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Cavalry Squadron

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Cavalry Squadron

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Preface

Army techniques publication (ATP) 3-20.96 provides doctrinal guidance and direction for Cavalry squadrons conducting reconnaissance and security operations. The focus of this techniques publication is Cavalry formations in the following units:

- Armored brigade combat team (ABCT) Cavalry squadron.
- Infantry brigade combat team (IBCT) Cavalry squadron.
- Stryker brigade combat team (SBCT) Cavalry squadron.
- Battlefield surveillance brigade (BfSB) Cavalry squadron.

It also is applicable to:

- Scout platoon of maneuver battalions.
- Combat Aviation Brigade, air Cavalry squadron.

The principal audiences for ATP 3-20.96 are commanders, leaders, and staffs responsible for the planning, execution, or support of reconnaissance and security operations as well as instructors charged with teaching reconnaissance and security operations.

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

ATP 3-20.96 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 3-20.96 is the proponent publication (the authority) and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 3-20.96 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication is not the proponent for any Army terms. Unless this publication states otherwise, masculine nouns and pronouns refer to both men and women.

This publication applies to the Active Army, the Army National Guard (ARNG), the Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR), unless otherwise stated.

The proponent agency is the United States Army Training and Doctrine Command (TRADOC) and the preparing agency is the United States Army Maneuver Center of Excellence (MCoE). Send your comments and recommendations on a Department of the Army (DA) Form 2028 (*Recommended Changes to Publications and Blank Forms*). Point of contact information follows:

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Introduction

Doctrine consists of fundamental principles that describe how to fight. At the tactical level, doctrine consists of authoritative principles concerning how to execute reconnaissance and security operations that require professional military judgment in their application. Importantly, our doctrine must describe how Cavalry squadrons and subordinate units combine the capabilities of various arms into cohesive, combined arms, air-ground teams and how to execute reconnaissance and security operations.

ATP 3-20.96 provides the commander and staff of Cavalry formations with doctrine relevant to Army and joint operations. This publication explains how effective reconnaissance and security operations generate depth, allow commanders reaction time and maneuver space, fight for information, collect information through stealth, protect against surprise, ease the forward movement of follow-on forces, and provide commanders with flexibility and adaptability. This publication provides doctrinal guidance for all formations assigned to the Armored, Stryker, and Infantry brigade combat teams. FM 3-20.96, published 12 March 2010, was the previous overarching manual for the Cavalry squadron.

To understand ATP 3-20.96, the reader must understand the operational art, the principles of war, the Army as a Profession, and the links between the operational and tactical levels of war described in Joint Publication (JP) 1, JP 3-0, Army Doctrine Publication (ADP) 1-0, ADP 3-0, and Army Doctrine Reference Publication (ADRP) 3-0. The reader should understand how the offensive, defensive, stability, and defense support of civil authorities' tasks described carry over and affect the conduct described by the other (in ADP 3-07, ADP 3-28, ADP 3-90, ADRP 3-07 and ADRP 3-90, and FM 3-90-2 and FM 3-98). The reader should understand the operations process (plan, prepare, execute, and assess) and how operations process relates to the Army's military decision-making process and troop-leading procedures described in ADP 5-0 and ADRP 5-0. The reader must also understand the concepts associated with mission command as described in ADP 6-0 and ADRP 6-0. Reviewing these publications assists the reader in understanding ATP 3-20.96.

The following summarizes each chapter of ATP 3-20.96:

Chapter 1, *Role in the Brigade Combat Team*, addresses the Cavalry squadron's role in the BCT, in the operational environment, and in the Cavalry formation. Chapter 1 discusses the Cavalry squadron's structure in the three types of brigade combat teams. The Cavalry squadron's missions, capabilities, and limitations are also in Chapter 1.

Chapter 2, *Mission Command*, highlights the updated concepts of mission command as it relates to squadron operations, intelligence preparation of the battlefield, information collection, and planning requirements,

Chapter 3, *Reconnaissance Tasks*, discusses reconnaissance-planning considerations, forms of reconnaissance, and reconnaissance handover.

Chapter 4, *Security Tasks*, discusses security planning considerations, and the forms of security.

Chapter 5, *Reconnaissance and Security in Decisive Action Tasks*, discusses how the squadron conducts reconnaissance and security in offensive, defensive, and stability tasks.

Chapter 6, *Augmenting Combat Power*, has two sections. Section I of chapter 6 provides an overview of the combat multipliers found within the brigade combat team. Section II provides an overview of the combat multipliers found outside the BCT

Chapter 7, *Sustainment*, describes the sustainment units that are relevant to Cavalry formations at the squadron and troop levels. Also covered is the sustainment planning considerations and activities conducted for reconnaissance and security operations.

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Chapter 1
Role in the Brigade Combat Team

Cavalry squadrons conduct reconnaissance and security tasks in close contact with enemy organizations and civilian populations consistent with the fundamentals of reconnaissance and security. Squadrons help the brigade combat team (BCT) commander identify gaps or weaknesses in the plan and identify opportunities to exploit and improve the situational understanding. Reconnaissance and security tasks answer priority intelligence requirements. Reconnaissance and security tasks enable the commander to make decisions and direct forces to achieve mission success. Reconnaissance and security tasks enable successful offense, defense, and stability tasks.

Commanders use reconnaissance operations to understand the situation, visualize the battle, and make decisions. Security tasks provide reaction time and maneuver space so commanders can make decisions and protect the force from unanticipated danger. Reconnaissance and security tasks answer commander's critical information requirements (CCIRs), mitigate risks, identify enemy weaknesses, and isolate enemies from sources of strength. The Cavalry squadrons of the BCT can conduct security tasks and fight for information.

SECTION I – ROLE OF THE CAVALRY SQUADRON

1-1. The Cavalry squadron is the main organization the BCT commander has to conduct reconnaissance and security throughout the BCT's area of operations. The squadron conducts reconnaissance and security that the squadron and BCT commander's link to lethal effects allowing the BCT commander to set conditions for maneuver battalions to seize, retain, and exploit the initiative. The squadron progressively builds situational awareness for the BCT commander leading to situational understanding. The BCT commander uses situational awareness to make plans and decisions, and to visualize, describe, and direct operations. The squadron's reconnaissance operations yield a high payoff in the areas of threat location, disposition, composition, early warning, protection, and battle damage assessment. These operations preserve the parent unit's freedom of maneuver and initiative over the enemy. Commanders uses reconnaissance operations to shape the battlefield. Ideally, accepting or initiating combat at times and places of their choosing, and then applying combat power in a manner most likely to achieve their desired effects.

1-2. The placement of dedicated reconnaissance units in the modular force takes into account their inherent direct combat vulnerabilities or capabilities and employment demands. Reconnaissance is significantly degraded when Cavalry units assigned to close combat missions become decisively engaged. When reconnaissance ceases, the potential for achieving and capitalizing upon information collection is lost.

1-3. The Cavalry squadron can focus on all threat categories to develop the situation in close contact with enemy forces and civilian populations in a designated area of operation. The BCT commander can then maintain battlefield mobility and agility while choosing the time, place, and the preferred engagement method to confront the enemy. The BCT commander can task organize reconnaissance and security assets to optimize their complementary effects while maximizing support throughout the BCT's area of operation. The squadron uses the tools at its disposal to assist in conducting reconnaissance and security tasks in combined arms operations.

1-4. The squadron conducts reconnaissance and security operations to develop situational understanding; this aids the parent unit's development of the common operational picture. Situational understanding is the product of applying analysis and judgement to relevant information to determine the relationships among the

operational and mission variables to facilitate decision-making (ADP 5-0, ADRP 3-0, and FM 6-0). Tailor the collection effort for the common operational picture to the higher commander's information requirement, such as friendly forces, threat forces, terrain, and other factors. The common operational picture contains common data and information shared with subordinate or adjacent commands to an unprecedented degree. Analysis of the common operational picture—combined with the commander's application of experience, judgment, and martial instinct—leads to situational understanding by establishing the relationships among the factors of mission, enemy, terrain and weather, troops and support available, time, and civil considerations (METT-TC). In turn, situational understanding facilitates decision making by helping the higher commander to identify fleeting or subtle opportunities for mission accomplishment, threats to the force, and important gaps in information that need clarification.

1-5. The squadron's primary missions supporting its higher headquarters, regardless of organization, are—

- Reconnaissance, which includes the following tasks:
  - Zone reconnaissance.
  - Area reconnaissance.
  - Route reconnaissance.
  - Reconnaissance in force.
- Security, which includes the following tasks:
  - Screen
  - Guard.
  - Cover (with augmentation).
  - Area.
  - Local.

1-6. When the squadron's higher headquarters conducts offensive tasks, the squadron focuses on developing the situation through execution of reconnaissance and security tasks. Combat information developed and reported by the squadron allows the higher headquarters to direct maneuver, on its own terms, against the enemy. The squadron may be the lead element for its higher headquarters, such as a reconnaissance in force as part of a brigade movement to contact, or it may provide security on a flank.

1-7. During defensive tasks, the higher headquarters typically tasks the squadron to conduct security tasks oriented on the main body. Security tasks provide early warning and reaction time, deny enemy reconnaissance efforts, and protect the security area to give the commander freedom of maneuver. The squadron can execute a screen or guard based on the degree of protection required by its higher headquarters. Elements from maneuver units can attach to or under the operational control of the squadron to provide it with additional combat power based on mission variables.

1-8. The BCT assigns appropriate security tasks to the squadron when it is conducting security tasks for a higher headquarters. The BCT ensures the squadron is task-organized and augmented for success. Augmentation could include tank and mechanized Infantry units, reconnaissance units, engineer elements, attack helicopter units, close air support (CAS) priority, and intelligence acquisition systems. The nature of the security mission, the organic composition of the securing force, and the enemy situation determine the squadron's augmentation needs.

1-9. Stability operations require the squadron to focus on reconnaissance and security tasks that enable its higher headquarters to develop a better understanding of the situation. Particular emphasis may be on area security tasks.

Note. During all types of operations, the squadron can conduct appropriate tactical tasks (such as attack, raid, or defend) in an economy of force role.

SECTION II – THREAT

1-10. The following section gives a brief description of the types or combination of threats the squadron could face. Commanders and staff develop probable threat reconnaissance and security efforts for each mission.

TYPES OF THREATS

1-11. Hybrid threats encompass interactions between some of or all of the actors mentioned with in the following section, the blurring between traditional elements of conflict and the perceived complexity of operations. A *hybrid threat* is the combination of regular, irregular forces, terrorist forces and criminal elements to achieve mutually benefitting effects. Hybrid threats combine regular forces governed by international law, military custom and tradition with unregulated forces that act without restrictions on violence or targets (ADRP 3-0).

1-12. The hybrid threat model creates a significant, near-peer enemy that commanders must combat against within the training environment. Refer to TC 7-100 series for a detailed description of the hybrid threat, compilation and tactics.

NATION-STATES

1-13. Hybrid threats can come in the form of nation-states or nonstates. Nation-states fall into four categories: core states, transition states, rogue states, and failed or failing states. Countries can move from one category to another as conditions change. Core states are the advanced countries that usually dominate world politics. The United States is a core state. Transition states are other larger, industrial-based countries. Transition states are emerging regional powers that have the potential to become accepted among the core states perhaps as major powers. Rogue states are states that are hostile to their neighbors or to core states' interests. Countries classified as rogue states may attack or threaten to attack their neighbors. Rogue states can sponsor international terrorism or even confront U.S. military forces operating in the region. Failed or failing states fragment in such a way that a rule of law is absent. The instability of a failed or failing state is a threat to neighboring countries and the core states. The government has ceased to meet the needs of its people, and at least parts of the country may have become virtually ungovernable. Failed or failing states often harbor groups antagonistic to the United States and its interests.

NONSTATE

1-14. Nonstate actors do not represent the forces of a particular nation-state. Nonstate actors include rogue actors as well as third-party actors. Like rogue states, rogue actors are hostile to other actors. They may extend across several countries. Examples include insurgents, guerrillas, mercenaries, and political movements. Particular sources of danger are terrorists and criminal organizations, since they may have the best technology, equipment, and weapons available. Third-party actor's presence, activities, and interests can affect the ability of military forces to accomplish their mission. Third-party actors can include:

- Dislocated civilians.
- International humanitarian relief agencies.
- Transnational corporations.

REGULAR VERSUS IRREGULAR FORCES

1-15. Reconnaissance forces often face a blurred line when dealing with enemy forces and types of warfare. Traditional warfare is a form of warfare between the regulated militaries of nation-states or alliances of states. In contrast, unconventional warfare encompasses a broad spectrum of military and paramilitary operations. Regular military forces are the regulated armed forces of a state or alliance of states with the specified function of military offensive and defensive capabilities in legitimate service to the state or alliance. Traditional military units also may be involved directly or indirectly with irregular warfare operations.

IRREGULAR FORCES

1-16. Reconnaissance forces can encounter different forms of enemy combatants than traditional forces; these can include paramilitary, insurgent, guerilla, and terrorist. These forms are not mutually exclusive and forces can move from one form to another. The actions of irregular forces are not a lesser form of conflict; irregular forces apply tactics, techniques, and procedures common to regular forces but do so with asymmetric applications and means. Irregular forces can use methods such as guerrilla warfare, terrorism, sabotage, subversion, coercion, and criminal activities.

1-17. Irregular forces favor indirect and asymmetric approaches. These approaches may employ the full range of military and other capacities, to erode an opponent's power, influence, and will. A strategy of U.S. adversaries is to degrade and exhaust U.S. forces rather than cause a direct U.S. military defeat.

1-18. Enemies often choose to fight among the people. Enemies have increased their attempts to use people and urban settings to their advantage. They seek populations for refuge from, to draw support from, and to shield against attack and detection by U.S. forces and negate superior firepower, affecting the manner in which Soldiers apply force to achieve success in a conflict.

PARAMILITARY

1-19. *Paramilitary forces* are forces or groups distinct from the regular armed forces of any country, but resembling them in organization, equipment, training, or mission (JP 3-24). They can be nonstate paramilitary forces, such as insurgents, guerrillas, terrorist groups, and mercenaries. Paramilitary forces can be nation-state forces such as internal security forces, border guards, and police, which are specifically not a part of the regular armed forces of the country.

INSURGENT

1-20. An *insurgency* is the organized use of subversion and violence to seize, nullify, or challenge political control of a region. Insurgency can also refer to the group itself (JP 3-24). Insurgent organizations have no regular table of organization and equipment structure.

GUERILLA

1-21. *Guerrilla warfare* is military and paramilitary operations conducted in enemy-held or hostile territory by irregular, predominantly indigenous forces (JP 3-05). At the tactical level, attacks sudden, violent, and decentralized actions. Guerilla attacks include a rapid concentration and rapid dispersion.

TERRORIST

1-22. A *terrorist* is an individual who commits an act or acts of violence or threatens violence in pursuit of political, religious, or ideological objectives. A terrorist group is any number of terrorists who assemble, have a unifying relationship, or organize for the purpose of committing an act or acts of violence or threaten violence in pursuit of their political, religious, or ideological objectives. Categorizing terrorist groups by their affiliation with governments or supporting organizations can provide insight in terrorist intent and capability. Terrorist groups can align as state-directed, state-sponsored, or nonstate supported organizations. In some cases, the state itself can be a terrorist regime.

CRIMINAL ORGANIZATIONS

1-23. Finally, reconnaissance forces may encounter criminal organizations. While there are always criminal elements present in any operational environment, the question is whether those criminal organizations find it in their interests to become part of a hybrid threat and attempt to achieve common goals and objectives.

1-24. Criminal organizations normally are independent of nation-state control. However, large-scale criminal organizations often extend beyond national boundaries to operate regionally or worldwide and include a political influence component such as drug trafficking.

ENEMY RECONNAISSANCE AND SECURITY FORCES

1-25. Reconnaissance and security play a key role in all hybrid threat operations. Enemy commanders employ aggressive, continuous reconnaissance, and counter reconnaissance that enables the timely accomplishment of combat missions with minimal loss. Hybrid threat security forces provide early warnings, attempt to defeat select portions of United States and coalition information collection efforts, and delay or disrupt U.S. or coalition main body forces. Poor enemy reconnaissance or security can lead directly to hybrid threat forces' failures to accomplish their assigned tasks. By virtue of their missions, Cavalry squadrons face hybrid threat reconnaissance and security forces as well as other enemy maneuver elements and their supporting fires, maneuver support, and sustainment. While the objectives of hybrid threat elements tasked with reconnaissance or security missions may be similar, their composition and employment methods vary based on the organization of regular and irregular forces, their origin and their applied doctrine, or

philosophies, tactics, techniques, and procedures. In the same manner, Cavalry squadrons encounter a wide variety of hybrid threat maneuver elements and their support.

HYBRID FORCE RECONNAISSANCE AND SECURITY TECHNOLOGY SUPPORT

1-26. Hybrid forces employ technology to support their reconnaissance, counter reconnaissance, and security actions. They seek and acquire technologies to target specific United States and coalition weaknesses or to gain overmatch in specific areas. Technologies include homegrown and off-the-shelf technologies acquired through open markets and then adapted for specific purposes, and technologies acquired from stolen United States or coalition equipment left from recent wars. Nation-states either develop or acquire the technologies and then proliferate them to their affiliated forces or proxies. Nonstate actors can acquire the technologies through supporting nation-states, through the open market, or through the employment of criminal organizations to first purchase and then smuggle the technology into the conflict area.

1-27. Technologies can include unmanned aerial systems (UAS), both armed and unarmed, which provides a capability to identify and track key United States and coalition elements. Unmanned aerial systems may enable targeting by indirect fire systems to degrade mission command or reconnaissance capabilities. Armed unmanned aerial systems can come in the form of explosive warheads crashed into targets such as mission command posts, fires assets, sustainment assets, or critical information collection assets such as radars or Prophets.

1-28. The hybrid threat fully understands the reliance of United States and coalition forces on high technology communications, the tactical internet, and the global positioning system (GPS) network. They seek to acquire early warning assets that enable jamming, such as off the shelf GPS jammers, and to conduct electromagnetic mapping to direction finding communication node locations. Employing regular or irregular forces with small jammers or with a direction finding capability can disrupt United States and coalition force communications and operations. Finally, the hybrid threat can conduct offensive cyber operations to conduct attacks against the United States and coalition network. They may employ criminal organizations with expertise in hacking to conduct localized or broader network attacks to degrade United States and coalition abilities to collect and disseminate information.

ENEMY SECURITY ACTIVITIES

1-29. Cavalry squadrons conducting reconnaissance engage a variety of hybrid threat forces that are task organized by purpose, created ad hoc, or assigned to provide early warning. Squadrons conduct reconnaissance of hybrid threat forces that attempt to defeat, attrite, or delay United States and coalition reconnaissance or forward security elements. The hybrid threat employs a number of defensive forms of security tasks dependent on the intent of the defense. In general, each form of defense employs a disruption force, a main battle force, and a reserve force. The Cavalry squadron usually makes contact with a disrupting element first. The disruption force's primary mission is to prevent United States and coalition forces from conducting an effective attack. The disruption force also destroys United States and coalition reconnaissance; forces United States and coalition forces to deploy early or disrupts offensive preparations; gains and maintains reconnaissance contact with key United States and coalition elements; and deceives United States and coalition forces as to the disposition of hybrid threat units. The disruption force may be a single cohesive unit task organized for the purpose, or a grouping of elements operating independently within specified areas with a similar task and purpose. Hybrid threat characteristics may combine within any echelon, from squad equivalent to division force equivalent and above. To accomplish its mission, the disruption force contains a variety of forces to include ambush teams, long-range reconnaissance patrols, counterreconnaissance detachments, in direct fire systems, target designation teams, and elements of affiliated forces (guerillas, terrorists, insurgents, or criminals).

