the company in a role to screen, guard, or secure to support the battalion concept. The commander conducts spoiling attacks during preparation to disrupt the enemy's offensive preparations. The following paragraphs discuss key activities (although not inclusive) that the commander and subordinate units conduct to ensure the company is protected and prepared for execution.

Security and Rehearsals

3-220. Just as the company ensures it is able to support the battalion security plan, the commander also ensures the company security plan is in place to keep the enemy from observing or surprising the company. The security is established and sustained throughout the defensive. The commander bases this plan on tasks received from the battalion, the enemy situation, terrain, and visibility conditions. The commander should ensure the usage of active measures, passive measures, and counterreconnaissance. Active control measures include OPs, reconnaissance and security patrolling, and 100 percent security. Passive measures consist of camouflage, movement control, light and noise discipline, proper radio etiquette, and unmanned ground sensors. Counterreconnaissance focuses on denying the enemy information and deceiving them into motivating the enemy to do what the defender wants them to do.

3-221. Rehearsals allow the commander to assess subordinate preparations and identify areas that may require more supervision. The commander considers time, preparation activities, and OPSEC when selecting a rehearsal type. Rarely will the company have enough time to conduct a full-force rehearsal given the tempo of operations and the potentially large size of the AO. When possible, the commander considers conducting key leader map and terrain board rehearsals at night to focus attention during periods of increased visibility on inspecting preparations and working with subordinate leaders. Rehearsals should cover—

- Reconnaissance and security missions.
- Security operations.
- Battle handover and passage of lines.
- Security area and main battle area engagement rehearsals.
- Closure of lanes, as required.
- Movement from hide positions to BPs.
- Usage of fire commands, triggers, and maximum engagement lines for direct and indirect systems.
- Shifting of fires to refocus and redistribute effects.
- Displacement to BPs (subsequent, supplementary, and alternate BPs).
- Engagement, disengagement, reposition, and withdrawal criteria.
- Cross leveling and resupply of critical classes of supply (class V).
- Reserve employment options and commitment criteria.
- Actions to address enemy penetrations, major enemy efforts along areas of risk or flank avenues of approach, and enemy actions in the support area.
- Sustainment, particularly CASEVAC, emergency resupply operations, and reorganization.
- Execution of routes for repositioning, movement of the reserve, withdrawal, and movement to CCPs and higher echelon exchange points.
- Execution of follow-on missions to exploit defensive success.
- Integration of aviation assets, when applicable.

Note. The company commander should coordinate rehearsals with the battalion to ensure other units' rehearsals are not planned for the same time or location. Coordinating rehearsals leads to more efficient use of planning and preparation time for all battalion units. It also eliminates the danger of misidentification of friendly forces in the rehearsal area, which could result in fratricide.

Survivability and Countermobility

3-222. Much of the strength of a defense rests on the integration and construction of reinforcing obstacles, exploitation of existing obstacles, and actions to enhance the survivability of the force through construction of fighting positions and fortifications. The commander's intent focuses survivability and countermobility preparation through the articulation of obstacle intent (target, effect, and relative location), and priorities and establishment of priorities for survivability and countermobility. Guided by that intent, the company commander nests the company plan to support the battalion mission.

3-223. With the assistance of available engineer support coordinated by the battalion engineer staff planner, the company commander establishes coordinated priorities of work. The priority of work tasks established by the commander outline survivability and countermobility instructions for its attached and subordinate units. The commander should instruct subordinates to augment and assist engineering attachments and assets to expedite improvement of the defense. If little to no engineer support is available, the company commander establishes these same priorities early for its subordinate platoons to begin as soon as possible due to the lack of engineer assets. In some instances, this may require obstacles intended to limit mobility, and survivability locations that are fully prepared by organic company elements.

3-224. The commander takes into account the survivability of individual fighting positions, and typically prioritizes work on positions that are most critical and require the most time to prepare (vehicular positions, gun positions, mortar firing point, and CP). If available, the commander allocates engineering assets to assist in subordinate elements in preparation of survivability.

Monitoring of Preparation Activities

3-225. During preparation, the commander assisted by the XO and ISG directly monitors the preparatory actions and tracks the higher and adjacent unit situations and the enemy situation. The commander establishes priorities of work that may include but is not limited to; security plan, establishing security plans (that fit into the battalion scheme of maneuver), preparing appropriate fighting positions for all weapon systems, emplacing anti-armor systems such as ATGMs, Javelins, conducting EA rehearsals, obstacle employment (mines or wire), and marking TRPs.

3-226. The priorities of work within the defense are not a finite list and the commander should ensure that all efforts to defend are made before the meeting engagement. The following is an example of a priority of work list. The sequence lists priorities, but the tasks on this list may be conducted simultaneously as follows:

- Post local security.
- Establish and maintain communications with higher headquarters.
- Establish OPs and listening posts, and assign subordinate responsibilities.
- Establish company reconnaissance and security missions.
- Position tube launched, optically tracked, wire guided (TOW) missiles, Javelins, AT4s, machine guns and Soldiers, and assign sectors of fire.
- Position other assets (CP, mortars, vehicles, company trains).
- Designate FPFs and final protective lines.
- Clear fields of fire, and prepare DA Form 5517 (*Standard Range Card*) and sector sketches.
- Adjust indirect-fire FPFs that are clear of friendly forces.
- Prepare fighting positions.
- Emplace obstacles and mines.
- Mark and improve markings for TRPs and direct fire control measures.
- Improve primary fighting positions (overhead cover).

- Prepare alternate and supplementary positions.
- Reconnoiter movements.
- Consolidate digital overlays via mission command system or DA Forms 5517.
- Establish rest plan.
- Rehearse engagement and disengagement actions. Adjust positions and control measures, as required.
- Stockpile ammunition, food, and water.
- Dig trenches between positions.
- Reconnoiter routes.
- Continue position improvements.

3-227. The commander updates and refines plans based on additional reconnaissance and updated intelligence information. The commander continues to disseminate any modifications through FRAGORDs. The commander conducts much of the preparation phase simultaneously with operations conducted in the security area, continuing even as forward-deployed forces gain contact with the enemy. The commander ensures local security is conducted and subordinate platoons are aware of OPs, reconnaissance and security patrols, and AO responsibility.

3-228. The commander updates both copies of the company digital overlay or DA Form 5517, retaining one for the company headquarters and providing the other to higher headquarters. This digital overlay or DA Form 5517 incorporates all defensive activities, including sectors of subordinate weapons systems (interlocking fires), obstacles, lanes, TRPs, and all other pertinent information surrounding the company defense. It is essential that the commander walks every position to best site-in obstacles, and ensures interlocking and clear fields of fire. The commander should inquire and inspect BPs to ensure all Soldiers understand engagement and disengagement criteria sectors of fire, and the overall plan.

3-229. Throughout the preparation, the commander, ISG, and platoon leadership physically inspect preparatory activities. Weapons positioning, setting of obstacles, BP emplacement (all types), direct and indirect fire plans and associated triggers, sustainment operations, and Soldiers' knowledge of their missions are all critical checks. The commander ensures that the ISG and XO are aware of the situation and logistics requirements.

3-230. As subordinate units position elements and execute defensive preparations, the commander coordinates their activities within the overall situation. The commander monitors the enemy situation through information collection efforts at the company and battalion level. The battalion maintains an information collection matrix that focuses battalion efforts on indicators that reveal the enemy's likely time and direction of attack used to update companies, in addition to their own organic capabilities. The commander continually analyzes battalion assessments to determine the effects on preparation time available and any changes to the COA. Company information collection reporting thresholds are updated as the situation changes and as the information collection effort answers information requirements.

3-231. During preparation, the FSO assists the commander in planning the indirect fires to support the overall defense, advise the commander on the status of firing units, and the ability to employ smoke and illumination. The FSO also coordinates with the battalion FSO, firing units, and platoon FOs to ensure the fires plan is fully synchronized and fully understood. The FSO and fire support NCO ensure that platoon FOs understand the fires plan and rehearsal, and that all equipment is fully mission capable. It is essential that all fires personnel understand repositioning criteria and rehearse target and responsibility for targets.

3-232. The mortar platoon and section leader choose a tentative firing position and OPs, complete the mortar portion of the fires plan (based upon the company OPORD), take part in leader's reconnaissance, and coordinate and confirm the mortar indirect fires plan with the appropriate company elements. The mortar section leader ensures that the mortar firing point has alternatives to displace.

3-233. The commander monitors the status of subordinate rehearsals, conducts company rehearsals, and updates the plan, as needed, based on continuously updated intelligence and the status of preparations. The XO analyzes the status of logistics and maintenance of equipment within the company to determine any required adjustments to the plan or task organization. The commander and attached available engineer assets monitor the progress of all engineer efforts within the AO and continually projects the end state of this effort

based on the current and projected work rates. The commander, assisted by recommendations from available engineer support, identifies potential shortfalls early, determines how to shift assets that make up for the shortfalls, or recommend where to accept risk. As the enemy closes on the company's AO, the company begins final preparations that typically include—

- Final coordinating of battle handover and passage of lines.
- Positioning of situational obstacle employment systems.
- Verifying communications status.
- Evacuating unused class IV and V to prevent capture or loss to enemy action.
- Withdrawing engineer forces from forward areas.
- Linking up fire support, protection, and sustainment assets with reserve or other supported combat forces (if not previously accomplished).
- Adjusting reconnaissance and surveillance patrols to ensure it still meets the commander's PIRs, or potential reconnaissance and security patrol, and OPs repositioning.
- Final positioning or repositioning of reconnaissance and surveillance assets, security forces, and observers.
- Positioning of teams to close lanes in obstacles or execute reserved obstacles.
- Executing directed, reserve, or situational obstacles.
- Periodic situation updates and issuing of final guidance to subordinates.
- Registering indirect fire targets with mortars, if not already done.
- Conducting a final radio or map rehearsal with key leaders.
- Updating targets, resources, and priorities.
- Covering gaps between defensive positions, reinforcing those positions as necessary, and counterattacking to seal penetrations or blocking enemy attempts at flanking movements.

Time Management

3-234. A critical aspect of defensive planning is managing available time. The commander decides what must be accomplished during daylight to enable platoons and squad to continue defensive preparations into darkness. Because there is never enough time to prepare the defense, the commander must make use of all time.

3-235. Platoon and squad positions identified and prepared during hours of limited visibility may not be completely effective during daylight. The commander's initial estimate of the time available includes how much daylight is needed for subordinate leaders to identify primary positions. Additionally, using engineer-digging assets during hours of limited visibility is often very difficult and can be dangerous. Safety precautions need to be taken if daylight hours run short and digging assets are still being employed.

3-236. The commander may establish a detailed time schedule for completing key actions and events in the priority of work. This ensures that all units are generally at the same point in the priority of work. This also allows rehearsals to be scheduled effectively for the entire unit. An example of this time schedule might be—

- 1000-Primary fighting positions dug and camouflaged.
- 1500-Company rehearsal for the counterattack.
- 1600-Leaders sand-table rehearsal of the indirect fire plan.
- 1900-Primary positions complete, platoons rehearse disengagement and movement to supplementary positions.
- 2200-Limited visibility rehearsal for the counterattack.

EXECUTION

3-237. Stryker units within the main battle area use a variety of tactics, techniques, and procedures (TTP) to accomplish the mission. At one end of the defensive continuum is a static defense oriented on terrain retention. At the other end is a dynamic defense focused on the enemy. The SBCT Infantry rifle company commander combines principles in static actions (see figure 3-15 on page 3-44) to control, stop, or canalize the attacking enemy forces and dynamic actions (see figure 3-18 on page 3-70) to exploit gaps in the enemies

attack, disrupt their shaping efforts, reposition forces as necessary to reinforce units under attack, and counterattack to seal penetrations or to block enemy attempts at flanking movements.

3-238. Throughout the area defense, the commander conducts shaping operations designed to regain the initiative by limiting the attacker's options and disrupting the enemy's plan. Shaping operations prevent enemy forces from massing, creating windows of opportunity for the conduct of decisive maneuver, and allowing the defending force to defeat the attacking enemy in detail. The mission variables of METT-TC determine how closely the commander synchronizes shaping operations (or supporting efforts) with the decisive operation (or main effort). Executing reconnaissance and security tasks are normally components of shaping operations.

GAIN AND MAINTAIN ENEMY CONTACT (SECURITY AREA ACTIONS)

3-239. Once security area forces have moved into the security area, actions in the security area predominantly focus on reconnaissance, counterreconnaissance, target acquisition, reporting, destruction, delay of the enemy main body, and battle handover. Security area forces integrate these actions with friendly forces forward of them, maintaining information flow and security. Security area forces may execute battle handover, with forward elements, and then assist them in executing a rearward passage. Throughout security area operations, security forces coordinate and cross talk with units to their rear. When security forces execute rearward passage of lines and battle handover, they may then move to the flanks of the main battle area or occupy an AA to the rear to plan for future operations. On approaches that the enemy does not use, the commander may desire to leave elements of the security force forward to preserve observation and access to enemy flanks.

3-240. Information collection within the security area provides the commander with information to support decision-making, provide early warning and reaction time, and to support targeting. Guided by the CCIRs, it normally includes—

- Location, movement, and destruction of enemy reconnaissance and security forces and surveillance assets.
- Speed, direction, composition, and strength of enemy formations.
- Locations of high-payoff targets (for example, indirect fire, bridging, and command and control assets).
- Enemy actions at decision points.
- Enemy flanking actions, breaching operations, and force concentrations.
- BDA.
- Movement of follow-on forces.

3-241. As the enemy's attack begins, reconnaissance and security forces identify committed enemy unit positions and capabilities, determine the enemy's intent and direction of attack, and gains time to react. The commander uses the information available, in conjunction with military judgment, to determine the point at which the enemy commits to a COA. The battalion staff integrates the information provided by reconnaissance and security forces and information collection assets with information received from higher and adjacent units, subordinate units, unified action partners, or SOF operating within the AO. The battalion commander ensures the distribution of a COP throughout the force during the battle as a basis for subordinate commander actions. The company commander analyzes the information and the effect on its role in the defense, and adjusts the plan, disseminating information to subordinate elements. In an area defense, critical decisions for the commander normally include initiation and employment of direct and indirect fires against enemy formations. The commander's critical decisions can be—

- Modifications or adjustments to the defensive plan.
- Execution of situational and reserved obstacles.
- Withdrawal of forward security forces.
- Commitment of the reserve, counterattack, or both.

3-242. Engagements in the security area are normally limited. Security forces focus on locating and destroying enemy reconnaissance elements. Observers initiate indirect fires and the execution of reserved obstacles as the enemy moves into the area. The focal points are normally early warning and identification

of the enemy's decisive and shaping operations, strength, composition of threat forces, and direction of attack for the commander to make decisions and position forces. Forces operating in the security area must be prepared to conduct target handover with the main battle area forces in the event enemy reconnaissance and security forces penetrate the security area.

3-243. After making contact with the enemy, the commander seeks to disrupt the enemy's plan, the enemy's ability to control forces, and the enemy combined arms team. Ideally, the results of the commander's shaping operations should force a disorganized enemy, whose ability to synchronize its elements has been degraded, to conduct a movement to contact against prepared defenses. Once the process of disrupting the attacking enemy begins, it continues throughout the defense of the security area. The SBCT commander may choose to use ATGM and MGS platoons to engage enemy formations at longer distances under the control of the battalion, the SBCT weapons troop, or other security force commander. The security force commander should have a clear and concise understanding of the battalion commander's intent on using task-organized Stryker elements (scouts, Infantry, ATGM, MGS, engineers, and others). The security force commander also ensures that these elements are not decisively engaged and they retain their ability to maneuver. These forward units also call for CAS, Army attack aviation, and precision-guided munitions from artillery and mortars. Security area engagements can provide the following advantages:

- Depth to the AO.
- More time to prepare in the main battle area.
- A weakened enemy.
- Confusion to the location of the friendly defensive positions.
- Forces the enemy to deploy and more clearly indicate their main attack or intentions.

3-244. The commander coordinates the battle handover between security forces and main battle area forces as quickly and efficiently as possible to minimize their vulnerability to enemy fire. When the battle handover is a transfer of responsibility for the battle from the SBCTs or a higher unit's security area force to the SBCT Infantry battalion. The higher commander who established the security force prescribes criteria for the handover and designates the location where the security forces will pass through, the routes, contact points, and the BHL. The BHL is normally forward of the FEBA where the direct fires of the forward combat elements of the battalion can effectively overwatch the elements of the passing unit. The SBCT commander or other higher headquarters commander coordinates the battle handover with the SBCT battalion commander. This coordination overlaps with the coordination for the passage of lines, and the two should be conducted simultaneously. Coordination normally includes—

- Establishing communications, this includes ensuring linkage on tactical radios and tactical radio networks (see ATP 6-02.53) and effective information overlap.
- Providing updates on friendly and enemy situations, and the addition of appropriate CPs and leaders to the message groups on situation reports and updates.
- Coordinating passage, which includes identifying passage points and lanes, recognition signals, and exchanging or disseminating graphics of these and obstacle overlays.
- Collocating CPs.
- Dispatching representatives to contact points and establishing liaisons.
- Coordinating recognition signals.
- Reporting status of obstacles and routes, including overlays.
- Coordinating fire support, protection, and sustainment requirements, with particular attention given to casualty and equipment evacuation requirements.
- Coordinating actions to assist the security force with breaking enemy contact.
- Coordinating and exchanging maneuver, obstacle, and fire plans.
- Coordinating location, communications plans, and FSCMs (specifically NFAs) to any stay-behind forces.
- The defending unit provides guides in the front and rear of the passing unit's formation through the main battle area, if necessary.

3-245. Within the SBCT Infantry battalion, the battle handover between battalion security forces and the forward SBCT Infantry rifle companies in the main battle area are less complicated, but equally as critical

and must be planned in detail. Security forces and forward companies identify rearward passage points and lanes, and coordinate movement with the individual units or units covering them and through which they are moving. Frequently, the first elements to displace are the maneuver forces that were executing security tasks, moving to initial defensive positions in the main battle area, or acting as the reserve. The SBCT Infantry battalion scout platoon normally displaces and conducts a screen on the flanks, moves to establish overwatch on other avenues of approach, or exfiltrates back to the rear portion of the battalion's AO. When battle handover occurs within the battalion, companies within the main battle area—

- Assist with the passage of lines and disengagement.
- Gain and maintain contact with enemy forces as battle handover occurs.
- Maintain security.
- Execute on order, reserve obstacles, and be prepared to emplace situational obstacles in the security area as the passing force withdraws.

MANEUVER (MAIN BATTLE AREA ENGAGEMENT)

3-246. In an area defense (see figure 3-16 on page 3-59), the decisive operation is decided in the main battle area. The commander shapes and decides the engagement by massing the effects of combat power. Effects are synchronized in time and space, and should be rapid and unexpected so that they break the enemy's offensive tempo and disrupt the enemy's attack. Synchronized prior planning and preparation bolsters the effects of combat power, increasing the effectiveness of the defense.

3-247. Depending on the defensive scheme of maneuver, the defender may fight primarily from a single series of positions or it may conduct delay operations, capitalizing on movement and repeated attacks to defeat the enemy in-depth. Forward positioned forces, obstacles, and fires are used to break the enemy's momentum, force the enemy to deploy earlier than desired, reduce the enemy's numerical advantage, disrupt enemy formations and tempo, and force the enemy into positions of vulnerability.

Scheme of Maneuver

3-248. The defender integrates obstacles to disrupt, turn, fix, block, canalize, and then destroy attacking enemy forces by massing fires in EAs. For the SBCT Infantry rifle company, the mass and concentration of fires is best initiated from a trigger line. Elements with the shortest maximum effective range weapons are closest to the trigger lines and normally separated from the enemy by a blocking or fixing obstacle. Elements with the longest maximum effective range are further back from the trigger line in positions that allow them to engage with SDZs considerations taken into account of friendly positions forward of them. Once direct fire is initiated, the forces in closer proximity to the enemy may displace to follow-on positions using the fires of the forces to their rear suppressing the enemy to prevent the enemy engaging in close combat.

3-249. As the operation evolves, the commander knows that there will probably be a requirement to shift the decisive operation and shaping operation(s) or the main effort and supporting effort(s) to press the engagement and keep the enemy off balance. The commander integrates information collection tasks to shift the effects of fires and maneuver forces so that they are repeatedly focused, and refocused to achieve decisive, destructive, and disruptive effects upon the enemy's attack. IPB enables information collection to determine likely enemy actions, while security area forces and main battle area forces confirm or deny those actions.

3-250. Throughout the area defense, all echelons maintain a cohesive defense if it is to defeat the enemy. This does not mean that the forces must be massed close together or that companies must have mutually supporting fires. With forces dispersed, companies can maintain cohesion by maintaining the COP cross talk among subordinates, and the continual tracking and reporting of the enemy. Subordinate units and recommendations from the staff provide information allowing the commander to continually assess the enemy's options and movement while identifying means to defeat them. With forces widely dispersed, continual assessment of time and distance variables are essential. To maintain defensive cohesion, subordinate companies keep their movement, positioning, and fires consistent with the battalion commander's intent, the defensive scheme of maneuver, and the obstacle plan.

Penetrations

3-251. Unless the battalion or other higher headquarters plan makes other provisions (for example, a higher echelon reserve or counterattack force is responsible), the rifle company is responsible for controlling enemy advances within its AO. When a penetration threatens the defender, commanders may take several actions to counter the situation. In order of priority, the commander may do any or all of the following:

- Allocate priority of all available fires, including artillery and mortar fires, Army aviation attack, and CAS, to the threatened unit. (This is the most rapid and responsive means of increasing the combat power of the threatened unit.)
- Direct or reposition adjacent units to engage enemy forces that are attacking the threatened unit. (This may not be possible if adjacent units are decisively engaged.)
- Commit the reserve to reinforce the threatened unit.
- Commit the reserve to block, contain, or destroy the penetrating enemy force.
- Accept penetration of insignificant enemy forces and maintain contact with them as they move deeper into the main battle area.
- Move forces to alternate, supplementary, or subsequent positions, or to withdraw forces.
- Commit attached engineers or other element to assist in containing the penetration or to constitute a new reserve.

3-252. When a penetration occurs, units within the main battle area continue to fight, refuse their flanks, and engage the enemy's flanks and rear. The penetrated force must try to minimize the penetration to prevent the area of penetration from widening and to protect adjacent unit flanks. Adjacent units take immediate action to secure their exposed flanks, which may include security missions or the establishment of a blocking position(s). Adjacent units may also need to reposition forces or direction of fire, readjust subordinate AO and tasks, or commit their reserve. Forces within the main battle area try to re-establish contact across the area of penetration, when possible.

Resupply

3-253. During combat operations, sustainment operations are tailored in response to changes in tactical requirements. The company XO in coordination with the battalion S-4, who then works with the FSC, fully integrates sustainment operations with the battalion battle rhythm through planning and oversight of on-going operations. Logistical synchronization matrices and logistics reports are used to initiate and maintain synchronization between operations and sustainment functions.

3-254. Protection of sustainment operations and locations ensures continuity of logistics operations. Because committing combat forces to sustaining operations and locations such as the combat or field trains diverts combat power from the main battle area, the commander carefully weighs the need for such diversions against the possible consequences to the overall operation. Generally, support elements in the company and battalion AO rely on positioning, movement, and self-protection for survival. They—

- Establish sustainment operations in covered and concealed areas away from likely enemy avenues of approach.
- Establish and maintain perimeter security and early warning OPs, integrating weapons and crews that are in the rear for repair operations.
- Keep sustainment elements ready to move on short notice as the security battle begins.
- Maintain internal security if not augmented by the battalion for any movement while executing sustaining operations.

3-255. Early warning to sustainment elements to the rear of the battalion's AO is critical for survival if a penetration of the main battle area or an enemy attack from an unexpected area. Sustainment plans and rehearsals address actions to be taken if attacks on sustaining operations, including defensive measures, displacement criteria, CASEVAC, routes, rally points, and subsequent position.

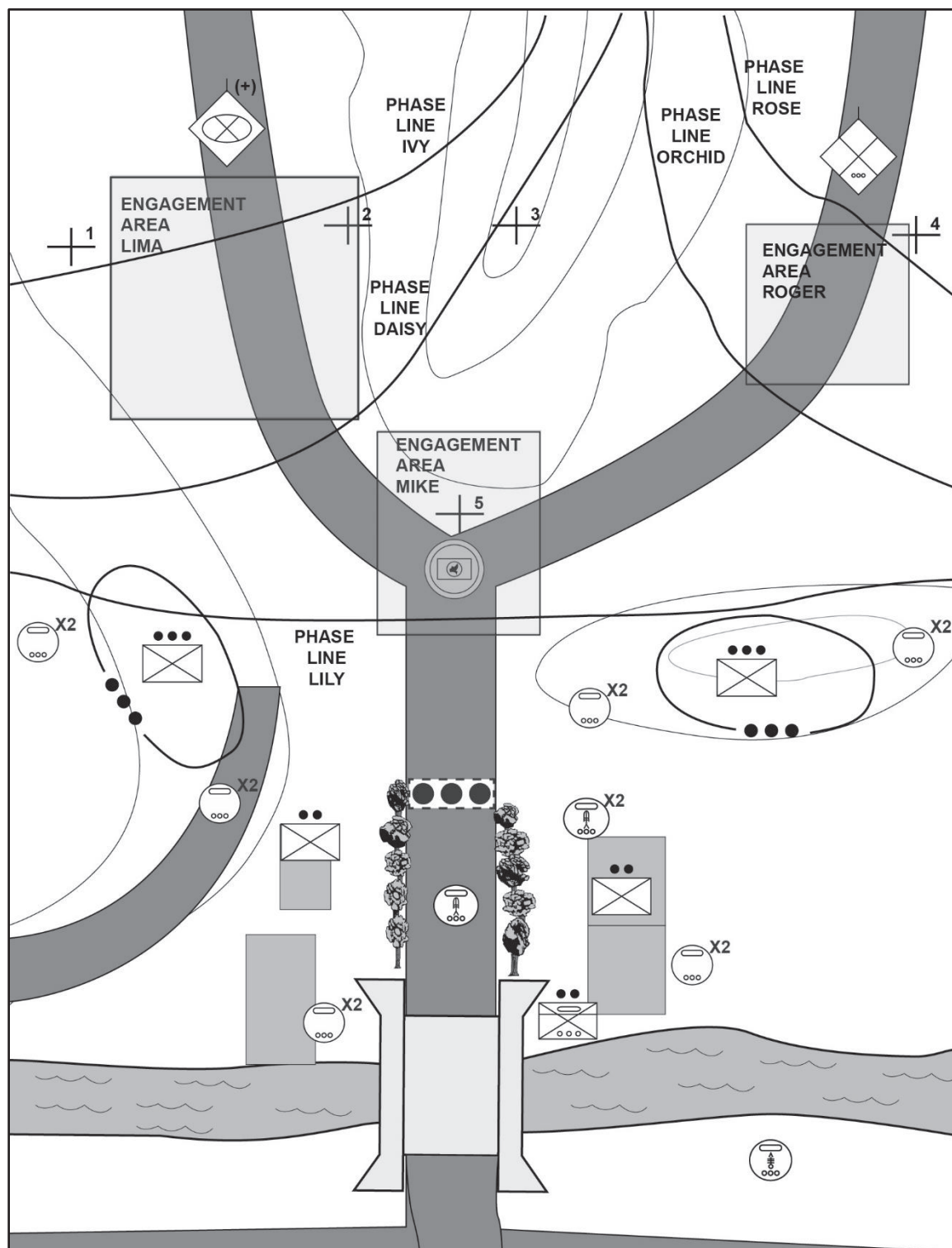


Figure 3-16. Area defense forward

Note. Figure 3-17 on page 3-61 is a continuation of the scenario from paragraph 3-165 on page 3-37, specifically figure 3-14 on page 3-42 and figure 3-15 on page 3-44. As this scenario continues, the enemy commits its main attack along avenue of approach 1. Once the enemy intent is confirmed, the battalion commander moves mobile elements of the battalion to reinforce company B, the battalion's main effort.

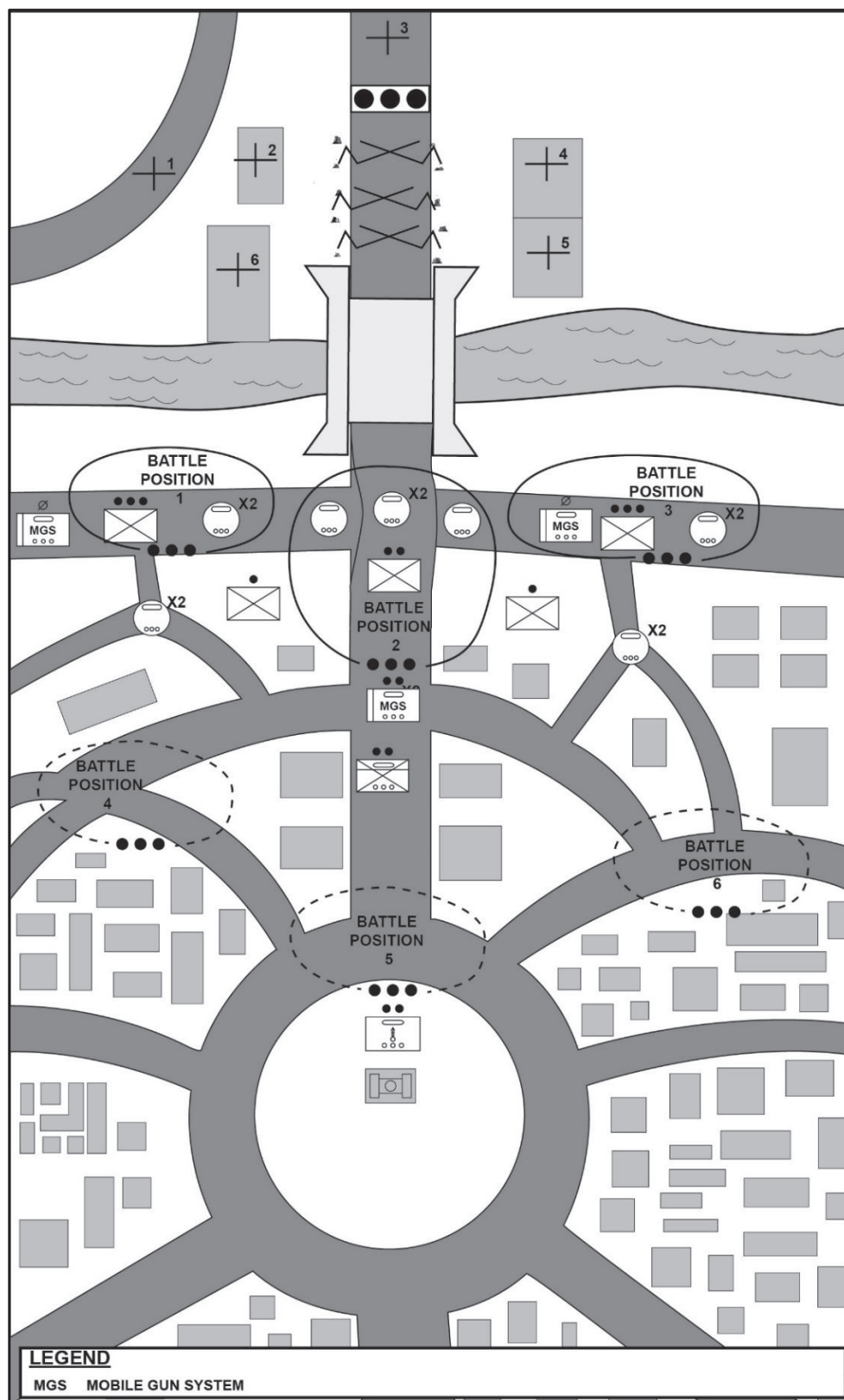


Figure 3-17. Area defense in-depth

ASSESS

3-256. The SBCT Infantry rifle company commander constantly assesses the situation in the defense and periodically takes measure of each task and its status in the defense. Upon the culmination of the execution phase, performing assessment is critical to the regaining the initiative. In the planning phase, sequels and branches should have been prepared for guidance for follow-on operations, resupply, evacuation of damaged equipment, medical procedures, and other activities. The commander requires information during lulls of activity during the execution of the defense. The commander first determines if the enemy has completed their attack before beginning efforts to consolidate and reorganize the force entirely. Consolidation and reorganization at lower echelons occurs immediately and is a bottom-up driven task.

3-257. During the consolidation and reorganization, time is critical. Units must be mindful that accuracy in reporting and accountability takes precedence over speed of actions. Commanders require accurate information primarily to assess what actions to take.

SECTION V – MOBILE DEFENSE

3-258. The mobile defense is a defensive task that concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force (see ADP 3-90). A mobile defense orients on the destruction of the attacking enemy force, as opposed to retaining terrain, by permitting the enemy to advance into a position that exposes them to a decisive counterattack. The commander may yield ground in some areas to allow the enemy commander to think the attack has been successful or to entice the enemy force to move toward an EA where they are vulnerable to the striking force's attack. (See FM 3-90-1 for additional information.)

Note. A division is the smallest unit that can conduct, versus participate in, a mobile defense. This is because of its ability to fight multiple engagements throughout the width, depth, and height of the division AO while simultaneously resourcing fixing, striking, and reserve forces.

CONDUCTING A MOBILE DEFENSE

3-259. When the division plans to conduct a mobile defense, subordinate BCTs may shape the penetration of the enemy attack as part of the division fixing force. The division commander allocates only an absolute minimum amount of combat power to the fixing force within the division AO. For a typical division with four to six attached BCTs, this may be as small as one or two BCTs (at the most). The division commander allocates the maximum available combat power at the time of attack to the striking force. The mobile striking force should possess greater combat power than that of the enemy force it seeks to defeat or destroy, and be capable of equal or greater mobility. At the division level, this translates into two or more BCTs supported by the FA brigade, combat aviation brigade, and joint fires. The division reserve during a mobile defense may consist of: elements as small as a single Stryker or combined arms battalion task force, or elements as large as a reinforced Armor or Stryker BCT. (See ATP 3-91 for additional information.)

FIXING FORCE

3-260. In a mobile defense, an SBCT attached to the division is normally part of the fixing force. The fixing force conducts an area defense or a delay structured to establish the conditions necessary for the successful conduct of the striking force's attack. The division commander takes advantage of the fixing force fighting a mix of static (defensive positions) and dynamic (local counterattacks) actions. Within the mobile defense, fixing forces reposition, as necessary, and conduct local counterattacks to control the depth and breadth of an enemy penetration and ensure the retention of ground from which the striking force can launch the decisive counterattack. When facing large enemy penetrating forces, division shaping operations, or supporting efforts repeatedly isolate portions of the enemy force that are then attacked by the striking force, which defeats the enemy in detail. An SBCT or a subordinate SBCT Infantry battalion task force can garrison a strong point to shape the enemy's penetration. This and other graphic control measures help the division commander direct the division's supporting brigades throughout the execution portion of a mobile defense. (See sections II and IV of this chapter for additional information on the conduct of an area defense or delay, respectively.)

STRIKING FORCE

3-261. The attack by the *striking force*—a dedicated counterattack force in a mobile defense constituted with the bulk of available combat power (ADP 3-90)—in the EA isolates the targeted penetrating enemy force and defeats or destroys that enemy force, if possible. When shaping the commitment of the striking force, the commander may use Infantry to isolate targeted enemy forces through vertical envelopment. This form of maneuver requires local air superiority and the suppression of most enemy air defense systems during the time Infantry units move along air movement corridors to their respective LZs.

SECTION VI – RETROGRADE

3-262. Retrograde movements may be classified as delaying, withdrawal, or retirement actions. Delaying actions trade space for time, preserve friendly combat power, and inflict maximum damage on the enemy. Withdrawal actions involve a planned voluntary disengagement from the enemy conducted with or without enemy pressure. Retirement involves an organized movement to the rear by a force not in contact with the enemy. In each action, a force moves to the rear, using combinations of combat formations and marches. The commander may use all three actions singularly or in combination with other offensive or defensive tasks.

3-263. The commander executes retrogrades to—

- Disengage from operations.
- Gain time without fighting a decisive engagement.
- Resist, exhaust, and damage an enemy in situations that do not favor a defense.
- Draw the enemy into an unfavorable situation or extend the enemy's lines of communications.
- Preserve the force or avoid combat under undesirable conditions, such as continuing an operation that no longer promises success.
- Reposition forces to locations that are more favorable or conform to movements of other friendly troops.
- Position the force for use elsewhere in other missions.
- Simplify sustainment of the force by shortening lines of communications.
- Position the force where it can safely conduct reconstitution.
- Adjust the defensive scheme to secure terrain that is more favorable.
- Deceive the enemy.

3-264. The commander considers mobility as it relates to the enemy and friendly organic forces. The commander considers the pace the enemy will pursue with its forces that move at the fastest paces against the SBCT Infantry rifle units that move at the slowest pace. SBCT units have an advantage because of the mobility of their Stryker vehicles. Careful consideration is placed on fuel consumption rates, damaged or deadlined vehicles, and carrying capacity of Soldiers and equipment. The commander also must understand the battalion plan with regard to sustainment and casualty assistance. Due to the fluidity of the retrograde, the commander may have to adjust CCPs during different portions of the mission.

3-265. The commander is prepared to adjust fires based on the plan and the movement of the enemy toward friendly forces as they retrograde. The commander plans triggers for indirect fires along the retrograde route that degrade enemy capabilities.

3-266. It is important that the commander know the effects of the retrograde can play in negatively affecting the participating Soldiers' attitudes more than any other type of operation because they may view the retrograde as a defeat. The commander maintains the unit's aggressiveness and does not allow retrograde operations to reduce or destroy unit morale. The commander can counter any negative effects of the operation on unit morale by planning and efficiently executing the retrograde, and ensuring that Soldiers understand the purpose and duration of the operation.

DELAY

3-267. A *delay* is when a force under pressure trades space for time by slowing down the enemy's momentum and inflicting maximum damage on enemy forces without becoming decisively engaged

(ADP 3-90). When conducting a delay, the SBCT Infantry rifle company yields ground to gain time while retaining flexibility and freedom of action. The SBCT Infantry battalion or its subordinate companies may execute a delay when it has insufficient combat power to attack, defend, or when the higher unit's plan calls for drawing the enemy into an area for a counterattack, as in a mobile defense. (See ATP 3-21.21 for additional information.)

PLANNING

3-268. Conducting a delay requires the close coordination of forces and a clear understanding by subordinates of the commander's intent, the scheme of maneuver, and detailed mission graphics. The potential for the loss of control is high in a delay operation, making cross talk and coordination between commanders and subordinate leaders extremely important. Subordinate initiative is critical, but it must be in the context of close coordination with others.

3-269. Plans must be flexible, with control measures throughout the AO allowing forces to maneuver to address all possible enemy options. Planning considerations for the area defense are addressed in section II of this chapter and apply to delaying operations. The six warfighting functions below are the framework for discussing planning considerations specific to delaying operations for the company.

3-270. Centralized planning and decentralized execution characterize a delaying operation. Critical to the success of the delay is the shared understanding of the OE, the operation's purpose, and the problems and approaches to solving them. The commander's intent provides a clear and concise expression of the purpose for the delaying operation and the desired military end state for the delay. The commander's intent becomes the basis on which subordinate leaders develop plans that transform thought into action. The higher commander's intent provides the basis for unity of effort in delaying operations.

Parameters of the Delay

3-271. The commander clearly articulates the parameters of the delay in the order. Specifically, subordinate missions in terms of space, time, and friendly strength. Through these parameters, normally stated in paragraph 3 of the delay order tasks to subordinate units, the commander provides direction for actions during the delaying operation as planned, and when subordinate is unable to meet the initial terms of the delay mission.

3-272. First, the company commander is directed to conduct one of two directed approaches to conduct the delay: delay within the AO. Time during the conduct of a delay is usually based on another unit completing its activities, such as establishing rearward defensive positions. A mission of delay within an AO implies that force integrity is a prime consideration. In this case, the company delays the enemy as long as possible while avoiding decisive engagement. Generally, this force displaces once predetermined criteria have been met, such as when the enemy force reaches a *disengagement line*—a phase line located on identifiable terrain that, when crossed by the enemy, signals to defending elements that it is time to displace to their next position (ADP 3-90).

3-273. The second parameter the order must specify is what is considered acceptable risk. Acceptable risk ranges from accepting decisive engagement by holding terrain for a given period, to avoiding decisive engagement to maintain the delaying force's integrity. The depth available for the delay, the time needed by the higher headquarters, and subsequent missions for the delaying force determine how much acceptable risk.

3-274. Third, the order must specify whether the delaying force may use the entire AO or whether it must delay from specific BPs. A delay using the entire AO is preferable, but a delay from specific positions may be required to coordinate two or more units in the delay. The battalion commander normally assigns the company an AO when—

- There is no dominating terrain on the enemy avenues of approach.
- When the battalion AO is extremely wide.

3-275. The company commander then may assign AO or initial and subsequent delay positions for subordinate platoons. The commander defends and withdraws by platoons bounding them to the rear. The battalion commander normally assigns the company a series of BPs if—

- The battalion is delaying in restrictive terrain where the enemy can be canalized into selected areas.

- There is terrain that dominates the avenues of approach.
- The battalion's AO covers a narrow frontage.

3-276. When the battalion commander has assigned the company a series of BPs from which to delay, the company moves from one BP to another, as directed by the battalion commander. If it coincides with the battalion plan, the company commander may choose platoon BPs and fight a delay action between assigned company BPs. The company commander must decide which positions require preparation and allocate time and resources to them.

3-277. The battalion commander has greater control of the delay when delaying from BPs. However, the company commander has more control when delaying in an AO. The battalion commander can impose more control of the company's rearward movement by assigning PLs and times for these lines to be crossed, in conjunction with the battalion scheme of maneuver. The company has the same control by assigning its own triggers for platoons crossing PLs as well. If the delay is conducted over a long distance, either method may be used. No matter which is used, the company commander chooses the platoon positions and the routes to them. If there is terrain that is defensible forward of a battalion-established PL, the commander may consider defending there for the required amount of stated time for that particular PL.

Organization of Forces

3-278. The SBCT normally organizes into a security force, main body, and reserve, though operations extended across large areas may preclude the use of an SBCT-controlled security force and reserve. In this case, the SBCT may direct the battalion to organize its own security, main body, and reserve forces; the same as if the battalion was operating independently. The SBCT commander can designate a battalion as the security or reserve force for the SBCT.

3-279. When the Stryker Infantry battalion operates independently or establishes its own security force within the Infantry BCT's AO, the battalion normally tasks the scout platoon and the sniper squad to conduct a screen. These elements establish a screen line along the most likely enemy avenues of approach and uses fires to disrupt the enemy advance. These elements may be reinforced with other elements, for example, ATGM, MGS, Infantry rifle squad, FOs, and engineers.

3-280. The SBCT Infantry battalion's main body, which contains the majority of the force's combat power, may use alternate or subsequent positions to conduct the delay. The commander usually deploys the main body as a complete unit into a forward position when conducting a delay from subsequent positions. The commander divides the main body into two parts, roughly equal in combat power, to occupy each set of positions when conducting a delay from alternate positions. The commander retains a reserve, normally a company augmented with ATGM or MGS platoons, to defeat enemy penetrations, reinforce positions, or assist units with breaking contact. Reserve missions require the force tasked to be the reserve to have the mobility and strength to strike with such force that an enemy has no option but to react to it.

3-281. When conducting a delay, the SBCT Infantry rifle company does not typically fight on its own, but as part of the battalion. The company can delay and draw the enemy into vulnerable positions. The company inflicts casualties to disrupt the enemy advance whenever possible. The company is expected to aggressively fight without becoming decisively engaged. This is done by engaging, disengaging, displacing, and reengaging when the enemy comes in range again. Techniques used include ambushes, flank attacks, counterattacks, spoiling attacks, and defense of linear obstacles, when possible. The company commander ensures that the company plan fits into the framework of the higher echelon commander to afford forces of maximum efforts in moving during the delay. This means that the company commander assigns AO, or BPs to platoons to best coordinate the company tasks within the delay operations.

Control Measures

3-282. Control measures are the same for both alternatives addressed in paragraph 3-226 on page 3-63, except that during a delay forward of a specified line for a specified time, the company commander annotates the PL with the specified time. If the delaying force is ordered to hold the enemy forward of a given PL (delay line, see paragraph 3-337 on page 3-77) for a specified time, mission accomplishment outweighs preservation of the force's integrity. Such a mission may require the force to defend a given position until ordered to displace. Control measures such as BPs, EAs, and attack by fire positions, allow the company

commander and subordinate leaders to direct the fight more closely, giving subordinates a clearer picture of how the commander envisions fighting the delay.

3-283. The battalion commander may dictate specific events to control the company's delay. For example, the enemy penetration of a PL can trigger the initial repositioning of subordinate forces to subsequent positions during the course of the battle. The commander may also use PLs to control the timing and movement of delaying units, although assigning time minimums to delays by PL can limit subordinate commanders to delaying on or forward of those lines, at least until the specified times. A *delay line* is a phase line where the date and time before which the enemy is not allowed to cross the phase line is depicted as part of the graphic control measure (FM 3-90-1). Contact points, coordination points, RFLs, coordinated fire lines, trigger lines, TRPs, checkpoints, and other control measures are established to avoid fratricide and support subordinate unit coordination.

Note. Designating delay lines is a command decision that imposes a high degree of risk on the delaying unit. The delaying unit must do everything in its power—including accepting decisive engagement—to prevent the enemy from crossing that line before the time indicated. A delay line may also be event driven. For example, a commander can order a delaying unit to prevent penetration of the delay line until supporting engineer assets complete construction of a rearward obstacle belt. (See ATP 3-21.21 and FM 3-90-1 for additional information.)

3-284. The delay must include the integration of direct and indirect fires, and situational obstacles to make the enemy doubt the nature of the friendly mission and leave no choice but to deploy and maneuver. Engagement at maximum ranges for all weapons systems causes the enemy to take time-consuming measures to deploy, develop the situation, and maneuver to drive the delaying force from its position.

3-285. An aggressive enemy commander will not deploy if friendly forces are determined to be delaying. The enemy commander will use mass and momentum to develop sufficient pressure to cause subordinate units of the company to displace, or to become decisively engaged.

Movement and Maneuver

3-286. The delay order addresses the conduct of movement before the execution phase of the operation, the scheme of maneuver, priorities for the delay, and defines how much freedom subordinate leaders have in maneuvering their forces. The battalion specifies constraints on maneuver and requirements for coordination. The commander defines the criteria for disengagement and maneuver to alternate and subsequent positions or AO, and identifies the series of BPs or PLs from which (or forward of which) the company and its subordinate units must fight.

Scheme of Maneuver and Engineer Tasks and Support

3-287. The nested company scheme of maneuver must allow the battalion to dictate the pace of the delay and maintain the initiative. The company commander selects positions that inflict maximum damage on the enemy, support disengagement, and enable delay actions to alternate or subsequent positions. The commander may choose to delay from alternate or subsequent positions depending on the strength of the companies and the size of the AO.

3-288. During delaying operations, the commander normally assigns deep and parallel AO to delaying forces. This provides enough terrain for subordinate units to operate in-depth, and maximizes the ability for allocated assets to support simultaneously multiple units throughout the operation. The commander makes provisions for coordinated action along enemy avenues of approach that diverge and pass from one subordinate AO to another. When determining the scheme of maneuver, positions should incorporate as many of the following characteristics as possible:

- Good observation and long-range fields of fire.
- Covered or concealed routes of movement to the rear.
- A road network or areas providing good cross-country trafficability.

- Existing or reinforcing obstacles to the front and flanks.
- Maximize use of highly defensible terrain.

3-289. During planning, the commander considers the company's specific maneuver actions, fires, obstacles, and the employment of other supporting assets necessary to degrade the enemy's mobility and support friendly forces' disengagement to alternate or subsequent positions. This planning is especially critical at locations and times when delaying forces may become decisively engaged with the enemy. As the commander develops and refines the plan, it develops decision points for key actions. This includes triggers for the employment of fires and situational or reserve obstacles, displacement of subordinate units to alternate or subsequent positions, and movement of indirect fire assets, command and control systems, and sustainment assets. The commander also selects routes for reinforcements, artillery, CPs, and sustainment elements to use and synchronizes their movements with the delaying actions of forward units.

3-290. Engineer priorities during a delaying operation are normally countermobility first, then mobility. However, restrictive terrain that impedes friendly movement may require the commander to reverse priorities. Close coordination is necessary so that engineer obstacles are covered by fire and do not impede the planned withdrawal routes of delaying forces or the commitment of a counterattacking and reserve force. (See ATP 3-21.20 for more information.)

Avoiding Decisive Engagement

3-291. A key to avoiding decisive engagement is to maintain a mobility advantage over the attacking enemy. The commander seeks to increase the company's mobility while degrading the enemy's ability to move. The company improves its mobility by—

- Maintaining contact with the enemy; maintaining reconnaissance, surveillance, and security on flanks, and coordinating with adjacent units to prevent forces from being isolated.
- Prioritizing and task-organizing mobility assets to maximize the ability of the company to perform the delay.
- Reconnoitering routes and BPs.
- Improving routes, combat trails, bridges, and fording sites between delay positions, as time and resources permit.
- Using indirect fires and obstacles to support disengagement and to cover movement between positions.
- Task-organizing and positioning breaching assets within subordinate formations to breach enemy scatterable mines rapidly.
- Using multiple routes.
- Controlling traffic flow and restricting dislocated civilians' movements to unused routes.
- Keeping logistical assets uploaded and mobile.
- Caching ammunition on rearward routes and ensuring that units know the locations of these supply points. If possible, supply points are guarded and prepared for destruction when not used by delaying forces.
- Task-organizing additional medical and equipment evacuation assets to subordinate platoons to increase the ability to rapidly disengage and displace.
- Positioning air defense assets to protect bridges and choke points on rearward routes.

3-292. The commander degrades the enemy's ability to move through planning and an understanding of the AO. The company, in coordination with battalion assets, degrades the mobility of the enemy by—

- Maintaining continuous pressure on the enemy throughout the AO.
- Attacking logistics as well as maneuver and fire support assets.
- Securing and controlling choke points and key terrain that dominates high-speed avenues of approach.
- Destroying enemy reconnaissance, security forces, and surveillance assets to blind the enemy and causing the enemy to move more deliberately.
- Employing a combination of directed, situational, and reserved obstacles.

- Employing indirect fires, obscurants, manned-unmanned teaming, and CAS, if available.
- Using deception techniques such as dummy positions.

3-293. When conducting a delay, the battalion and company commanders normally assign subordinate units contiguous AO that are deeper than they are wide. The commanders synchronize the employment of these combined arms teams throughout the depth of each assigned AO for the delay. When commanders expect to delay for only a short time or the AO lacks depth, the delaying unit may be forced to fight from a single set of positions. When commanders expect the delay to last for a longer period, or if sufficient depth is available, the delaying unit may delay from either alternate or subsequent positions. In both techniques, delaying units normally reconnoiter delay positions before occupying them and if possible, post guides on one or two positions.

3-294. In executing both methods of delay, it is critical that the delaying units maintain contact with the enemy between delay positions. Table 3-1 summarizes the comparison of two delay techniques.

Table 3-1. Comparison of two delay techniques

<i>METHOD OF DELAY</i>	<i>USE WHEN</i>	<i>ADVANTAGE</i>	<i>DISADVANTAGE</i>
Delay from alternate positions	Area of operation is narrow. Forces are adequate to split between different positions (in-depth).	Area of operation is narrow. Forces are adequate to split between different positions (in-depth).	Requires continuous coordination. Requires passage of line, increasing vulnerability and fratricide potential. Engages only part of the force at one time.
Delay from subsequent positions	Area of operation is wide. Forces available are not adequate to position in-depth.	Area of operation is wide. Forces available are not adequate to position in-depth.	Limited depth to the delay positions. Easier to penetrate or isolate units. Less time is available to prepare each position. Less flexibility.

3-295. In a delay from alternate positions (see figure 3-18), two or more units in a single AO occupy delaying positions in-depth. As the first unit engages the enemy, the second occupies the next position in-depth and prepares to assume responsibility for the operation. The first force disengages and passes around (preferred method) or through the second force. The force then moves to the next position and prepares to reengage the enemy while the second force takes up the fight. If the AO is narrow, the company employs platoons in-depth occupying alternate positions. This enables a strong delay, with forces available to counterattack or assist in the disengagement of the forces in contact. Using alternate positions helps maintain pressure on the enemy and helps prevent the company and subordinate platoons from being decisively engaged. A delay from alternate positions is particularly useful on the most dangerous avenues of approach because it offers greater security and depth than a delay from subsequent positions. However, it also poses the highest potential for fratricide and vulnerability as units pass near or through each other.

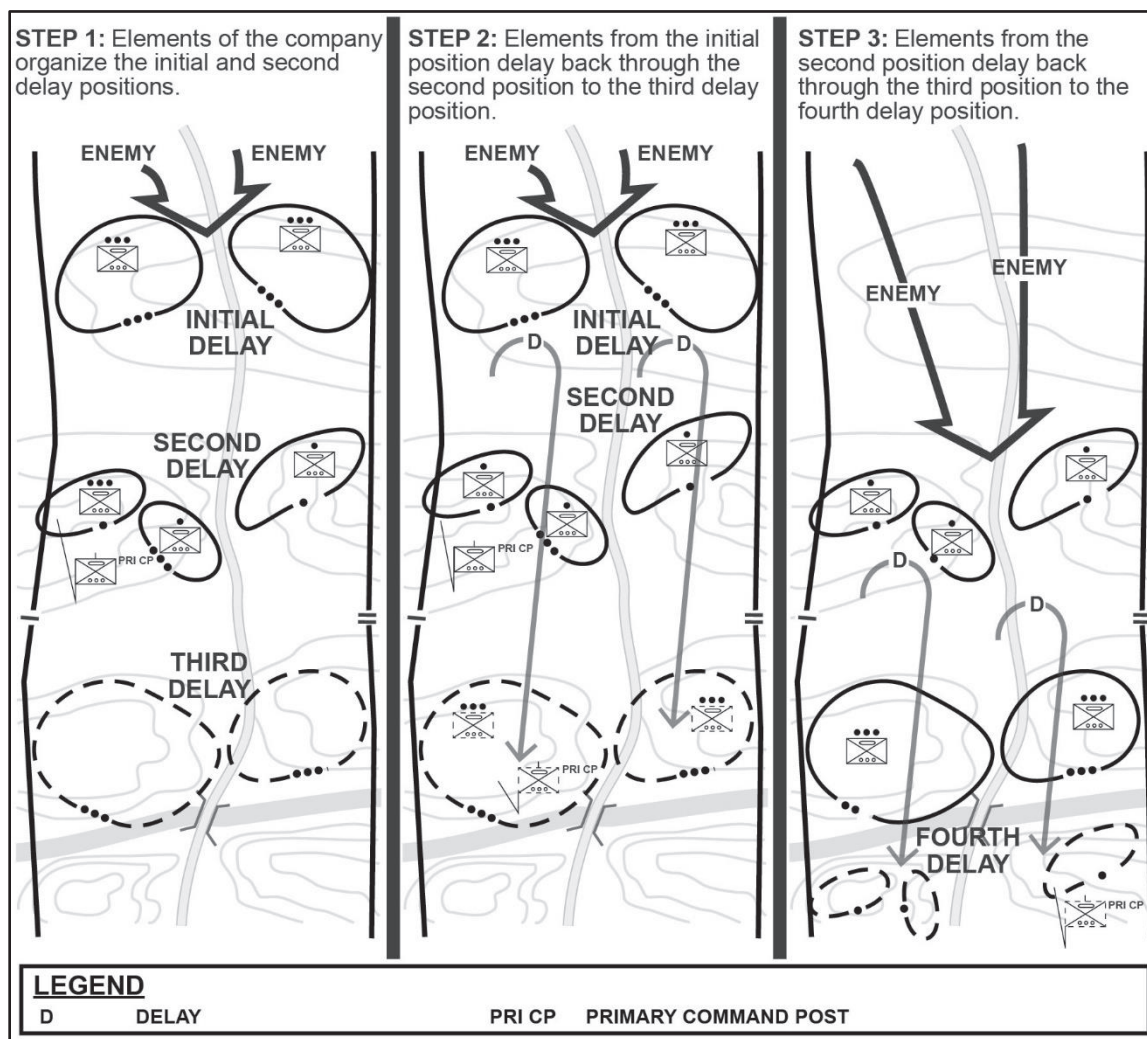


Figure 3-18. Delay from alternate positions

3-296. A delay from subsequent positions is used when the assigned AO is so wide that available forces cannot occupy more than a single layer of positions. (See figure 3-19 on page 3-70.) In a delay from subsequent positions, the majority of forces are arrayed along the same PL or series of BPs. The forward forces delay the enemy from one PL to the next within their assigned AO. This is the least preferred method of delaying since there is a much higher probability of forces becoming isolated or decisively engaged, particularly if the delay must be maintained over more than one or two subsequent positions. The delay force also has limited ability to maintain pressure on the enemy as it disengages and moves to subsequent positions unless it has been allocated additional and adequate indirect fire support.

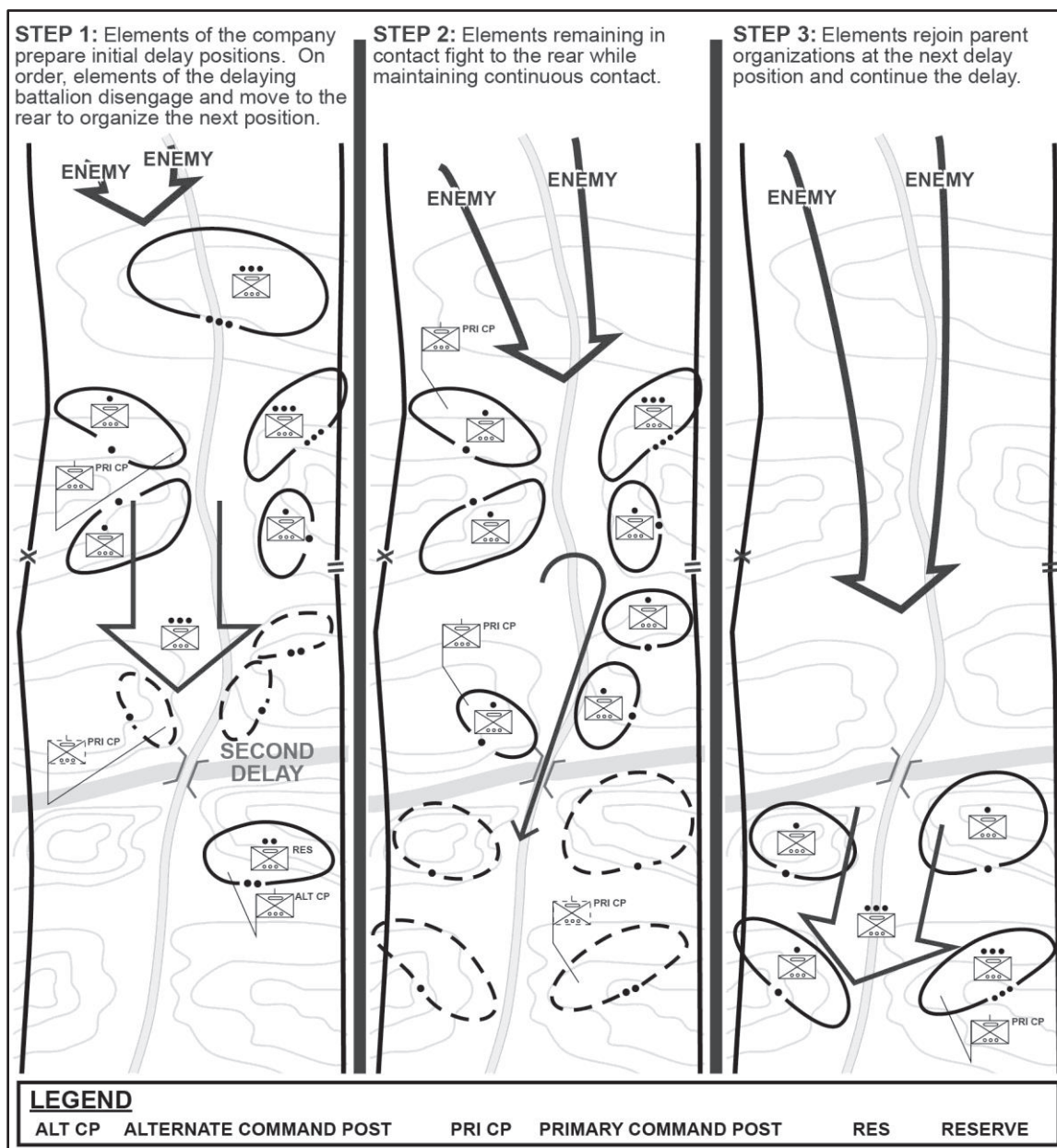


Figure 3-19. Delay from subsequent positions

Intelligence

3-297. During the IPB, the commander utilizes intelligence and updated information provided by the S-2 and battalion operations staff officer (S-3) to analyze the effects of terrain and the anticipated enemy situation to identify positions that offer the best opportunity to engage, delay, and inflict damage on the enemy force. As the commander develops delay alternate and subsequent positions and control measures, the commander calculates enemy closure rates and compares them to friendly displacement rates between positions. The commander considers the time and space factors for each enemy avenue of approach to dictate how much time subordinate units have to engage the enemy and move, before becoming decisively engaged. From this analysis, the commander develops triggers and lines for displacement to alternate and subsequent positions in-depth. The commander also considers key weapons systems and triggers for their displacement, to cover friendly movement that slows the enemy. (See ATP 2-01.3 for additional information.)

Fires

3-298. The extended frontages and ranges common to delaying operations, and in general to retrograde operations, make the provision of fire support difficult and limit the commander's ability to mass fires. For that reason, normally delaying forces often have more than the normal allocation of fire support assets. The commander balances the decision to commit fire support systems forward against anticipated requirements in subsequent battle stages. When available, the commander uses; rotary-wing and fixed-wing aircraft to augment fires or replace artillery systems and to reduce risk through the ability to conduct air movement of artillery systems (rotary-wing only). The following are key considerations for the fire support plan:

- Attack the enemy throughout and forward (Infantry battalion and above) of the company AO.
- Engage the enemy with fires to inflict casualties and disrupt the enemy approach before they reach friendly delaying positions.
- Plan FPFs for each series of delaying positions to support disengagement.
- Mass fires on high-payoff targets and canalizing terrain to limit the momentum of the enemy's attack.
- Plan and designate priority targets along routes from one delaying position to the next.
- Mass all available fires to support disengagements.
- Use obscuration and screening fires to conceal and screen friendly positions and movements.
- Plan appropriate mortar positions, for example, split section to provide support throughout the mission.
- Establish clear priorities and detailed triggers to adjust them.
- Develop detailed triggers to initiate and lift fires for each target.

Sustainment

3-299. The requirement to maintain continuous support during the delay requires sustainment organizations to echelon their assets throughout the area where the delay will occur. This echeloning, coupled with the wide dispersion of combat forces that is inherent in a delay, complicates the conduct of the delay. Communication within the sustainment system, accurately tracking the battle, and anticipating support requirements are especially important. The following are key sustainment planning considerations:

- Keep the sustainment assets mobile and supplies uploaded.
- Consider placement, and employment of MEV and recovery vehicles. The battalion may consolidate to keep that echelon constantly moving. It is normally the slowest moving element.
- Synchronize resupply operations with the scheme of maneuver and the anticipated enemy situation to ensure continuity of support. Increase class III and V stocks and position forward.
- Do not coordinate throughput too far forward, which might cause assets to be caught in the fight or add to route congestion. This may not apply during the initial preparations for the delay.
- Plan routes for sustainment assets that do not conflict with maneuver elements or dislocated civilian movement.

Protection

3-300. Because of the importance of countermobility and mobility tasks, the SBCT Infantry rifle company will not likely participate in constructing survivability structures. Infantry may construct survivability positions within the limits of their capabilities, in-depth as required, to support repositioning forces. The company maximizes the use of camouflage, concealment, and cover when constructing primary, alternate, and subsequence fighting and protective positions. In the case of camouflage and concealment, survivability operations include stationary and on-the-move capabilities. Military deception, part of the mission command warfighting function, can be enabled by the use of survivability operations intended to help mislead enemy decision makers. This may include the use of dummy or decoy positions or devices. (See ATP 3-37.34 for additional information.)

3-301. Obscuration fires on or near enemy positions decrease an enemy's capability to visually sight friendly forces. The commander employs obscuration, when and where weather conditions allow, providing concealment for movement and assemblies. Obscuration curtains, blankets, and haze (see ATP 3-11.50) can

protect friendly withdrawing forces, critical points, positions, and routes. However, the commander takes precautions to ensure that the obscuration does not provide a screen for the enemy's advance. The commander may employ obscuration to help with breaking contact with the enemy or to deceive the enemy of actual intentions. Terrain that hinders the mobility and surveillance capabilities of enemy combat systems and supporting tactical vehicles can offer concealment and cover for the movement of friendly forces. (See ATP 3-21.21 for additional information.)

3-302. Air defense systems will be emplaced and move in-depth to cover the ground maneuver plan. The primary means are passive measures to avoid detection of enemy aircraft, and active measures for self-defense.

PREPARATION

3-303. Defensive preparations for the conduct of an area defense discussed in section IV of this chapter also apply during the conduct of a delay. Resources—including the time available to prepare (specifically in regards to not becoming decisively engaged)—determine the extent of preparations. Throughout preparation, the commander assigns a high priority to reconnaissance and security tasks. Understanding that it is not always possible to complete all preparations before starting the delaying operation, delaying units continue to prepare and adapt plans as the situation develops.

3-304. When the company is part of a larger scheme of maneuver designed to regain the initiative and defeat the enemy, the complex nature of a delay requires maneuver elements within the delaying operation to execute different, complementary actions. In a single delaying operation, attacks, area defenses, mobile defenses, and other actions may occur in any sequence or simultaneously. When conducting a delay, as in an area defense (see section II of this chapter), the company defends using a variety of TTP to accomplish the mission. Security forces are deployed well forward of the initial delay positions of the main body to buy time, establish an effective delay, and give early warning of any enemy approach. Forward security forces detect and report as enemy forces approach to confirm the enemy's probable COA. The company, as part of the SBCT Infantry battalion conducting the delay, receives a complete five-paragraph OPORD that includes task organization, mission, and the concept. The company then receives a delay task that allows the company commander flexibility in conducting a mission. In some instances, the company receives more specific tasks, such as block enemy movement for one hour, destroy the enemy in a specified EA, or disrupt enemy forces on a specified avenue of approach. In addition to this, the company commander should receive the following:

- The initial delay positions.
- The battalion plan for controlling engagements, disengagements, and movement.
- AO and BPs.
- The location of AAs (if necessary).
- General routes.
- Quarters party instructions (if used).
- Special instructions concerning attachments.
- Priorities and efforts of supporting engineers.

3-305. The SBCT Infantry rifle company commander then gives the platoon leaders a complete five paragraph OPORD that includes the platoon missions. The missions to platoons are not normally delay tasks, and are normally more specific to the tasks the platoons will conduct such as; defend, block, destroy, or disrupt. The commander also ensures the platoon leaders are given BPs to initially defend. The commander also clearly states the plan for controlling engagements, the sequence, criteria for disengagement, movement instructions, and subsequent positions to the rear, general routes, and special instructions for specific weapons systems. The commander, with the assistance of the XO, ensures that the movement of supplies is postured in the correct location. The commander also issues priorities for efforts of the supporting engineers.

Organization of a Battle Position

3-306. In the delay, the company prepares BPs in a manner similar to the area defense. Within each BP most of the available firepower is oriented toward the expected enemy avenue of approach. Flank and rear security units are normally manned with forces internal to the delaying force. The commander plans and

reconnoiters withdrawal routes from primary to alternate positions, supplementary, and subsequent positions according to the plan. In preparing a BP, the commander places less emphasis on installing protective obstacles, FPFs, and ammunition stockpiling than would occur in an area or a mobile defense. BPs within a delaying operation are sometimes referred to as delay positions and alternate positions and subsequent positions during the conduct of a delay.

Rehearsals

3-307. When conducting a rehearsal, key leaders (at a minimum) rehearse the operation against all feasible enemy COAs to promote flexibility during decision-making. The commander examines each subordinate unit's plan as they fight the delay during the rehearsal, paying close attention to the following:

- Direct and indirect fire instructions.
- Timing of movements (to include in limited visibility).
- Delaying actions from one position to the next, including disengagement criteria and triggers.
- Means and methods of disengaging from the enemy.
- Maintaining contact with the enemy as the force moves to alternate and subsequent positions.
- Execution of situational and reserved obstacles, including closure of lanes.
- Movement times, routes, and positioning of fire support, engineers, protection, and sustainment assets.
- Contingency plan if enemy cuts off primary route.

3-308. The commander also rehearses contingencies to deal with enemy penetrations and decisive engagement, and the opportunity to resume the offense and rehearsals. Rehearsals serve to synchronize the movement of maneuver forces, fire support, protection, and sustainment units. During rehearsal, it is especially important to portray movement times and required routes realistically to identify potential conflicts.