1-30. The hybrid threat understands that United States and coalition forces rely on a combination of overhead, technical, and ground reconnaissance collection capabilities to collect information for operations. The hybrid threat may employ counterreconnaissance within the disruption force to selectively destroy or render irrelevant United States and coalition reconnaissance forces. The hybrid threat may allow United States and coalition reconnaissance forces to collect information if it enables the hybrid threat's deception plan.

1-31. The hybrid threat makes visual contact with the Cavalry squadron using a variety of means, including individuals and groups of civilians who report using civilian telecommunications; cyber based automated communications, signals such as flags or flares; and messengers. These communication methods are difficult to detect and understand in near real time, especially when used in urban or suburban settings and sometimes in rural environments. Depending on the available time, the hybrid threat may harden or bury wire communications networks. The squadron may encounter conventional small units that employ military tactical communications systems depending on the makeup of the hybrid enemy. The military communications may be easier to identify as enemy leaders break radio listening silence.

1-32. The hybrid threat may prove less predictable during the intelligence preparation of the battlefield (IPB) process. IPB may only produce generalities when identifying or predicting hybrid threat actions by time and location. Hybrid threat activities, locations, and compositions may be vulnerable to detection only by the Cavalry squadron conducting deliberate reconnaissance operations, especially forces operating amongst the population. Potentially only supporting military intelligence collection teams, manned and unmanned aviation, engineers and other capabilities operating within the context of the squadron's concept of operation might identify the hybrid threat's muted and varying signatures. The physical movement of squadron elements may trigger other hybrid threat signatures not detectible by scouts but identifiable by other collection means.

1-33. Irregular or regular hybrid threat forces ranging from two to three individuals, up to platoon size may employ counterreconnaissance tactics in an attempt to destroy or repel elements of the Cavalry squadron. These tactics include direct or indirect fires and explosive devices individually or employment of complex ambushes which combine direct and indirect fires triggered by explosive devices. Hybrid threat elements may operate in-depth and pass off targets to designated counterreconnaissance detachments employing a combination of low technology and advanced weapon systems deep in the hybrid threat's designated or de facto security area.

1-34. Hybrid threat security forces may be difficult to distinguish from the local population as they operate amongst the population to engage the Cavalry squadron and then hide, creating significant identification and targeting issues. The hybrid force's ability to blend with the local population enables the hybrid threat to take advantage of United States and coalition rules of engagement that limit collateral damage. Hybrid threat forces use a combination of combat and military utility platforms and adapt civilian vehicles to impede identification.

1-35. Hybrid threat security forces may be difficult to differentiate from main body combat forces. The hybrid threat may occupy battle positions with contact forces that delay, attrit, or destroy United States and coalition reconnaissance elements. They may replicate a main defense, then using a shielding element, the contact element bounds back to another prepared position.

ENEMY RECONNAISSANCE ACTIVITIES

1-36. Reconnaissance is a critical component of all hybrid threat operations. The hybrid threat uses any means necessary to gain and maintain contact with key elements of United States and coalition forces throughout the battle. The hybrid threat focuses reconnaissance on elements and objectives critical to the execution of combat missions limiting the incoming information to what is most important; thus, preventing information overload for the threat commander. Hybrid threats seek to have continuous contact with United States and coalition forces. Hybrid threats aim to maintain coverage of the most critical United States and coalition assets to gain information critical to understanding the current and future situation. The hybrid threat employs aggressiveness in the search for information, including the willingness to fight for it if necessary. The hybrid threat seeks timely information and fully understands that information received late may be useless. They use camouflage, concealment, cover, and deception to prevent United States and coalition forces from discovering the intent of their reconnaissance including the use of the civilian population or forces hidden among the population to collect information. Finally, the hybrid threat uses all available means to verify the accuracy and reliability of reported information.

1-37. Hybrid threat forces may employ less recognizable reconnaissance tactics, techniques, or procedures. In some cases, the hybrid threat commander elects to conduct overt or covert surveillance in lieu of reconnaissance, based on the location and makeup of the regular and irregular forces at disposal including the use of the civilian populace, local police, or affiliated irregular forces. Hybrid threat forces may operate

mounted in vehicles ranging from conventional military platforms or converted technical platforms to commercial or privately owned vehicles. Dismounted reconnaissance may range from conventional tactical movement techniques to undistinguishable infiltration activities masked by other civil movement. The hybrid threat may attack squadron screen or guard elements, or choose to bypass squadron security elements in an attempt to map more of the United States and coalition forces to the rear of the squadron.

1-38. Unconventional hybrid threat reconnaissance vulnerabilities may involve the required length of dwell time surveillance elements incur to gather information from a stationary overt or covert location. Language or dialect differences may alert the local populace to the presence of fighters not from the immediate area. Subtle differences in appearance or clothing may also present signatures identifiable to United States or coalition military collection assets supporting the squadron. To minimize these vulnerabilities, irregular enemy reconnaissance elements will attempt to blend or conceal subtle or detectable long dwell times, or language, dialect, or physical appearance differences. Unconventional enemy reconnaissance elements often depend on the civilian populace to allow them to hide in the open. The hybrid threat's reconnaissance efforts are degraded when the local populace is unaware of or cannot get close enough to effectively observe squadron screen or guard elements,.

1-39. Conventional hybrid threat reconnaissance may range from uniformly equipped mounted reconnaissance units to task organized or ad hoc collections, to dismounted reconnaissance teams. These elements may attempt to defeat, bypass, or fix squadron elements. Hybrid threat fire support may be more likely during the conduct of conventional reconnaissance operations. However, even irregular or guerrilla hybrid threat forces will employ mortars in support of their operations. Conventional reconnaissance elements may employ or team with irregulars to conduct reconnaissance. When enemy reconnaissance is close to visual contact with a suspected squadron position, the enemy reconnaissance leader may have civilians or irregular combatants gain visual contact and report; allowing the conventional enemy reconnaissance elements to remain beyond visual contact.

SECTION III – SQUADRON ORGANIZATIONS

1-40. Cavalry squadrons conduct operations through close contact with enemy forces and civilian populations. They maintain contact with the enemy to fight for information while preserving their own freedom to maneuver. Squadrons shape the battlefield for the commander so they can close with and destroy the enemy through maneuver and superior firepower at a time and place of their choosing (FM 3-98). The sections below describe organic forces and habitually augmented assets.

CAVALRY SQUADRONS

COMMON CAPABILITIES AND LIMITATIONS

1-41. All ground Cavalry squadrons possess the following capabilities:

- Fight for information within unit capabilities. (Refer to the specific unit capabilities and limitations discussed later in this section.)
- Gather information about all threat categories.
- Support lethal and nonlethal targeting and target acquisition for the higher headquarters.
- Provide all-weather, continuous, accurate, and timely reconnaissance in complex terrain.
- Rapidly develop the situation.
- Reduce risk and enhance survivability by—
  - Providing information that allows the higher headquarter commander to avoid contact.
  - Achieving overwhelming combat power if desiring contact.
- Assist in shaping the area of operations by—
  - Providing information or directing precision joint fires to disrupt the enemy commander's decision cycle.
  - Denying planned or future options.
- Conduct collaborative and parallel planning that fully integrates with higher and adjacent units.

- Conduct collaborative and parallel planning that result in employment of reconnaissance and security assets.
- Reestablish mission command through two distinctly different situations:
  - Repel an enemy attack that caused a disruption in mission command.
  - Retransmission of information for units or elements out of communication range of main body.

1-42. All ground Cavalry squadrons are constrained in that—

- They may require augmentation to perform effective independent offensive and defensive tasks.
- They have limited sustainment assets that frequently operate over extended distances.
- When arrayed against an armored threat, squadrons lack direct fire standoff, lethality, and survivability in open and rolling terrain.
- Medium-weight wheeled vehicles have limited cross-country mobility.
- Mounted troops have limited organic dismounted capabilities.

ARMORED BRIGADE COMBAT TEAM CAVALRY SQUADRON

1-43. The Armored brigade combat team squadron's mission is to conduct reconnaissance and security to support the development of the brigade's awareness and knowledge in the area of operations. Squadron operations empower the brigade to anticipate, forestall, and overmatch threats, ensuring brigade mission accomplishment through decisive action and freedom of maneuver. The BCT commander's critical information requirements including, priority intelligence requirements (PIRs), and associated information requirements (IRs).

Roles and Organization

1-44. The Cavalry squadron's fundamental role is to perform reconnaissance and security to provide accurate and timely information across the area of operations. Reconnaissance and security provides the ABCT commander with combat information to develop situational understanding, make plans and decisions quickly, and visualize and direct operations. The Cavalry squadron has the capability to defend itself against most threats.

1-45. The squadron currently has a headquarters and headquarters troop and two ground Cavalry troops transitioning to a headquarters and headquarters troop, three ground Cavalry troops, and an Armor company. Normally, the brigade support battalion tasks a forward support company to provide direct support to the squadron for logistics support. (See figure 1-1.)

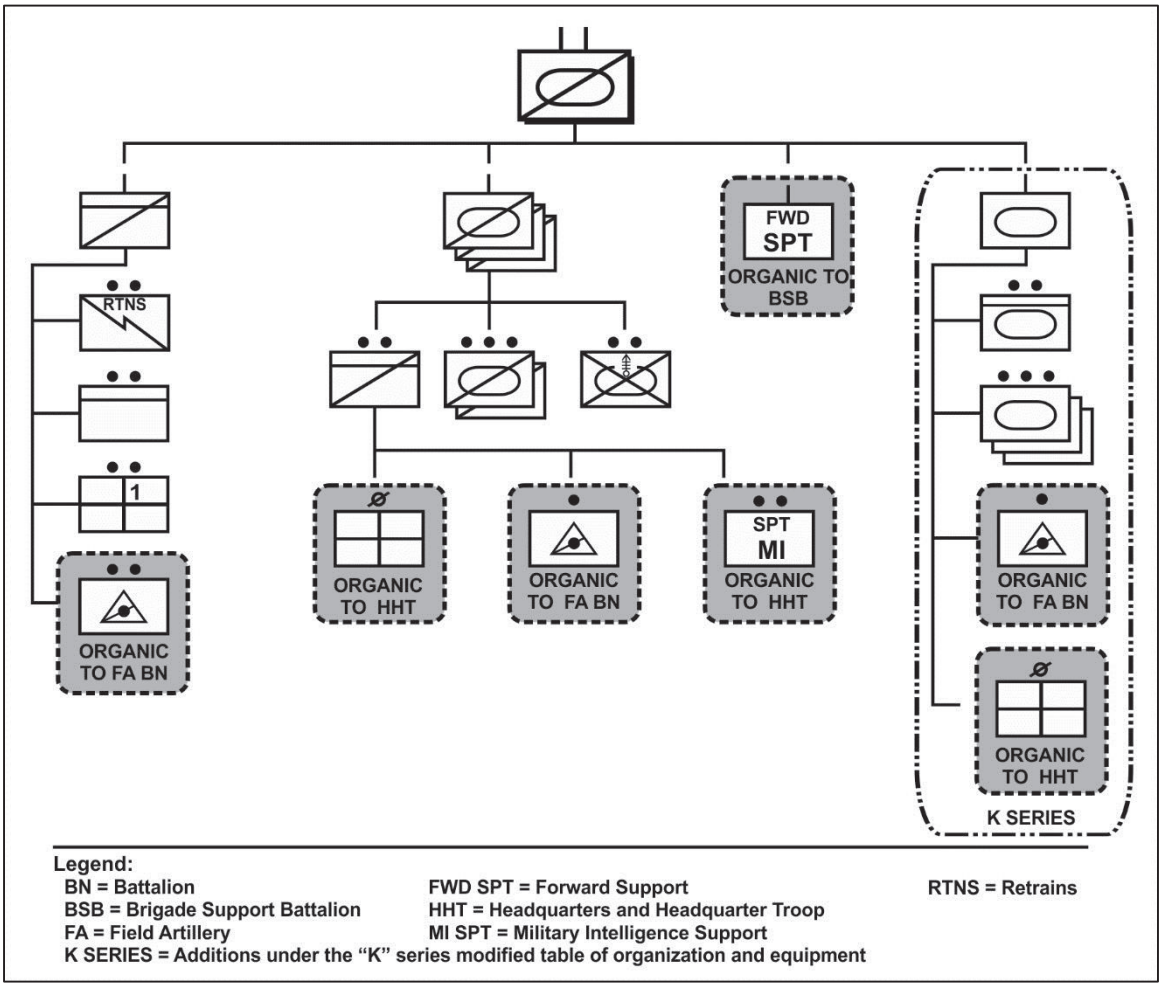

Figure 1-1. Armored brigade combat team Cavalry squadron organization

1-46. The headquarters and headquarters troop comprises the mission command and sustainment assets the squadron needs to conduct and sustain operations. The headquarters troop organization includes a command group, the troop headquarters section, the squadron primary staff that is; personnel (S-1), intelligence (S-2), operations (S-3), logistics (S-4), signal (S-6), the medical platoon, an attached fire support cell, and a tactical air control party.

Capabilities and Limitations

1-47. The ABCT Cavalry squadron can fight for information against comparably equipped or lighter enemy forces. The squadron has 120-millimeter (mm) self-propelled mortars. The squadron's Cavalry troops have two platoons with Cavalry fighting vehicles and high-mobility multipurpose-wheeled vehicles (HMMWVs) transitioning to three platoons with six Bradley fighting vehicles.

1-48. The ABCT Cavalry squadron has limitations, which employment or augmentation mitigate. The squadron requires augmentation (such as artillery or engineers) to effectively perform offensive and defensive tasks as a combined arms element. The Cavalry fighting vehicles create significant sustainment requirements in terms of fuel and maintenance. The mix of Cavalry fighting vehicles and HMMWV vehicles in the Cavalry troops creates a difference in survivability between platforms.

INFANTRY BRIGADE COMBAT TEAM CAVALRY SQUADRON

1-49. The Infantry brigade combat team Cavalry squadron's mission is to conduct reconnaissance and security to support the brigade's awareness and knowledge in the area of operations. Squadron operations empower the brigade to anticipate, forestall, and dominate threats, facilitating brigade mission accomplishment and freedom of maneuver. The Cavalry squadron of the IBCT conducts these information collection missions to answer the BCT CCIRs including, PIRs, and associated IRs.

Roles and Organization

1-50. The Cavalry squadron of the IBCT has four troops: a headquarters and headquarters troop, two mounted Cavalry troops, and one dismounted Cavalry troop. The two mounted Cavalry troops are equipped with wheeled vehicles. The dismounted Cavalry troop is easily deployable by either fixed-wing or rotary-wing aircraft. The squadron also receives a forward support company for sustainment purposes, normally in a direct support relationship. (See figure 1-2, page 1-11.)

1-51. The headquarters and headquarters troop contains the mission command posts and sustainment assets the squadron needs to conduct and sustain operations. The headquarters troop organization includes a command group, the troop headquarters section, the squadron primary staff, medical platoon, an attached fire support cell, and a tactical air control party.

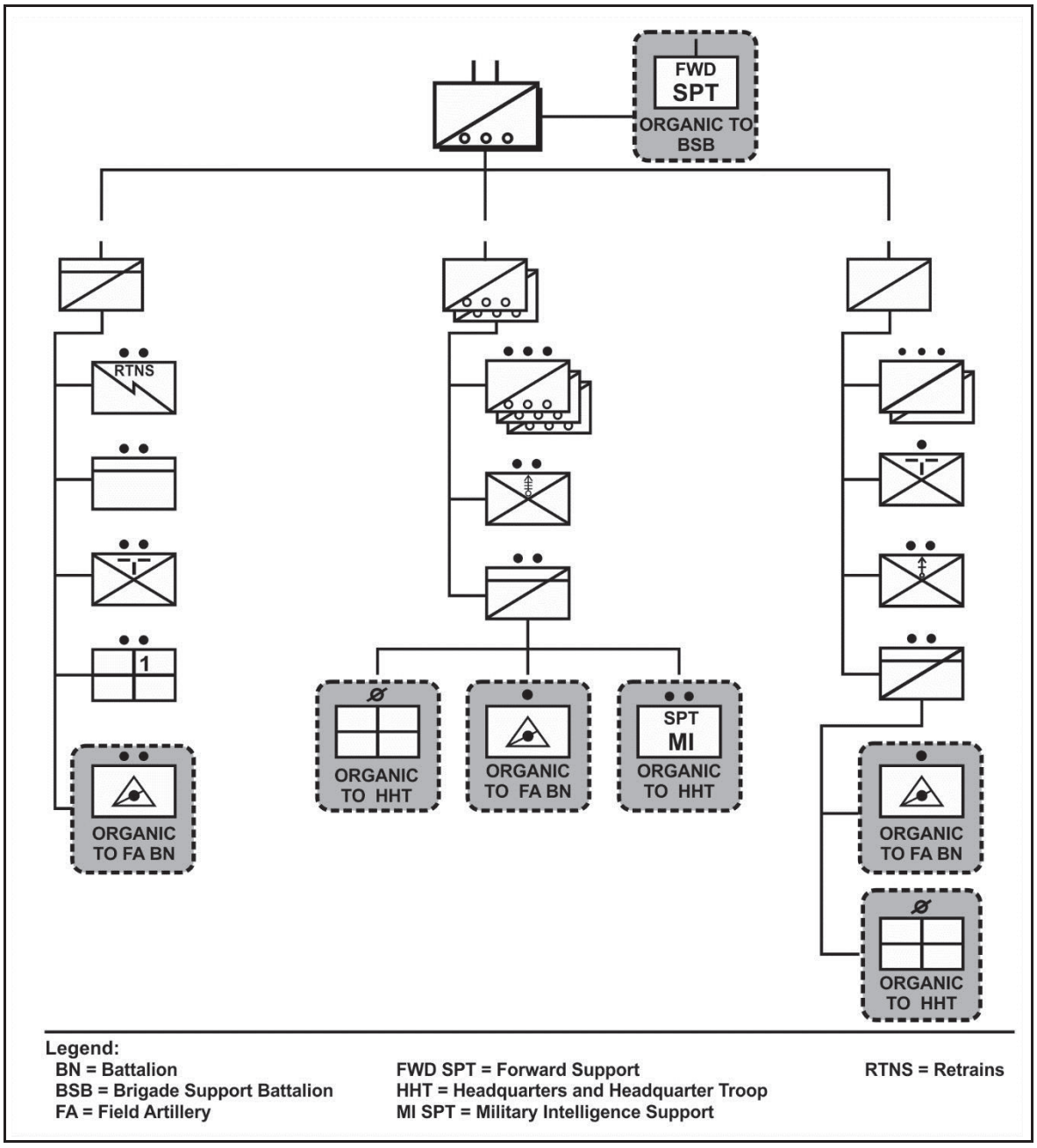

Figure 1-2. Infantry brigade combat team Cavalry squadron organization

Capabilities and Limitations

1-52. The IBCT Cavalry squadron provides the IBCT with enhanced firepower and mobility for offensive of defensive actions through the weapon systems available in its two mounted troops. The IBCT Cavalry squadron has the following capabilities:

- It has 120-mm towed mortars.
- It can fight for information against light and motorized forces.
- Its dismounted troop is optimal for operations in complex terrain.

1-53. Overcoming the IBCT Cavalry squadron's limitations occurs through employment or augmentation. The squadron's mix of mounted and dismounted Cavalry troops creates a mismatch in terms of movement and maneuver capability. The limited mobility of dismounted troops may require insertion capabilities resourced at squadron or above.

STRYKER BRIGADE COMBAT TEAM CAVALRY SQUADRON

1-54. The SBCT Cavalry squadron's mission is to conduct reconnaissance and security to support the brigade's awareness and knowledge in the area of operations. Squadron operations empower the brigade to seize, retain, and exploit the initiative facilitating brigade mission accomplishment through freedom of action. The Cavalry squadron of the SBCT conducts these information collection missions to answer SBCT commander's critical information requirement including, PIRs, and associated IRs.

Roles and Organization

1-55. The SBCT Cavalry squadron is extremely mobile and can cover a large area of operations. The Cavalry squadron has four troops: one HHT and three Cavalry troops equipped with Stryker reconnaissance vehicles. (See figure 1-3.)

1-56. The headquarters and headquarters troop provides the squadron with the mission command and sustainment assets needed to conduct and sustain operations. It includes a command group, the troop headquarters section, the squadron primary staff, medical platoon, an attached fire support cell, and a tactical air control party.

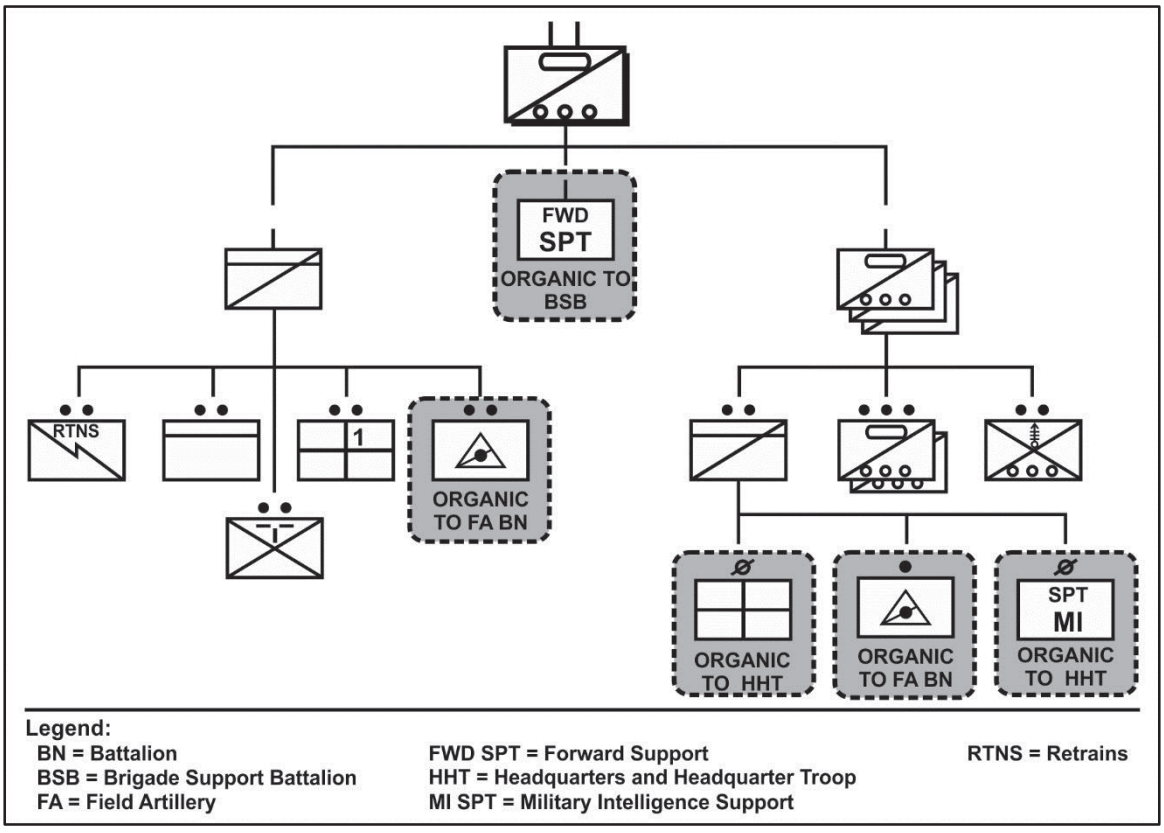

Figure 1-3. Stryker brigade combat team Cavalry squadron organization

Capabilities and Limitations

1-57. The SBCT Cavalry squadron has 120-mm self-propelled mortars and can fight for information against light/motorized forces.

1-58. The SBCT Cavalry squadron's ability to conduct extensive dismounted operations in four vehicle platoons are limited and it lacks organic mounted antiarmor capabilities. Mitigating the SBCT Cavalry squadron limitations occurs thorough employment or augmentation.

BATTLEFIELD SURVEILLANCE BRIGADE CAVALRY SQUADRON

1-59. The BfSB Cavalry squadron conducts reconnaissance and surveillance operations in support of a division, corps, or joint task force. The Cavalry squadron of the BfSB conducts reconnaissance and surveillance to answer supported unit CCIRs including, PIRs and associated IRs using other ground assets. The squadron also executes target acquisition, limited target interdiction, and battle damage assessment to support combat assessment.

Roles and Organization

1-60. The BfSB's Cavalry squadron is a multifunctional organization. Although it can perform tasks similar to those performed by its counterparts in the BCT, the troops are smaller; the squadron mostly employs reconnaissance and surveillance collection teaming with its BfSB military intelligence assets. (Refer to FM 3-98 for more information.) The squadron provides the BfSB commander with flexibility in the employment and support of the brigade's collection assets.

1-61. The Cavalry squadron allows the BfSB to provide 24-hour manned ground reconnaissance to support higher headquarters. The squadron comprises three troops and one company, a headquarters and headquarters troop, two mounted Cavalry troops equipped with wheeled scout vehicles, and a long-range surveillance company. The headquarters and headquarters troop provides mission command and sustainment assets needed for the squadron to conduct and sustain operations. The headquarters and headquarters troop includes a command group, the troop headquarters section, the squadron primary staff , an insertion and extraction section, a fires cell, fires platoon, and medical platoon.

Capabilities and Limitations

1-62. The BfSB Cavalry squadron can conduct reconnaissance of enemy forces by maximizing the capabilities of mounted and long-range surveillance elements working in conjunction with assets from the BfSB's military intelligence battalion. These assets include UAS, full motion video, human intelligence (HUMINT) collection teams, signal intelligence (SIGINT) collection teams, and command information teams. The squadron also has the following capabilities:

- Can establish long-range communications using high frequency or ultra-high frequency radio systems.
- Can provide extended duration surveillance of named areas and target areas of interest for periods of up to five days.
- Can observe areas between noncontiguous subordinate areas of operations within the higher headquarters area of operations.

1-63. The BfSB Cavalry squadron has little capability to conduct extensive dismounted operations and to perform security missions, other than screen. The squadron cannot perform offensive and defensive tasks. The squadron has no organic sustainment assets, with the exception of its medical platoon, and relies on its higher headquarters or other sustainment assets for all sustainment. In addition, the high frequency and ultra-high frequency radio systems are susceptible to atmospheric conditions and environmental obstacles such as power lines. The squadron's ability to perform long-range surveillance operations requires extensive coordination, liaison, and support (such as movement, fires, and sustainment) from higher and adjacent units within the area of operations. The Cavalry squadron frequently operates over extended distances, complicating mission command, fires, and sustainment. The squadron also lacks any organic indirect fire capability and relies on Army or joint fires for indirect fires. Employment or augmentation mitigates these limitations.

CAVALRY TROOPS

1-64. Cavalry troops conduct reconnaissance operations throughout the parent brigade's area of operation. Reconnaissance spot reports and aerial sensor capabilities allow the troop to build an accurate operational picture of the area of operation. That operational picture can focus on any mixture of the METT-TC variables

required by the parent brigade's mission. However, complex terrain may require additional time to develop an accurate operational picture.

1-65. The Cavalry troop's operational picture helps form a squadron common operational picture in command nodes within and external to the parent BCT. Common operational picture allows commanders within and external to the parent BCT to accurately assess the situation and develop their situational understanding of the potential courses of action. The paragraphs below focus on the common operational picture of the BCT Cavalry troops organizational variants: ABCT, IBCT, SBCT, and BfSB.

CAVALRY TROOP MISSIONS

1-66. Regardless of organization, Cavalry troops conduct reconnaissance and security to support the information collection plan as outlined in annex L of the Cavalry squadron's operations order (OPORD). (Refer to FM 3-98 for more information.)

1-67. Troops can conduct limited offensive and defensive tasks; though, they typically support higher-level offensive and defensive task completion through the conduct of reconnaissance and security tasks. The commander considers the troop's capabilities and limitations prior to employing the troop in any mission.

ROLES AND ORGANIZATION

1-68. As the eyes and ears of the squadron commander, the Cavalry troop is the primary information collection asset. The commander utilizes information, on threat, terrain and civilian populations, from reconnaissance operations to conduct informed planning, direct operations, and visualize the area of operation. The troop conducts reconnaissance and security tasks to collect information about the enemy's location, disposition, composition, and battle damage assessment. In turn, the commander uses these operations to shape proactively the area of operation and to accept or initiate contact at times and places of their choosing.

1-69. Cavalry troops conduct reconnaissance and security tasks throughout the BCT area of operation. The troop focuses on threats in a designated area of operation to rapidly develop the situation.

COMMON CAPABILITIES AND LIMITATIONS

1-70. All types of BCT Cavalry troops can employ integrated and synchronized reconnaissance and surveillance systems to defeat enemy deception, decoys, and cover and concealment. Cavalry troops provide information that allows the squadron to avoid contact or achieve a combat power advantage to reduce risk and enhance survivability if contact is necessary. The BCT Cavalry troops assist in shaping the operational environment by providing information or directing fires to disrupt the enemy. They provide reaction time and maneuver space for the protected force by conducting security tasks. They develop the situation, conduct stealthy reconnaissance, and fight for information against light and motorized forces. In addition, the BCT Cavalry troops have the following capabilities:

- Can provide all-weather, continuous, accurate, and timely information through—
  - Combining use of long-range advanced scout surveillance systems (LRAS3).
  - Using unmanned aerial systems.
  - Dispatching mounted and dismounted scouts and observation posts.
- Can gather information about hybrid threats.
- Can rapidly assess situations to meet the priority intelligence requirements.
- Can direct combat power, reconnaissance, and surveillance to meet the priority intelligence requirements.
- Can rapidly employ without delay and excessive compartmentalization by—
  - Synchronizing reconnaissance and surveillance systems.
  - Using scouts.

1-71. The BCT Cavalry troops have limited dismounts within scout sections. Scout sections may have to combine to generate the required dismounts to conduct continuous screening, long-duration observation posts, and dismounted tasks associated with zone, area, or route reconnaissance. Speed of movement is generally equal to that of the main body, making it difficult to stay ahead while on the march. BCT Cavalry

troops have limited direct fire standoff, lethality, and survivability. In addition, the troops have limited sustainment assets that frequently must operate over extended distances. The troops require augmentation to perform technical engineer tasks. Careful employment or augmentation mitigates the BCT Cavalry troops' limitations.

ARMORED BRIGADE COMBAT TEAM CAVALRY TROOP ROLES AND ORGANIZATION

1-72. The armored brigade combat team Cavalry troop has a headquarters section, two scout platoons equipped with Cavalry fighting vehicles and HMMWVs, transitioning to two scout platoons each with six Bradley fighting vehicles, a mortar section, and a fire support team (FIST) under operational support of the troop. (See figure 1-4.) There are three troops per ABCT Cavalry squadron.

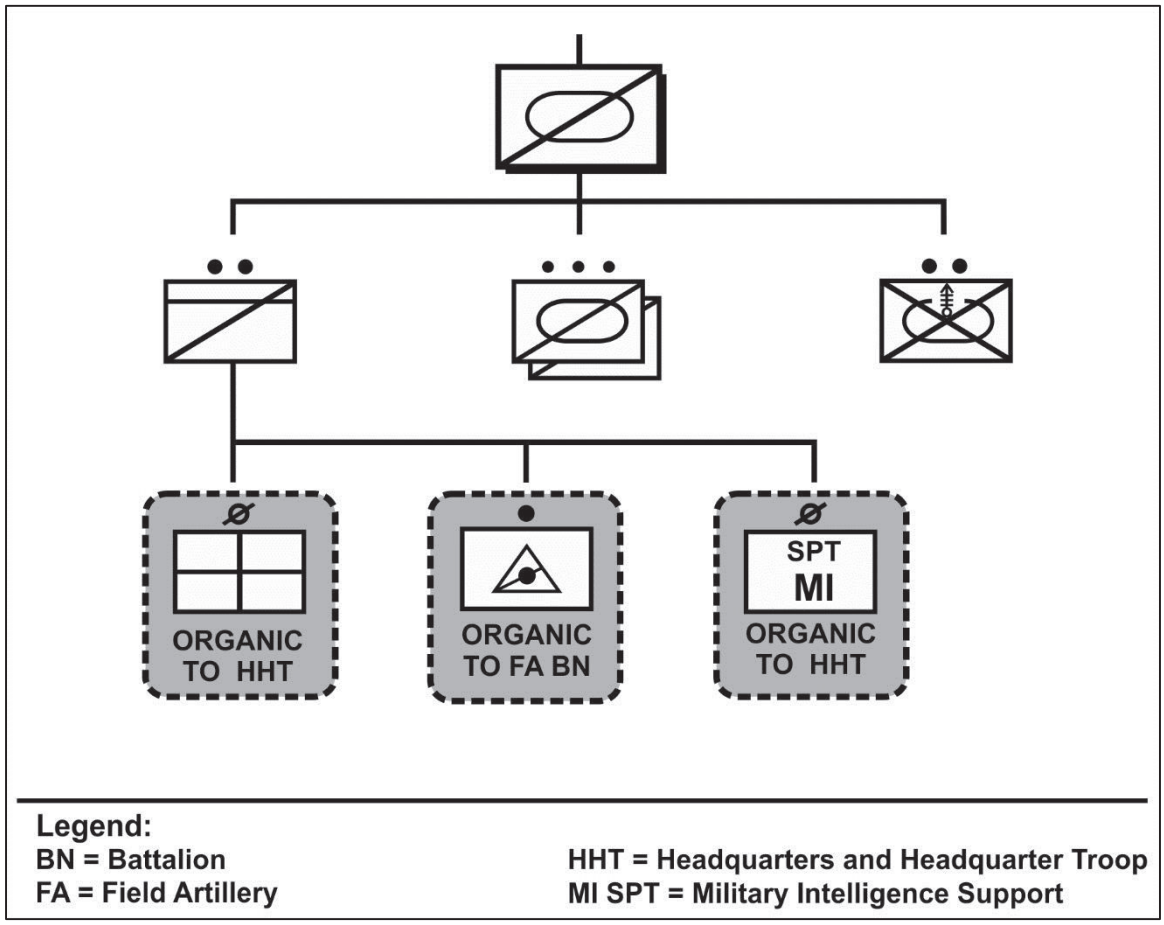

Figure 1-4. Armored brigade combat team Cavalry troop organization

1-73. The troop headquarters provides mission command for the troop to conduct operations. The headquarters includes the troop commander, executive officer (XO), first sergeant (1SG), unit supply, attached fire support team, and combat medics.

1-74. The two scout platoons have three Cavalry fighting vehicles and five HMMWVs that are equipped with long-range multisensor systems transitioning to six Bradley fighting vehicles. The mortar section has two 120-mm mortar carriers and a fire direction center.

CAPABILITIES AND LIMITATIONS

1-75. The ABCT Cavalry troop has the following capabilities:

- Armed with a 25-mm cannon, 7.62-mm coaxial machine gun, and tube-launched, optically tracked, wire-guided (TOW) missile system. An M3A3 Cavalry fighting vehicle provides

firepower, survivability, and mobility. The Cavalry fighting vehicle carries two scouts to execute dismounted tasks.

- Armed with long-range multisensor systems (such as infrared, television, GPS interferometer, and laser range finder) in scout platoons. The troop has continuous, accurate, and timely information available in all weather and visibility conditions.

1-76. The ABCT Cavalry troop is vulnerable to enemy counterreconnaissance and other security measures; and limited in its ability to fight for information against enemy tank and mechanized forces. In addition, the troop has only two platoons, limiting the size of its area of operations.

INFANTRY BRIGADE COMBAT TEAM MOUNTED CAVALRY TROOP ROLES AND ORGANIZATION

1-77. The IBCT mounted Cavalry troop has a headquarters section, three scout platoons equipped with HMMWVs, a mortar section, an attached FIST, and combat medics. (See figure 1-5.) There are two troops per IBCT Cavalry squadron.

1-78. The troop headquarters provides mission command for the troop to conduct missions. The headquarters includes the troop commander, executive officer, 1SG, supply sergeant, attached fire support team, and combat medics. The three scout platoons have six scout HMMWVs, four are equipped with the LRAS3. The mortar section is equipped with two HMMWV-towed 120-mm mortars and a fire direction center.