Inspections and Preoperations Checks

3-309. Preparations include inspections and preoperation checks of subordinates. These inspections and checks ensure subordinate units, Soldiers, and systems are as fully capable and ready to execute the mission as time and resources permit. This ensures delaying forces have the resources necessary to accomplish the mission.

3-310. The loads that Soldiers carry are of particular importance during delaying operations. How much Soldiers carry, how far, and in what configuration are all critical mission considerations requiring command emphasis. The commander and subordinate leaders inspect and check subordinate units to ensure—

- Movement, maneuver, fire support, and obstacle plans are consistent with the commander's intent and concept of operations.
- Delaying units coordinate to maintain cohesion and mutual support during the delay.
- Subordinate unit EAs enable the company and higher echelon scheme of maneuver.
- EA development includes disengagement criteria, routes, and triggers that support the maneuver plan within its AO.

EXECUTION—GAIN AND MAINTAIN ENEMY CONTACT

3-311. As with the area defense, the commander ensures security plans are in place to employ security and reconnaissance patrols, and OPs to identify enemy advances. Once the most forward company forces (or forward positioned forces) make contact with the enemy, they maintain contact. Security forces use covered, concealed, and coordinated routes to avoid enemy and friendly fires.

3-312. Security forces fix, defeat, and destroy the enemy's reconnaissance and security elements without risking decisive engagement. These forces direct fires at the approaching enemy force as far forward of the delay positions as possible to disrupt and fix the enemy. Engaging a moving enemy at long ranges tends to inflict far more casualties on an attacking enemy than the enemy can inflict on the delaying force; it also slows the enemy force's tempo of operations. The more a delaying force can blind an enemy force through

the elimination of that force's reconnaissance assets, the more likely the enemy force is to hesitate and move with caution.

3-313. As the enemy closes with security forces, company forces move back through or around the initial positions of the main body to subsequent positions that allow them to observe the main body area and assist in the disengagement and movement of forces to their next positions. This also prevents the enemy from finding gaps between delaying units and attacking the exposed flanks of delaying units. When the company occupies the forward line of own troops, engagements forward of the company's initial delaying positions are normally limited to observed fires to continue the disruption and attrition of the attacking enemy.

Maneuver

3-314. The company maneuvers to force the enemy to deploy multiple times and repeatedly concentrate its combat power to defeat the delaying forces of the company. The commander makes decisions about disposition, displacement, timing, and engagement in the context of the higher commander's intent and priority for the delay.

3-315. For example, when time is more important than force preservation, or vice versa? In many instances, the delaying force elements must accept decisive engagement to execute the mission in conjunction with the actions of another force.

Disposition

3-316. As delaying operations evolve, the commander closely controls the disposition of security, main body, and reserve forces (if available) to maintain cohesion. When participating in the conduct of the delay, the SBCT Infantry rifle company masses effects and concentrates actions quickly for a short period to inflict the maximum damage on the enemy at the maximum range. To avoid decisive engagement, the company disengages before the enemy can close the distance or fix the delaying forces.

3-317. In determining the disposition of the delaying force, the commander takes advantage of the terrain by selecting terrain that favors friendly actions and hampers enemy actions. The terrain dictates where elements of the company can orient on a moving enemy force and ambush it. During a delay, compartmentalized terrain facilitates shorter displacements initiated at closer range to the enemy. The commander conducts operations in compartmentalized terrain select locations that restrict the enemy's movement and prevents the enemy force from fully exploiting its combat superiority.

3-318. The commander considers natural and artificial obstacles, particularly when the enemy has numerous armored combat vehicles. Earlier displacements at greater distances with good, long-range fields of fire are generally required to stay in front of the advancing enemy. Under these conditions (flat and open terrain), delaying forces of the Infantry battalion are usually augmented with motorized transportation assets, increased indirect fire support, and Army aviation and Air Force assets.

Displacement

3-319. As delaying forces displace, they move to the flanks of delay positions and do not move through friendly EAs or TRPs, unless the tactical situation makes such movement necessary. SBCT units often place their force in a "V" or linear formation with the longest-range weapon system in the center or end of the formation to maximize the range. Shorter-range weapon systems are closest to the enemy. Delaying forces may move by bounds within the platoon and company to maintain direct fires on the enemy while performing cover movement. Short, intense engagements at near maximum range in volley with sustained fires and covering obscurants are key to a decisive engagement forcing the enemy into deploying early and often. The ability to inflict casualties during the initial volley provides the greatest opportunity to create confusion on the enemy force. During this moment is the greatest opportunity for an element to displace to a subsequent position. Observers position to the flanks in-depth to observe and shift fires as forces delay to alternate and subsequent positions.

3-320. Once a delay starts, subordinate units displace rapidly between positions using obstacles and defensive positions in-depth to slow and canalize the enemy. The commander exploits the mobility of the attached weapons troop combat systems (when attached) to confuse and defeat the enemy. Whenever

possible, the commander grasps any fleeting opportunity to seize the initiative, even if only temporarily. By aggressively contesting the enemy's initiative through offensive action, the delaying force avoids passive patterns that favor the attacking enemy.

Timing and Engagement

3-321. As the advancing enemy force approaches, the enemy crosses one or more trigger lines and moves into EAs within the range of the delaying force's direct fire weapon systems. The commander holds the delaying force's direct fire until the enemy reaches the trigger line. The commander controls fires from the delaying force in the same manner as in any defense. The more damage the delaying force can inflict on the enemy, the longer the force can delay the enemy.

3-322. As the enemy force continues its attack and maneuvers against the delaying force, the commander constantly assesses the action to guide the engagements of delaying units. Throughout the delay, the battalion and company rely heavily on fires external to the battalion (FA, Army aviation, and Air Force assets) to suppress the enemy. This allows delaying units to disengage, move, occupy new positions, and reengage. When a subordinate unit is unable to maintain separation from the enemy, the commander can shift additional combat multipliers and other resources to that particular AO. This counter the enemy's success. As one subordinate unit displaces, the commander may order other subordinate units to change their weapons orientation to cover the move.

3-323. Sustainment elements position to the rear of the company delaying efforts as far as possible, but close enough to provide adequate support. Ammunition stocks must be capable of sustaining the quantity of fire support required in the delay. Maintenance operations supporting the battalion focus on evacuating rather than returning damaged vehicles and equipment to combat. Vehicles and equipment are fixed quickly in position, evacuated to the echelon support area, or destroyed to prevent enemy capture.

Follow Through

3-324. A delaying operation terminates when—

- The delaying force conducts a rearward passage of lines through a defending force.
- The delaying force reaches defensible terrain and transitions to the defense.
- The advancing enemy force reaches a culminating point.
- The delaying force goes on the offense, once reconstituted.

3-325. Ideally, a company and its subordinates that have been delaying, conducts a rearward passage of lines through the established defense of another friendly force. When the advancing enemy force reaches a culminating point, the delaying force may maintain contact in its current position, withdraw to perform another mission, or transition to the offense. In all cases, the commander plans for the expected outcome of the delay. Actions taken after termination of the delay are based on the situation and the higher commander's plan.

WITHDRAWAL

3-326. A *withdrawal operation* is a planned retrograde operation in which a force in contact disengages from an enemy force and moves in a direction away from the enemy (JP 3-17). Withdrawing units, whether all or part of a committed force, voluntarily disengage from the enemy to preserve the force or release it for a new mission. Based on the higher headquarters order and the enemy situation, the battalion's withdrawal may be assisted or unassisted and may occur with or without enemy pressure.

PLANNING A WITHDRAWAL

3-327. The commander plans and coordinates a withdrawal in the same manner as a delay, although some mission variables of METT-TC apply differently because of the differences between a delay and a withdrawal. A withdrawal may precede a retirement operation or follow a delaying operation. Control measures used in the withdrawal are the same as those in a delay or an area defense.

3-328. Because a withdrawing force is most vulnerable if the enemy attacks, the commander normally plans for a withdrawal under enemy pressure. The commander then develops contingencies for a withdrawal without pressure. The commander's main considerations include—

- Planning for the next mission following the withdrawal.
- Disengagement criteria (time, friendly situation, and enemy situation).
- Planning for a deliberate break in contact from the enemy.
- Planning for deception to conceal the withdrawal for as long as possible.
- Rapid displacement of the main body, safeguarded from enemy interference.
- Selecting and protecting of primary withdrawal routes and alternate withdrawal routes.
- Sitting of obstacles behind the DLIC to complicate the enemy's pursuit.
- Ensuring fire support and sustainment assets remain within distance to support withdrawing units, security forces, and DLICs.

3-329. Planning for a withdrawal normally begins with the preparation of the plan for the next mission. Initial planning includes the development of disengagement criteria, route selection, and displacement timing based on the friendly and enemy situation. The follow-on mission for the company drives the end state of the withdrawal to best position units to accomplish the next mission. The desired end state can include withdrawing to an AA for follow-on missions or the establishment of a new defensive position. Alternatively, subordinate units of the company can withdraw indirectly to either area through one or more intermediate positions. When preparing the new defensive position, the commander balances the need for security with the need to get an early start on the defensive effort.

3-330. The commander's plan for the withdrawal clearly defines how to deceive the enemy as to the execution of the withdrawal; how to disengage from the enemy; and the end state of the operation in terms of time, location, and disposition of friendly and enemy forces. The commander usually confines rearward movement to times and conditions when the advancing enemy force cannot observe the activity and easily detect the withdrawal operation. To help preserve secrecy and freedom of action, for example, the commander considers visibility conditions and times when the enemy's reconnaissance and security effort can observe friendly movements.

3-331. When planning for the deliberate break from the enemy, the commander has essentially two options: break contact using deception and stealth, or break contact quickly and violently under the cover of supporting fires reinforced by obstacles to delay enemy's pursuit. In either option, the commander may employ obscurity to help with breaking contact with the enemy or to deceive the enemy of the company's actual intentions. Terrain that hinders the mobility and surveillance capabilities of enemy combat systems and supporting tactical vehicles can offer concealment and cover for the movement of friendly forces.

ORGANIZATION OF FORCES

3-332. As in the delay, the organization of forces depends on how the higher headquarters has structured its forces, unless that force is operating independently. The SBCT normally organizes into a security force, main body, and reserve, though operations extended across large areas may preclude the use of an SBCT controlled security force and reserve. In this case, the SBCT may direct the battalion to organize its own security, main body, and reserve forces; the same as if the battalion was operating independently. The SBCT commander or the SBCT Infantry battalion commander organizes a *detachment left in contact*, an element left in contact as part of the previously designated (usually rear) security force while the main body conducts its withdrawal (FM 3-90-1), and a stay-behind force if the scheme of maneuver requires them. When the battalion operates independently the battalion commander can designate a company as the security or reserve force.

3-333. When the battalion operates independently or establishes its own security force within the SBCT's AO, the battalion normally uses the scout platoon and the sniper squad to conduct a screen when the withdrawal is not under pressure. These forces position to observe the most likely enemy avenues of approach, and can initiate fires to slow and weaken the enemy. When the withdrawal is under enemy pressure, these elements can be reinforced with other elements such as ATGM, MGS, and SBCT Infantry rifle platoons. FOs and FIST may also be added. When withdrawing under pressure the commander may make provision to resource a DLIC, normally established with an Infantry rifle company or company combined arms team, to

cover the remaining elements of the battalion (main body minus the reserve) as they withdraw. Normally, all platoons move to the rear at the same time if a company is dedicated as a DLIC. In some instances, the company may dedicate a platoon as DLIC.

3-334. The battalion's main body includes all elements remaining after the commander resources a security force and the reserve. The battalion commander retains a reserve, normally a company or company minus, to counter penetrations between positions, reinforce threatened areas, and protect withdrawal routes. When the complete formation withdraws under pressure, the reserve may take limited offensive action, such as spoiling attacks to disorganize, disrupt, and delay the enemy. Reserves may also extricate encircled or heavily engaged forces. The force tasked with the reserve mission requires the mobility and combat power to accomplish assigned tasks.

Assisted and Unassisted Withdrawal

3-335. When the withdrawal is assisted, the assisting force occupies positions to the rear of withdrawing forces and prepares to accept control of the situation. The assisting force can also support withdrawing forces with route reconnaissance, route maintenance, fire support, protection, and sustainment. Both forces closely coordinate the withdrawal. After coordination, the withdrawing force delays to a BHL, conducts a passage of lines, and moves to its final destination. Generally, in an assisted withdrawal, the withdrawing force coordinates the following with the assisting force:

- Rearward passage of lines.
- Reconnaissance of withdrawal routes.
- Forces to secure choke points or key terrain along the withdrawal routes.
- Forces to assist in movement control, such as traffic control.
- Required combat, fire support, protection, and sustainment to assist the withdrawing battalion in disengaging from the enemy.

3-336. In an unassisted withdrawal, the withdrawing force establishes its own security and disengagement from the enemy. Subordinate units reconnoiter and secure routes used in its rearward movement while fire support and sustainment echelons support the withdrawal. The commander establishes a security force as the rear guard while the main body withdraws. If possible, the commander designates a flank security or screen, as the situation requires. Sustainment and other support forces normally withdraw first, followed by combat forces not tasked with the security or reserve mission. However, sustainment and other support forces as they move to the rear must continue to maintain the ability to support the withdrawing force. To deceive the enemy as to friendly movement and if withdrawing under enemy pressure, the commander establishes a DLIC. As subordinates withdraw, the DLIC disengages from the enemy and follows the main body to its final destination.

Withdrawal Under and Without Enemy Pressure

3-337. When withdrawing under enemy pressure, all subordinate units withdraw simultaneously when available routes allow, using delaying tactics (see paragraph 3-314 on page 3-74) to fight their way to the rear. In the usual case, when simultaneous withdrawal of all forces is not practical, the commander decides the order of withdrawal. The commander then makes three interrelated key decisions: when to start the movement of selected sustainment and main body elements, when forward elements should start thinning out, and when the security force should start its disengagement operations.

3-338. The commander avoids premature actions that lead the enemy to believe a withdrawal is being contemplated. The commander anticipates the enemy's means of interference and plans the employment of security forces, FA, and Army and Air Force aviation assets to counter this interference. Additional factors influencing this decision may include—

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

3-339. When withdrawing without enemy pressure, the commander plans when to begin the withdrawal and has the option of taking prudent risks to increase the displacement capabilities of the withdrawing force. For example, the main body may be ordered to conduct a tactical road march instead of moving in tactical formations. The commander can plan for stay-behind forces as part of the operation.

Detachment Left in Contact

3-340. When the company is part of the battalion's scheme of maneuver, a DLIC is generally a company-sized element that remains behind to deceive the enemy into believing the battalion is still in position while most of the unit withdraws. The detachment simulates—as nearly as possible—the continued presence of the main body until it is too late for the enemy to react to the main body's withdrawal. The battalion commander develops specific instructions about what the detachment is to do when the enemy attacks, and when and under what circumstances the detachment continues to delay or conduct withdrawal. When the DLIC disengages from the enemy, the detachment uses the same techniques as in the delay. When required and if available, the battalion commander provides the detachment with additional recovery, evacuation, and transportation assets to use after disengagement to speed its rearward movement.

3-341. The commander uses two methods to resource the DLIC. The first is for each forward subordinate maneuver element (generally the company) of the battalion to leave a sub element in place. For example, each forward rifle company leaves a task-organized platoon or detachment in contact. This is the least desirable option since it complicates mission command and task organization. The battalion commonly uses this option when the subordinate companies have lost significant portions of their command and control systems. Typically, these elements fall under a detachment commander designated by the battalion commander. (See figure 3-20.)

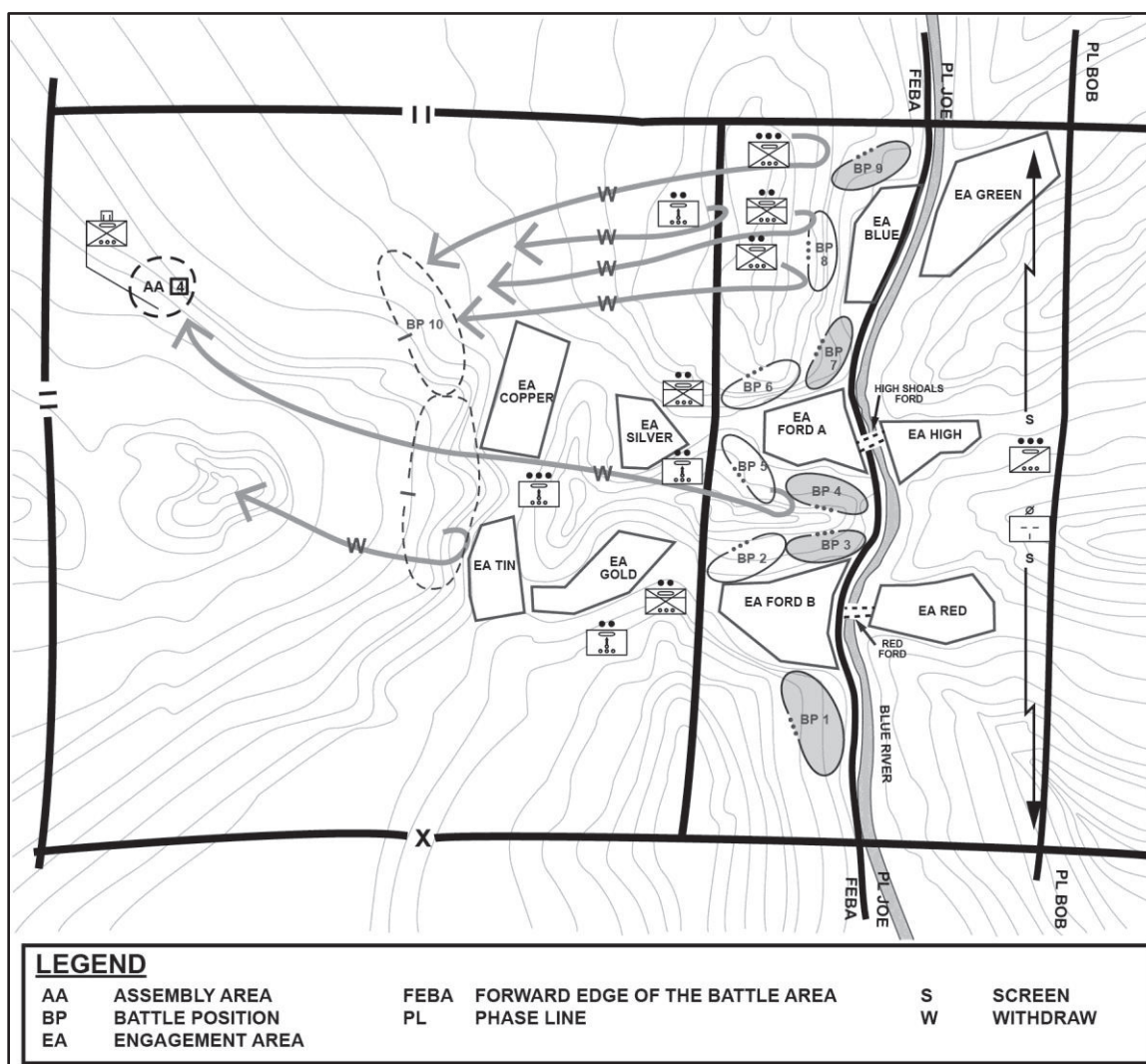


Figure 3-20. Detachment left in contact (multiple subelements left in place)

Note. When subordinate units of the battalion are widely dispersed or the battalion's withdrawal AO is in an area with multiple corridors, the commander may have subordinate units control separate detachments left in contact. Each forward subordinate maneuver element (generally the Infantry rifle company) of the battalion establishes and controls its detachment, allowing for effective dispersion of forces while maintaining mission command.

3-342. The second method involves one forward subordinate maneuver element (generally a subordinate company) of the battalion staying behind as the DLIC. For example, a battalion with two or three maneuver companies positioned forward leaves one of the forward positioned companies as the DLIC. (See figure 3-21 on page 3-80.) The DLIC normally repositions its forces (expanding its security responsibilities) to cover the width of the battalion's AO.

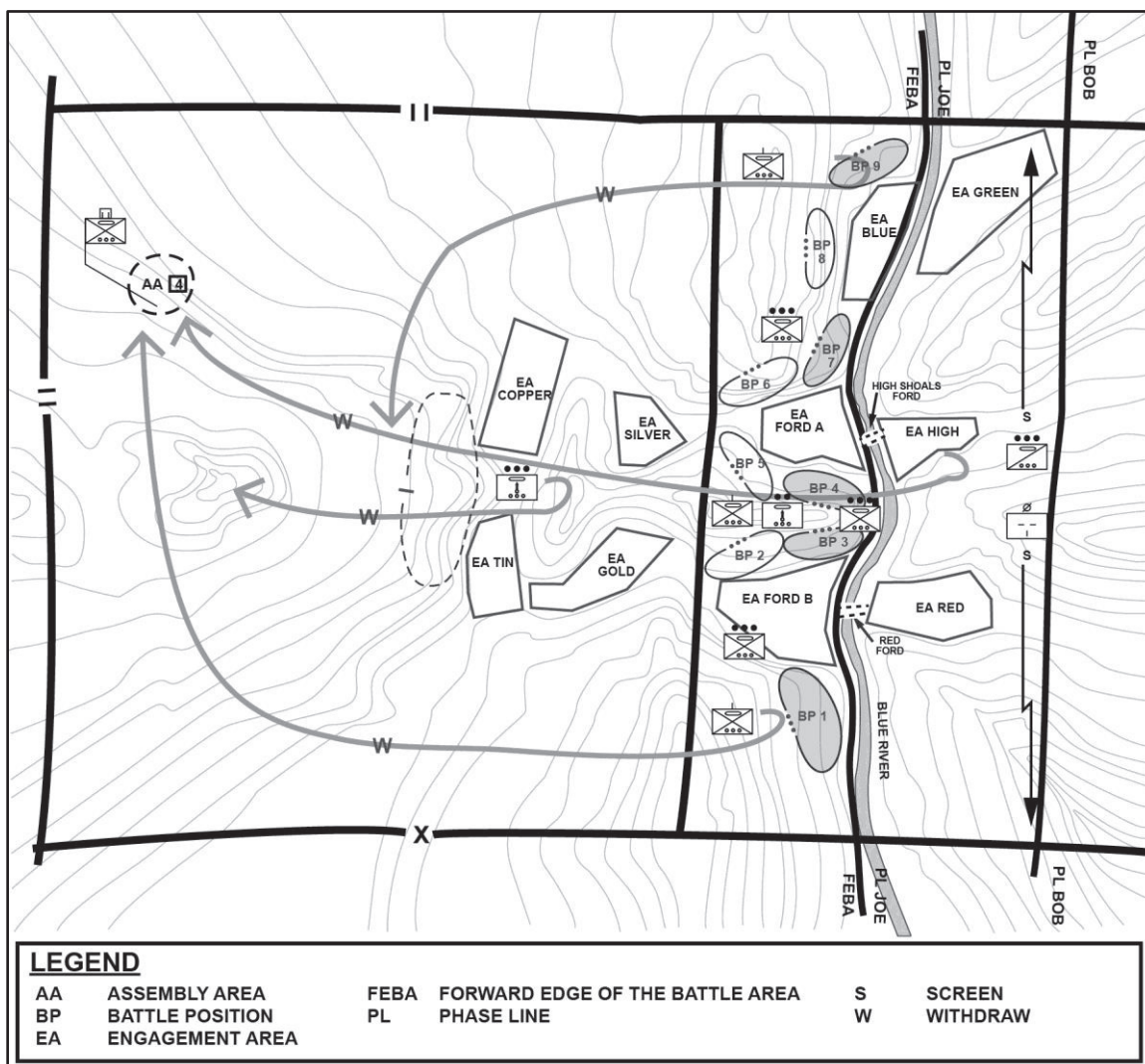


Figure 3-21. Detachment left in contact (one task-organized unit left in place)

3-343. An additional security force behind the existing main defensive positions of the DLIC can be established to assist in withdrawal. The security force can be created from withdrawing units or an assisting unit. The DLIC can delay to the security force to its rear and join it; or delay back, conduct battle handover, and then conduct a rearward passage of lines. In either case, the additional security force becomes the rear guard.

3-344. When the company is selected as the battalion DLIC, the commander repositions platoons and weapons to cover the battalion's withdrawal. This normally includes repositioning a platoon in each of the other company positions (relief in place [known as RIP]). To cover the most dangerous avenues of approach in to those positions, and repositioning weapons to cover the most dangerous avenues of approach into the battalion's AO. Normally, the DLIC company is task-organized and reinforced by the battalion with any combination of attachments. Such as—

- Sniper squad.
- Scout platoon.
- Additional SBCT Infantry rifle platoons.
- Mortar platoon in DS.
- Other external enablers (if available).

3-345. If the company is directed to have a DLIC, its normally one of the SBCT Infantry rifle platoons which is roughly one-third of the company's rifle strength, plus half of the company's crew-served weapons. However, the commander may have each platoon leave a platoon DLIC. The three platoon DLICs make up the company DLIC.

3-346. If a platoon is selected as the company DLIC, the platoon leader repositions squads and weapons to cover the company's withdrawal. This normally includes repositioning a squad in each of the other platoon positions to cover the most dangerous avenue of approach into that position, and repositioning weapons to cover the most dangerous avenues of approach into the company's position. If each platoon is to have a DLIC as part of the company DLIC, the platoon leader normally leaves one third of the platoon's rifle strength and half of the key weapon systems.

3-347. The DLIC (whether the battalions or the company's), strives to conceal the withdrawal and deceive the enemy by continuing the normal operating patterns of the unit. If the enemy attacks during the withdrawal, the DLIC covers the main body's withdrawal by fire. Once the main body is at its next position or a designated distance or time from the old positions, the DLIC commander orders the withdrawal of the DLIC. The DLIC withdraws using the same basic plan that the main body used. If under attack, the DLIC may have to delay to the rear until it can disengage, and then withdraw to the rear. The company mortars may be part of the DLIC. The main body may carry part of their ammunition.

3-348. If the company DLIC is to occupy the OPs and positions of other companies, the commanders concerned coordinate the time and the sequence of the relief. The relief must occur at the designated time and before companies withdraw.

3-349. The DLIC FSO (sometimes from the rifle company) obtains the consolidated battalion fires plan and coordinates all indirect fire for the DLIC. In most instances, this will be the responsibility of the battalion FSO.

PREPARATION

3-350. Preparations for a withdrawal are conducted in the same manner as a delay. Preparation activities ensure subordinate units and Soldiers have a clear understanding of the withdrawal plan and the current enemy situation. To the extent possible, subordinate leaders conduct inspections and rehearse key portions of the plan to ensure maneuver units and Soldiers understand their portion of the plan or role and that supporting elements and equipment are positioned and ready to execute the withdrawal.

3-351. When preparing for an assisted withdrawal, the commander ensures adequate coordination for battle handover and passage of lines. The focus of the rehearsal for the withdrawal is on actions to maintain security, disengagement from the enemy (when under enemy pressure), and the movement of forces. When possible, key leaders or liaisons from the assisting force attend rehearsals. During rehearsals, control measures are confirmed to include FSCMs. Leaders rehearse the plan against the full range of possible enemy actions. The commander rehearses contingencies for reverting to a delay, commitment of the reserve, and enemy interdiction of movement routes.

3-352. In an unassisted withdrawal, the unit establishes its own security force, reserve, and coordinates those actions with the unit's main body. The unit reconnoiters and secures routes to the rear and the support areas it will use during movement to the rear. In both unassisted and assisted withdrawals, the unit rehearses the plan to disengage from the enemy. Because the force is most vulnerable if the enemy attacks, the commander always plans for a withdrawal under pressure, then develops contingencies for a withdrawal without pressure.

3-353. When support positions are located along the movement route, they are normally secured and concealed. In addition to simplifying support requirements during movement to the rear, these support areas reduce the enemy's ability to interfere with logistics operations. They also allow sustainment units to withdraw earlier (before execution) than they otherwise could. When advising the commander, sustainment planners carefully consider whether to place supplies in caches along the route(s) understanding that once cached, supplies are difficult to recover if the operation does not go as planned. During preparation, the unit evacuates or destroys all supplies (other than medical supplies) that the unit is unable to evacuate to prevent

capture. The commander establishes destruction criteria, which is time-driven or event-driven, for each class of supply.

Note. Before withdrawing to the rear, the main body may dispatch quartering parties.

3-354. Before the withdrawal, subordinate company commanders must have a clear understanding of the mission. During backbriefs, the battalion commander reinforces the following points that are then pushed to subordinate platoons to ensure situational understanding:

- When the withdrawal will start.
- Location of battalion AA (if used), and what each company is to do upon arrival.
- Location of company AAs.
- Identification of routes to take from the company AAs to the battalion AA or their next position.
- Determination of the size, composition, and mission of the DLIC, and who the commander will be.
- Identification of upcoming battalion and company mission(s).
- Movement of company vehicles to the rear (including times and sequencing).
- Special instructions on the control of ATGMs and mortars.
- Deception plan.

EXECUTION

3-355. As the battalion or subordinate companies (or both) execute the withdrawal, the designated security force (generally the SBCT Infantry rifle company) counters the enemy trying to disrupt the withdrawal or pursuit. If the security force and the reserve cannot prevent the enemy from closing on the main body, the commander commits some or all of the main body to prevent the enemy from interfering further with the withdrawal.

3-356. The main body delays, attacks, or defends, as the situation requires. In this event, the withdrawal resumes at the earliest possible time. If the enemy blocks movement to the rear, the battalion must adjust its order of withdrawal march to ensure sustainment and supporting elements are not the primary fighting force to eliminate the threat. Friendly forces shift to alternate routes and bypass the interdicted area. Alternatively, they may attack through the enemy.

Gain and Maintain Enemy Contact

3-357. Typically, when under enemy pressure, the security force maintains contact with the enemy until ordered to disengage or until another force takes over the task. When performing the role of a DLIC, the security force simulates the continued presence of the main body, which normally requires the additional allocation of combat multipliers beyond that normally allocated to a force of its size.

3-358. The security force or a DLIC provides a way to sequentially break contact from the enemy. To conceal the security force's withdrawal, the movement is generally conducted during times of limited visibility or under obscurity to screen friendly movement and reduce the accuracy of enemy direct-fire systems and their ability to observe friendly movement. During withdrawal, the security force uses alternate and successive positions until the entire force breaks contact with the enemy.

Disrupt and Fix the Enemy

3-359. With the most probable threat to a withdrawing force being a pursuing enemy, the commander organizes the majority of available combat power to the security force as a rear guard or DLIC. When an enemy security zone exists between friendly and enemy forces, the existing security force can transition on order to a rear-guard mission. When the withdrawing force is in close contact with the enemy, this security zone does not normally exist. Withdrawal under these conditions requires that security forces, performing a rear-guard mission, adopt different techniques. A DLIC provides a way to sequentially break contact with the enemy.

Note. When conducting the withdrawal without enemy pressure, the security force acts as a rear guard.

3-360. When the enemy can infiltrate or insert forces ahead of the withdrawing main body force, the commander may establish an advance guard to clear the route or AO as the main body withdraws. The commander may designate a company or the scout platoon or sniper squad (or both) reinforced with Infantry and mortars as the advance guard. The commander task-organizes the advance guard, in addition to rear guard security forces or the DLIC with engineers when available, with mobility assets going to the advance guard and countermobility assets, and to a lesser extent mobility assets going to the rear guard or the DLIC.

Maneuver and Follow Through

3-361. With security forces positioned forward, the main body moves rearward as rapidly as possible on multiple routes to reconnoitered intermediate or final positions. Usually support assets and sustainment units, along with their convoy escorts, move first and precede combat units in the movement to the rear. After the main body withdraws a safe distance, the commander orders the security force to begin its rearward movement. When not pursued by the enemy, the security force may move in a march column. Once the security force begins moving, it assumes the duties of a rear guard. Security elements balance security and deception with speed as it disengages. Security forces maintain tactical movement and security techniques until they break contact and are clear of the enemy. It then withdraws as rapidly as possible. The main body moves rapidly on multiple routes to designated positions and may occupy a series of intermediate positions before completing the withdrawal. Despite confusion and enemy pressure, subordinate units follow specified routes and movement times.

3-362. Once the battalion and subordinate companies successfully disengage from the enemy, the command has two options. The battalion can rejoin the overall defense under more favorable conditions or transition into a retirement, continuing to move away from the enemy and towards its next mission. Once out of contact with the enemy, the battalion, subordinate companies, or both (when required) may reconstitute and conduct a task organization change.

RETIREMENT

3-363. A *retirement* is when a force out of contact moves away from the enemy (ADP 3-90). Retirements are conducted to reposition forces for future operations or to accommodate the current concept of operation. The Infantry battalion or individual companies normally conduct retirement as a tactical road march where security and speed are the most important considerations.

3-364. When moving to an AA, the retiring force's ability to defend from the AA and protect itself during movement is a major factor in positioning the AAs and identifying the retirement route(s). Though interference from enemy ground forces is not anticipated, mobile enemy forces, unconventional forces, air strikes, air assault operations, or long-range fires may attempt to interdict the retiring force. Typically, within this type of retrograde, another unit's security force covers the movement of the retiring force. (See ATP 3-21.20 for additional information.)

SECTION VII – TRANSITIONS

3-365. During the planning for any operation, the commander discerns the follow-on missions from the higher headquarters' OPORD and begins to plan how to achieve them. The SBCT Infantry rifle company pauses to consolidate and reorganize before the next operation.

CONSOLIDATION, REORGANIZATION, AND CONTINUING OPERATIONS

3-366. The company commander plans and prepares for this phase of the operation as part of TLP for the entire mission, ensuring that the company is ready to conduct the following actions that usually are part of consolidation:

- Eliminate enemy resistance on the objective.
- Establish security beyond the objective by securing areas that may be the source of enemy direct fires or artillery observation.
- Establish additional security measures such as OPs and patrols.
- Prepare for and assist the passage of follow-on forces (if required).
- Continue to improve security by conducting other necessary defensive actions. These defensive actions include EA development, direct fire planning, and BP preparation.
- Adjust FPFs and register targets along likely mounted and dismounted avenues of approach.
- Protect the obstacle reduction effort.
- Secure detainees.
- Prepare for the enemy counterattack.

3-367. Reorganization is usually conducted concurrently with consolidation. It includes actions taken to prepare the SBCT Infantry rifle company for follow-on operations. As with consolidation, the company commander plans and prepares for reorganization while conducting TLP and ensures the company takes the following actions:

- Provides essential medical treatment by applying TCCC.
- Treats and evacuates wounded detainees, and processes the remainder of detainees.
- Cross-levels personnel and adjusts task organization, when necessary, to support the next phase or mission.
- Conducts resupply operations, to include rearming and refueling.
- Redistributes ammunition and other supplies.
- Conducts required maintenance.
- Continues improvement of defensive positions, as needed.

3-368. The SBCT Infantry rifle company may continue the defense, or if ordered, transition to focus on the conduct of offensive or stability tasks at the conclusion of an engagement. The commander must assess the status of the forces before continuing operations. Once assessed, the commander considers the higher commander's concept of operations, friendly capabilities, and the enemy situation when making any decision. All missions should include plans for exploiting success or assuming a defense.

TRANSITIONING TO RETROGRADE OR OFFENSE

3-369. A defending commander may transition from participating in a higher echelon's area or mobile defense to the retrograde as a part of continuing operations. A retrograde usually involves a combination of delay, withdrawal, and retirement operations. These operations may occur simultaneously or sequentially. As in other operations, the commander's concept of operations and intent drive the planning for retrograde operations. Each form of retrograde operation has its specific planning considerations, but considerations common to all retrograde operations are risk, the need for synchronization, and rear operations.

3-370. Higher headquarters may order the SBCT Infantry rifle company to conduct an attack, movement to contact, or participate in exploitation. In some cases, the defensive tasks might immediately transition into a pursuit.

3-371. The company may execute a counterattack, to destroy exposed enemy elements and free decisively engaged friendly elements. A base of fire element suppresses or fixes the enemy force while the counterattack (maneuver) element moves on a concealed route to a subsequent BP to engage the enemy in the flank or rear. The counterattack element maneuvers rapidly to its firing position, often fighting through enemy flank

security elements to complete the counterattack before the enemy can bring follow-on forces forward to influence the fight.

3-372. Execution of the counterattack is similar to that for an attack by fire. Planning and preparation considerations for the counterattack vary depending on the purpose and location of the operation. For example, the counterattack may be conducted forward of friendly positions, requiring the reserve force to move around friendly elements and through their protective and tactical obstacles. In other situations, the commander may use a counterattack by fire to block, fix, or contain a penetration. In any case, the reserve force conducts the counterattack as an enemy-oriented operation.

TRANSITION TO OPERATION FOCUSED ON STABILITY TASKS

3-373. The SBCT Infantry rifle company commander should plan a defensive contingency with on-order offensive missions in an operation focused on stability tasks that could deteriorate. Subordinate leaders need to be fully trained to recognize activities that would initiate this transition, such as the disbandment of government or conventional security forces.

3-374. Company commanders and Soldiers need to be aware that elements of the BCT could be conducting offensive, defensive, and stability tasks simultaneously within a small radius of each other. ROE is assessed, updated, disseminated, and trained on while this transition occurs. Establishing security within the AO for the civilian population may call for a rapid response and initiative. The Stryker Infantry rifle company rapidly makes these transitions through dissemination of information with command and control systems, leadership that takes the initiative, and active reconnaissance.

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Chapter 4

Stability

Operations focused on stability ultimately aim to establish conditions the local populace regards as legitimate, acceptable, and predictable. Stability tasks focus on identifying and targeting the root causes of instability and building the capacity of local institutions. 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. This chapter discusses the SBCT Infantry rifle company's role in support of stability tasks. It addresses SBCT Infantry rifle company's planning and operations considerations and transitions.

SECTION I – OVERVIEW OF STABILITY

4-1. *Stabilization* is the process by which underlying tensions that might lead to resurgence in violence and a breakdown in the law and order are managed and reduced, while efforts are made to support preconditions for successful long-term development (FM 3-07). Sources of instability manifest themselves locally. Instability may be caused by a catastrophic event, humanitarian crisis, foreign power-instigated violence, insurgency, or domestic rebellion and civil war. First, instability stems from decreased support for the government based on what locals actually expect from their government. Second, instability grows from increased support for antigovernment elements, which usually occurs when locals see spoilers as helping to solve the priority grievance. Third, instability stems from the undermining of the normal functioning of society where the emphasis must be on a return to the established norms. (See ADP 3-07 for more information.)

STABILITY FRAMEWORK

4-2. A stability framework based on conditions within the AO of initial response, transformation, and fostering stability, helps the unit determine the required training and task-organization of forces before initial deployment, and serves as a guide to actions in an operation focused on stability tasks. (See ATP 3-07.5 for more information.) Stability tasks occur in three phases. These phases facilitate identifying lead responsibilities, determining priorities, and describing the conditions of the OE.

4-3. Actions of the initial response phase generally reflect activity executed to stabilize a crisis state in the AO. Army conventional force 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. They reduce the level of violence and human suffering while creating conditions that enable other actors to participate safely in relief efforts.

4-4. Stabilization, reconstruction, and capacity-building are transformation phase actions that are performed in a relatively secure environment. Transformation phase actions occur in crisis or vulnerable states. There is the presence of a legitimate authority either interim or established, as well as indigenous host-nation security forces (HNSF). These actions aim to build HN capacity across multiple sectors. Transformation phase actions are essential to the continuing stability of the environment. These actions are essential for fostering stability within the area.

4-5. Fostering sustainability actions encompass long-term efforts, which capitalize on capacity building and reconstruction activities. Successful accomplishment of these actions establishes conditions that enable sustainable development. Usually, military forces perform fostering sustainability phase actions only when

the security environment is stable enough to support efforts to implement the long-term programs that commit to the viability of the institutions and economy of the HN. Often, military forces conduct these long-term efforts to support broader, civilian-led efforts.

UNDERSTANDING THE OPERATIONAL ENVIRONMENT

4-6. Operations focused on stability require the company commander to demonstrate cultural understanding and a clear appreciation of the myriad stability tasks to determine which are fundamentally essential to mission success. The commander and subordinate leaders must understand the potential for conflicts among individuals and agencies with differing cultural backgrounds. For example, interagency conflict may arise because of perceived differences in organizational goals or attitudes about the appropriateness of military involvement. Anticipating counterproductive confrontations and taking steps to resolve individual and organizational conflicts constructively is paramount to successful collaboration. Additional preemptive strategies for managing conflict include ensuring all stakeholders are identified and included in making decisions.

INTERORGANIZATIONAL COLLABORATION

4-7. During stability, the commander ensures the key players support interagency partnership, established ground rules, and collaborative interagency strategies to accomplish the mission. The commander must understand the importance of ensuring that interagency partners explore various alternatives, and that all partners participate. The commander adopts consensus-building leadership behavior, to include open discourse, friendly debate, and discussion with opinion sharing and feedback from participants.

4-8. Understanding an OE includes understanding organizational goals or attitudes for all stability partners. Within operations focused on stability, the commander must act cooperatively rather than competitively, building relationships to achieve coordinated goals. Organizations can increase collaboration by providing their representatives with a clear understanding of their organization's functions and authority within the larger civil-military partnership. Regular interaction with interagency partners also contributes to an increased understanding of roles and mission requirements. Success in operations focused on stability requires an awareness of trends that influence views of the actors and an understanding of factors that shape or constrain options and capabilities for partner organizations.

4-9. During operations focused on stability, military forces provide support to facilitate the execution of operations for which the HN is normally responsible. Typically, these tasks have a security component ideally performed by military forces. However, military forces sometimes provide logistic, medical, or administrative support to enable the success of civilian agencies and organizations. Operations that the SBCT Infantry rifle company performs to support stability generally falls into one of three categories. The following represents the collective effort associated with a stability mission

- Operations for which military forces retain primary responsibility.
- Operations for which civilian agencies or organizations likely retain responsibility, but military forces are prepared to execute.
- Operations for which civilian agencies or organizations retain primary responsibility.

MILITARY AND CIVILIAN ORGANIZATIONAL CULTURES

4-10. Military and civilian organizational cultures differ in significant ways comprising factors such as shared values, norms, expectations, and practices. An organizational culture influences how individuals approach work and what they regard as mission accomplishment. When team members with different organizational cultures interact with one another, differences become evident and can create tension in the group. The commander and subordinate leaders can minimize difficulties by educating themselves on these organizational differences-in mission objectives, size, and resource capabilities, and neutrality among others-and challenges in information-sharing and improving their understanding of and attitudes toward partners. The commander develops the information needed to understand partner organizations, their component teams, and their place in the stability activities and goals to achieve the desired end state conditions. This understanding forms the backdrop for assessing the effect of military actions, plans, and decisions on partner

organizations. A poor understanding of the partners must be avoided because it can hamper trust and impair integration of military team members in interagency decision-making.

STABILITY OPERATIONS

4-11. A *stability operation* is an operation conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (ADP 3-0). Army forces conduct the following six primary stability tasks: establish civil security, establish civil control, restore essential services, support to governance, support to economic and infrastructure development, and security cooperation.

4-12. At brigade level and below, the primary stability tasks are too broad to direct efforts to execute independently. They require partnership with outside organizations because they ultimately invoke political objectives executed in partnership with civic, security, humanitarian, and military organizations. At lower tactical echelons, efforts require understanding of specific aspects of the local situation to identify and mitigate sources of instability. The SBCT Infantry rifle company uses sewage, water, electricity, academics, trash, medical, security, other considerations (SWEAT-MSO), and PMESII-PT to address the need to bring about stability in their AO. (See ATP 3-07.5 for more information.)

4-13. The SBCT Infantry rifle company makes the greatest contribution in establishing civil security, civil control, and security cooperation during the initial response and transformation phases of stability operations. Restore essential services, support to governance, support to economic infrastructure and development are tasks that the company utilizes partnership with unified action partners to improve the local situation. Unity of command and an understanding with all unified action partners to include CA units, HNSF, HN government forces, international aid organizations, and others for a single-focused direction of progress in these efforts.

ESTABLISH CIVIL SECURITY

4-14. Establishing civil security involves providing for the safety of the HN and its population, to include security from internal and external threats. It is essential to provide a safe and secure environment. Civil security includes a diverse set of activities. These range from enforcing peace agreements to conducting disarmament, demobilization, reintegration, and includes biometric identity data collection to identify or nominate to the BEWL persons of interest, criminal elements, known and suspected terrorists, and other irregular forces.

4-15. Until a legitimate civil government can assume responsibility for security, military forces perform the tasks associated with civil security. At the same time, they help develop HN security and police forces. Normally, the responsibility for establishing and maintaining civil security belongs to military forces from the onset of operations through transition, when HN security and police forces assume this role.

ESTABLISH CIVIL CONTROL AND RESTORE ESSENTIAL SERVICES

4-16. Establishing civil control is an initial step toward instituting stable, effective governance. Although establishing civil security may be the primary responsibility of military forces in a stability mission, this can only be accomplished by restoring civil control. Internal threats may manifest themselves as an insurgency, subversive elements within the population, organized crime, or general lawlessness.

4-17. Civil control regulates selected behavior and activities of individuals and groups. This control reduces risk to individuals or groups, and promotes security. Curfews and traffic checkpoints, together with biometric identity data collection, are examples of actions the SBCT Infantry rifle company conduct to support civil control.

4-18. The SBCT Infantry rifle company is capable of providing only minimal essential services. Normally, the military force supports other government, intergovernmental, and HN agencies improving essential services. However, a plan for providing emergency services include—

- Emergency medical care and rescue. The SBCT Infantry rifle company can participate in a civic action program and other medical type events. However, most of the time this needs to be run by

a higher echelon. Medical civic action programs can be very beneficial in gaining the trust of the local population.

- Providing food and water. The SBCT generally needs to be augmented to provide food and water to the local population. However, a plan for providing food and water should be made in case the need arises.
- Providing emergency shelter. The SBCT generally needs to be augmented to provide emergency shelter to the local population. However, a plan for providing emergency shelter should be made in case the need arises. This plan should be developed with higher echelons and with HNSF.

CONDUCT SECURITY COOPERATION

4-19. *Security cooperation* is all Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to allied and partner nations (JP 3-22). Security cooperation aims to promote stability, develop alliances, and gain and maintain access through security relationships that build partner capacities and capabilities.

4-20. The capacities and capabilities of partners directly correlate to the type of activities undertaken. Goals range from creating a positive relationship that allows freedom of movement to creating global security interoperability with core partners to addressing regional security organizations and alliance organizations. A broad range of interconnected and integrated security cooperation activities accomplishes security cooperation. (FM 3-22 provides more discussion.)

SECTION II – PLANNING CONSIDERATIONS FOR STABILITY

4-21. The SBCT Infantry rifle company achieves success in stability by identifying and mitigating sources of instability through partnership with their unified action partners at the local-level and coordinated support from its higher headquarters in collaboration with their unified actions partners at their regional levels. The SBCT Infantry rifle company performs company-level missions, tasks, and activities that support its higher headquarters efforts to maintain or re-establish a safe and secure environment; provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief; and foster economic development.

4-22. As combat operations clear and secure areas of hostile forces, part of the force secures critical infrastructure and populated areas. Establishing civil security and civil control, and the provision of essential services are implied tasks for commanders during any mission. Commanders are legally obligated to minimize civilian suffering. Properly focused, effectively executed stability tasks prevent population centers from degenerating into civil unrest and becoming recruiting areas for opposition movements or insurgencies.

MISSION COMMAND

4-23. Stability tasks present a unique challenge. Combat tasks typically focus on the defeat of an enemy force, and stability tasks focus on the people. In setting the tone for planning, the commander provides:

- Understanding of the people, area, and U.S. forces.
- Intent and planning guidance.
- Concept of operations.

4-24. Challenges for the Stryker Infantry rifle company are the mix of partnered, joint, and combined tasks during operations focused on stability. Mission command requires the ability to clearly communicate intent with security forces, HN government, and other nongovernmental organizations to align efforts and direction.

THE IMPORTANCE OF UNDERSTANDING CULTURE

4-25. The SBCT Infantry rifle company commander, subordinate leaders, and Soldiers must develop trust with the HN populace. Trust is not assumed or attained without concerted effort. The HN populace will not generally trust a foreign-armed force to protect them. That trust must be earned, one decision and one Soldier

at a time. As trusted Army professionals, the SBCT Infantry rifle company recognizes the intrinsic dignity and worth of all people, treating the HN populace with respect. Plans and execution of the stability and defeat mechanisms must consider the joint principle of restraint and the ethical application of force (see JP 3-0 and ADP 1). In stability operations, the joint principle of restraint is often more successful than the application of combat power (see ADP 6-0). Decisions about using combat power are more than a factor of the size and composition of the force, the strategic mission and long-term objectives. They must also consider the ethical consequences of those decisions and the signals those actions send to the government and local population of the HN, as well as to the American people. Resources will never be adequate to cover all stability requirements; thus, essential tasks must be prioritized by leaders at all levels.

4-26. Soldiers derive their effectiveness from their ability to understand and work with foreign counterparts from another culture. They need to understand enough of their own culture and their counterpart's culture to accurately convey ideas, concepts, and purpose without causing counterproductive consequences. Soldiers need to know aspects of the local culture and history that influence behavior in their OE. Soldiers need to understand the reasons and motivations underlying personal interaction and practice patience when working with their counterparts. Group norms guide individual behavior, and Soldiers need to understand how individuals in a society tend to interact as members of a group, whether a race, ethnic, or kinship group.

4-27. Cultural understanding is not derived from demographic information provided to the military through country briefs before deployment. It is gained from studying, interacting, and understanding of the indigenous people, religion, history, customs, social, and political structures within an area. For true understanding, it is necessary to live among the people, gradually understanding the subtleties and nuances of their culture. Leaders in the SBCT Infantry rifle company ensure that Soldiers understand that the actions of one can have a positive or negative effect in the way that the entire unit is viewed by the local population. (See ATP 1-05.03 and ATP 3-07.10 for more information.)

INTERORGANIZATIONAL COLLABORATIONS

4-28. During stability, the commander ensures the key players support interagency partnership, established ground rules, and collaborative interagency strategies to accomplish the mission. The commander must understand the importance of ensuring that interagency partners explore various alternatives, and that all partners participate. The commander adopts consensus-building leadership behavior, including open discourse, friendly debate, and discussions with opinion sharing and feedback from participants.

MILITARY AND CIVILIAN ORGANIZATIONAL CULTURES

4-29. Military and civilian organizational cultures differ in significant ways comprising factors such as shared values, norms, expectations, and practices. An organizational culture influences how individuals approach work and what they regard as mission accomplishment. When team members with different organizational cultures interact with one another, differences become evident and can create tension in the group.

MOVEMENT AND MANEUVER

4-30. Maneuver in stability environments continue to emphasize security over wide areas and in combined, joint, and partnered maneuver. Engagement skills (negotiation, rapport building, cultural awareness, and critical language phrases) are tools that leaders use during movement and maneuver to engage the local population. The intent is to create a stable environment that allows peace to take hold while ensuring the force is protected. Movement in operations focused on stability tasks is very deliberate. Time is the limiting factor due to the slow pace that security forces take, not just for their protection but also to be seen by the local population and influence their perception. Security patrols often take longer during stability tasks to allow the security force to vary their patterns, arrive at destinations quickly to account for contingencies, and have leaders engage the local population.

4-31. The Stryker Infantry rifle company cannot provide security at all times and all places during wide area security tasks. Constant observation is conducted by the local population and threat forces. A blend of covert and overt operations should be conducted to effectively provide wide areas security.

FIRE AND MOVEMENT

4-32. The application of fire and movement lends itself to several offensive and defensive tasks (for example, cordon and search [see chapter 2], search and attack [see chapter 2], and area defense [see chapter 3]) within the civil security and civil control primary stability tasks. Across the range of military operations, the Infantry battalion and its subordinate units play a major role in ensuring the outcome of these primary stability tasks.

Note. The company and its subordinate platoons and squads are useful in the conduct of other primary stability tasks due to their deterrence value, and the flexibility and labor the Infantry rifle companies of the Infantry battalion provides to the SBCT commander. (For example, security force assistance [SFA] [see section IV of this chapter] within the security cooperation primary stability task.)

MOBILITY AND COUNTERMOBILITY

4-33. Mobility operations allow civilian traffic and commerce to continue or resume support economics, infrastructure, and good governance. Mobility operations focus on keeping ground lines of communications open for civilian and military activities, and on reducing the threat of mines and other unexploded ordnance to those activities.

4-34. Countermobility operations indirectly support stability focused area security operations in regards to offensive and defensive tasks. During area security, the company commander, in coordination with the battalion commander and staff, develops the countermobility plan concurrently with the fire support plan and defensive scheme of maneuver, guided by the battalion commander's intent. When combat engineer support falls under the mobility and countermobility tasks, it can include—

- Constructing combat roads and trails.
- Breaching existing obstacles, including minefields.
- Marking minefields, including minefield fence maintenance.
- Clearing mines and debris from roads.
- Conducting route reconnaissance to support the main supply routes and civilian lines of communications.
- Creating obstacles between opposing factions to prevent easy movement between their positions.

RESERVE AND RESPONSE FORCE OPERATIONS

4-35. Maintaining a reserve during any operation is difficult. Often, the commander finds that the company has more tasks than units do, and stability operations are no exception. Nonetheless, contingencies or missions may arise that require establishing a reserve. Maintaining a reserve allows the establishing commander to plan for worst-case scenarios and to exploit opportunities, provide flexibility, and conserve the force during long-term operations.

INTELLIGENCE

4-36. The SBCT Infantry rifle company, in coordination with battalion and unified action partners, conducts information collection to gain a detailed understanding of the sources of instability and the capabilities and intentions of key actors. This is to gain an understanding of the root cause for instability and develop a coordinated plan and efforts to mitigate it.

4-37. Every member of the company plays a role in gathering information to support the SBCT Infantry rifle company. Details of information from patrols should be collected from every member that participated. The information collected needs to be cross referenced, analyzed, and shared. The intelligence support team, if formed, manages the information collection effort to ensure every member of the company understands the information required and plays an active role in the collection of that information. This information is shared and analyzed by the S-2 to develop intelligence. (See chapter 1 for more information on the intelligence support team.)

INDICATORS OF CHANGE

4-38. Changes in the behavior of the populace may suggest needed change in TTP, and even strategy. Biographic information, leadership analysis, and methods of operation within the existing cultural matrix are keys to understanding the attitudes and ability of positional and reference civilian leaders to favorably or unfavorably influence the outcome of the company's area security operations. The commander, in coordination with the battalion commander and staff, ties PIRs to identifiable indicators of change within the OE, including civil inhabitants and their cultures, politics, crime, religion, economics, related factors, and any variances within affected groups of people.

4-39. The commander often focuses on NAIs to answer critical information requirements to aid in tactical decision-making, and to confirm or deny threat intentions regardless of which element of decisive action currently dominates. During area security operations, PIRs related to identifying threat, enemy, and adversary activities are tracked where appropriate.

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

4-40. Due to the increased reliance on HUMINT, when conducting area security operations, the commander emphasizes the importance of battalion CCIRs to all personnel within the company. CCIRs are information requirements identified by the commander as being critical to facilitating timely decision-making, where answers to CCIRs can come from small unit activities within the company. For example, combat outposts or OPs within the company's AO often provide the most time-sensitive combat information to the commander.

4-41. All personnel are given appropriate guidance to improve information-gathering capabilities throughout the company. Interpreters, military source operations, speaking to local civilian personnel, security operations, and patrolling (combat and reconnaissance) are primary sources for assessing the economic and health needs, military capability, and political intent of those receiving assistance who are a party to the area security operation. (See ADP 5-0 and ATP 3-55.4 for additional information.)

EMPLOYMENT AND CONTROL OF HUMAN INTELLIGENCE COLLECTION TEAMS

4-42. When HUMINT collection teams are attached to the company, the commander considers security when planning for their employment. (See FM 2-0.) Generally, three security conditions exist: permissive, uncertain, and hostile.

4-43. In a permissive environment, HUMINT collection teams normally travel throughout the AO without escorts or a security element. HUMINT collectors may frequently make direct contact with sources, view the activity, or visit the area that is the subject of the information collection effort. They normally use debriefing and elicitation as their primary collection techniques to obtain firsthand information from local civilians and officials.

4-44. In an uncertain environment, security considerations increase, requiring risk to the collector and source to be weighed against the potential intelligence gain. HUMINT collection teams may require additional security measures to protect the collector and the source. For example, a HUMINT collector could be integrated into other missions, such as accompanying a patrol visiting a village in order to gain better access to a source. Security for the HUMINT team and their sources is a prime consideration. HUMINT collection teams are careful not to establish a fixed pattern of activity or arrange contacts in a manner that could compromise the source or the collector. Teams may be deployed to conduct collection at checkpoints, dislocated civilian collection points, and detainee collection points. They may conduct interrogations of detainees within the limits of applicable laws and policies.

4-45. In a hostile environment, the three concerns for HUMINT collection are access to the sources of information, timeliness of reporting, and security for the HUMINT collectors. A hostile environment requires significant resource commitments to conduct military source operations. Before the entry of a force into a hostile area, HUMINT collectors debrief civilians, particularly dislocated civilians, conduct military source operations and interrogate detainees. HUMINT collectors accompany lead elements or ground reconnaissance forces during operations. They interrogate detainees and debrief dislocated civilians, and be an attachment on a patrol.

SECURITY MISSIONS

4-46. Security missions may become defensive in nature due to the possibility of tying forces to fixed installations or sites. The company commander carefully balances priorities of security with the need for offensive action when this occurs.

4-47. Early warning of enemy activity through information collection is paramount in the conduct of area security missions to provide the commander with time to react to any threat or other type change identified within the stability environment. The IPB identifies the factors effecting security missions within the assigned AO. Factors, although not inclusive, include—

- The natural defensive characteristics of the terrain.
- The existing roads and waterways for military lines of communication and civilian commerce.
- The control of land and water areas and avenues of approach surrounding the area security.
- The control of airspace.
- The proximity to critical sites such as airfields, power generation plants, and civic buildings.

FIRES

4-48. Although fire support planning for operations focused on stability is the same as for the offense and the defense. The use of fire support may be restricted and limited. The commander integrates fire support into the tactical plan. Special considerations include the following:

- Procedures for the rapid clearance of fires.
- Close communication and coordination with HN officials.
- Increased security for indirect firing positions.
- Restricted use of certain munitions such as dual-purpose improved conventional munitions, area denial artillery munition, or remote anti-armor mine.
- Presence of noncombatants.
- Protected structures.

4-49. The need for precision fires is greater in stability tasks. The need to destroy only the designated target with minimal collateral damage often makes our Army's technological and heavy weapons a disadvantage. The use of advanced precision fires from mortars, snipers, RWS, and MGS assists in mitigation of the physical collateral damage and communicating to the local population that every measure was taken to engage only the threat to preserve their safety.

APPLICATION OF LETHAL AND NONLETHAL CAPABILITIES

4-50. The considerations for use of nonlethal capabilities in targeting should not pertain only to specific phases or missions, but should be integrated throughout the AO. Escalation of force measures can be established to identify hostile intent and deter potential threats at checkpoints, entry control points, and in convoys. Such measures remain distinct from other use of force guidance such as FSCMs and are intended to protect the force, minimize the use of force against civilians while not interfering with self-defense, if attacked by adversaries. One of the primary mechanisms for employing nonlethal capabilities and generating nonlethal effects is information operations. Participating in the targeting process, information operations synchronize a range of nonlethal capabilities to produce nonlethal effects that advance the desired end state. This means information operations participates in the targeting process.

FIRE SUPPORT COORDINATION MEASURES

4-51. As during offensive- and defensive-focused tasks, FSCMs are established for stability-focused tasks to facilitate the attack of high-payoff targets throughout the AO. Restrictive FSCMs are those that provide safeguards for friendly forces and noncombatants, facilities, or terrain. For example, NFAs and restrictive-fire areas may be used not only to protect forces, but also to protect populations, critical infrastructure, and sites of religious or cultural significance. Regardless of which element of decisive action currently dominates, coordination measures are required to coordinate ongoing activities to create desired effects and avoid undesired effects.

Note. Fire support coordination, planning, and clearance demands special arrangements with joint and multinational forces and local authorities. These arrangements include communications and language requirements, liaison personnel, and procedures focused on interoperability. The North Atlantic Treaty Organization standardization agreements (STANAGs) provide excellent examples of coordinated fire support arrangements. These arrangements provide participants with common terminology and procedures.

SUSTAINMENT

4-52. During stability tasks, conditions may be austere, creating special sustainment considerations. These factors include but are not limited to the following:

- Reliance on local procurement of certain items.
- Aerial resupply of certain classes and may include airlifted rotary-wing cargo sling loads and fixed-wing air drops.
- Ensure HSS and class VIII supply and resupply operations meet unit operational support demands.
- Shortages of various critical items, to include repair parts, class IV supply materials, and lubricants.
- Special class V supply requirements (such as nonlethal munitions).
- Reliance on bottled water.
- Class IV supplies for construction of fixed OPs and checkpoints.
- Use of facilities or new construction for quarters; water, sewer, power utilities; and reinforced hardstand areas for maintenance.
- Barriers or berms to protect ammunition and fuel.

4-53. An FSC in the SBCT brigade support battalion (BSB) is task-organized to the Infantry battalion to provide support. The company XO should be in direct contact with elements of the FSC and BSB, and the Infantry battalion S-4 to coordinate logistics. The ISG oversees the arrival, security, and distribution to the Stryker Infantry rifle company. The company supply sergeant consolidates, orders, and accounts for all supply requests. These requests should come from the PSGs and section NCOICs and reviewed by the commander to ensure that they are able to continue operations.

PROTECTION

4-54. Techniques for protection during operations focused on stability tasks vary in their application but can include attempts to identify threats through heightened awareness, cultural understanding, local engagements to gain information, personal security for leaders, searches of locals, and biometric identity data collection with subsequent BEWL nomination if necessary.

4-55. The close proximity of civilians and Soldiers can also promote health issues (such as communicable disease) through close contact with local civilians, detainees, or local foods. Force health protection considerations positively support and promote the health of Soldiers in the OE. The protection of civil institutions, processes, and systems needed to reach the end state conditions can often be the most decisive factor in stability tasks because its accomplishment is essential for long-term success. Civilian areas typically contain structured and prepared routes, roadways, and avenues that can canalize traffic. This can lead to predictable friendly movement patterns that can easily be templated by the enemy. An additional planning consideration during stability tasks is to protect the force while using the minimum force consistent with the approved ROE. Additional protection considerations during stability tasks include the following:

- Reducing the unexploded explosive ordnance and mine threat in the AO.
- Fratricide and friendly fire prevention, and minimizing escalation of force incidents through combat, civilian, and multinational identification measures.
- Developing rapid and efficient personnel recovery techniques and drills.
- Clearing OPSEC procedures that account for the close proximity of civilians, nongovernmental organizations, and contractors.
- Disciplining information management techniques to preserve access to computer networks.

- Containing toxic chemicals and materials present in the civilian environment.
- Ensuring survivability requirements for static facilities, positions, or outposts.

ASSESSMENTS TO SUPPORT PROTECTION PRIORITIZATION

4-56. Initial planning by the commander requires various assessments to support protection prioritization; namely threat, hazard, vulnerability, criticality, and capability within the company's AO. Assessment determines which assets can be protected given no constraints (critical assets) and which assets are protected with available resources (defended assets).

PROTECTION TEMPLATE

4-57. The protection template lists and integrates all protection tasks in an appropriate way for use by subordinate companies of the battalion, and any base and base cluster operations envisioned to be established during company area security operations. The template is used as a reference before or during employment. Company and base cluster situational modifications to this template, and their regular rehearsal of all parts of their protection plans, are inspected periodically by the SBCT protection working group.

Note. Key protection tasks conducted within the company's area security operation include area security, CBRN operations, coordination of AMD, personnel recovery operations, explosive ordnance disposal (EOD) operations, and detainee operations. (See FM 3-96 for additional information.)

PROTECTIVE SERVICES AND THE ALLOCATION OF COMBAT POWER

4-58. The commander may determine who is required to provide protective services from within the company to protect high value HN civil and military authorities or other selected individual(s). This requirement usually occurs when HNSF have been so extensively penetrated by hostile elements that they cannot be trusted to provide protective services or when HNSF lack the technical skills and capabilities to provide the desired degree of protection. The element(s) tasked to perform protective services for designated personnel receives as much training and specialized equipment as is possible before the mission. (See ATP 3-39.35 for additional information.)

THREAT LEVELS

4-59. Threats within the company's security area operation are categorized by the three levels of defense required to counter them. Any or all threat levels may exist simultaneously in the company's AO. Emphasis on base defense and security measures may depend on the anticipated threat level. Within the company's AO all elements protect themselves from level I threats. This includes medical elements although they have reduced defensive capabilities since they can only use their individually assigned non-crew served weapon to provide their own local security. Locating medical elements on bases with other units mitigate this factor.

Note. A level III threat is an enemy force or activities beyond the defensive capability of any local reserve or response force. The response to a level III threat is a tactical combat force, generally established no lower than division level due to the inability to resource at lower echelons. (See ATP 3-21.20, appendix I for additional information on threat levels.)

SURVIVABILITY

4-60. Precautions should be taken to protect positions, headquarters, support facilities, and accommodations, including the construction of obstacles, protective bunkers, fighting positions, and shelters. Company subordinate platoons and elements practice alert procedures and develop drills to occupy positions. Engineer forces enable, when available, survivability needs. Subordinate units maintain proper camouflage and concealment based on the mission variables of METT-TC. Area security forces are vulnerable to personnel

security risks from local employees and other personnel subject to bribes, threats, or compromise. The threat from local criminal elements is a constant threat and protection consideration. The most proactive measure for survivability is individual awareness by Soldiers in all circumstances. Soldiers look for things out of place and patterns preceding aggression. Commanders and subordinate leaders ensure Soldiers remain alert, do not establish routines, and maintain appearance and bearing. (See chapter 3 and ATP 3-37.34 for additional information.)

Note. In stability-focused operations, the enemy sniper poses a significant threat to dismounted (or mounted) movement and marches. Counter-sniper drills should include rehearsed responses, reconnaissance and security, and cover and concealment. The company's ROE provides instructions on how to react to sniper fire, including restrictions on weapons used depending on the circumstances. For example, ROE may allow units to use weapon systems, such as a sniper rifle team, to eliminate a positively identified sniper even in a crowded urban setting because of the reduced possibility for collateral damage. (See ATP 3-21.20, appendix E and ATP 3-21.18 for additional information.)

An enemy IED attack is another major threat to dismounted (or mounted) movement and marches. Before the conduct of any area security mission, commanders and subordinate leaders brief personnel on the latest IED threat types, usage, and previous emplacements within an AO or along mounted and dismounted movement or march routes. All Soldiers maintain SA by looking for IEDs and IED hiding places. Units vary routes and times, enter overpasses on one side of the road and exit out the other, train weapons on overpasses as the movement passes under, and avoid choke points to reduce risk. Units should expect an IED attack at any time during movements and expect an ambush immediately after an IED detonation. Early mornings and periods of reduced visibility are especially dangerous since the enemy has better opportunities to emplace IEDs without detection. (See ATP 3-21.18 and ATP 3-21.8 for additional information.)

AIR AND MISSILE DEFENSE

4-61. Offensive and defensive air defense planning considerations continue to apply when the company conducts stability-focused operations. However, the air threat trends toward group 1 and 2 UAS (see ATP 3-04.64) employed by enemy forces opposing the company's effort to provide a stable, safe, and secure environment. AMD sensors and mission command elements external to the battalion provide early warning against aerial attack, and populate the battalion or company COP. Soldiers train in aircraft recognition and on ROE due to multiple factions using the same or similar aircraft, to include international and private organizations employing their own or charter civilian aircraft. (See ATP 3-01.8 for additional information.)

4-62. Counterrocket, artillery, and mortar batteries may be located in or near the company's AO to support its area security mission. Battery sensors detect incoming rockets, artillery, and mortar shells and may be used to detect group 1 and 2 UAS. The battery's fire control system predicts the flight path of incoming rockets and shells, prioritizes targets, and activates the supported AO's warning system according to established ROE. Exposed elements in the AO then can take cover and provide cueing data that allows the battery's weapon system to defeat the target before the target can impact the area. The battalion commander clearly defines command and support relationships between counter-rocket, artillery, and mortar elements and the company during planning. (See ATP 3-01.60 for additional information.)

4-63. The company commander and subordinate leaders ensure all passive and active air defense measures are well-planned and implemented. Passive measures include use of concealed routes and AAs, movement on secure routes, marches at night, increased intervals between elements of the columns, and dispersion. Active measures include use of organic and attached weapons according to the OPORD and unit SOP. Air guard duties assigned to specific Soldiers during dismounted (or mounted) movements and marches give each a specific search area. For movements and marches, seeing the enemy first gives the unit time to react. Leaders understand that scanning for long periods decreases the Soldier's ability to identify enemy aircraft. During extended or long movements and marches, Soldiers are assigned air guard duties in shifts. (See ATP 3-21.18 and ATP 3-21.8 for additional information.)

FORCE HEALTH PROTECTION

4-64. The nature of stability-focused tasks requires the battalion surgeon to stress planning for the provision of preventive medicine, veterinary services, and combat and operational stress control over that inherent in supporting offensive- and defensive-focused tasks. The company area security focused within the conduct of stability-focused tasks interacts with the civilian population of its AO to a far greater degree. Under these conditions, the probability of Soldiers exposure to zoonotic diseases, toxic industrial chemicals and other pollutants, and bad food and water increases.

4-65. The prolonged tours of duty typically associated with these operations and the enemy's use of unconventional weapons, such as mines and suicide bombers, tends to increase psychiatric casualties. The battalion surgeon coordinates the employment of combat stress teams with the chaplain to best meet the needs of Soldiers within the company for stress control. (See FM 3-96 and ATP 4-02.8 for additional information.)

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR OPERATIONS

4-66. Measures taken to minimize or negate the vulnerabilities and effects of a CBRN incident involve a combination of active and passive defense measures to reduce the effectiveness or success of CBRN weapon employment. An effective CBRN defense by the company counters enemy threats and attacks and the presence of toxic industrial materials in its AO by minimizing vulnerabilities, protecting friendly forces, and maintaining an operational tempo that complicates enemy or terrorist targeting.

4-67. The Infantry rifle company employs key CBRN passive defense activities organized within two overarching CBRN principles (protection and contamination mitigation) to survive and sustain area security operations in a CBRN environment. The commander, in coordination with the battalion staff, integrates these principles regardless of the mission type.

4-68. The commanders consider the requirement for CBRN support if evidence exists that enemy forces or terrorists have employed CBRN agents or have the potential for doing so. A mix of different CBRN units—such as decontamination, hazard response, reconnaissance, and surveillance—are necessary to balance capabilities. The CBRN staff officer at the battalion participates in the intelligence process to advise the commander of commercial and toxic industrial materials in the local area. (See FM 3-96 and FM 3-11 for additional information.)

CONVOY SECURITY

4-69. Convoy security is a specialized kind of area security operations conducted to protect convoys. Units conduct convoy security operations anytime there are insufficient friendly forces to secure routes continuously in an AO and there is a significant danger of enemy or adversary ground action directed against the convoy.

4-70. The company may conduct convoy security operations in conjunction with route security operations in its AO. Planning includes designating units for convoy security; providing guidance on TTP for units to provide for their own security during convoys; or establishing protection and security requirements for convoys carrying critical assets. Local or theater policy typically dictates when or which convoys receive security and protection. (See ATP 4-01.45 for additional information.)

SECTION III – OPERATIONS CONDUCTED DURING STABILITY

4-71. The SBCT Infantry rifle company conducts an area security operation as a way to perform various actions that simultaneously support numerous stability tasks. Area security missions are numerous, complex, and generally never ending. For this reason, the commander synchronizes and integrates security efforts, focusing on protected forces, installations, routes, and actions within the company's assigned area of operation. Protected forces within the company, range from subordinate units and elements, echeloned CPs, and sustainment (external support elements and company trains when established). Protected installations can be part of the sustainment base, or they can constitute part of the area's civilian infrastructure. Protected ground lines of communication include the route network to support the numbers, sizes, and weights of tactical and sustainment area movement within the company's area of operation. Actions range from securing

key points (bridges and defiles) and terrain features (ridgelines and hills) to large civilian population centers and their adjacent areas.

4-72. During the conduct of stability-focused tasks, area security missions are a mixture of offensive and defensive activities involving not only subordinate companies and platoons, but also those HNSF over which the company or battalion has a command relationship such as OPCON, or can otherwise influence. Offensive area security activities include subordinate tasks of movement to contact (search and attack or cordon and search missions, see chapter 2) and combat patrols (see ATP 3-21.8), when required, designed to ambush detected enemy forces and/or to conduct raids (see chapter 2) within the company's area of operation. Defensive area security activities include the establishment of a perimeter defense (see chapter 3) base perimeter security, combat outposts, OPs, surveillance, moving and stationary screen and guard missions.

AREA SECURITY

4-73. Area security preserves the commander's ability to help establish political, legal, social, and economic institutions while supporting the transition to legitimate HN governance. When conducting an area security mission, the SBCT Infantry rifle company prevents threat elements from supporting instability in otherwise safe and secure environments.

4-74. The commander may direct subordinate platoons to employ a variety of techniques such as OPs, traffic control posts, sniper team employment, BPs, ambushes, mounted and dismounted (or a combination of both) patrols, searches, and combat outposts to accomplish this security mission. A reserve or quick reaction force enables the commander to react to unforeseen contingencies. Using the assigned UAS and the information collection capability available to the SBCT Infantry battalion, the SBCT Infantry rifle company can execute missions proactively with greater precision. (See chapter 5 for more information on area security.)

4-75. Due to the possibility of tying forces to fixed installations or sites, security missions may become defensive in nature. When this occurs the company commander carefully balances with the need for offensive action. Early warning of enemy activity through information collection is paramount in the conduct of area security missions to provide the commander with time to react to any threat or other type change identified within the stability environment. The IPB identifies the factors effecting security missions within the assigned area of operation. Factors, although not inclusive, include—

- The natural defensive characteristics of the terrain.
- The existing roads and waterways for military lines of communication and civilian commerce.
- The control of land and water areas and avenues of approach surrounding the area security.
- The control of airspace.
- The proximity to critical sites such as airfields, power generation plants, and civic buildings.

4-76. During area security operations, forces must retain readiness over longer periods without contact with the enemy. This occurs most often when the enemy commander knows that enemy forces or insurgents are seriously overmatched in available combat power. In this situation, the enemy commander normally tries to avoid engaging friendly forces, unless it is on terms favorable to the enemy. Favorable terms include the use of mines and booby traps. Area security forces must not develop a false sense of security, even if the enemy appears to have ceased operations in the secured area. The commander must assume that the enemy is observing friendly operations and is seeking routines, weak points, and lax security for the opportunity to strike with minimum risk. This requires the commander to influence subordinate small-unit leaders to maintain the vigilance and discipline of their Soldiers to preclude this opportunity from developing.

SECURITY FORCE ASSISTANCE

4-77. *Security force assistance* is defined as the Department of Defense activities that support the development of the capacity and capability of foreign security forces and their supporting institutions (JP 3-20). SFA is an activity used to improve the capability and capacity of partner nations' or regional security organizations' security forces. These forces are referred to as foreign security forces (FSF). FSF are forces that provide security for a nation and its relevant population or forces that support a regional security organization's mission. These forces include military, paramilitary, police, intelligence forces, border police, coast guard, customs officials, prison guards, and correctional personnel.

4-78. The SBCT Infantry rifle company assesses, trains, advises, and assists FSF in coordination with joint, interagency, and multinational forces to improve partner capability and capacity and to facilitate achievement of U.S. strategic objectives when conducting SFA. This mission set is developed from the organize, train, equip, rebuild and build, advise and assist, and assess concept (known as OTERA-A) described in FM 3-22. Emphasis is placed on the tasks that are most appropriate for the SBCT Infantry rifle company to conduct. While the SBCT Infantry rifle company influences the tasks of organize, equip, rebuild and build; generally, external organizations lead these tasks.

4-79. In other cases, the SBCT Infantry rifle company may support other forces conducting SFA activities by augmenting their security or to support the FSF. SFA activities require carefully selected and properly trained and experienced personnel (as trainers or advisors) who are not only subject matter experts, but also have the sociocultural understanding, language skills, and seasoned maturity to more effectively relate to and train FSF. Ideally, SFA activities help build the FSF capacity to train their own forces independent of sustained U.S. Government efforts.

SECTION IV – TRANSITIONS

4-80. Transitions mark a change between phases or between the ongoing set of tasks and execution of a branch or sequel. Shifting priorities between the elements of decisive action—such as from the offense to operations focused on stability tasks—involves a transition.

4-81. Transitions require planning and preparation well before their execution to maintain the momentum and tempo. The force can be vulnerable during transitions, so commanders establish clear conditions for their execution. Transitions may create unexpected opportunities and may make forces vulnerable to enemy threats.

TRANSITION TO THE OFFENSE OR DEFENSE

4-82. During an operation focused on stability tasks there may be instances where units quickly transition back to operations focused on offensive operations against irregular forces or defensive tasks to defeat counterattacks. To facilitate the transition, commanders consider an offensive contingency while conducting operations focused on stability tasks. They consider how to generate combat power quickly to take the initiative. It can come from organic, partnered, joint, and HN forces depending on the situation.

4-83. Commanders ensure that transitions from defensive tasks to stability tasks and vice versa are planned. For example, it may be tactically wise for commanders to plan a defensive contingency if there is a significant global, national, or regional event that negatively affects the AO. Transitioning to a defense should not negate the progress made during stability tasks. It should be a temporary change made until the initiative can be regained or until the partnered nation can assume responsibility.

4-84. The conditions for transitioning from stability to a retrograde normally occur during transformation or fostering stability phases. This is most likely when an intended political outcome is aimed at the influence of the military's and security forces presence. The SBCT Infantry rifle company will most likely support a withdrawal or a retirement as part of a larger force. Most likely, it provides security as personnel, equipment, and property and moved out of the HN. Property accountability requires the coordination and clarification for items on various property books and supply chain issues.

TRANSFER OF AUTHORITY

4-85. Stability tasks include transitions of authority and control between military forces, civilian agencies and organizations, and the partner nation. Each transition involves inherent risk. Transitions are identified as decisive points on lines of effort. They typically mark a significant shift in effort and signify the gradual return to civilian oversight and control of the partner nation.

4-86. Often during stability missions' RIP or transfer of authority (TOA) occurs. Besides the normal responsibilities of a relief, commanders deal with civilians or multinational partners. During stability tasks, units generally know whether they will be relieved at the end of their tour. Planning for the TOA begins as soon as the unit occupies the AO.

4-87. Before the TOA, the departing unit develops a continuity book with the necessary intelligence on the AO. The book should include lessons learned; details about the populace, village, and patrol reports; updated maps and photographs; and anything that helps newcomers master the SBCT Infantry rifle company OE. SBCT Infantry units should be familiar with their incoming counterparts particularly if it is a different organization that could include mechanized or light Infantry or other foreign or North Atlantic Treaty Organization units. Clear articulation of unit organization skills and the OE helps the incoming unit identify needs and gaps distinguishing between the different units. Commanders should ensure that these continuity books are updated during the unit's tour of duty. This extensive effort reduces casualties and increases the established and succeeding units' efficiency and knowledge of operations.

4-88. A consistent theme from recent operations is the importance of the transition training (right seat/left seat rides) with incoming Soldiers during TOA. A detailed and programmed TOA allows Soldiers to learn the culture and effectively work with partner nation personnel during the deployment. Typical training during the relief includes the following:

- Use of the AO specific equipment not available before TOA.
- Enemy TTP for IEDs.
- Personal meetings with nongovernmental organizations, contractors, interpreters, informants, and local police that operate in the unit AO.
- Negotiation techniques with local tribal, religious, and government officials.
- Operations and intelligence handover of databases, plans, products, and briefings.
- Information collection procedures, processes, and policies.

TRANSITION TO CIVILIAN/PARTNER NATION SECURITY FORCE CONTROL

4-89. During long-term SFA, conditions on the ground, not time, determine the TOA from U.S. forces control or partnership, to partner-nation control. The overall authority for the handoff and the subsequent TOA lies with the commander ordering the change. The authority for determining the handoff process lies with the incoming commander assuming responsibility for the mission. This changeover process may affect conditions under which the mission continues. (See FM 3-07, ATP 3-07.10, and FM 3-22 for more information.)

4-90. Changes in the OE such as increased attacks, significant destabilization with the infrastructure or people, culturally impacting events inside or outside the OE, or development of security forces may require reshaping force packages as situations change. Internal administrative concerns might prompt or support the commander's decision to rotate units. Mission handoff is necessary and defined as the process of passing an ongoing mission from one unit to another with no discernible loss of continuity.

4-91. Commanders make specific considerations along with METT-TC when making a handoff to a multinational force. For units relieved of a function by a government agency, procedures typically entail longer handoff times and more complex coordination. Outgoing units that have past, present, or future projects planned with agencies prepare to transfer these projects to responsible agents in the incoming unit.

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Chapter 5

Sustainment

Sustainment is the provision of the logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0). In the SBCT Infantry rifle company, the commander has the ultimate responsibility for sustainment. The XO and the 1SG are the company's primary sustainment operators; they work closely with the SBCT Infantry battalion staff to ensure they receive the required support for the company's assigned operations.

SECTION I – SUSTAINMENT FUNCTIONS

5-1. The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (see ADP 3-0). The sustainment warfighting function includes the following tasks:

- Conduct logistics.
- Provide personnel services.
- Provide HSS.

5-2. The SBCT Infantry rifle company plans, prepares, and executes its portion of the SBCT Infantry battalion sustainment plan. Concurrent with other operational planning, the company develops its sustainment plan during the mission analysis and refines it in the war-gaming portion of the TLP. Rehearsals are normally conducted at battalion and SBCT Infantry rifle company levels to ensure the company receives a smooth, continuous flow of materiel and services in addition to conducting its own.

5-3. The SBCT Infantry rifle company's basic sustainment responsibilities are to report or request support requirements through the correct battalion channels. The SBCT Infantry battalion is assigned an FSC from the BSB that is task-organized to support anticipated logistical requirements based on mission variables. The XO and 1SG ethically, effectively, and efficiently manage the SBCT Infantry rifle company's sustainment requirement and logistical coordination with military expertise and disciplined initiative, and with guidance and oversight provided by the company commander to accomplish the mission in the right way and with the most optimum utilization of resources. At the company level, the sustainment assets include two FMTV with trailers and one attached MEV with an ambulance squad from the medical platoon. They require accurate personnel and logistical reports, along with other necessary information and requests to sustain the company.

CONDUCT LOGISTICS

5-4. *Logistics* is planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel, acquisition or construction, maintenance, operation, and disposition of facilities, and acquisition or furnishing of services (ADP 4-0). For the SBCT Infantry rifle company, logistics may involve aspects of supply, field services, maintenance, transportation, distribution, operational contract support, and general engineering support.

5-5. The general classes of resupply operations are routine, emergency, or prestock. The company's SOP specifies cues and procedures for each method of resupply that the battalion may choose to conduct. The SBCT Infantry rifle company carries 72 hours of supply on hand for offense, defense, and stability tasks. The actual method selected for resupply in the field depends on mission variables and is according to the need to replenish 72 hours of supplies. This allows the subordinate units to carry enough supply to operate for

extended periods of time but not inhibit offense, defense, and stability tasks. Supplies are divided into 10 major categories, which are referred to as classes—

- Class I: Food, rations, and water.
- Class II: Clothing.
- Class III: Petroleum, oil, and lubricants.
- Class IV: Fortification and barrier materials.
- Class V: Ammunition.
- Class VI: Personal items.
- Class VII: Major end items.
- Class VIII: Medical supplies.
- Class IX: Repair parts.
- Class X: Materiel to support nonmilitary program.

Note. There are a few items that do not fit into any of the 10 supply classes and are categorized as miscellaneous.

MAINTENANCE

5-6. The nature of the modern battlefield demands that the maintenance system that is flexible, responsive, and focused on returning systems to operational status quickly within close proximity to the point of failure or damage. This requirement implies a forward thrust of maintenance into the SBCT area. Maintenance assets move as far forward as the tactical situation permits to return inoperable and damaged equipment to the battle as quickly as possible.

5-7. The FSC assigned to the SBCT Infantry battalion has a combat field maintenance section and a maintenance control section. The field maintenance sections perform repairs as far forward as possible, returning equipment to the battle quickly. During combat, they perform BDA and repair, diagnostics, and on-system replacement of line replaceable units. If the tactical situation permits, they focus on completing jobs on site. Field maintenance sections carry limited on-board combat spares to facilitate repairs forward. Examples include repair and component replacement on tactical wheeled vehicles, power generation equipment, and weapon systems.

5-8. SBCT field maintenance is performed by the field maintenance company and the FSCs. The field maintenance company in the BSB provides field maintenance support for the SBCT units not supported by an FSC, and supports FSCs for low-density equipment items such as armament, electronics, allied trades, and ground support equipment. The field maintenance company provides lift capabilities for the repair shops, recovery of organic equipment, recovery to supported units, and support of maintenance evacuation. The FSCs provide similar field maintenance support to the Infantry battalion.

Field Maintenance

5-9. Field maintenance is generally characterized by on (or near) system maintenance, often using line replaceable unit and component replacements, BDA, repair, and recovery. Field-level maintenance is not limited to remove and replace, but also provides adjustment, alignment, service, and fault or failure diagnoses. Field maintenance is performed at all levels of the Army and most units have at least some organic field-level maintenance capability. Sustainment maintenance is characterized by “off system” component repair or “repair and return to supply system” and can be employed at any point in the integrated logistics chain. Field maintenance is always repair and return to the user and includes maintenance actions performed by operators.

Sustainment Maintenance

5-10. Sustainment maintenance is off-system component repair and end item repair and return, or both, to the supply system or by exception to the owning unit, performed by national-level maintenance providers.

The intent of sustainment maintenance is to perform off-system repairs on all supported items to a standard that provides a consistent and measurable level of reliability.

TRANSPORTATION AND DISTRIBUTION

5-11. The BSB distribution company and FSCs have transportation capability and are used to distribute supplies within the SBCT. The transportation platoon within the distribution company transports supplies to the FSCs. The transportation platoon headquarters provides leadership, supervision, and technical guidance to tactical truck squads performing motor transport operations to SBCT units.

5-12. The transportation platoon executes missions when ordered by the company or BSB. The FSC distribution section has transportation assets to distribute supplies to the supported SBCT Infantry battalion. (See ATP 4-11 for more information.)

OPERATIONAL CONTRACT SUPPORT AND GENERAL ENGINEERING SUPPORT

5-13. Contractors and Department of the Army Civilians are playing an ever-increasing role in providing sustainment to military forces. The battalion may use contractors to bridge gaps between required capabilities and actual force structure available in an AO. Contractors may be employed, subject to METT-TC, throughout the AO and in virtually all conditions. Protecting contractors on the battlefield is the battalion commander's responsibility. When contractors are expected to perform in potentially hostile areas, the supported military forces ensure the protection of their operations and personnel which can include coordination with contracted security firms and other military or paramilitary forces.

5-14. General engineering provides support that enables logistics. Engineer units from outside the SBCT combine and apply capabilities from three engineer disciplines (combat, general, and geospatial engineering) to establish and maintain the infrastructure necessary for sustaining military operations. This involves general engineering tasks that consist of building, repairing, and maintaining roads, bridges, airfields, port facilities, and other structures, as well as reinforcing force protection measures. Other tasks also include the planning, acquisition, management, remediation, and disposition of real estate, supplying mobile electric power, utilities and waste management, environmental support, diving, and firefighting (see ATP 3-34.40).

PROVIDE PERSONNEL SERVICES

5-15. *Personnel services* are sustainment functions that man and fund the force, maintain Soldier and family readiness, promote moral and ethical values of the nation, and enable the fighting qualities of the Army (ADP 4-0). It includes essential personnel services such as evaluations, leaves and passes, awards and decorations, rest and recuperation, postal, personnel accountability, casualty operations, and personnel management. Personnel services include the following functions and are provided by the battalion's personnel staff officer (S-1), the SBCT's brigade legal section, and the unit ministry team:

- Human resources. (See FM 1-0.)
- Financial management. (See FM 1-06.)
- Legal support. (See FM 1-04.)
- Religious support. (See FM 1-05.)

5-16. The battalion mail clerk receives and distributes Soldier mail to the company mail clerk, usually the supply sergeant, who delivers it to the 1SG, PSG, or to the Soldier. All outgoing and returned mail is given to the supply sergeant or 1SG during resupply, and is turned over to the S-1 section when the LOGPAC returns to the field trains.

5-17. Personnel accounting is the process of recording by-name, data on Soldiers when they arrive, depart, change duty location, or change duty status. Strength reporting is the numerical end product of the by-name accounting process. 1SGs are critical participants in this process. They need to be sensitive to the accuracy and timeliness of all personnel accounting reports. They should pay special attention to Soldiers who have changed status in the medical treatment process and task organization changes when they submit their reports.

5-18. 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.

UNIT REPORTING

5-19. As casualties occur, the nearest observer informs the company 1SG via the most expedient method available (for example, free text within command and control system's FM voice). The 1SG submits a personnel status report to the SBCT Infantry battalion S-1 section. This report documents duty status changes on all casualties. Casualties are taken to the CCP for classification of injury type (routine, urgent, return to duty), evacuation, and integration into the medical treatment system. The 1SG ensures completed DA Form 1156 (*Casualty Feeder Card*) is forwarded to the SBCT Infantry battalion S-1, who then enters the data into the Defense Casualty Information Processing System.

5-20. Commanders and their 1SGs need to establish procedures to ensure that the Soldier's next of kin are notified properly and according to procedure. The potential for unofficial communications that exist with killed in action operations also exist in casualty operations. That is, the use of cell phones and computers near the AO enables many Soldiers to contact their home station regarding the casualty—such communication is unofficial and unacceptable. The next of kin for Soldiers wounded or killed in action should not receive notification through unofficial means. There is usually a communication blackout until the next of kin is notified. No internet or phone calls home are permitted.

MEDICAL/PERSONNEL ACCOUNTING

5-21. When a Soldier becomes a casualty, the platoon combat medic or emergency care sergeant records the medical treatment the Soldier receives on the Soldier's DD Form 1380 (*Tactical Combat Casualty Care [TCCC] Card*). The battalion aid station and brigade support medical company read the Soldier's DD Form 1380 when they treat the Soldier. The SBCT Infantry battalion S-1 should electronically receive a notification message to update the Soldier's patient tracking status. In turn, this message should be forwarded to the company. This way, a casualty's location can be determined and Soldiers properly accounted for by the company.

5-22. Sustainment planning is fully integrated into all operational planning, with the concept of sustainment support synchronized with the concept of operations. Planning is continuous and ongoing. Key sustainment planners are the XO, the 1SG, and the supply NCO who actively need to participate in the planning process. The company SOP should be the basis for sustainment operations, with planning conducted to determine specific requirements and to prepare for contingencies. Company orders should address specific operation support matters. Deviations from the sustainment SOP should be covered 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. Sustainment planners need to understand the mission statement, commander's intent, and concept of operations to provide effective support.

DEVELOPMENT OF THE COMPANY SUSTAINMENT PLAN

5-23. The SBCT Infantry rifle company commander develops the sustainment plan by first determining exactly what supplies are on hand and then estimating the support requirements. Available information from the mission analysis and from war-gaming aid the sustainment plan development. This process is important not only in confirming the validity of the sustainment plan but also in ensuring that the company's support requests are submitted early.

5-24. The commander can formulate the sustainment execution plan and submit support requests based on the results of TLP. The sustainment plan should answer a variety of operational questions, such as—

- Based on the nature of the operation and specific tactical factors, what types of support will the SBCT Infantry rifle company need?
- In which quantities will this support be required? The discussion should answer the following questions:
 - Will emergency resupply be required during the operation?
 - Does this operation require prestock supplies?

- What is the composition, disposition, and capabilities of the expected enemy threat and how will this affect sustainment during the operation? The discussion should answer the following questions:
 - Where and when will the expected contact occur?
 - Based on the nature and location of expected contact, what are the SBCT Infantry rifle company's expected casualties and vehicle losses?
 - What impact will the enemy's special weapons capabilities (such as CBRN) have on the operation and on expected sustainment requirements?
 - How many detainees are expected and where?
- How will terrain and weather affect sustainment operations during the operation? The discussion should answer the following questions:
 - What ground will provide optimum security for the trains?
 - What ground will provide optimum security for maintenance and CCPs?
 - What are the SBCT Infantry rifle company's MEDEVAC LZs and CASEVAC routes?
 - What are the company's "dirty" routes for evacuation of contaminated personnel, vehicles, and equipment?
- When and where will the SBCT Infantry rifle company need sustainment? The discussion should answer the following questions:
 - Based on the nature and location of expected contact, which sites are the best for the maintenance collection points?
 - Based on the nature and location of expected contact, which sites are the best for the CCPs? Where will the EPWs or detainee collection points be located?
 - Which logistics release points (known as LRPs) will be active during the operation? When will they be active?
- What are the criteria and triggers for the movement of the company combat trains?
- What are the support priorities (by element and type of support)? The discussion should answer the following questions:
 - Does each platoon have a pathfinder-qualified person to establish a hasty LZ for MEDEVAC?
 - Where can I place the MEV to CASEVAC the most casualties with minimal impact on combat power?
 - Which platoon has priority for emergency class III resupply?
 - Which platoon has priority for emergency class V resupply?
 - Should the FMTV be loaded with the emergency supplies or should it be empty in case of mass casualty or EPW transportation?
- Will there be lulls in the operation that permit support elements to conduct resupply operations in relative safety? If no lulls are expected, how can the SBCT Infantry rifle company best minimize the danger to the sustainment vehicles?
- Based on information developed during the sustainment planning process, which resupply technique should be used?

SECTION II – SUSTAINMENT RESPONSIBILITIES AND SUPPORTING UNITS

5-25. The discussion below is an expansion of the duties, responsibilities, and units described in chapter 1. It is meant to further explain the support of sustainment.

EXECUTIVE OFFICER

5-26. The XO is the SBCT Infantry rifle company's primary sustainment planner and coordinator, reporting directly to the commander. During preparations for the operation, the XO works closely with the 1SG to determine specific support requirements of the tactical plan and ensures that proper arrangements are made to provide those support requirements. The XO also performs these logistical functions:

- Determines the location of the company's resupply point based on data developed during operational planning.
- Compiles DA Form 5988-E (*Equipment Maintenance and Inspection Worksheet*) or DA Form 2404 (*Equipment Inspection and Maintenance Worksheet*), available through the property book unit supply enhanced system from the platoon leaders, PSGs, and the 1SG, and provides updates to the commander, as required.
- Along with the 1SG, ensures that the SBCT Infantry rifle company executes sustainment operations according to the SBCT Infantry battalion plan.
- Leads the SBCT Infantry rifle company sustainment rehearsal in cooperation with the company 1SG.
- Assists the commander in developing sustainment priorities and guidance according to the SBCT Infantry battalion's concept of support and enforces those priorities.
- Conducts close coordination with the battalion S-3 and S-4 for planning and resourcing company missions.
- Manages all of the company commander's property books.

FIRST SERGEANT

5-27. The 1SG is the senior NCO, most experienced Soldier in the company, and is the commander's primary tactical advisor and the expert on individual and NCO skills. The 1SG assists the commander in planning, coordinating, and supervising all activities that support the unit mission and operates where the commander directs or where duties require. Specific duties include the following:

- Executes and supervises routine operations. This includes enforcing the tactical SOPs, planning and coordinating training, coordinating and reporting personnel and administrative actions, and supervising supply, maintenance, communications, field hygiene, and MEDEVAC operations.
- Supervises, inspects, or observes matters designated by the commander. (For example, observing and reporting on a portion of the company's AO or zone, inspecting the mortar section, or inspecting all DA Forms 5517.)
- Directs and supervises CASEVAC, ensuring medical assets remain flexible and responsive to tactical operations.
- Assists and coordinates with the XO and is prepared to assume the XO's duties.
- Leads task-organized elements or subunits on designated missions.
- Provides an SBCT Infantry rifle company orientation for new personnel and in consultation with the commander, assigns replacements to the company's subordinate elements.
- Supervises evacuation of casualties, EPWs, detainees, and damaged equipment.
- Directs and supervises the collection, initial identification, and evacuation of human remains to the mortuary affairs collection point.
- Maintains the SBCT Infantry rifle company's battle roster.

SUPPLY SERGEANT

5-28. The supply sergeant, or the supply clerk, is the SBCT Infantry rifle company's representative to the SBCT Infantry battalion S-4. The supply sergeant performs the following logistical functions:

- Controls the supply trucks that are organic to the company.
- Monitors the tactical situation and anticipates logistical requirements.
- Uses the battalion administration and logistics radio network or their mission command system to communicate with the company.
- Coordinates with the BSB for resupply of class I, III, and V.
- Maintains individual supply and clothing records, and requisitions class II resupply.
- Requisitions class IV and class VII equipment and supplies.
- Picks up replacement personnel and delivers them to the 1SG.
- Receives and evacuates human remains to the mortuary affairs collection point in the brigade support area.
- Transports, guards, or transfers EPWs and detainees.

- Guides the LOGPAC, along with EPWs, detainees, and damaged vehicles (if applicable), back to the brigade support area.
- Coordinates with the SBCT Infantry battalion S-1 section to turn in or pick up mail and personnel action documents.
- Collects bagged contaminated soil and transports it to collection points as part of LOGPAC procedures.
- Maintains and provides supplies for company field sanitation activities.
- Manages commander's property book and prepares financial liability investigations of property loss.

COMPANY COMBAT MEDICS

5-29. Combat medics are assigned to the medical platoon tasked to support the SBCT Infantry battalion. Combat medics are allocated to the SBCT Infantry rifle companies based on one combat medic to a platoon, and one emergency care sergeant to a company. The location of the combat medic is of extreme importance for rapid medical treatment of casualties.

5-30. The SBCT Infantry rifle platoon combat medic usually locates with or near the PSG. The PSG determines which element the medic goes with to support the platoon leaders' maneuver plan. The PSG has the option to send the medic with the Infantry when they dismount the ICV or remain in the ICV to respond to a casualty. When the platoon is mounted, the combat medic usually rides in the same vehicle as the PSG.

5-31. The company emergency care sergeant collocates with the company trains. When a casualty occurs, the combat lifesaver renders first aid, or first aid is provided through self-aid or buddy aid with the injured/wounded Soldier's individual first-aid kit. The platoon combat medic or the company emergency care sergeant then goes to the location of the casualty using TCCC procedures in the combat OE. The CCP combat medic makes the assessment; administers initial medical care; initiates a DD Form 1380 or DA Form 1156; and then requests evacuation or returns the individual to duty. (See chapter 1, section III, for additional responsibilities of SBCT Infantry rifle company combat medics.)

FORWARD SUPPORT COMPANY

5-32. The BSB of the SBCT has six organic FSCs that are task-organized to support the maneuver battalions. The role of the FSC is to provide direct logistics support to the SBCT Infantry battalion. The FSC provides the supported commander with dedicated logistics assets organized specifically to meet the battalion's requirements. The FSC provides field feeding, bulk fuel, general supply, ammunition, and field maintenance. The FSC commander is the senior logistician for the battalion. The FSC commander assists the battalion S-4 with the battalion logistics planning, and is responsible for executing the logistics plan following the BSB and supported battalion commanders' guidance. The FSC receives supplies and maintenance support for low-density equipment from the BSB. The FSC is organized to support—

- Food and water (class I).
- Fuel (class III).
- Ammunition (class V).
- Repair parts (class IX).
- Maintenance and recovery.
- Supply and distribution.

5-33. Depending on the current operation and situation, an FSC may be attached to or placed under OPCON of the Infantry battalion. FSC attachment or OPCON to the SBCT Infantry battalion is limited in duration and may be for a specific mission or phase of an operation. The FSC may split its capabilities and place some elements of that company in the brigade support area if the mission dictates this. The FSC normally collocates its CP with or near the combat trains CP. The location of the FSC's platoons and sections is determined by the battalion commander to support maneuver. (See figure 5-1 on page 5-8.)

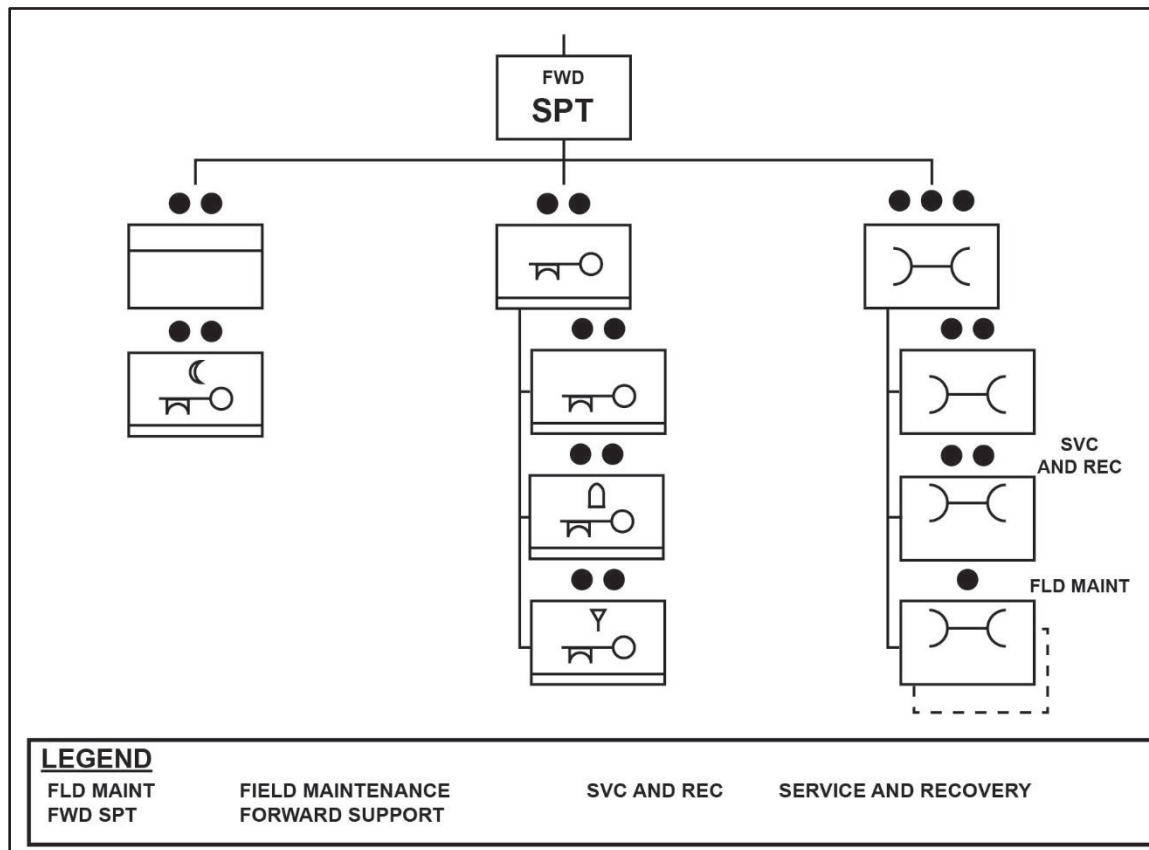


Figure 5-1. Forward support company

SECTION III – CONDUCT LOGISTICS

5-34. There are few, if any, contingencies in which U.S. military forces have all the supplies they need for an operation. It is essential that every unit's daily logistical report needs to accurately reflect not only its operational needs, but also what supplies and equipment are on hand.

5-35. The general classes of resupply operations are routine, emergency, or prestock. The SBCT Infantry rifle company SOP specifies cues and procedures for each method, which the company rehearses during company training exercises. The actual method selected for resupply in the field depends on METT-TC.

PLAN

5-36. Logistics planners adjust standardized sustainment packages, providing all units with sufficient quantities of each supply item in anticipation of their requirements. These adjusted packages are based on what supplies are reported on hand, consumed, and planned operations. 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 order the needed supplies to alleviate projected shortages. As stewards of the Army profession, logistics planners ensure supported units receive supplies and services as expeditiously as possible, anticipating needs based upon experience and usage data. However, logistics planners also abide by Army supply discipline and property accountability policy, minimizing waste of resources. Inaccurate or incomplete reporting can severely handicap efforts to balance unit requirements and available supplies. As a result, some units may go into combat without enough supplies to accomplish their mission while others may have an excess of certain items.

5-37. The basic load includes supplies that the SBCT Infantry rifle company keeps on its organic support vehicles for use in combat. How much time the SBCT Infantry rifle company sustains itself in combat without resupply determines its quantity of supply items. Additional capacity for mission tailored supplies and equipment may be carried in the FMTV's in the headquarters section of the company. The higher command or the SOP specifies the class V basic load. (See table 5-1.) (See figure 5-2 on page 5-10 and figure 5-3 on page 5-11.)

Table 5-1. Days of supply class I, III, and IV

<i>Echelon</i>	<i>CLASS I</i>	<i>CLASS III</i>	<i>CLASS IV</i>
Individual	9 x meal, ready to eat (MREs) (3 per day) 1.3 x gallon of water carried by Soldier load	None	None
Squad/ICV	99 x MREs (9 cases) 14.3 x gallons of water carried by Soldier load 2 x 5-gallon water cans	Class (CL) III bulk (B) 53 gallons (full fuel tank) 2 x 5-gallon fuel cans CL III package (P) 15 weight (w) 40 2 quarts TES 295 2 quarts Military 5606 2 quarts 80w90 1 quart Antifreeze 1 quart	4 x rolls concertina wire 6 x pickets
Platoon	405 x MREs (36 cases) 58.5 gallons of water carried by Soldier load 8 x 5-gallon water cans	CL III (B) 212 gallons (full fuel tanks) 8 x 5-gallon fuel cans CL III (P) \ 15w40 2 gallons TES 295 2 gallons Military 5606 2 gallons 80w90 1 gallon Antifreeze 1 gallon	16 x rolls concertina wire 24 x pickets
Company	1620 x MREs (136 cases approximately. Distributed by cases per vehicle) 234 gallons of water carried by Soldier load 36 x 5-gallon water cans 2 x 400-gallon water trailers	CL III (B) 954 gallons (full fuel tanks) 36 x 5-gallon fuel cans CL III (P) \ 15w40 9 gallons TES 295 9 gallons Military 5606 9 gallons 80w90 5 gallon Antifreeze 5 gallon	72 x rolls concertina wire 108 x pickets
Legend: ICV – Infantry carrier vehicle, x- times			

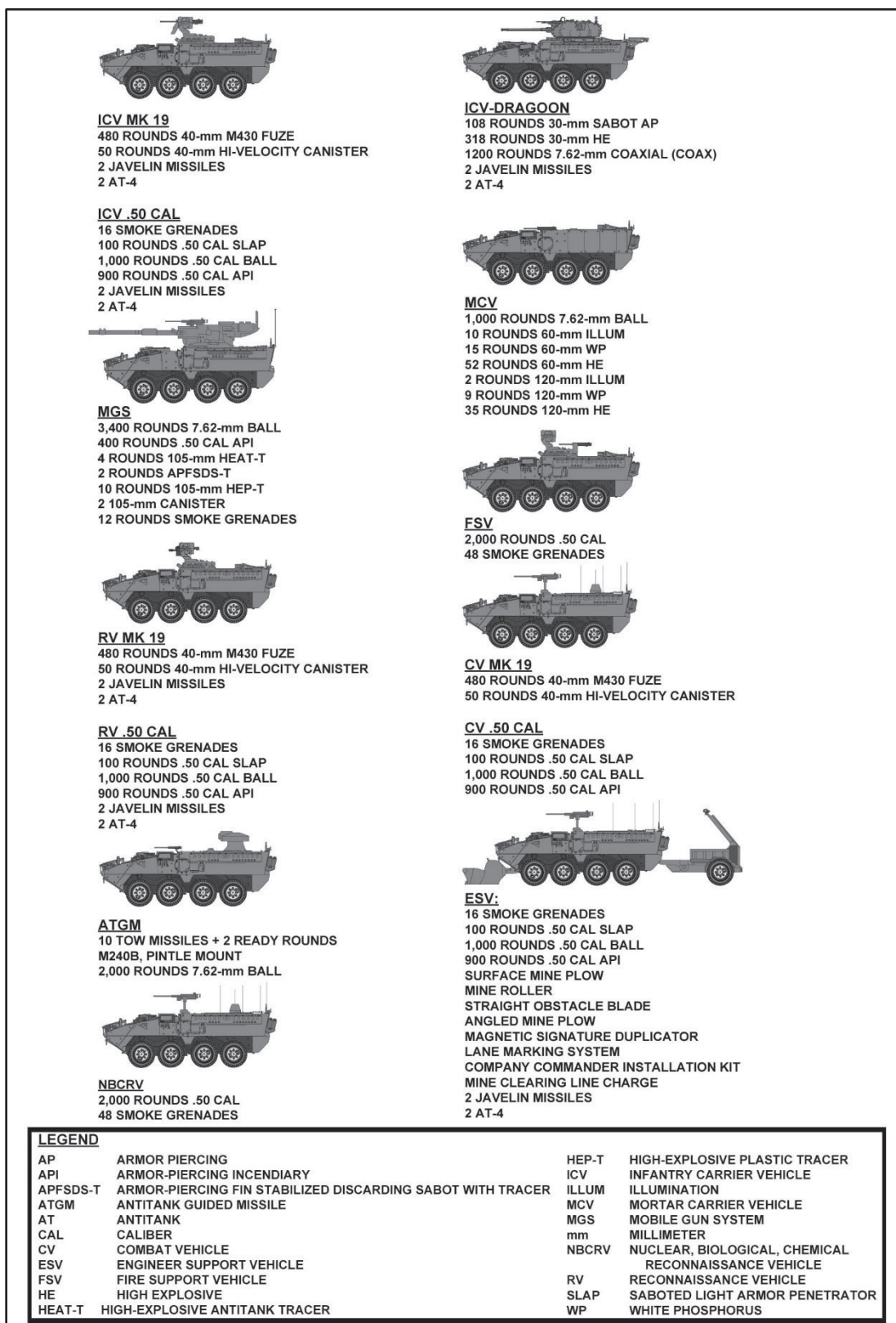


Figure 5-2. Basic load for Stryker Infantry rifle company

5-38. The SBCT Infantry rifle company's combat load includes the supplies that it carries into the fight. The SBCT Infantry battalion commander dictates minimum requirements; however, the SBCT Infantry rifle company commander or the unit SOP specifies most items. Specific combat loads vary by mission. (See figure 5-3.)

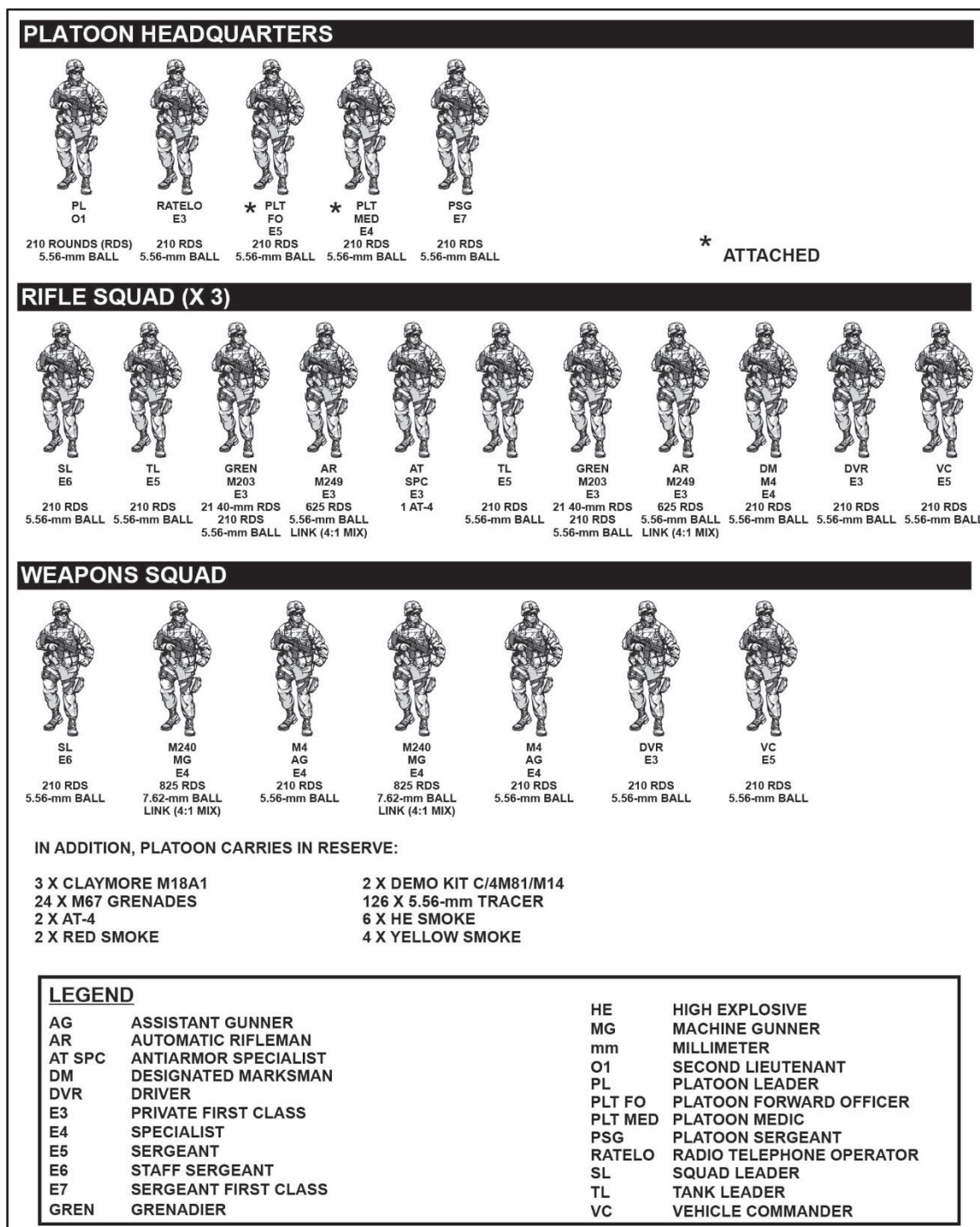


Figure 5-3. Infantry combat load

PREPARE

5-39. Thorough briefings and comprehensive rehearsals are important keys to effective sustainment planning. These activities play a critical role in ensuring that the SBCT Infantry rifle company can execute its sustainment plans efficiently. They allow the commander, subordinate leaders, and each Soldier to discover potential problem areas and to develop contingency plans to avoid unforeseen difficulties.

5-40. The commander has several options for conducting sustainment rehearsals. One is to integrate the sustainment rehearsal into the unit's larger maneuver rehearsals. Another alternative is for the unit's sustainment operators to conduct a separate rehearsal. The SBCT Infantry rifle company commander may direct the XO and ISG to rehearse sustainment operations with the company's PSGs, the battalion maintenance team, and battalion medical platoon for vehicle recovery, CASEVAC, or mass CASEVAC. EOD personnel are included when necessary by the mission.

ROUTINE RESUPPLY

5-41. Routine resupply operations cover items in classes I, III, V, and IX as well as provide opportunity to transport mail, Soldiers, and other items the SBCT Infantry rifle company requests. When possible, the SBCT Infantry rifle company should conduct routine resupply daily, ideally during periods of limited visibility.

5-42. Routine resupply breaks should have standard configured packages for 24 hours, 48 hours, and 72 hours based on the operations they conduct in the offense, defense, or stability, with considerations for the operating environment. Common to all packages are class I, specifically water and food, and class III, fuel. These are consumed at the highest rates and must be replenished constantly.

LOGISTICS PACKAGE OPERATIONS

5-43. The LOGPAC technique is a simple, efficient way to accomplish routine resupply operations. The key feature is a centrally organized resupply convoy originating at the SBCT Infantry battalion trains. It carries all items needed to sustain the SBCT Infantry rifle company for a specific period, usually 24 hours or until the next scheduled LOGPAC. SBCT Infantry rifle company and battalion SOPs specify the exact composition and march order of the LOGPAC.

5-44. Normally, the first LOGPAC is configured during the preparation phase of the battalion's operation in the brigade support area. This LOGPAC is loaded and begins movement to the battalion field trains during the execution phase of the operation. SBCT Infantry rifle company commanders must be aware that the LOGPAC is configured before their operation is completed. Resupplying specific items through routine resupply can often take 24 to 36 hours from ordering to receiving, if the BSB has the item on hand. It requires more time if the BSB has to acquire from higher sustainment echelons.

5-45. The SBCT Infantry rifle company supply sergeant first compiles and coordinates all of the company's supply requests with the BSB. The supply sergeant obtains the following:

- Class I, class III (bulk and packaged products), and class V supplies from the BSB. This usually entails employment of one or two fuel heavy expanded mobile tactical trucks and one or two cargo heavy expanded mobile tactical trucks.
- Class II, class IV (basic load resupply only), class VI, and class VII supplies from the SBCT Infantry battalion S-4.
- The battalion aid station receives support for class VIII from the medical logistics elements located in the medical company, and the headquarters and headquarters company of the BSB. The battalion aid station then pushes required class VIII to each of the rifle companies during LOGPAC.
- Routine class IX supplies and maintenance documents (as required) from the prescribed load list section in the BSB.
- Replacement personnel and Soldiers returning from a medical treatment facility.
- Vehicles returning to the SBCT Infantry rifle company area from maintenance.
- Mail and personnel action documents (to include awards, finance, and legal documents) from the battalion S-1 section.

5-46. When LOGPAC preparations are completed, the supply sergeant initiates tactical movement to the LRP under the supervision of the FSC transportation platoon leader. The supply sergeant and LOGPAC linkup with the 1SG at the LRP.

EXECUTE

5-47. Below are the techniques the SBCT Infantry rifle company uses to execute logistics. When the 1SG or the representative arrives at the LRP to pick up the SBCT Infantry rifle company LOGPAC, all personnel and logistical reports are updated.

5-48. The field trains OIC briefs on changes to the tactical or support situation. The field trains OIC then escorts the convoy to the SBCT Infantry rifle company resupply point, providing security during movement from the LRP.

RESUPPLY PROCEDURES

5-49. The time required for resupply is an important planning factor. Units need to conduct resupply quickly and efficiently to ensure operational effectiveness, and to allow the SBCT Infantry rifle company LOGPAC to return to the LRP on time.

5-50. Once the unit completes resupply operations, the unit prepares the LOGPAC vehicles for the return trip. SBCT Infantry rifle company vehicles requiring recovery for maintenance or salvage are lined up and prepared for towing. Cargo trucks, fuel trucks, or damaged vehicles transport those killed in action. EPWs and detainees ride in the cargo trucks and are guarded by walking wounded or other company personnel. All supply requests, human resources actions, and outgoing mail are consolidated for forwarding to the field trains, where the appropriate staff section processes them for the next LOGPAC.

5-51. The 1SG or the supply sergeant leads the LOGPAC back to the LRP, and links up with the BSB transportation platoon leader. When possible, the reunited task force LOGPAC convoy returns to the field trains together. When METT-TC dictates or when the LOGPAC arrives too late to rejoin the larger convoy, the SBCT Infantry rifle company vehicles need to return to the field trains on their own. Because only minimal security assets are available, this situation should be avoided.

RESUPPLY METHODS

5-52. As directed by the commander or XO, the 1SG establishes the SBCT Infantry rifle company's resupply point using the service station method or the tailgate method. The 1SG briefs each LOGPAC driver on which method or methods to use. When the resupply point is ready, the 1SG informs the commander, who in turn directs each platoon or element to conduct resupply based on the tactical situation.

5-53. With the service station method, vehicles move individually or in small groups to a centrally located resupply point. Depending on the tactical situation, one vehicle or section, or even an entire platoon, moves out of its position, conducts resupply operations, and then moves back into position. This process continues until the entire SBCT Infantry rifle company has been resupplied. (See figure 5-4 on page 5-14.)

5-54. When using this method, vehicles enter the resupply point following a one-way traffic flow; only vehicles requiring immediate maintenance stop at the maintenance holding area. Vehicles move through each supply location, with crews rotating individually to eat, pick up mail and sundries, and refill or exchange water cans. When all platoon vehicles and crews have completed resupply, they move to a holding area where, time permitting, the platoon leader and PSG conduct a precombat inspection. The company command group (rifle company commander, XO, and 1SG) can take this opportunity to conduct precombat inspections of each platoon as they pass through the resupply point.

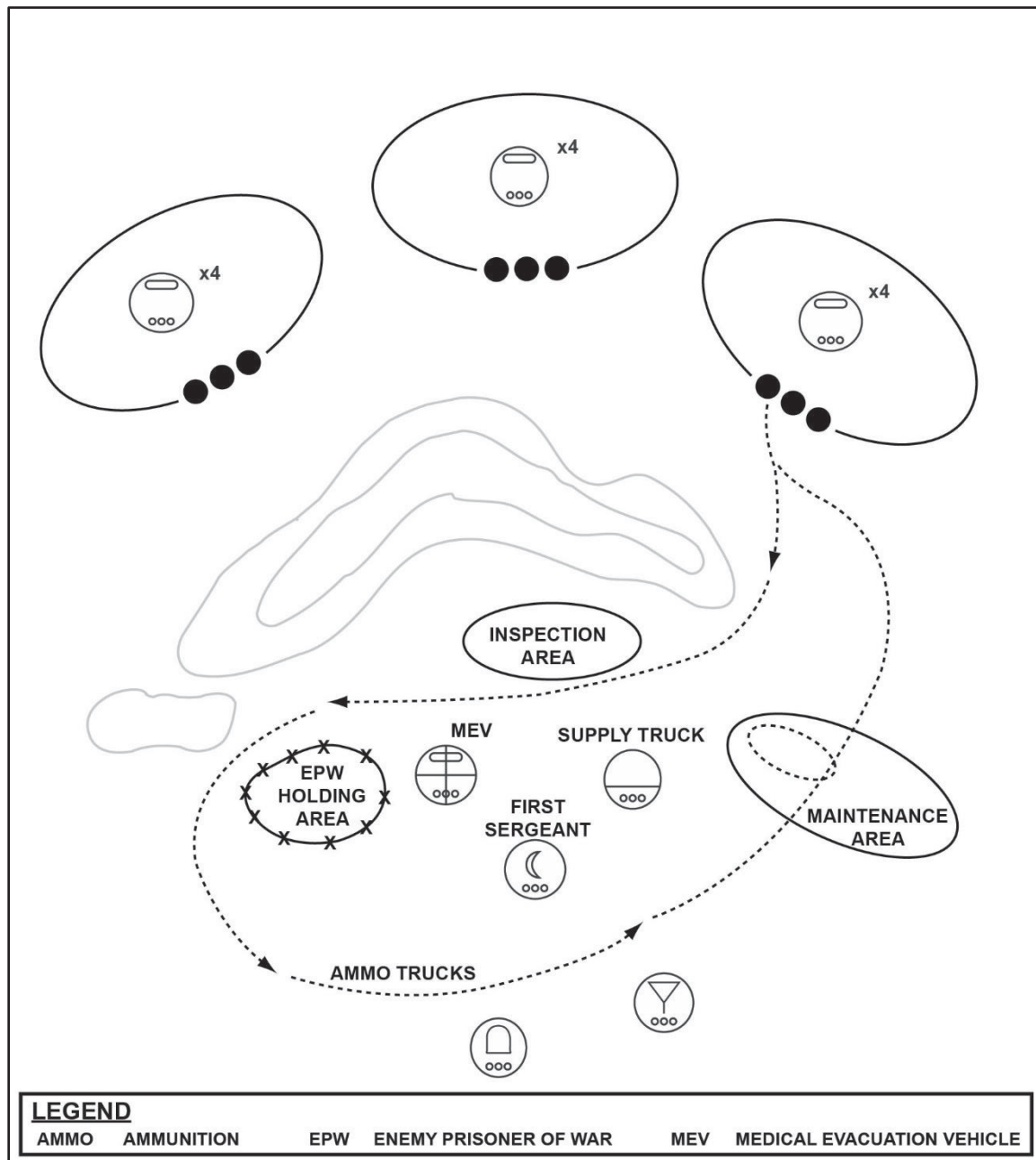


Figure 5-4. Service station method

5-55. Tailgate resupply usually requires much more time than service station operations. Usually, units use the tailgate method only when the tactical situation allows or dictates. Combat vehicles remain in their vehicle positions or back out a short distance to allow trucks carrying class III and class V supplies to reach them. Individual crewmen rotate through the feeding area, pick up mail and sundries, and fill or exchange water cans. Any EPWs and detainees are centralized and guarded. Soldiers killed in action and their personal effects are brought to the holding area, where the 1SG takes charge of them. (See figure 5-5.)



Figure 5-5. Tailgate resupply method

5-56. The SBCT Infantry rifle company may select to employ the tailgate resupply method, but selected platoons may have to use the service station resupply method. Selected platoon(s) may use the service station resupply method and some sections may have to use the tailgate resupply method.

EMERGENCY RESUPPLY

5-57. Occasionally (usually during combat operations), the SBCT Infantry rifle company has such an urgent need for resupply that it cannot wait for a routine LOGPAC. Emergency resupply may involve classes III, V, and VIII, and CBRN equipment. On rare occasions, class I emergency resupply can be conducted using either the service station or tailgate method, although procedures may have to be adjusted when the SBCT Infantry rifle company is in contact with the enemy.

5-58. In the service station method, individual vehicles pull back during a lull in combat on order of the commander or platoon leader. They conduct resupply and then return to the fight. With tailgate resupply, the SBCT Infantry rifle company brings limited supplies forward to the closest concealed position behind each vehicle or element. In case of emergency, class VIII resupply is conducted in concert with the evacuation of casualties or patients, or using push packages.

PRE-POSITIONED SUPPLIES

5-59. Prepositioning of supplies is most often required in defensive or stability tasks. Usually, only class V items are prepositioned. Class III supplies can be prepositioned. However, this requires SBCT Infantry rifle company vehicles to refuel before moving into fighting positions during initial occupation of the BP. They may move out of their fighting positions to conduct refueling operations at the rear of the BP.

5-60. Leaders at every level carefully plan and execute prepositioning supplies. All leaders, down to vehicle commander and squad leader, know the exact locations of prestock sites, which they verify during reconnaissance or rehearsals. The SBCT Infantry rifle company takes steps to ensure survivability of prestock supplies. These measures include digging in prestock positions and selecting covered and concealed positions. The company commander develops a plan to remove or destroy pre-positioned supplies to prevent the enemy from capturing them. (See figures 5-6 and 5-7.)

5-61. During offensive operations, leaders can employ mobile pre-positioning loading supplies on trucks and positioning them forward in the AO. This technique works well if the SBCT Infantry rifle company expects to use a large volume of ammunition during a fast-moving operation.

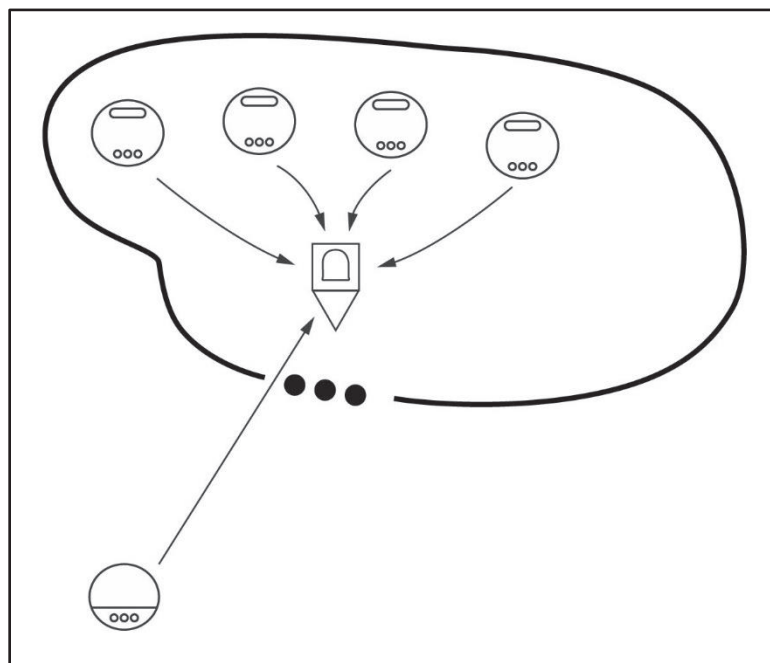


Figure 5-6. Prestock resupply operations—Method 1 (central class V prestock site)

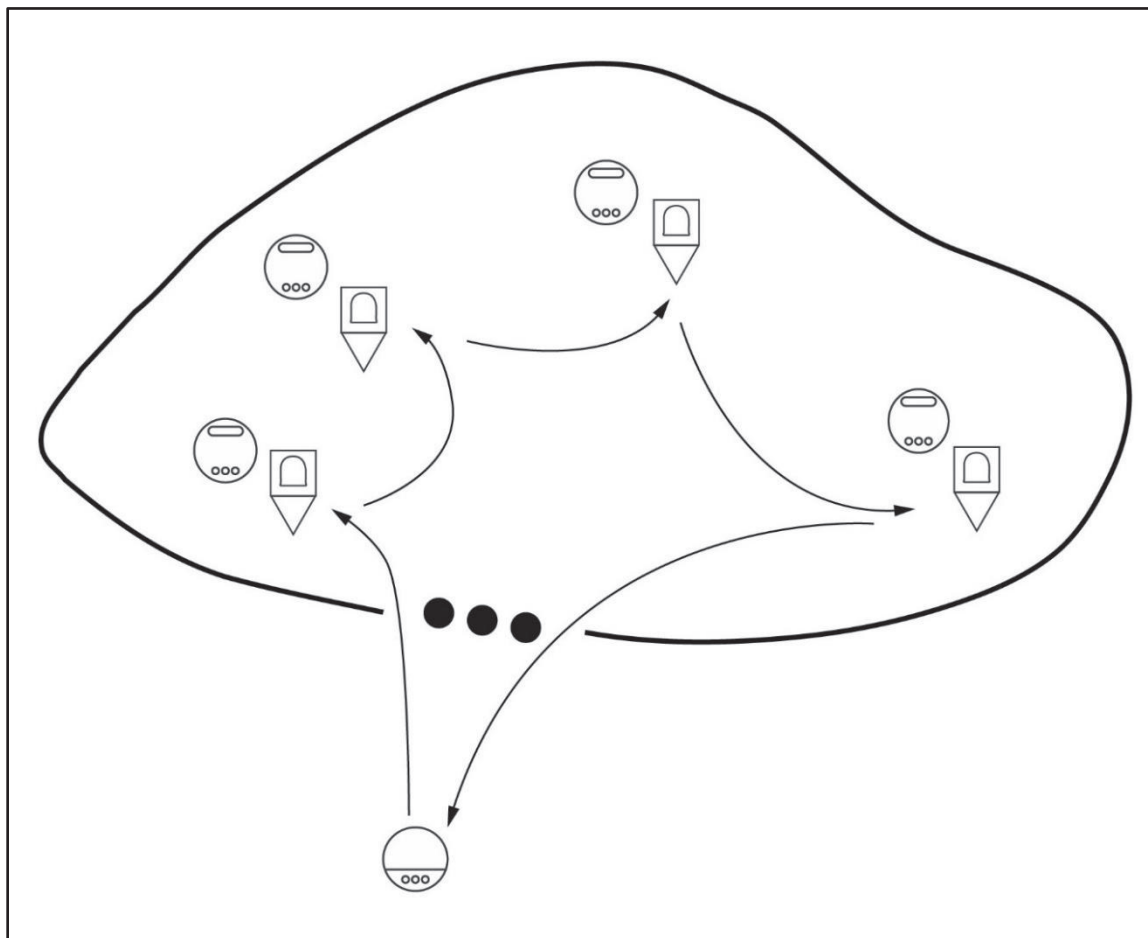


Figure 5-7. Prestock resupply operations—Method 2 (class V prestock site for each vehicle)

AERIAL DELIVERY

5-62. Aerial delivery can be used as a method of resupply (see paragraph 6-127 of this publication for more information). The following should be considered:

- The use of aerial delivery requires the coordination of the SBCT Infantry battalion staff and the BCT S-3, S-4, and brigade aviation element sections. Special re-emphasis is placed on the enemy air defense capability.
- All companies need to know how to select LZ or drop zone to receive aerial resupply. The delivered supplies are immediately transported away from the LZ or drop zone.
- Units should return the sling or air delivery equipment to its owning unit.

SECTION IV – MAINTENANCE AND VEHICLE RECOVERY

5-63. The maintenance of weapons, equipment, and the Stryker vehicle is continuous. Every Soldier must know how to maintain their weapon, equipment, and perform operator-level maintenance on the Stryker vehicle according to the related technical publication.

5-64. The commander, XO, and 1SG need to understand maintenance for every piece of equipment in the company. They also need to know the SOPs of the battalion and SBCT.

FIELD AND SUSTAINMENT MAINTENANCE

5-65. Field maintenance is on-system maintenance, and mainly involves preventive maintenance and replacement of defective parts. The goal of field maintenance is to repair and return equipment to the Soldier. It covers tasks previously assigned to operator or crew, organization or unit, and DS maintenance levels. It includes some off-system maintenance critical to mission readiness.

5-66. The company XO oversees sustainment maintenance of company headquarters elements that include communications, CBRN, armorer, vehicle maintenance, and supply. The XO is responsible to ensure that replacement or defective parts for all equipment are conducted within Army standards. The 1SG oversees the Soldiers working within the company headquarters to ensure that the Soldiers within the company have the proper equipment and supplies to perform their tasks.

RECOVERY

5-67. Vehicle recovery must be planned as a contingency to an operation. The SBCT Infantry rifle company commander must remain flexible with the maneuver plan to lessen the impact of an inoperative vehicle during the execution phase. The leaders of the company should rehearse battle drills to speed in the recovery of the vehicle to continue operations. The Stryker vehicle has the advantage of self-recovery, but occasionally requires a recovery vehicle.

5-68. The techniques with Stryker vehicle recovery are to transport the vehicle to the rear in the brigade support area or transport the vehicle forward to the field trains CP while the unit reorganizes and consolidates. The decision is made by the company commander on which technique to employ and based on METT-TC. Soldiers with the vehicle requiring recovery will either stay with the vehicle and assist in its repair or cross-level equipment and personnel onto other ICVs and continue the mission.

SECTION V – ARMY HEALTH SYSTEM SUPPORT

5-69. Army Health System support is a component of the Military Health System that handles operational management of the HSS and force health protection missions for training, predeployment, deployment, and postdeployment operations. The Army Health System includes all mission support services performed, provided, or arranged by the Army Medical Department to support HSS and force health protection requirements for the Army and as directed, for joint, intergovernmental agencies, coalition, and multinational forces. This system includes force health protection and HSS.

5-70. Force health protection encompasses measures to promote, improve, conserve, or restore the mental or physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards. These measures include the prevention aspects of many Army Medical Department functions (preventive medicine, including medical surveillance and occupational health surveillance; veterinary services, including the food inspection and animal care missions, and the prevention of zoonotic disease transmissible to humans; combat and operational stress control; dental services [preventive dentistry]; and laboratory services [area medical laboratory support]).

5-71. HSS completes the Army Health System. HSS provide support in other services, agencies, and organizations as directed. This includes casualty care (encompassing many Army Medical Department functions—organic and area medical support; hospitalization; treatment aspects of dental care; behavioral and neuropsychiatric treatment; clinical laboratory services; and treatment for CBRN patients), MEDEVAC, and medical logistics. (See FM 4-02 for more information.)

CASUALTY PROCEDURES

5-72. Casualties are an unfortunate part of combat. They can occur at any point during an operation and are a contingency a leader must prepare for. Before moving a casualty, it is important to know where the casualty needs to go, this may be determined by the severity of injuries, number of casualties, and availability of the medical treatment facility. Casualties vary in level of care and are treated at different facilities with varied levels of capability. They are labeled as Roles 1 to 4. Army air and ground evacuation platforms provide connectivity to ensure a seamless continuum of medical care (see ATP 4-02.2 for more information).

5-73. The SBCT Infantry rifle company handles planning and coordination for the quickest response to a casualty with as minimal impact on the mission as possible. This may include coordination with adjacent units and their support. The platoon or element with the casualty is responsible to provide security, respond to the casualty (combat medic preferred), and notify the company of the situation. The combat medic's assessment of the casualty determines the time requirement and levels of treatment the commander needs to support the decision for possible options. The commander must nest the CASEVAC plan and procedures with the higher echelons, as well as know the locations of adjacent unit's medical facilities to meet a timely response for the casualty. Table 5-2 outlines what evacuation procedures are required for casualties. (See ATP 4-25.13 for more information.)

Table 5-2. Categories of evacuation precedence

Priority I—Urgent	Is assigned to emergency cases that should be evacuated as soon as possible and within a maximum of one hour in order to save life, limb, or eyesight, to prevent complications of serious illness, or to avoid permanent disability.
Priority IA—Urgent Surgery	Is assigned to emergency cases that should be evacuated as soon as possible and within a maximum of one hour in order to save life, limb, or eyesight, to prevent complications of serious illness, or to avoid permanent disability.
Priority II—Priority	Is assigned to sick and wounded personnel requiring prompt medical care. This precedence is used when the individual should be evacuated within four hours or the medical condition could deteriorate to such a degree that the individual will become an urgent precedence, or whose requirements for special treatment are not available locally, or who will suffer unnecessary pain or disability.
Priority III—Routine	Is assigned to sick and wounded personnel requiring evacuation but whose condition is not expected to deteriorate significantly. The sick and wounded in this category should be evacuated within 24 hours.
Priority IV—Convenience	Is assigned to patients for whom evacuation by medical platform is a matter of medical convenience rather than necessity.
The North Atlantic Treaty Organization (NATO) Standardization Agreement (STANAG) 3204 has deleted the category of Priority IV—Convenience; however, it will still be included in the United States Army evacuation priorities as there is a requirement for it on the battlefield.	