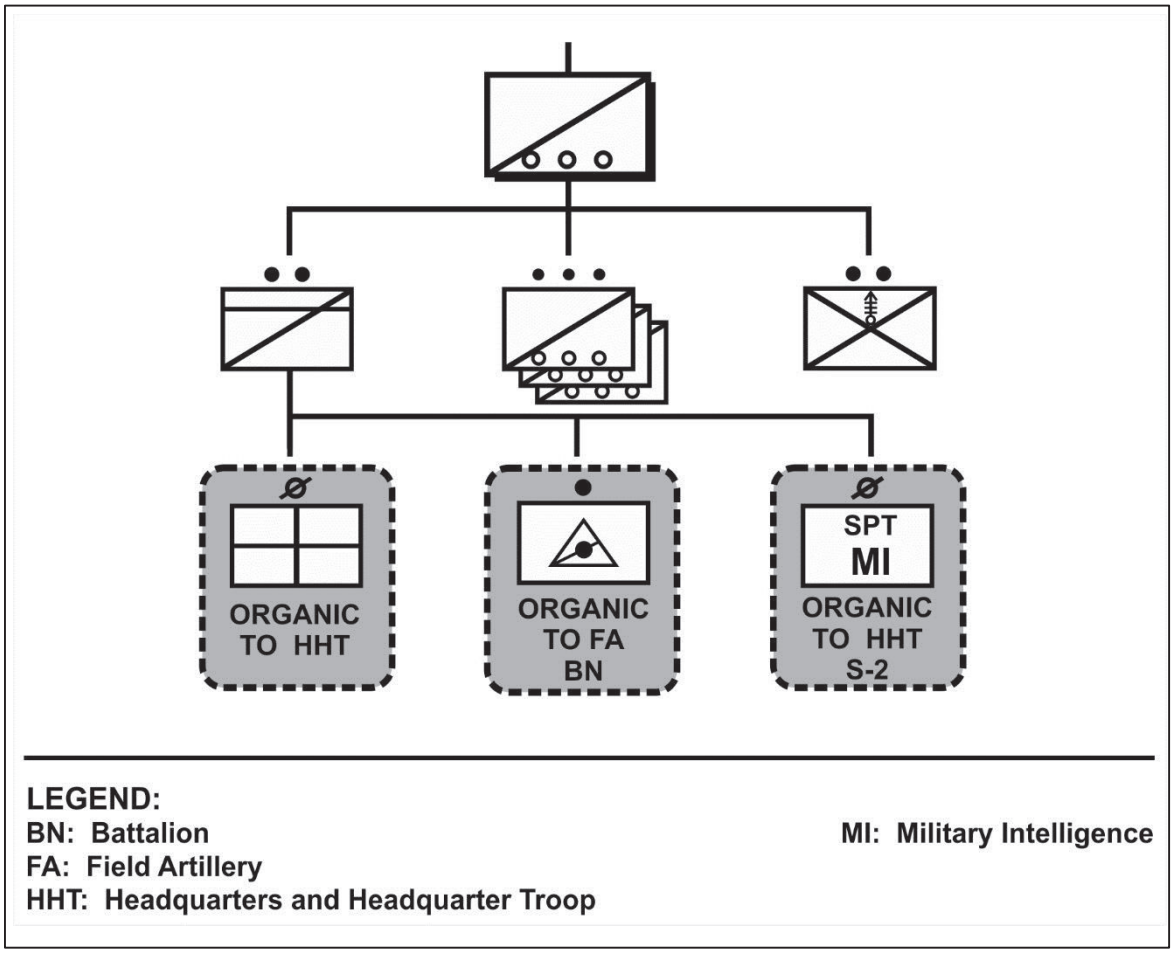

Figure 1-5. Infantry brigade combat team mounted Cavalry troop organization

CAPABILITIES AND LIMITATIONS

1-79. The IBCT mounted Cavalry troop has the following capabilities:

- Six mounted tube-launched, optically tracked, wire-guided systems (two per platoon) and Javelin medium antitank missiles.
- A heavy mortar section (towed) and automatic grenade launchers.

1-80. The IBCT mounted Cavalry troop has the following limitations:

- Is vulnerable to enemy counterreconnaissance and other security measures
- Has a limited ability to fight for information against enemy tank and mechanized infantry forces.
- Possesses limited dismounted capability.
  - Each HMMWV carries a crew of three.
  - Only one crewmember tasked to perform dismounted reconnaissance tasks.

INFANTRY BRIGADE COMBAT TEAM DISMOUNTED CAVALRY TROOP ROLES AND ORGANIZATION

1-81. The IBCT Cavalry troop has a headquarters section, two scout platoons, a mortar section, a sniper squad, an attached FIST, and up to eight attached two-man dismounted forward observer parties. (See figure 1-6.) There is one dismounted troop per IBCT Cavalry squadron.

1-82. The troop headquarters provides mission command for the troop to conduct missions. The headquarters includes the troop commander, executive officer, 1SG, supply sergeant, attached FIST, and combat medics. The two dismounted scout platoons have three sections each. The mortar section has two dismounted 60-mm mortars and a fire direction center. The sniper squad is comprised of the squad leader and two three-man sniper teams. The squad has one HMMWV.

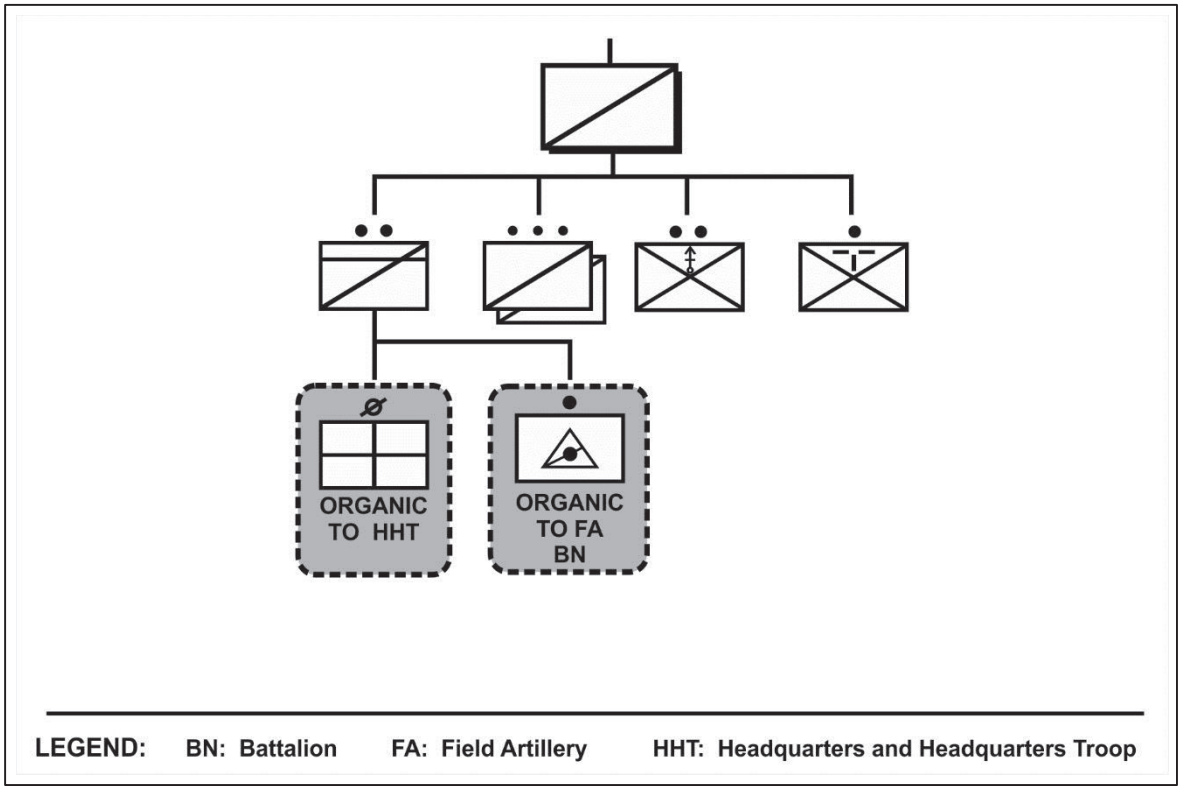

Figure 1-6. Infantry brigade combat team dismounted Cavalry troop organization

CAPABILITIES AND LIMITATIONS

1-83. The IBCT dismounted Cavalry troop has the following capabilities:

- Provides dismounted reconnaissance that supports motorized troops executing the squadron mission.
- Optimized for deploying and operating in complex terrain.
- Possesses an organic 60-mm mortar section (dismounted).

1-84. The IBCT dismounted Cavalry troop has the following limitations:

- Vulnerable to enemy counterreconnaissance and other security measures.
- Has a limited ability to fight for information.
- Possesses limited transportation capability.
- Limited mobility of dismounted troops may require insertion capabilities resourced at squadron or above.

STRYKER BRIGADE COMBAT TEAM CAVALRY TROOP ROLES AND ORGANIZATION

1-85. The SBCT Cavalry troop has a troop headquarters, two scout platoons, a 120-mm mortar section, attached FIST, and combat medics. (See figure 1-7, page 1-19.) There are three troops per SBCT Cavalry squadron.

1-86. The Cavalry troop headquarters includes the troop commander, executive officer, 1SG, supply sergeant, and attached FIST and combat medics. Each platoon has four Stryker reconnaissance vehicles

transitioning to six Stryker reconnaissance vehicles. The mortar section has two Stryker carrier-mounted 120-mm mortars and a fire direction center.

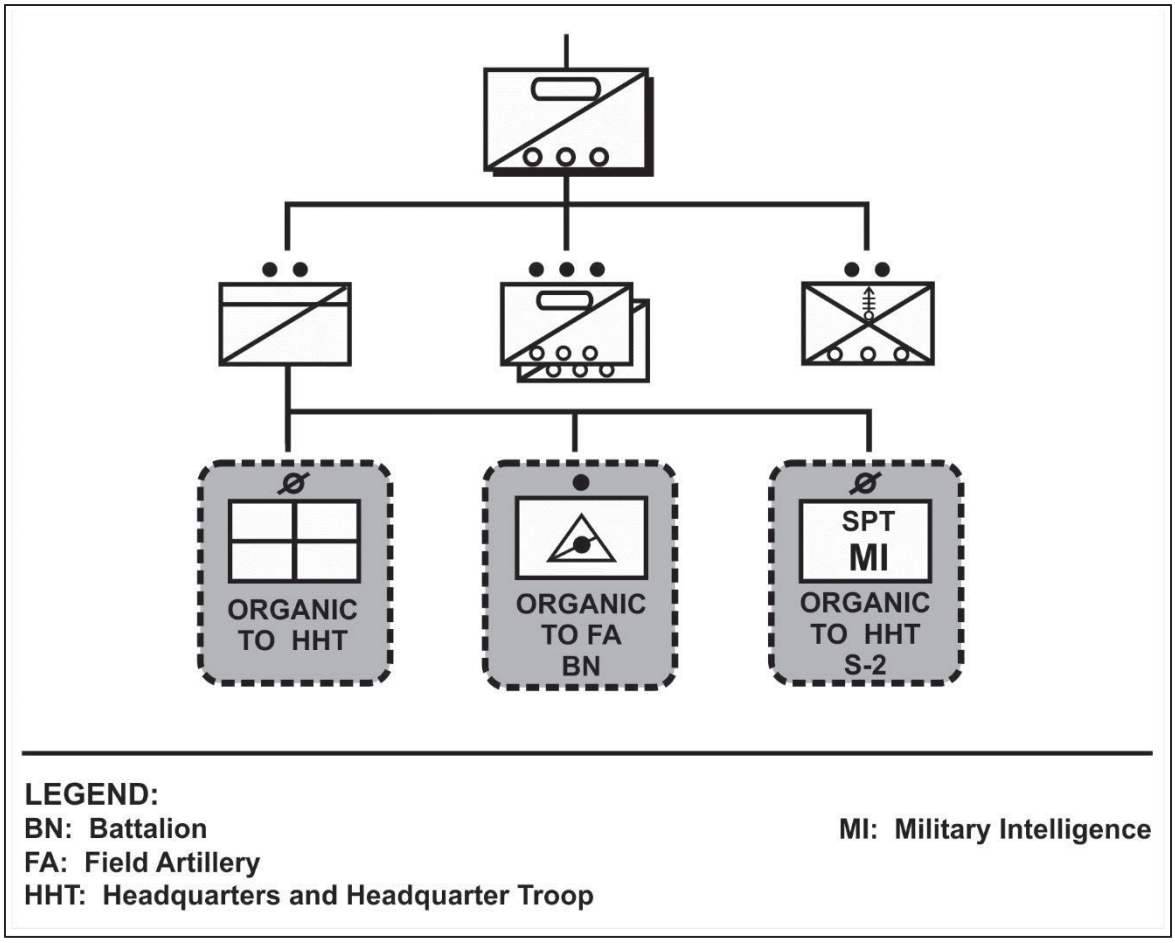

Figure 1-7. Stryker brigade combat team Cavalry troop organization

CAPABILITIES AND LIMITATIONS

1-87. The SBCT Cavalry troop has the following capabilities:

- Possesses 12 Javelin systems (four per platoon).
- Possesses an organic 120-mm mortar section (mounted).

1-88. The SBCT Cavalry troop has limitations. In performing route reconnaissance, four-vehicle/two-section scout platoons accept risk when individual Stryker's reconnoiter lateral routes and terrain adjacent to the route. The troop may have difficulty maintaining enemy contact in some situations, such as during emergency resupply or when casualty evacuation (CASEVAC) operations become necessary.

ARMORED BRIGADE COMBAT TEAM ARMOR COMPANY ROLE AND ORGANIZATION

1-89. The Armor company comprises a headquarters and three tank platoons that are organized, equipped, and trained to fight with organic assets or as a task-organized company team. The headquarters element comprises two tanks commanded by the commander and XO. (See figure 1-8.)

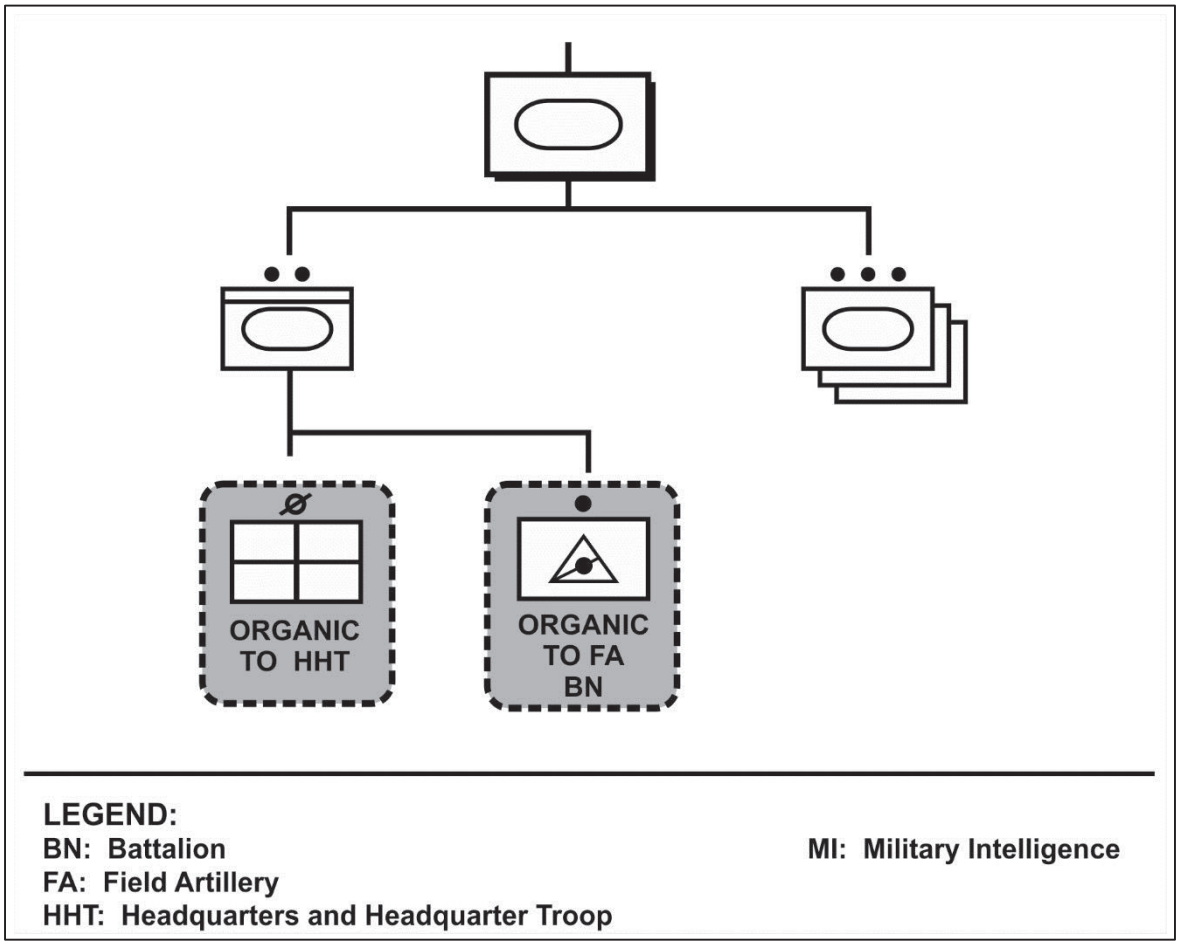

Figure 1-8. Armored Brigade Combat Team Armor Company organization

1-90. The mission of the Armor company is to close with the enemy by means of maneuver to destroy or capture the enemy, repel the enemy's assault by fire, and engage in close combat and counterattack. The troop maneuvers in all types of terrain, weather, and visibility conditions. It capitalizes on long-range, direct fire combat with enemy mechanized or armored units in open terrain with speed and shock effect.

1-91. The role of the Armor company is to fight and win engagements through speed, firepower, and shock effect. The Armor company conducts offensive and defensive tasks. However, it may organize and train to conduct operations focused on stability tasks. (See ATP 3-90.1 for more information)

CAPABILITIES AND LIMITATIONS

1-92. The Armor company has the following capabilities:

- Armed with 120-mm main gun, .50 caliber machine gun, and 7.62-mm machine gun.
- Conducts operations requiring firepower, mobility, armor protection, and shock effect.
- Employs a combination of fire and maneuver to destroy enemy tanks, fighting vehicles, anti-armor systems, and emplacements.

1-93. The Armor company has the following limitations:

- Very high consumption rate of Class III, V, and IX.
- Dependency on logistics packages from the forward support company (FSC) to maintain continuous operations.

- Vulnerability to enemy Infantry antiarmor when built-up areas, dense woods, and other restricted terrain significantly reduce the mobility and maneuverability of tanks.
- Restricted, reduced, or ceased tank mobility when overcoming existing or reinforcing obstacles.
- Significant challenges in gap (wet and dry) crossing operations. (The company may experience difficulty finding adequate fording sites or a bridge with sufficient weight classification.)
- Limited capability to retain ground without support.
- The Armor company has no command post.
- The Armor company has no organic mortars.

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Chapter 2
Mission Command

The squadron commander and staff provide expertise to conduct reconnaissance and security operations for the BCT and to provide timely situational understanding across the BCT. The squadron must conduct early operations in uncertain circumstances to develop the BCT intelligence picture and to preserve the initiative and freedom of action for the BCT. The squadron must accept prudent risk and execute with disciplined initiative to meet information requirements in a timely and accurate manner. The squadron must always operate within the higher commander's intent and remain continuously focused on the reconnaissance objective.

SECTION I – COMMANDER AND STAFF

2-1. Effective reconnaissance and security tasks create opportunities that allow commanders to confirm or deny assumptions, make decisions, and take action. Commanders establish their CCIRs, and continuously update information requirements based on changing battlefield conditions. Commanders and their staffs first identify information gaps and continuously assess, adapt, add, and delete requirements throughout the operation. As staffs identify requirements necessary for successful execution, they recommend and assign tasks for Cavalry units to conduct reconnaissance and provide answers that allow the commander to make timely and effective decisions. (Refer to FM 3-98 for more information.)

2-2. The squadron commander and staff are essential to the integration of squadron operations into the BCT operations process. Integrating operations ensures the BCT commander focuses their application of combat power at the appropriate time and place. The squadron commander and staff help; ensure synchronization of information collection within the BCT, execution of BCT and higher fires, sustainment of the squadron, and anticipation of BCT transitions. The commander and staff ensure BCT-wide situational understanding and preservation of the BCT's freedom of action.

SQUADRON COMMANDER

2-3. Commanders are the central figure in mission command. They are the key link in translating the BCT commander's intent and initial information requirements into action that develops situational understanding for the BCT. The foundation of the relationship between the BCT commander and squadron commander's foundation rests on all of the elements of mission command, with special emphasis on mutual trust and shared understanding between the two commanders. The squadron commander must be knowledgeable in reconnaissance and security tasks within the BCT must understand the capabilities and limitations of the squadron and must communicate them to the BCT commander and staff during development of the information collection plan. The squadron commander must understand the operation from the BCT commander's perspective and continue to refine the BCT commander's intent by adding squadron reconnaissance and security guidance. The squadron commander coordinates with the BCT commander and staff to develop initial BCT commander's critical information requirements and focus for reconnaissance and security operations and defines the acceptable level of risk required to gain the combat information. The squadron commander directs the squadron staff to refine the BCT commander's critical information requirement into focus of collection for troops and platoons. The squadron commander directs the staff to synchronize troops and available assets to accomplish the commander's intent, and to mitigate tactical risk to ensure mission accomplishment while preserving combat power for both the duration of current operations and for future operations. The squadron commander approves squadron CCIR, designates the squadron's reconnaissance objectives or elements to protect, issues clear and achievable commander's reconnaissance or security guidance for the operation, and approves risk mitigation to ensure subordinate commanders can exercise disciplined initiative and assume prudent risk. (Refer to FM 3-98 for more information.)

2-4. Commanders encourage disciplined initiative through a clear commander's intent while providing enough direction to integrate and synchronize the force at the decisive place and time during reconnaissance and security tasks. Early dissemination of intent is particularly important, as Cavalry operations will precede main body movement and the conduct of decisive operations. The commander relies upon subordinates to respond quickly to mission-type orders and execute disciplined initiative. To this end, the commander performs six primary mission command tasks (refer to ADRP 6-0 for additional information) understand, visualize, describe, direct, lead, and assess. (FM 3-98)

2-5. The commander drives the operations process for the squadron. The squadron commander prioritizes collection activities and CCIR, provides clear intent, and requires mission orders from the staff. The squadron commander must foster the same mutual trust and shared understanding with subordinate troop commanders. The commander gives guidance early in the planning process to facilitate shared understanding within the squadron and to allow early execution by troops to preserve the initiative for the BCT. The commander and staff define the acceptable risk for each operation. The squadron commander needs to feel comfortable conducting operations in an uncertain environment and must impart this level of comfort to the staff. The squadron is responsible for developing the enemy situation for the BCT. Consequently, the squadron will not have detailed understanding of the enemy situation. Cavalry squadrons operate under uncertainty, their role is to clarify the uncertainty for the BCT commander. Previous experience as an Infantry or Armor company commander may have yielded a clearer description of the enemy and civilian populations prior to mission execution than what an entire squadron staff can develop for a squadron commander.

2-6. Commander's focus staff efforts based on available time to maintain the initiative with reconnaissance and security planning. The commander provides focus so the staff can conduct the operations process in a rapid manner without sacrificing fidelity of their intelligence preparation of the battlefield, planning products, information collection fires synchronization, or orders. The staff must ensure synchronization of information collection and squadron operations to develop the BCT commanders understanding in as timely a manner as possible and to protect the BCT main body during their execution of the operations process. The staff must be proficient at conducting the operations process in a time-sensitive environment to produce actionable plans for subordinate units as quickly as possible. (Refer to FM 3-98 for more information.)

SQUADRON STAFF

2-7. Squadron staffs face challenges based on tasks that other combat force staffs may not encounter. Based on requirements, the timeline and uncertainty of the enemy situation the squadron must deploy quickly with minimal guidance in an unclear environment to rapidly develop the situation. The squadron staff typically has to perform the duties of FM 6-0 but in a time-constrained environment with tactical problems compounded by time, space, dispersion of forces, information availability, and resources. The squadron must initiate operations prior to completion of the BCT operation process or full development of planning products to develop brigade situational awareness. The squadron must complete the process in a compressed timeline and begin the execution phase to initiate movement while the BCT is in the prepare phase of the operations process. The squadron must be ready to transition to follow-on missions while the BCT is conducting its current fight.

2-8. Squadron staffs must develop initial assessments and make recommendations for the commander's intent, reconnaissance objective, coordinating instructions, and control measures with limited knowledge of the mission variables of METT-TC. Commanders ultimately use this initial information to develop their reconnaissance and security guidance.

SQUADRON EXECUTIVE OFFICER

2-9. The executive officer is responsible for ensuring that squadron staff processes are efficient and fully nested with BCT staff efforts. Specific considerations for the squadron executive officer include ensuring squadron participation in BCT operations and intelligence working groups, generating options, and making recommendations to the squadron commander. The executive officer maintains oversight of administrative and sustainment planning, ensuring that squadron's extended distances and dispersed locations are accounted for.

2-10. The executive officer is responsible for ensuring that squadron operations develop BCT understanding and integrate into the BCT operations process. Specific considerations for the squadron executive officer

include receiving division level planning products to allow parallel planning between the BCT and squadron, synchronizing squadron operations with BCT information requirements, and ensuring squadron participation in BCT operations and intelligence working groups. The executive officer ensures there is squadron sustainment over extended distances and dispersed locations and provides oversight of operations and sustainment planning for the squadron commander. The XO's primary sustainment duties and responsibilities in relation to sustainment operations include—ensuring squadron concept of support synchronizes with the scheme of maneuver, providing oversight over the maintenance status, setting priorities for the squadron sustainment rehearsal in cooperation with the squadron S-4.

COMMAND SERGEANT MAJOR

2-11. The command sergeant major extends command influence across the depth and breadth of the squadron area of operation to facilitate decentralized operations. Areas of emphasis include CASEVAC enforcement of standards and discipline, execution of priorities of work, and sustainment oversight.

OPERATIONS OFFICER

2-12. The S-3 translates the squadron commander's intent into action via execution of the squadron operations process and synchronizes the operations process between the squadron and the BCT. In coordination with the executive officer, the S-3 oversees the planning phase of the operations process to ensure the staff produces feasible, acceptable, suitable, and complete plans and communicates those plans to the squadron through operations orders. During the execution and assessment phases of the operations process, the S-3 facilitates squadron mission accomplishment and commander situational understanding. The S-3 facilitates squadron mission accomplishment through effective use of the main command post and tactical command post. Additionally, the S-3 ensures squadron operations nest with the BCT commander's critical information requirements and operations focus squadron collection efforts to rapidly build situational understanding across the BCT. The S-3 integrates and synchronizes squadron and higher critical resources including fires, information collection assets, and key enablers to accomplish specified tasks and meet all information requirements. The S-3 ensures the BCT operations order includes squadron plans and CCIR (annex L) to synchronize reconnaissance and security in the movement and maneuver warfighting function. The S-3 must ensure the squadron conducts risk mitigation for tactical and accidental risk throughout the operations process so that risk levels and control measures meet the commander's levels of prudent or acceptable risk. (Refer to FM 3-98 for more information about operations and intelligence integration.)

OPERATIONS SERGEANT MAJOR

2-13. The operations sergeant major supervises the staff's operation of the main command post. The operations sergeant major monitors and supervises information flow throughout the command post. The operations sergeant major must be proactive in the fast-paced cavalry environment and ensure dissemination, collaboration, and proper management of all information to include updates, reports, and battle tracking. The operations sergeant major is responsible for the displacement of all squadron command posts.

SQUADRON FIRE SUPPORT OFFICER

2-14. The fire support officer (FSO) ensures that fire support assets integrate to meet the squadron commander's engagement criteria, execute BCT or higher targets, and facilitate the squadron's ongoing reconnaissance and security operations. The FSO synchronizes the squadron's fire support plan with the BCT FSO to ensure key enablers (cannon or rocket artillery, fixed-wing aviation, and rotary-wing aviation) are allocated to execute squadron fires. The FSO ensures that fire support coordination measures and coordination of airspace coordination measures allow timely engagement of targets. Additional information on the squadron FSO's duties are found in FM 3-09, and ADRP 3-09.

PERSONNEL OFFICER

2-15. The S-1 serves in the squadron combat trains command post (CTCP) and oversees personnel tracking and replacement operations. The S-1 tracks operations, monitors all casualties and evacuations, prepares battle loss reports and replacement requests to provide redundancy to the squadron mission command. The S-1 must tie into BCT personnel and casualty operations despite extended distances. The S-1 also must be aware of squadron operational priorities to fill personnel gaps in critical formations for low-density military

occupational specialties positions. The S-1 ensures coordination with sustainment operations to deliver mail when the operational situation allows.

INTELLIGENCE OFFICER

2-16. The S-2 is the critical link between BCT priority intelligence requirements and squadron collection. The S-2 ensures that the initial information collection plan tasks reconnaissance and security assets to answer the squadron CCIR so that the squadron can answer the BCT commander's critical information requirements to build situational understanding. The S-2 oversees development of squadron PIR, specific information requirements (SIRs), and indicators to focus troop and platoon operations on collection and reporting. The S-2 is the squadron's officer who is knowledgeable on the capabilities and limitations of military intelligence reconnaissance assets such as the Shadow UAS platoon and SIGINT platforms, which allows the squadron to build military intelligence platforms into the squadron's information collection plan.

2-17. The S-2 works with the S-3 to ensure they capture all collection requirements appropriately in the OPORD and annex L (Information collection). During mission execution, the S-2 provides the commander with analysis of the reports received from all reconnaissance assets to assist the commander in making decisions. The S-2 must also balance their staff section between the current mission execution and planning for future operations.

LOGISTICS OFFICER

2-18. The S-4 is the staff officer primarily responsible for logistics operations and plans. The S-4 is the staff integrator between the squadron commander and the forward support company commander, who executes logistics operations for the squadron. The S-4 ensures that the squadron can execute current operations and transition to subsequent operations from a sustainment perspective based on the BCT's situation. The S-4 must understand the tactical plan, anticipate sustainment requirements, execute sustainment when the tactical situation allows, and work closely with BCT sustainment planners and executors to ensure squadron sustainment nests within the overall BCT scheme of support. The S-4 balances the operational situation with sustainment operations to ensure the squadron can conduct continuous reconnaissance and security tasks over long distances and dispersed locations.

SIGNAL OFFICER

2-19. The S-6 is responsible for the squadron's communications, networks, and information systems. The S-6 ensures the squadron commander can conduct operations and maintain positive communications with the BCT commander and staff. The S-6 tracks units for planning and recommends a signal plan of action to the operations officer. The S-6 must overcome the challenges of dispersed squadron elements and the extended distances between squadron and BCT mission command posts. The S-6 must clearly understand the operational situation, available assets, and squadron commander priorities for information systems and their integration between the squadron and BCT.

SQUADRON CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR OFFICER

2-20. The chemical, biological, radiological, and nuclear (CBRN) officer is the principle advisor to the squadron commander and operations officer on CBRN capabilities and protective measures. The CBRN officer is responsible for CBRN operations, obscuration operations, and CBRN asset use. The CBRN officer prepares a portion of annex E (Protection) and a portion of annex C (Operations) to the operation order or operation plan.

AIR LIAISON OFFICER

2-21. The air liaison officer is responsible for coordinating aerospace assets and operations, such as CAS, air interdiction, air reconnaissance, airlift, and joint suppression of enemy air defenses. The air liaison officer is the senior Air Force officer with each tactical air control party.

SQUADRON SURGEON

2-22. The surgeon is responsible for coordinating health assets and operations within the command. The surgeon provides and oversees medical care to Soldiers. Organizations from squadron through corps are

authorized a surgeon. The surgeon prepares a portion of annex E (Protection) and annex F (Sustainment) to the operation order or operation plan.

SQUADRON MASTER GUNNER

2-23. Master gunners advise the commander on all aspects of direct fire training, capabilities, and employment, such as the development of surface danger area diagrams, composite surface danger zones, and weapons danger zones for direct fire planning. Master gunners advise commanders on where to employ the weapons systems in the organization based on the weapon systems capabilities and limitations.

SQUADRON CHAPLAIN

2-24. The chaplain must integrate with the squadron movement and maneuver plan to provide religious support across dispersed forces. Chaplain movement within the squadron area of operations should synchronize with the movement of key leaders, combat power, or sustainment to minimize tactical risk while ensuring coverage of the entire squadron. Chaplain visits to formations are limited as the chaplain traverses the squadron area of operation.

HEADQUARTERS, HEADQUARTERS TROOP LEADERSHIP

2-25. The headquarters, headquarters troop (HHT) commander, executive officer, and first sergeant all have specific duties that support the squadron and squadron staff personnel. The HHT commander, XO, and 1SG responsibilities are contained in the sustainment chapter.

SECTION II – ROLE OF THE SQUADRON IN THE BRIGADE COMBAT TEAM

2-26. The squadron exists to conduct reconnaissance and security operations, provide the BCT with situational understanding and frequently serves as an economy of force. Situational understanding must build rapidly, and be continuously refined over time, so the BCT has sufficient situational understanding early enough to decide and act ahead of enemy forces. Without timely understanding, BCT plans will not focus combat power or fully mitigate risk to friendly forces, jeopardizing mission accomplishment, and increasing potential casualties and battle losses.

2-27. The squadron performs a unique and essential role in the BCT. It is capable of operating early and continuously conducting tactical operations to collect combat information, rapidly develop the situation for the BCT, and protecting the BCT main body. The squadron is a flexible formation with an agile staff and Cavalry troops that can initiate operations early in the BCT operations process. With robust mission command capability it is able to continuously update the BCT common operating picture to provide increasing situational awareness throughout the BCT operations process, including execution and assessment. While the BCT conducts its decisive operation, the squadron can rapidly consolidate, reorganize, rearm, and refit, posturing itself to facilitate the BCT transition from completion of the current operation to planning and preparation for the next operation.

COLLABORATIVE COLLECTION PLANNING

2-28. Collaborative collection planning between the Cavalry squadron staff and the BCT staff is essential to the timely and effective employment of reconnaissance assets. The BCT commander provides reconnaissance guidance upon receipt of mission ([military decisionmaking process] MDMP Step 1), or they can delegate this task to the squadron. The BCT S-3 and S-2 develop the BCT's PIR, named areas of interest (NAIs), and decision points in conjunction with the squadron S-3 and S-2 during mission analysis (MDMP Step 2). Ideally, this occurs during the operations and intelligence-working group if time allows. The information collection plan should include guidance for reconnaissance handover as required. The Squadron staff will likely have to use the rapid decisionmaking synchronization process (RDSP) instead of MDMP and should work with the BCT S-2 to develop indicators and tentative SIR. The squadron S-2 and S-3 must work closely with the BCT S-2 and S-3 to ensure that BCT decision points, PIR, and NAIs link and incorporate into the information plan. (See figure 2-1.)

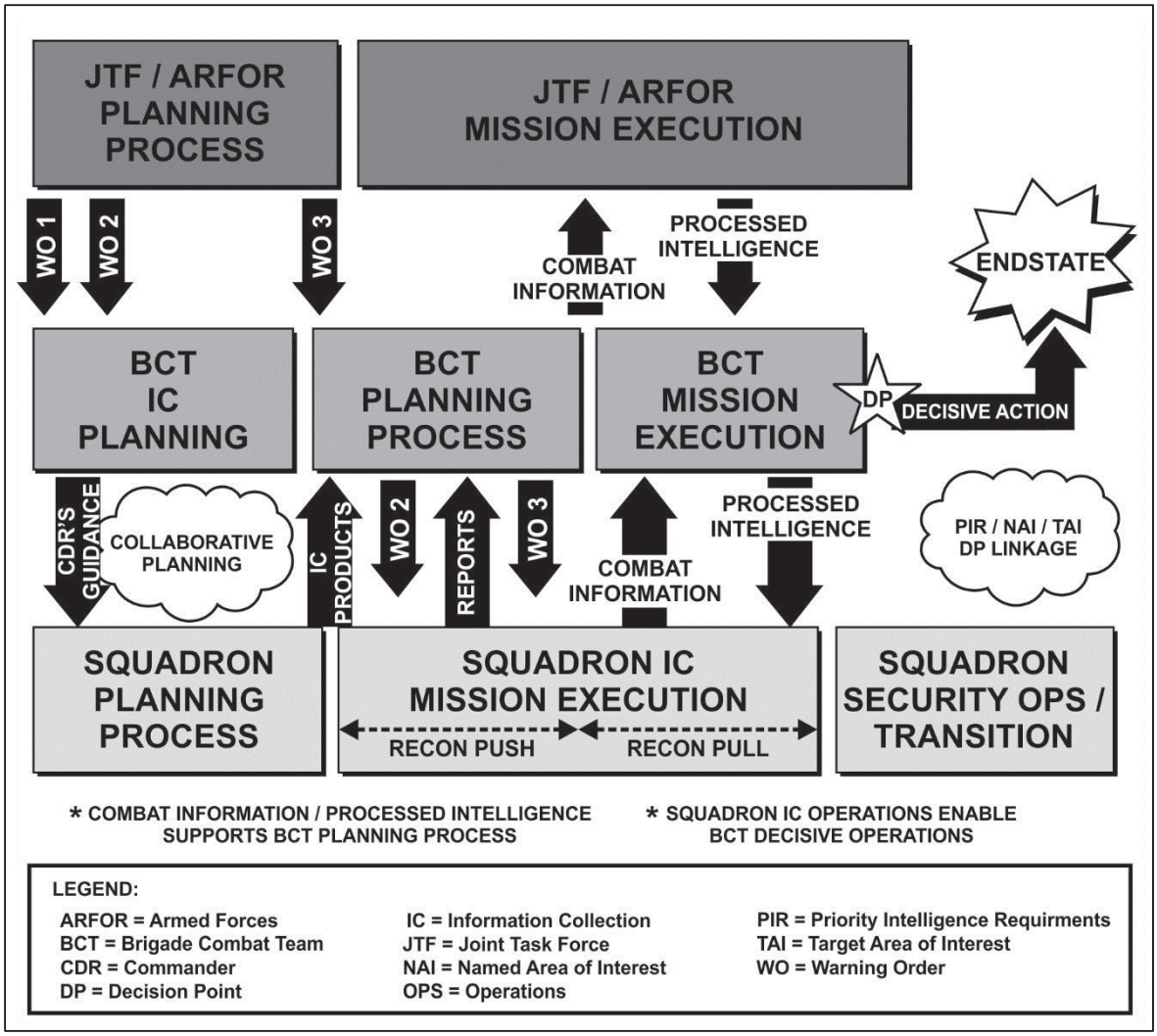

Figure 2-1. The BCT information collection timeline

2-29. Cavalry organizations can initiate movement towards their NAIs once warning order #2 and the initial information collection matrix are complete. Early employment of reconnaissance assets oriented on the BCT's PIR will aid the brigade commander in understanding and visualizing the operating environment and inform course of action (COA) development and the targeting process as the BCT staff continues their MDMP. The squadron S-3 works with the BCT S-3 and S-2 to continually update and refine the information collection plan during operations (such as confirmation/denial of PIR reaching decision points, transitioning from NAIs to target areas of interest [TAIs]). (See figure 2-2, page 2-7.)