TECHNIQUES

5-74. Techniques for the SBCT Infantry rifle company to handle casualties are—

- Consolidate casualties at a CCP for the company and move them to a Role 1 or higher facility under company headquarters control.
- Have the element with the casualty establish a secure LZ and call for MEDEVAC.
- The company sends the MEV with security escort, picks up casualties at the point of injury, and transports them to a Role 1 or higher facility.
- The company MEV with security escort conducts a linkup with the element with the casualty.
- The company approves direct liaison authorized to the element with the casualty and they transport the casualty to the nearest Role 1 or higher medical treatment facility.

5-75. Within the SBCT Infantry rifle company, the following vehicles can be used to support CASEVAC (see table 5-3).

Table 5-3. Platform capacity casualty evaluation table

VEHICLE	MAX LITER	MAX AMBULATORY	MAX LITER/AMBULATORY
MEV (medical evacuation vehicle)	4	6	2/3
ICV (Infantry carrier vehicle)	2	8	*1/4
Light medium tactical vehicle (LMTV)	*7	12	Multiple combinations
Medium tactical vehicle (MTV)	*8	14	Multiple combinations
*Indicates a modification to the vehicle can be made for a nonstandard casualty evacuation liter.			

SECTION VI – DETAINEE OPERATIONS

5-76. International law, military training, ROE, and ethical principles demand EPWs, detainees, and civilians regardless of their classification, be accorded the utmost humane treatment. Detainee is a term used to refer to any person captured or otherwise detained by an armed force. Detainees also include EPW, civilian internee, retained personnel, and detained persons. See FM 3-39—

- Ensure procedures of 5-S's and T (search, silence, segregate, safety, speed, and tag) are followed.
- Use blindfolds for detainees (according to the ROE) as necessary to prevent intelligence collection. Have available sand and dust goggles, duct tape, neck gaiters, and pressure dressings. Standardize EPW kits.
- Gather detainee packets with vehicles or at a collection point.
- Evacuate all detainees to the same location.
- Keep personal effects with the detainee. Use clear plastic baggies for this purpose.
- Take photos of each detainee and items of intelligence or evidentiary value in possession of the detainee.
- Conduct biometrics identity data collection and subsequent nomination the BEWL.
- Use zip ties or flex cuffs to secure detainees.
- Dedicate vehicles for detainee transportation. This requirement should be separate from CASEVAC and HNSF transportation requirements.
- Plan for blankets or clothing to safeguard detainees when operations are conducted at night during inclement weather.
- Recover shoes for the detainee to wear.
- Remember documentation is important. Enemy forces may be released because of improper documentation.
- Use explosive detection kits when available. They should be used immediately to provide additional evidence for future legal processing.
- Provide needle proof gloves if possible, to avoid injury to those searching and handling detainees.

5-77. The accountability of detainees, detainee property, and items with evidentiary or intelligence values begins at the point of capture by documenting the information on a DD Form 2745 (*Enemy Prisoner of War [EPW] Capture Tag*). Additional information may be needed besides the DD Form 2745. The DD Form 2745 should be attached to the detainee. The DD Form 2745 control number is the only number used to account for a detainee and the detainee's property until an internment serial number is assigned at a theater detention facility.

CAPTURED ENEMY EQUIPMENT AND CAPTURED ENEMY AMMUNITION

5-78. Captured enemy equipment may be consolidated at the end of the operation. However, due to the potential for severe catastrophic effects captured enemy ammunition (known as CEA) should only be touched or moved by trained personnel. Certain countries do not maintain the same quality control over munitions manufacturing, handling, or storing as the U.S. chemical munitions without markings or unconventional markings may be intermixed with conventional munitions. Additionally, CEA may become sensitized because of deterioration, the effects of climactic conditions, or improper handling. Due to these factors it is impossible for untrained personnel to determine what state the CEA is in or even if it is marked correctly. Under no circumstances should CEA be blown in place by anyone other than trained personnel. CEA should immediately be marked and reported to higher headquarters. Secure CEA until relieved of the responsibility. (See ATP 3-34.20 for more information.)

TRANSPORTATION

5-79. The XO and commander are responsible to plan sufficient transportation to move the unit in a manner that supports the ground tactical plan. A technique is to plan ground movement in a manner similar to an air assault operation with five phases. They are—

- Staging plan.
- Loading plan.
- Movement plan.
- Unloading, control, security, and consolidation of vehicles plan (during execution).
- Withdrawal plan.

5-80. Be aware that vehicles may not be organic to a unit, so place someone from that unit to mission command and maintain accountability or liaison with the vehicles. Make every effort to integrate attached units, assets, and personnel. Usually, the XO coordinates with the attached units and the 1SG manages them and oversees their support efforts. This includes briefings, rehearsals, and inspections of personnel, equipment, and vehicles. Ensure understanding of SOPs and contact drills, and conduct detailed rehearsals. HNSF needs to be part of the transportation plan. Movement may be by their own assets or provided to them. If they are part of the operation, then they are included and accounted for in our transportation plan.

5-81. A master manifest should be maintained at unit level that includes sensitive item inventories and other important information. This list can be used to establish accountability if vehicles or sensitive items are lost. Conduct preventive maintenance or preventive maintenance checks and services on vehicles before departure. Cross-level or load vehicles with key leaders, skills, logistics, medical assets, and weapons systems to avoid the loss of critical assets with the loss of one vehicle. Make sure vehicles are marked or possess markers that can be used to identify their locations to deconflict air and other friendly fires. To facilitate mission command, vehicles can be marked on the sides or back based on their departure times or elements during movement. Nontraditional assets such as civilian trucks may be appropriated according to the established ROE to assist in moving personnel or material to or from the objective.

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Chapter 6

Augmenting Combat Power

For the SBCT Infantry rifle company to achieve its full combat potential, the commander integrates all available assets effectively. This chapter discusses fires, protection, aviation, information operations, military information support operations (MISO), and CA.

SECTION I – FIRES

6-1. *Fire support* is fires that directly support land, maritime, amphibious, and special operations forces to engage enemy forces, combat formations, and facilities in pursuit of tactical and operational objectives (JP 3-09). Fire support assets include mortars, FA cannons, rockets, missiles, CAS, and naval gunfire. Nonlethal effects may be achieved using obscuration or illumination munitions, and some EW assets in a manner designed to influence rather than injure an opponent. An example of this use might be firing massed artillery at an uninhabited area in the opponent's view to influence their actions.

FIRE SUPPORT TEAM

6-2. Chapter 1, sections III and IV discussed briefly the organization, duties, and responsibilities of the SBCT Infantry rifle company FIST personnel. This section examines in more detail the equipment, capabilities, procedures, and other considerations that affect the SBCT Infantry rifle company FIST and its employment in the accomplishment of lethal and nonlethal fire support tasks:

- A *fire support team* is a field artillery team organic to each maneuver battalion and selected units to plan and coordinate all available company supporting fires, including mortars, field artillery, naval surface fire support, and close air support integration (FM 3-09). The company commander is ultimately responsible for integrating fires in support of the scheme of maneuver; the company FSO serves as the principle advisor for fire support. The company FSO fully needs to understand the company commander's scheme of maneuver. Based on the commander's guidance, the company FSO synchronizes fire support within the maneuver plan and presents the fire support plan to the commander for approval.
- A *forward observer* is an observer operating with front line troops and trained to adjust ground or naval gunfire and pass back battlefield information (JP 3-09). Platoon FOs are equipped with target acquisition devices that assist in accurately locating targets and the communications gear needed to call for fire. They are the primary fire support observers in the company or troop and are frequently collocated with platoon leaders. They provide target refinement, execute planned fires, and request fires for their supported platoons.
- A *joint fires observer* is a trained Service member who can request, adjust, and control surface-to-surface fires, provide targeting information in support of Type 2 and 3 close air support terminal attack control, and perform autonomous terminal guidance operations (JP 3-09.3).

6-3. The FIST has the capability to transmit on or monitor these five networks:

- Fires battalion fire direction net (digital). The FIST uses this net to send calls for fire.
- SBCT Infantry rifle company command network (voice). This network enables the FIST to monitor company operations, and links it to the commander and platoon leaders for planning and coordination.
- Command and control systems enable the FIST to have a COP with the SBCT Infantry rifle company, the SBCT Infantry battalion fires cell, and other FISTs.

- SBCT Infantry battalion fire support network (voice). The FIST communicates with the fires on this network for which the fires cell is the net control station.
- Mortar platoon fire direction network (digital). As needed, the FIST sends fire missions to the supporting mortar platoon or section using this network.

FIRE SUPPORT TEAM EMPLOYMENT

6-4. The SBCT Infantry rifle company FSO, usually collocated with the company commander, positions the fire support vehicle where the senior fire support sergeant can observe and control execution of the fires plan or a specified fire support task most effectively. The FSO establishes OP that takes maximum advantage of the capability of the Lightweight Laser Designator or Rangefinder and Laser Designator Module, to execute lethal, accurate fires. The fire support vehicle utilized by the FST also provides a long-range target acquisition capability to the company with its fire support sensor system.

6-5. The FSO communicates with the commander on the company command net. This option allows the FSO to maintain effective control of the FOs and to conduct required fires coordination.

FIRE SUPPORT PLANNING AND COORDINATION

6-6. *Fire support planning* is the continuing process of analyzing, allocating, and scheduling fires to describe how fires are used to facilitate the actions of the maneuver force (FM 3-09). Fire support planning is focused on using the timely and effective delivery of fires to enhance the actions of the maneuver force. Fire support planning involves the assignment of command or support relationships and positioning of fire support systems. Planning identifies the types of targets to attack and the collection assets that acquire and track the targets, specifies the fire support assets to attack each identified target, and establishes the criteria for target defeat.

6-7. Fire support planning considers existing limitations on the employment of fires, such as ROE, positive identification requirements, weather effects on fires assets, the presence of SOF in the AO, desired conditions of subsequent phases, and requirements for collateral damage avoidance.

6-8. Fire support planning includes developing fire plans. A *fire plan* is a tactical plan for using the weapons of a unit or formation so that their fire will be coordinated (FM 3-09), for example, target lists and overlays. Fire support planning determines forward observer control options to ensure fire support is integrated into the commander's scheme of maneuver and can be executed in a timely manner. (See ATP 3-09.42 for additional information.)

FIRE SUPPORT PLAN

6-9. The *fire support plan* is a plan that addresses each means of fire support available and describes how Army indirect fires, joint fires, and target acquisition are integrated with maneuver to facilitate operational success (FM 3-09). An effective fire support plan clearly defines fire support requirements, focuses on the tasks and their resulting effects, uses all available acquisition and attack assets, and applies the best combination of fire support assets against high-payoff targets. The fire support plan identifies critical times and places where the commander anticipates the need to maximize effects from fire support assets. (See ATP 3-09.42 for additional information.)

COMMANDER'S GUIDANCE

6-10. The purpose of commander's guidance is to focus staff activities in planning an operation. The SBCT commander's guidance for fires provides subordinates with the general guidelines and restrictions for the employment of fires and their desired effects. The guidance emphasizes in broad terms when, where, and how the commander intends to synchronize the effects of fires with the other elements of combat power to accomplish the mission. Commander's guidance should include priorities and how the commander envisions the operation unfolding and the impact that fires will have on its success. Priority of fires is the commander's guidance to the subordinate commanders, fires planners, and supporting agencies to organize and employ fires according to the relative importance of the unit's mission. (See FM 3-96 for additional information.)

6-11. The SBCT Infantry battalion typically uses top-down fire support planning, with bottom-up refinement of the plans. The battalion commander develops guidance for fire support in terms of task, purpose, and effect. In turn, the battalion FSO, in conjunction with the S-3, determines the method used to accomplish each task. Subordinate SBCT Infantry rifle companies then incorporate assigned tasks into their fire support plans. Units tasked to initiate fires refine and rehearse their assigned tasks. The battalion commander refines the battalion's fire support plan, ensuring that designated targets achieve the intended purpose. The commander conducts rehearsals to prepare for the mission and as specified in the plan, directs subordinate units to rehearse their assigned targets.

COMPANY FIRE SUPPORT

6-12. The SBCT Infantry rifle company FSO is with the commander when the commander develops the company's maneuver plan. The company commander and the FSO must balance the ethical application of combat power versus the exercise of restraint early in the planning process. The FSO plans company fire support, and the commander approves the plan. The FSO coordinates, synchronizes, and executes fire support in the plan. The FSO identifies observer (including joint fires observer) requirements in the commander's observation plan and integrates them into the company rehearsal.

6-13. The company commander ensures the FSO clearly understands the intent and desired effects for the company's scheme of fires and scheme of movement and maneuver. The scheme of fires paragraph (subparagraph 3e of the OPORD) together with the scheme of movement and maneuver, describes how the company as a whole accomplishes the mission and meets the battalion commander's intent. The scheme of fires provides the sequence of fire support tasks and outlines the who, what, where, when, and why for each fire support task needed for the operation.

6-14. While the company commander develops and refines the tactical plan, the commander and FSO concurrently develop and refine the fire support plan. Once determined, fire support tasks are placed in the fire support planning channels as soon as possible to be processed at the battalion fire support cell or FA battalion fire direction center. Regardless of the planning method used, the company fire support plan includes—

- Target number and location.
- Description of the expected target.
- Primary and alternate persons responsible for shooting each target.
- Amount of effect required and purpose.
- Radio frequency and call sign to use in requesting fires.
- When to engage the target.
- Priority of fires and shifting of priority.
- Size, location, code word, and emergency signal to begin FPFs.
- FSCMs which include NFAs, restricted targets lists, restrictive fire areas, fire support coordination line, and RFL.

6-15. The FSO does most of the technical aspects of the company's fire support plan; however, the FSO may receive targets and target information from platoon leaders and the battalion FSO. The company commander and FSO should not plan too many targets. The number of targets planned by the company and included in the formal fire support plan depends upon the company's priority for fire support and the number of targets allocated to them. The total number of targets in the fire support plan or the battalion and company mortar plan might be constrained. An excessive number of targets tends to dilute the focus of fire planning and can lead to increases in response time.

6-16. Informal planning continues with target locations being recorded on terrain sketches, the FSO's map, or stored in Advanced Field Artillery Tactical Data System for quick reference and transmission. Fire planning for the company mortars complements these plans; the primary constraint is normally ammunition availability and the ability to resupply mortar assets. Care must be taken to ensure that planning focuses on the critical fire support requirements identified by the company commander.

6-17. The company FSO completes the indirect fire plan and briefs the company commander on any updates. The company commander may alter the plan or approve it as is, but the commander makes the final decision.

After the company commander approves the plan, the FSO makes sure the targets are passed to the battalion fire support cell where the fire plans are integrated into the battalion scheme of fires.

6-18. The commander and the FSO ensure platoon leaders are familiar with the indirect fire plan. The FSO provides target overlays to the platoon leaders, FOs, and the commander. The FSO may disseminate the company fire support plan as a target list and a fire support execution matrix. The FSO does this in sufficient time to allow subordinates to brief their platoons and sections. A good plan given with the company order is better than a perfect plan handed out at the LD.

Basic Fire Support Tasks and Types of Fires

6-19. Effectiveness of the fire support effort is measured by creating desired effects on the enemy, setting conditions for decisive operations, and supporting joint force operations. Effective fire support depends on planning for the successful performance of the following four fire support tasks:

- Support forces in contact. The commander provides responsive fire support that protects and ensures freedom of maneuver to forces in contact with the enemy throughout the operational area.
- Support the concept of operation. The concept of operations clearly and concisely expresses what the commander intends to accomplish and how it will be done using available resources. The concept of fires describes how fires will be synchronized and integrated to support the commander's objectives as articulated in the concept of operations.
- Synchronize joint fire support. Fire support is synchronized through fire support coordination, beginning with the commander's visualization and concept of operations. Fire support is planned continuously and concurrently with the development of the scheme of maneuver. Operations providing fire support is synchronized with other force operations (for example, air operations, information collection functions, special operations, and information operations) to optimize the application of limited resources, achieve synergy, and avoid fratricide.
- Sustain joint fire support operations. Fire support planners formulate fire support plans to reflect logistic limitations and to exploit logistic capabilities. Ammunition, fuel, food, water, maintenance, transportation, and medical support are all critical to sustaining fire support operations.

6-20. In fire planning, consider the following types of fires:

- Fires not only in front of the force, but also to the flanks and rear. The commander and FSO usually plans one third of the maximum range of organic fire support to stay behind the forward line of troops.
- Massed fires on choke points and key terrain to canalize, slow, and block the enemy movement.
- Fires to suppress bypassed enemy pockets of resistance until friendly maneuver elements are safely past. Suppressive fires and other fires may then be needed to support follow-on force actions against the bypassed forces.
- Fires that do not create obstacles and barriers to friendly forces and limit forward progress.

Desired Effects and Effects

6-21. Desired effects describe the lethal and nonlethal effects fires (including EW systems) that need to be achieved against a specific target. The company commander can use numerous terms to describe desired effects, with the most common being deceive, degrade, delay, deny, destroy, disrupt, divert, exploit, interdict, influence, neutralize, and suppress. (See ADP 3-19 for more information.)

6-22. An effect is—

- The physical or behavioral state of a system that results from an action, a set of actions, or another effect.
- The result, outcome, or consequence of an action.
- A change to a condition, behavior, or degree of freedom as the result, outcome, or consequence of an action.

6-23. Army and joint doctrine describe effects in two ways:

- Direct effect. A direct effect is the proximate, first-order consequence of an action, such as the destruction of a target by precision-guided munitions. Direct effects are immediate and easily recognizable.

- Indirect effect. An indirect effect is a delayed or displaced consequence associated with the action that caused the direct effect. Indirect effects often are less observable or recognizable than direct effects, particularly when they involve changes in the behavior of a threat, enemy, or adversary. However, an indirect effect may be the one desired.

Allocation and Positioning Guidance

6-24. Decisions on allocations of fires are based on the decisive operation, the task of each unit, and the expected enemy capabilities. The commander ensures all fires assets are addressed to include target acquisition. Allocation may be expressed as specific targets, numbers of targets or zones for planning purposes, or as assets available (for example, 1x FA PLT DS to Alpha Co). Priority of fires is addressed for planned activities, but can change based on a change to the enemy COA, completion of events, or planned branches and sequels.

6-25. Positioning guidance provides instructions for the movement of fires assets and observer positioning to support the scheme of maneuver. Positioning guidance should highlight any specific changes to the unit basic load, if necessary, for special missions. The positioning guidance should address the commander's summary report particularly if it impacts successful mission accomplishment. An example of positioning guidance is as follows (can be digital or FM voice transmission): "MTR PLT vic NLT H+20 and support 1st platoon breach vic OBJ CHIEFS. Ensure 40 min x 400 of smoke on hand. 2d platoon establish OP1 vic 7081 with laser designating capability. The commander's summary report is limited to 10 HE/ 5 SMK/ 3 ILLUM."

Attack Guidance and Restrictions

6-26. Attack guidance describes which delivery systems are to be used to attack specific target types and the criteria that need to be met before processing the target. Initial attack guidance is usually provided from a higher headquarters order and should be modified as needed, based on mission analysis and COA development. Attack guidance is usually articulated in a matrix format. It also may be included in the following products:

- High-payoff target list.
- Target selection standards.
- Attack guidance matrix.

6-27. Restrictions describe constraints in terms of requiring something to do or prohibiting an action. Some considerations include restrictions on ammunition expenditures, types of fires, areas of employment, creation of obstacles, limiting risk to friendly troops, minimizing the loss of civilian life, and permissive and restrictive FSCMs. Examples of restrictions are: "No cratering munitions on HWY 322. No occupation or use of incendiary munitions in built up areas. CFL PL BLUE, o/o PL RED. NFA 1-2 in effect."

CLEARANCE OF FIRES

6-28. The maneuver commander is the final authority to approve (clear) fires and their effects within the zone or AO. Although the commander may delegate authority to coordinate and clear fires to the FSO, the ultimate responsibility belongs to the commander. During certain operations, especially in stability tasks, it may take a BCT commander or a division commander to approve fires. Usually, the FSO assists the commander by recommending the clearance of fires and provides an assessment of collateral damage, if necessary.

6-29. Using command and control systems allows request fires digitally by highlighting the call for fire on the mission command report tab or using a traditional call for fire format. Once the FSO receives this request via digital format, the request is cleared through the company commander. If the company commander approves the request, the FSO then forwards the request through the fire support channels via FM or the mission command system program.

OBSCURATION AND SCREENING

6-30. Leaders have a variety of smoke munitions available to achieve the desired effects. Since weather conditions can affect obscuration, the company commander ensures that they set the conditions for the proper employment and placement of smoke to enable the mission with respect to adjacent units that may be affected.

6-31. When used correctly, smoke can significantly reduce the enemy's effectiveness in daytime and at night. Use smoke to reduce the ability of the enemy to deliver effective fires, to hamper hostile operations, and to deny the enemy information on friendly positions and maneuvers. Smoke reduces the effectiveness of laser beams and inhibits electro-optical systems including some night vision devices. The four types of smoke are—

- Obscuring smoke is placed on or near the enemy to suppress enemy observers and to minimize their vision.
- Screening smoke is a smoke curtain used on the battlefield between enemy observation points and friendly units to mask friendly forces, positions, and activities.
- Deception smoke is a smoke curtain used to deceive and confuse the enemy as to the nature of friendly operations.
- Signaling smoke is used to establish a reference for friendly forces.

6-32. Use obscuring smoke to—

- Defeat flash ranging and restrict the enemy's counterfire program.
- Obscure enemy OPs and reduce their ability to provide accurate target location for enemy fire support assets.
- Obscure enemy direct fire weapons and lasers.
- Instill apprehension and increase enemy patrolling.
- Slow enemy vehicles to blackout speeds.
- Increase control problems by preventing effective visual signals and increasing radio traffic.
- Defeat night observation devices and reduce the capability of most infrared (IR) devices.

6-33. Use screening smoke for—

- Deceptive screens. Smoke draws fire. Deceptive screens cause the enemy to disperse their fires and expend their ammunition.
- Flank screens. Smoke may be used to screen exposed flanks.
- Areas forward of the objective. Smoke helps the maneuver units consolidate on the objective unhindered by enemy ground observers.
- River crossing operations. Screening the primary crossing site denies the enemy information. Deceptive screens deceive the enemy as to the exact location of the main crossing.
- Obstacle breaching. The enemy is denied the ability to observe breaching unit activities.

ILLUMINATION

6-34. Illumination fires (visible or IR) are useful in exposing an opponent at night. Illumination fires may give friendly forces an advantage by reducing the enemy forces' ability to operate at night without being targeted and attacked with minimal collateral damage.

6-35. IR illumination enhances the Soldier's use of some night vision devices to more easily locate targets. It can also enable surprise fires on enemy forces not equipped with night vision devices.

FIELD ARTILLERY

6-36. FA is the maneuver commander's principal means for providing indirect fire support to the maneuver forces. FA can neutralize, suppress, or destroy enemy direct fire forces, attack enemy artillery and mortars, provide battlefield obscuration, and deliver a family of scatterable mines to isolate and interdict enemy forces, or to protect friendly operations.

6-37. FA elements within maneuver organizations serve as the integrating center for all elements of fire support. FA delivery systems include cannons, rockets, and missiles. These systems can provide fires under all conditions of weather and in all types of terrain. They can shift and mass fires rapidly without having to displace.

MORTARS

6-38. The mortar platoon organic to the SBCT Infantry battalions can augment the company mortars to provide more responsive indirect fires. Battalion mortars provide close, immediately responsive fire support for committed companies. These fires harass, suppress, neutralize, and destroy enemy attack formations and defenses; obscure the enemy's vision; and inhibit the enemy's ability to maneuver. Mortars can be used for FPFs, smoke, and illumination.

6-39. The SBCT Infantry battalion commander decides how and when to integrate mortars, as a key fire support asset, into the operations plan. However, since they are fire support assets, the battalion FSO should give advice and make recommendations to the commander. The battalion commander may specify mortar support for subordinate units by changing the command relationship, assigning priority of fires, or assigning priority targets. The company commander and FSO should integrate their mortar section to cover targets to support in the company scheme of maneuver, and engage plan targets that may not be covered by the battalion mortar platoon.

ECHELONMENT OF FIRES

6-40. Understanding echelonment of fires is critical for the fire support plan to be synchronized effectively with the maneuver plan. The purpose of echeloning fires is to maintain constant and overlapping fires on an objective while using the optimum delivery system up to the point of its RED in combat operations or minimum safe distance in training.

6-41. Echeloning fires provides protection for friendly forces as they move to and assault an objective, which allows them to get in close with minimal casualties. It prevents the enemy from observing and engaging the assault by forcing the enemy to take cover, which allows the friendly force to continue the advance unimpeded.

CONCEPT OF ECHELONING FIRES

6-42. The concept of echeloning fires begins with attacking targets on or around the objective using the weapons system with the largest RED. As the maneuver unit closes the distance en route to the objective, the fires cease or shift. This triggers the engagement of the targets by the delivery system with the next largest RED. The length of time to engage the targets is based on the rate of the friendly force's movement between the RED trigger lines. The process continues until the system with the smallest RED ceases or shifts fires and the maneuver unit is close enough to eliminate the enemy with direct fires or make its final assault and clear the objective.

6-43. The RED takes into account the bursting radius of particular munitions and the characteristics of the delivery system and associates this combination with a percentage for the probability of incapacitation of Soldiers at a given range. The munitions delivery systems include mortars, FA, helicopter, and fixed-wing aircraft. The RED is defined as the minimum distance friendly Soldiers can approach the effects of friendly fires without suffering appreciable casualties of 0.1 percent or higher probability of incapacitation. Commanders may maneuver their units within the RED area based on the mission; however, in doing so, they are making a deliberate decision to accept the additional risk to friendly forces. Before the commander accepts this risk, the commander should try to mitigate the probability of incapacitation. For example, maneuvering units in a defilade that provides some protection from the effects of exploding munitions.

WARNING

REDs are for combat use and do not represent the maximum fragmentation envelopes of the weapons listed. REDs are not minimum safe distances for peacetime training use.

6-44. The casualty principle is the five-minute assault criterion for a prone Soldier in winter clothing and helmet. Physical incapacitation means that a Soldier is physically unable to function in an assault within a five-minute period after an attack. A probability of incapacitation value of less than 0.1 percent can be interpreted as being less than or equal to one chance in one thousand.

6-45. Using echelonment of fires within the specified RED for a delivery system requires the unit to assume some risks. The maneuver commander determines, by delivery system, how close fire will be delivered in proximity to forces. The maneuver commander makes the decision for this risk level, but relies heavily on the FSO's expertise. While this planning normally is accomplished at the battalion level, the company FSO has input and should be familiar with the process because the FSO must execute the same process with the company mortars. (See ATP 3-09.32, appendix H for information on REDs and appendix I for information on minimum safe distances.)

ECHELONING A PREPARATION

6-46. Echelonment of fires is accomplished when the maneuver commander wishes to conduct preparation fires on an objective. Preparation fire is normally a high-volume of fires delivered over a short period of time to maximize surprise and shock effect. Preparation fire can include electromagnetic attack and should be synchronized with other EW activities (see FM 3-09). Not all maneuver tasks warrant preparation fires. Some considerations for conducting preparation fires are—

- Will the loss of surprise from the preparation be offset by the damage done to the enemy?
- Are there enough targets and means to warrant a preparation?
- Can the enemy recover before the preparation fires can be exploited?

6-47. Echelonning a preparation is a nine-step process. The process is outlined and described in detail in ATP 3-09.42. The outline follows the following nine steps for echelonning a preparation:

- Determine what assets, including ammunition, are required and what assets are currently available or allocated.
- Verify REDs and attack criteria with the commander.
- Plan targets.
- Develop a communications plan.
- Determine what the rate of movement will be.
- Develop the schedule of fires and decide how the preparation schedule will be initiated.
- Brief the plan and confirm the method with the commander.
- Complete the scheduling worksheet(s) within the Advanced Field Artillery Tactical Data System or hard-copy form using DA Form 4656 (*Scheduling Worksheet*).
- Rehearse and refine the plan.

ECHELONMENT OF FIRES, EXAMPLE

6-48. When the lead elements of the lead companies approach designated PLs en route to the objective, the battalion FSO begins the preparation. Lead element observers and company FISTs track movement rates and confirm them for the battalion FSO. The battalion FSO adjusts the plan during execution based on unforeseen changes to anticipated movement rates. (See figures 6-1 through 6-5 on pages 6-9 through 6-13.)

6-49. As lead elements continue movement toward the objective, the first delivery system engages its targets. It maintains fires on the targets until the unit crosses the next PL that corresponds to the RED (in combat) of the weapon.

6-50. To maintain constant fires on the targets, the unit starts the next asset before the previous asset ceases or shifts. This ensures no break in fires, enabling the friendly forces' approach to continue unimpeded. However, if the unit rate of march changes, the fire support system must remain flexible to the changes.

6-51. The FSO shifts and engages with each asset at the prescribed triggers, initiating the fires from the system with the largest RED to the smallest. Once the maneuver element reaches the final PL to cease all fires on the objective, the FSO shifts to targets beyond the objective.

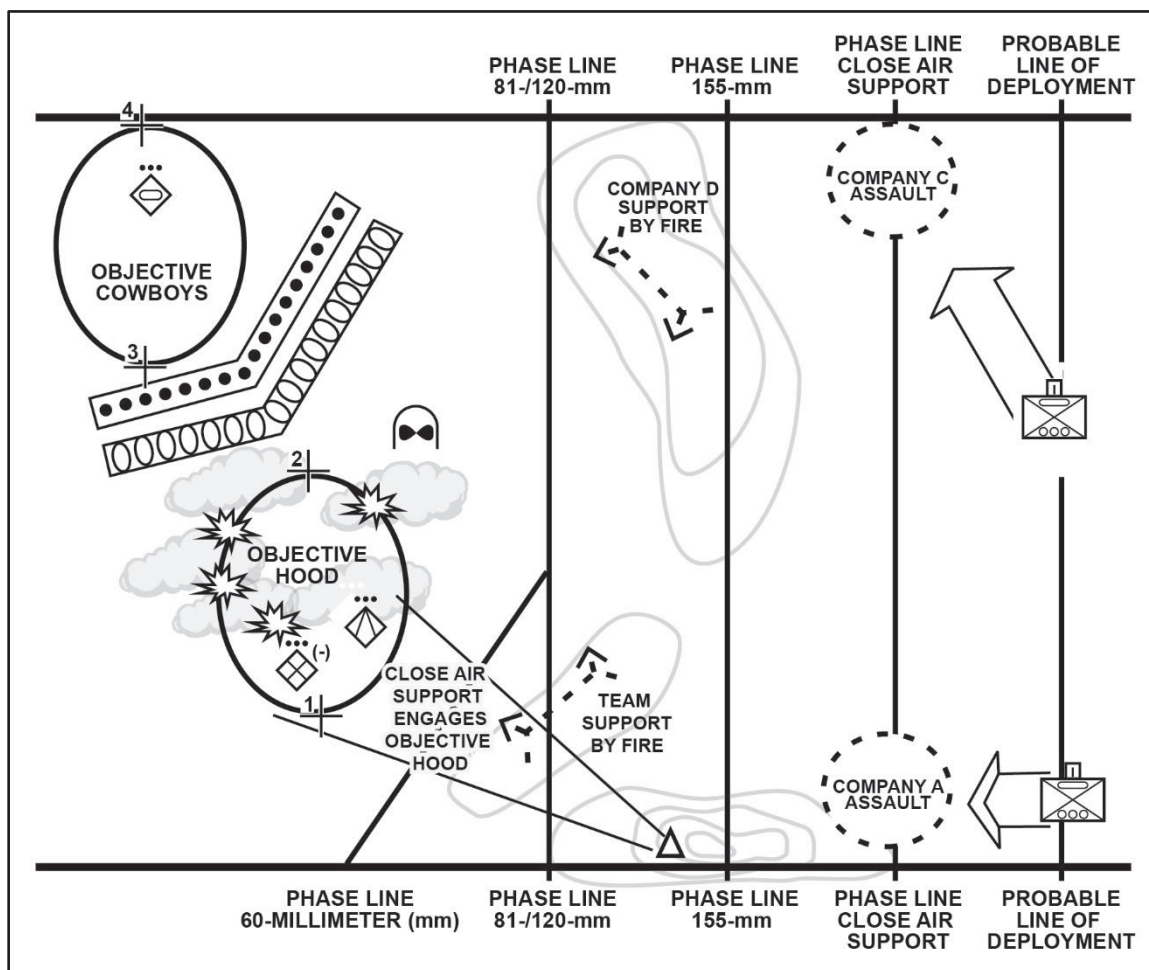


Figure 6-1. Beginning of close air support

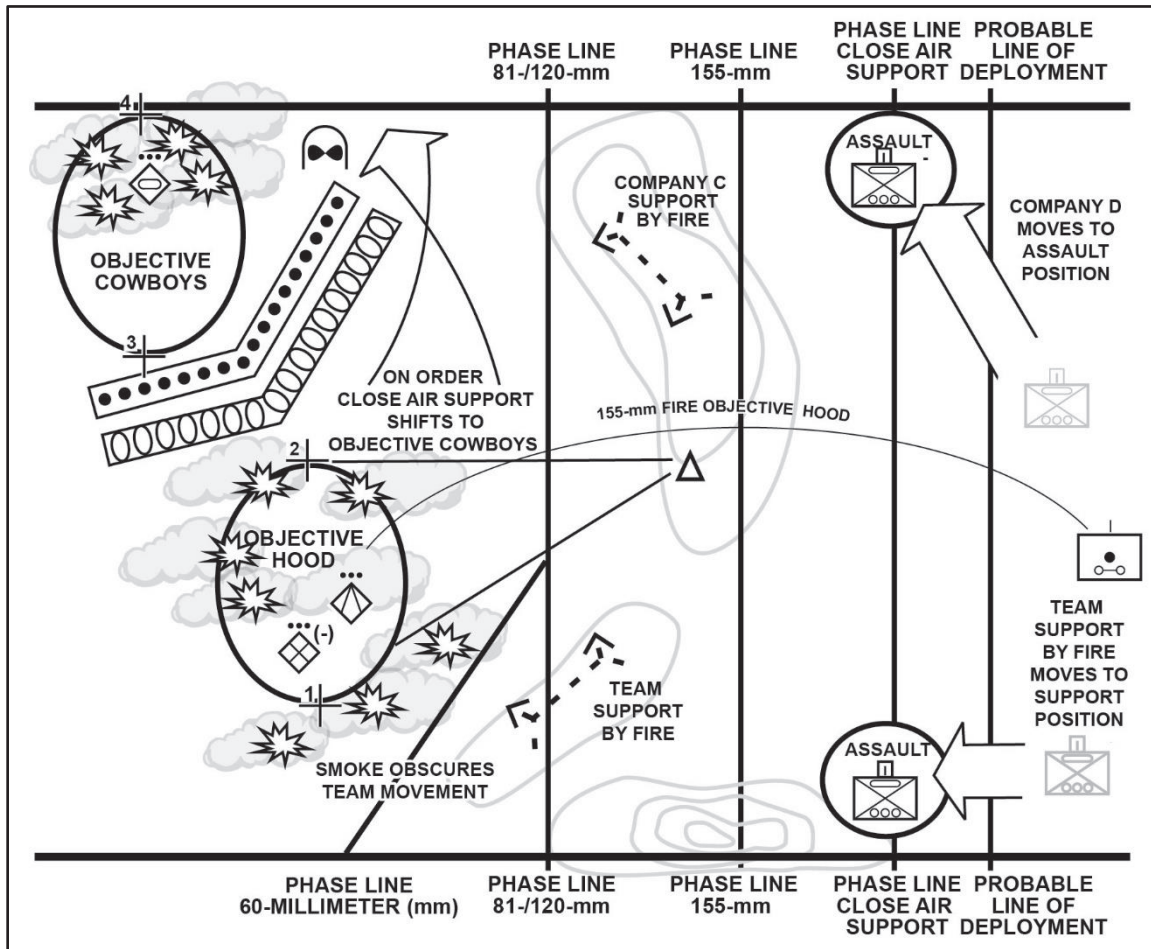


Figure 6-2. Execution of 155-mm shaping fires; shifting of close air support

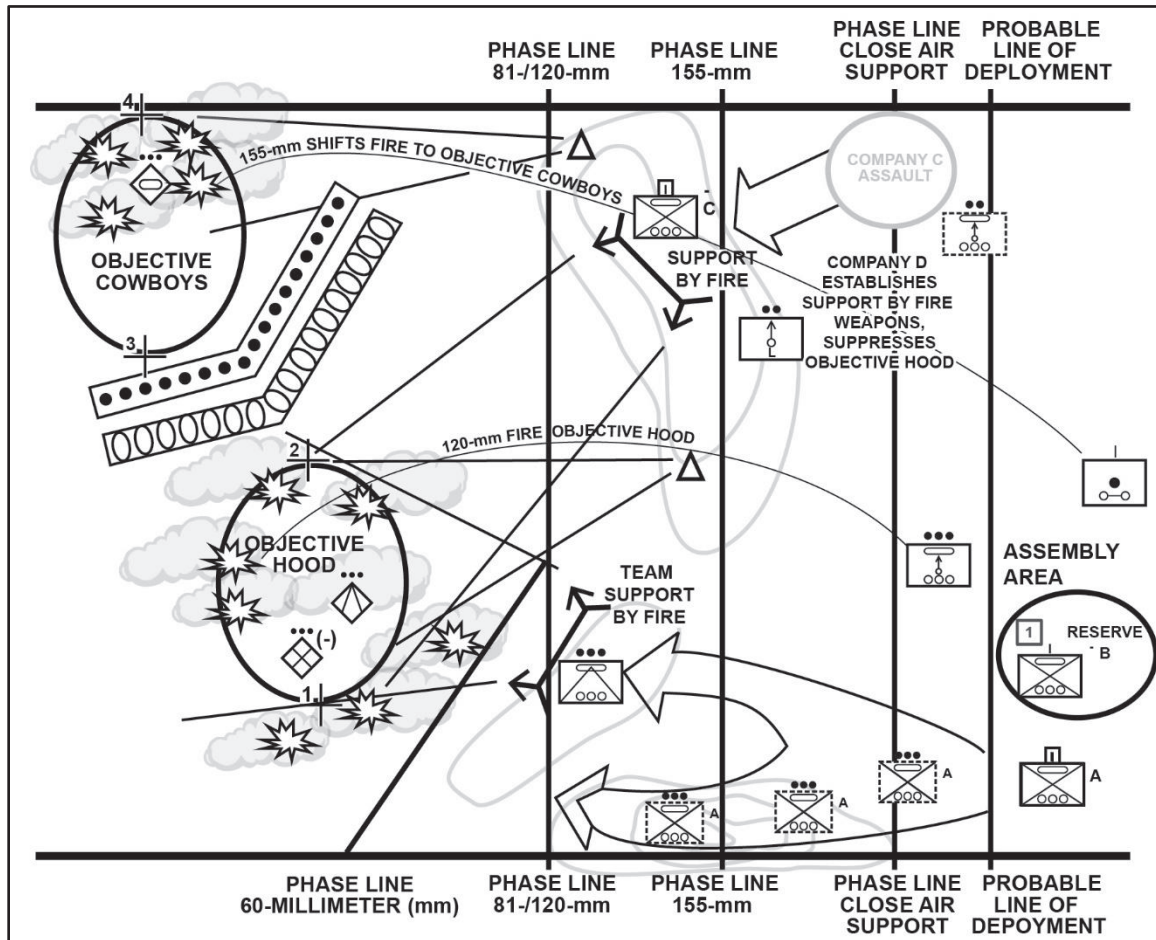


Figure 6-3. Beginning of 120-mm and supporting fires; shifting of 105-mm fires

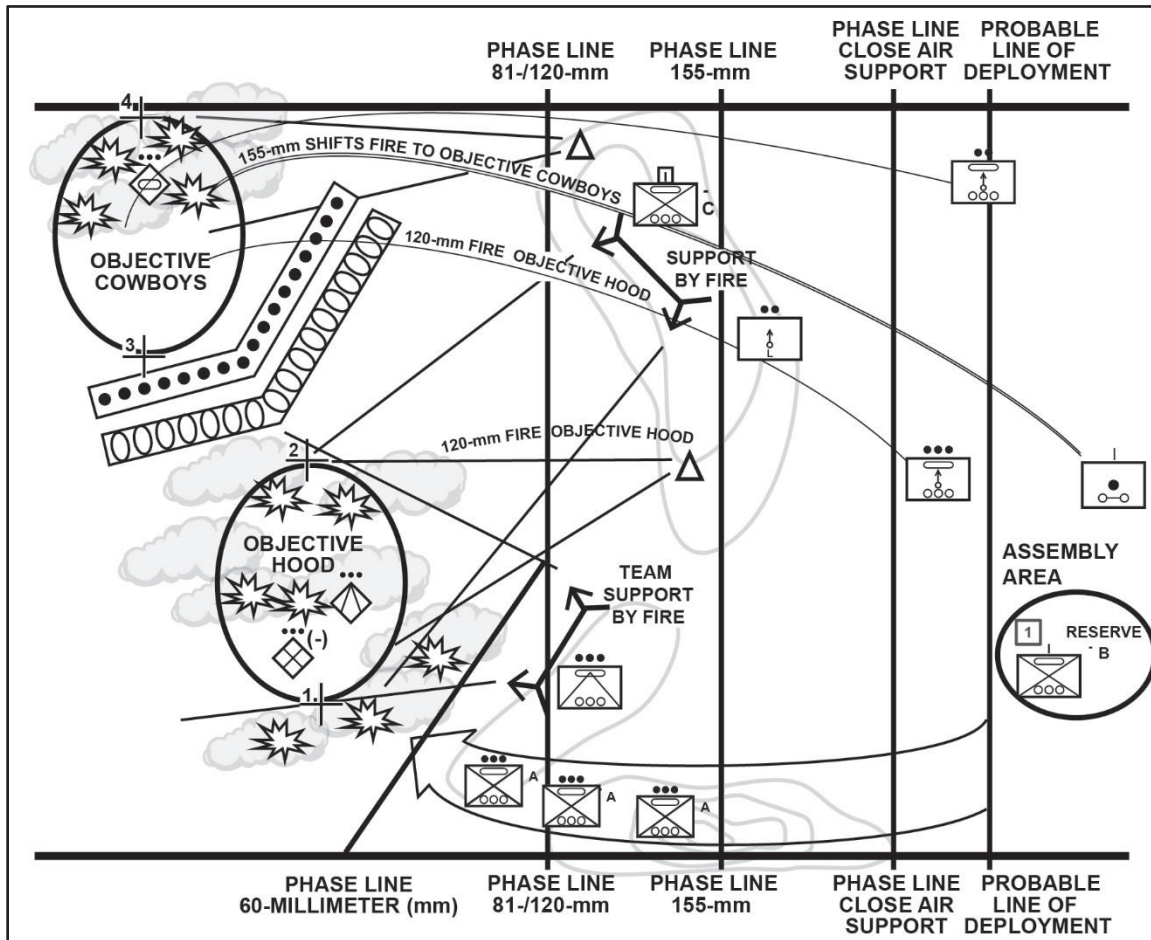


Figure 6-4. Beginning of 60-mm fires; shifting of 120-mm fires

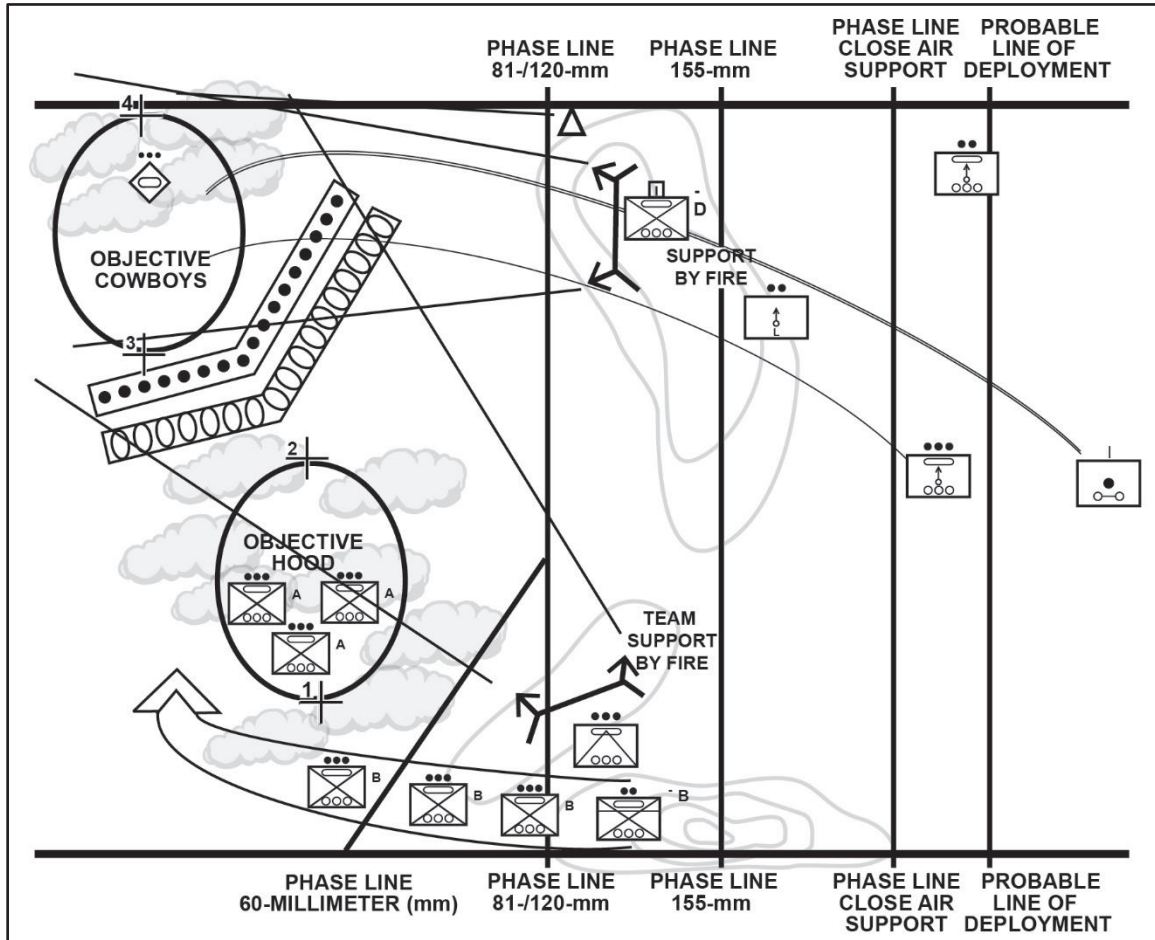


Figure 6-5. Cessation of 60-mm fires; shifting of supporting fires

SECTION II – PROTECTION

6-52. Protection tasks and systems reduce risk, mitigate identified vulnerabilities, and act on opportunity. The tasks and systems that comprise the protection warfighting function effectively protect the force, enhance the preservation of combat power, and increase the probability of mission success. The SBCT Infantry rifle company commander integrates and synchronizes organic and augmented forces that support their own, and higher echelons protection tasks with their operations. (See ADP 3-37 for more information.) The 16 protection tasks and systems are—

- Conduct survivability operations.
- Provide force health protection.
- Conduct CBRN operations.
- Provide EOD support.
- Coordinate AMD.
- Conduct personnel recovery.
- Conduct detention operations.
- Conduct risk management.
- Implement physical security procedures.
- Apply antiterrorism measures.

- Conduct police operations.
- Conduct populace and resources control.
- Conduct area security.
- Perform cyberspace security and defense.
- Conduct electromagnetic protection.
- Implement OPSEC.

Note. The following paragraphs discuss the seven protection tasks and systems that the SBCT Infantry rifle company encounters that have not been previously explained.

AIR AND MISSILE DEFENSE

6-53. *Air and missile defense* is direct (active and passive) defensive actions taken to destroy, nullify, or reduce the effectiveness of hostile air and ballistic missile threats against friendly forces and assets (JP 3-01). Air defense artillery (ADA) is to provide fires to protect the force and selected geopolitical assets from aerial attack, missile attack, and surveillance. The SBCT Infantry rifle company operates with air defense systems and synchronizes operations to ensure that the air defense systems are protected from a ground threat to ensure the higher unit's commander's protection plan is implemented accordingly. AMD elements protect installations and personnel from over-the-horizon strike by conventional and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) warheads according to METT-TC.

6-54. Indirect fire protection systems protect forces from threats that are largely immune to ADA systems. The indirect fire protection intercept capability detects and destroys incoming rocket, artillery, and mortar fires. This capability assesses the threat to maintain friendly protection and destroys the incoming projectile at a safe distance from the intended target.

6-55. The AMD task includes active and passive measures that protect personnel and physical assets from an air or missile attack. Passive measures include camouflage, cover, concealment, hardening, and OPSEC. Active measures are taken to destroy, neutralize, or reduce the effectiveness of hostile air and missile threats. (See ADP 3-37 for more information.)

THE THREAT

6-56. Units can expect the threat to attempt to counter U.S. defensive and offensive operations with a myriad of aerial platforms and systems. Normally, manned and unmanned aircraft are used to conduct reconnaissance, surveillance, target designation, decoy or deception, EW or attacks. These aircraft may be supported by mortar, artillery, rocket, and missile systems.

6-57. UAS provide the threat commander the necessary information to determine friendly unit locations, movements, and objectives. Aerial and artillery strikes can be generated from the intelligence gathered against the following targets:

- Maneuver force.
- Forward arming and refueling points.
- Aviation bases.
- Command and control nodes.
- Reserve troop concentrations.
- FSC areas.
- Terrain features.
- Obstacles constricting unit movements as U.S. forces advance to close with the enemy forces.

6-58. The following are some of the types of air threats and typical maneuvers that the battalion can expect to encounter against a well-equipped enemy:

- Unmanned aerial vehicles are small and elusive. They usually fly low, but the altitude can vary. Once in the target area, they may fly an orbit attempting to stay out of engagement range of ADA.
- Most surface-launched cruise missiles follow the terrain and use terrain masking. Due to their range, they might take indirect approach routes.
- Ballistic missiles are not terrain-dependent. They fly from launch point to objective. Their flight is not restricted by terrain.
- Tactical air-to-surface missiles usually fly direct routes from launch platform to the target.
- Rotary-wing aircraft primarily conduct contour flights. They follow ridgelines and military crests, using the terrain to mask their approach to the target area.
- Fixed-wing aircraft usually follow major terrain or man-made features. Depending on range, they may fly a straight line to the target.
- Ordnance or payload can affect range and altitude of the air system and influence the selection of avenues of approach for airborne and air assault operations.

6-59. Lethal UAS can be effective in disabling mission command and intelligence facilities, or destroying armored vehicles. The threat probably uses cruise missiles against logistical concentration, mission command nodes, or with submunitions for area denial. It probably uses rotary-wing aircraft to attack forward elements and the flanks of the advancing enemy maneuver force to slow their tempo, cause confusion, and inflict maximum casualties. Rotary-wing aircraft also can be used to conduct operations across the forward line of own troops, CAS, and air insertion operations. Armed attack helicopters constitute the most widespread and capable air threats to friendly ground forces in the close battle.

PASSIVE AIR DEFENSE

6-60. Soldiers use passive air defense measures to avoid detection from enemy air attack. Passive air defense is all measures, other than active air defense, taken to minimize the effectiveness of hostile air and missile threats against friendly forces and assets.

6-61. These measures include camouflage, concealment, deception, dispersion, reconstitution, redundancy, detection and warning systems, and the use of protective construction (see JP 3-01). Concealing Stryker vehicles is difficult. Commanders should consider deception techniques to disguise their intentions.

DAMAGE-LIMITING MEASURES

6-62. Damage-limiting measures are attempts to limit any damages should the enemy detect friendly forces. These measures are used when units are in a static position such as an AA, or when they are maneuvering. If caught in the open, personnel should immediately execute battle drills and move to positions of cover and concealment that reduce the enemy's ability to acquire or engage them.

6-63. The same measures taken to limit damage from artillery attack are used for dispersion, protective construction, and cover. Examples of damage-limiting measures include vehicle dispersion, camouflage, and dug-in fighting positions with overhead protection.

ACTIVE AIR DEFENSE

6-64. Although passive measures are the first line of defense against air attack, troops must be prepared to engage attacking enemy aircraft. The decision to fight an air threat is based on the immediate situation and weapons system capabilities.

6-65. Each SBCT Infantry rifle company is authorized two teams equipped with MANPADS. The SBCT Infantry rifle company deploys their MANPADS teams according to the SBCT commander's air defense scheme of maneuver to protect the formation from rotary-wing, fixed-wing, and class three and above UAS. For class three and below UAS, the SBCT Infantry maybe augmented with electronic countermeasures to engage the aircraft or target one of the other components of the system.

SMALL ARMS USED FOR AIR DEFENSE AND ENGAGEMENT TECHNIQUES

6-66. Small arms used for air defense incorporate the use of volume fire and proper aiming points according to the target. The key to success in engaging enemy air is to put out a high volume of fire.

6-67. All weapons designated by the commander should be used, including direct fire automatic weapons from mounted and dismounted elements. The commander decides whether to engage and provides the engagement command for the entire unit to fire upon the attacking aircraft, rather than having Soldiers fire at the aircraft individually.

6-68. The crew's goal is to engage and destroy, or suppress targets as fast as possible. Basic engagement procedures used for all engagements include—

- Once the target is acquired, the vehicle commander identifies and discriminates the target.
- The vehicle commander then confirms the target and gives the fire command.
- The vehicle commander engages the target per the fire command.

SURVIVABILITY

6-69. Survivability includes all aspects of protecting personnel, weapons, and supplies while simultaneously deceiving the enemy. Survivability tactics include building a good defense; employing frequent movement; using concealment, deception, and camouflage; and constructing fighting and protective positions for individuals and equipment.

6-70. Survivability operations are the development and construction of protective positions (such as earth berms, dug-in positions, overhead protection, and counter surveillance means) to reduce the effectiveness of enemy weapons systems. Survivability operations range from employing camouflage, concealment, and deception to include the supporting task of battlefield obscuration to hardening facilities, mission command nodes, and critical infrastructure.

6-71. Survivability operations often enable other protection tasks and systems, to include AMD operational area security, anti-armor, and CBRN. Survivability operations also provide support to the movement and maneuver warfighting function by conducting mobility and countermobility operations.

6-72. Commanders may call on engineers to support the protection efforts. Augmented engineers to the SBCT can mass their skills and equipment to develop defensive positions into fortifications or strong points and improves defensive positions. They provide survivability applications to HN facilities and U.S.-operated facilities, including entry control points, guard towers, and other means of hardening.

6-73. While survivability operations are traditionally recognized as an engineer task, units at all echelons have an inherent responsibility to improve their positions, whether a fighting position, bunker, or forward operating bases. Survivability includes four areas that are designed to reemphasize efforts toward mitigating friendly losses to hostile actions or environments. They are—

- Mobility. Maintaining freedom of movement is usually the SBCT engineer company's primary effort when conducting offense, defense, and operations to support stability tasks.
- Situational understanding. *Situational understanding* is the product of applying analysis and judgment to relevant information to determine the relationship among the operational and mission variables (ADP 6-0). It requires the ability to identify, process, and comprehend the critical elements of information about what occurs inside the commander's AO. Having accurate situational understanding provides the baseline for hazard assessments.

Note. The situational understanding of terrain, through proper terrain analysis, is important to survivability and the development of survivability positions, minimizing the requirements to adjust terrain and leading to the efficient use of survivability assets.

- Hardening. Hardening is the act of using natural or man-made materials to protect personnel, equipment, or facilities. Hardening measures protect resources from blast, direct and indirect fire, heat, radiation, or EW. Hardening is accomplished by using barriers, walls, shields, berms, or other types of physical protection. It is intended to defeat or negate the effects of an attack and includes

fighting positions, protective positions, armored vehicles, Soldiers, and information systems. The Stryker vehicles can engage targets without exposing their hull if behind a hardened position.

- Camouflage, concealment, and deception. Camouflage, concealment, and deception uses materials and techniques to hide, blend, disguise, decoy, or disrupt the appearance of military targets and their backgrounds, preventing visual and electronic detection of friendly forces. Camouflage, concealment, and deception helps prevent an enemy from detecting or identifying friendly troops, equipment, activities, or installations and includes battlefield obscuration capabilities to obscure, screen, mark, or deceive. Battlefield obscuration is a major supporting task of camouflage, concealment, and deception and is typically provided by specialized CBRN elements or fires.

FORCE HEALTH PROTECTION

6-74. Force health protection includes measures taken by commanders, leaders, individual Soldiers, and the Military Health System to promote, improve, or conserve the behavioral and physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards. It includes the prevention aspects of several Army Medical Department functions such as—

- Preventive medicine, including medical surveillance, and occupational and environmental health surveillance.
- Veterinary services, including food safety, food security, quality assurance, animal care missions, and the prevention of animal-borne diseases transmissible to humans.
- Combat and operational stress control.
- Laboratory services, including area medical laboratory support.
- Dental services, including preventive dentistry.

6-75. Army personnel need to be physically and behaviorally fit. This requirement demands programs that promote and improve the capacity of personnel to perform military tasks at high levels, under extreme conditions, and for extended periods of time. These preventive and protective capabilities include physical exercise, nutritional diets, dental hygiene and restorative treatments, combat and operational stress management, rest, recreation, and relaxation that are geared to individuals or organizations. (See ADP 3-37 for more information.)

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR

6-76. CBRN threats include the intent and capability to employ weapons or improvised devices to produce CBRN hazards. In contrast, CBRN hazards include CBRN material created from accidental or deliberate releases of toxic industrial materials, chemical and biological agents, nuclear materials, radiological materials, and those hazards resulting from the employment of weapons of mass destruction or encountered by the U.S. armed forces during the execution of military operations. CBRN operations provide protection against CBRN hazards, mitigate CBRN incidents, and provide hazard awareness and understanding. Many state and nonstate actors (including terrorists and criminals) possess or have the capability to possess, develop, and proliferate CBRNE. U.S. policy prohibits the use of chemical or biological weapons under any circumstances, but it reserves the right to employ nuclear weapons. Many potential enemies are under no such constraint.

6-77. Protecting Soldiers from the harmful hazards associated with CBRN attacks in an AO is essential to preserving combat power. When the probability of CBRN threat exists, commanders and leaders conduct a deliberate analysis to posture and equip forces for survival and mission effectiveness. The company and battalion CBRN staff support the command and staff in developing COAs to achieve assigned missions despite CBRN threat or incident under various climatic conditions. CBRN staff analysis must be proactive and integrated from initial mission planning. It will include but not be limited to route selection, integration of assigned or supporting CBRN assets, decontamination planning, CBRN CASEVAC and support, and resupply of CBRN personal protective equipment and equipment that cannot be decontaminated. Unit and mission specific SOPs should be developed in accordance with FM 3-11. The standard MOPP levels are—

- MOPP Ready. Carry a protective mask, and ensure that individual protective gear is available within two hours. A second set needs to be available in six hours.

- MOPP0. Carry a protective mask, and ensure that individual protective gear is available within arm's reach.
- MOPP1. Don an overgarment.
- MOPP2. Don protective boots.
- MOPP3. Don a protective mask.
- MOPP4. Don protective gloves.

6-78. Leaders know that they cannot expect the same work rates in MOPP4 as they achieved in MOPP0. They reevaluate the ability to meet mission requirements and communicate changes to the force. MOPP reduction decisions are the most difficult to make because of the many considerations that affect the final decision. The CBRN reconnaissance platoon in the brigade engineer battalion assists in the decision-making process by confirming or denying the presence of a CBRN threat through reconnaissance. Commanders evaluate the situation from the intelligence of the threat's capabilities and intentions, and the risks associated with operations. Factors include the criticality of the established mission, potential effects of personnel exposure, and the impact on the casualty care system. Commanders can then determine what follow-on COAs to employ.

6-79. Leaders determine the appropriate MOPP level by assessing METT-TC factors and weighing the impact of increased protection levels. Higher headquarters provides MOPP level directives to subordinate elements. (See ATP 3-11.32 for more information.)

EMPLOY SAFETY TECHNIQUES

6-80. Safety needs to be considered as part of planning for all missions. Operational conditions often impose significant hazards to Soldiers through the increased probability of an accidental event. In an extreme OE, these hazards raise the risk level as equipment and personnel are taxed. Leaders need to know their Soldiers and trained crews, and operators need to know the capabilities and limitations of their platforms and systems. To maintain a continuous operational tempo, commanders need to know how to employ and sustain personnel and equipment. When planning operations, commanders—

- Consider human endurance limits and environmental conditions.
- Balance the possible benefits of sustained, high-tempo operations with the level of risk.
- Accept no unnecessary risks.
- Conduct high-risk operations only when the potential gain or benefit outweighs the potential loss.

6-81. Integrating safety into the operations process through the protection warfighting function and the risk management process provides an opportunity to identify and assess hazards to the force and develop risk reduction measures. The responsibility for safety starts with the commander and continues through the chain of command to individuals. Safety works best when all leaders and Soldiers receive training to recognize hazards and implement controls to reduce or mitigate risks in their daily operations. (See ATP 5-19 for more information.)

6-82. Fratricide and friendly fire are the unintentional killing of friendly personnel by friendly firepower. The destructive power and range of modern weapons, coupled with the high-intensity and rapid tempo of combat, increase the potential for fratricide and friendly fire. Tactical maneuvers, terrain, and weather conditions may increase the danger of fratricide and friendly fire. (See chapter 1 of this publication.)

6-83. SBCT Infantry rifle companies need to pay close attention to SDZs when conducting operations. With the addition of more crew-served weapons, RWS, MGS, and Infantry; weapon capability awareness is much more of a factor. The Stryker vehicle is designed to be a carrier and not a combat vehicle. The technique is to deploy Soldiers from the vehicle before making contact. This can often lead to the Infantry being forward of the vehicles and their weapon systems and in their SDZs. Leaders should plan means of mounted maneuver with dismounted elements to avoid potential fratricide.

OPERATIONS SECURITY

6-84. OPSEC applies to all operations across the range of military operations. All units conduct OPSEC to preserve essential secrecy. Commanders establish routine OPSEC measures in unit SOPs. OPSEC is the

process of identifying essential elements of friendly information and analyzing friendly actions attendant to military operations and other activities to—

- Identify those actions that can be observed by threat, enemy, or adversary intelligence systems.
- Determine indicators hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries.
- Select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to threat, enemy, or adversary exploitation.

EXPLOSIVE ORDNANCE DISPOSAL

6-85. The mission of EOD is to eliminate or reduce the effects of explosive ordnance hazards to protect combat power. Explosive ordnance hazards are frequently increasing dangers in modern combat. They limit mobility, deny the use of critical assets, and threaten to injure or kill Soldiers at levels unprecedented in the past. United States and multinational use of munitions that disperse submunitions across a wide area has led to increased amounts of unexploded explosive ordnance on the battlefield. EOD forces are trained, equipped, and organized to deal with the increased quantity, sophistication, and lethality of explosive ordnance and supports U.S. and multinational forces across the range of military operations.

COUNTERING EXPLOSIVE HAZARDS

6-86. The countering EHs framework is derived from the fundamentals of assured mobility. Assured mobility encompasses the processes, actions, and capabilities that assure the ability of a force to deploy, move, and maneuver where and when desired to achieve the commander's intent. (See ATP 3-90.4 for more information.) The fundamentals of assured mobility assist in developing SA for the commander that allows them to exploit opportunities to defeat the EH before its detonation.

6-87. Because all EHs will not be eliminated, the commander plans to mitigate the impact by developing SOPs, TTP, battle drills, and other responsive means to lessen the effects of the EH or eliminate the enemy's desired outcome. To effectively mitigate the impact of EHs, the fundamentals of prediction, detect, prevention, avoidance, neutralization, and protection are used in conjunction with METT-TC to plan and develop coordinated and well-executed responses.

6-88. An attack initiated or culminated by the detonation of an EH is the result of a complex series of coordinated and synchronized activities aimed at inflicting casualties or incurring equipment damage usually with the intent of exploitation. Successful enemy exploitation of EH attacks reduces U.S. Soldier's will to fight and erodes support for the war effort. To combat this, friendly forces conduct tasks aimed at engaging the network. One such task conducted before EH emplacement is the collection of biometrics. Biometric data can then be compared to intelligence gathered from interdicted EHs to build a picture of the threat network.

6-89. Route clearance is a combined arms activity composed of task-organized combat engineers, EOD, and maneuver elements supported by fires trained and equipped to mitigate the threat of EHs along critical routes. Elements from the SBCT Infantry rifle company can support, coordinate, or lead route clearance missions.

SECTION III – AVIATION

6-90. Army aviation uses maneuver to concentrate and sustain combat power at critical times and places to find, fix, and destroy threat forces. Aviation units design, tailor, and configure their assets to support the SBCT Infantry rifle company for specific operational support based on mission guidance and the specific area of responsibility in which the units operate. The organization could be a combination of attack reconnaissance, assault, lift, and maintenance units. (See FM 3-04 for more information.)

AIR-GROUND OPERATIONS

6-91. Today's OE requires combined arms at all levels, therefore, the likelihood of SBCT Infantry rifle company commanders receiving attack and utility aviation for support is ever increasing. The following are some considerations for the company commander when receiving aviation assets:

- Exchange of frequencies, call signs, and FM check-in times.
- Terrain model and radio rehearsals.
- Location of air corridors and air control points.
- Location of aerial attack by fire or SBF or BPs.
- Identification method for marking ground targets.
- Aircraft weapons configuration and station times.
- Friendly recognition symbols for aircraft and ground vehicles.
- Fire coordination measures.
- Location and marking of LZs and PZs for MEDEVAC, CASEVAC, and aerial resupply.

6-92. Ground maneuver commanders understand that aviation forces can provide a significant advantage during operations. The company commander understands that the unique capabilities of Army aviation require specific planning and coordination. Direct fire aviation missions in the close fight differ greatly from engagements in a cross-forward line of own troops operation.

6-93. In a cross-forward line of own troops operation, attack aircraft can benefit from deliberate planning and freely engaging at maximum ranges with minimal concern of fratricide. Engagements in the close fight, on the other hand, often result in engagements within enemy direct fire weapons system ranges that are close to friendly units. TLP need to integrate Army aviation forces to ensure effective combined arms employment. Effective combined arms employment requires that aviation and ground maneuver forces synchronize their operations by operating from a common perspective. The following paragraphs 6-94 through 6-115 highlight some possible procedures that aid in creating a common air-ground perspective.

CLOSE AIR SUPPORT AND CALL FOR FIRE AIR EXECUTION

6-94. The air liaison officer and joint terminal attack controller personnel in the tactical air control party are the primary means for requesting and controlling CAS. However, reconnaissance units conducting shaping operations, such as reconnaissance and surveillance missions that have joint fires observer certified personnel, may observe and request CAS through the joint terminal attack controllers.

6-95. Any element in contact uses the CFA 5-line attack brief to initiate the CFA. The CFA 5-line attack brief allows the ground maneuver forces to communicate and reconfirm to the aircraft the exact location of friendly and enemy forces. The ground commander owning the terrain clears fires during the CFA by giving aircrews the SA of the location of friendly elements. The ground commander deconflicts the airspace between indirect fires, CAS, and the CFA aircraft.

Ground Maneuver Force and Target Marking

6-96. The rapid and accurate marking of a target is essential to a positive target handover. Aircraft conducting CFAs will develop an attack plan that is METT-TC dependent and meets the ground commander's task and purpose. The aircrew generally has an extremely limited amount of time to acquire the friendly and enemy locations. Attack reconnaissance aircrews use thermal sight and night vision goggles to fly with and acquire targets.

6-97. Marking methods for identifying targets and friendly positions vary from one ground maneuver force to another. Request should include a detailed description of all friendly locations and target locations in relation to friendly positions. It should include the target description and how it is marked.

6-98. For mutual protection and clarity on the appropriate target, the ground maneuver force does not mark the target until requested by the aviation element. This in no way restricts the ground maneuver force from returning fire from the enemy. However, the ground maneuver force should consider that the aircrews may not be able to distinguish the correct target from other fires if they mark the target with fire. Visual markings can be viewed by the enemy force and provide them early warning to an attack from the air. Ground maneuver forces should have multiple means of marking their positions. If the target is marked by fire, the aviation element requests the ground maneuver force to stop marking. The aviation element calls when clear of the area and reports the estimated BDA.

Handover

6-99. The ground forces commander ensures that effects from direct and indirect fires systems are not endangering air assets before handing over the engagement to air assets. Ground forces normally require the means to suppress or fix the enemy in position within moments before the air asset engages the targets.

6-100. Aircraft normally rely on a high rate of speed and low altitude for survivability in the target area, and the aircrew generally has an extremely limited amount of time to acquire friendly and enemy marks. The ground maneuver force must have the marking ready and turned on when requested by the aircrew. If the target is not marked, the air asset may not engage, miss its target, or commit fratricide.

6-101. After initially engaging the target, the aircrew generally approaches from a different angle for survivability reasons if another attack is required. The observer makes adjustments using the eight cardinal directions and distance (in meters) with the last round's impact and the actual target. At the conclusion of the CFA, the aircrew provides its best estimate of BDA to the unit in contact.