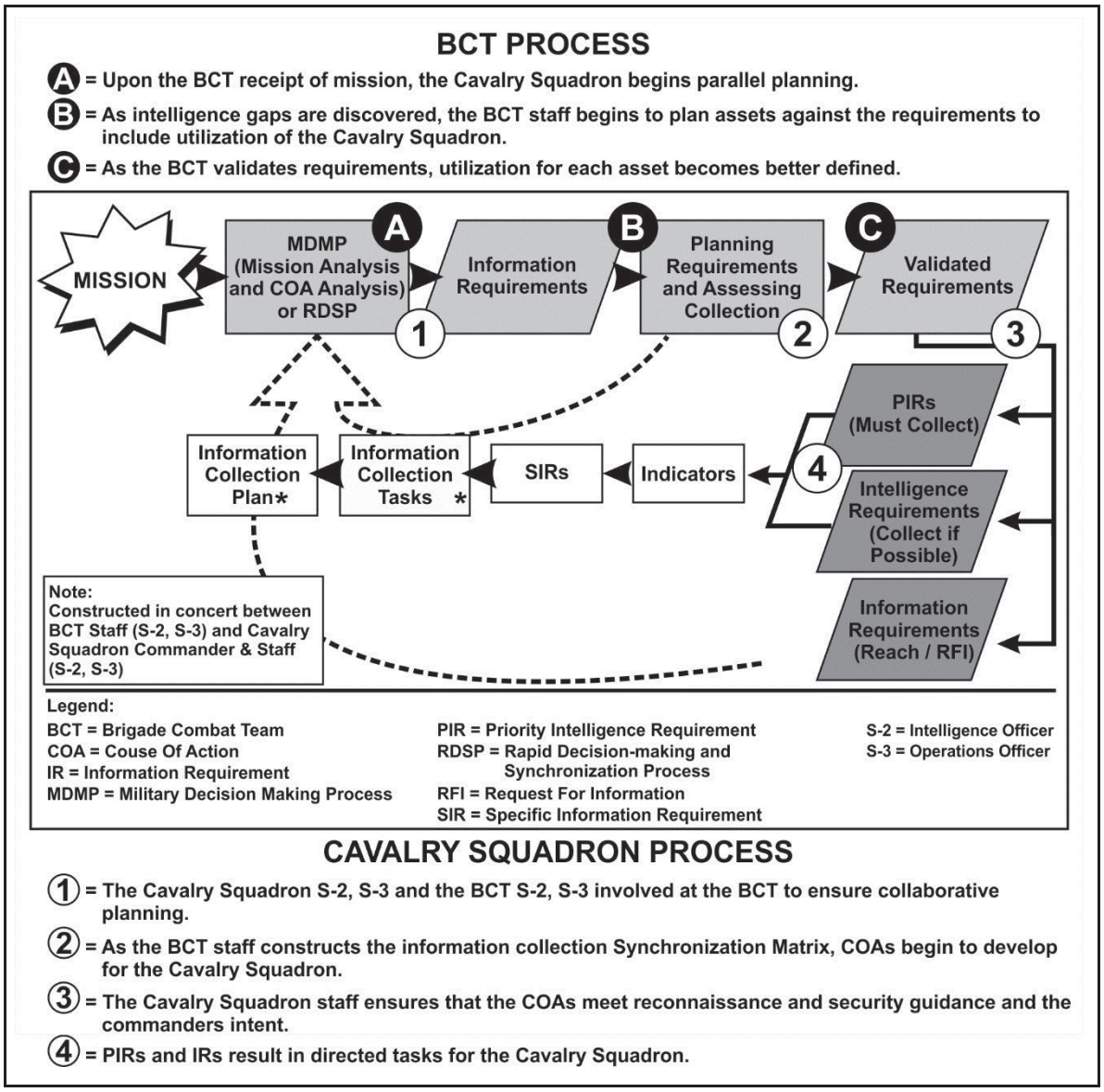

Figure 2-2. Requirements development technique

LIAISON OFFICER

2-30. To facilitate planning coordination often the squadron commander may choose to employ a liaison at the BCT headquarters. The squadron may have to employ a liaison officer (LNO), especially when operating across a geographically distributed footprint. The liaison officer can assist with BCT squadron planning integration and speak directly for the squadron commander when absent.

2-31. An LNO represents a commander or staff officer. LNOs transmit information directly bypassing headquarters and staff layers. A trained, competent, trusted, and informed LNO (either a commissioned or a noncommissioned officer [NCO]) is the key to effective liaison. LNOs must have the commander's full confidence and experience for the mission. (Refer to FM 6-0 for more information.)

SECTION III – RAPID SQUADRON PLANNING

2-32. The planning environment for the Cavalry squadron is frequently time constrained. The squadron often receives its mission prior to the BCT publishing their final order to maneuver elements, thus the squadron must plan operations in a time-condensed environment. Due to the need to provide shared understanding to the rest of the BCT prior to mission execution, the squadron and the BCT must develop deliberate information sharing processes to increase the available planning time. The goal is to decrease the time spent disseminating information so that the squadron can plan in parallel with the BCT while still understanding and operating within the BCT commander's intent. Squadron staff elements must communicate and coordinate quickly with their staff counterparts in the BCT staff, as both echelons plan in parallel.

STAFF PRODUCTS

2-33. The squadron staff must be proficient at rapidly producing important staff products, so that the squadron provides shared understanding to the rest of the BCT before mission execution. Squadron staffs must prioritize their efforts to first develop the products that enhance understanding of leaders and provide the commanders guidance in the most clear and concise manner possible.

2-34. The squadron commander directs which staff products are essential for execution based on the METT-TC variables. These products initially should be those that address and inform the information collection plan, achieve synchronization, and sustain operations.

2-35. While not an exhaustive list of required staff products, the following paragraphs describe staff products and processes that the squadron must be expert at producing in a time constrained squadron-planning environment.

ENEMY SITUATION TEMPLATE

2-36. While there are multiple planning products involved in deriving the final situation template, such as the military and combined obstacles overlay enemy order of battle, event template, and event matrix. Staff sections do not need to invest large amounts of time to produce these as final products. These products are planning tools that assist the staff to arrive at the final situation template, and do not require finalization or briefing. The critical thinking involved in terrain analysis and how the enemy operates is still required and essential in producing a coherent situation template that addresses multiple enemy courses of action.

INFORMATION COLLECTION PLAN

2-37. The information collection plan connects the decision points, priority intelligence requirements, and associated NAIs with the collection assets assigned and executed through reconnaissance management. In addition, the plan should address the appropriate indicators, with times of collection, as well as the latest time the information is of value. Merging all collection platforms to the squadron maneuver plan allows the squadron to provide understanding throughout the BCT.

DIRECTED FRIENDLY COURSE OF ACTION

2-38. The squadron commander directs the staff toward a course of action. The squadron commander has the most experience and knowledge of the BCT's mission and understands how the squadron fits into the BCT commander's intent. Directing a course of action, as opposed to developing several COAs, helps the squadron staff remain efficient with limited planning time. The staff must focus on a course of action to accomplish the detailed planning required.

WARGAMING

2-39. Wargaming the directed course of action is essential to address initial planning shortfalls and to ensure coordination and synchronization throughout the operation. Wargaming focuses on subordinate squadron elements external enablers task organized for the purpose of the operation. Wargaming addresses enemy reactions to friendly maneuver and allows the commander and staff to develop and refine decision points. Wargaming also assists in identifying the high-payoff target list for lethal and nonlethal effects. Wargaming is an essential staff function that requires careful consideration of the effects on synchronization before omitting.

SYNCHRONIZATION MATRIX

2-40. The synchronization matrix depicts key events, control measures, and subordinate units (including those that are task organized) over the phases of an operation. The synchronization matrix is developed during the wargaming session and rapidly distributed to all squadron elements

2-41. The Synchronization matrix is an important tool because it provides staff and commanders situational understanding of where other units are operating in case a commander must deviate from the original course of action.

OPERATIONAL GRAPHICS

2-42. Operational graphics are the most important product of squadron planning that allows subordinate elements to understand operations. Operational graphics depict how the squadron executes specific missions using standardized operational graphic control measures. Detailed graphics coordinate all of the warfighting functions, mitigate risk through deconfliction, address friendly and enemy capabilities, and set the conditions for the squadron to execute disciplined initiative. Detailed operational graphics provide flexibility for the squadron to address changes in the tactical situation as it changes throughout the operation.

RAPID DECISION AND SYNCHRONIZATION PROCESS

2-43. While the MDMP is useful in planning complex operations and ensuring appropriate synchronization, it can be time consuming for Cavalry squadron operations. When applicable, the RDSP is the preferred method to rapidly develop shared understanding, synchronize the operation, and allocate appropriate assets to squadron maneuver elements.

2-44. The squadron commander, executive officer, and S-3 determine under which circumstances the squadron conducts the RDSP rather than the MDMP based on their understanding of the METT-TC variables. The squadron commander makes this decision based on available time and understanding of both the BCT and squadron capabilities.

2-45. The RDSP requires an existing order and the commander's priorities as expressed in the order. The most important of these control measures are the commander's intent, concept of operations, and CCIRs. The RDSP includes five steps. The first two steps may occur in any order, including concurrently. The last three occur interactively until commanders identify an acceptable COA. (Refer to FM 6-0 for more information.)

- Compare the current situation to the order.
- Determine the type of decision required.
- Develop a COA.
- Refine and validate the COA.
- Implement.

SECTION IV – INFORMATION COLLECTION

2-46. Intelligence preparation of the battlefield serves as the foundation for all squadron maneuver, fires, sustainment, and coordination. IPB synthesizes information with staff and commander analysis to develop an information collection plan that includes CCIR and NAI development and linkage. The IPB process allows the staff to plan and develop products so the squadron can execute operations that provide shared understanding.

2-47. Intelligence preparation of the battlefield identifies the facts and assumptions about the enemy, terrain, weather, and civil considerations (using the METT-TC framework) for staff planning. The squadron IPB must address METT-TC variables at higher echelons. The squadron uses METT-TC to address its own requirements and its higher headquarters to achieve increased shared understanding. (Refer to ATP 2-01.3 for a detailed discussion on the IPB process.)

2-48. Squadron staffs develop multiple threat courses of actions. Squadron staffs use predictive analysis techniques to anticipate future threat actions, capabilities, or situations. Staffs establish running estimates that encompass all relevant information related to the operational environment. Staffs identify characteristics of the information environment that influence friendly and threat operations. Squadron staffs must determine

the threat characteristics doctrine, tactics, techniques, and procedures, patterns in threat behavior or activities, threat capabilities, high-value targets, and threat models. Squadron staffs must also identify and report hazards within the area of operation, including the medical threat and any threats caused by toxic industrial chemical materials. Finally, the staff must integrate IPB information into the MDMP, continuously assessing the effectiveness of friendly operations, and update IPB products as new information becomes available.

2-49. Knowledge is the precursor to effective action in the informational or physical domain. Acquiring information about an operational environment requires aggressive and continuous information collection operations. At the tactical level, commanders use reconnaissance, surveillance, security, and intelligence missions, or operations to plan, organize, and execute shaping operations that answer the CCIRs and support decisive operations. (See figure 2-3.)

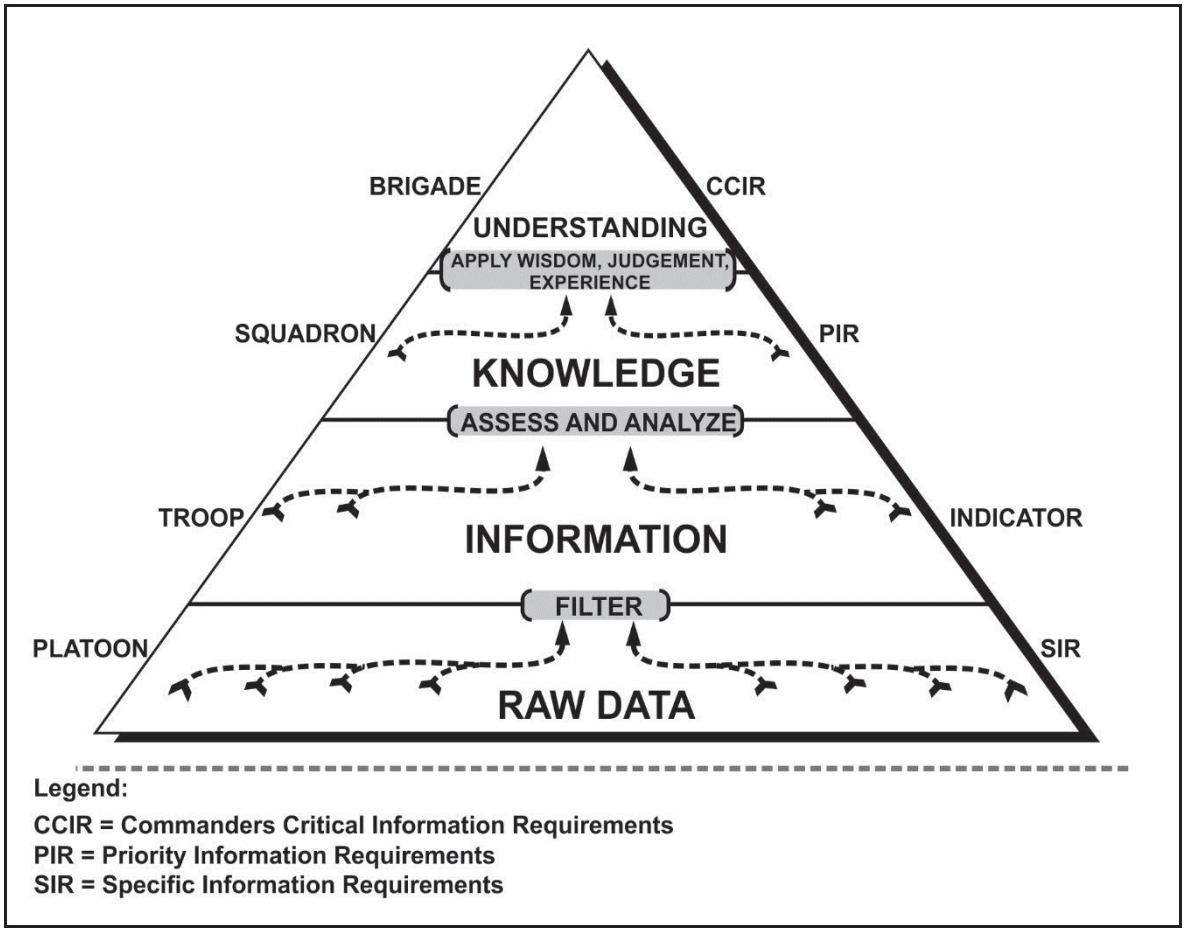

Figure 2-3. Development of understanding chart

2-50. Information collection activities identify gaps in situational understanding, align assets and resources against those gaps, and assess the collected information and intelligence to help the commander understand and visualize the operation to make an informed decision. The IPB process allows commanders to base their initial information requirements on the critical gaps identified during the IPB of the mission analysis step of the MDMP and RDSP. Refined and updated requirements result from staff wargaming and the commander's selection of a particular friendly course of action that forms the concept of the operation.

2-51. Cavalry squadrons answer the brigade's information requirements in offense, defense, and stability tasks. Squadron staffs are often on a parallel planning timeline with brigade staffs during the operations process due to the supporting relations of the BCT's mission. It is imperative that the squadron has the ability to conduct parallel and collaborative planning and information sharing between the squadron and BCT staff. The unique Cavalry squadron planning process enables the squadron to conduct its mission, which fills in

information gaps and provides BCT commanders with the flexibility necessary to seize, retain, and exploit the initiative. (Refer to FM 3-98 for more information.)

2-52. The BCT commander and the squadron commander formulate their nested CCIR from staff recommendations. PIRs identify information about the enemy, terrain and weather, and civil considerations that the commander considers most important. The intelligence staff manages PIRs for the commander with oversight from the operations officer. (See figure 2-4.) Commanders limit the number of PIRs and link them to decision points to focus the efforts of limited information collection assets. PIR management helps staffs and subordinates identify information the commander needs immediately to make decisions, for example—

- When will enemy artillery be in range of our main body?
- Where is the enemy main body?
- Where are civilians on the battlefield?

2-53. Friendly force information requirements identify the information the commander considers most important about the mission, troops and support available, and time available for friendly forces. In coordination with the staff, the S-3 manages friendly force information requirements for the commander. For example—

- Completion status of defensive preparations.
- Loss of communications with quick reaction force.
- Loss of key weapons system.

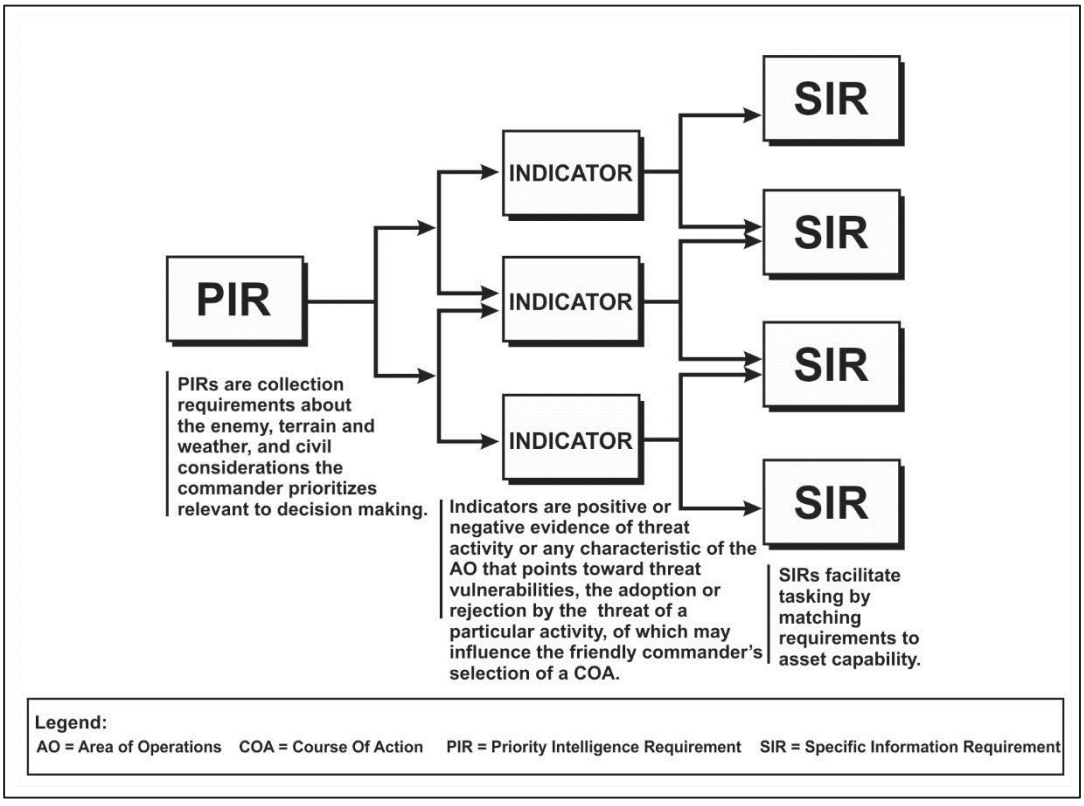

Figure 2-4. Priority intelligence requirement breakdown

2-54. Commanders base their initial information requirements on known decision points and the critical gaps identified during IPB in the mission analysis step of the MDMP. Refined and updated requirements result from staff wargaming and the commander's selection of a particular friendly COA that becomes the concept of operations. Priority intelligence requirements (part of the CCIRs) and information requirements are two requirements that result from planning requirements and assessing collections. (Refer to ATP 2-01 for more information.) Each requirement is further refined into discrete pieces of information that together answer the

PIRs. These pieces are indicators and SIRs. The indicators and SIRs aid in developing the information collection plan, focus collection at echelon within the squadron, and facilitate rapid synthesis and analysis to develop situational understanding. Indicators are items of information that reflect the intention or capability of an adversary to adopt or reject a COA. (JP 2-0)

2-55. The NAI is the geographical area in which an indicator and its associated SIR to resides. NAIs must link to at least one PIR. A target area of interest is the geographical area or point along a mobility corridor where successful interdiction causes the enemy to abandon a course of action or requires the enemy to use specialized engineer support to continue. These graphic control measures help the commander and staff to allocate and synchronize the appropriate collection platform that best answers the PIR. For each NAI, the operations and intelligence staffs develop observation times and a task, a purpose, and SIRs for assets conducting information collection missions involving NAIs. Additionally with planning between fires and intelligence, operations should coordinate a NAI as potential target areas of interest. The NAI provides focus so that collection platforms can adequately answer the associated PIR given its capability. The named area of interest is critically important to the BCT, squadron, and its subordinate elements. The NAI drives and synchronizes the collection plan so that the squadron can provide shared understanding across the BCT and execute disciplined initiative. Further defining NAI during wargaming leads to an update of the information collection plan.