Considerations for Call for Fire Air and Close Air Support Execution

6-102. Aircraft leaders normally offset the BP, attack, or SBF position from the flank of the friendly ground position. This helps to ensure minimal interference with operations on the ground. The offset position allows the aircraft to engage the enemy on its flanks rather than its front. It reduces the risk of fratricide along the gun-target line.

6-103. The engaging the target normally cannot be conducted without positive identification of friendly and enemy forces by the ground and aviation commander before opening fire. The aviation element tailors its attack angles and weapon selections based upon the target and friendly unit proximity to the target.

6-104. CFA and CAS can continue until the aircraft have expended all available munitions or fuel. However, if the air element receives a request for another attack, the pilot must carefully evaluate the ability to extend the operation. If not able, the pilot calls for relief on station by another air element, if available. Clearance of fires considerations include—

- Ensuring aircrews have the current air coordination measures and FSCMs for indirect fire positions (to include mortars) supporting the ground tactical plan.
- Planning for informal airspace coordinating areas and checking firing procedures and communications to ensure artillery and mortars firing from within the LZ do not endanger subsequent serials landing or departing, CFA, or CAS.
- Ensuring at least one of the aviation team members monitors the fire support net for SA.
- Advises the aviation element if the location of indirect fire units changes from that planned.
- Ensures all participating units are briefed daily on current air coordination order or air tasking order changes and updates that may affect air mission planning and execution.
- Ensures all units update firing unit locations, firing point origins, and FPF lines as they change for inclusion in the current air coordination order.

6-105. After receiving the request for CAS or CFA, the aircrew informs the ground maneuver force leader of the BP, attack by fire, or SBF position (or series of positions) the team is occupying, and the location from which the attacking aircraft engages the enemy with direct fire. The size of this position varies depending on the number of aircraft using the position, the size of the EA, and the type of terrain. The position must be close enough to the requesting unit to facilitate efficient target handover.

6-106. The ground commander owning the terrain clears fires during the CFA by giving aircrews the SA of the location of friendly elements. The ground commander deconflicts the airspace between indirect fires, CAS, and the CFA aircraft.

METHODS TO DECONFLICT ON THE OBJECTIVE AREA

6-107. The three methods to deconflict airspace for aircraft on the objective are described in paragraphs 6-108 through 6-110. A grid line terrain feature separation is the most restrictive but easiest method to execute. It may not allow the attack reconnaissance units to engage targets in the CFA role during an operation, but this technique is appropriate when time is limited for rehearsals, or when prior planning is

extremely limited or not possible. With this method, the attack reconnaissance units clear the airspace for inbound assault units by moving to a designated grid line or terrain feature on either side of the objective. This movement and the subsequent maneuver of the attack reconnaissance units in and around the OA are executed according to the instructions in the order. (See figure 6-6.)

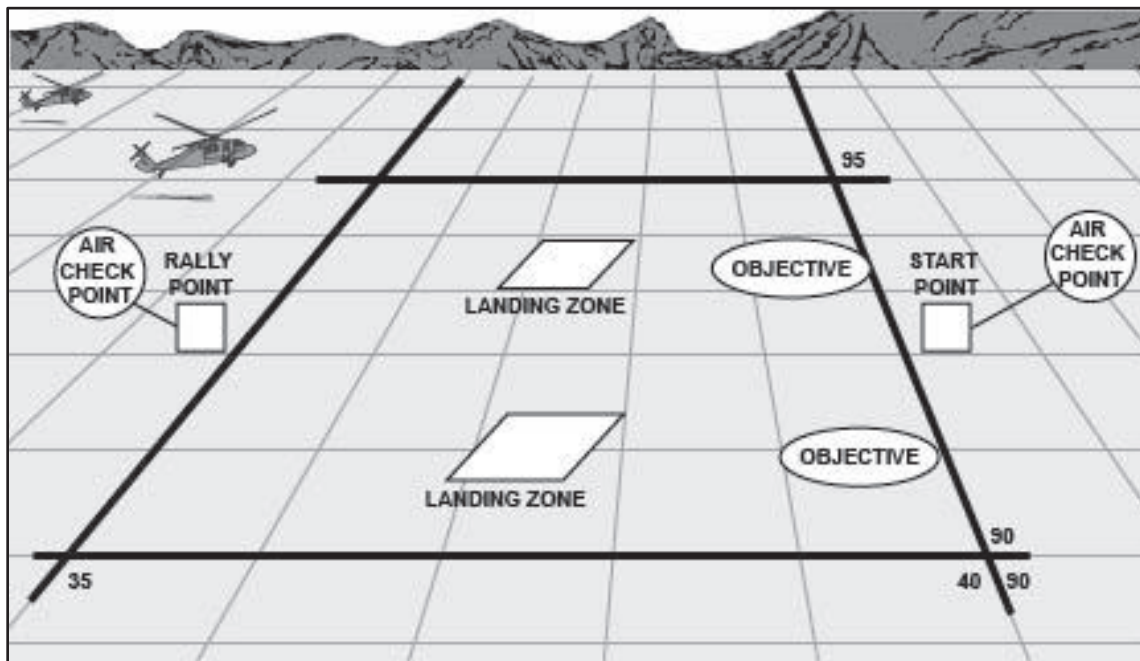


Figure 6-6. Grid line method

6-108. Attack by fire positioning is the preferred method of deconfliction, as it allows attack reconnaissance aircraft the greatest flexibility to engage targets during the air assault to support the ground tactical commander. The attack reconnaissance units occupy known attack by fire positions according to the published OPORD. This method restricts the attack reconnaissance units to the general vicinity of the attack by fire positions but not to a specific grid. (See figure 6-7.)

6-109. The attack by fire positioning method requires the attack reconnaissance units to ensure they stay clear of the LZ and do not cross the centerline of the direction of flight. Using this method requires the attack reconnaissance aircraft to have increased SA. This method is best used when all elements have adequate time to rehearse.

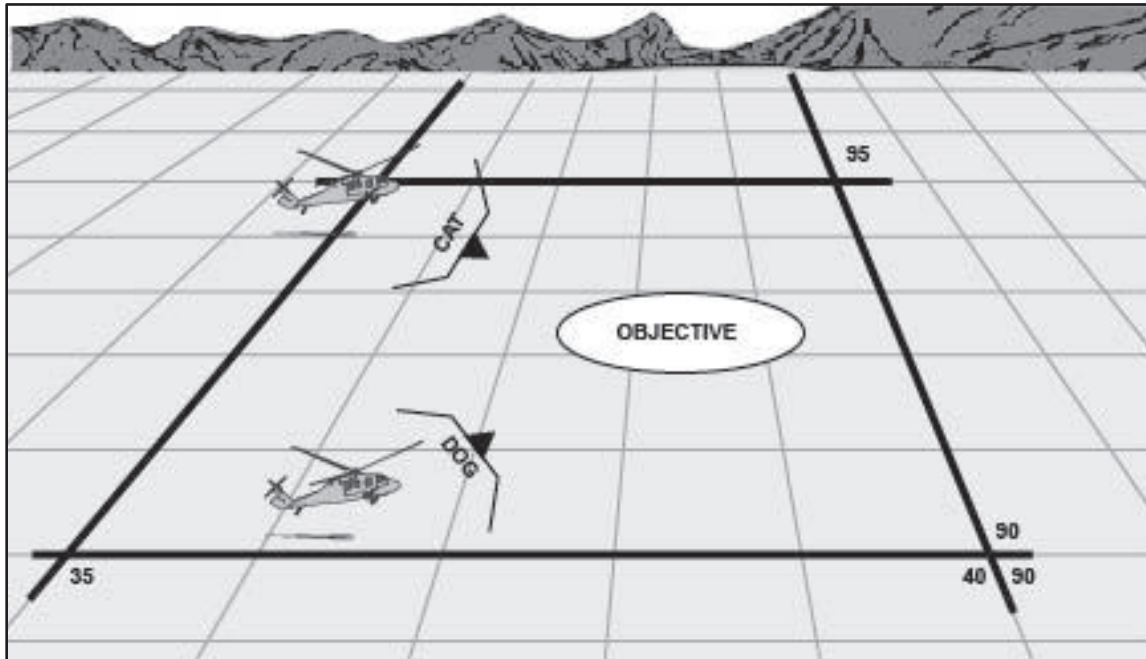


Figure 6-7. Attack by fire method

6-110. The call clear method is used in contingency circumstances when assault or other aircraft (such as air MEDEVAC or mission command aircraft) are inbound to the OA. It is initiated with an inbound call of the assault or other aircraft to the LZ and a response from the attack reconnaissance air mission command indicating that all elements of the LZ and the flight path to it from the RP are clear. Avoid using this method during the main air assault itself due to congestion on the air battle net.

ASSESSING—BATTLE DAMAGE ASSESSMENT AND REATTACK

6-111. After the attack aircraft completes the requested CFA mission, the aircrew provides a BDA to the ground commander. Based on the intent, the ground maneuver commander determines if another attack is required to achieve the desired end state.

6-112. Upon identification that air support is no longer required, the ground forces release the supporting air elements from bottom up echelons. Higher-level echelons always have the authority to retask and reassign air assets based upon METT-TC. Lower levels ensure that support is met within their higher-level commander's intent to support ground maneuver. The ground forces do this by submitting closing reports after the air support has completed its tasks.

RESPOND TO DOWNED AIRCRAFT

6-113. Response to downed aircraft is always a planning consideration for all air assets and supported ground forces. When an aircraft is downed, the nearest ground element immediately moves to secure the area, and recover personnel and equipment. Various echelons have differing tasks to support downed aircraft and personnel recovery. Typically, the sequence of events goes in order of—

- Determine location of downed aircraft.
- Closest ground element moves to site.
- Secure site and units rotate if needed, to conduct follow-on operations.
- Search for missing personnel and equipment.
- Destroy items that cannot be recovered if needed based on METT-TC.
- Form a recovery team.

- Recover equipment.
- Follow-up tasks and accountability of secondary effects.
- Investigation for cause.
- Implement findings of investigation.

6-114. Follow-on operations occur while the downed aircraft is being secured or recovered. The responding unit must be aware of the actions they take, as well as what they notice when they arrive onsite. The timeliness of their response mitigates the effort, impact, and scope of the follow-on operations.

6-115. In contested environments when aircraft are downed behind the enemy lines speed is essential. Priority is to recover personnel and sensitive equipment. Commanders must weigh the ability to seize and secure the downed aircraft with operational variables. In some cases, the requirement to destroy downed aircraft may be a consideration for the commander to prevent further loss or compromise by the enemy.

AIR MOVEMENT

6-116. Air movement operations are conducted to reposition units, personnel, supplies, equipment, and other critical combat elements to support current or future operations. These operations include airdrops and air landings.

6-117. The SBCT conducts air movement with its vehicle by fixed-wing aircraft. Each Stryker Infantry rifle company should have at least one trained unit movement officer. The Stryker vehicles have the following capabilities and limitation for air movement:

- Capabilities:
 - Many of the Stryker vehicles can be transported by C-130 and heavier aircraft.
 - Ability to deploy rapidly for global response if lift assets are available.
- Limitations:
 - The Stryker vehicle cannot travel and land ready to fight. It requires fitting with additional armament, fueling, mission command system data upload, and loading ammunition.
 - The aircraft carrying a Stryker vehicle requires a secure airfield to land.

6-118. Planning for air movements with the Stryker vehicles and without them is similar to that for other missions. Besides the normal planning process, air movement planning needs to cover specific requirements. They are as follows:

- Coordinate with the supporting aviation unit.
- Plan and rehearse with the supporting aviation unit before the mission, if possible. If an armed escort accompanies the operation, the company commander and the assault or general support aviation unit should ensure that aircrews are included in the planning and rehearsal.
- Gather as much intelligence as possible, such as the enemy situation, in preparation for the mission.
- Plan and coordinate joint suppression of enemy air defense.

6-119. The unit should plan different ingress and egress routes, covering the following:

- Planned insertion and extraction points.
- Emergency extraction rally points.
- Lost communications extraction points.

6-120. Planned extraction points and emergency extraction rally points require communications to verify the preplanned pickup time or coordinate an emergency pickup time window when dismounted. Planning needs to include details for extraction when communications between higher headquarters and the unit are lost. The lost communications extraction point involves infiltration teams moving to the emergency extraction point after two consecutive missed communications windows, and waiting up to 24 hours for pickup.

AIR RESUPPLY

6-121. The SBCT Infantry rifle company and subordinate units may operate in forward locations and even distant hide positions requiring helicopter resupply to include internal and external load operations. Planning

for aerial resupply requires close coordination, with elements reviewing the entire mission and resolving all limitations and problem areas. If a resupply item poses a problem that cannot be resolved, leaders should consider another mode of transport. Planning factors include the following:

- Priorities of cargo or unit resupply.
- Integration of the resupply operation into the tactical plan.
- Selection, identification, and marking of the PZ or LZ.
- Type or amount of cargo.
- Helicopter assets available.
- Requirements for slings, cargo nets, or cargo containers.
- Ground crew training requirements, such as those for ground guides and hookup personnel.
- PZ and LZ security.
- Flight routes.

6-122. The selection of a usable PZ or LZ is extremely important. The company analyzes logistical and tactical considerations taking into account that PZ or LZ positioning is at the right place to support the ground unit. The area must be accessible to the aircraft involved in the resupply operation. The air mission commander, the pilot in command, an aviation liaison officer, or a pathfinder-qualified officer or NCO make the final decision on PZ or LZ selection and acceptance.

6-123. The SBCT Infantry rifle company receiving the supplies is responsible for preparing the PZ or LZ. Besides the general PZ or LZ responsibilities, Soldiers in the company perform the following specific tasks for aerial resupply:

- Recover and assemble equipment and supplies.
- Train available ground crews in guiding the aircraft during approach, landing, unloading and loading, departure, and de-rigging the load.
- Train hookup personnel.
- Coordinate with the sending unit for the control and return of that unit's transport equipment such as slings and (aerial delivery cargo bag, national stock number [NSN] 1670-00-587-3421) A-22 bags.
- Prepare, coordinate, and inspect backloads, such as slings and A-22 bags, and have them ready for hookup or loading when the aircraft arrives.

SECTION IV – INFORMATION OPERATIONS

6-124. The information environment is comprised of three dimensions: physical, informational, and cognitive. Within the physical dimension of the information environment is the connective infrastructure that supports the transmission, reception, and storage of information. Also, within this dimension are tangible actions or events that transmit a message in and of themselves, such as patrols, aerial reconnaissance, and CA projects. Within the informational dimension is the content or data itself. The informational dimension refers to content and flow of information, such as text or images, or data that staffs can collect, process, store, disseminate, and display. The informational dimension provides the necessary link between the physical and cognitive dimensions. Within the cognitive dimension are the minds of those who are affected by and act upon information. These minds range from friendly commanders and leaders, to foreign audiences affecting or being affected by operations, to enemy, threat, or adversarial decision makers. This dimension focuses on the societal, cultural, religious, and historical contexts that influence the perceptions of those producing the information and of the targets and audiences receiving the information. In this dimension, decision makers and target audiences are most prone to influence and perception management (see FM 3-13 for more information).

6-125. PSYOP forces provide the commander with an increased ability to degrade the enemy's will to fight, reduce civilian interference, minimize collateral damage, and increase relevant and local population support for operations. These forces are task organized based on mission requirements and are integrated with maneuver units to conduct MISO in support of unified land operations. A PSYOP team consists of three to five Soldiers and is led by a staff sergeant. The team leader advises the commander on the use of information and planned actions to influence foreign audiences, and handles the integration and employment of the team. The team leader serves as a planner in the absence of a PSYOP planner on the supported unit's staff.

6-126. PSYOP Soldiers develop actions and messages based on approved themes in support of the commander's objectives. The core tasks of PSYOP Soldiers are analyze, advise, plan, develop, deliver, and assess. The PSYOP team has limited capabilities and relies on higher echelons to provide the majority of analysis, development and assessment support. The team primarily provides to the supported unit with planning of influential actions and messages, advice on psychological effects, and message delivery. PSYOP teams coordinate with supported unit commanders to ensure synchronization and deconfliction of influence efforts, which often cross over AO and geographical boundaries.

6-127. Mission command requires the commander to use overarching information themes, supported by synchronized messages, and integrated with complimentary actions to achieve a desired end state. In doing so, leaders personally engage key players to ensure the themes and messages are transmitted and received as the command intends. In an information-saturated environment, messages, themes, and actions are inextricably linked. Information as an element of combat power is a critical and sometimes decisive factor in mission success.

6-128. A message is a verbal, written, or electronic communications supporting an information theme focused on an audience and in support of a specific action or objective. A psychological action is planned for its psychological impact and conducted to influence decision-making and subsequent actions of selected target audiences. (See FM 3-13 and FM 3-53 for more information.) Accurate, timely, and synchronized messages delivered to the right audiences and integrated with effective actions increase the pressure on the enemy. This is extremely important in dealing with friendly, neutral, and threat audiences, and where synchronized and integrated actions and messages create significant opportunities to gain support for operations.

6-129. Properly employed, information themes and messages can shape the OE and multiply the effects of friendly successes while countering threat or enemy information efforts. An information theme usually produced by the SBCT or higher, is a unifying or dominant idea or image expressing the purposes for an action. Company commanders should incorporate higher commanders' themes and messages into all actions the company conducts. Proper employment of themes and messages begins during planning, continues through execution, and requires continuous assessment. Company commanders need to leverage all available assets to ensure the appropriateness and best method of delivery of themes and messages to the target audience in their AO. Additionally, during planning, company commanders should establish a collection plan to assess the effectiveness and impact of the messages and themes within their AO.

CAPABILITIES AND PLANNING CONSIDERATIONS

6-130. MISO capabilities include—

- Influencing foreign populations through planned messages, activities, and actions that target select individuals and populations to affect decision-making and change behavior.
- Advising the commander on the psychological effects of military actions in the OE and providing cultural expertise.
- Delivering messages to intended audiences to inform, influence, and direct.
- Collecting, processing, and analyzing information to enhance the commander's understanding of the OE and to facilitate decision-making.
- Training, advising, and assisting government organizations and security forces to establish HN or partner nation information capabilities.

6-131. Planning and employment considerations for MISO include—

- Approval authority. Messages and actions intended to influence foreign populations need to comply with higher-level programs, plans, objectives, themes, and orders. The program approval may or may not authorize the ground combat commander to further delegate approval authority to subordinate commanders as low as the brigade level for select products and actions. When the BCT commander has this authority, they determine the length and timeliness of the approval process at their level. PSYOP element leaders are obligated to operate within the established approval process to ensure the maneuver commander does not deliberately or inadvertently violate policies or the approval process.

- Interpreter. When language requirements exceed the abilities of the PSYOP team members, an interpreter is required.
- Security. PSYOP teams rely on the supported unit to provide security.
- Intelligence. MISO require accurate, predictive, continuous, and timely intelligence to assess changes in decision-making and actions.
- Mobility. Mission analysis determines if organic transportation assets of the PSYOP team are adequate for the terrain to be navigated. Provisions for transporting team members, equipment, and products may be needed in difficult terrain or conditions.

INFORMATION-RELATED CAPABILITIES

6-132. An *information-related capability* is a tool, technique, or activity employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions (JP 3-13). Information-related capabilities have two categories—intrinsic and extrinsic. Intrinsic information-related capabilities are those capabilities internal to or embedded in an Army unit. Extrinsic information-related capabilities are those capabilities that exist outside the unit, such as those available at or through higher or other headquarters or that are joint, interagency, nongovernmental, or belong to other unified action partners. Examples of information related-capabilities include MISO, military deception, OPSEC, public affairs, EW, CAO, and cyberspace operations.

SOLDIER AND LEADER ENGAGEMENT

6-133. *Soldier and leader engagement* is interpersonal interactions by Soldiers and leaders with audiences in an area of operations (FM 3-13). It can occur as an opportunity, a face-to-face encounter on the street, or a scheduled meeting. This interaction can also occur via telephone calls, video teleconferences, or other audiovisual mediums. Soldier and leader engagement is an information-related capability that supports the commanders' responsibility to inform and influence audiences inside and outside their organizations. Soldiers and leaders conduct engagements to provide information or to influence attitudes, perceptions, and behavior. These engagements provide a venue for building relationships, solving conflicts, conveying information, calming fears, and refuting rumors, lies, or incorrect information. Effectively integrating Soldier and leader engagement into operations increases the potential for commanders to mitigate unintended consequences, counter adversary information activities, and increase local support for friendly forces and their collective mission. (See FM 3-13 for more information.)

6-134. Face-to-face interaction by Soldiers and leaders strongly influences the perceptions of the local populace. Carried out with discipline, professionalism, and cultural sensitivity, day-to-day interaction of Soldiers with the local populace among whom they operate has positive effects. Such interaction amplifies positive actions, counters threat information, and increases goodwill and support for friendly missions. Actions in keeping with the commander's themes and messages demonstrated during operations provide an opportunity for persuasion, reducing friction and mistrust. When conducting these meetings or engagements, never promise something you cannot deliver.

6-135. Meetings and other engagements conducted by leaders with key communicators, civilian leaders, or others whose perceptions, decisions, and actions affect mission accomplishment and can be critical to mission success. These deliberate engagements provide the most convincing venue for conveying positive information, assuaging fears, and refuting rumors, lies, and misinformation. Conducted with detailed preparation and planning, both activities often prove crucial in garnering local support for Army operations.

6-136. SBCT Infantry rifle company commander and subordinate leaders use information shaped by intelligence to inform, influence, and persuade the local populace within limits prescribed by their higher headquarters, other authoritative guidance, and U.S. law. They integrate information operations with stability tasks. They do this to counter false and distorted information and propaganda according to the guidance of higher headquarters. Within the limits of OPSEC, leaders make the populace aware of the techniques used to provide security and control. Actions on the ground reinforced by a clear and consistent message produce transparency. This transparency reinforces credibility. Credibility reflects the populace's assessment of whether the force can accomplish the mission. Leaders must leave no doubt as to their capability and intentions.

6-137. SBCT Infantry rifle company leaders are not restricted to the above listed components when conducting information operations and may add or subtract information-related capabilities as the situation dictates. Information-related capabilities can support information operations include combat camera, CAO, cyber or electromagnetic activities, OPSEC, and other military actions as designated by the company commander. (See FM 3-13 for more information.)

CONDUCT NEGOTIATIONS

6-138. The SBCT Infantry rifle company, platoon, and squad may face many situations in which leaders need to conduct negotiations. There are two general types of negotiations, situational and planned. Units conduct situational negotiations in response to a requirement for on-the-spot discussion and resolution of a specific issue or problem. (For example, a unit is patrolling its AO when a local official approaches; the local official wishes to discuss an assault that occurred in the area.) Units conduct planned negotiations when they foresee a problem, or identify a situation that needs to be resolved through advanced planning or coordination. (For example, the platoon leader conducts a coordination meeting, otherwise known as key leader engagement between leaders of two belligerent groups to determine route clearance responsibilities.)

6-139. At the SBCT Infantry rifle company, platoon, and squad level, situational negotiations are far more common than the planned type. In fact, employment in stability tasks requires the leader, subordinate leaders, and other Soldiers to conduct some form of negotiations almost daily. This in turn requires them to have a thorough understanding of the ROE, rules of interaction, and understanding of themes and messages from the higher command.

6-140. Members of the SBCT Infantry rifle company, platoon, and squad apply this working knowledge to the process of discussing and whenever possible, resolving issues and problems that may arise between opposing parties, which may include the platoon itself. A critical aspect of this knowledge is the negotiator's ability to recognize that the options under the ROE or rules of interaction are exhausted, so turns the discussion over to a higher authority. Negotiations continue at progressive levels of authority until the issue is resolved.

COMBAT CAMERA

6-141. Combat camera units provide a powerful documentary and support to the components of information operations. Combat camera provides leaders with a directed imagery capability for operational and planning requirements. These forces use video documentation capabilities ranging from aerial photography to underwater photography to support information operations. They access areas and events inaccessible to other personnel or media.

6-142. Furthermore, combat camera teams have a technological capability to transmit real-time images. The accurate portrayal provided by U.S. forces in action enables information operations to reinforce other information-related capability efforts. Likewise, their documentation of operations and provided imagery products support countering misinformation or propaganda. (See ATP 6-02.40 for more information.)

MILITARY INFORMATION SUPPORT OPERATIONS TEAMS

- 6-143. MISO teams support commanders by providing:
- Advise on both psychological effects (planned) and psychological impacts (unplanned).
 - Advise on use of lethal and nonlethal means to influence selected audiences to accomplish objectives.
 - Develop key leader engagement plans.
 - Monitor and coordinate assigned, attached, or supporting military information support unit actions.
 - Identify status of influence efforts in the unit, laterally, and at higher and lower echelons.
 - Provide target audience analysis.

MILITARY DECEPTION AND CYBER ELECTROMAGNETIC ACTIVITIES

6-144. Military deception involves actions executed to deliberately mislead threat military, paramilitary, or violent extremist organization decision makers. This information-related capability intends the threat to take

specific actions (or inactions) contributing to accomplishment of the friendly mission. Military deception does not fall under the direct purview of the MISO but is considered a primary influencing capability of information operations. Military deception comprises counter deception, deception to support OPSEC, and tactical deception.

6-145. Given the dependence on cyberspace and the EMS, leaders at all levels fully integrate cyber or electromagnetic activities within the overall operation. The components of cyber or electromagnetic activities are—cyber SA, network operations, cyber warfare, electromagnetic attack, electromagnetic protection, electromagnetic support, and EMS operations. (See ATP 3-12.3 for more information.) The SBCT Infantry rifle company requirements are to support cyberspace electromagnetic activity teams with reports of any inconsistencies with degraded capabilities or deconfliction with spectrum management with command and control systems.

OPERATIONS SECURITY

6-146. OPSEC information-related capabilities deny threat and enemy's information and in turn, influence the decision-making process. OPSEC is the process by which the Army protects human and automated decision-making in peacetime and in conflict. It is a commander's responsibility and is supported by every Soldier and supporting civilian staff members and operators.

6-147. OPSEC aims to enhance the probability of mission success by preserving the advantages of initiative secrecy and surprise. OPSEC is a force multiplier. It includes reducing predictability and eliminating indicators of operations. Leaders use OPSEC countermeasures to deny threat knowledge of friendly operations, requiring the threat to expend further resources to obtain the critical information needed to make decisions. (See FM 3-13 for more information.)

SECTION V – SPECIAL OPERATIONS FORCES

6-148. SOF may operate with the Infantry or within the Infantry AO, and with Infantry units conducting operations inside a joint special operations area. Physical contact between Infantry units and SOF may range from short-term direct-action operations to sustained combat operations. It is essential to conduct adequate coordination and integration to accomplish the specific mission. SOF have several elements to aid in coordination at the battalion level and above. (See ADP 3-05 and FM 3-05 for more information.) When operating with or near SOF, the SBCT Infantry rifle company commander should coordinate, at a minimum, the following with the SOF unit leader:

- Mission command relationship.
- Communication information (frequencies, call signs, challenge and passwords, emergency signals, and codes).
- Safe house locations.
- Number and types of vehicles.
- Control measures being used.
- Battle handover criteria.
- Liaisons.
- Sustainment plans.
- Contingency plans for mutual support.

SECTION VI – CIVIL AFFAIRS

6-149. Civil-military operations include support of stakeholders at local-levels, and promoting the legitimacy and effectiveness of U.S. presence and operations between locals, while minimizing friction between the military and the civilian organizations in the field. These may include local security operations, processing and movement of displaced civilians, project management and project nomination, civil engagement, and basic HSS. (See JP 3-57 for more information.)

6-150. The role of CA is to understand, engage, and influence unified action partners and indigenous populations and institutions, conduct military government operations, enable civil-military operation, and

provide civil considerations expertise through the planning and execution of CAO. CA forces conduct CAO. They are the capability within Army formations that focus on the civil component to enable situational understanding and address civil factors that influence achievement of the military objectives.

6-151. CA forces execute CAO to support unified land operations in all theaters across the range of military operations to achieve unified action. A force multiplier for every commander, CA forces are one of the primary resources a commander has to help in dealing with the complex and ever-changing civil component of the OE. CA forces are trained, organized, and equipped to plan, execute, and assess CAO to support Army and joint operations. Their cultural orientation, regional expertise, linguistic capabilities, advisory ability, and civilian acquired professional skills paralleling common government functions are essential elements to the successful completion of the commander's mission.

Note. See FM 3-57 or JP 3-57 for further information on CA forces and their core competencies, functions, and capabilities.

Chapter 7

Enabling Operations

Tactical enabling operations are specialized missions that units plan and conduct to achieve or sustain a tactical advantage. Units execute these operations as part of offensive, defensive, or stability tasks. The fluid nature of the OE increases the frequency with which the SBCT Infantry rifle company conducts these tactical operations. This chapter discusses AA operations, troop movement, passage of lines, linkup operations, RIP, reconnaissance, security, patrols, breaching operations, and gap crossings.

SECTION I – ASSEMBLY AREA

7-1. An *assembly area* is an area a unit occupies to prepare for an operation (FM 3-90-1). AAs are areas occupied by forces where enemy contact is likely and commitment of the unit directly from the AA to combat is possible or anticipated. Units likely to occupy AAs include units designated as tactical reserves, units completing a rearward passage of lines, units preparing to move forward to execute a forward passage of lines, units performing tactical movements, and units conducting reconstitution. Ideally, an AA provides—

- Concealment from air and ground observation.
- Adequate entrances, exits, and internal routes.
- Space for dispersion; each AA is separated by enough distance from other AAs to avoid mutual interference.
- Cover from direct fire.
- Good drainage and soil conditions that can sustain the movement of the unit vehicles and individual Soldier.
- Terrain masking of electromagnetic signatures.
- Terrain allowing observation of ground and air avenues into the AA.
- Sanctuary from enemy medium-range artillery fires because it is located outside the enemy's range.

7-2. The proper location of AAs contributes significantly to security and flexibility. It should facilitate future operations so movement to subsequent positions can occur smoothly and quickly by concealed routes. The tactical mobility of the SBCT Infantry rifle company units allows it to occupy AAs at greater distances from the LD.

ORGANIZATION

7-3. An AA may be organized using one of three methods: as part of a larger unit's AA, occupy an AA on its own, or assign subordinate units their separate AAs. Both battalion and company are similar in how they organize AAs, although a platoon being assigned their own AA is typically referred to as a patrol base (see ATP 3-21.8).

7-4. The SBCT Infantry rifle company may occupy a portion of the perimeter of an AA as part of a larger force (generally the battalion). The company occupies its AO assigned by the battalion commander and by arraying its platoons generally on a line oriented on avenues of approach into the AA. Leftmost and rightmost units tie in their fires and areas of observation with adjacent units. Depending on the tactical situation and width of the area assigned to it, the battalion may maintain a reserve. Battalion trains are located to the rear of the companies. Centrally located in the AA, the battalion main CP provides mission command, and the battalion mortar platoon provides fire support. The battalion scout platoon screens and establishes OPs along the most likely or most dangerous avenues of approach into the AA.

7-5. When the company occupies a separate AA, the company commander plans for an AA in the same way the commander plans for the perimeter defense (see chapter 3). The commander organizes the AA into a perimeter and assigns each platoon a sector of that perimeter. The commander also assigns positions to the attachments and the mortar section, and selects the company CP location, which is typically located near the center of the AA. The commander and the FSO plan indirect fires in and around the AA. Once in position, the platoons establish OPs and conduct patrols to secure the area. The platoon leaders then plan the defense for their area of the perimeter. Machine gunners, antitank section, and attachments such as ATGM and MGS prepare DA Forms 5517. Fighting positions are prepared according to available time. Other defensive measures are taken as appropriate (see chapter 3).

7-6. The company may assign separate individual AAs to subordinate platoons, which establish their own perimeter defense. Areas between platoons are secured by conducting security patrols and are usually under the control of the company. The company CP, company trains, and mortar section generally establish their positions with one of the rifle platoons. When they locate central to outlying platoons, their position likely requires a security element to be attached.

Note. When assigned separate AAs, platoons normally establish a perimeter defense in the form of a patrol base. (See ATP 3-21.8 for information on patrol bases.)

QUARTERING PARTY EMPLOYMENT

7-7. Usually, the SBCT Infantry rifle company employs a quartering party (also known as an advance party) to help in the occupation of an AA. A *quartering party* is a group of unit representatives dispatched to a probable new site of operations in advance of the main body to secure, reconnoiter, and organize an area before the main body's arrival and occupation (FM 3-90-2).

7-8. The SBCT Infantry rifle company establishes the quartering party according to their SOPs. For example, the quartering party could consist of one vehicle from a platoon and a vehicle from the headquarters section. The SBCT Infantry rifle company XO, 1SG, or a senior NCO usually leads the quartering party. The quartering party's actions at the AA include the following:

- Reconnoiter for enemy forces and CBRN contamination.
- Evaluate the condition of the route leading into the AA and the suitability of the area (drainage, space, internal routes).
- Organize the area based on the commander's guidance; designate and mark tentative locations for platoons' vehicles, CP vehicles, and trains.
- Improve and mark entrances, exits, and internal routes.
- Mark bypasses or removes obstacles (within the party's capabilities).
- Develop a digital AA overlay and send overlays to the SBCT Infantry rifle company main body and SBCT Infantry battalion main CP.

7-9. Ideally, the quartering party moves over the routes to be used by the battalion and subordinate company and executes a route reconnaissance and time distance check. During a battalion-led movement, the quartering party typically includes an OIC or NCOIC and representatives from the battalion main CP, battalion trains, and the battalion's subordinate units.

7-10. A company quartering party composition is usually determined by the company commander, but may be specified by the battalion commander. The company quartering party, whether part of a battalion quartering party or the company is made up of company representatives selected by the commander, is normally under the control of the company XO. The company quartering party is responsible for its own security. When the company's quartering party reaches the next position, its members reconnoiter and pick positions, areas, routes, CPs, and OPs for the company. When the company arrives, the guides sent forward meet with their respective platoon, section, or squad to guide the unit into position.

7-11. The quartering party leader briefs the quartering party after the plan is completed. The briefing follows the standard five-paragraph field order format. In it, the quartering party leader emphasizes actions at halts and critical areas, actions of the quartering party in the AA, contingency plans, and procedures to request and

receive fire support, protection, and sustainment. The leader covers, in detail, MEDEVAC procedures, actions on contact, and actions to take if separated from the quartering party. Rehearsal and back-brief times are scheduled.

7-12. Before and after rehearsals and during final preparations, the commander ensures the quartering party leader is aware of any changes to the current enemy situation, probable enemy COAs, the weather forecast, and the terrain and vegetation likely en route to and in the AA. The quartering party leader coordinates with the commander to determine any mission changes, for example, whether or not the quartering party is to remain in the AA and await the remainder of the company, or a change to the route and movement restrictions to be used by the quartering party.

7-13. The quartering party leader ensures subordinate unit quartering parties know where and when the company quartering party will be located in the AA during rehearsals. The commander determines whether it is required to send engineer personnel, if available, with the quartering party after final reconnaissance and evaluations of routes, bridges, and cross-country mobility.

7-14. Air defense units, when available, may move with the quartering party en route to and within the new tactical AA. If air defense assets move with the quartering party, the air defense unit leader ensures the current and projected weapons control status (WCS) and air defense warning are known. (See ATP 3-01.8.) If a CBRN threat is present, CBRN reconnaissance is conducted in conjunction with the route reconnaissance. The route is adjusted around any CBRN contamination sites and guides may be required to redirect the main column onto the adjusted route.

7-15. The quartering party navigates to the AA, generally along one route. If the quartering party moves along a route to be used by the main body and the main body has not yet sent a reconnaissance element forward, the quartering party conducts a route reconnaissance during its movement. The quartering party also may execute a time-distance check of the designated route. The quartering party reports these times and distances to the main CP after moving through the RP.

7-16. Upon arrival in the AA, the quartering party moves to its assigned positions and executes the required reconnaissance. The quartering party also has the following responsibilities at the AA:

- Determines locations for units.
- Identifies unit left and right limits of fire, records this information, and sends updates to the unit's commander.
- Determines the location for the CP. This may include establishing communications equipment, laying wires, and so forth.
- Verifies subordinate unit locations and sectors of fire to ensure there are no gaps in coverage.
- Transmits changes or updates to the main CP to alert the main body to changes in the route and AA.

7-17. If the proposed location for the AA is unsuitable, the quartering party leader attempts to adjust the assigned areas. If adjustment is not possible, the leader immediately notifies the commander. If air defense assets have accompanied the quartering party, they occupy firing positions oriented on air avenues of approach. Representatives organize their respective areas by selecting and marking positions for vehicles (when required) and support facilities.

7-18. If the quartering party is not going to remain in the AA, it does not depart the area until all units are quartered. The quartering party provides the results of their reconnaissance and identifies requested changes to their tentative locations. Guides move to the RPs to meet and guide their units. Guides are especially needed during periods of limited visibility. Sustainment assets may accompany the quartering party. Sustainment elements generally conduct resupply operations for the quartering party at scheduled halts or in the new AA.

OCCUPATION OF THE ASSEMBLY AREA

7-19. Once the quartering party finishes preparing the AA, the quartering party waits for the arrival of the SBCT Infantry rifle company main body, maintaining surveillance and providing security of the area within its capabilities. The main body is the principal part of a tactical command or formation. It does not include

detached elements of the command, such as advance guards, flank guards, and covering forces. (See FM 3-90-1). SOPs and guides assist vehicle commanders to quickly find their positions, clear the route, and assume designated positions in the AA. (See figure 7-1.)

7-20. The SBCT Infantry rifle company may occupy the AA as an independent element or as part of the SBCT Infantry battalion. In either situation, the company occupies its positions upon arrival using the procedures for hasty occupation of a BP. The commander establishes local security and coordinates with adjacent units, assigning weapons orientation and sector of fire for each platoon and subordinate element. If the SBCT Infantry rifle company occupies the AA alone, it establishes a perimeter defense.

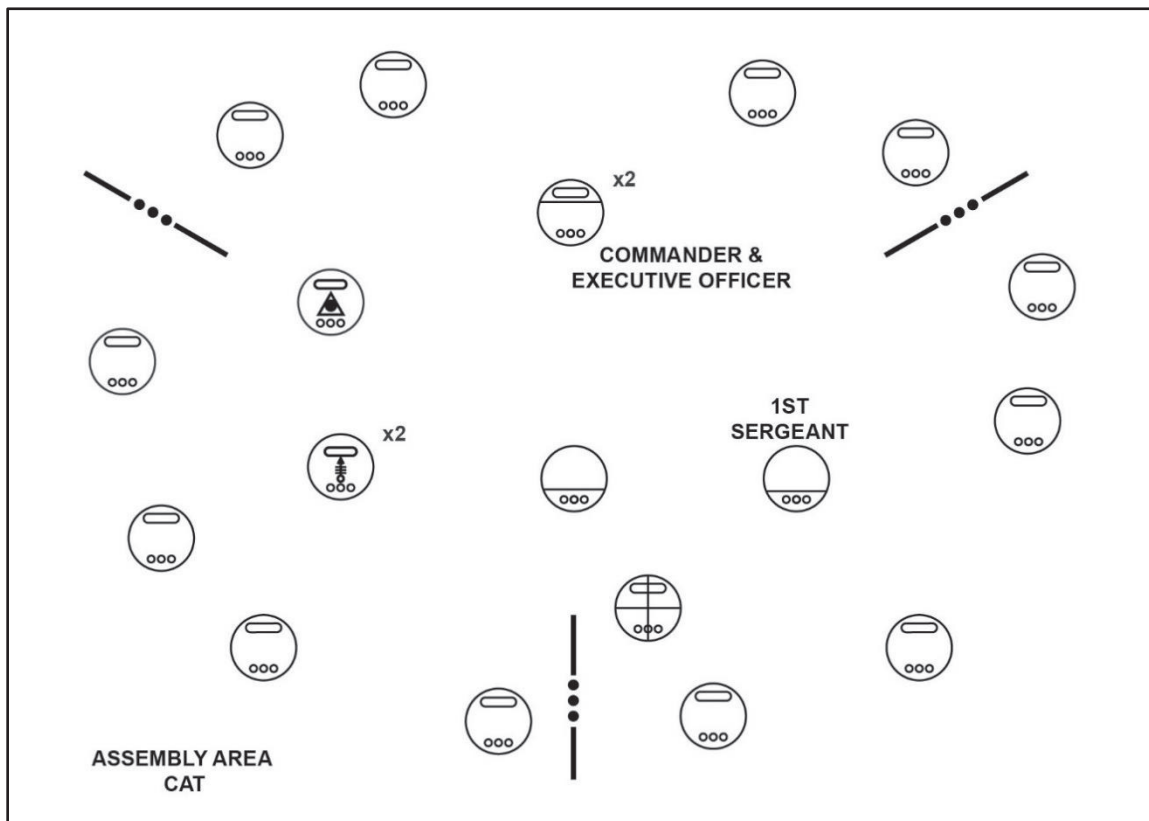


Figure 7-1. Stryker brigade combat team Infantry rifle company assembly area

ACTIONS IN THE ASSEMBLY AREA

7-21. Following occupation of the AA, the SBCT Infantry rifle company prepares for future operations by conducting TLP and priorities of work according to the SBCT Infantry battalion and the SBCT Infantry rifle company OPORDs. These preparations include the following:

- Establish and maintain security (at the appropriate readiness level).
- Develop a defensive fire plan and forward it to the SBCT Infantry battalions main CP via Blue Force Tracker or Joint Capabilities Release, if equipped.
- Employ SBCT Infantry rifle squads to conduct dismounted security patrols to clear deadspace and restrictive terrain.
- Conduct TLP.
- Conduct precombat checks and precombat inspections, based on time available.
- Perform maintenance on vehicles and communications equipment.
- Verify weapons system status; conduct bore sighting, prepare-to-fire checks, test firing, and other necessary preparations.

Note. The SBCT Infantry rifle company usually coordinates test firing with its higher headquarters.

- WCS.
- Conduct resupply, refueling, and rearming operations.
- Conduct rehearsals and other training for upcoming operations.
- Conduct personal care and hygiene activities.
- Adjust task organization, as needed.
- Account for SBCT Infantry rifle company personnel, to include attachments and sensitive items.
- Re-establish vehicle load plans, as needed.

SECTION II – TROOP MOVEMENT

7-22. *Troop movement* is the movement of Soldiers and units from one place to another by any available means (ADP 3-90). The ability of a commander to posture friendly forces for a decisive or shaping operation depends upon the commander's ability to move that force. The essence of battlefield agility is the capability of conducting rapid and orderly movement to concentrate combat power at decisive points and times.

7-23. Successful movement places troops and equipment at their destination at the proper time, ready for combat. There are three types of troop movement: administrative movement, tactical road march, and approach march (see FM 3-90-2 for more information).

7-24. Troop movements are made by dismounted and mounted marches using various combinations of organic combat and tactical vehicles, air, rail, and water means. The method employed depends upon the situation, size and composition of the moving unit, distance the unit covers, urgency of execution, and the condition of the troops. It depends on the availability, suitability, and capacity of the different means of transportation.

ADMINISTRATIVE MOVEMENT

7-25. An *administrative movement* is a movement in which troops and vehicles are arranged to expedite their movement and conserve time and energy when no enemy interference is anticipated (ADP 3-90). The commander conducts administrative movements only in secure areas. Normally, once units deploy into a theater of war, administrative movement is not employed. When conducting administrative movement in secure areas, units should maintain integrity practicing security techniques about tactical marches.

TACTICAL ROAD MARCH

7-26. A *tactical road march* is a rapid movement used to relocate units within an area of operations to prepare for combat operations (ADP 3-90). The primary consideration of the tactical road march is rapid movement. However, the moving force employs security measures even when contact with enemy ground forces is not expected. Stryker units conduct tactical road marches and approach marches.

7-27. Units conducting road marches may or may not be organized into a combined arms formation. During a tactical road march, the commander is always prepared to take immediate action if the enemy attacks. Stryker vehicles with air guard positions should be placed between Stryker variants without them to provide better security during tactical road marches.

ORGANIZATION

7-28. The commander organizes a march column into four elements: reconnaissance, quartering or advance party, main body, and trail party. These elements are further organized with considerations concerning vehicles that have similar rates of march, levels of fuel consumption, maintenance, and recovery. All elements of a march column use the same route for a single movement. The battalion may designate an alternate route for more than one column.

7-29. March column subordinate elements are a march serial and a march unit. A march serial is a major subdivision of a march column organized under one commander who plans, regulates, and controls the serial. An example is a battalion serial formed from a brigade-sized march column. It moves and halts under the control of a single commander who uses digital, FM, voice, and visual signals.

FUNDAMENTALS

7-30. The company commander's mission analysis helps to facilitate the decision on how to move most effectively. When planning company movements, the commander ensures the unit is moving in a way that supports a rapid transition to maneuver. Company movement should be as rapid as the terrain, mobility of the force, and the enemy situation permits.

7-31. The ability to gain and maintain the initiative often depends on movement being undetected by the enemy. The company depends heavily upon the terrain for protection from enemy fire. Once contact with the enemy is made, squads and platoons execute the appropriate actions on contact and leaders begin to maneuver their units.

Reconnaissance

7-32. All echelons reconnoiter. The enemy situation and the available planning time may limit the unit's reconnaissance, but leaders at every level seek information about the terrain and enemy. If sufficient information is still lacking, an effective technique is to send a reconnaissance element forward of the lead platoon. Even if this unit is only 15 minutes ahead of the company, it can still provide valuable information and reaction time for the company commander.

7-33. One of the strengths of the Infantry rifle company is its ability to move across almost any terrain and in almost any weather condition. The company moves on covered and concealed routes. Moving in limited visibility may provide better concealment and the enemy might be less alert during these periods. Plan to avoid identified danger areas.

Quartering/Advance Party, Main Body, and Trail Party

7-34. The advantages to moving the company by sections and platoons include—

- Faster movement. Reduces the reaction time of the enemy.
- Better security. A small unit is less likely to be detected because it requires less cover and concealment.
- More dispersion. The dispersion gained by moving the company by squads and platoons makes it more difficult for the enemy to concentrate fires against the company, especially indirect fires, air attacks, and CBRN hazards. Subordinate units also gain room to maneuver.
- Better OPSEC. It is harder for the enemy to determine what the friendly force is doing with only isolated squad-sized spot reports.

7-35. Although the advantages of moving in sections and platoon-sized elements normally outweighs the disadvantages, when planning decentralized movements, the commander should consider the following disadvantages:

- Requires numerous linkups to regroup the company.
- May take longer to mass combat power to support a hasty attack or disengage if enemy contact.

7-36. The locations of key leaders, organizations, and weapons depend on the situation, movement formation and technique, and the organization of the Infantry rifle company. General guidance on positioning key leaders, organizations, and weapons is addressed in paragraphs 7-37 through 7-41.

7-37. The company commander locates where best to control the company. Normally, the commander positions with the headquarters CP, but at times the commander may move separate from the CP, such as when the commander goes on a reduced force leader's reconnaissance. The commander might only take the company net radio operator and travel with one of the subordinate platoons. This allows the commander to move with a platoon without disrupting their formation. Generally, the company commander and CP position immediately behind the lead platoon.

7-38. Normally, the company CP includes the company commander, radio operators, the headquarters FIST, and the CBRN sergeant (when attached to the company) along with possibly other personnel and attachments (for example, the XO, ISG, or a security element). The company CP locates where it best supports the company commander and maintains communications with higher and subordinate units. To maintain communications, an alternate CP may need to locate away from the commander. In this case, the XO (for example) controls the alternate CP and maintains communications with higher and/or adjacent units and the primary CP while the commander positions the primary CP where best to control the company. Although a CP can move independently, normally, a CP collocates where it is secured by a subordinate element in the company formation.

7-39. The FSO typically moves with the company commander and locates the remaining FIST members according to the mission variables of METT-TC. At times, the FSO and members of the FIST may locate elsewhere to control fires or relay calls for fire from the platoons.

7-40. The company mortars locate where they can provide responsive fires in case of enemy contact. Although the mortar section can move independently (and independently by split section); normally, mortars collocate with a subordinate element in the company formation for security. Mortars are usually not last in the company formation because they have limited capability to provide security, and because their loads often make them the slowest element in the company.

7-41. The locations of other attachments depend on METT-TC (for example, engineers are positioned where they can best support the company's mission). Engineers may follow the lead platoon where they can be more responsive. ATGMs, MGS, MEVs, trucks (attached for movement), or resupply vehicles present advantages and disadvantages for the company. Vehicular support can greatly enhance the company's mobility, although woodland or mountainous terrain may not support vehicular movement as well as in an urban terrain. Several options are available to the commander for vehicle disposition:

- Employ the vehicles in conjunction with the Stryker Infantry rifle platoons so that each compliments the other.
- Employ them to support the rifle platoons.
- Employ them to provide heavy weapons or anti-armor direct fires.
- Leave in hide position(s).
- Displace them to a secure location.

APPROACH MARCH

7-42. An *approach march* is the advance of a combat unit when direct contact with the enemy is intended (ADP 3-90). A unit using an approach march moves in a task-organized tactical formation to its destination. The approach march is used when the enemy's approximate location is known, allowing the force to move with greater speed and less physical security or dispersion. It is like the movement to contact, and may be used as a technique to conduct a movement to contact.

7-43. The approach march terminates in a march objective, such as an attack position, AA, or assault position. It can be used to transition to an attack. An approach march employs security forces (advance, flank, and rear) based upon the threat situation.

SECTION III – PASSAGE OF LINES

7-44. *Passage of lines* is an operation in which a force moves forward or rearward through another unit's positions with the intent of moving into or out of contact with the enemy (JP 3-18). A passage may be designated as a forward or rearward passage of lines (see FM 1-02.1). Units usually conduct passage of lines when at least one METT-TC factor does not permit the bypass of a friendly unit. A passage of lines is a complex operation requiring close supervision and detailed planning, coordination, and synchronization between the battalion commanders of the unit conducting the passage and the unit being passed. The primary purpose of a passage of lines is to transfer responsibility (forward or rearward) for an area from one unit to another.

7-45. A passage of lines occurs under two conditions. A forward passage of lines occurs when a unit passes through another unit's positions while moving toward the enemy. A *rearward passage of lines* occurs when a unit passes through another unit's positions while moving away from the enemy (ADP 3-90).

PLANNING CONSIDERATIONS

7-46. The headquarters ordering the passage of lines is responsible for planning and coordination; however, specific coordination tasks are normally delegated to subordinate commanders. Terrain management is critical to successful completion of a passage of lines. At least two units are occupying and concentrated on the same terrain. The commander and subordinate leaders at all levels have to understand their respective commander's plan and be flexible in its execution. Terrain is controlled through the sharing of a COP picture and overlays that contain—

- Primary and alternate routes.
- Checkpoint data.
- Friendly and enemy unit locations and status.
- Passage points and lanes.
- FSCMs.
- Friendly and enemy obstacle types and locations.
- Sustainment locations and descriptions.
- Contact points.

7-47. The controlling SBCT Infantry battalion is responsible for planning and coordinating a passage of lines involving the SBCT Infantry rifle company. In some situations, such as the SBCT Infantry rifle company using multiple passage routes (that is, a separate route for each platoon), the company commander takes responsibility for planning and coordinating each phase of the operation.

7-48. A passage of lines may require either the reduction of some obstacles or the opening and closing of lanes through friendly obstacles. The passing commander should task the attached engineer officer (if available) to coordinate with the stationary unit engineer or stationary commander. At a minimum, this coordination addresses the following:

- Location and status of friendly and enemy tactical obstacles.
- Routes and locations of lanes and bypasses through friendly and enemy obstacles.
- Transfer of obstacle and passage lane responsibilities.

7-49. The company FSO reviews the fire support plan of the stationary unit and conducts direct coordination when possible, to ensure that a clear understanding exists between the passed and passing units on the established FSCMs. In some situations, the company FSO requires assistance from the battalion FSO to attain such information. When possible, the FSO does so through the transfer of digital fire support overlays between the two FISTs via the Advanced Field Artillery Tactical Data System. Procedures to establish fire support battle handover or transfer of control are identified and approved by the passing and passed commanders. Terrain and route management for fire support assets and their support assets are especially important due to potential terrain limitations. Sufficient fire support assets must be positioned to support the passage if enemy contact is possible during the operation.

7-50. During the conduct of a passage of lines, units participating in the operation present a lucrative target for air attack. The passing commander coordinates air defense protection with the stationary force commander during the passage of lines. This method allows the passing force supporting air defense assets to conduct a move at the same time. If the passing force requires static air defense, then it coordinates the terrain with the stationary commander.

7-51. During rehearsals for a passage of lines, the commander ensures that subordinate elements know when and where to move, as well as how to execute the required coordination. Rehearsal items include—

- Fire support observation plan, target execution, communication linkages, and mutual support.
- Confirm FSCMs.
- Review routes and positioning.
- Locations and descriptions of obstacles, lanes, bypasses, and markings.

- Locations of any stockpiles, especially engineer stockpiles.
- Responsibility for closing passage lanes after the passage of lines is complete.
- Air defense weapons locations, early warning communications, air threat, and WCS.
- Passage point recognition procedures.
- Route management, contact points, checkpoints, and use of guides.
- Locations for and movement of sustainment units.
- Locations of aid stations, ambulance exchange points, and CASEVAC procedures.

FORWARD PASSAGE OF LINES

7-52. In a forward passage, the passing unit first moves to an AA or an attack position behind the stationary unit. Designated liaison personnel move forward to linkup with guides and confirm coordination information with the stationary unit. Guides then lead the passing elements through the passage lane. (See figure 7-2 on page 7-10.)

7-53. The SBCT Infantry rifle company conducts a forward passage by employing tactical movement. It moves quickly, using appropriate dispersal and formations whenever possible, and using its digital communications systems to make initial contact. It bypasses disabled vehicles, as needed. The company holds its fire until it passes the BHL or the designated fire control measure, unless the commander has coordinated fire control with the stationary unit. Once clear of passage lane restrictions, the unit consolidates at a rally point or attack position, and then conducts tactical movement according to its orders.

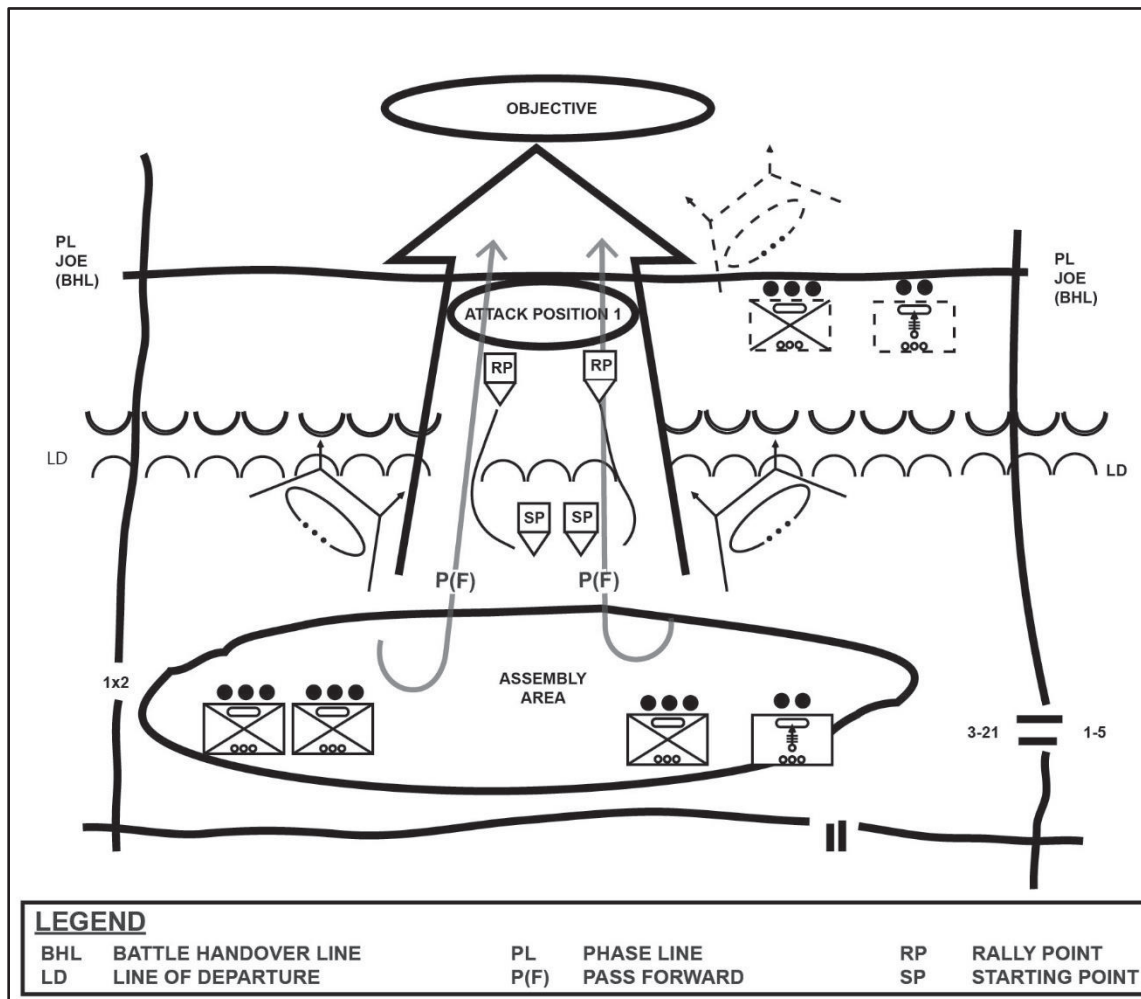


Figure 7-2. Stryker brigade combat team Infantry rifle company forward passage of line

REARWARD PASSAGE OF LINES

7-54. Because of the increased chance of fratricide and friendly fire during a rearward passage, coordination of recognition signals and direct fire restrictions is critical. (See figure 7-3.) Rehearsals and training can help reduce fratricide and friendly fire. The passing unit contacts the stationary unit while it is still beyond direct fire range and conducts coordination as discussed previously. Near recognition signals and location of the BHL are emphasized. Both the passing unit and the stationary unit can employ additional fire control measures, such as RFLs, to minimize the risk of fratricide and friendly fire.

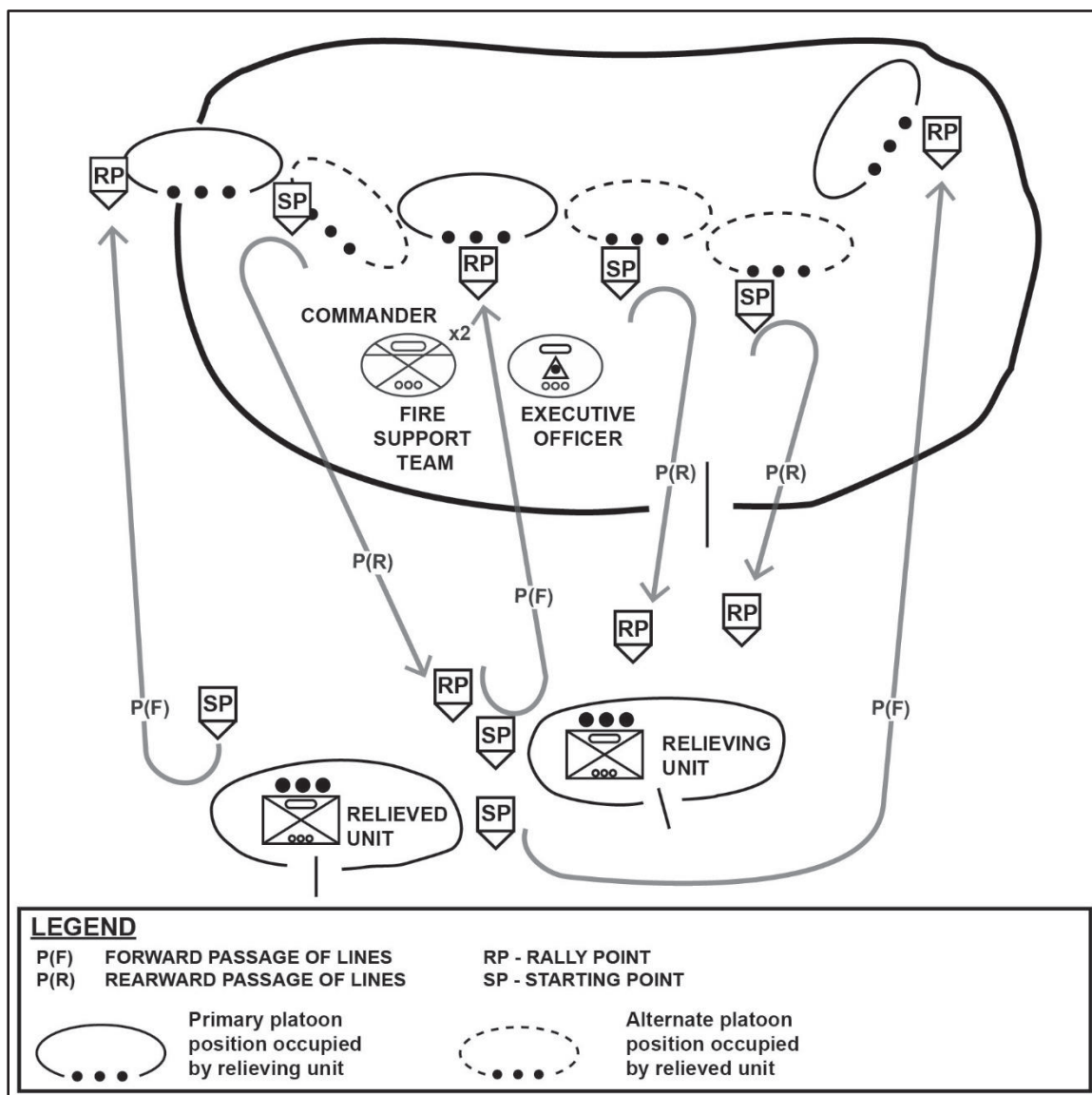


Figure 7-3. Stryker brigade combat team Infantry rifle company rearward passage of line

7-55. Following coordination, the passing unit continues tactical movement toward the passage lane. The passing unit is responsible for its security until it passes the BHL. If the stationary unit provides guides, the passing unit can conduct a short halt to link up and coordinate with them. The passing unit moves quickly through the passage lane to a designated location behind the stationary unit. The stationary unit and passing unit responsibilities are outlined in table 7-1 on page 7-12.

Table 7-1. Stationary and passing unit responsibilities

STATIONARY UNIT	PASSING UNIT
Clears lanes or reduces obstacles along routes.	May assist with reducing obstacles.
Provides obstacle and friendly units' locations.	Provides order of movement and scheme of maneuver.
Clears and maintains routes up to the battle handover line (BHL).	May assist with maintaining routes.
Provides traffic control for use of routes and lanes.	Augments the traffic control capability of the stationary unit as required.
Provides security for the passage up to the BHL.	Maintains protection measures.
Identifies locations for the passing unit to use as assembly areas and attack positions.	Assumes full responsibility for its own sustainment support forward of the BHL.
Controls all fires in support of the passage.	Positions artillery to support the passage.

SECTION IV – LINKUP

7-56. A *linkup* is a meeting of friendly ground forces, which occurs in a variety of circumstances (ADP 3-90). It happens when an advancing force reaches an OA previously seized by another force, when an encircled force breaks out to rejoin friendly forces, when a force comes to the relief of an encircled force, and when converging maneuver forces meet. Both forces may be moving toward each other, or one may be stationary. Whenever possible, joining forces exchange as much information as possible before starting a mission.

7-57. The headquarters ordering the linkup establishes—

- A COP.
- Command relationship and responsibilities of each force before, during, and after linkup.
- Coordination of fire support before, during, and after linkup, to include control measures.
- Linkup method.
- Recognition signals and communication procedures to use, including pyrotechnics, armbands, vehicle markings, weapon orientation, panels, colored smoke, lights, and challenge and passwords.
- Actions to conduct following linkup.

CONTROL MEASURES

7-58. The commander who orders the linkup establishes control measures for units conducting the linkup, assigning each unit an AO defined by left and right boundaries and an RFL. The commander establishes a NFA around one or both companies to ensure that uncleared air-delivered munitions or indirect fires do not cross either the RFL or a boundary and impact friendly forces.

7-59. The RFL assists with the prevention of fratricide. The linkup forces use the linkup points established by the commander to make physical contact with each other. The commander designates alternate linkup points, since enemy action may interfere with the primary linkup points. Control measures are adjusted during the mission to provide for freedom of action and positive control.

EXECUTION

7-60. There are two linkup techniques. The preferred method is when the moving force has an assigned LOA near the other force and conducts the linkup at predetermined contact points. Units then coordinate further actions.

7-61. The least preferred method of linkup a commander can use during highly mobile or fluid operations is when the enemy force escapes from a potential encirclement or when one of the linkup forces is at risk and requires immediate reinforcement. In this method, the moving force continues to move and conduct long-range recognition via radio or other measures, stopping only when it makes physical contact with the other force.

PHASES OF THE LINKUP

7-62. The SBCT Infantry rifle company conducts linkup activities independently or as part of a larger force. Within a larger unit, the company may lead the linkup force. The linkup includes three phases. The following actions are critical to the execution of a successful linkup.

7-63. During phase one (far recognition signal), the forces conducting a linkup establish FM radio and digital communications before reaching direct fire range. The lead element of each linkup force should monitor the radio frequency of the other friendly force and its digital communications for messages.

7-64. Before initiating movement to the linkup point during phase two (coordination), the forces coordinate necessary tactical information or intelligence that includes the following:

- Known enemy situation.
- Blue Force Tracker or Joint Capabilities Release (if equipped) filter setting and address book commonality.
- Type and number of friendly vehicles and number of vehicles equipped with Blue Force Tracker or Joint Capabilities Release.
- Disposition of stationary forces (if either unit is stationary).
- Routes to the linkup point and rally point, if any.
- Direct and indirect fire control measures.
- Near recognition signal(s).
- Communications information.
- Sustainment responsibilities and procedures.
- Finalized location of the linkup point and rally point(s), if any.
- Any special coordination, such as those covering maneuver instructions or requests for medical support.

7-65. In phase three (movement to the linkup point and linkup), all units or elements involved in the linkup enforce strict fire control measures to help prevent fratricide and friendly fire. Moving or converging forces must easily recognize linkup points and RFL. Linkup elements take the following actions:

- Conduct far recognition using FM radio or command and control systems, if equipped.
- Conduct short-range (near) recognition using the designated signal.
- Complete movement to the linkup point.
- Establish local security at the linkup point.
- Conduct additional coordination and linkup activities, as needed.

SECTION V – RELIEF IN PLACE

7-66. A *relief in place* is an operation in which, by direction of higher authority, all or part of a unit is replaced in an area by the incoming unit and the responsibilities of the replaced elements for the mission and the assigned zone of operations are transferred to the incoming unit (JP 3-07.3). The commander conducts a RIP as part of a larger operation, primarily to maintain the combat effectiveness of committed units. The higher headquarters directs when and where to conduct the relief and establishes the appropriate control measures. Normally, the unit relieved is defending. However, a relief may set the stage for resuming offensive operations. A relief may serve to free the relieved unit for other tasks (such as decontamination, reconstitution, routine rest, resupply, maintenance, or specialized training). Sometimes, as part of a larger operation, the commander wants the enemy force to discover the relief because that discovery might cause it to do something in response that is prejudicial to its interest, such as move reserves from an area where the friendly commander wants to conduct a penetration.

7-67. There are three techniques for conducting a relief—sequentially, simultaneously, or staggered. A sequential relief occurs when each element in the relieved unit is relieved in succession, from right to left or left to right, depending on how it is deployed. A simultaneous relief occurs when all elements are relieved at the same time. A staggered relief occurs when the commander relieves each element in a sequence determined by the tactical situation, not its geographical orientation. Simultaneous relief takes the least time to execute,

but is more easily detected by the enemy. Sequential or staggered reliefs can occur over a significant amount of time. These three relief techniques can occur regardless of the conflict continuum in which the unit is participating.

7-68. A relief can be characterized as deliberate or hasty, depending on how much planning and preparations are associated with the relief. The major differences are the depth and detail of planning and, potentially, the execution time. Detailed planning generally facilitates shorter execution time by determining exactly what the commander believes needs to be done and the resources needed to accomplish the mission. Deliberate planning allows the commander and staff to identify, develop, and coordinate solutions to most potential problems before they occur and to ensure the availability of resources when and where they are needed.

PLANNING

7-69. Once ordered to conduct a RIP, the commander of the relieving unit contacts the commander of the unit to be relieved. The collocation of unit CPs helps achieve the level of coordination required. If the relieved unit's forward elements can defend the AO, the relieving unit executes the RIP from the rear to the front. This facilitates movement and terrain management.

7-70. When planning for a RIP, the SBCT Infantry rifle company commander takes the following actions:

- Issues an order immediately.
- Sends an advance party composed of key leaders to conduct detailed reconnaissance and coordination.
- As the relieving unit, adopts the outgoing unit's normal pattern of activity as much as possible.
- As the relieving unit, determines when the SBCT Infantry rifle company assumes responsibility for the outgoing unit's position.
- As the relieving unit, collocates the company headquarters with the relieved unit's headquarters.
- Maximizes OPSEC to prevent the enemy from detecting the relief operation.

Note. Whenever possible, conduct the relief at night or under other limited visibility conditions.

- Plans for relief of sustainment elements after combat elements are relieved.
- As the unit being relieved, plans for transfer of excess ammunition; wire; petroleum, oil, and lubricants; and other material of tactical value to the incoming unit.
- Controls movement by reconnoitering, designating and marking routes, and providing guides.

COORDINATION

7-71. The incoming and outgoing commanders meet to exchange tactical intelligence, conduct a joint reconnaissance of the area, and complete other required coordination. The two commanders carefully address passage of command and jointly develop contingency actions to deal with enemy contact during the relief. This process usually includes coordination of the following information:

- Location of vehicle and individual fighting positions (to include hide, alternate, and supplementary positions). Leaders should verify fighting positions by conventional map and on command and control systems.
- The enemy situation.
- The outgoing unit's tactical plan, to include graphics, SBCT Infantry rifle company and platoon fire plans, and individual vehicles' sector sketches.
- FSCMs, including indirect fire plans and the time of relief for supporting artillery and mortar units.
- Types of weapons systems being replaced.
- Time, sequence, and method of relief.
- Location and disposition of obstacles, and the time when the commanders will transfer responsibility.
- Supplies and equipment to be transferred.

- Movement control, route priority, and placement of guides.
- Command and signal information.

Note. Units conduct relief on the radio nets of the outgoing unit.

- Maintenance and logistical support for disabled vehicles.
- Visibility considerations.
- Capability gaps and recommendations to fill gaps if the Stryker Infantry rifle company is conducting relief with another non-Stryker organization.

CONDUCTING THE RELIEF

7-72. When conducting the relief, the outgoing commander retains responsibility for the AO and the mission, exercising OPCON over all subordinate elements of the incoming unit that have completed their portion of the relief. Responsibility passes to the incoming commander when all elements of the outgoing unit are relieved and adequate communications are established.

7-73. A staggered relief occurs when the commander relieves each element in a sequence determined by the tactical situation, not its geographical orientation and usually in situations where the commander desires to conceal the relief from the enemy (see FM 3-90-1). The staggered relief often follows the sequence of the sequential relief.

7-74. Sequential relief is the most time-consuming relief method. The relieving unit moves to an AA to the rear of the unit to be relieved. Subordinate elements are relieved one at a time. This can occur in any order, with the relief following this general sequence:

- The outgoing and incoming units collocate their headquarters and trains elements to facilitate mission command and transfer of equipment, ammunition, fuel, water, and medical supplies.
- The first element being relieved (such as a platoon) moves to its alternate fighting positions or BPs while the relieving element moves into the outgoing element's primary fighting positions. The incoming element occupies vehicle and individual fighting positions, as appropriate.
- Incoming and outgoing elements complete the transfer of equipment and supplies.
- The relieved element moves to the designated AA behind its position.
- Once each outgoing element clears the rally point en route to its AA, the next relieving element moves forward.

7-75. Simultaneous relief is the fastest, but least secure method. All outgoing elements are relieved at once, with the incoming unit usually occupying positions, including BPs, and vehicle and individual fighting positions. The relief takes place in this general sequence:

- Outgoing elements move to their alternate BPs or vehicles and individual positions.
- Incoming elements move along designated routes to the outgoing elements' primary fighting positions.
- The units complete the transfer of equipment and supplies.
- Relieved elements move to the designated unit AA.

SECTION VI – RECONNAISSANCE

7-76. *Reconnaissance* is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (JP 2-0). Reconnaissance primarily relies on the human dynamic rather than technical means. (See FM 3-90-2 for more information.)

7-77. Reconnaissance identifies terrain characteristics, enemy and friendly obstacles to movement, and the disposition of enemy forces and civilian population so the platoon leader can maneuver the forces freely and rapidly. Reconnaissance before unit movements and occupation of AAs is critical to protecting the force and

preserving combat power. It keeps the force free from contact as long as possible so that it can concentrate on its decisive operation.

7-78. Reconnaissance can be passive or active. Passive reconnaissance includes such techniques as map and photographic reconnaissance and surveillance. Active methods available to the SBCT Infantry rifle company include mounted and dismounted ground reconnaissance and reconnaissance by fire. Active reconnaissance operations are classified as stealthy or aggressive. The SBCT Infantry rifle company conducts its reconnaissance operations in close contact with the enemy and civilians, and is capable to fight for information, consolidate gains, and maintain continuous reconnaissance.

7-79. Human interactions, whomever they are with, are crucial to information collection as well. Once trust is built among the population and partner forces, more information is likely to be obtained. It is important to not just rely on technology, but to interact one-on-one with the population and partnered forces to build relationships and trust.

RECONNAISSANCE FUNDAMENTALS

7-80. The fundamentals of successful reconnaissance operations are as follows:

- Ensure continuous reconnaissance.
- Do not keep reconnaissance assets in reserve.
- Orient on the reconnaissance objective.
- Report information rapidly and accurately.
- Retain freedom of maneuver.
- Gain and maintain enemy contact.
- Develop the situation rapidly.

7-81. Effective reconnaissance is continuous. The SBCT Infantry rifle company conducts reconnaissance before, during, and after all operations. Before an operation, reconnaissance focuses on filling gaps in intelligence about the enemy and terrain. During an operation, reconnaissance focuses on providing the commander with updated information that verifies the enemy's composition, dispositions, and intentions as the operation progresses. After an operation, reconnaissance focuses on maintaining contact with the enemy to determine their next move, and collecting information necessary for planning subsequent operations.

7-82. Reconnaissance assets are never kept in reserve. When committed, reconnaissance assets use all of their resources to accomplish the mission. This does not mean that all assets are committed all the time. The commander uses reconnaissance assets based on their capabilities and mission variables to achieve the maximum coverage needed to answer the CCIRs.

7-83. The commander uses the reconnaissance objective to coordinate the unit's reconnaissance efforts. The *reconnaissance objective* is a terrain feature, geographic area, enemy force, adversary or other mission or operational variable about which the commander wants to obtain additional information (ADP 3-90).

7-84. Reconnaissance assets acquire and report accurate and timely combat information about the enemy, civil considerations, and the terrain over which operations are to be conducted. Combat information may quickly lose its value. Reconnaissance assets report exactly what they see and, if appropriate, what they do not see.

7-85. Reconnaissance assets retain mobility to successfully complete their missions. If these assets are decisively engaged, reconnaissance stops and a fight for survival begins. Reconnaissance assets have clear engagement criteria that support the commander's intent. They employ proper movement and reconnaissance techniques, use overwatching fires, and SOPs.

7-86. Once a unit conducting reconnaissance gains contact with the enemy, it maintains that contact unless the commander directing the reconnaissance orders otherwise or the survival of the unit is at risk. This does not mean that individual scout and reconnaissance teams cannot break contact with the enemy. The commander of the unit conducting reconnaissance is responsible for maintaining contact using all available resources.

7-87. When a reconnaissance asset encounters an enemy force or an obstacle, it quickly determines the threat it faces. For an enemy force, it determines the enemy's composition, dispositions, activities, and movements and assesses the implications of that combat information. For an obstacle, it determines the type and extent of the obstacle and whether it is covered by fire. Obstacles can provide the attacker with combat information concerning the location of enemy forces, weapon capabilities, and organization of fires.

FORMS OF RECONNAISSANCE

7-88. The forms of reconnaissance operations are—

- Zone.
- Area.
- Route.
- Reconnaissance in force.
- Special (normally conducted by SOF).

7-89. A *zone reconnaissance* is a type of reconnaissance operation that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries (ADP 3-90). Companies do not usually conduct zone reconnaissance because of the troops to task requirements and timeliness of the information by the higher unit. Zone reconnaissance is executed when the enemy situation is vague, or when information concerning cross-country trafficability is required. (See ADP 3-90 for more information.) The Stryker Infantry rifle company uses reconnaissance patrols as the primary method to conduct a zone reconnaissance mission, with consideration that the enemy situation is not fully developed. The SBCT Infantry rifle company normally requires augmentation from engineers, CBRN reconnaissance platoon, and HUMINT to answer detailed information about the civilian population, bridges, infrastructure, or CBRN hazard area. Similar to route reconnaissance, mission variables and the commander's intent dictate the SBCT Infantry rifle company's actions during a zone reconnaissance.

7-90. Zone reconnaissance tasks are as follows:

- Find and report all enemy forces within the zone.
- Clear all enemy forces in the designated AO within the capability of the unit conducting reconnaissance.
- Determine the trafficability of all terrain within the zone, to include built-up areas.
- Locate and determine the extent of all contaminated areas in the zone.
- Evaluate and classify all bridges, defiles, overpasses, underpasses, and culverts in the zone.
- Locate any fords, crossing sites, bypasses, and reinforcing obstacles to include built-up areas in the zone.
- Locate all obstacles and create lanes as specified in execution of the orders.
- Report the above information to the commander directing the zone reconnaissance, to include providing a DA Form 5517 or digital overlay via a mission command system.

7-91. *Area reconnaissance* is a type of reconnaissance operation that focuses on obtaining detailed information about the terrain or enemy activity within a prescribed area (ADP 3-90). The area can be any location that is critical to the unit's operations. Examples include easily identifiable areas covering a large space (such as towns or military installations), terrain features (ridgelines, wood lines, choke points), or a specific point (a bridge or a building).

7-92. Additional signals intelligence, geospatial intelligence, and HUMINT assets, along with an all-source intelligence analysis capability, reside within the military intelligence company to assist in area reconnaissance. Accessing these assets increases the ability to detect potential enemy threats or provide early warning. Maintaining SA and requesting intelligence reports for specific areas in a routine or timely manner provides a better operational understanding before conducting area reconnaissance. The tasks of an area reconnaissance are the same as those for a zone reconnaissance and are conducted in the same manner. (See figure 7-4 on page 7-18.)

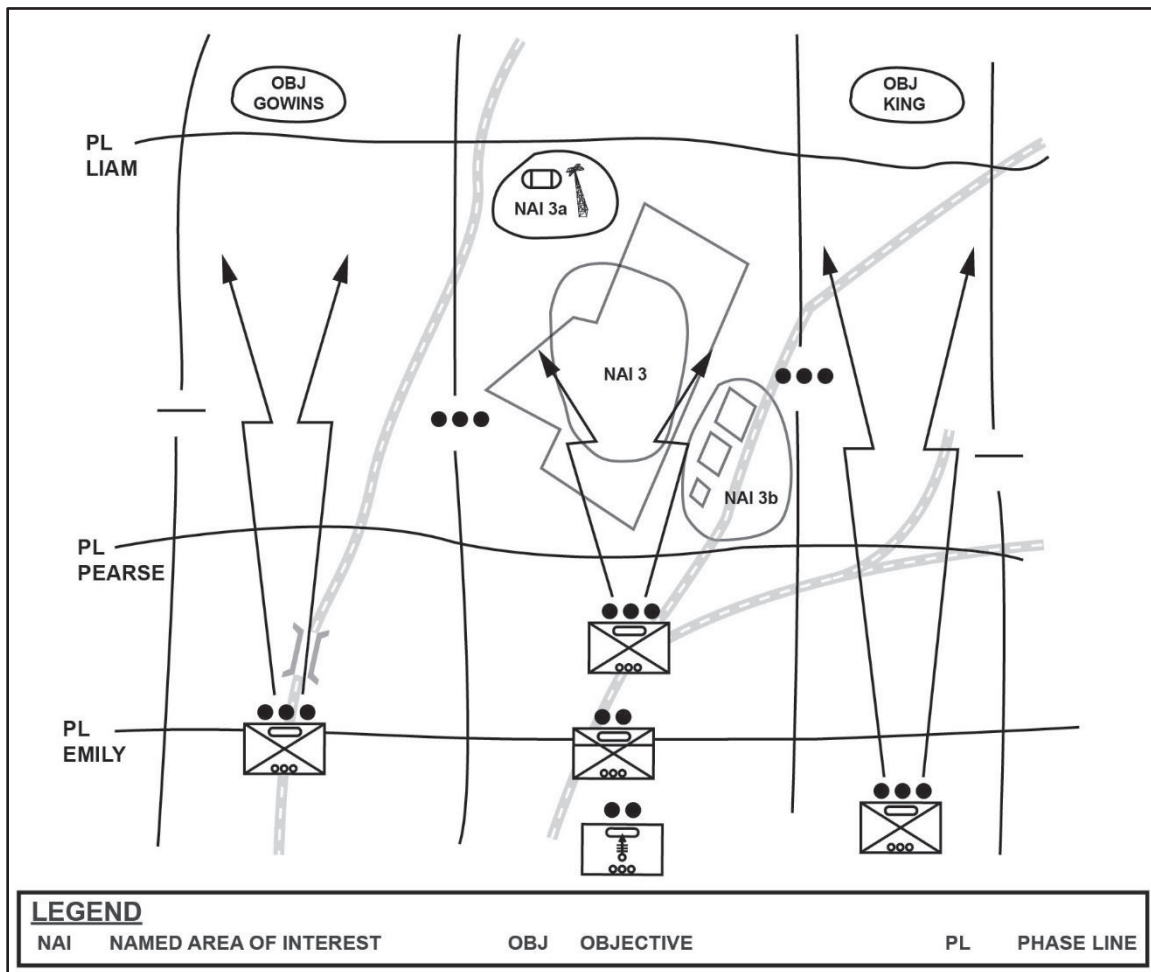


Figure 7-4. Stryker brigade combat team Infantry rifle company area reconnaissance

7-93. *Route reconnaissance* is a type of reconnaissance operation to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route (ADP 3-90). A route reconnaissance is a directed effort to obtain detailed information on a specific route and on all terrain from which the enemy can influence movement along that route. A route reconnaissance is usually conducted when the commander wants to use the route in question. Trafficable routes are made easier to determine in an SBCT because the Stryker vehicles are made of the same chassis. Consideration includes the heavy expanded mobile tactical truck cargo because it is the largest and heaviest vehicle for logistics organic to the SBCT.

7-94. Route reconnaissance tasks are as follows:

- Find, report, and clear all enemy elements that can influence movement along the route.
- Determine the trafficability of the route; can it support the friendly force?
- Reconnoiter all terrain that the enemy can use to dominate movement along the route, such as choke points, ambush sites, and PZs, LZs, and drop zones.
- Reconnoiter all built-up areas, contaminated areas, and lateral routes along the route.
- Evaluate and classify all bridges, defiles, overpasses, underpasses, and culverts along the route.
- Locate any fords, crossing sites, bypasses, and reinforcing obstacles to include built-up areas along the route.
- Locate all obstacles, interdict and reduce IED or unexploded explosive ordnance, and create lanes as specified in execution orders.

- Report the above route intelligence to the headquarters initiating the route reconnaissance mission, to include providing a map or a route overlay.

7-95. The SBCT Infantry rifle company conducts route reconnaissance primarily with its Infantry platoons augmented with engineers to support bridge classification. It uses Infantry to gather information along the route by deploying at specific points. These points are usually road intersections, bridges, culverts, hills, over passes, and under passes. (See figure 7-5.)

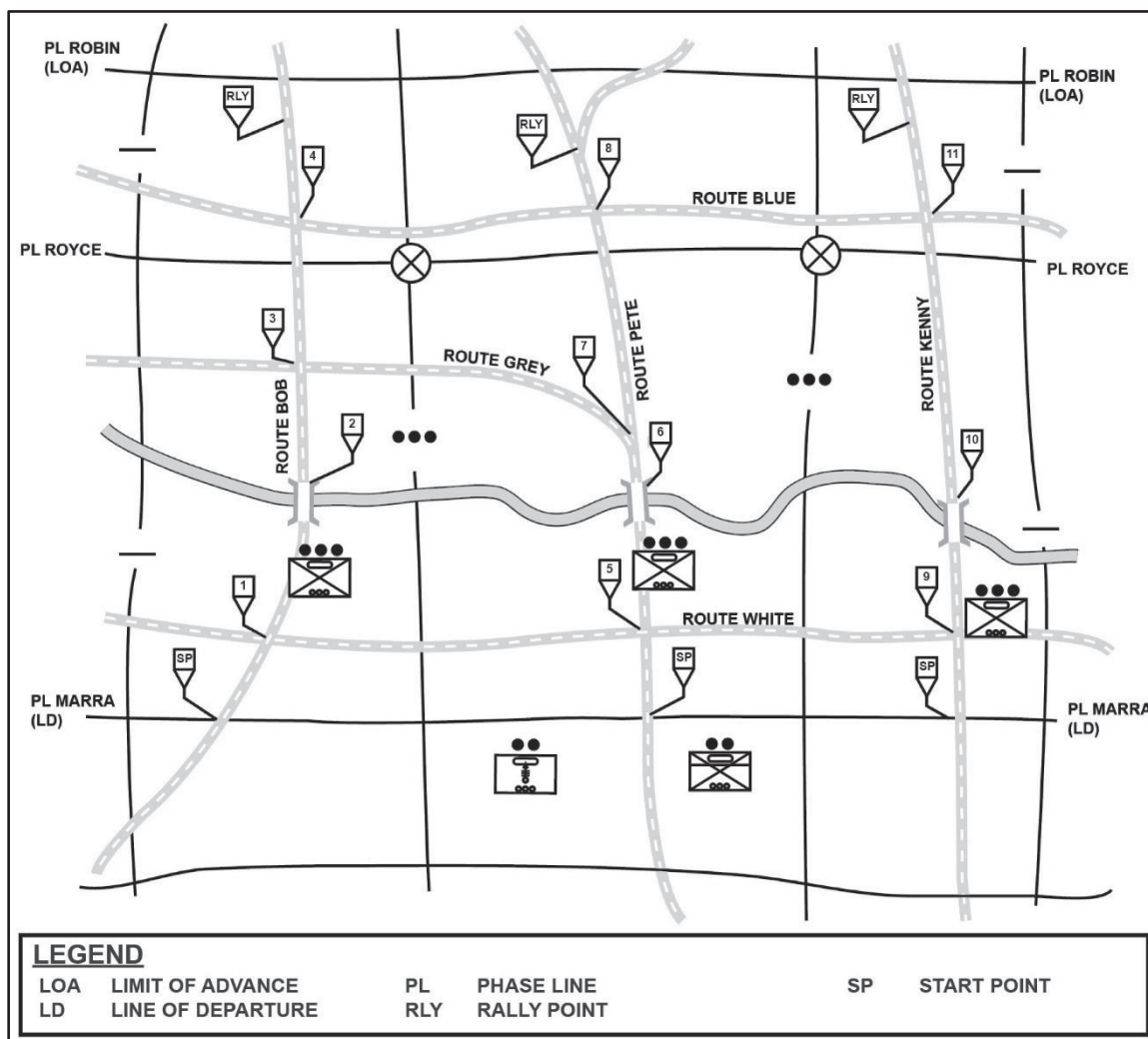


Figure 7-5. Route reconnaissance using fans

7-96. *Reconnaissance in force* is a type of reconnaissance operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information (ADP 3-90). Battalion-sized task forces or larger organizations usually conduct a reconnaissance in force mission. The SBCT Infantry rifle company will not conduct a reconnaissance in force independently, but may participate as part of a larger force.

PLANNING CONSIDERATIONS

7-97. Reconnaissance planning starts with the commander identifying the CCIR. This process may be conducted while the unit is planning or preparing for an operation; in many cases, it continues throughout the operation. The SBCT Infantry rifle company commander outlines the following:

- Reconnaissance objective. Enables subordinates to prioritize tasking and narrow their scope of operations.
- Decision points. Links decision points to enemy actions.
- Tempo. Outlines the time requirements the commander envisions for the reconnaissance force and expresses them in order, outlines the degree of completeness, the degree of covertness, and the risk the commander is willing to accept. The commander knows that increased risk is accepted to the reconnaissance element and the main body when accelerating the pace of reconnaissance. This risk can be somewhat offset by employing air reconnaissance and technical means to cover open terrain or areas of lower threat.
- Engagement criteria. Establishes the size or type of enemy forces the commander expects the reconnaissance force to engage, and at the expected level of force. This helps leaders to plan direct and indirect fires, and establish bypass criteria.

7-98. The commander considers METT-TC while planning for mounted, dismounted, aircraft, or combinations of these methods of reconnaissance. Conditions that can result in a decision to conduct mounted, dismounted, or aircraft reconnaissance include the following:

- Time constraints.
- Required detail level of reconnaissance.
- Availability of air units to perform coordinated reconnaissance with ground assets.
- IPB.
- Avenues of approach that support friendly movement and exploit enemy weaknesses.
- Key positions, especially flanks that can be exploited.
- OPs.
- Type of terrain.
- Environmental conditions, such as deep snow and muddy terrain that greatly hinder mounted reconnaissance.

TASK ORGANIZATION

7-99. The SBCT Infantry rifle company can conduct route-reconnaissance, zone-reconnaissance, or area reconnaissance. The SBCT Infantry rifle company may conduct a reconnaissance during preparation for another operation of its own (for example, performing area reconnaissance before initiating an attack).

EMPLOYING SENSORS

7-100. The commander considers employing UAS for ground reconnaissance. UAS provides the commander with essential terrain and enemy information. Most UAS can operate in daylight or limited visibility, and are difficult to detect or shoot down. (See ATP 3-04.64 for more information.)

SYNCHRONIZE EFFORT

7-101. Leaders at all echelons coordinate and synchronize reconnaissance efforts. The commander selects formation changes dependent on enemy and terrain. Leaders control the movement of the forces changing between traveling, traveling overwatch and bounding overwatch as they approach the probable LC and the reconnaissance objective. The key point is to use reconnaissance assets based on their capabilities and use their complementary capabilities to verify and expand on available intelligence.

FIRE SUPPORT

7-102. The commander asks the following questions in preparation for the fire support plan:

- Where are the enemy target acquisition assets (such as radar)?
- Where will the enemy deploy their artillery? This intelligence helps plan direct and indirect counter fires.
- What are the high-value targets?
- What are the high-payoff targets that were developed during the war-gaming or targeting processes?
- What is the range of the enemy's indirect fires? This intelligence helps plan direct and indirect fires and establishes bypass criteria.

SUSTAINMENT

7-103. Sustainment planning is indispensable throughout the planning process. The commander assesses all constraints and considers the following:

- Resupply procedures for mounted and dismounted reconnaissance missions.
- Predetermined locations and times for resupply of classes I, III, IV, V, VII, and IX.
- Resupply considerations for class VIII.
- Reviews TTP for casualty extraction and MEDEVAC.
- Pickup points and times for pickup and aerial extraction of casualties.
- Review TTP for vehicle recovery procedures.

SECTION VII – SECURITY

7-104. Security operations are those operations undertaken by the commander to provide early and accurate warning of enemy operations, 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 (see ADP 3-90). Security operations enable the commander to detect enemy operations, protect another unit, and develop the situation.

FUNDAMENTALS OF SECURITY OPERATIONS

7-105. Security operations include reconnaissance aimed at reducing terrain and enemy unknowns, gaining and maintaining contact with the enemy to ensure continuous information collection, and providing early and accurate reporting of combat information to the protected force. Security forces orient in any direction from a stationary or moving force. The five fundamentals of security operations are—

- Provide early and accurate warning.
- Provide reaction time and maneuver space.
- Orient on the force, area, or facility to be protected.
- Perform continuous reconnaissance.
- Maintain enemy contact.

PROVIDE EARLY AND ACCURATE WARNING

7-106. The security force provides early and accurate warning by detecting the threat force quickly and reporting combat information accurately to the commander. Early warning of threat activity provides the commander with the time, space, and intelligence needed to retain the tactical initiative and to choose the time and place to concentrate against the threat. Placement of communication specifically retransmission stations, is vital for establishing long-range communication with higher and adjacent units. At a minimum, the security force should operate far enough from the main body to prevent enemy ground forces from observing or engaging the main body with direct fire. Positions maneuver forces, sensors, and tactical UAS to provide long-range observation of expected threat avenues of approach. Long-range observation can be enhanced with the use of Stryker vehicle optics, particularly with the MGS thermal images.

7-107. In stability tasks, providing early and accurate warning is much harder to achieve. In many cases, threat personnel in the AO are indistinguishable from civilian noncombatants. They might elude positive identification as a threat until their actions reveal them as such. This fundamental may be expressed in the stability environment in the following ways:

- Identification of and regular communication with key civil and religious leaders.
- Continuous surveillance of known or suspected enemy meeting locations.
- Proactive, friendly engagement with the indigenous population to ascertain threat developments in their community that may otherwise be transparent to the unit.

PROVIDE REACTION TIME AND MANEUVER SPACE

7-108. The security force operates as far from the protected force as possible within supporting range of the protected force, consistent with METT-TC. More distance usually yields greater reaction time and maneuver space for the protected force commander, provided communications are maintained.

7-109. The security force fights as needed to gain and retain adequate time and space for the protected force commander. This allows the commander to maneuver and concentrate forces to counter the threat.

ORIENT ON THE FORCE, AREA, OR FACILITY TO BE PROTECTED

7-110. The security force focuses all its actions on protecting the secured force or facility, and providing maximum early warning of threat activity. It 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 has to know the main body's scheme of maneuver to maneuver between the main body and the enemy. The value of terrain occupied by the security force depends on the operational area security it provides to the main body commander.

7-111. In stability tasks, the security force should orient on the routes or areas where enemy activities frequently occur. They could reemphasize on locations where IEDs or other EHs have been repeatedly used. Another example is the security force orienting surveillance on the offices occupied by a newly seated foreign government whose legitimacy may be contested and targeted for violence by threat factions.

PERFORM CONTINUOUS RECONNAISSANCE

7-112. Security comes in large part from knowing as much as possible about the threat and terrain in the assigned AO. This detailed knowledge results from ongoing, focused reconnaissance that aggressively and continuously reconnoiters key terrain; seeks the location, composition, and disposition of the threat; and attempts to determine the threat's COA early so that the SBCT Infantry rifle company can counter it. Stationary security forces use combinations of OPs, patrols, and other information collection assets to perform continuous reconnaissance. Moving security forces accomplish this fundamental by performing zone reconnaissance, area reconnaissance, or route-reconnaissance in conjunction with temporary OPs and BPs.

7-113. In stability tasks, units conduct continuous information collection with patrols, UAS, checkpoints, sensors, and urban OPs that keep a specific location under observation for extended periods. Reconnaissance may be linked to specific route security operations.

MAINTAIN ENEMY CONTACT

7-114. Once gained, contact is not broken unless otherwise directed. The individual or sensor that first makes contact does not have to maintain it. However, the security force collectively maintains contact. The security force continuously conducts information collection on the threat's activities, and prevents the threat from surprising the main body or endangering adjacent friendly forces. The fundamentals of maintaining enemy contact require the following:

- Continuous contact (visual, electronic, sensor, or a combination).
- Capability to use direct and indirect fires.
- Freedom to maneuver.
- Depth (of observers in time and space).

FORMS OF SECURITY

7-115. Leaders categorize security operations in terms of the degree of security provided and how much combat power required. (See ADP 3-90 for more information.) There are five primary forms of security operations:

- *Screen* is a type of security operation that primarily provides early warning to the protected forces (ADP 3-90).
- *Guard* is a type of security operation done to protect the main body by fighting to gain time while preventing enemy ground observation of and direct fire against the main body (ADP 3-90).
- *Cover* is a type of security operation done independent of the main body to protect them by fighting to gain time while preventing enemy ground observation of and direct fire against the main body (ADP 3-90).
- *Area security* is a type of security operation conducted to protect friendly forces, lines of communications, and activities within a specific area (ADP 3-90).
- *Local security* is the low-level security activities conducted near a unit to prevent surprise by the enemy (ADP 3-90).

7-116. The SBCT Infantry rifle company can conduct screen and guard independently without external augmentation. The company participates in covering force operations only as part of a larger element. It can conduct area security missions on its own, but will usually participate as part of an SBCT Infantry battalion. The company always provides its own local security. Local security includes OPs, local security patrols, perimeter security, and other measures taken to provide close in security.

7-117. The screen, guard, and cover, respectively, contain increasing levels of combat power and provide increasing levels of security for the main body. However, more combat power in the security force means less for the main body. Area security preserves the commander's freedom to move the reserves, position fire support, provide for mission command, and conduct sustaining operations. Local security provides immediate security for the forces.

SCREEN

7-118. A screen primarily provides early warning by observing, identifying, and reporting enemy actions. It provides the least amount of security of any security mission. Generally, a screening force engages and destroys enemy reconnaissance elements within its capabilities, but otherwise fights to not be decisively engaged or fixed. The SBCT Infantry rifle company can conduct a screen mission independently or as part of an SBCT Infantry battalion or brigade operation. It maximizes its use of Infantry conducting combat, reconnaissance and security patrols. ATGM and MGS attachments, in combination with the Infantry platoons and mortar section, should be used to conduct combat patrols or assist with elements in contact to break contact. Depending on mission variables, the SBCT Infantry rifle company might require augmentation to conduct an effective screen mission.

7-119. A screen is appropriate to cover the exposed flanks or rear of stationary and moving forces, or the front of a stationary formation, and gaps between forces. Units use screens when the likelihood of enemy contact is remote, the expected enemy force is small, or the friendly main body needs only a minimum amount of time, once it is warned, to react effectively. A screening force primarily uses indirect fires or CAS to destroy enemy reconnaissance elements and slow the movement of other enemy forces. Units usually accomplish screening by establishing a series of OPs, deploying their sensors to expand their range of coverage, and conducting patrols to ensure adequate reconnaissance of the assigned AO.

7-120. Screen tasks—

- Allow no enemy ground element to pass through the screen undetected and unreported.
- Maintain continuous surveillance of all avenues of approach into the designated area under all visibility conditions.
- Destroy or repel all enemy reconnaissance within its capabilities.
- Locate the lead elements of each enemy advance guard and determine its direction of movement in a defensive screen.
- Maintain contact with enemy forces and report any activity in the AO.

- Maintain contact with the main body and any security forces operating on its flanks.
- Impede and harass the enemy within its capabilities while displacing.

7-121. Counterreconnaissance is an essential component of security operations. The security force should deny the enemy information and intelligence concerning the friendly force. The security force accomplishes this by destroying, defeating, or deceiving enemy reconnaissance units or sensors according to engagement criteria and the ROE. The ICV with a 30-mm cannon provides enhanced lethality for security operations and is very versatile for counterreconnaissance.

GUARD

7-122. A guard differs from a screen in that a guard force contains sufficient combat power to defeat, cause the withdrawal of, or fix the lead elements of an enemy ground force before it can engage the main body with direct fire. A guard force routinely engages enemy forces with direct and indirect fires while a screening force primarily uses indirect fires or CAS to destroy enemy reconnaissance elements and slow the movement of other enemy forces. A guard force uses all means at its disposal, including decisive engagement, to prevent the enemy from penetrating to a position where it could observe and engage the main body. It operates within the range of the main body's fire support weapons, deploying over a narrower front than a comparable-size screening force to permit concentrating combat power. The SBCT Infantry rifle company can conduct a guard mission independently.

7-123. The three types of guard operations are advance, flank, and rear guard. The commander can assign a guard mission to protect either a stationary or a moving force.

7-124. The advance guard is responsible for clearing the axis of advance or designated portions of the AO of enemy elements. This allows the main body to move unimpeded, prevents the unnecessary delay of the main body, and defers the deployment of the main body for as long as possible. An advance guard for a stationary force is defensive in nature. The rifle company uses its Stryker Infantry platoon to fix an enemy force while another force that can be task-organized with Stryker Infantry and MGS maneuver out of contact to engage the enemy force. It defends or delays according to the main body commander's intent. An advance guard for a moving Stryker force is offensive in nature, normally conducts a movement to contact, and tries to initiate contact with dismounted elements.

7-125. A flank guard protects against an exposed flank of the main body. The commander of the main body designates the general location of the flank guard's positions. AO assigned to the flank guard should be sufficiently deep to provide early warning and reaction time. However, flank guards remain within supporting range of the main body. The Stryker Infantry rifle company conducts this by using alternating bounds with Infantry dismounting at key points along likely enemy avenues of approach.

7-126. The rear guard protects the exposed rear of the main body. This occurs during offensive operations when the main body breaks contact with flanking forces or during a retrograde. The commander may deploy a rear guard behind moving and stationary main bodies. The rear guard for a moving force displaces to successive BPs along PLs or delay lines in-depth as the main body moves. The nature of enemy contact determines the exact movement method or combination of methods used in the displacement (successive bounds, alternate bounds, and continuous marching).

7-127. A unit conducting a guard performs certain tasks within its capabilities unless ordered otherwise. If a unit does not have the time or other resources to complete all of these tasks, it informs the commander assigning the mission of the shortfall and requests guidance on which tasks to complete or the priority of tasks. After starting the guard, if the unit determines that it cannot complete an assigned task, such as cause deployment of the enemy advance guard, it reports this to the commander and waits for further instructions.

COVER

7-128. The SBCT Infantry rifle company is not structured to conducting a cover on its own. A *covering force* is a self-contained force capable of operating independently of the main body, unlike a screen or guard force to conduct the cover task (FM 3-90-2). A covering force, or portions of it, often becomes decisively engaged with enemy forces. Therefore, the covering force has to have substantial combat power to engage

the enemy and accomplish its mission. A covering force develops the situation earlier than a screen or a guard force. It fights longer and more often, and defeats larger enemy forces.

7-129. While a covering force provides more security than a screen or guard force, it requires more resources. A covering force accomplishes all the tasks of screening and guard forces. A covering force for a stationary force performs a defensive mission, while a covering force for a moving force generally conducts offensive actions. A covering force normally operates forward of the main body in the offense or defense, or to the rear for a retrograde.

AREA SECURITY

7-130. Area security operations may be offensive or defensive in nature. They focus on the protected force, installation, route, or area. Protected forces range from echelon headquarters through artillery and echelon reserves to the sustaining base. Protected installations can be part of the sustaining base or they can constitute part of the area's infrastructure. Areas to secure range from specific points (bridges and defiles) and terrain features (ridge lines and hills) to large population centers and their adjacent areas. The SBCT Infantry rifle company can conduct an area security operation independently or as part of an SBCT Infantry battalion operation.

7-131. Area security operations can require the execution of a wide variety of supporting operations and tasks. Depending on mission variables, an SBCT Infantry rifle company might require augmentation to conduct area security effectively.

7-132. When conducting an area security mission, the SBCT Infantry rifle company prevents threat ground reconnaissance elements from directly observing friendly activities within the area being secured. It prevents threat ground maneuver forces from penetrating the defensive perimeters established by the commander. The commander may direct subordinate platoons to employ a variety of techniques (such as OPs, BPs, ambushes, sniper employment, and combat outposts) to accomplish this security mission. A reserve or quick reaction force enables the commander to react to unforeseen contingencies. Using the assigned UAS and the information collection assets available to the SBCT Infantry battalion, the SBCT Infantry rifle company can execute security tasks through ambushes and preemptive strikes proactively and with greater precision.

7-133. An analysis of mission variables enables the commander to determine the augmentation for the SBCT Infantry rifle company, with particular consideration given to the need for aviation, engineers, and artillery. Early warning of threat activity is paramount when conducting area security missions, and provides the commander with time and space to react to threats. Proper intelligence analysis and information collection planning, coupled with dismounted or mounted patrols and aerial reconnaissance, is essential to successful operations, especially when securing fixed sites. Failure to conduct continuous reconnaissance can create a vulnerable seam through which the enemy can execute an infiltration or attack.

7-134. During area security operations civilians will be present. Therefore, leaders ensure Soldiers understand the current ROE, with regards to protection of civilians and noncombatants on the battlefield, balancing judicious use of lethal force with mission accomplishment and the moral principles of the Army Ethic to accomplish the mission in the right way. However, leaders are always responsible for protecting their forces and consider this responsibility when applying the ROE. Restrictions on conducting operations and using force need to be explained clearly and understood by everyone. Soldiers need to understand their actions, no matter how minor, may have far-reaching positive or negative effects. They need to realize friendly or hostile media and adversary information activities can quickly exploit their actions, especially the manner in which they treat the civilian population. Together, leaders and Soldiers, must plan ahead and have the foresight to mitigate and reduce the risk of unintended effects, such as excessive collateral damage and negative psychological impacts on the civilian populace and noncombatants, and prevent violating the laws of war and jeopardizing the short- and long-term goals of the company commander by damaging the legitimacy of the SBCT Infantry rifle company.

7-135. When a perimeter is not feasible, the SBCT Infantry rifle company secures the area by establishing a presence and conducting operations throughout the area. The SBCT Infantry rifle company establishes perimeters around base camps, critical infrastructure, and high-value assets, while other units conduct operations to establish presence, provide security, and conduct stability tasks. The company can position a

reaction force between several secured perimeters. Other missions or tasks to support area security may include the following:

- Screens along zones of separation or other designated areas.
- Route or convoy security of critical lines of communication.
- Checkpoints to monitor or control movement.
- Biometric data collection.
- Demonstrations to maintain an observable presence.

LOCAL SECURITY

7-136. Local security includes any local measure(s) taken by units to prevent surprise by the enemy. It involves avoiding detection by the enemy or deceiving the enemy about friendly positions and intentions. Local security is an important part of maintaining the initiative. The requirement for maintaining local security is an inherent part of all operations. Units use active and passive measures to provide local security. Active measures include OPs, patrols, and conducting stand-tos. Passive measures include camouflage, noise and light discipline, and sensors to maintain surveillance over the area immediately around the unit.

7-137. The SBCT Infantry rifle company is responsible for maintaining its own security at all times. Each Stryker vehicle should have a dismounted element for local security. Stryker vehicles are vulnerable from dismount attacks on its rear and sides. Platoons and sections should establish mutually supporting positions for Stryker vehicles and their dismounted elements for 360-degree local security. In addition to maintaining security for its own elements, the SBCT Infantry rifle company may implement local security for other units as directed by the SBCT Infantry battalion commander. Examples of such situations include but are not limited to—

- Providing security for engineers as they emplace or clear obstacles or construct survivability positions in the SBCT Infantry rifle company BP.
- Securing an LZ.
- Establishing mounted or dismounted OPs to maintain surveillance of enemy infiltration and reconnaissance routes.
- Conducting patrols to cover gaps in observation and to clear possible enemy OP from surrounding areas.
- Gathering HUMINT.
- Supporting nongovernmental organizations.
- Maintaining supply and logistical operations.

STRYKER BRIGADE COMBAT TEAM DESIGNATED AS A RECONNAISSANCE AND SECURITY FORCE

7-138. In some situations, a corps may assign an SBCT to conduct reconnaissance and security operations to develop the situation through action. When this happens, the SBCT task-organizes in a specific way, enabling it to conduct reconnaissance and security operations in close contact with the enemy and civilian populations.

7-139. Most commonly, the SBCT forms three task forces using the Cavalry squadron and two of the SBCT Infantry battalions by intermixing Cavalry troops and Infantry rifle companies. ATGM and MGS platoons may be assigned to each of the task forces, as well. In one of the Infantry task forces, they may form company teams by placing a scout platoon with two Infantry rifle platoons in the formation. The last SBCT Infantry battalion may remain pure or be augmented with ATGM and MGS platoons.

7-140. The frontage of the assigned AO is often a larger area than the SBCT can cover. Each of the three SBCT task forces, with one Cavalry troop and SBCT Infantry rifle company, or teams conduct some form or reconnaissance in close contact with the population and enemy in order gain information. Upon the identification of a large enemy presence, the SBCT Infantry battalion is usually deployed to conduct offensive operations to fight for information.

7-141. At the company team level, the commanders deploy their platoons to NAIs in a reconnaissance pull technique. The scout platoon conducts reconnaissance and long-range surveillance using their sensors. As it develops the situation, the Infantry is guided into areas to develop them further by gaining contact with enemy or conducting engagements with the local population. If terrain is considered key, then the Infantry may occupy for a period of time or change of mission.

SECTION VIII – PATROLS

7-142. A patrol is a detachment sent out by a larger unit to conduct a combat, reconnaissance, or security mission. A patrol's organization is temporary and specifically matched to the immediate task. Because a patrol is an organization, not a mission, it is not correct to speak of giving a unit a mission to "patrol." (See ATP 3-21.8 for additional information about patrols.)

7-143. A patrol can consist of a unit as small as a fire team. Squad, section, and platoon-sized patrols are the most common. If a patrol is made up of a single unit, such as an SBCT Infantry rifle squad sent out on a reconnaissance patrol, the squad leader is responsible. If a patrol is made up of mixed elements from several units, then the senior officer or NCO is designated as the patrol leader. This temporary title defines the role and responsibilities for that mission. The patrol leader may designate an assistant, normally the next senior person in the patrol, and any subordinate element leaders required.

7-144. The planned action determines the type of patrol. The two types of patrols are combat and reconnaissance. Regardless of the type of patrol, the unit needs a clear task and purpose. The leader of any patrol, regardless of the type or the tactical task assigned, has an inherent responsibility to prepare and plan for possible enemy contact while on the mission. Patrols are never administrative as they are always assigned a tactical mission. (See ATP 3-21.8 for more information.)

COMBAT PATROL

7-145. A combat patrol provides security and harasses, destroys, or captures enemy troops, equipment, or installations. When the commander gives a unit the mission to send out a combat patrol, the intention is for the patrol to make contact with the enemy and engage in close combat. A combat patrol always tries to avoid detection while moving, but discloses its location to the enemy in a sudden, violent attack. For this reason, the patrol normally carries a significant number of weapons and ammunition, and may carry specialized munitions. A combat patrol collects and reports any combat information gathered during the mission, whether related to the combat task or not. The three types of combat patrols are—

- Raid.
- Ambush.
- Security.

7-146. Stryker Infantry conduct task-organized combat patrols based on the mission variables of METT-TC. They possess the capability to engage in close combat with Infantry and conduct sudden and violent attacks with significant firepower in combined arms with the use of crew-served weapons from the MGS, ICV, the mortar carrier vehicle Stryker vehicles, or Infantry weapons squads.

RECONNAISSANCE PATROL

7-147. A reconnaissance patrol collects combat information, or confirms or disproves the accuracy of intelligence previously gained. The intent for this type of patrol is to avoid enemy contact and accomplish its tactical task without engaging in close combat. Reconnaissance patrols always try to accomplish their mission without being detected or observed. Because detection cannot always be avoided, a reconnaissance patrol carries the necessary arms and equipment to protect itself and break contact with the enemy. A reconnaissance

patrol has only the necessary personnel, arms, and equipment. This increases stealth and cross-country mobility in close terrain. Regardless of how the patrol is armed and equipped, the leader always plans for the worst case: contact. The three types of reconnaissance patrols Infantry units conduct are—

- Route.
- Area.
- Zone.

7-148. The Stryker Infantry rifle company task-organizes its reconnaissance patrols. It always is comprised of Infantry that deploy prior to points of suspected contact to ensure that it avoids enemy initiated contact.

SECTION IX – BREACHING

7-149. Breaching is a synchronized combined arms activity under the control of the maneuver commander. Whenever possible, units should bypass obstacles, enabling it to maintain the momentum of the operation. Commanders ensure that conducting the bypass provides a tactical advantage without exposing the unit to unnecessary danger.

7-150. Breaching begins when friendly forces detect an obstacle. Breaching ends when friendly forces destroy the enemy on the far side of the obstacle, or when battle handover has occurred between a unit conducting the breaching and follow-on forces. Successful obstacle breaching depends on the SBCT Infantry rifle company effectively applying the breaching fundamentals of SOSRA. Deliberate, hasty (includes in-stride), and covert are the three general types of breaching operations. (See ATP 3-90.4 for more information.)

BREACHING TENETS

7-151. Successful breaching is characterized by applying breaching tenets. These tenets should be applied whenever an obstacle is encountered in the AO, whether during an attack or a route clearance. The tenets are—

- Intelligence.
- Breaching fundamentals.
- Breaching organization.
- Mass.
- Synchronization.

INTELLIGENCE

7-152. Success depends largely on the force commander's ability to visualize the AO. The commander identifies how the enemy is using the terrain to minimize the risk of surprise. This is particularly true when attempting to counter the enemy's use of obstacles.

7-153. During IPB, the SITTEMP is developed. The SITTEMP is a graphical depiction of expected threat dispositions based on threat doctrine and the effects of the AO for a particular COA. (See ATP 2-01.3 for more information.)

BREACHING FUNDAMENTALS

7-154. SOSRA are the breaching fundamentals that are applied to ensure success when breaching against a defending enemy. These fundamentals always apply, but they may vary based on the mission variables. (See table 7-2 on page 7-30.)

7-155. Suppression is a tactical task used to employ direct or indirect fires or an electromagnetic attack on enemy personnel, weapons, or equipment to prevent or degrade enemy fires and observation of friendly forces (see ATP 3-34.22). The purpose of suppression during breaching is to protect forces reducing and maneuvering through an obstacle. When attached, the MGS platoon can provide the majority of the direct fire suppression tasks with its 105-mm main gun, M240 coaxial, and .50 CAL. The Stryker ICVs can assist with its RWS MK19 grenade launcher, .50 CAL, 30-mm main gun, or with their M240B machine gun. The

Infantry provides suppression with their M240B machine guns from the weapon squad. The mortar section can provide suppression with dismounted 60-mm and 120-mm mortars using high-explosive rounds.

7-156. Obscuration needs to be employed to protect forces conducting obstacle reduction and the passage of assault forces. Obscuration hampers enemy observation and target acquisition and conceals friendly activities and movement. Obscuration smoke deployed on or near the enemy's position minimizes its vision. Screening smoke employed between the reduction area and the enemy conceals movement and reduction activities. It also degrades enemy ground and aerial observations. Obscuration needs to be planned carefully to provide maximum degradation of enemy observation and fires, but it must not significantly degrade friendly fires and control. Sources of smoke for the SBCT Infantry rifle company can come from artillery, mortars, smoke salvos on the Stryker vehicles, and smoke grenades from the Infantry. The mortar section can provide suppression and obscuration during a breach if using the Infantry 60-mm and mounted 120-mm mortars with smoke, white phosphorus, and high-explosive rounds.

7-157. Friendly forces secure the reduction area to prevent the enemy from interfering with obstacle reduction and the passage of the assault force through the lanes created during the reduction. Security needs to be effective against outposts and fighting positions near the obstacle and against overwatching units, as necessary. The far side of the obstacle is secured by fires or is occupied before attempting any effort to reduce the obstacle. The attacking unit's higher headquarters has the responsibility to isolate the breach area by fixing adjacent units, attacking enemy reserves in-depth, and providing counter-fire support. Identifying the extent of the enemy's defenses is critical before selecting the appropriate technique to secure the point of breach. If the enemy controls the point of breach and cannot be adequately suppressed, the force secures the point of breach before it can reduce the obstacle. The breach force is resourced with enough maneuver assets to provide local security against the forces that the support force cannot sufficiently engage. Elements within the breach force that secure the reduction area may be used to suppress the enemy once reduction is complete.

7-158. Reduction is the creation of lanes through or over an obstacle to allow an attacking force to pass. The number and width of lanes created varies with the enemy situation, the assault force's size and composition, and the scheme of maneuver. The lanes need to allow the assault force to rapidly pass through the obstacle. The breach force reduces, proofs (if required), marks, and reports lane locations and the lane-marking method to higher headquarters. Follow-on units further reduce or clear the obstacle when required. Reduction cannot be accomplished until effective suppression and obscuration are in place, the obstacle has been identified, and the point of breach is secure.

7-159. A breaching is not complete until—

- Friendly forces have assaulted to destroy the enemy on the far side of the obstacle that is capable of placing or observing direct and indirect fires on the reduction area.
- Battle handover with follow-on forces has occurred, unless no battle handover is planned.

7-160. The commander organizes friendly forces to accomplish the breaching fundamentals quickly and effectively. This requires the commander to organize support, breach, and assault forces with the necessary assets to accomplish their roles.

Support Forces

7-161. The support force's primary responsibility is to eliminate the enemy's ability to interfere with a breach and is usually comprised of an attached MGS platoon, mortar section, and one Infantry squad or platoon. The Infantry element uses its weapons squad to provide an intermediate support force for engagements closer to the obstacle breach point.

Breach Forces

7-162. The breach force assists in the passage of the assault force by creating, proofing (if necessary), and marking lanes. This is usually comprised of an Infantry platoon (or platoons) and engineer assets, if available. A sniper team or small element may assist by conducting a small-scale covert breach on wire obstacles or engaging the obstacle overwatch element with long-range precision fires.

Assault Forces

7-163. The assault force's primary mission is to destroy the enemy, seize terrain on the far side of the obstacle, and to prevent the enemy from placing direct fires on the created lanes. The Stryker vehicle provides protection to the point of deployment. It should not be used as a fighting vehicle to assault the objective on the far side of the breach. The company commander makes the determination based on mission variable of METT-TC to risk the possible destruction of a Stryker vehicle to achieve speed and some protection for the assault force while moving through the breach to assault the objective.

CONDUCTING THE BREACH

7-164. Breaching entails the coordinated efforts of three task-organized elements: the support force, the breach force, and the assault force. The discussion in this section covers the actions and responsibilities of these elements' role in the operation. The commander in charge of the breach organizes forces to accomplish the five breaching fundamentals quickly and effectively.

Table 7-2. Relationship between breaching organization and breaching fundamentals

BREACHING ORGANIZATION	BREACHING FUNDAMENTALS	RESPONSIBILITIES
Support force	Suppress Obscure	Suppress enemy direct-fire systems covering the reduction area. Control obscuring smoke. Prevent enemy forces from repositioning or counterattacking to place direct fires on the breach force. The mortar section can provide both suppression and obscuration with mix of 60-millimeter and 120-millimeter mortars simultaneously.
Breach force	Suppress (provides additional suppression) Obscure (provides additional obscuration in the reduction area) Secure (provides local security) Reduce	Create and mark the necessary lanes in an obstacle. Secure the nearside and far side of an obstacle. Defeat forces that can place immediate direct fires on the reduction area. Report the lane status/location.
Assault force	Assault Suppress (if necessary)	Destroy the enemy on the far side of an obstacle that is capable of placing direct fires on the reduction area. Assist the support force with suppression if the enemy is not effectively suppressed. Be prepared to breach follow-on or protective obstacles after passing through the reduction area.

SUPPORT FORCE

7-165. The support force usually leads the movement of the breach elements. After identifying the obstacle, it moves to covered and concealed areas and establishes SBF positions. The support force leader sends a voice or digital spot report to the commander. This report describes the location and complexity of the obstacle, composition of enemy forces that are overwatching the obstacle, and the location of possible bypass. The commander decides whether to maneuver to a bypass or to breach the obstacle.

Note. The commander needs to keep in mind that a bypass may lead to an enemy kill zone.

7-166. In either case, the support force suppresses any enemy elements that are overwatching the obstacle to allow the breach force to breach or bypass the obstacle. The support force should be in position to request

suppressive artillery fires and smoke for obscuration. As the breach and assault forces execute their missions, the support force lifts or shifts supporting fires. Because the enemy is likely to engage the support force with artillery, the support force needs to be prepared to move to alternate positions while maintaining suppressive fires.

BREACH FORCE AND METHODS

7-167. The breach force receives a voice or digital spot report identifying the location of the obstacle or bypass. It then organizes internally to meet these responsibilities:

- Provide local security for the breach site, as needed.
- Reduce the obstacle. The breach force reduces, proofs, and marks a lane through the obstacle or secures the bypass.
- Move through the lane to provide local security for the assault force on the far side of the obstacle. In some instances, the breach force may move to firing positions that allow it to suppress enemy elements overwatching the obstacle. At other times, it may assault the enemy, with suppressive fires provided by the support force.

7-168. The SBCT Infantry rifle company can create a lane by itself, if it is equipped with the assets to breach the type of obstacle encountered. If the SBCT Infantry rifle company does not have this capability, it provides close in security for attached engineers with breaching assets. Three breaching methods are—

- Mechanical breaching, usually with mine plows or mine rakes.
- Explosive breaching, employing such means as the MICLIC, M173 line charge, the MK7 antipersonnel obstacle breaching system (known as APOBS), or quarter-pound blocks of TNT. The MGS can also use this method for walls, structures, and buildings. (See appendix A.)
- Manual breaching, with Soldiers probing by hand or using such items as grappling hooks, shovels, picks, axes, and chain saws. This may include using logs or other available items to conduct a breach of a wire obstacle. Manual breaching is the least preferred method.

7-169. In extreme cases, the commander may order an obstacle to be forced through. This technique requires the breach force to move in column formation through the obstacle location. If available, a disabled vehicle can be pushed ahead of the lead breach vehicle in an attempt to detonate mines or overrun barricades and wire obstacles.

REDUCING AND PROOFING THE LANE

7-170. The mine plow and other engineer assets are the preferred breaching devices, but if they are not available, the breach team may only have hand tools, picks, and shovels to create the lane. When properly equipped and supported, the platoon can create up to two lanes through an obstacle.

7-171. Proofing verifies that a lane is free of mines and that the width and trafficability of the point of breach are suitable for the assault force. Proofing can be conducted visually (against surface-laid minefields), electronically (mine detectors), or mechanically (mine clearing rollers). This process ensures that the lane is clear.

Marking the Lane

7-172. After the lane is reduced and proofed, it can then be marked to ensure safe movement by vehicles and personnel; this is critical for follow-on forces that may not know the exact location of the cleared lane. Distinctive markers show where the lane begins and ends.

7-173. To minimize the necessary breaching time, the proofing vehicle may simultaneously mark the lane. Unit SOPs dictate marking methods and materials, which commonly include the following:

- Cleared lane mechanical marking system.
- Pathfinder system.
- Engineer stakes with tape.
- Guides.
- Chemical lights.
- Expended shell casings.

7-174. Lane marking relies on a recognizable set of markers to indicate the viewer's position relative to the obstacle. The following paragraphs are common lane marks.

Entrance Funnel Markers

7-175. These markers augment entrance markings. The V formed by the funnel markers forces approaching platoons into a column formation and assists drivers and vehicle commanders in making last-minute adjustments before entering the lane.

Entrance Markers

7-176. These markers indicate the start of a lane through an obstacle. They signify the friendly side boundary of the obstacle and the point where movement is restricted by the lane width and path. Entrance markers also indicate the lane width. Therefore, it is critical for a maneuvering force to distinguish the entrance point clearly, since it signifies the point where passing vehicles can no longer adjust their movement in reaction to the situation (direct and indirect fires) without jeopardizing the force. Entrance markers must be visually different from handrail markers to help a force distinguish this critical point in the lane. The distance between entrance markers must be the same as the width of the created lane. Entrance markers placed a minimum of 16 feet apart indicate a lane capable of supporting mounted movement, while markers placed a minimum of 3 feet apart indicate a dismounted lane. When obstacle boundaries are vague or unknown (such as a buried minefield), the breach force uses its best judgment and marks the entrance where obstacle reduction and lane proofing begin.

Exit Markers

7-177. These markers indicate the far side limit of a lane through an obstacle. For a passing force, the exit marker signifies the point at which movement is no longer confined to the lane path. Like entrance markers, exit markers must be distinguishably different from handrail markers; however, the exit may be marked the same as the entrance. Exit markers are placed to the left and right of an exit point and spaced the width of the reduced lane. This visual reference is critical when only a left handrail is marked. The combination of entrance, left-handrail, and exit markers gives the driver and the vehicle commander visual cues (entrance and exit points, lane width, and path) to pass safely along a lane.

Far-Recognition Markers

7-178. These markers are highly visible markers located between the final-approach marker and the friendly unit. They are primarily used when passing battalion-sized forces through a lane where direct observation of the final-approach marker is denied due to distance, visibility, or terrain. Far-recognition markers should be different from the final-approach marker. Far-recognition markers indicate the point at which forces begin changing their formation to posture for the passage. A single far-recognition marker may serve up to two lanes when located 650 to 1,300 feet apart. Once lanes are upgraded to two-way traffic, far-recognition markers are required for each two-way lane. Far-recognition markers should be visually alterable so that they can be distinguished from the far-recognition marker of an adjacent lane. This assists the command and control of large formations when passing on several adjacent lanes. When a far-recognition marker serves more than one lane, a guide or a traffic control point is collocated with the far-recognition marker nearest the obstacle.

Final-Approach Markers

7-179. These markers are highly visible, robust markers that augment the visual signature of entrance funnel markers. Units must be able to see the entrance funnel or the entrance funnel markers from the final-approach marker. The final-approach marker—

- Provides the assault force commander with a highly visible reference point toward which to maneuver their formation.
- Signals the company team commanders to begin changing to a column formation.

Handrail Markers

7-180. These markers define the lane path through an obstacle and indicate the limits of the lane width. At a minimum, mounted and dismounted lanes have a left handrail. Mounted and dismounted forces moving through a lane should keep the left handrail immediately to the left of the vehicle or person. The left handrail is considered on the left of the vehicle direction of travel through the initial breach. The lane width is defined by the entrance markers. Therefore, when only the left handrail is marked, drivers use entrance and handrail markers to gauge the lane width and path. As the phases of the operation progress, lane marking may be upgraded to include right handrails.

Lane-Marking Levels and Patterns

7-181. There are three levels of lane marking:

- Initial.
- Intermediate.
- Full (two way).

7-182. Each lane-marking level provides an increase in lane signature and capability. Lane requirements change as a breach matures from the passage of the assault force to the passage of larger follow-on forces. Initial lane-marking requirements are driven by the nature of the fight through the obstacle. Marking must be rapid, providing only the bare minimum signature needed to safely pass small units (company teams, platoons) that make up the assault force. This contrasts with lane requirements during later phases of an attack, where larger units (battalion and above) are passed to subsequent objectives and lane signatures must be more extensive and more visible. Two-way traffic becomes a priority for the simultaneous forward passage of combat units and return traffic (ambulances, empty supply vehicles) necessary to sustain the force. Increased traffic volume increases diverse forces and levels of driver experience. Lane-marking limits must be clear to the most inexperienced driver or crewmember. Do not assume that the driver has knowledge of the unit SOPs. A fully developed lane must support two-way traffic and be completely marked.

7-183. Commanders must know how the lane needs of a force change so that they can anticipate lane-marking and lane-capability requirements. Integrating the levels of lane marking into the overall breaching plan ensures that a unit needs are satisfied. The forces necessary to mark and upgrade lanes must be allocated and tasked with that mission. The scheme of movement and maneuver and scheme of sustainment or logistics are the basis for analyzing lane requirements. The following paragraphs describe lane-marking patterns in detail and provide guidelines on when a commander should upgrade lane marking and lane capability.

Initial

7-184. The breach force emplaces the initial lane-marking pattern immediately after the obstacle is reduced and, if required, the lane is proofed. This is a signal to the assault force commander that the lane is ready for traffic. Initial lane marking is kept to a minimum, focusing on the markings needed to pass immediate assault forces (company teams and smaller) through the lane to seize the point of penetration on the far side objective. Normally, the assault force can observe the lane as it is being marked and does not need the greater visual signature of mature lane marking. The initial lane-marking pattern contains—

- Entrance markers.
- Left-handrail markers.
- Exit markers.

- Entrance funnel markers.
- A final-approach marker.

COMPLETING THE BREACH

7-185. Throughout the operation, the breach element provides continuous updates of the breach force's progress to higher headquarters and other elements involved in the breach. They coordinate with the support force for suppressive fires.

7-186. After marking is complete, the breach element uses voice and digital systems to report the location of the lane and the method of marking to expedite the movement of the assault force. Digital overlays enable units to move quickly to the breach lanes using the position navigation or global positioning system. The assault force often moves behind the breach force and closely follows the breach vehicles through the new lane.

ASSAULT FORCE AND ATTACHMENTS

7-187. While the breach is in progress, the assault force assists the support force or follows the breach force while maintaining cover and dispersion. Once a lane is cleared through the obstacle, the assault force then moves through the breach. It secures the far side of the obstacle by physical occupation or continues the attack according to the commander's intent.

7-188. The types and quantities of these attachments depend on the mission and the number, size, and type of organizations requiring support. These attachments and assets are used to breach and reduce obstacles.

7-189. The most versatile of all breaching assets, the engineer squad can conduct explosive or manual breaches, proof and mark lanes through an obstacle, and provide guides during breaching. While it conducts breaching and proofing, the squad is vulnerable to enemy direct and indirect fires, and is secured by the higher, supporting, or requesting unit due to the engineer squad's limited capabilities. The engineer squad probably has limited capabilities.

Mine-Clearing Line Charge

7-190. Primarily used to breach complex obstacles which have minefields and wire, the MICLIC is also capable of breaching other explosive obstacles such as multiple IEDs. The MICLIC is towed or mounted on an assault breacher vehicle, but is less effective against double-impulse initiated mines.

7-191. The MICLIC is an effective breaching weapon that can also produce desirable effects against dismounted enemy overwatching protective obstacles from unfortified positions. Because the exact limits and depth of an enemy minefield are seldom known before a breach, single MICLIC employment may be insufficient. MICLIC reloads should be planned and rehearsed as they typically take about 20 minutes to execute. The minimum safe distance, for Soldiers in missile proof shelters, is 100 meters behind the MICLIC. (See ATP 3-90.4 and TM 9-1375-215-13&P for specific information on breach planning, MICLIC capabilities and employment.)

Antipersonnel Obstacle Breaching System

7-192. The APOBS is a two-person portable breaching system capable of clearing person-width lanes through wire and antipersonnel minefields. The APOBS is used by assault elements to breach lanes approximately 45-meters long and 0.6-meters wide. The APOBS includes two backpacks, weighing approximately 60 pounds each, which are both required for employment. There are two variations of APOBS: 15-second mechanically initiated and command electrically initiated.

7-193. The APOBS requires a 20.5-meter standoff from the obstacle, and overhead clearance of 22 meters. Personnel in the open seek the assume a prone position 50 meters (164.0 feet) from the launch point and 75 meters (246.0 feet) from the deployed grenades and in a prone position. (See ATP 3-90.4 for more information on the APOBS employment techniques.)

SECTION X – GAP CROSSING

7-194. Gap crossing is projecting combat power across a linear obstacle (wet or dry gap). It requires specific procedures, detailed planning, and technical support that differ from other tactical operations. The SBCT Infantry rifle company can take part in two types of gap crossing operations: hasty and deliberate. The company usually participates in a hasty or covert gap crossing as part of an SBCT Infantry battalion, and in deliberate gap crossings as part of a brigade or larger element. The company can conduct a hasty or covert gap crossing independently when supported by attached engineer assets. (See ATP 3-90.4 for more information.)

7-195. The commander may choose to conduct a hasty crossing when the momentum of the operation is maintained, when the banks are lightly held or undefended, and when sufficient engineer assets are available to support the crossing. Despite the use of the term “hasty,” the commander uses all available time and assets to ensure that the conditions are set for the crossing. The crossing is similar to a breach, in that suppression and obscuration normally precede any attempt to cross the obstruction.

WET GAP CROSSING

7-196. Hasty wet gap crossings are decentralized operations to cross inland bodies of water (such as canals, lakes, or rivers). These operations include crossing by tactical bridging, vehicle swimming or fording operations, or by Infantry if the OA is close to the wet gap crossing point.

7-197. The SBCT Infantry battalion commander organizes the units into assault, support, and follows and support forces. The SBCT Infantry rifle company prepares to execute any of these missions as part of an SBCT Infantry battalion water-crossing mission.

ASSAULT AND SUPPORT FORCE

7-198. The assault force conducts the initial dismounted assault across the body of water. Assault boats, air assault aircraft transport, or a rope bridge are used by the assault force to cross the water. The assault force seizes immediate objectives on the far side to secure the crossing site for other elements. If it has the capability, the assault force then continues the advance from the exit bank to the final objective. Infantry elements establish local security on the exit bank to permit development of the crossing site. Engineers move with the assault force to breach obstacles and open or improve trails.

7-199. The support force is comprised of engineer elements, Stryker vehicles, and mission command elements from the company headquarters. It develops the crossing site, emplaces the crossing means—usually the Rapidly Emplaced Bridging System organic to the engineer company (if applicable), and controls units moving into and away from the crossing site. The controlling commander may position the support force where it can assist the assault force in the direct attack on the crossing site. The engineers provide the following types of support for crossing operations to:

- Improve mobility and reduce obstacles at the entrance and exit to the crossing site.
- Improve fording sites.
- Emplace assault boats, rafts, ferries, or bridges as the means of crossing the body of water. Bridges used by supporting engineers include the Rapidly Emplaced Bridging System, armored vehicle launched bridge, Wolverine, and ribbon or medium girder bridges. Engineers might repair a bridge so that it can support the crossing operation.

FOLLOW AND SUPPORT FORCE

7-200. As the follow and support force, the SBCT Infantry rifle company’s primary mission is to provide operational security as the assault force moves to the far side of the water obstacle and seizes its immediate objectives. The SBCT Infantry rifle company does this mainly by suppressing defending enemy elements with direct and indirect fires, and by firing or calling for smoke to screen the crossing site from enemy observation. It prepares to take over the assault force’s mission.

DRY GAP CROSSING OPERATIONS

7-201. In most circumstances, hasty gap crossing operations are limited to “dry” gaps (such as irrigation ditches, railroad embankments, and antitank ditches). Operational considerations for an SBCT Infantry rifle company hasty gap crossing are similar to those for a breach, with the SBCT Infantry rifle company task-organized into support, breach, and assault forces.

7-202. The primary crossing means in the SBCT Infantry rifle company for hasty gap crossing is the Rapidly Emplaced Bridging System, which moves as part of the breach force. Without a vehicle-launched bridge, the company employs a deployable universal combat earthmover or high mobility engineer excavator to fill in or breach through the obstacle. Additionally, if the mechanical method is unavailable, the team may employ a field-expedient method (such as explosives) to facilitate the crossing.

Chapter 8

Direct Fire Planning

Suppressing or destroying the enemy with direct fires is fundamental to success in close combat. Direct fire is inherent in maneuver, as is close combat (see ADP 3-0). The SBCT Infantry rifle company commander effectively plans to focus, distribute, and shift the overwhelming mass of the direct fire capability at critical locations and times to succeed in combat. Efficient and effective fire control means that the company acquires the enemy and masses the effects of direct fires to engage the enemy in a close fight. This chapter provides information about the principles of direct fire, direct fire planning, and the fire control process.

SECTION I – PRINCIPLES OF DIRECT FIRE

8-1. To successfully bring direct fires against an enemy force, commanders and leaders understand the principles of direct fire and continuously apply the steps of the fire control process. Effective fire control requires a unit to acquire the enemy and mass the effects of fires rapidly to achieve decisive results in a close fight. When planning and executing direct fires, the commander and subordinate leaders need to know how to apply several fundamental principles.

8-2. The purpose of the principles of direct fire is not to restrict the actions of subordinates. Applied correctly, they help the SBCT Infantry rifle company to accomplish its primary goal in any direct fire engagement; that is, both to acquire first and shoot first. These principles give subordinates the freedom to act quickly upon acquisition of the enemy. This discussion focuses on the following principles:

- Mass the effects of fire.
- Destroy the greatest threat first.
- Avoid target overkill.
- Employ the best weapon for a specific target.
- Minimize exposure.
- Plan and implement fratricide and friendly fire avoidance measures.
- Plan for limited visibility conditions.
- Plan for degraded capabilities.

MASS EFFECTS OF FIRE, DESTROYING THE GREATEST THREAT FIRST, AND AVOIDING TARGET OVERKILL

8-3. The SBCT Infantry rifle company masses its fires to achieve decisive results. Massing entails focusing fires at critical points and distributing the effects. Random application of fires is unlikely to have a decisive effect. For example, concentrating the SBCT Infantry rifle company's fires at a single target may ensure its destruction or suppression; however, that fire control technique will probably not achieve a decisive effect on the enemy formation or position.

8-4. The order in which the SBCT Infantry rifle company engages enemy forces is in direct relation to the danger the enemy presents. The threat posed by the enemy depends on their weapons, range, and positioning. In most situations when presented with multiple targets, a unit initially concentrates fires to destroy the greatest threat, and then distributes fires over the remainder of the enemy force.

8-5. The company uses only the amount of fire necessary to achieve the effect. Target overkill wastes ammunition and diverts weapons that are better employed for acquiring and engaging other targets. The idea

of having every weapon engaging a different target is tempered by the requirement to destroy the greatest threats first.

EMPLOYING THE BEST WEAPON FOR A SPECIFIC TARGET AND MINIMIZING EXPOSURE

8-6. Using the appropriate weapon for the target increases the probability of rapid enemy destruction or suppression; at the same time, it saves ammunition. The SBCT Infantry rifle company has many weapons with which to engage the enemy. Target type, range, and exposure are key factors in determining the weapon and ammunition that should be employed, as are weapons and ammunition availability and desired targets effects. The company commander arrays the forces based on the terrain, enemy, and desired effects of fires. As an example, when the commander expects an enemy dismounted assault in restricted terrain, the commander employs the Infantry squads, taking advantage of their ability to best engage numerous Soldiers that have limited exposure from covered and concealed positions. Another example is to pair ICV with 30-mm cannon and ICV with CROWS-J into mounted sections to respond to armored or fortified enemy positions. The leader employing the fires of direct fires, may envision an echelonment with a sequence of—

- Employ ATGM (if attached) Javelins mounted and dismounted to destroy Armor on objective.
- Employ MGS (if attached) on lighter Armor or fortified Infantry positions.
- Employ ICV with 30-mm cannons on lighter Armor or fortified Infantry positions.
- Employ M2A1/MK19 equipped ICVs on fortified Infantry positions, technical vehicles, and equipment.
- Employ dismounted M240Bs fortified Infantry positions, technical vehicles, and equipment.