SECTION V – SQUADRON COMMAND POST ORGANIZATION AND OPERATIONS

2-56. Squadrons must plan command post locations that best support the execution of reconnaissance and security missions. Oftentimes, assets colocate within a maneuver battalion's area of operations necessitating squadron command posts to coordinate within the BCT. The squadron main command post and tactical command post location ensures the command post can communicate with the BCT command elements and the squadron's troops, supporting elements, and command elements. The squadron may employ retransmission to extend communication ranges when the main command post and tactical command post cannot locate sufficiently close to the squadron's subordinate elements or BCT command elements.

2-57. The squadron applies similar considerations for locating the squadron main command post and tactical command post as it does for locating and establishing an assembly area. (Refer to FM 3-90-1, appendix A for more information.) The squadron commander balances the requirement to displace the main command post and tactical command post frequently for survivability against the impact of degraded communications capabilities due to the command post's movement. The command post's location should allow the squadron to jump the main command post and tactical command post as seldom as possible as this is the squadron's single access point to tactical internet. Squadron operations in support of BCT offensive operations may compel the squadron to place the main command post and tactical command post as far forward as possible. Conversely, squadron operations in support of BCT defensive and stability operations may require the squadron main command post and tactical command post to be located further to the rear.

COMMAND GROUP

2-58. The command group locates well forward normally with sufficient communications to see and command the operation at the most critical point. The command group usually includes a commander, a tactical air control party, and the S-3, although other personnel may also accompany it.

2-59. The command group is not a permanent organization. The command group organizes and operates according to the commander and current situation requirements. The command group is highly mobile, displaces often, and may move continuously. The squadron commander may choose to place the S-3 in a second critical location. The command group oversees the current operation by synchronizing the fight, arranging capabilities and their effects to answer information requirements, and by providing the required level of security to accomplish reconnaissance and security for BCT offensive or defensive missions. The command group coordinates fires, movements in time and space, and adjusts priorities as the situation changes.

2-60. The commander must decide the value of additional staff members to the command group against the impact their loss may have on the staff section(s). Augmenting elements should include their associated

communications by function. The squadron commander's and S-3's combat vehicles (Bradley, Stryker, up-armored HMMWV, or Mine Resistant Ambush Protected Vehicle) do not possess the communications systems to support the key leader and the augmenting staff member.

2-61. The commander positions himself to see and communicate. The United States Air Force tactical air control party locates with the commander, unless the target is not visible. Then, the party displaces to observe the CAS target area. A member of the fire support element may accompany the commander to assist with the synchronization of fires. Vehicle commanders remain on their vehicles to assist the commander and S-3 in operating communications and information systems, freeing the commander and S-3 to concentrate on the squadron's operation.

COMMAND POSTS

2-62. The squadron commander positions himself to command subordinate units and gain situational awareness. The squadron commander organizes and arrays the squadron's command posts to ensure continuous communications over extended distances to higher headquarters and within the squadron. Command posts and sustainment assets remain mobile and bound forward as the squadron advances. (See appendix B of this publication, for examples of command post setups.)

TACTICAL COMMAND POST

2-63. Cavalry squadrons do not have an organic tactical command post; however, the squadron commander can create a tactical command post by task organization. When established, the tactical command post supports the continuity of mission command. The tactical command post may serve as an extension of the main command post in which the command group uses the tactical command post as a base. The tactical command post positions where it can communicate with the squadrons' Cavalry troops and other supporting elements operating in proximity to the Cavalry troops. The tactical command post should be able to displace rapidly.

2-64. When deciding whether to establish a tactical command post, the commander compares the payoff of a small, forward command post with the reduction in main command post functions. The squadron commander considers similar tradeoffs and manning, equipping, and communications considerations as with command group augmentation. The squadron S-3 normally operates the tactical command post with the assistance of the squadron S-2. Representatives from other staff sections operate the tactical command post as required.

2-65. The tactical command post controls the ongoing operation, provides the commander with critical combat information, and coordinates immediately available supporting fires. Additional functions of the tactical command post are—

- Refine combat information of immediate use by the squadron commander and BCT leadership.
- Provide the executive officer in the main command post with priorities and planning guidance for—
  - Fires.
  - Maneuver support.
  - Protection.
  - Sustainment activities.
- Maintain communications to receive, process, and pass routine reports while the main command post displaces.
- Serve as the net control station for the squadron command net.
- Serve as the alternate squadron command post when designated.

MAIN COMMAND POST

2-66. The main command post is the squadron's primary mission command element. The main command post performs the functions normally associated with the tactical command post when there is no tactical command post. The main command post controls the operation and provides the commander with critical

information to support the continuity of mission command. The squadron executive officer and operations sergeant major are responsible for main command post operations.

2-67. The main command post coordinates with the CTCP to ensure sustainment operations remain integrated. The nucleus of the squadron main command post normally includes the current operations intelligence, and operations, the sustainment and S-6 signal sections, as well as the fire support element provided by the BCT fires battalion. Members of S-1 and S-4 sections may operate from the main command post when not in the combat trains command post or field trains command post. Representatives of attachments and supporting elements, such as engineers, aviation, or air defense provided by the BCT task organization, also operate in the main command post to ensure synchronized support. The squadron main command post is the only command post element in the squadron with access to the tactical internet. The command posts tactical internet interface is the squadron command post node. The access the command post node provides compels representatives of all of the warfighting functions to operate from the main command post, or tactical command post. The squadron's main command post primary means of communication with other squadron elements occurs through the tactical radio net, and Force XXI Battle Command-Brigade and Below (FBCB2).

2-68. There is little variation among the types of BCT Cavalry squadrons' main command post. Although vehicle platforms and available tentage will differ, the functions of the main command post remain the same. (See appendix B for command post layouts.)

2-69. Personnel in the main command post monitor operations continuously, often in two or three separate shifts. They maintain communications with organic, higher, and adjacent units to stay abreast of the situation, receive and send reports, maintain the common operating picture (both digital and analog) and maintain records. The main command post provides information and assistance to the commander and his subordinate commanders. The main command post anticipates future requirements across all warfighting functions and pushes assets forward in a timely manner. The main command post operates with a sense of urgency to requests. Other functions include—

- Collect and analyze information for the commander.
- Acquire and coordinate fires, intelligence, maneuver support, and protection assets.
- Provide reports to higher headquarters.
- Provide intelligence to subordinate units.
- Plan for future operations.
- Provide terrain management.
- Maintain communications.
- Monitor sustainment statuses.
- Provide target value and target analysis.
- Coordinate with adjacent units.

2-70. Establish internal arrangements and manning of the main command post to facilitate staff coordination, provide adequate workspace and communications assets, and reduce the number of personnel physically present inside the main command post.

COMBAT TRAINS COMMAND POST

2-71. The CTCP usually consists of elements of the squadron S-1 and S-4 sections, the aid station, a maintenance collection point, and elements of the forward support company. The combat trains command post generally moves through the center of the zone or sector along a route that provides good movement laterally and in-depth. A maintenance collection point may move along an alternate route to provide adequate support across a wide zone. The CTCP communicates with other squadron elements through the tactical radio net, and FBCB2 and blue force tracking. The CTCP may communicate via the forward support company's unsecure line of sight or beyond line of sight sustainment communications system. The absence of a command post node limits the ability of the CTCP to operate as the alternate squadron command post. Lack of a command post node compels the squadron main command post and the tactical command post to conduct deliberate updates, especially prior to the squadron main command post jumping and the CTCP assuming the role as the squadron's active command post.

2-72. The squadron establishes a sustainment-planning cell to ensure sustainment plans and operations support fully integrate with the overall concept of the operation and scheme of maneuver. There are several options for the location of the cell and the balance of the S-1 and S-4 sections. The S-1 and S-4 must balance the ability to communicate and access tactical internet at the main command post. They must be aware of current and future operations with the need to colocate with elements of the forward support company in the squadron combat trains; and with forward support company, minus, and with forward support company, minus, in the field trains command post.

FIELD TRAINS COMMAND POST

2-73. When additional coordination is needed with the brigade headquarters or brigade support battalion, the Cavalry squadron may establish a field trains command post collocated with the brigade support battalion, or echeloned in-depth behind the combat trains. The field trains typically consist of elements of the squadron S-1 and S-4 sections in order to facilitate the flow of personnel, equipment, and supplies to and from the brigade support area. The field trains command post communicates in a similar manner as the squadron combat trains command post through the tactical radio net and FBCB2 and blue force tracking. The field trains command post may also communicate via the forward support company's unsecure line of sight or beyond line of sight sustainment communications system.

TROOP COMMAND POST

2-74. The troop command post operates as the primary filter of data from the scouts to the squadron. The troop command post provides a centralized point for information collection and dissemination, coordination, time management, and tracking the status of subordinate elements. The troop command post ensures that data collected by troop organic sensors is relevant to information requirements from higher and commander's intent and ensures that all information reported to the squadron main command post is relevant to information requirements or fits within the higher commander's concept of the operation. Additionally, the troop command post—

- Maintains a common operational picture of higher and adjacent units, as well as threat locations.
- Provides communications with higher, lower, adjacent, and supporting units.
- Assists the commander in planning, coordinating, and issuing troop operations orders.

2-75. Each squadron's Cavalry troop operates a troop command post. The troop command post has a command post vehicle similar to the makeup of the Cavalry troop. The command post vehicle may be a tracked command post vehicle, a Stryker command vehicle, or an up-armored vehicle. The troop executive officer, members of the troop headquarters, and an intelligence support team from the squadron S-2 man the troop command post. The troop command post performs command and support functions during the current operation and during limited planning to define or anticipate future operations. The troop's command post maintains communications with and tracks the troop's subordinate and supporting elements. It also maintains communications with squadron command elements and command posts, and adjacent units. The troop command post plays a key role in the planning and execution of air-ground operations. The troop's command post maintains close contact with the troop first sergeant, the troop's trains and when possible, the troop supply sergeant.

STANDARD OPERATING PROCEDURE

2-76. The amount of intelligence information that the Cavalry squadron must process and the challenges associated with information sharing over extended distances makes the Cavalry squadron unique. The squadron staff receives reports from a range of sensors, to include but not limited to information from the scouts, the BCT's organic UAS platforms, rotary- and fixed-wing aviation, electronic warfare platforms, and from national intelligence assets. The squadron's reporting system facilitates timely and effective information exchange among subordinate units and adjacent and higher headquarters. An established standard for reports and a report format drives effective information management. Standard operating procedures state the writer, the frequency and time, and the recipient of each report. List nonstandard reports in Annex R (Reports) of the operation plan and operation order. (Refer to FM 3-98 for more information.)

SQUADRON COMMUNICATIONS STRUCTURE

2-77. Communications structure in the Cavalry squadron is a significant challenge and requires deliberate planning. The distances in communicating among subordinate units, to the squadron main command post, and to the rest of the BCT can range beyond traditional line of site frequency modulation capabilities.

2-78. The entire squadron staff should work with the S-6 to plan the squadron communication infrastructure due to the possibility of operating at extended distances, which could be up to 45km (see squadron operating distances, page 2-19). The S-3 may task maneuver units to secure retransmission sites based on the threat assessment. The S-2 should assist in the terrain and line of sight analysis to ensure that there are acceptable sites for the main command post and retransmissions. (See figure 2-5.)

2-79. See figure A-1, page A-2, which represents a notional communications plan for primary, alternate, contingency, and emergency for a squadron. Also included are some of the enablers available at the BCT and Cavalry squadron level.

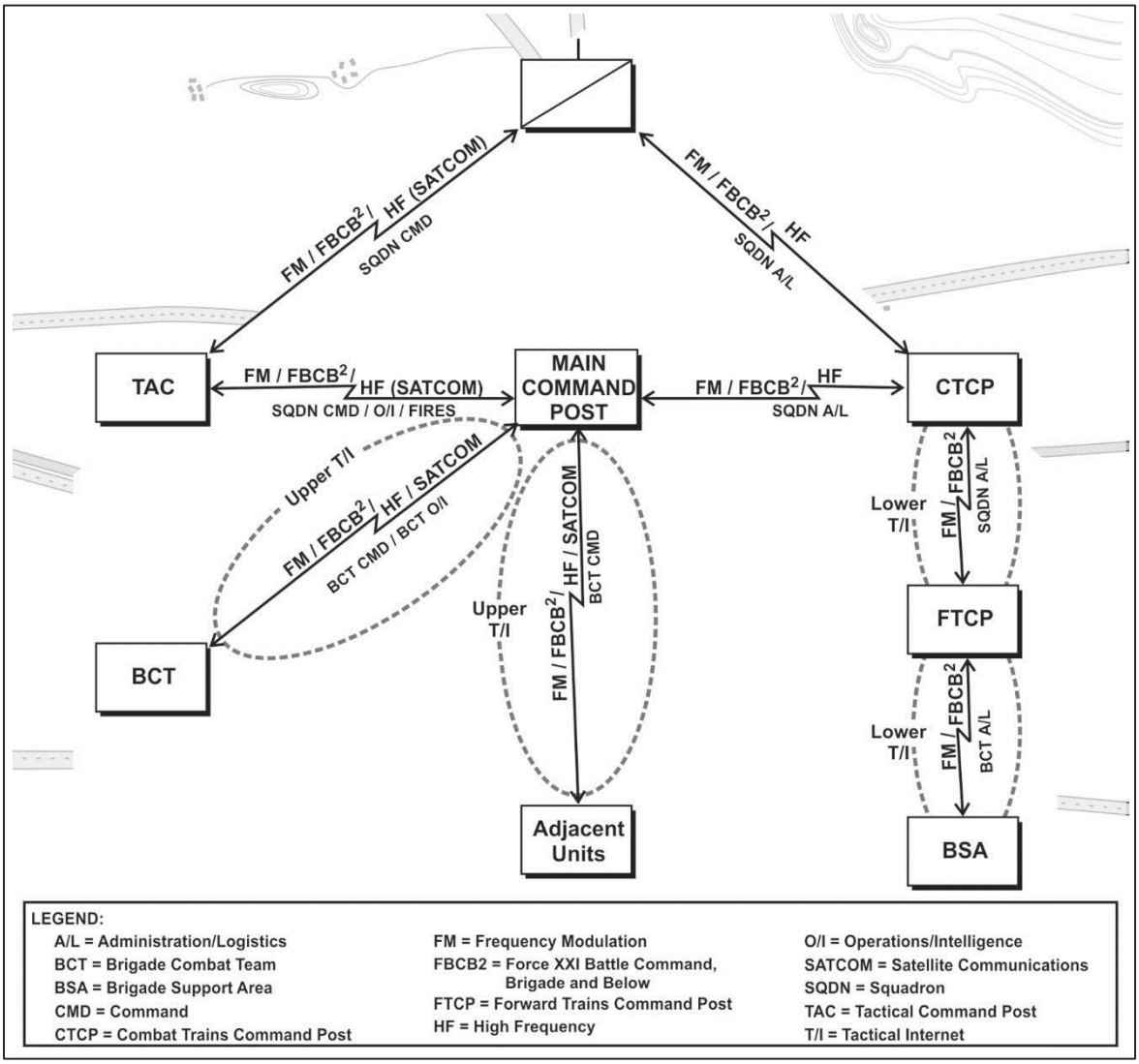

Figure 2-5. Squadron communication structure

INTEGRATED TACTICAL NETWORK ENVIRONMENT

2-80. The squadron operates on several communications networks to process information. Among these networks are:

- Squadron Command Net is for the squadron command team and subordinate commanders, used for mission specific flash traffic, and emergency and maneuver control.
- Operations and Intelligence Net encompasses all informational reports and updates to the S-3 and S-2.
- Admin and logistics Net is for all S-4 and S-1 routine reporting.
- Fires net is for squadron indirect fires requests, battle damage assessment, and CAS/aviation call for fire requests.
- While there are other systems and networks within the squadron, the networks mentioned above operate on the following communication systems—
  - Frequency modulation communications offer line of site voice and data transmission up to 40 km.

- FBCB2 systems offer near real-time positioning updates, tactical reporting, transfer of common operating picture (COP) graphics and logistics reporting over the blue force tracking (satellite) or enhanced positioning and locating system.
- High-frequency radio systems offer voice and data transmission capabilities at extreme over-the-horizon distances.
- Satellite communications deliver worldwide voice and upper and lower tactical internet systems.

ARMY BATTLE COMMAND SYSTEMS

2-81. The Army Battle Command Systems (ABCS) provide the commander and staff the ability to maintain situational understanding and communicate with both subordinate and higher headquarters. Mission variables will determine where, what and when command systems are established. Examples of ABCS are found in a squadron main command post—

- DCGS-A (Distributed Common Ground System-Army): The DCGS-A in the S-2 section allows planning, analysis, processing, and exploitation. Information from this system feeds the Command Post of the Future (CPOF) common operating picture.
- CPOF: The CPOF pulls data from DCGS-A, JBC-P (Joint Battle Command-Platform) or BFT (Blue Force Tracker), AFATDS (Advanced Field Artillery Tactical Data System), and Battle Command Sustainment and Support System (BCS3). The CPOF system enhances the operations planning process, and provides the commander with a common operating picture.
- AFATDS: The AFATDS provides a platform for fires planning, fires deconfliction, and fires execution.
- Battle Command Sustainment and Support System: The BCS3 enhances the squadron's ability to track its sustainment and maintenance status.
- JBC-P or BFT main command post kit: The JBC-P is the latest evolution of the BFT.