8-7. Units increase their survivability by exposing themselves to the enemy only to the extent necessary to engage them effectively. Natural or man-made defilade provides the best cover from lethal direct fire munitions. The Infantry minimizes their exposure by constantly seeking effective available cover, attempting to engage the enemy from the flank, remaining dispersed, firing from multiple positions, and limiting engagement times. Stryker crews maximize vehicle survivability by exposing themselves to the enemy only to the extent necessary to engage them effectively. Ideal commanders should position vehicles with the hull facing the enemy in a hull down position (weapon systems exposed to enemy fire with the entire vehicle hull behind suitable cover to stop enemy direct fires).

PLAN AND IMPLEMENT FRATRICIDE AVOIDANCE MEASURES

8-8. The commander needs to be proactive in reducing the risk of fratricide, friendly fire, and noncombatant casualties. There are numerous tools to assist the commander in this effort: identification training for combat vehicles and aircraft, the unit's weapons safety posture, the WCS, recognition markings, and a COP including DA Forms 5517, sector sketches, and rehearsals. Knowledge and employment of applicable ROE are the primary means of preventing noncombatant casualties.

Note. Because it is difficult to distinguish between friendly and enemy Infantry Soldiers, the commander constantly monitors the position of friendly Infantry squads.

PLAN FOR LIMITED VISIBILITY CONDITIONS

8-9. At night, limited visibility fire control equipment enables the SBCT Infantry rifle company to engage enemy forces at nearly the same ranges that apply during the day. Obscurants such as dense fog, heavy smoke, and blowing sand can reduce the capabilities of thermal and IR equipment. The commander should develop contingency plans for such extreme limited visibility conditions. Although decreased acquisition capabilities have minimal effect on area fire, point target engagements will likely occur at decreased ranges.

8-10. Typically, firing positions, whether offensive or defensive, are adjusted closer to the area or point where the commander intends to concentrate fires. Another alternative is the use of visual or IR illumination when there is insufficient ambient light for passive light intensification devices.

Note. SBCT Infantry commanders can maximize standoff over enemy forces by employing a dispersed combination of mounted or dismounted sensors during limited visibility.

PLAN FOR DEGRADED CAPABILITIES

8-11. Leaders initially develop plans based on their units' maximum capabilities; they make backup plans for implementation in case of casualties, weapon damage, or failure. While leaders cannot anticipate or plan for every situation, they should develop plans for what they view as the most probable occurrences. Building redundancy into these plans, such as having two systems observe the same sector of fire, is a valuable asset when the situation (and the number of available systems) permits. Designating alternate sectors of fire provides a means of shifting fires if adjacent elements are knocked out of action.

8-12. The SBCT Infantry company commander plans direct fires as part of TLP. The commander considers essential steps, such as where and how the company can and will mass fires, as the concept of the operations is developed.

SECTION II – DIRECT FIRE PLANNING

8-13. Leaders plan direct fires and distribute and control their fire. Determining where and how the SBCT Infantry rifle company can mass fires is an essential step in this process. Based on where and how they want to direct and distribute fires, leaders can establish the weapons-ready postures for their elements and triggers for initiating fires. During mission preparation, leaders plan and conduct rehearsals of direct fires (and of the fire control process) based on the estimate of the situation.

8-14. The commander plans direct fires in conjunction with the estimated development of the situation and completion of the plan. Determining where and how the SBCT Infantry rifle company can and will mass fires are essential steps as the commander develops the concept of the operation.

PLANNING TECHNIQUES

8-15. After identifying probable enemy locations, the commander determines points or areas to concentrate combat power. Visualization of where and how the enemy will attack or defend assists the commander in determining the volume of fires focused at particular points that have a decisive effect. If the intention is to mass the fires of more than one subordinate element, the commander establishes the means for distributing fires effectively.

8-16. The commander evaluates the risk of fratricide and friendly fire and establishes controls to prevent it; these measures include the designation of recognition markings, WCS, and weapons safety posture.

8-17. After determining where and how they will mass and distribute fires, the commander and subordinate leaders then orient elements so they can rapidly and accurately acquire the enemy. They can war-game the selected COA or concept of the operation to determine probable requirements for refocusing and redistributing fires, and establishing other required controls. During mission preparation, the commander plans and conducts rehearsals of direct fires (and of the fire control process) based on the estimate of the situation.

8-18. The commander and subordinate leaders continue to apply planning procedures and considerations throughout execution. They adjust direct fires based on a continuously updated estimate of the situation, combining SA with the latest available intelligence. When necessary, they apply effective direct fire SOPs, which are covered in the following discussion.

STANDARD OPERATING PROCEDURES

8-19. A well-rehearsed direct fire SOP ensures quick, predictable actions by all members of the SBCT Infantry rifle company. The commander bases the various elements of the SOP on the capabilities of the force and on anticipated conditions and situations. SOP elements should include a standard means for focusing fires, distributing the effects, orienting forces, and preventing fratricide and friendly fire. The commander

should adjust the direct fire SOP whenever changes to anticipated and actual METT-TC factors become apparent.

8-20. If the commander does not issue any other instructions, the SBCT Infantry rifle company begins the engagement using the SOP. The commander can subsequently use a fire command to direct or redistribute fires. The following paragraphs discuss specific SOP provisions for focusing fires, distributing fires, orienting forces, and preventing fratricide and friendly fire.

8-21. TRPs are a common means of focusing fires. One technique is to establish a standard respective position for TRPs in relation to friendly elements and then to consistently number the TRPs, such as from left to right. This allows leaders to quickly determine and communicate the location of the TRPs.

8-22. Two useful means of distributing the SBCT Infantry rifle company's fires are engagement priorities and target array. One technique is to assign an engagement priority, by type of enemy vehicle or weapon, for each type of friendly weapons system. The target array technique can help in distribution by assigning specific friendly elements to engage enemy elements of similar capabilities.

8-23. A standard means of orienting friendly forces is to assign a primary direction of fire using a TRP to orient each element on a probable enemy position or likely avenue of approach. To provide all-around security, the SOP can supplement the primary direction of fire with sectors of fire using a friendly-based quadrant. The following example SOP elements illustrate the use of these techniques:

- The center (front) platoon's primary direction of fire is TRP 2 (center) until otherwise specified; the platoon is responsible for the front two quadrants.
- The left flank platoon's primary direction of fire is TRP 1 (left) until otherwise specified; the platoon is responsible for the left two friendly quadrants (overlapping with the center platoon).
- The right flank platoon's primary direction of fire is TRP 3 (right) until otherwise specified; the platoon is responsible for the right two friendly quadrants (overlapping with the center platoon).

8-24. A primary means of minimizing fratricide and friendly fire risk is to establish a standard WCS of WEAPONS TIGHT, which requires positive enemy identification before engagement. The SOP dictates ways of identifying friendly rifle squads and other dismounted elements. Techniques include using armbands, chemical heat pads, an IR light source, or detonating a smoke grenade of a designated color at the appropriate time. Minimizing the risk of fratricide and friendly fire in the SBCT Infantry rifle company can be accomplished through command and control systems; however, this does not remove the SBCT Infantry rifle company commander's responsibility to plan for fratricide and friendly fire avoidance.

8-25. Finally, the SOP addresses the most critical requirement of fratricide and friendly fire prevention—maintaining SA. It directs subordinate leaders to inform the commander, adjacent elements, and subordinates whenever a friendly force is moving or preparing to move.

DIRECT FIRE CONTROL

8-26. The company commander communicates to subordinates the manner; method; and time to initiate, shift, and mass fires; and when to disengage by using direct fire control measures. The commander controls company direct fire engagements against enemy systems to gain a decisive effect against the enemy. The commander uses the results of the company's IPB to determine the most advantageous way to use direct fire control measures to mass the effects on the enemy and reduce fratricide from direct fire systems. (See ATP 2-01.3 for more information.)

8-27. The small unit commander communicates to subordinates the manner, method, and time to initiate, shift, and mass fires, and when to disengage by using direct fire control measures. The commander should control the unit's fires so they can direct the engagement of enemy systems to gain the greatest effect. The commander uses IPB and reconnaissance to determine the most advantageous way to use direct fire control measures to mass the effects on the enemy and reduce fratricide and friendly fire from direct fire systems. (See ATP 2-01.3 for more information.)

FIRE CONTROL MEASURES

8-28. Fire control measures are the means by which the commander or subordinate leaders control fires. Application of these concepts, procedures, and techniques assists the unit in acquiring the enemy, focusing fires on them, distributing the effects of the fires, and preventing fratricide and friendly fire. At the same time, no single measure is sufficient to effectively control fires.

8-29. At the SBCT Infantry rifle company level, fire control measures are effective only if the entire unit has a common understanding of what they mean and how to employ them. The following focuses on the various fire control measures employed by the SBCT Infantry rifle company. Table 8-1 lists the control measures; it is organized by whether they are terrain-based or threat-based. (See FM 3-90-1 for more information.)

Table 8-1. Common fire control measures

<i>TERRAIN-BASED FIRE CONTROL MEASURES</i>	<i>THREAT-BASED FIRE CONTROL MEASURES</i>
Target reference point (TRP)	Rules of engagement (ROE)
Engagement area (EA)	Weapons ready posture
Sector of fire	Weapons safety posture
Direction of fire	Weapons control status (WCS)
Terrain-based quadrant	Engagement priorities
Friendly-based quadrant	Trigger
Maximum engagement line (MEL); Restrictive fire line (RFL); Final protective line (FPL)	Engagement techniques; Fire patterns; Target array

8-30. The SBCT Infantry rifle company commander uses terrain-based fire control measures to direct and control fires on a particular point, line, or area rather than on a specific enemy element. Paragraphs 8-31 through 8-76 describe the TTP associated with this type of control measure.

Target Reference Point

8-31. A TRP is a recognizable point on the ground that leaders use to orient friendly forces, and to concentrate and control direct fires. When leaders designate TRPs as indirect fire targets, they can use the TRPs when calling for and adjusting indirect fires. Leaders designate TRPs at probable enemy locations and along likely avenues of approach. These points can be natural or man-made.

8-32. A TRP can be an established site (such as a hill or a building), or an impromptu feature designated as a TRP on the spot (such as a burning enemy vehicle or smoke generated by an artillery round). Friendly units can construct markers to serve as TRPs (see figure 8-1 on page 8-6). Ideally, TRPs should be visible in three observation modes (unaided, passive-IR, and thermal) so that all forces can see them. Examples of TRPs include the following features and objects:

- Prominent hill mass.
- Distinctive building.
- Observable enemy position.
- Destroyed vehicle.
- Ground-burst illumination.
- Smoke round for immediate engagements only—this is the least preferred method.

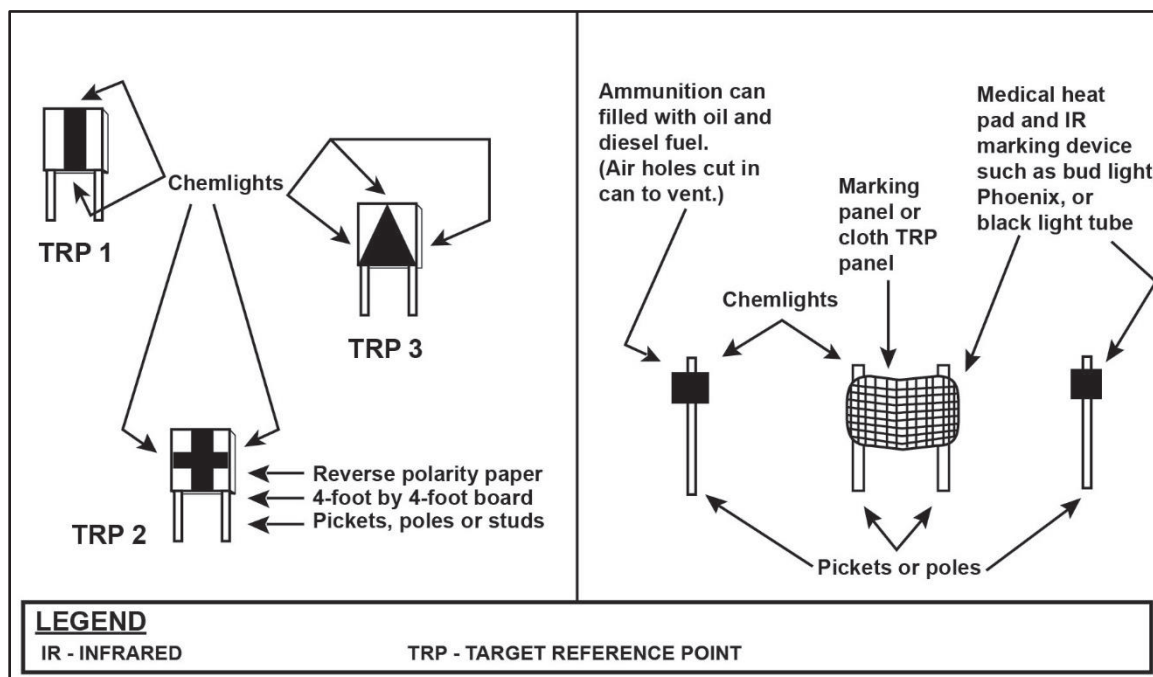


Figure 8-1. Constructed target reference point markers, example

Engagement Area, Sector of Fire, and Direction of Fire

8-33. The EA fire control measure is a space along an enemy avenue of approach where the commander intends to mass the fires of available weapons to destroy an enemy force. The size and shape of the EA are determined by the degree of relatively unobstructed intervisibility available to the unit's weapons systems in their firing positions and by the maximum range of those weapons. Typically, a commander delineates responsibility in the EA by assigning each platoon a sector of fire or direction of fire.

8-34. A sector of fire is a defined area that must be covered by direct fire. Leaders assign sectors of fire to subordinate elements, crew-served weapons, and individual Soldiers to ensure coverage of an area of responsibility. They may limit the sector of fire of an element or weapon to prevent accidental engagement of an adjacent unit.

8-35. In assigning sectors of fire, commanders and subordinate leaders consider the number and types of weapons available. They consider acquisition system type and field of view in determining the width of a sector of fire. For example, while unaided vision has a wide field of view, its ability to detect and identify targets at range and in limited visibility conditions is restricted. Conversely, most fire control acquisitions systems have greater detection and identification ranges than the unaided eye, but their field of view is narrow. The means of designating sectors of fire include the following:

- TRPs.
- Clock direction.
- Terrain-based quadrants.
- Friendly-based quadrants.
- Azimuth or cardinal direction.

8-36. A direction of fire is an orientation or point used to assign responsibility for a particular location in the AO that needs to be covered by direct fire. Leaders designate directions of fire for the purpose of acquisition or engagement by subordinate elements, crew-served weapons, or individual Soldiers. Direction of fire is most commonly employed when assigning sectors of fire would be difficult or impossible because of limited time or insufficient reference points. Means of designating a direction of fire include the following:

- Closest TRP.

- Clock direction.
- Azimuth or cardinal direction.
- Tracer on target.
- IR laser pointer.

Quadrants

8-37. Quadrants are subdivisions of an area created by superimposing an imaginary pair of perpendicular axis over the terrain to create four separate areas of fire. Quadrants can be based on the terrain, on friendly forces, or on the enemy formation.

Note. The technique in which quadrants are based on the enemy formation is usually referred to as the target array; it is covered in the discussion of threat-based fire control measures in paragraph 8-47.

8-38. The method of quadrant numbering is established in the unit SOP. However, take care to avoid confusion when quadrants based on terrain, friendly forces, and the enemy formations are used simultaneously.

Terrain-Based Quadrant

8-39. A terrain-based quadrant entails use of a constructed TRP to designate the center point of the axis that divide the area into four quadrants. This technique can be employed in offensive and defensive tasks. In the offense, the commander designates the center of the quadrant using a feature or by creating a reference point (such as using a ground-burst illumination round, a smoke-marking round, or a fire ignited by incendiary or tracer rounds). The axes delineating the quadrants run parallel and perpendicular to the direction of movement. In the defense, the commander designates the center of the quadrant using a constructed TRP.

8-40. In the examples shown in figure 8-2 on page 8-8, quadrants are marked using the letter “Q” and a number (Q1 to Q4); quadrant numbers are in the same relative positions as on military map sheets (from Q1 as the upper left-hand quadrant clockwise to Q4 as the lower left-hand quadrant).

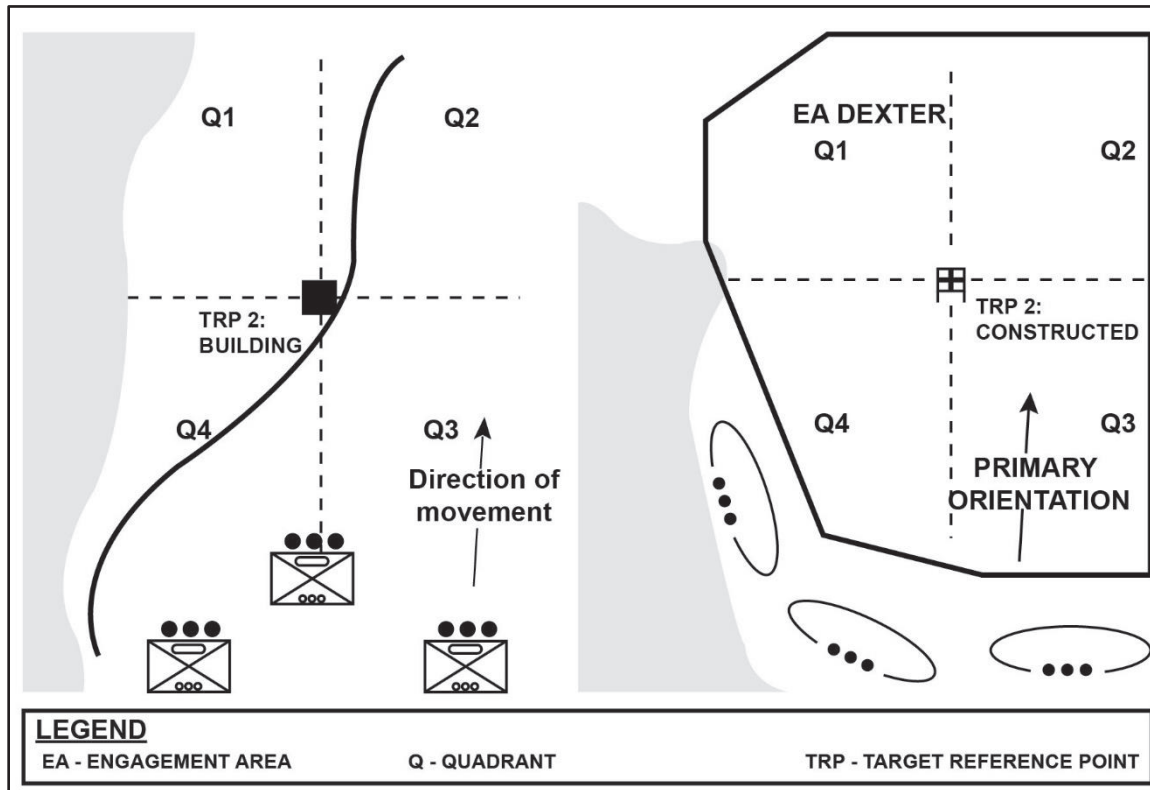


Figure 8-2. Terrain-based quadrants, example

Friendly-Based Quadrant

8-41. The friendly-based quadrant technique entails superimposing quadrants over the unit's formation. The center point is based on the center of the formation, and the axes run parallel and perpendicular to the general direction of travel.

8-42. For rapid orientation, the friendly quadrant technique may be better than the clock direction method. This is because the target may look different as seen from different locations. Figure 8-3 illustrates the use of friendly-based quadrants.

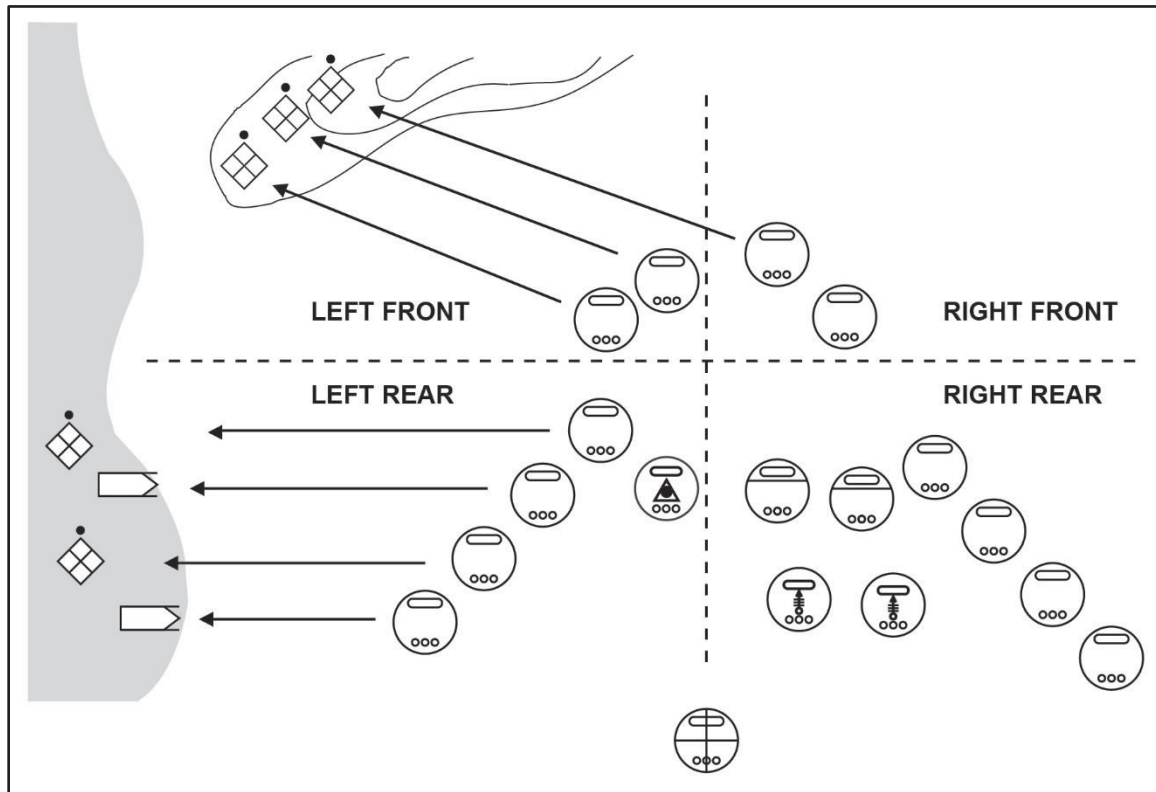


Figure 8-3. Friendly-based quadrants, example

Maximum Engagement Line and Restrictive Fire Line

8-43. A maximum engagement line is the linear depiction of the farthest limit of effective fire for a weapon or unit. This line is determined by either the weapon's or unit's maximum effective range and the effects of terrain. (For example, slope, vegetation, structures, and other features provide cover and concealment that may prevent the weapon from engaging to the maximum effective range.)

8-44. A maximum engagement line serves several purposes. The commander can use it to prevent crews from engaging beyond the maximum effective range, to define criteria for the establishment of triggers, and to delineate the maximum extent of AO on the sector DA Form 5517.

8-45. An RFL is a linear fire control measure beyond which engagement is prohibited without coordination. In the offense, the commander can designate an RFL to prevent a base of fire element from firing into the area where an assaulting element is maneuvering. This technique is particularly important when armored vehicles support the maneuver of Infantry squads. In the defense, the commander may establish an RFL to prevent the unit from engaging a friendly rifle squad positioned in restricted terrain on the flank of an avenue of approach.

Final Protective Line and Threat-Based Fire Control Measures

8-46. The final protective line is a line of fire established where an enemy assault is to be checked by the interlocking fires of all available weapons. The unit reinforces this line with protective obstacles and with FPF whenever possible. Initiation of the FPF is the signal for elements, crews, and individual Soldiers to shift fires to their assigned portion of the final protective line. They spare no ammunition in repelling the enemy assault, a particular concern for machine guns and other automatic weapons.

8-47. The SBCT Infantry rifle company commander uses threat-based fire control measures to concentrate and control fires by directing the unit to engage a specific enemy element rather than to fire on a point or area. The following paragraphs describe the TTP associated with this type of control measure.

Rules of Engagement

8-48. ROE specify the circumstances and limitations under which forces may engage. They include definitions of combatant and noncombatant elements and prescribe the treatment of noncombatants. Factors influencing ROE are national command policy, the mission and commander's intent, the OE, the law of war, joint operations principles of restraint and legitimacy, and the moral principles of the Army Ethic. ROE always recognize a Soldier's right to self-defense; at the same time, they clearly define circumstances in which the Soldier may fire.

8-49. For an example of company-level ROE, during a cordon and search mission, the command may establish a WCS of WEAPONS TIGHT for the main gun. The commander could do this because higher command directives explicitly restrict the use of the main gun as an explosive breach technique.

Weapons-Ready Posture

8-50. Weapons-ready posture is the selected ammunition and indexed range for vehicle, individual, and crew-served weapons. It is a means by which leaders use their estimate of the situation to specify the ammunition and range for the most probable anticipated engagement. Ammunition selection depends on the target type, but the leader may adjust it based on engagement priorities, desired effects, and effective range. Range selection depends on the anticipated engagement range; it is affected by terrain intervisibility, weather, and light conditions.

8-51. Within the SBCT Infantry rifle company, weapons-ready posture affects the types and quantities of ammunition loaded in ready boxes, stowed in ready racks, and carried by rifle squads. The following are examples of weapons-ready posture:

- An M320 grenadier, who's most likely engagement is to cover deadspace at 200 meters from their position, might load high-explosive dual-purpose ammunition, and set 200 meters on the quadrant sight.
- A Soldier might dismount with an AT-4 instead of a Javelin to prepare for an engagement in a wooded area where engagement ranges are extremely short.
- An ICV Stryker with a mounted .50 CAL might use the default battlesight range on the CROWS-J when in an urban environment where engagements are expected to be closer.

Weapons-Safety Posture

8-52. Weapons-safety posture is an ammunition-handling instruction that enables the commander to precisely control the safety of the unit's weapons. Leaders' supervision of the weapons-safety posture and Soldiers' adherence to it minimizes the risk of accidental discharge, fratricide, and friendly fire. Table 8-2 outlines procedures and considerations for the SBCT Infantry rifle company when using the four weapons safety postures, listed in ascending order of restrictiveness:

- AMMUNITION LOADED.
- AMMUNITION LOCKED.
- AMMUNITION PREPARED.
- WEAPONS CLEARED.

8-53. When setting and adjusting the weapons-safety posture, the commander weighs the desire to prevent accidental discharges against the requirement for immediate action based on the enemy threat. If the threat of direct contact is high, for example, the commander could establish the weapons safety posture as AMMUNITION LOADED. If the requirement for action is less immediate, the posture might be lowered to AMMUNITION LOCKED or AMMUNITION PREPARED. The commander can designate different weapons safety postures for different elements of the unit.

Table 8-2. Weapons safety posture levels

WEAPONS SAFETY POSTURE	STRYKER ICV	INFANTRY SQUAD WEAPONS AND AMMUNITION
Ammunition loaded	.50 caliber ammunition on feed tray, feed tray cover closed, weapon charged, and bolt locked to the rear (automatic firing mode), weapon in electronical safe. MK19 ammunition on feed tray with female link fed first, feed tray cover closed, weapon charged, bolt locked to the rear, weapon in electronical safe.	Rifle rounds chambered. Machine gun and SAW ammunition on feed tray; bolt locked to rear. Grenade launcher loaded. Weapons on manual safe.
Ammunition locked	.50 caliber ammunition on feed tray, feed tray cover closed, bolt locked forward, weapon in electronical safe. MK19 ammunition on feed tray, feed tray cover closed, bolt locked forward, weapon in electronical safe.	Magazines locked into rifles. Machine gun and SAW ammunition on feed tray; bolt locked forward. Grenade launcher unloaded.
Ammunition prepared	.50 caliber machine gun ammunition boxes filled. MK19 ammunition on feed tray, feed tray cover closed, bolt locked forward, weapon in electronical safe.	Magazines, ammunition boxes, launcher grenades, and hand grenades prepared but stowed in pouches/vests.
Weapons cleared	.50 caliber machine gun cleared with bolt locked forward, weapon in mechanical and electronical safe.	Magazine, ammunition boxes, and launcher grenades removed; weapons cleared.
Legend: ICV Infantry carrier vehicle SAW Squad automatic weapon		

Weapons Control Status

8-54. The three levels of WCS outline the conditions, based on target identification criteria, under which friendly elements can engage. The commander sets and adjusts the WCS based on friendly and enemy disposition, and the clarity of the situation. In general, the higher the probability of fratricide and friendly fire, the more restrictive the WCS. The three levels, in descending order of restrictiveness, are as follows:

- WEAPONS HOLD. Engage only if engaged or ordered to engage.
- WEAPONS TIGHT. Engage only targets that are positively identified as enemy.
- WEAPONS FREE. Engage any targets that are not positively identified as friendly.

8-55. For example, the commander may establish the WCS as WEAPONS HOLD when friendly forces are conducting a passage of lines. By maintaining situational understanding of the commander's own elements and adjacent friendly forces, however, the commander may lower the WCS. In such a case, the commander may set a WEAPONS FREE status when knowing there are no friendly elements near the engagement. This permits the elements to engage targets at extended ranges even though it is difficult to distinguish targets accurately at ranges beyond 2000 meters under combat conditions. Another consideration is that the WCS is extremely important for forces using combat identification systems. Establishing the WCS as WEAPONS FREE permits leaders to engage an unknown target when they fail to get a friendly response.

Engagement Priorities

8-56. Engagement priorities provide platoon and company-level direct or indirect fire distribution examples that combine engagement priorities (targeting by composition) and fire patterns or target arrays (targeting by disposition). This can serve one or more of the following critical fire control functions:

- Prioritize high-payoff targets. In concert with the concept of the operation, the commander determines which target types provide the greatest payoff and can then set these as a unit engagement priority. (For example, the commander may decide that destroying enemy engineer assets is the best way to prevent the enemy from breaching an obstacle.)
- Employ the best weapons for the target. Establishing engagement priorities for specific friendly systems increases the effectiveness with which the unit employs its weapons. As an example, the engagement priority for the Javelin could be enemy tanks first, then enemy personnel carriers.
- Distribute the unit's fires. Establishing different priorities for similar friendly systems helps to prevent overkill and achieve effective distribution of fires. (For example, the commander may designate the enemy's machine gun positions the initial priority for the MGS platoon, while making the enemy's personnel carriers the priority for another platoon.) This would decrease the chances of units engaging against the same targets while ignoring the dangers posed by the other.

Trigger and Engagement Techniques

8-57. A trigger is a specific set of conditions that dictates initiation of fires. Often referred to as engagement criteria, a trigger specifies the circumstances in which subordinate elements should engage. The circumstances can be based on a friendly or enemy event. (For example, the trigger for a friendly platoon to initiate engagement could be three or more enemy vehicles passing or crossing a given point or line.) This line can be any natural or man-made linear feature (such as a road, ridge line, or stream). It may be a line perpendicular to the unit's orientation, delineated by one or more reference points.

8-58. Engagement techniques are effects-oriented fire distribution measures. The following engagement techniques, the most common in SBCT Infantry rifle company operations, are covered in this discussion:

- Point fire.
- Area fire.
- Simultaneous.
- Alternating fire.
- Observed fire.
- Sequential fire.
- Time of suppression.
- Reconnaissance by fire.

Point Fire

8-59. Point fire entails concentrating the effects of a unit's fire against a specific, identified target such as a vehicle, machine gun bunker, or ATGM position. When leaders direct point fire, all of the unit's weapons engage the target, firing until it is destroyed or the required time of suppression has expired. Employing converging fires from dispersed positions makes point fire more effective because the target is engaged from multiple directions. The unit may initiate an engagement using point fire against the most dangerous threat, and then revert to area fire against other, less threatening point targets.

Note. Use of point fire is fairly rare because a unit seldom encounters a single, clearly identified enemy weapon.

Area Fire

8-60. Area fire involves distributing the effects of a unit's fire over an area in which enemy positions are numerous or are not obvious. If the area is large, leaders assign sectors of fire to subordinate elements using a terrain-based distribution method such as the quadrant technique.

8-61. Typically, the primary purpose of the area fire is suppression. However, sustaining effective suppression requires judicious control of the rate of fire.

Simultaneous Fire and Alternating Fire

8-62. Units employ simultaneous fire to rapidly mass the effects of their fires or to gain fire superiority. (For example, a unit may initiate an SBF with simultaneous fire, and then revert to alternating or sequential fire to maintain suppression.) Simultaneous fire is employed to negate the low probability of the hit and kill of certain anti-armor weapons. As an example, an SBCT Infantry rifle platoon with ATGM and MGS in support, may employ simultaneous fire with its Javelins, TOW, and 105-mm main gun against an armored unit to ensure its rapid destruction.

8-63. In alternating fire, pairs of elements continuously engage the same point or area target one at a time. (For example, an SBCT Infantry rifle company may alternate fires of two platoons, an Infantry platoon may alternate the fires of its squads, or an Infantry platoon may alternate the fires of a pair of machine guns.) Alternating fire permits the unit to maintain suppression for a longer duration than does a simultaneous fire. It also forces the enemy to acquire and engage alternating points of fire.

Observed Fire and Sequential Fire

8-64. Observed fire is usually used when the SBCT Infantry rifle company is in protected defensive positions with engagement ranges in excess of 2,500 meters. It can be employed between elements of the company such as the Infantry platoon lasing and observing while an MGS section fires, or between machine guns in the section of a platoon. The commander or platoon leader directs one element or section to engage. The remaining elements or sections observe fires and prepare to engage on order in case the engaging element consistently misses its targets, experiences a malfunction, or runs low on ammunition. Observed fire allows for mutual observation and assistance while protecting the location of the observing elements.

8-65. Sequential fire entails the subordinate elements of a unit engaging the same point or area target one after another in an arranged sequence. Sequential fire can help to prevent the waste of ammunition, as when an Infantry rifle platoon waits to see the effects of the first Javelin before firing another. Sequential fire permits elements that have already fired to pass on information they have learned from the engagement. An example would be, when an Infantryman who missed an enemy armored fighting vehicle with Javelin fires, passes range and lead information to the next Soldier that is preparing to engage the enemy armored fighting vehicle.

Time of Suppression and Reconnaissance by Fire

8-66. Time of suppression is the period specified by the commander during which an enemy position or force must be suppressed. Suppression time is typically dependent on the time it takes a supported element to maneuver. Usually, a unit suppresses an enemy position using the sustained rate of fire of its automatic weapons. In planning for sustained suppression, leaders need to consider several factors: the estimated time of suppression, the size of the area being suppressed, the type of enemy force to be suppressed, range to the target, rates of fire, and available ammunition quantities.

8-67. Reconnaissance by fire is the process of engaging possible enemy locations to elicit a tactical response (such as return fire or movement). This response permits the commander and subordinate leaders to acquire the target and then mass fires against the enemy element. Typically, the commander directs a subordinate element to conduct the reconnaissance by fire. (For example, the commander may direct an overwatching platoon to conduct the reconnaissance by fire against a probable enemy position before initiating movement by a bounding element.)

FIRE PATTERNS

8-68. Fire patterns are a threat-based measure designed to distribute the fires of a unit simultaneously between multiple, similar targets. Platoons use these most often to distribute fires across an enemy formation. Leaders designate and adjust fire patterns based on terrain and the anticipated enemy formation. The basic fire patterns, illustrated in figure 8-4 on page 8-14 are—

- Frontal.

- Cross.
- Depth.

8-69. Leaders may initiate frontal fire when targets are arrayed in front of the unit in a lateral configuration. Weapons systems engage targets to their respective fronts. (For example, the left flank weapon engages the left-most target; the right flank weapon engages the right-most target.) As weapons systems destroy targets, weapons shift fires toward the center of the enemy formation from near to far.

8-70. Leaders initiate cross fire when targets are arrayed laterally across the unit's front in a manner that permits diagonal fires at the enemy's flank, or when obstructions prevent unit weapons from firing frontally. Right flank weapons engage the left-most targets; left flank weapons engage the right-most targets. Firing diagonally across an EA provides more flank shots, increasing the chance of kills. It reduces the possibility of the enemy detecting friendly elements should the enemy continue to move forward. As friendly elements destroy targets, weapons shift fires toward the center of the enemy formation.

8-71. Leaders initiate depth fire when enemy targets disperse in-depth, perpendicular to the unit. Center weapons engage the closest targets; flank weapons engage deeper targets. As the unit destroys targets, weapons shift fires toward the center of the enemy formation.

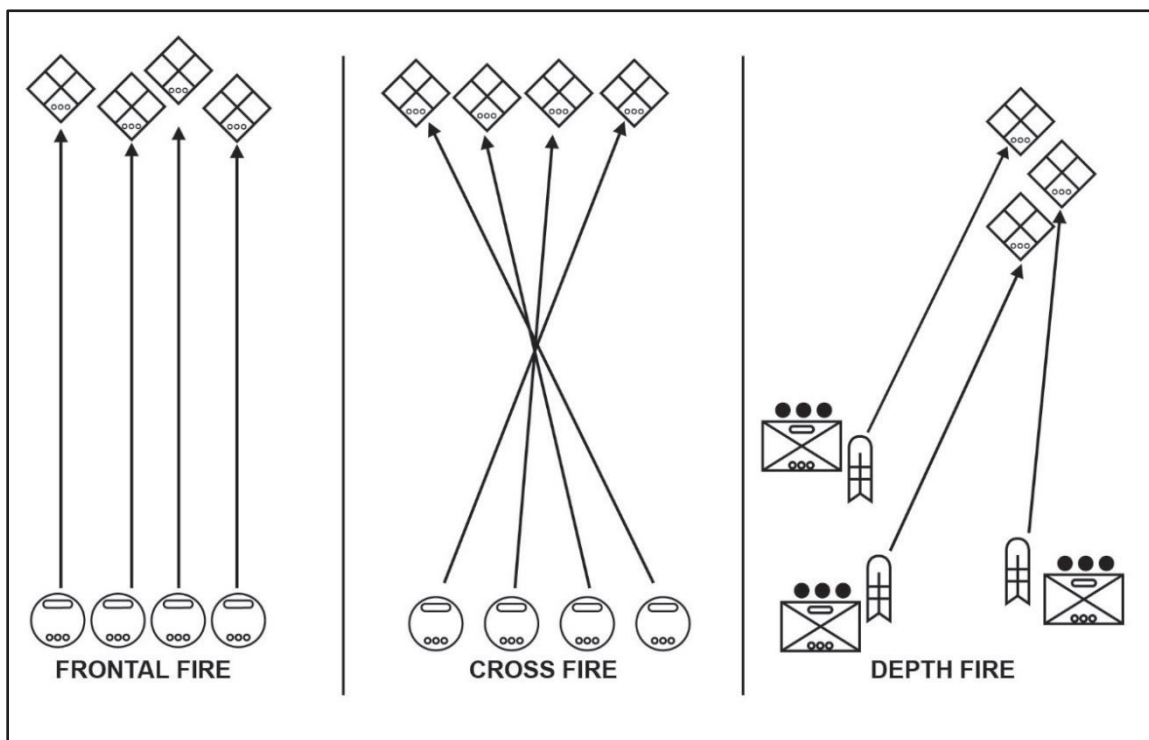


Figure 8-4. Fire patterns, example

TARGET ARRAY

8-72. Target array enables the commander to distribute fires when the enemy force is concentrated and terrain-based controls are inadequate. Forces create this threat-based distribution measure by superimposing a quadrant pattern on the enemy formation. Soldiers center the pattern on the enemy formation, with the axes running parallel and perpendicular to the enemy's direction of travel.

8-73. The target array fire control measure is effective against an enemy with a well-structured organization and standardized doctrine. However, it may prove less effective against an enemy that presents few organized formations, or does not follow strict prescribed tactics. Leaders describe quadrants using the quadrants' relative locations. The examples in figure 8-5 illustrate the target array technique.

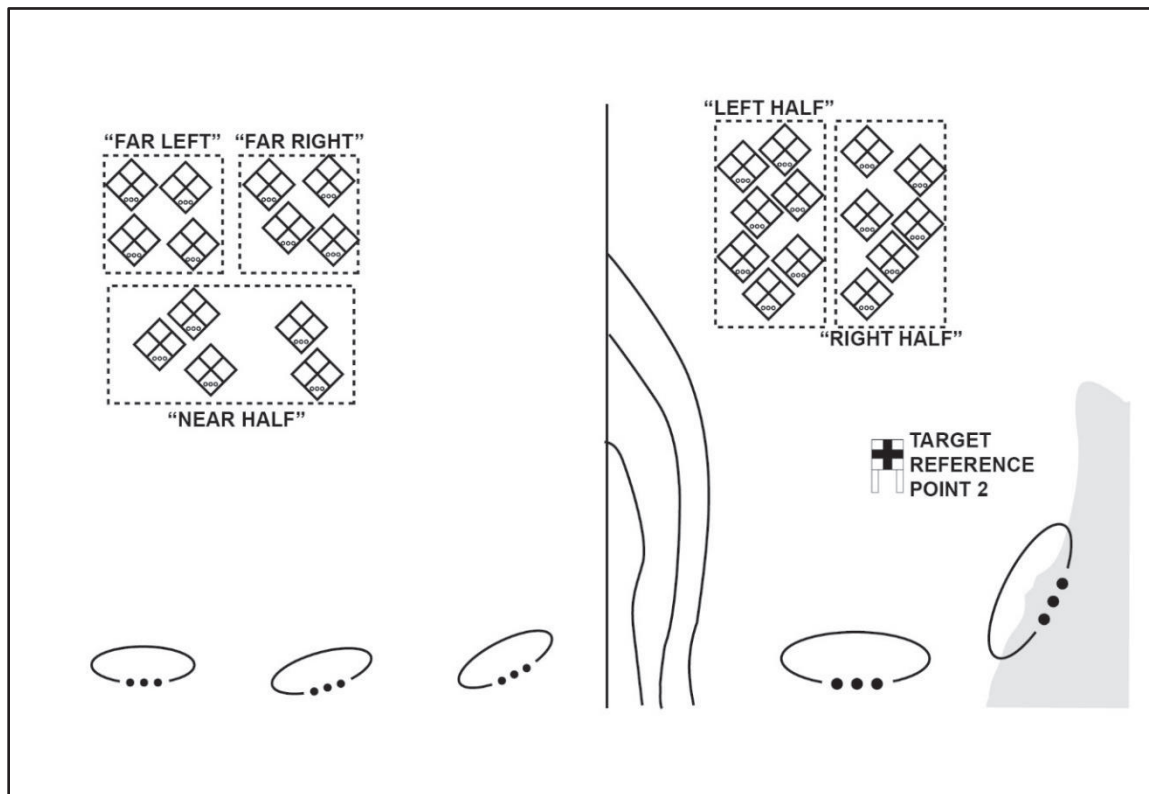


Figure 8-5. Target array, example

FIRE COMMANDS

8-74. Fire commands provide a standard basis for all direct fire engagements. Fire commands consist of various elements and terms that Soldiers, leaders, crews, and small units are familiar with to deliver lethal fires effectively and efficiently. The standardization of commands across all direct fire platforms and small units provides for rapid unit cohesion, a common vernacular, and rapid conduct of fire. (See TC 3-20.31-4 for further information on fire commands.)

8-75. The nine elements of fire commands assist in target detection, correct and positive identification, facilitate fratricide prevention, and ensure the firing element's safety. These nine elements provide all the firing information needed to complete the entire engagement process. The nine elements of fire commands are—

- Alert.
- Weapon or ammunition (optional).
- Target description.
- Direction or elevation.
- Range (optional).
- Method.
- Controls (optional).
- Execution.
- Termination.

8-76. The alert specifies the elements that are directed to fire. The alert does not require the leader initiating the command to identify themselves. Examples of the alert element (call signs and code words based on the company SOP) include the following:

- GUIDONS (all subordinate elements).
- RED (first platoon only).

8-77. Weapons or ammunition identify the weapon and ammunition to be employed by the alerted elements. Subordinate leaders may designate the type and number of rounds to limit expenditure of ammunition. Examples include the following:

- JAV.
- “FOUR ROUNDS; MK19 HE,” then “.50 CAL SLAP.”

8-78. Target description designates which enemy elements are to be engaged. Subordinate leaders may use the description to focus fires or achieve distribution. Examples of target description include the following:

- TROOPS IN TRENCH.
- BUNKER.
- PERSONNEL CARRIER.

8-79. Direction identifies the location of the target. Examples of ways to designate the location of the target, include the following:

- Closest TRP. Example: TRP 13.
- Clock direction. Example: ONE O’CLOCK.
- Terrain quadrant. Example: QUADRANT ONE.
- Friendly quadrant. Example: LEFT FRONT.
- Target array. Example: FRONT HALF.
- Tracer on target. Example: ON MY TRACER.
- Laser pointer. Example: ON MY POINTER.

8-80. Range identifies the distance to the target. Announcing range is not necessary for systems that are range finder-equipped or that employ command-guided or self-guided munitions. For systems that require manual range settings, leaders have a variety of means for determining range, including the following:

- Predetermined ranges to TRPs or PLs.
- Handheld range finders.
- Range stadia.
- Mil (also known as milliradian) reticle.

8-81. Method describes to the firer the way or method the target(s) are engaged. Leaders use this element when presented with multiple targets to identify which target to engage first. For collective fire commands, this can also indicate the fire pattern used to engage the threats. Multiple methods may be used in one fire command. Examples of information specified in control include the following:

- Target array. Example: FRONT HALF.
- Fire pattern. Example: FRONTAL.
- Terrain quadrant. Example: QUADRANT ONE.
- Engagement priorities. Example: M320 ENGAGE BUNKERS; MACHINE GUNS ENGAGE TROOPS.
- Engagement technique. Example: VOLLEY.
- Target effect. Example: AREA.

8-82. Control provides the leader the ability to manage ammunition, friendly exposure to the threat, reinforce the ROE, or provide conditions that are met before engaging the threat. Multiple controls may be used within the fire command, as necessary. Controls in a collective fire command can delegate the authority to give the command of execution to an authorized subordinate leader.

8-83. Execution specifies when fires will be initiated. The commander can engage immediately, delay initiation, or delegate authority to engage. Execution examples include the following:

- FIRE.
- AT MY COMMAND.
- AT YOUR COMMAND.
- AT PHASE LINE ORANGE.

8-84. Every engagement must be terminated; the ninth element informs all members of the unit to stop firing all weapons and systems. This command may be given by any member of the unit for any reason, typically safety, but the leader must terminate every engagement by announcing, CEASE FIRE, regardless of the situation. (See TC 3-20.31-4 for more information.)

SECTION III – FIRE CONTROL PROCESS

8-85. At the heart of this process are two critical actions: rapid, accurate target acquisition and the massing of fire to achieve decisive effects on the target. Target acquisition is the detection, identification, and location of a target in sufficient detail to permit the effective employment of weapons.

8-86. Massing of fires is defined by the terminal effect on the enemy, not by the number of systems or rounds fired. Massing entails focusing fires at critical points and then distributing the fires for optimum effect. Firing at multiple targets in-depth prevents the enemy from dealing with any single threat and from maneuvering against massing fires against friendly forces. The following discussion examines target acquisition and massing of fires using these basic steps of the fire control process:

- Identify probable enemy locations and determine the enemy scheme of maneuver.
- Determine where and how to mass fires.
- Orient forces to speed target acquisition.
- Shift or redistribute fires.

IDENTIFY PROBABLE ENEMY LOCATIONS AND DETERMINE THE ENEMY SCHEME OF MANEUVER

8-87. The commander and subordinate leaders plan and execute direct fires based on their estimate of the situation. An essential part of this estimate is the analysis of the terrain and the enemy force, which aids the commander in visualizing how the enemy will attack or defend a particular piece of terrain. (See figure 8-6 on page 8-18.) A defending enemy's defensive positions or an attacking enemy's support positions are normally driven by intervisibility. Typically, there are limited points on a piece of terrain that provide good fields of fire and adequate cover for a defender. Similarly, an attacking enemy has only a limited selection of avenues of approach that provides adequate cover and concealment.

8-88. Coupled with available intelligence, an understanding of the effects of a specific piece of terrain on maneuver assists the commander in identifying probable enemy locations and likely avenues of approach before and during the fight. The commander may use any or all of the following products or techniques in developing and updating the analysis:

- An enemy SITTEMP based on the analysis of terrain and enemy.
- A spot report or contact report on enemy locations and activities.
- Reconnaissance of the AO.

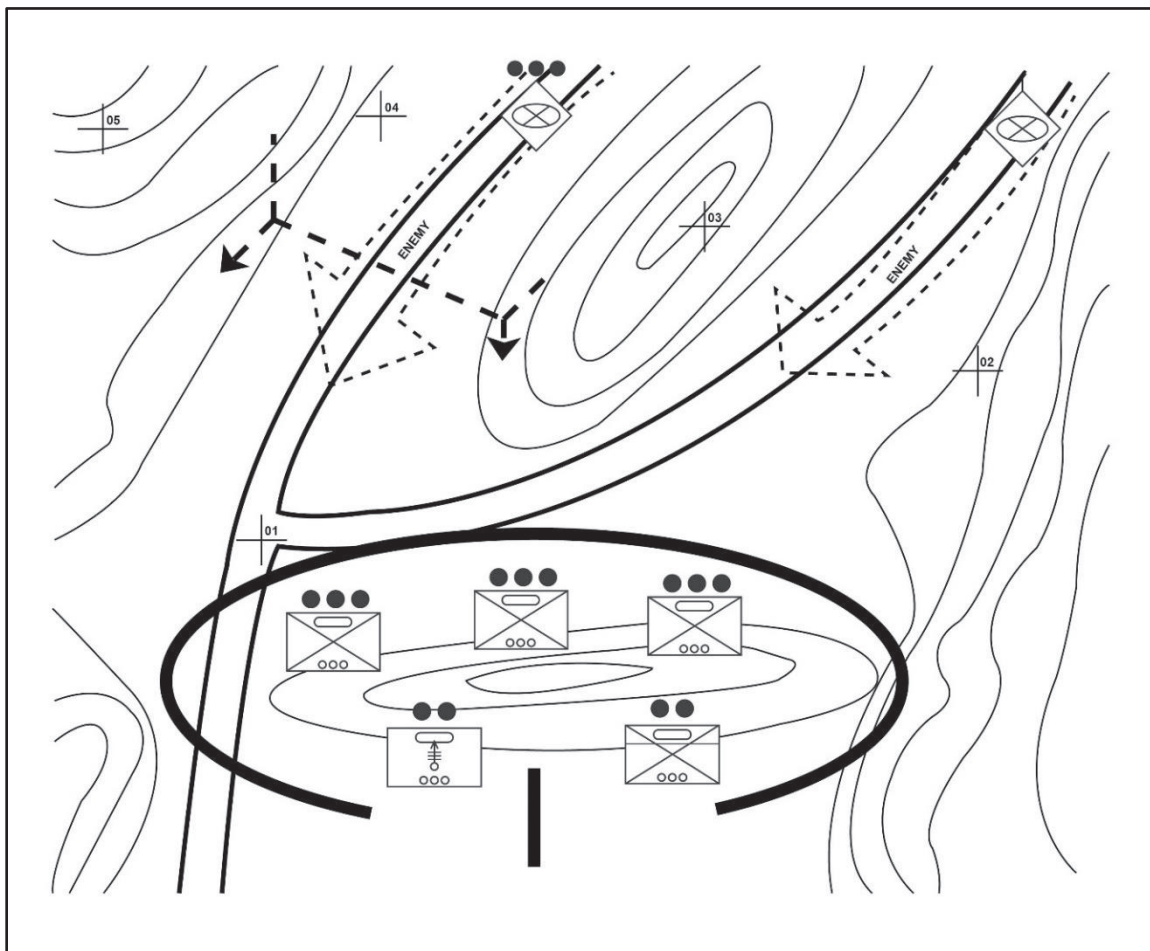


Figure 8-6. Identifying probable enemy locations and determining enemy scheme of maneuver, example

DETERMINE WHERE AND HOW TO MASS FIRES

8-89. To achieve decisive effects, friendly forces need to mass their fires. Effective massing requires the commander to direct the fires of subordinate elements and to distribute the effects of the fires. Based on the estimate of the situation and the concept of the operation, the commander identifies points where the unit's fires are concentrated (see figure 8-7). Most often, these locations have been identified as probable enemy positions or points along likely avenues of approach where the unit can mass direct fires. Because subordinate elements may not initially be oriented on the point where the commander wants to mass fires, the commander may issue a fire command to the fires. At the same time, the commander uses direct fire control measures and effectively distributes the fires of the elements, which are now focused on the same point.

8-90. To achieve the greatest mass effects, the company commander balances the differences of the maximum effective ranges of the individual weapons; crew-served weapons; and weapons on the ICVs, placing these weapon systems at equal distance from one another in firing position prevents a maximum effect of all weapon systems firing simultaneously. Weapon systems with shorter maximum effective engagement ranges should be in positions forward of ones with longer maximum effective engagement ranges. The company leadership should closely examine SDZs to ensure that firing positions are within safe distance of the EA.

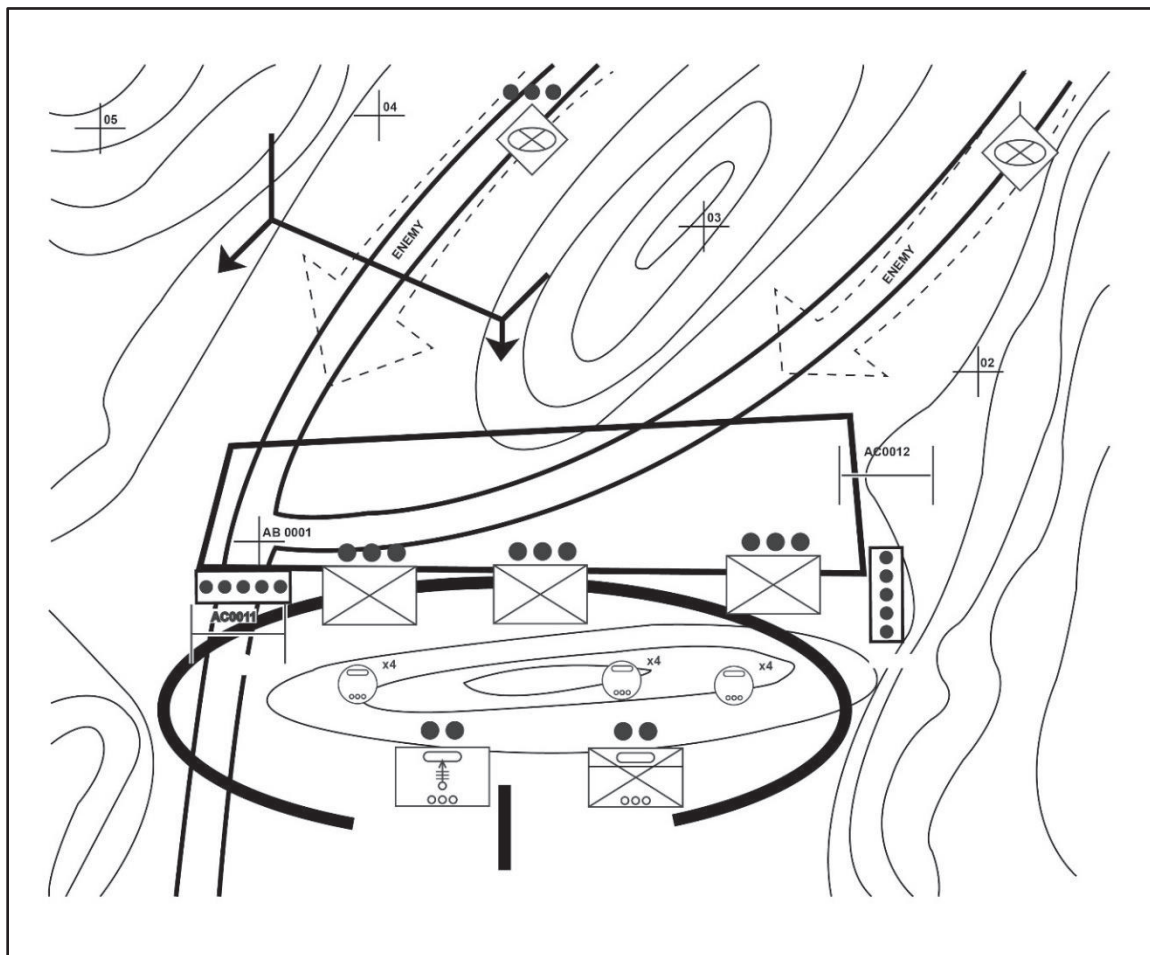


Figure 8-7. Determining where and how to mass fires, example

ORIENT FORCES TO SPEED TARGET ACQUISITION

8-91. Friendly forces need to acquire enemy elements rapidly and accurately to effectively engage the enemy with direct fires. Orienting friendly forces on probable enemy locations and on likely avenues of approach speeds target acquisition (see figure 8-8 on page 8-20). Conversely, failure to orient subordinate elements results in slower acquisition; this greatly increases the likelihood that enemy forces will be able to engage first. The clock direction orientation method, which is prescribed in most unit SOPs, is good for achieving all-around security; however, it does not ensure that friendly forces are most effectively oriented to detect the enemy.

8-92. To achieve this critical orientation, the commander typically designates TRPs on or near probable enemy locations and avenues of approach, orienting subordinate elements using directions of fire or sectors of fire. Normally, the gunners on crew-served weapons scan the designated direction, sector of fire, or area while other crewmen observe alternate sectors of fire or areas to provide all-around security.

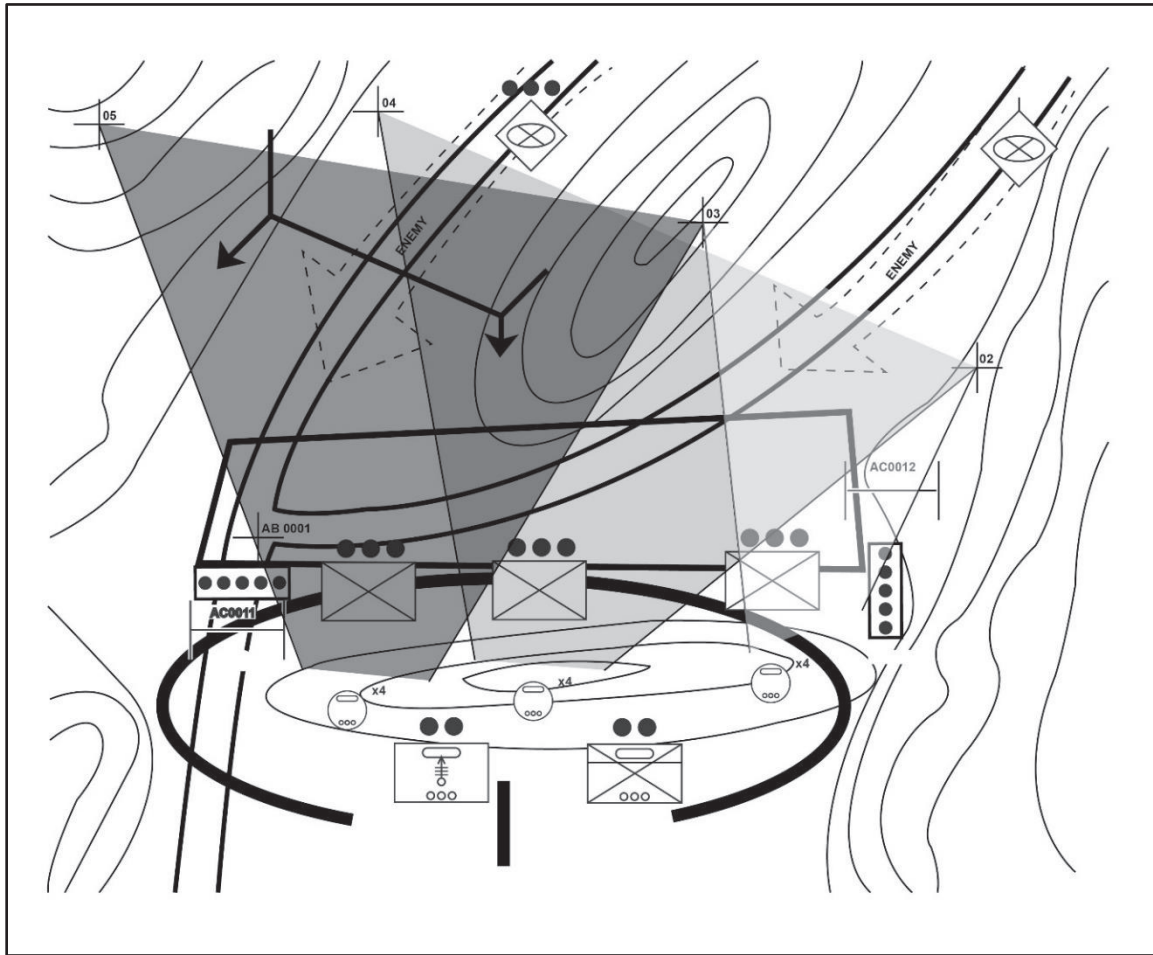


Figure 8-8. Orienting forces to speed target acquisition, example

SHIFT AND REDISTRIBUTE FIRES

8-93. As the engagement proceeds, leaders shift fires to direct and redistribute the effects based on their evolving estimate of the situation. SA becomes an essential part of the fire control process at this point.

8-94. The commander and subordinate leaders apply the same techniques and considerations, including fire control measures that they used earlier to direct and distribute fires. A variety of situations dictate shifting of fires, to include the following:

- Appearance of an enemy force posing a greater threat than the one currently being engaged.
- Extensive attrition of the enemy force being engaged, creating the possibility of target overkill.
- Attrition of friendly elements that are engaging the enemy force.
- Change in the ammunition status of the friendly elements that are engaging the enemy force.
- Maneuver of enemy or friendly forces resulting in terrain masking.
- Increased fratricide and friendly fire risk as a maneuvering friendly element closes with the enemy force being engaged.

Appendix A

SBCT Weapons Troop Attachments

The SBCT synchronizes all warfighting functions at the decisive point of their operation. The ATGM and MGS variants support the other Stryker units in the maneuver warfighting function by providing long-range direct fires from the TOW missile and the 105-mm main gun, respectively. Employed correctly and in synchronization with other maneuver units, they facilitate the SBCT to close with the enemy; repel the enemy's attack by fire, or allow other units to break contact. Within the SBCT, the weapons troop is assigned to the Cavalry squadron by the modified table of organization and equipment. In operations, the weapons troop assignment is ultimately determined by the SBCT commander's orders.

SECTION I – ORGANIZATION

A-1. The SBCT weapons troop role is to facilitate the SBCT's maneuver by providing direct fires. In garrison, the Cavalry squadron manages the home station gunnery training, maintenance, and Soldier military occupational specialty development and assignment. Common employment techniques used by the SBCT are—

- Pure.
- Split.
- Dispersed.

A-2. The pure employment technique includes transitioning the entire troop under OPCON from task force to task force. This is the optimal COA for redistributing long-range direct fires at the decisive point. It requires multiple branches and sequels in planning, requiring intelligence estimates to shift the weapons troop to the main effort. Pure employment is most vulnerable to METT-TC factors disrupting the synchronization of the operation. This puts the other task forces at risk of not having the weapons troop capabilities to support their operations.

A-3. The pure employment technique supports reconnaissance, security, offense, and defense tasks throughout the SBCT by constantly transitioning the SBCT weapons troop to the main effort in phases. In this technique, the weapons troop can be held in reserve or deployed forward and moves between task forces. This also gives the SBCT commander options to transition between employment techniques by switching between pure and split.

A-4. The split employment technique is when the weapons troop platoons are split between two to four task forces. It always maintains a troop headquarters with two to four of its platoons under a higher echelon control. The remainder of its platoons supports other task forces. Split employment technique can be short or long duration based on the dispersion of the weapons troop platoons and mission command considerations.

A-5. Dispersed employment technique is when the weapons troop platoons have been dispersed to other task forces. This leaves two situations:

- The weapons troop headquarters has no platoons under its command. The headquarters section concentrates on the administrative and logistics support of its platoons or is assigned other duties by the higher echelon commander.
- The weapons troop has been task-organized with Infantry or Cavalry platoons replacing some of its ATGM and MGS platoons, and is normally assigned its own AO or a specific mission.

A-6. At the platoon and section level task-organizing ATGM sections with MGS sections has a tactical advantage. This combination within the troops forms three platoons of two ATGM and two MGS, with another three platoons of one ATGM and two MGS. Ideal employment is for ATGM to engage at long-range to the flank or front of enemy targets while MGS maneuver to the rear or flank of enemy targets. Simultaneous engagements with both weapon systems make it difficult for the enemy to locate the friendly firing positions. This technique facilitates other units to close with and destroy or the opportunity to break contact. The weapons troop commander organizes the troop to support the SBCT by aligning platoons with other units they will likely support. (See figure A-1 and ATP 3-21.91 for more information.)

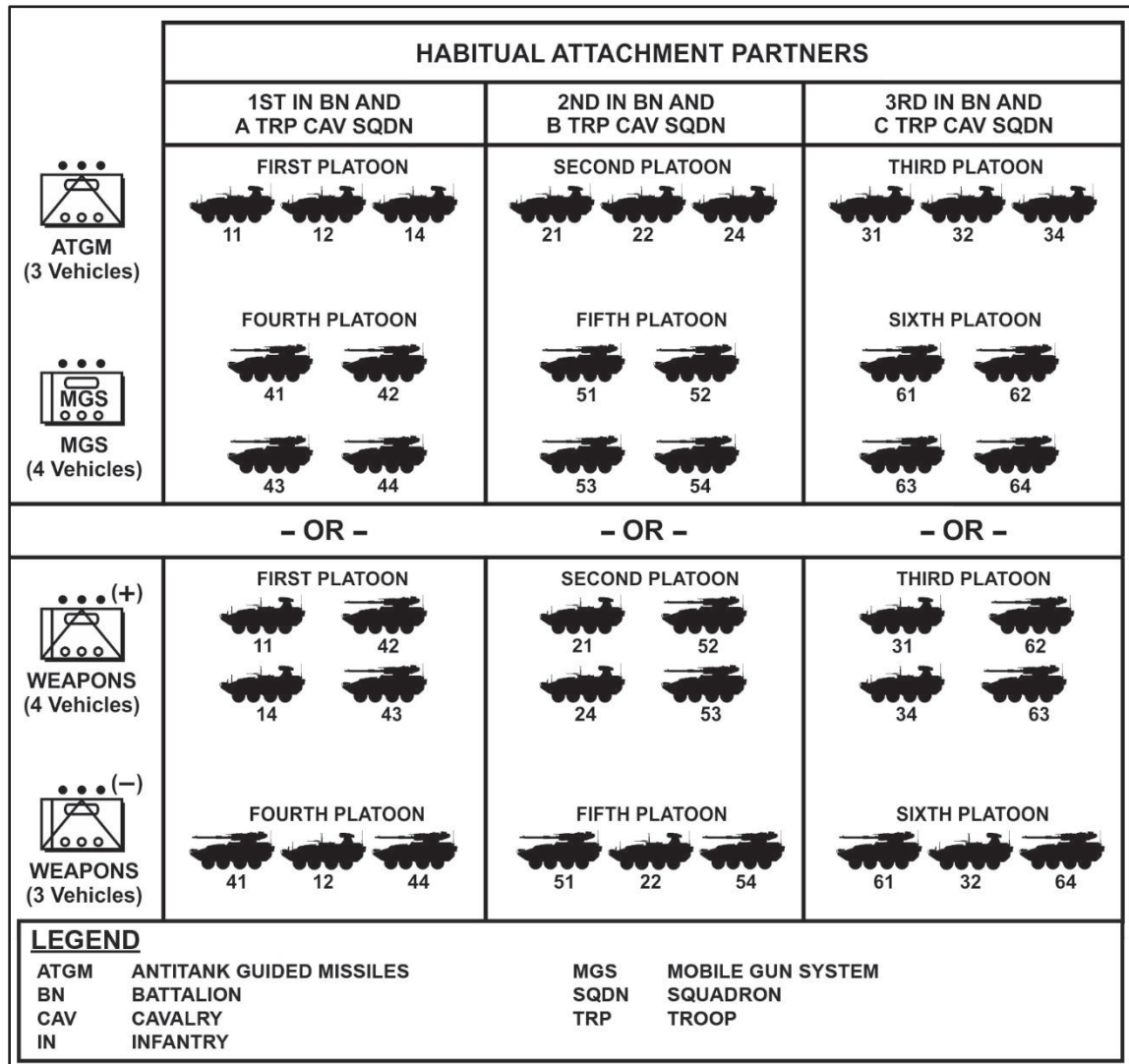


Figure A-1. Stryker brigade combat team weapons platoons

SECTION II – PLANNING CONSIDERATIONS

A-7. Leaders must understand the capabilities and limitations of weapon systems to employ them appropriately when integrating weapons troop assets into the formation. Below are the capabilities and limitations of the Stryker ATGM and MGS platforms.

ATGM CONSIDERATIONS

A-8. The TOW missiles in the current inventory are the 2A, 2B, 2B Aero, and bunker buster. The designation, maximum arm distance, and maximum range are listed in table A-1. (See TM 9-1425-923-10 and TM 9-1410-470-23 for more information.)

Table A-1. TOW characteristics

<i>TYPE</i>	<i>DESIGNATION</i>	<i>MAXIMUM SAFE ARM DISTANCE (METERS)</i>	<i>MAXIMUM RANGE (METERS)</i>
TOW 2A	BGM-71E	65	3,750
TOW 2B	BGM-71F	200	3,750
TOW 2B Aero	BGM-71F Aero	200	4,500* most conditions
TOW BB	BGM-71H	65	3,750**
Legend: TOW – tube-launched, optically tracked, wire-guided (missile), BB – bunker buster, BGM – ballistic guided missile * TOW 2B Aero maximum range is 4,200 meters in extreme cold. ** The maximum range recommended for engaging a bunker aperture with a TOW BB is 3,000 meters due to the small profile and low aimpoint.			

A-9. The TOW 2A was developed to defeat enemy armor with explosive reactive armor. The missile has a tandem warhead to achieve increased lethality. The precursor warhead in the tip of its extended probe detonates the explosive reactive armor. The primary warhead then penetrates the base armor. The TOW 2A is a line of sight missile.

A-10. The TOW 2B is a top attack missile that uses a fly-over, shoot-down mode to destroy armored targets. This missile penetrates the more vulnerable top of an armored vehicle. This permits the attack of targets in defile or protected by berms. The TOW 2B has a dual sensor that senses the mass of iron and a laser measuring device which ranges down to the ground and identifies when the profile changes relative to known target profiles below the missile. In fly-over, shoot-down mode, the gunner aims at the target. The missile flight path is 2.25 meters above the target. The gunner has the option to change to line of sight mode when engaging targets under cover or when engaging targets such as buildings or bunkers. The missile is more effective against buildings after being flown through a door or window. The TOW 2B is not effective as a breaching weapon.

A-11. The TOW 2B Aero is a variant of the TOW 2B. The TOW 2B Aero has an aerodynamic nose and additional wire to provide the extended range for this missile. The TOW 2B and TOW 2B Aero have variants of missiles with counter active protection system capability. These variants were developed to defeat the active protection systems on target vehicles. When using the TOW 2B or 2B Aero, prevent overkill by ensuring the missile flight path is at least 10 meters above dead vehicles to prevent detonation on dead vehicles.

WARNING

Soldiers should never fire any member of the TOW family of missiles over friendly vehicles and personnel, or over vehicles that have been destroyed by friendly fire. This may cause the missile to detonate on friendly or dead vehicles.

A-12. TOW limitations are (see table A-2 on page A-4 and see TC 3-22.32 for more information):

- Firing over water.
- Firing over power lines.
- Firing through area fires.

- Firing in windy conditions.
- Firing from buildings.

Table A-2. TOW target set

<i>TYPE</i>	<i>PRIMARY</i>	<i>SECONDARY</i>
TOW 2A	Armor	Light armor and typical urban structures
TOW 2B	Armor	Urban structures
TOW 2B Aero	Armor	Urban structures
TOW BB	Urban structures	Light armored vehicles
Legend: TOW = tube-launched, optically tracked, wire-guided (missile), BB = bunker buster.		

MGS WEAPONS CONSIDERATIONS

A-13. Numerous factors related to vehicles and equipment affects the MGS platoon's planning in the urban environment. These factors include the following aspects:

- The preferred main gun rounds in urban operations are high-explosive antitank (known as HEAT) and high-explosive plastic (known as HEP).
- HEAT ammunition arms approximately 6 to 15 feet (2 to 5 meters) from the gun muzzle.
- HEP is used primarily against troops where blast concussion and fragmentation are desired, unarmored vehicles, field fortifications, bunkers, buildings, and crew-served weapon emplacements.
- The 105-mm canister round is used primarily as an antipersonnel round that can also be used effectively to defeat unarmored vehicles and surfaced-laid obstacles such as concertina wire in ranges less than 500 meters.
- The M240C coaxial machine gun can effectively deliver precision lethal fires against enemy personnel and enemy positions that are behind light cover.
- When buttoned up, the MGS crew has limited visibility to the sides and rear, and no visibility to the top. Figure A-2 illustrates the deadspace associated with MGS operations in an urban environment. When buttoned up, dismounted Infantry provide local security to the side, top, and rear of the MGS.
- An elevation of plus 15 degrees is also required to provide effective fires to support Infantry assaults on high ground at ranges up to 1,000 meters for machine guns and 2,000 meters for the main gun. This capability is crucial when MGS platforms cannot maneuver on designated Infantry axis of attack and must support Infantry at a distance.
- Depression to minus five degrees is needed when MGS is used to mass fires in low ground EAs during defensive operations.

A-14. Sabot petals endanger accompanying Infantry elements. They create a hazard area extending 70 meters on each side of the gun target line, out to a range of one kilometer.

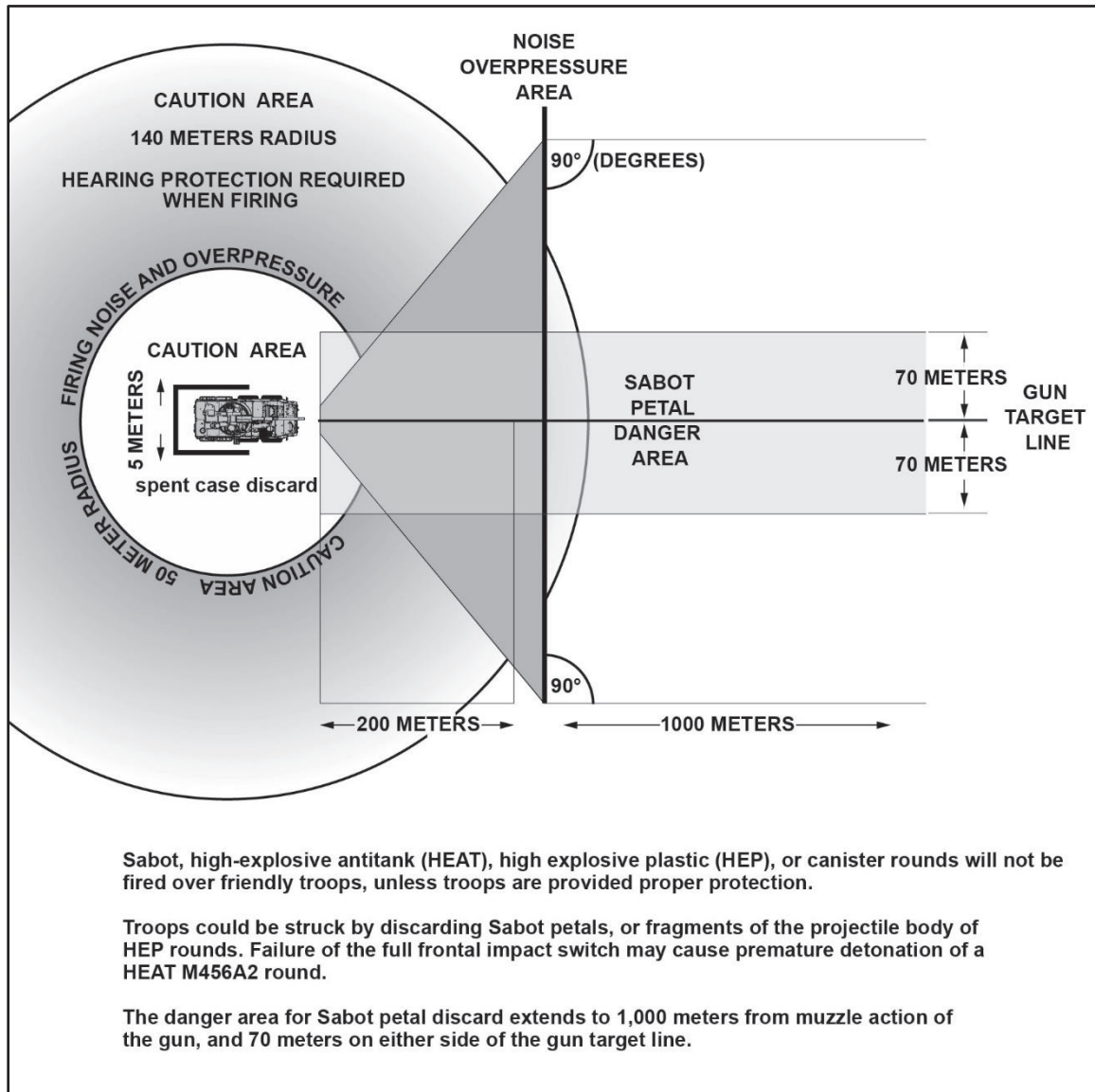


Figure A-2. Diagram of surface danger zone

COMBINED ARMS EMPLOYMENT CONSIDERATIONS

A-15. The SBCT Infantry rifle company commander must understand the command support relationship when augmented with ATGM and MGS attachments. This determines how to further organize and place those systems with SBCT Infantry rifle platoons. With the limited number of systems in the SBCT, the ATGM and MGS are best employed to engage a specific target for an intended effect or outcome by exposing themselves only for a limited amount of time.

A-16. Once the engagement is complete, the SBCT Infantry rifle company commander should ensure the follow-on considerations for those systems according to the guidance provided for the operation and command support relationship. Planning considerations by warfighting function are described below.

LEADERSHIP

A-17. SBCT weapons troop platoons have many leadership positions. Each vehicle commander position is (at a minimum) a staff sergeant and can be as high as a first lieutenant. When organizing their vehicles into SBCT Infantry rifle platoons, ensure the chain of command is explained. Avoid instances where a higher-ranking vehicle commander is subordinate to a lower ranking member to prevent conflict. Placing someone from the company headquarters leadership in charge of the operation or placing the ATGM or MGS under the platoon leader's control is often a technique.

MISSION COMMAND

A-18. Mission command invokes the greatest possible freedom of action for subordinates, facilitating their abilities to develop the situation, adapt, and act decisively through disciplined initiative within the commander's intent. The weapons troop commander implements clear orders and procedures for the elements of the weapons troop to operate throughout the entire SBCT AO. The weapons troop commander focuses on empowering subordinate leaders and sharing information to facilitate decentralized execution.

A-19. Use of standard administrative reporting procedures is a requirement. At a minimum, reports include current location, vehicle counts by type, weapon types, ammunition available, and time before refueling. During planning, weapons troop elements leaders provide explanations on weapons capability, status of the equipment, and personnel. If given the commander's intent, they may support the SBCT Infantry rifle commander's concept of operation development by assisting the commander in developing their scheme of maneuver. Often weapons troop's elements are more familiar with their capabilities and employment techniques. The SBCT Infantry rifle company commander must explain the Infantry elements placement and maneuver while dismounted. Any graphic control measures are presented for input from the weapons troop.

MOVEMENT AND MANEUVER

A-20. The SBCT weapons troop is tasked to destroy enemy strong points and armored vehicles within their capability, deny the enemy positions of tactical advantage, and support follow-on forces freedom of maneuver. The nature of the ATGM and MGS platforms requires them to shoot first, displace, reposition, and reengage to avoid being identified, fixed, or destroyed by the enemy. Other units support them in their engagements by identifying targets, guiding them to positions of tactical advantage, aiding in local security, and coordinating with them during movement to maintain SA.

A-21. Weapons troop formations conduct tactical movement by following and supporting Infantry units. They provide overwatch when performing a bounding overwatch from an SBF position, and conduct successive bounds.

INTELLIGENCE

A-22. The SBCT weapons troop relies heavily on the supporting S-2 section, and the combat information provided by other units to engage enemy targets from their respective positions. Often these same enemy targets have weapon systems that can defeat the armor protection on their vehicles. Coordination between Infantry and weapons troop elements is critical for mission success and survival.

FIRES

A-23. Without its own fire support assets, the weapons troop often coordinates with other fires units, including company or troop mortars, battalion mortars, FA batteries, and battalions. Fires are planned by the weapons troop commander but is coordinated and synchronized by the troop FSO and the FIST. They constantly coordinate with other fires elements to meet the intentions of the plan.

SUSTAINMENT

A-24. To meet requirements, the SBCT weapons troop often conducts direct sustainment with its own troop trains in coordination with supporting SBCT task forces and logistical elements from the BSB. Command and support relationship should determine the relationship to weapons troop elements when attached to the formation. The FSC attached to the SBCT Infantry battalion has a modified table of organization and equipment Stryker systems maintainer mechanic position who is familiar with maintenance issues for ATGM and MGS platforms.

A-25. Class III fuel is the most limiting class of supply for ATGM and MGS vehicles. These rely on constant movement during operations and require fuel more frequently than other vehicle variants. It is also a concern when transporting class V ammunition due to its weight and capacity. The company XO and ISG should consider the resupply plan carefully and request additional lift capacity or capability if the SBCT Infantry rifle company is expected to resupply ATGM or MGS attachments.

A-26. ATGM and MGS platoons do not have assigned medics due to limitations on the vehicle's crew capacity. If attached, the SBCT Infantry rifle company responds with the nearest medic in their vicinity to provide TCCC above the training of individual nonmedical Soldiers.

PROTECTION

A-27. The additional protection planning considerations the SBCT Infantry company commander considers with SBCT weapons troop attachments is employing safety techniques and additional local security when those attachments are stationary. Safety techniques include considerations for SDZs. When direct fire weapon systems are employed and troops are in near proximity of the ATGM and MGS vehicles, be aware that those vehicles have limited visibility and blind spots.

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Appendix B

Breaching a Structure Using the Mobile Gun System

The MGS Stryker vehicle was designed to destroy or suppress hardened enemy bunkers, machine gun positions, and sniper positions. It also creates Infantry breach points in urban, restricted, and open rolling terrain. This technique requires the Infantry and MGS working in direct coordination with one another to accomplish their common goal. This procedure is dangerous and risk mitigation factors must be implemented to execute successfully. When executed correctly, the Infantry has a significant advantage when they enter and clear a structure due to the shock the impacting round created at the breach point and inside the structure.

SECTION I – PLAN

B-1. Commanders quickly decide if conducting the breach using MGS is the best technique for the situation. The factors of mission variables and ROE help in this decision. Commanders estimate how much time the Infantry can enter the breach point from a covered and concealed position. If the Infantry cannot quickly assault the breach point after the MGS creates it, the enemy may have an opportunity to reinforce or recover from the blast. As with all breach operations, the SBCT Infantry rifle company commander ensures all the elements of SOSRA are achieved.

B-2. Many factors make this technique potentially dangerous and each factor needs to be addressed and mitigated. Planning for a breach in an urban environment using the MGS has many considerations, including—

- Infantry placement.
- Target breach point.
- Structure or wall construction type.
- Munition selection and arming distance.
- Blast effect radius.

B-3. Risk mitigation of the Infantry element is critical and should include mitigating the consequences in this environment, including such concerns as—

- Blast effects and radius of debris.
- Hearing protection.
- Personnel protective posture.
- The distance to place Infantry from the breach point.
- SDZs of the MGS main gun and ammunition selection.

B-4. MGS vehicle commanders coordinate directly with the Infantry squad or platoon to determine the breach point. Infantry elements need to have a means to mark the breach point. This could include using the following:

- Laser pointer. Only visible through gunner's auxiliary sight.
- Smoke.
- Chalk (if site exterior is secure).

- 40-mm target practice tracer round.
- Mark with tracer (least preferred as it indicates the marking unit's position).

B-5. Wall and structure considerations include all the different types of material used in construction and may include concrete, reinforced concrete with rebar, mud, brick and cinder blocks, stone, wood, and so forth. The composition and thickness of the structure will be an indicator for the type of munitions used and the number of rounds needed to create the breach point. For a reinforced concrete rebar wall, the most likely round to use would be HEP, as opposed to a wooden structure where one canister round may be preferred. Consideration of the structure that the wall supports and the support structures in the building need to be taken into account. The round may not stop at the point of impact but may proceed into the structure. Calculating where the support structures are for the engagement allows the person marking the target and the gunner to engage. To collapse the structure, the gunner targets its support. To create a breach point, the gunner avoids damaging the support.

B-6. Munitions selection may include the following rounds; high-explosive plastic tracer (known as HEP-T), high-explosive antitank tracer (known as HEAT-T), and canister. Each has capabilities suited for engaging different types of structures. Arming distances of these munitions is a major consideration. See table B-1 for the arming distances for each type of round.

Table B-1. 105-mm mobile gun system breaching munitions selection

ROUND	ARMING DISTANCE	MAX EFFECTIVE RANGE	OPTIMAL TARGET	BLAST EFFECTS AT POINT OF IMPACT 0 DEGREES OBLIQUITY	MAX ANGLE OF OBLIQUITY TO STRUCTURE
M393A3 HEP-T	11 to 33 meters	3,000 meters	Wall breach (reinforced concrete, mud/adobe wall), field fortifications, bunker defeat.	300 meters radius for debris (under testing)	80
M456A2 HEAT-T	2 to 5 meters	3,000 meters	Secondary Armor defeat, field fortifications, light Armor vehicles, bunker defeat.	300 meters radius for debris (under testing)	60
M1040 CAN	Muzzle. *Max range NTE 300 meters. Optimum range <100 meters.	Structures 250 meters. Troops 550 meters.	Wooden structures, Troops behind cinder blocks, C-wire, and technical trucks.	Circumference expands exponentially from muzzle. By 300 meters, spread has expanded to approximately 60 meters.	Not recommended for use on structures. It can have a significant impact on a concrete wall, but the round of choice should be HEP.
LEGEND: < – less than; CAN – canister; C-wire – razor wire; HEP – high-explosive plastic; HEAT-T – high-explosive antitank-tracer; HEP-T – high-explosive plastic-tracer; m – meter; max – maximum; NTE – not to exceed					

B-7. The blast effect radius needs to be included in planning considerations. Secondary effects of the munitions round include casing discard, noise, blast radius, shrapnel from the target point of impact, and collateral damage. The angle of the MGS to the breach point may extend the blast and debris field, and should

also be considered. Whenever possible, a zero-degree obliquity to the target breach point is desired. Targets cannot exceed more than an 80-degree obliquity to the target. (See figure B-1.)

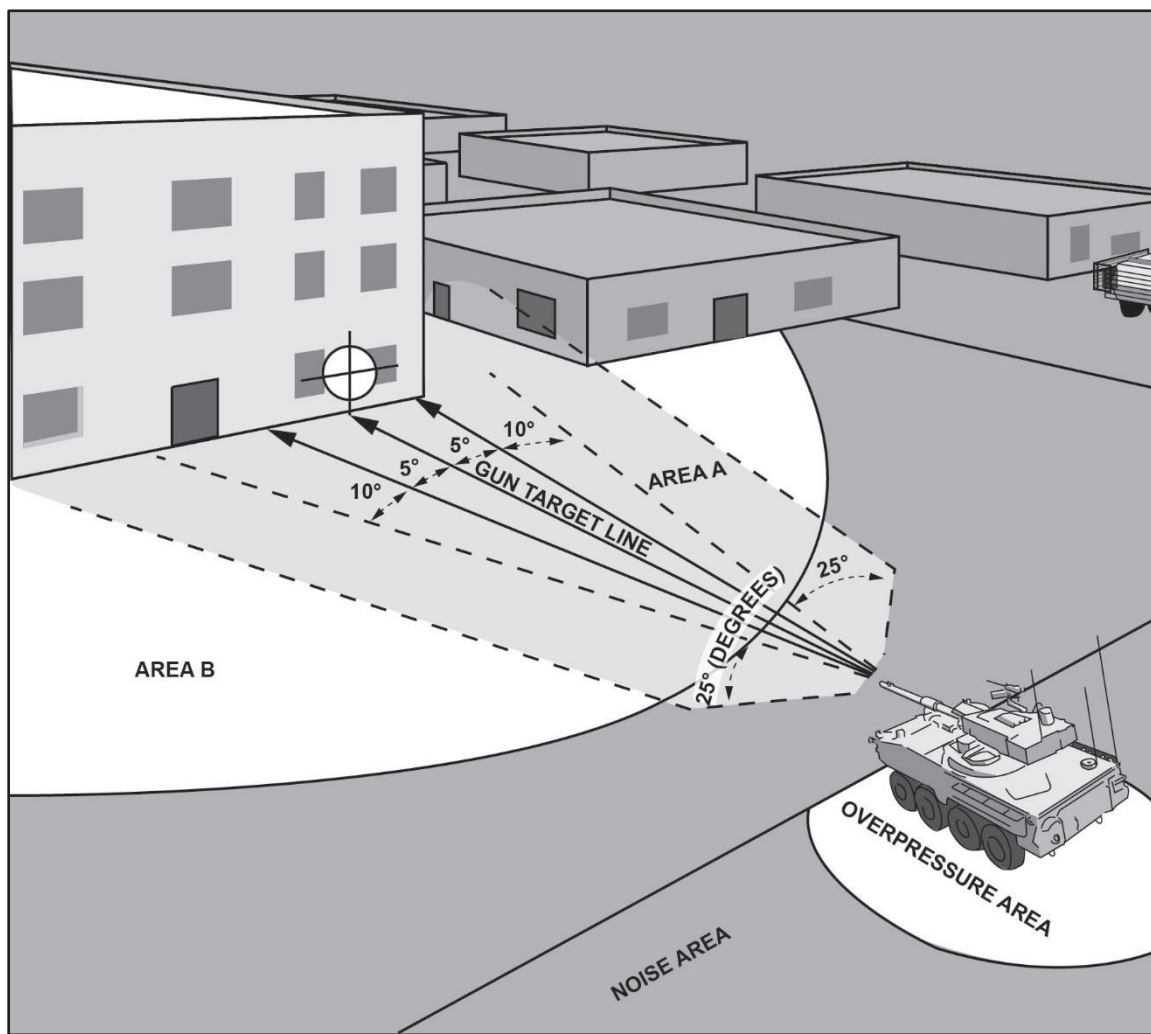


Figure B-1. Safety zones

SECTION II – PREPARE

B-8. Preparing involves setting conditions to engage, emplacement of troops, marking the target, and communication between breach element and MGS. It covers the SOSRA.

B-9. To prepare for the breach, the Stryker Infantry or another MGS vehicle must suppress the enemy forces long enough to allow the breach team to mark the target. The MGS can be used to suppress the enemy during this process, but risks loss of coordination with the breach team. This may cause the breach team to remark the breach point, or sustain the suppressing effort longer.

B-10. Marking the target includes placing the breach point on the structure with a visual sign that allows the vehicle commander to identify and coordinate with the gunner in the MGS vehicle to target a specific point. The breach team should mark the target breach point with respect to its potential collateral damage, such as ensuring the breach point is not part of a supporting foundation of the structure, has enough signature that the vehicle commander can identify and coordinate with the gunner, and the round fired from the MGS has time to arm.

B-11. Communication should constantly be maintained with Infantry elements and vehicle crewmembers. During the marking process, the MGS vehicle guides the Infantry to ensure they can identify the breach point; while the Infantry ensures that the point of the breach can meet the intent of the task.

B-12. Obscuration with smoke grenade salvos from the Stryker vehicles or handheld grenades can help in obscuration. This helps the breach team during the marking process. Smoke should be directed towards enemy positions and placed inside the enemy structure, if possible and the ROE permits. Smoke should be used in short duration and if possible, not obscure the breach point when the breach team and MGS are coordinating.

B-13. Isolating the target building ensures that criteria have been met for conducting the breach. Placing the MGS in a position limiting collateral damage to adjacent buildings and noncombat personnel when executing the breach is optimal. Infantry should be placed in an area with proper protection that allows them to conduct the breach quickly but far enough away to ensure they are not compromised by the effects of the MGS engagement or the enemy.

SECTION III – EXECUTE

B-14. Execution begins with the reduction step in SOSRA and ends with the assault. The Infantry elements conduct target handoff to the MGS vehicle to reduce the structure by establishing a breaching point. Before engaging, the MGS ensures all personnel are in a safe position. When confirmation is received, the MGS vehicle announces it is engaging.

B-15. The MGS fires one round and then makes an assessment through its sights as to whether further rounds are needed (based on wall construction type). Once the MGS has determined that the breach hole is the appropriate size, they signal the breaching team. Upon receiving the signal, the breach team begins its movement from its protective position to the breach point. (See figure B-2.)

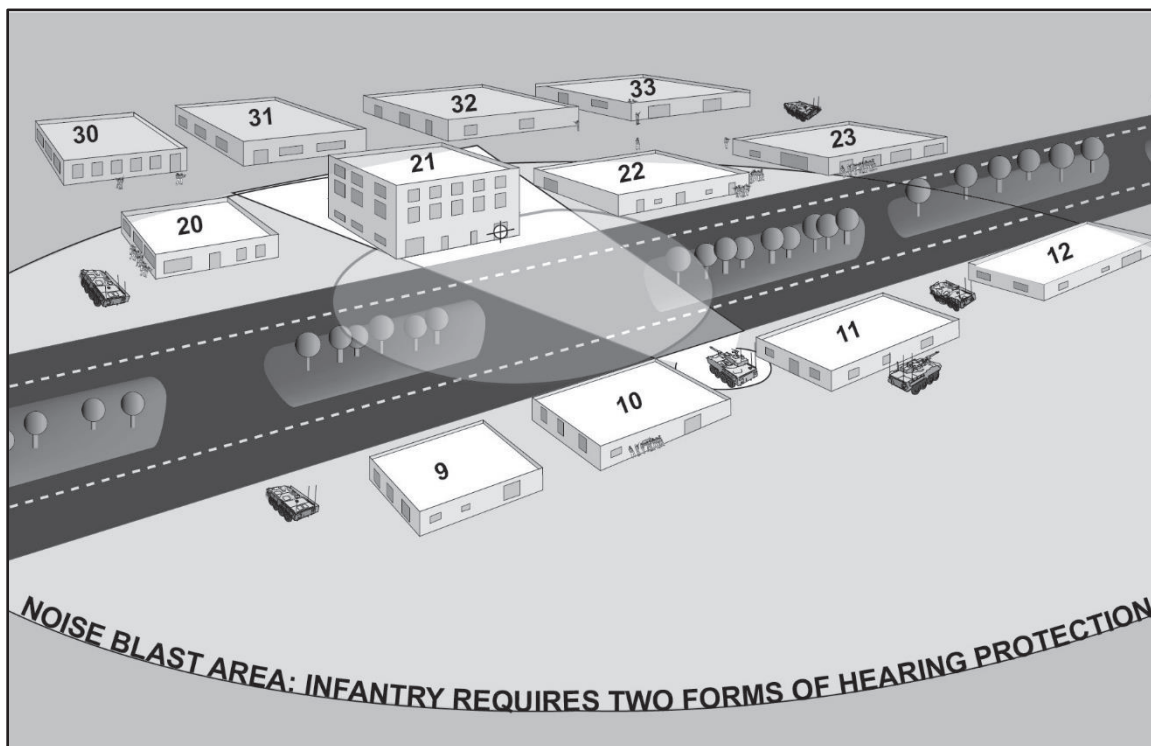


Figure B-2. Mobile gun system wall breach execution

B-16. When the breaching team reaches the breach point, they quickly assess the viability of the breach. This assessment includes structural support stability, hole size, and the need for further improvement. If the breach hole is stable and the appropriate size, the breaching team continues the mission by entering the breach point. (See figure B-3.) The MGS shifts fires to cover the approach to the breaching point, and ingress and egress as appropriate. Upon completion of clearing the structure, the breaching team makes a more thorough assessment to ensure the structure is not going to collapse.

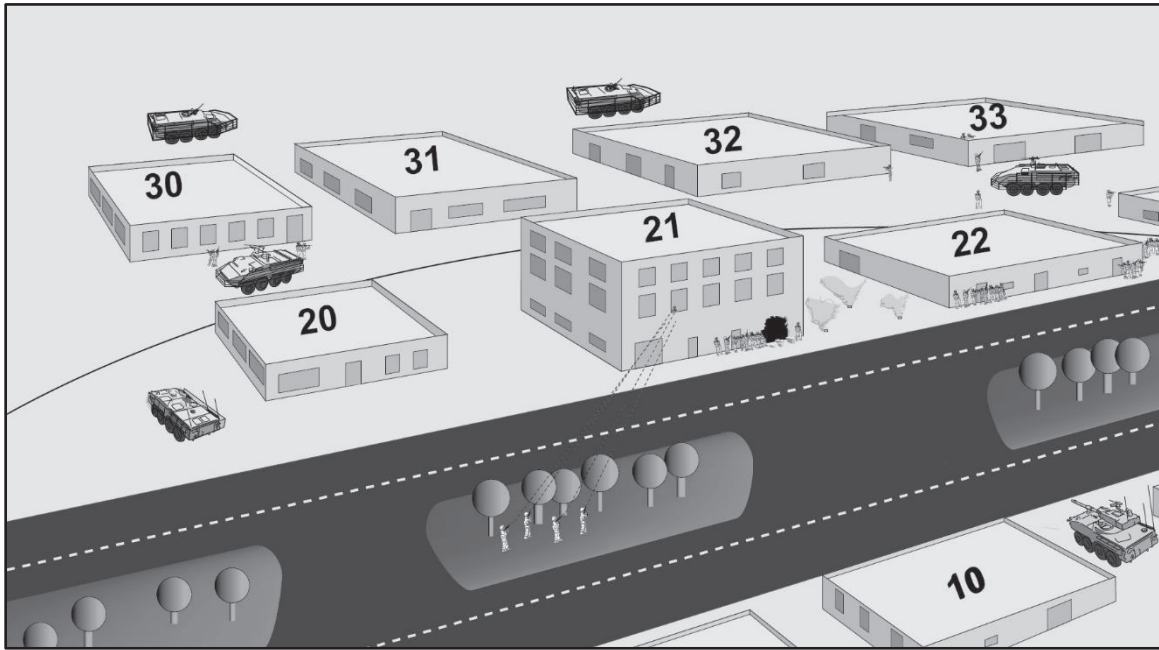


Figure B-3. Infantry enter and clear building

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Appendix C

Man-Portable Air Defense Systems

Stryker units have fielded Stingers MANPADS operated by two Soldiers. They are assigned one system per SBCT Infantry rifle company. Each system is carried and deployed by an Infantry rifle team that can be part of an SBCT Infantry rifle squad or separated and attached to another element in the SBCT Infantry rifle company. This appendix discusses the team's employment techniques and engaging aircraft specific to the Stryker formation.

SECTION I – STINGER TEAM EMPLOYMENT

C-1. The FIM-92 Stinger is a shoulder-fired, heat-seeking, ultraviolet, guided missile system that requires no control from the gunner after firing. The Stinger system has an identification, friend or foe, subsystem that aids the gunner and team leader in identifying friendly aircraft, and provides short-range air defense for units and select critical assets. The Stinger weapon system counters low-level, fixed-wing and rotary-wing aircraft, and UAS. (See ATP 3-01.18 for more information.)

MISSION COMMAND

C-2. Mission command allows commanders and operators to maximize the engagement of hostile air platforms while preventing fratricide. The Stinger team may have limited digital means to conduct mission command functions in which voice commands are required. Their guidance comes from the SBCT Infantry rifle company commander with support from the FIST. The FIST is responsible for coordinating with the higher echelons to ensure the company is in compliance with the SBCT's overall air defense plan.

C-3. Due to the distributed nature of Stinger systems across the SBCT, most engagements will be executed under procedural control. Procedural control is a method that relies on a combination of previously agreed upon and promulgated orders and procedures. Procedural controls include air defense warning conditions, ROE, airspace control orders, published identification criteria, and WCS. (See FM 3-01 for further discussion of procedural controls.)

C-4. The company Stinger team is considered a brigade-level asset and may be tasked by brigade on the defended asset list. This requires the Stinger team to have mobility (vehicle) and communications.

STINGER EMPLOYMENT AND SUPPORT CONSIDERATIONS

C-5. Stinger employment and support relationships are necessary planning considerations. Stinger team employment and support considerations should be addressed in the OPORD. These considerations are—

- What is the WCS and air defense warning?
- Who does the team support?
- To whom does the team report and what is their support relationship?
- What is the unit's call sign and frequency?
- What is the communications schedule?
- What are the security arrangements for the team?
- What is the threat (air and ground)?
- Where does the team mess, refuel, and repair?

- What are the special instructions, from the current airspace control order?
- When and where will the identify friend or foe interrogators be reprogrammed?
- How many missiles will be received?
- How will resupplies be delivered and by what method?

EMPLOYMENT GUIDELINES

C-6. Planning during defense design and positioning ADA units involves applying six employment guidelines. Defense planners apply these guidelines vertically and horizontally to account for the variety of altitudes and access routes from which the enemy can attack or conduct intelligence, surveillance, and reconnaissance operations. (See figure C-1.)

C-7. Position weapons so the fires of one weapon can engage targets within the dead zone of the adjacent weapon systems. For gun systems, this dead zone is usually small. For missile systems, the dead zone may be large. Mutual support is a critical element that can also cover nonoperational units or units at lower states of readiness.

C-8. Position weapons so their engagement envelopes overlap. Due to the many altitudes from which the enemy can attack or conduct surveillance operations, defense planners apply mutual, supporting, and overlapping fires vertically and horizontally. Overlapping fires are at least minimally determined during defense design.

C-9. Position weapons to deliver an equal volume of fires in all directions. This is necessary for AMD in an area where the terrain does not canalize the threat or when the avenues of approach are unpredictable. It is a desired characteristic of defense design.

C-10. Concentrate weapons coverage toward the most likely air avenues of approach threat or direction of attack. Based on the tactical situation, a commander may risk leaving one direction of attack unprotected or lightly protected to weight coverage toward another direction.

C-11. Sensors and weapons are positioned so they can engage the threat before ordnance release or friendly target acquisition. Early engagements enable destruction of enemy platforms over enemy forces and unoccupied areas, reducing the possibility of friendly collateral damage and fratricide.

DEPLOY SENSORS IN DEPTH

C-12. Position the sensors and weapons in-depth to expose the threat to a continuously increasing volume of fire as it approaches the friendly protected asset or force. Defense in-depth decreases the probability that attacking missiles, aircraft, rockets, artillery, and mortars will reach the defended asset or force.

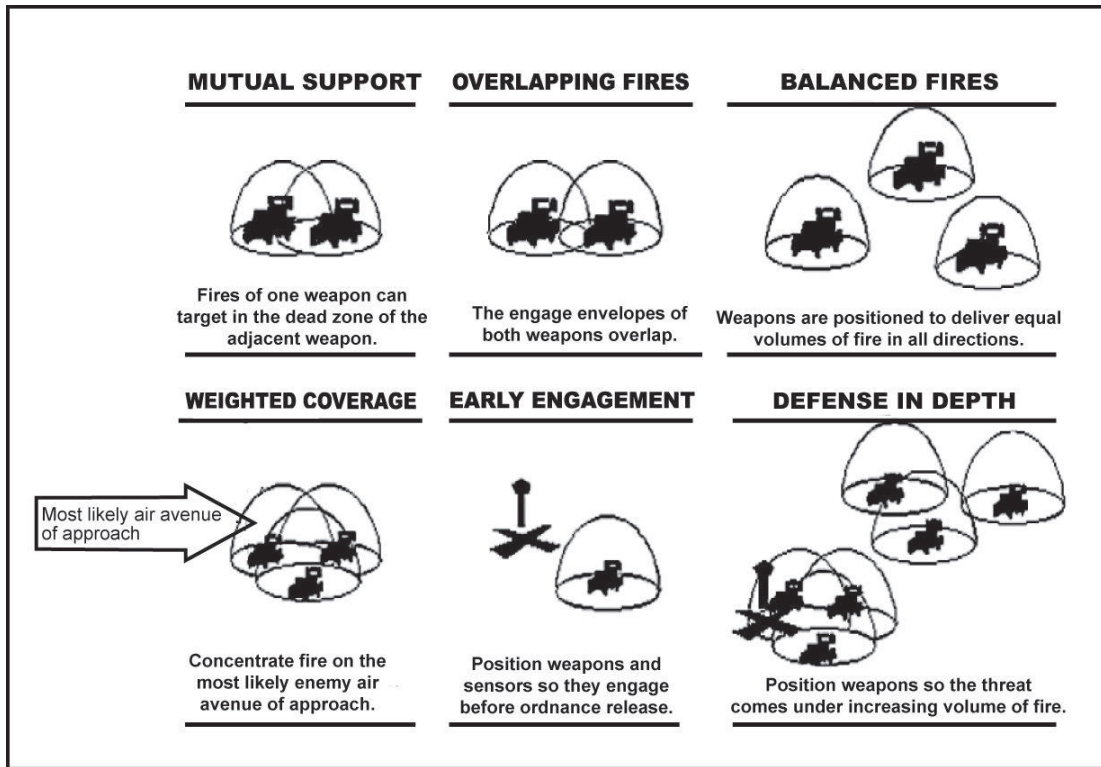


Figure C-1. Air defense employment guidelines

OPERATIONAL CONSIDERATIONS

C-13. Stinger teams must fully coordinate their operational considerations to be successful in their mission. As part of an integrated air defense plan, the team should be provided with a primary target line, sector of fire oriented on the air avenue of approach it is defending against, and a list of expected aircraft types. The squad leader may receive the mission orally or in writing. Upon arrival of the team at the designated location, the squad leader selects the best firing position, field of view, and primary target line.

C-14. When selecting positions, particular attention is given to unobstructed fields of fire, masking clearance, and the missile backblast area. Terrain features that present a masking problem for employment should be evaluated for height, distance, and direction from the firing position.

RECONNAISSANCE OF POSITION

C-15. Reconnaissance, selection, and occupation of positions are performed by the SBCT Infantry rifle squad before occupying any position to ensure survivability. The priorities are to select the mission site or position and check for local security. The squad leader dismounts from the ICV and reconnoiters the position while a security element provides overwatch. The squad leader ensures the area is clear of any hostile forces or hazards and locates a firing position that meets operational and tactical requirements.

SELECTION OF POSITION

C-16. Stinger teams establish primary and alternate firing positions. The primary position selected should be the best firing position within the designated area. The extent to which the team prepares and improves the position varies according to the mission, length of stay, and danger from enemy fire.

C-17. The alternate position is a very important consideration due to the smoke signature of the missile and the backblast. This could reveal the team's position during and after an engagement and cause the team to be fired upon.

C-18. Alternate positions should be at least 200 to 300 meters from the primary position, and should cover the same sector of fire as the primary position. Time permitting, routes into and out of these positions should be reconnoitered and selected.

C-19. When a Stinger team is in support of a maneuver unit, positioning of the team is critical. The Stinger team can be employed forward, behind, attached, or within the maneuver unit. Maintaining all-around observation and fields of fire, as well as communications, will be difficult. Communications are maintained with the supported unit, and the section frequency is monitored. The squad is able to receive early warning information at any time. When positioning—

- Select locations on high ground, but do not silhouette on the skyline.
- Use cover and concealment to reduce the effects of enemy ground fire.
- Remember backblast safety requirements.
- Move to an alternate position immediately after firing.
- Watch constantly for enemy aircraft.
- Move when the supported unit or element moves, unless directed otherwise.

OCCUPATION OF POSITION

C-20. When positioned in a battalion task force, the Stinger team follows the unit by successive bounds. The company commander, with guidance from the FIST or attached platoon leader, has positioning authority over the Stinger teams. The squad leader selects the team's positions and gives special instructions for engagements and sectors of fires. The squad leader coordinates closely with the supported unit in this type of maneuver. Without this coordination, the maneuver unit may outrun its supporting air defense protection. At each successive position, the squad leader selects the best position on the ground to accomplish the mission. The squad leader should—

- Alert to displace at the same time as the maneuver unit.
- Place the vehicle under cover, and conceal it as quickly as possible.
- Use the hand microphone extension cable or manpack radio to ensure communications are current.
- Ensure that no person or equipment is within the backblast area when firing.

C-21. When the Stinger team is in support of a maneuver unit, usually a company, it moves with the unit. The commander has positioning authority with guidance and coordination from the FSO. Stinger teams occupy the best positions available in synchronization with the ground maneuver plan.

C-22. If the team is mounted and traveling when warning of an air attack is received, the team dismounts from the ICV as quickly as possible and immediately takes the best firing positions available to defeat the enemy aircraft. If the Stinger team is mounted on a shared vehicle, reaction times may increase. To communicate with section headquarters, a team mounted on mission support vehicles may use the vehicles' radio or the supported unit's dismounted communications to relay messages. Communications are maintained with the supported unit, and the sections frequency should be monitored, allowing the Stinger team to receive early warning information at any time.

SECTION II – ENGAGING AIRCRAFT

C-23. Early engagement of enemy targets is critical to the survivability of protected assets. To accomplish all tasks required for a successful engagement in this short time frame requires a smooth, rapid, and nearly automatic response. A near automatic response from the team requires rules and procedures that are learned and applied. (See ATP 3-01.18 for more information.)

RULES OF ENGAGEMENT

C-24. ROE are positive and procedural management directives that specify the circumstances and limitations under which forces initiate or continue combat engagement with enemy forces. The joint force commander approves the theater ROE. These established rules enable the area air defense commander to retain control of the air battle by prescribing the exact conditions under which engagements may occur. ROE apply to all warfare participants in the theater and are disseminated to all echelons of air, land, and sea forces.

C-25. Commanders at all echelons must take whatever action is necessary to protect their forces and equipment against all enemy air or missile attacks. When under attack, the right of self-defense is inherent to all ROE and WCS for protection of personnel and equipment.

C-26. The employment of Stinger weapon systems requires early identification of friendly, neutral, or hostile aircraft to avoid fratricide. This requires a clear understanding of the ROE. The problem of distinguishing friendly, neutral, and enemy aerial objects, while employing Stinger weapon systems against the enemy, is a highly complex task for some threats. Integration of the risk management process into all portions of the operations process increases effectiveness and reduces overall risk.

C-27. The Army air defense coordinator and the airspace control authority establish procedures within the airspace control system to positively identify all airborne assets and permit engagements. Positive identification measures reduce delays in operations, and prevent fratricide. In the absence of positive identification, procedural identification is used; procedural identification employs previously established and promulgated airspace coordinating measures and rules that separates airspace users by geography, altitude, heading, time, and maneuver. Generally, some combination of positive and procedural identification is used.

C-28. Once the aircraft is detected, the weapon is sighted so that the aircraft's image is aligned within the range ring of the weapon sight. Tracking the aircraft in the proper stance helps the gunner determine whether the aircraft is on an incoming, outgoing, or crossing path. Target size (getting larger or smaller) can help the gunner in determining crossover, incoming, or outgoing status.

C-29. The air threat to friendly ground forces operating in the forward area near the LC may consist of UAS, fixed-wing aircraft, and rotary-wing aircraft. The air threat may include low performance and high performance, ground-attack aircraft along with aircraft capable of conducting reconnaissance, surveillance, interdiction, anti-armor, and troop support missions.

C-30. Aircraft manufactured by friendly countries can also be a threat in some regions depending on current situations. For example, the A-4 Skyhawk (United States) and Mirage F1 (France) platforms were in the hands of the Iraqi military during the Persian Gulf War. The current air threat makeup is comprised of various types of aircraft with specific missions. Specific threat information in particular AO are included in the unit's OPOD, IPB, and tactical SOP.

C-31. The Stinger gunner evaluates and determines if the target is within missile range. The type of aircraft (fixed-wing or rotary-wing) and the flight path (incoming, outgoing, or crossing) determines what techniques to follow while making the launch decision. By applying the correct rule for the type and flight path of the aircraft, the Stinger gunner can be assured of firing within the effective range of the missile. This also allows the gunner to withhold fire on targets outside the launch boundaries.

FIRE CONTROL ORDERS

C-32. Fire control orders are commands that are used to control air defense engagements on a case-by-case basis and can be transmitted electronically or verbally. However, not all of the fire control orders explained below can or will be used by every type of ADA unit while conducting AMD missions:

- ENGAGE is an order issued by the engagement authority to fire on a specified target with the intent to destroy it.

- HOLD FIRE is an emergency fire control order to stop engagement of a specific target. Missiles already in flight must be prevented from intercepting by diversion or destruction, if technically possible.
- CEASE FIRE is a fire control order instructing ADA units to refrain from firing on an airborne object while continuing to track the target. Missiles in flight are allowed to continue to intercept. This fire control order is normally issued to preclude engagement of the same track by two or more weapons systems.
- CEASE ENGAGEMENT is a fire control order used to direct units to stop the firing sequence against a designated target. Missiles already in flight continue to intercept.
- COVER is used to order a fire unit to assume a posture that allows engagement of a target, if directed. This order can be used for targets that are presently being engaged by another fire unit or for targets that have yet to become a significant threat. To receive this command, report tracking and ready to fire to higher echelons must be sent.

Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. Terms for which ATP 3-21.11 is the proponent are marked with an asterisk (*). The proponent publication for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

Acronym	Definition
1SG	first sergeant
AA	assembly area
ADA	air defense artillery
ADP	Army doctrine publication
AMD	air and missile defense
AO	area of operations
APOBS	antipersonnel obstacle breaching system
AR	Army regulation
ATGM	antitank guided missile
ATP	Army techniques publication
ATTP	Army tactics, techniques, and procedures
BB	bunker buster
BCT	brigade combat team
BDA	battle damage assessment
BEWL	biometric-enabled watchlist
BHL	battle handover line
BP	battle position
BSB	brigade support battalion
CA	civil affairs
CAL	caliber
CAN	canister
CAO	civil affairs operations
CAS	close air support
CASEVAC	casualty evacuation
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCIR	commander's critical information requirement
CCP	casualty collection point
CEA	captured enemy ammunition

CFA	call for fire air
CFL	coordinated fire line
CJCSM	Chairman of the Joint Chiefs of Staff manual
COA	course of action
COP	common operational picture
CP	command post
CROWS-J	Common Remotely Operated Weapon Station-Javelin
DA	Department of the Army
DD	Department of Defense
DLIC	detachment left in contact
DS	direct support
EA	engagement area
EH	explosive hazard
EMS	electromagnetic spectrum
EOD	explosive ordnance disposal
EPW	enemy prisoner of war
EW	electromagnetic warfare
FA	field artillery
FEBA	forward edge of the battle area
FIST	fire support team
FM	field manual, frequency modulation
FMTV	family of medium tactical vehicles
FO	forward observer
FPF	final protective fire
FRAGORD	fragmentary order
FSC	forward support company
FSCM	fire support coordination measure
FSF	foreign security forces
FSO	fire support officer
HE	high explosive
HEAT	high-explosive antitank
HEAT-T	high-explosive antitank tracer
HEP	high-explosive plastic
HEP-T	high-explosive plastic tracer
HN	host nation
HNSF	host-nation security forces
HSS	health service support
HUMINT	human intelligence
HWY	highway
ICV	Infantry carrier vehicle
IED	improvised explosive device

ILLUM	illumination
IPB	intelligence preparation of the battlefield
IR	infrared
JP	joint publication
LC	line of contact
LD	line of departure
LOA	limit of advance
LOGPAC	logistics package
LRP	logistics release point
LZ	landing zone
MANPADS	man-portable air defense system
MDCOA	most dangerous course of action
MEDEVAC	medical evacuation
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MEV	medical evacuation vehicle
MGS	mobile gun system
MICLIC	mine-clearing line charge
MISO	military information support operations
mm	millimeter
MOPP	mission oriented protective posture
MTR	mortar
NAI	named area of interest
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NFA	no-fire area
NSN	national stock number
OA	objective area
OAKOC	observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment
OE	operational environment
OIC	officer in charge
OP	observation post
OPCON	operational control
OPORD	operation order
OPSEC	operations security
OTERA-A	organize, train, equip, rebuild and build, advise and assist, and assess
PIR	priority intelligence requirement
PL	phase line
PLD	probable line of deployment
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time (operational variables)

PSG	platoon sergeant
PSYOP	psychological operations
PZ	pickup zone
RED	risk estimate distance
RFL	restrictive fire line
RIP	relief in place
ROE	rules of engagement
RP	release point
RTO	radio/telephone operator
RWS	remote weapon system
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
SA	situational awareness
SBCT	Stryker brigade combat team
SBF	support by fire
SDZ	surface danger zone
SE	site exploitation
SFA	security force assistance
SITTEMP	situation template
SMK	smoke
SOF	special operations forces
SOP	standard operating procedure
SOSRA	suppress, obscure, secure, reduce, and assault
STANAG	standardization agreement
SWEAT-MSO	sewage, water, electricity, academics, trash, medical, security, other considerations
TC	training circular
TCCC	tactical combat casualty care
TLP	troop leading procedures
TM	technical manual
TOA	transfer of authority
TOW	tube launched, optically tracked, wire guided
TRP	target reference point
TTP	tactics, techniques, and procedures
UAS	unmanned aircraft system
U.S.	United States
vic	vicinity
WARNORD	warning order
WCS	weapons control status
XO	executive officer

SECTION II – TERMS

administrative movement

A movement in which troops and vehicles are arranged to expedite their movement and conserve time and energy when no enemy interference is anticipated. (ADP 3-90)

adversary

(DOD) A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged. (JP 3-0)

air and missile defense

(DOD) Direct (active and passive) defensive actions taken to destroy, nullify, or reduce the effectiveness of hostile air and ballistic missile threats against friendly forces and assets. (JP 3-01)

ambush

An attack by fire or other destructive means from concealed positions on a moving or temporarily halted enemy. (FM 3-90-1)

approach march

The advance of a combat unit when direct contact with the enemy is intended. (ADP 3-90)

area defense

A type of defensive operation that concentrates on denying enemy forces access to designated terrain for a specific time rather than destroying the enemy outright. (ADP 3-90)

area of influence

(DOD) A geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control. (JP 3-0)

area of interest

(DOD) That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. (JP 3-0)

area of operations

(DOD) An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. (JP 3-0)

area reconnaissance

A type of reconnaissance operation that focuses on obtaining detailed information about the terrain or enemy activity within a prescribed area. (ADP 3-90)

area security

A type of security operation conducted to protect friendly forces, lines of communications, and activities within a specific area. (ADP 3-90)

assembly area

(Army) An area a unit occupies to prepare for an operation. (FM 3-90-1)

assessment

(DOD) Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 3-0)

attack

A type of offensive operation that destroys or defeats enemy forces, seizes and secures terrain, or both. (ADP 3-90)

block

A tactical mission task that denies the enemy access to an area or prevents an advance in a direction or along an avenue of approach. Block is also an obstacle effect that integrates fire planning and obstacle efforts to stop an attacker along a specific avenue of approach or to prevent the attacking force from passing through an engagement area. (FM 3-90-1)

breach

A tactical mission task in which the unit employs all available means to break through or establish a passage through an enemy defense, obstacle, minefield, or fortification. (FM 3-90-1)

breakout

An operation conducted by an encircled force to regain freedom of movement or contact with friendly units. (ADP 3-90)

canalize

(Army) A tactical mission task in which the commander restricts enemy movement to a narrow zone by exploiting terrain coupled with the use of obstacles, fires, or friendly maneuver. (FM 3-90-1)

clear

A tactical mission task that requires the commander to remove all enemy forces and eliminate organized resistance within an assigned area. (FM 3-90-1)

close combat

Warfare carried out on land in a direct-fire fight, supported by direct and indirect fires, and other assets. (ADP 3-0)

collateral damage

(DOD) A form of collateral effect that causes unintentional or incidental injury or damage to persons or objects that would not be lawful military targets in the circumstances ruling at the time. (JP 3-60)

combat identification

(DOD) The process of attaining an accurate characterization of detected objects in the operational environment sufficient to support an engagement decision. (JP 3-09)

combat information

(DOD) Unevaluated data, gathered by or provided directly to the tactical commander which, due to its highly perishable nature or the criticality of the situation, cannot be processed into tactical intelligence in time to satisfy the user's tactical intelligence requirements. (JP 2-01)

combat power

(Army) The total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time. (ADP 3-0)

combined arms

The synchronized and simultaneous application of arms to achieve an effect greater than if each arm was used separately or sequentially. (ADP 3-0)

command and control

(DOD) The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. (JP 1)

command and control warfighting function

The related tasks and a system that enable commanders to synchronize and converge all elements of power. (ADP 3-0)

commander's intent

(DOD) A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (JP 3-0)

concept of operations

(Army) A statement that directs the manner in which subordinate units cooperate to accomplish the mission and establishes the sequence of actions the force will use to achieve the end state. (ADP 5-0)

confirmation brief

A brief subordinate leaders give to the higher commander immediately after the operation order is given to confirm understanding. (ADP 5-0)

contain

A tactical mission task that requires the commander to stop, hold, or surround enemy forces or to cause them to center their activity on a given front and prevent them from withdrawing any part of their forces for use elsewhere. (FM 3-90-1)

contiguous area of operations

An area of operations where all of a commander's subordinate forces' areas of operations share one or more common boundary. (FM 3-90-1)

control measure

A means of regulating forces or warfighting functions. (ADP 6-0)

cordon and search

A technique of conducting a movement to contact that involves isolating a target area and searching suspect locations within that target area to capture or destroy possible enemy forces and contraband. (FM 3-90-1)

counterattack

Attack by part or all of a defending force against an enemy attacking force, for such specific purposes as regaining ground lost, or cutting off or destroying enemy advance units, and with the general objective of denying to the enemy the attainment of the enemy's purpose in attacking. In sustained defensive operations, it is undertaken to restore the battle position and is directed at limited objectives. (FM 1-02.1)

countermobility operations

(Army) Those combined arms activities that use or enhance the effects of natural and man-made obstacles to deny enemy freedom of movement and maneuver. (ATP 3-90.8)

cover

(Army) A type of security operation done independent of the main body to protect them by fighting to gain time while preventing enemy ground observation of and direct fire against the main body. (ADP 3-90)

covering force

(Army) A self-contained force capable of operating independently of the main body, unlike a screen or guard force to conduct the cover task. (FM 3-90-2)

cyberspace

(DOD) A global domain within the information environment consisting of the interdependent network of information technology infrastructures and resident data, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. (JP 3-12)

decisive operation

The operation that directly accomplishes the mission. (ADP 3-0)

defeat

To render a force incapable of achieving its objectives. (ADP 3-0)

defensive operation

An operation to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations. (ADP 3-0)

delay

When a force under pressure trades space for time by slowing down the enemy's momentum and inflicting maximum damage on enemy forces without becoming decisively engaged. (ADP 3-90)

delay line

A phase line where the date and time before which the enemy is not allowed to cross the phase line is depicted as part of the graphic control measure. (FM 3-90-1)

deliberate operation

An operation in which the tactical situation allows the development and coordination of detailed plans, including multiple branches and sequels. (ADP 3-90)

demonstration

(DOD) In military deception, a show of force in an area where a decision is not sought that is made to deceive an adversary. (JP 3-13.4)

denial operations

Actions to hinder or deny the enemy the use of space, personnel, supplies, or facilities. (FM 3-90-1)

depth

The extension of operations in time, space, or purpose to achieve definitive results. (ADP 3-0)

destroy

A tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt. (FM 3-90-1)

detachment left in contact

An element left in contact as part of the previously designated (usually rear) security force while the main body conducts its withdrawal. (FM 3-90-1)

direct fire

(DOD) Fire delivered on a target using the target itself as a point of aim for either the weapon or the director. (JP 3-09.3)

directed obstacle

An obstacle directed by a higher commander as a specified task to a subordinate unit. (ATP 3-90.8)

disengage

A tactical mission task where a commander has the unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement. (FM 3-90-1)

disengagement line

A phase line located on identifiable terrain that, when crossed by the enemy, signals to defending elements that it is time to displace to their next position. (ADP 3-90)

end state

(DOD) The set of required conditions that defines achievement of the commander's objectives. (JP 3-0)

enemy

A party identified as hostile against which the use of force is authorized. (ADP 3-0)

envelopment

A form of maneuver in which an attacking force seeks to avoid the principal enemy defenses by seizing objectives behind those defenses that allow the targeted enemy force to be destroyed in their current positions. (FM 3-90-1)

execution

The act of putting a plan into action by applying combat power to accomplish the mission and adjusting operations based on changes in the situation. (ADP 5-0)

exfiltrate

A tactical mission task where a commander removes Soldiers or units from areas under enemy control by stealth, deception, surprise, or clandestine means. (FM 3-90-1)

feint

(DOD) In military deception, an offensive action involving contact with the adversary conducted for the purpose of deceiving the adversary as to the location and/or time of the actual main offensive action. (JP 3-13.4)

fire and movement

The concept of applying fires from all sources to suppress, neutralize, or destroy the enemy, and the tactical movement of combat forces in relation to the enemy (as components of maneuver, applicable at all echelons). At the squad level, it entails a team placing suppressive fire on the enemy as another team moves against or around the enemy. (FM 3-96)

fire plan

A tactical plan for using the weapons of a unit or formation so that their fire will be coordinated. (FM 3-09)

fire support

(DOD) Fires that directly support land, maritime, amphibious, and special operations forces to engage enemy forces, combat formations, and facilities in pursuit of tactical and operational objectives. (JP 3-09)

fire support plan

A plan that addresses each means of fire support available and describes how Army indirect fires, joint fires, and target acquisition are integrated with maneuver to facilitate operational success. (FM 3-09)

fire support planning

The continuing process of analyzing, allocating, and scheduling fires to describe how fires are used to facilitate the actions of the maneuver force. (FM 3-09)

fire support team

(Army) A field artillery team organic to each maneuver battalion and selected units to plan and coordinate all available company supporting fire, including mortars, field artillery, naval surface fire support, and close air support integration. (FM 3-09)

fires

(DOD) The use of weapon systems to create specific lethal or nonlethal effects on a target. (JP 3-09)

fires warfighting function

The related tasks and systems that create and converge effects in all domains against the adversary or enemy to enable operations across the range of military operations. (ADP 3-0)

fix

A tactical mission task where a commander prevents the enemy from moving any part of that force from a specific location for a specific period. Fix is also an obstacle effect that focuses fire planning and obstacle effort to slow an attacker's movement within a specified area, normally an engagement area. (FM 3-90-1)

force tailoring

The process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander. (ADP 3-0)

forward observer

(DOD) An observer operating with front line troops and trained to adjust ground or naval gunfire and pass back battlefield information. (JP 3-09)

frontal attack

A form of maneuver in which an attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front. (FM 3-90-1)

guard

A type of security operation done to protect the main body by fighting to gain time while preventing enemy ground observation of and direct fire against the main body. (ADP 3-90)

hasty operation

An operation in which a commander directs immediately available forces, using fragmentary orders, to perform tasks with minimal preparation, trading planning and preparation time for speed of execution. (ADP 3-90)

hazard

(DOD) A condition with the potential to cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation. (JP 3-33)

hybrid threat

The diverse and dynamic combination of regular forces, irregular forces, terrorist forces, or criminal elements unified to achieve mutually benefitting effects. (ADP 3-0)

infiltration

(Army) A form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage in the enemy rear while exposing only small elements to enemy defensive fires. (FM 3-90-1)

information environment

(DOD) The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (JP 3-13)

information operations

(DOD) The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own. (JP 3-13)

information-related capability

(DOD) A tool, technique, or activity employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions. (JP 3-13)

intelligence warfighting function

The related tasks and systems that facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of the operational environment. (ADP 3-0)

interdict

A tactical mission task where the commander prevents, disrupts, or delays the enemy's use of an area or route. (FM 3-90-1)

joint fires observer

(DOD) A trained Service member who can request, adjust, and control surface-to-surface fires, provide targeting information in support of Type 2 and 3 close air support terminal attack control, and perform autonomous terminal guidance operations. (JP 3-09.3)

land mine

A munition on or near the ground or other surface area that is designed to be exploded by the presence, proximity, or contact of a person or vehicle. (ATP 3-90.8)

leadership

The activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. (ADP 6-22)

linkup

A meeting of friendly ground forces, which occurs in a variety of circumstances. (ADP 3-90)

local security

The low-level security activities conducted near a unit to prevent surprise by the enemy. (ADP 3-90)

logistics

(Army) Planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel, acquisition or construction, maintenance, operation, and disposition of facilities, and acquisition or furnishing of services. (ADP 4-0)

main effort

A designated subordinate unit whose mission at a given point in time is critical to overall mission success. (ADP 3-0)

manned unmanned teaming

The integrated maneuver of Army Aviation rotary wing and unmanned aircraft system to conduct movement to contact, attack, reconnaissance, and security tasks. (FM 3-04)

mission

(DOD) The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. (JP 3-0)

mobile defense

A type of defensive operation that concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force. (ADP 3-90)

movement and maneuver warfighting function

The related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. (ADP 3-0)

movement to contact

(Army) A type of offensive operation designed to develop the situation and establish or regain contact. (ADP 3-90)

mutual support

(DOD) That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities. (JP 3-31)

networked munitions

(DOD) Remotely controlled, interconnected, weapons system designed to provide rapidly emplaced ground-based countermobility and protection capability through scalable application of lethal and nonlethal means. (JP 3-15)

neutral

(DOD) In combat and combat support operations, an identity applied to a track whose characteristics, behavior, origin, or nationality indicate that it is neither supporting nor opposing friendly forces. (JP 3-0)

neutralize

(Army) A tactical mission task that results in rendering enemy personnel or materiel incapable of interfering with a particular operation. (FM 3-90-1)

noncontiguous area of operations

Where one or more of the commander's subordinate forces' area of operation do not share a common boundary. (FM 3-90-1)

obstacle

(DOD) Any natural or man-made obstruction designed or employed to disrupt, fix, turn, or block the movement of an opposing force, and to impose additional losses in personnel, time, and equipment on the opposing force. (JP 3-15)

obstacle belt

(DOD) A brigade-level command and control measure, normally given graphically, to show where within an obstacle zone the ground tactical commander plans to limit friendly obstacle employment and focus the defense. (JP 3-15)

obstacle control measures

Specific measures that simplify the granting of obstacle-emplacing authority while providing obstacle control. (FM 3-90-1)

obstacle groups

One or more individual obstacles grouped to provide a specific obstacle effect. (FM 3-90-1)

obstacle restricted area

(DOD) A command and control measure used to limit the type or number of obstacles within an area. (JP 3-15)

obstacle zone

(DOD) A division-level command and control measure, normally done graphically, to designate specific land areas where lower echelons are allowed to employ tactical obstacles. (JP 3-15)

offensive operation

An operation to defeat or destroy enemy forces and gain control of terrain, resources, and population centers. (ADP 3-0)

operational environment

(DOD) A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

operational framework

A cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations. (ADP 1-01)

operational variables

A comprehensive set of information categories used to define an operational environment. (ADP 1-01)

operation

A sequence of tactical actions with a common purpose or unifying theme. (JP 1)

operations process

The major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the operation. (ADP 5-0)

overwatch

A task that positions an element to support the movement of another element with immediate fire. (ATP 3-21.10)

passage of lines

(DOD) An operation in which a force moves forward or rearward through another force's combat positions with the intention of moving into or out of contact with the enemy. (JP 3-18)

penetration

A form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system. (FM 3-90-1)

personnel services

Sustainment functions that man and fund the force, maintain Soldier and family readiness, promote moral and ethical values of the nation, and enable the fighting qualities of the Army. (ADP 4-0)

planning

The art and science of understanding a situation, envisioning a desired future, and determining effective ways to bring that future about. (ADP 5-0)

position of relative advantage

A location or the establishment of a favorable condition within the area of operations that provides the commander with temporary freedom of action to enhance combat power over an enemy or influence the enemy to accept risk and move to a position of disadvantage. (ADP 3-0)

preparation

Those activities performed by units and Soldiers to improve their ability to execute an operation. (ADP 5-0)

protection warfighting function

The related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission. (ADP 3-0)

quartering party

A group of unit representatives dispatched to a probable new site of operations in advance of the main body to secure, reconnoiter, and organize an area before the main body's arrival and occupation. (FM 3-90-2)

raid

(DOD) An operation to temporarily seize an area in order to secure information, confuse an enemy, capture personnel or equipment, or to destroy a capability culminating in a planned withdrawal. (JP 3-0)

rearward passage of lines

Occurs when a unit passes through another unit's positions while moving away from the enemy. (ADP 3-90)

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. (JP 2-0)

reconnaissance in force

A type of reconnaissance operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information. (ADP 3-90)

reconnaissance objective

A terrain feature, geographic area, enemy force, adversary or other mission or operational variable about which the commander wants to obtain additional information. (ADP 3-90)

relief in place

(DOD) An operation in which, by direction of higher authority, all or part of a unit is replaced in an area by the incoming unit and the responsibilities of the replaced elements for the mission and the assigned zone of operations are transferred to the incoming unit. (JP 3-07.3)

reserved obstacle

(Army) Obstacles of any type, for which the commander restricts execution authority. (ATP 3-90.8)

retirement

When a force out of contact moves away from the enemy. (ADP 3-90)

retrograde

(Army) A type of defensive operation that involves organized movement away from the enemy. (ADP 3-90)

route reconnaissance

A type of reconnaissance operation to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route. (ADP 3-90)

screen

A type of security operation that primarily provides early warning to the protected force. (ADP 3-90)

search

(DOD) A systematic reconnaissance of a defined area, so that all parts of the area have passed within visibility. (JP 3-50)

search and attack

A technique for conducting a movement to contact that shares many of the characteristics of an area security mission. (FM 3-90-1)

security cooperation

(DOD) All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific United States security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to allied and partner nations. (JP 3-22)

security force assistance

(DOD) The Department of Defense activities that support the development of the capacity and capability of foreign security forces and their supporting institutions. (JP 3-20)

seize

(Army) A tactical mission task that involves taking possession of a designated area by using overwhelming force. (FM 3-90-1)

shaping operation

An operation at any echelon that creates and preserves conditions for success of the decisive operation through effects on the enemy, other actors, and the terrain. (ADP 3-0)

situational understanding

The product of applying analysis and judgment to relevant information to determine the relationship among the operational and mission variables. (ADP 6-0)

Soldier and leader engagement

Interpersonal interactions by Soldiers and leaders with audiences in an area of operations. (FM 3-13)

space domain

(DOD) The area above the altitude where atmospheric effects on airborne objects become negligible. (JP 3-14)

spoiling attack

A tactical maneuver employed to seriously impair a hostile attack while the enemy is in the process of forming or assembling for an attack. (FM 3-90-1)

stability operation

An operation conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (ADP 3-0)

stabilization

The process by which underlying tensions that might lead to resurgence in violence and a breakdown in the law and order are managed and reduced, while efforts are made to support preconditions for successful long-term development. (FM 3-07)

stay behind operation

An operation in which the commander leaves a unit in position to conduct a specified mission while the remainder of the forces withdraw or retire from an area. (FM 3-90-1)

striking force

A dedicated counterattack force in a mobile defense constituted with the bulk of available combat power. (ADP 3-90)

support by fire

A tactical mission task in which a maneuver force moves to a position where it can engage the enemy by direct fire in support of another maneuvering force. (FM 3-90-1)

supporting distance

The distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation. (ADP 3-0)

supporting effort

A designated subordinate unit with a mission that supports the success of the main effort. (ADP 3-0)

supporting range

The distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems. (ADP 3-0)

suppress

A tactical mission task that results in the temporary degradation of the performance of a force or weapon system below the level needed to accomplish its mission. (FM 3-90-1)

suppression

(DOD) Temporary or transient degradation by an opposing force of the performance of a weapons system below the level needed to fulfill its mission objectives. (JP 3-01)

survivability

(Army) A quality or capability of military forces which permits them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission. (ATP 3-37.34)

survivability operations

Those military activities that alter the physical environment to provide or improve cover, concealment, and camouflage. (ATP 3-37.34)

sustaining operation

An operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power. (ADP 3-0)

sustainment

(Army) The provision of the logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion. (ADP 4-0)

sustainment warfighting function

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. (ADP 3-0)

tactical road march

A rapid movement used to relocate units within an area of operations to prepare for combat operations. (ADP 3-90)

task organization

(Army) A temporary grouping of forces designed to accomplish a particular mission. (ADP 5-0)

task-organizing

(Army) The act of designing a force, support staff, or sustainment package of specific size and composition to meet a unique task or mission. (ADP 3-0)

techniques

(DOD) Non-prescriptive ways or methods used to perform missions, functions, or tasks.
(CJCSM 5120.01A)

threat

Any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland. (ADP 3-0)

troop movement

The movement of Soldiers and units from one place to another by any available means. (ADP 3-90)

turning movement

(Army) A form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives behind the enemy's current positions thereby causing the enemy force to move out of their current positions or divert major forces to meet the threat.
(FM 3-90-1)

warfighting function

A group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives. (ADP 3-0)

withdrawal operation

(DOD) A planned retrograde operation in which a force in contact disengages from an enemy force and moves in a direction away from the enemy. (JP 3-17)

zone reconnaissance

A type of reconnaissance operation that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries. (ADP 3-90)

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