2-82. Generally speaking, squadron and above uses CPOF as their COP. Troop and below will use JBC-P or BFT as their common operating picture.

2-83. The majority of the ABCS is found in a main command post rely upon robust, always on, satellite connectivity. The squadron staff must understand the restraints of their main command post and subordinate troops in terms of digital connectivity. Additionally the squadron must be prepared to conduct operations when disconnected from the tactical internet (disconnected from Secret Internet Protocol Router Network or Nonsecure Internet Protocol Router Network).

SCREEN REPORTS

2-84. The squadron staff screens incoming reports to determine whether the collection tasks have been satisfied and ensures the report is relevant, complete, and timely. The squadron evaluates whether the report meets the CCIR. The squadron evaluates whether the information received can be of use later or if it is applicable to another unit to assist in meeting the commander's intent. The staff ensures that the information is complete, in proper format according to unit standard operating procedure, is understandable, and is sensible. The squadron staff ensures the information is within the latest time information of value requirement and provides opportunities to exploit. The staff should have a process to ensure reports and information requirements correlate, through either assigned staff function, scheduled huddles, or battle rhythm event.

CORRELATE REPORTS TO INTELLIGENCE REQUIREMENTS

2-85. Correlating and evaluating information reports to the original intelligence requirement is a key to effective knowledge management. Timely intelligence requirements management includes dissemination and receipt of reports and related information to the BCT and other users.

2-86. The squadron staff tracks assigned collection task with intelligence requirements, ensuring the collected information provided to the BCT (and to all who need the information) is timely. The staff ensures they receive the proper collection assets to determine satisfied intelligence requirements and which require additional collection for efficiency and timeliness.

PROVIDE FEEDBACK

2-87. Commanders and staff continuously assess and update information collection guidance and increase their own understanding of the situation. Feedback is essential for maintaining effectiveness and alerting leaders of deficiencies.

2-88. Following each assessment, squadron staff sections should work together to tailor the information collection plan to remove information sharing barriers. Feedback reinforces whether collection or production satisfies the original task or request and provides guidance to the squadron staff if the information collection plan is unsuccessful.

SQUADRON OPERATING DISTANCES

2-89. Planning distances for squadron operational areas result from several factors. Each area will be specific to the mission variables of METT-TC. Commanders and staffs plan troop and platoon distances between vehicles and observation posts (OPs) to successfully accomplish the reconnaissance or security mission. Width and depth are inversely proportional, when width increases depth decreases.

2-90. The primary considerations are the mission variables of METT-TC. Additional considerations to emphasize when developing planning distances include enemy, friendly optics and laser capabilities, weapons ranges, and terrain. Squadron commanders and staffs can use the following method to calculate their planning distances and depth starting at the platoon level for unrestricted terrain for a six vehicle scout platoon:

- Disperse vehicles based on enemy fires capability yet still within friendly fires coverage; 500 meters (m) between vehicles is the minimum recommended planning factor to provide force protection against enemy indirect fire.
- Optics common across all squadrons allow acquisition of enemy targets up to 10 km and identification at 3 km.
- Weapons systems vary across formation types and significantly influence distance planning considerations. As an example, the MG .50 cal (caliber) would allow for up to 1000 m between vehicles to maintain mutual support and sufficient weapons range beyond the supported vehicle..
- Analyze terrain as unrestricted, restricted, or severely restricted. (Refer to ATP 2-01). Unrestricted terrain is free of any restriction to movement. Restricted terrain hinders movement to some degree. Severely restricted terrain severely hinders or slows movement in combat formations unless some effort is made to enhance mobility.

2-91. A 6 x 36 scout platoon over a contiguous front can use a 3 to 5 kilometer planning factor for width and 2 km for depth, then adjust for the mission variables of METT-TC accordingly. More specifically, the mission variables of terrain and troops available need the most stringent consideration as both have substantial effects on the width and depth that a formation can occupy. The above planning factor establishes a front of 2.5 to 4.5 km. Using available dismounted personnel in observation posts rounds the planning distances to 3 to 5 km for platoons. Cavalry troops would equate to 10 to 12 km for planning distance and 3 Cavalry troops equates to 15 to 45 km for squadrons.

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Chapter 3
Reconnaissance Tasks

The Cavalry squadron is the main organization that the BCT commander has available for reconnaissance needs. Cavalry squadrons of the ABCT, IBCT, SBCT, and BfSB conduct reconnaissance and security missions throughout the BCT's area of operation. By leveraging information technology and air/ground reconnaissance capabilities, the Cavalry squadron can develop the situation by focusing on all categories of threats in a designated area of operation. Reconnaissance enables the BCT commander to maintain battlefield mobility and agility while choosing the time and place to confront the enemy and the preferred method of engagement. Squadron commanders have a variety of tools to assist in conducting reconnaissance and security missions. The squadron commander can task-organize to optimize complementary effects while maximizing support throughout the BCT's area of operation.

SECTION I – INTRODUCTION

3-1. As the eyes and ears of the BCT commander, the Cavalry squadron provides combat information that enables the BCT commander to develop situational understanding, make better and quicker plans and decisions, and visualize and direct operations. The squadron progressively builds situational awareness in operational environments characterized by hybrid threats. The squadron employs unique combinations of reconnaissance and security capabilities to meet the information challenges intrinsic to shaping the battlefield for the higher commander. The squadron's reconnaissance operations yield information on threat, location, disposition, composition, early warning, protection, and munitions effectiveness while preserving the BCT's freedom of maneuver and initiative over the enemy. Skillful reconnaissance operations allow the BCT commander to shape the battlefield, ideally accepting or initiating combat at times and places of their choosing, and applying combat power in a manner most likely to achieve desired effects.

3-2. There are four forms of reconnaissance that a Cavalry squadron conducts: zone, area, route, and reconnaissance in force. (Refer to FM 3-98 for more information.) Special operations forces conduct the fifth form, special reconnaissance.

SECTION II – FUNDAMENTALS OF RECONNAISSANCE

3-3. Regardless of the form of reconnaissance, the Cavalry unit plans and performs successful reconnaissance tasks consistent with the fundamentals of reconnaissance. (Refer to FM 3-98 for further information.) Those seven fundamentals are—

- Ensure continuous reconnaissance.
- Do not keep reconnaissance assets in reserve.
- Orient on the reconnaissance objective.
- Report all information rapidly and accurately.
- Retain freedom of maneuver.
- Gain and maintain enemy contact with the smallest element possible.
- Develop the situation rapidly.

COMMANDERS RECONNAISSANCE GUIDANCE

3-4. The squadron commander issues reconnaissance guidance including the focus, expressed in terms of threat, society, infrastructure, and terrain. The focus serves as a guide to indicate the tasks associated with

the form of reconnaissance conducted although not a set checklist. Prioritize tasks based on time constraints and the commander's intent. The squadron commander may direct troops to reconnoiter for specific information only. A thorough intelligence preparation of the battlefield and clearly defined commander's critical information requirement list will help identify the relevant information needed by the higher commander. (Refer to FM 3-98 for more information.) Commanders reconnaissance guidance consists of—

- Focus (to include reconnaissance objective).
- Tempo of reconnaissance.
- Engagement/disengagement criteria.
- Displacement criteria.

3-5. Describing focus, tempo of reconnaissance, engagement/disengagement and displacement criteria is the method commander's use to guide and control subordinate units. The commander's reconnaissance guidance is how the commander communicates the way to conduct the directed form of reconnaissance. Through analysis of the METT-TC variables, particularly friendly and enemy capabilities, and the time available the commander determines the appropriate elements of the commander's reconnaissance guidance. Depending on mission variables, the commander may assume a deliberate amount of risk to anticipate and set the conditions for the brigade to operate. Reconnaissance guidance shapes what the squadron elements are attempting to answer, how quickly they do it, whether they want level of stealth, and the decisions in which they engage, bypass, and displace.

3-6. Two separate zone reconnaissance's can be depicted the same, graphically. The outcome and expectations for each reconnaissance may be vastly different by providing different reconnaissance guidance.

3-7. An example of a commander's stealthy and deliberate guidance may consist of: "Alpha troop, I want you to find every bit of information about this terrain. The objective is to know everything about the terrain and its suitability to conduct BCT offensive operations. I want to turn over every rock, look in every culvert and stream. I do not care how long this takes, but I do not want to miss a thing. Do not engage unless fired upon."

3-8. Rapid and forceful guidance may include: "Bravo troop, focus is all enemy forces in the zone. The objective is quickly find and gain contact. Engage and fight through all forces you can defeat. Conduct handover with the scout platoon of the maneuver battalion once decisively engaged.

RECONNAISSANCE TECHNIQUES

3-9. The BCT and squadron commander employs reconnaissance pull when there is a great degree of uncertainty about the enemy situation to pull the BCT into a course of action. The commander disperses the troop collection assets while working with the staff to develop the most tactically advantageous way to support the BCT commander's intent. Troops focus reconnaissance efforts on collecting information on enemy strengths and weaknesses that will be critical in formulating the BCT plan or COA.

3-10. Upon discovering enemy strengths and weaknesses, reconnaissance pulls the BCT maneuver units along the path of least enemy resistance into positions of marked tactical advantage.

3-11. In reconnaissance pull, the detailed plan often encompasses several viable branches or courses of action triggered by decision points. Leaders, at all levels, should understand and rehearse these branches. (Refer to FM 3-98).

3-12. The squadron commander uses reconnaissance push when there is a degree of certainty about the enemy situation. Reconnaissance push emphasizes development of a detailed information collection plan prior to deployment of the Cavalry troop's reconnaissance assets to focus the reconnaissance effort on an evolving BCT maneuver course of action or on several courses of action.

RECONNAISSANCE METHODS

3-13. The four methods of reconnaissance are—dismounted, mounted, aerial, and reconnaissance by fire. Reconnaissance planning uses a combination of methods to ensure that the unit is providing depth and redundancy throughout the area of operation. Commanders use the factors of METT-TC to determine what method is best when conducting reconnaissance missions. (Refer to FM 3-98 for more information.)

RECONNAISSANCE MANAGEMENT

3-14. After thorough evaluation of availability, capability, sustainability, and vulnerability of collection assets, the operations and intelligence staffs develop a collection strategy. After evaluating available assets, the operations and intelligence staffs match these assets to SIRs. Although the strategy adopted will vary based on the mission and the information requirements, tasking organic assets should be priority. (Refer to FM 3-98 for more information.) Layering collection assets is accomplished through—

- Cueing.
- Mixing.
- Redundancy.

3-15. To increase the effectiveness and survivability of a reconnaissance asset, the squadron commander can task-organize it with additional assets from within or outside the squadron. For example, the squadron could task-organize a Cavalry troop with such assets as a signal retransmission element and an engineer reconnaissance element.

SECTION III – FORMS OF RECONNAISSANCE

3-16. Cavalry squadrons may conduct four forms of reconnaissance: zone, area, route, and reconnaissance in force. All forms of reconnaissance, consistent with the fundamentals of reconnaissance, develop priority intelligence requirements that allow the commander and staff to understand and visualize the environment, develop the situation, create options, and identify opportunities for the commander to seize, retain, and exploit. (Refer to FM 3-98 for more information.)

COMMON PLANNING CONSIDERATIONS

3-17. The squadron commander plans movement control of units conducting the reconnaissance by assigning an area of operation to the subordinate troops. Lateral boundaries, graphic control measures such as a line of departure, and a limit of advance define this area of operation. Phase lines, contact points, objective boundaries, and named areas of interest are located where the commander determines necessary. The squadron commander may use fire support coordinating measures to control direct and indirect fires and uses additional control measures as necessary. In addition, the commander assigning the reconnaissance mission must specify the route the reconnaissance unit must use to enter the area of operation. All control measures should be on recognizable terrain when possible. Additional planning considerations for a reconnaissance missions can include air-ground operations, fires support, engineer support, or CBRN support.

3-18. Consider air-ground operations if available. Air reconnaissance assets operating in concert with ground reconnaissance forces conduct the same reconnaissance tasks. Additionally, air assets can conduct aviation call for fire to develop the situation for the ground reconnaissance commander further. However, aerial reconnaissance can rarely clear an enemy force from a location where it can affect movement on the route and aircraft cannot breach obstacles. When time is limited, air reconnaissance is essential to determine which areas are clear of enemy forces and obstacles, and to cue ground reconnaissance regarding where to focus its efforts. (Refer to chapter 6 of this publication for more information on Army aviation support.)

3-19. Fire and CAS support consideration complement organic mortar fires. If expecting contact with enemy forces possessing more combat power than the reconnaissance force, friendly forces should have access to readily available fires. The commander and FSO, in coordination with the tactical air control party, determine what CAS assets are available, when they are available, and how to employ (including target selection and desired effects). Refer to chapter 6 of this publication for more information on fires and CAS.

3-20. Engineer support should accompany ground reconnaissance when the commander anticipates significant obstacles within the area of operation. (Refer to chapter 6 of this publication for more information on engineer support.)

3-21. CBRN reconnaissance assets should accompany ground reconnaissance if suspected CBRN contamination is within the area of operation, because they can detect, identify, and determine the extent of contamination more accurately and quickly than scouts can. (Refer to chapter 6 of this publication for more information on CBRN support.)

3-22. Additional augmentation units may include; CBRN units, air and missile defense (AMD) support, and explosive ordinance disposal, due to mission requirements. (Refer to chapter 6 of this publication for more information on specific types and capabilities of units and teams available.)

ZONE RECONNAISSANCE

3-23. *Zone reconnaissance* is a form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries. Types of obstacles include existing and reinforcing, as well as areas contaminated with CBRN hazards. The commander assigns a zone reconnaissance mission when the commander needs additional information on a zone before committing other forces. Assign a zone reconnaissance when the enemy situation is vague, existing knowledge of the terrain is limited, or combat operations have altered the terrain. A zone reconnaissance may include several route or area reconnaissance missions assigned to subordinate units (ADRP 3-90).

3-24. A zone reconnaissance is normally deliberate and time-consuming. It takes more time than any other reconnaissance mission does. Therefore, the commander must allow adequate time to conduct it. Normally a zone reconnaissance is over an extended distance. It usually requires all ground elements to employ abreast of each other. However, when the reconnaissance objective is an enemy force, a commander may forgo a detailed reconnaissance of the zone and focus their assets on those named areas of interest that would reveal enemy dispositions and intentions. A reconnaissance unit can never disregard terrain when focusing on the enemy. However, it minimizes its terrain reconnaissance to that which may influence a named area of interest. (See figure 3-1, page 3-5.)

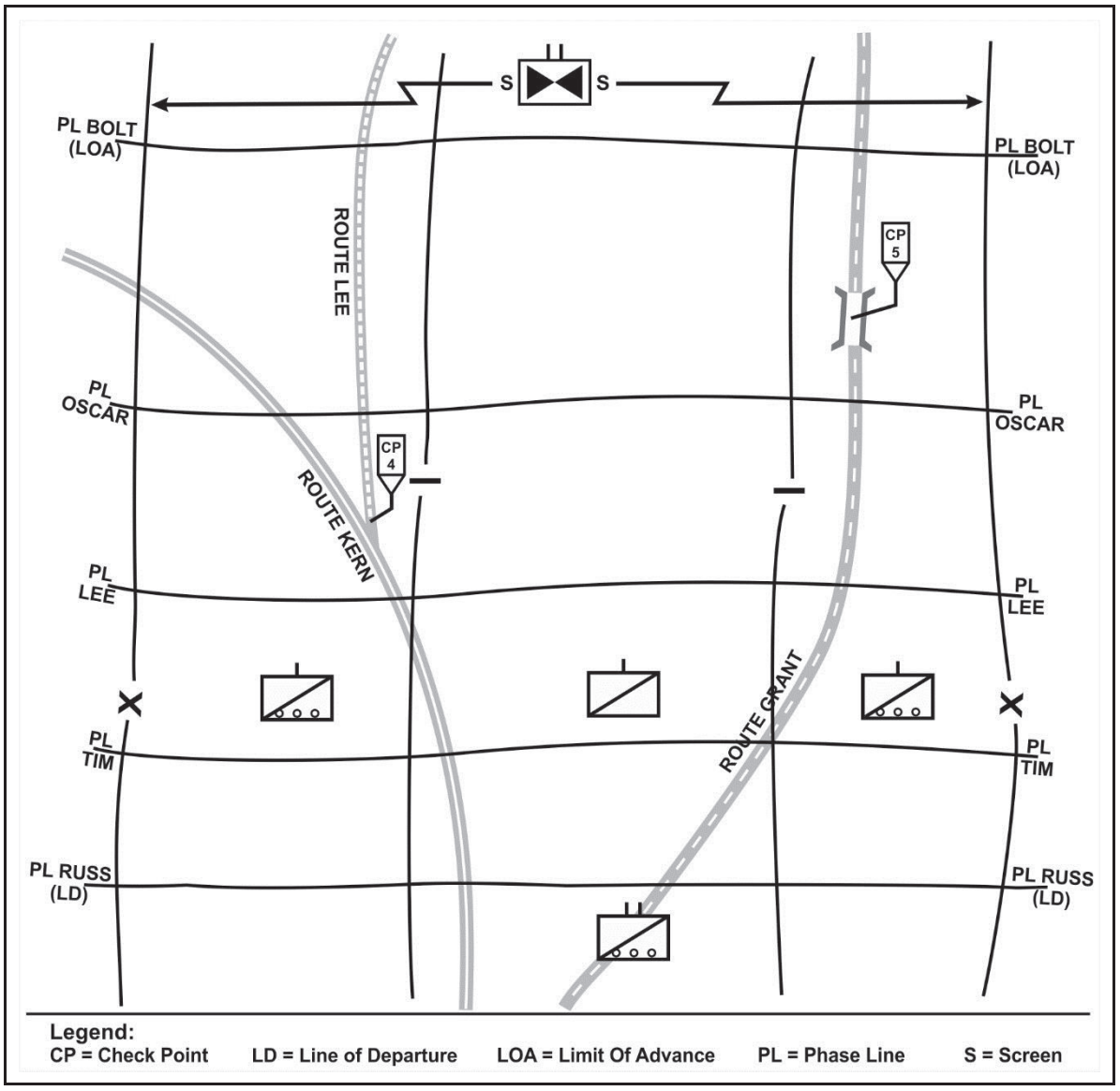

Figure 3-1. Infantry brigade combat team zone reconnaissance

PLANNING CONSIDERATIONS

3-25. Planning considerations for any operation should identify, assess, mitigate, and accept prudent risk. The inherent isolated, and possibly extensive, nature of reconnaissance operations require detailed plans for logistics and using mutually supporting units and enablers to provide security for one another. Additional planning considerations should include, but are not limited to, the weather and terrain's effect on maneuver time and space, long range communications plans, using mounted versus dismounted units, indirect fire plans, air defense plans,

3-26. Planners must consider the information requirements and the peculiarities of the collection environment to determine the best organization, tasking, and requests for augmentation to ensure the squadron can collect and process the data and information within the required timeline to support awareness and decision-making. The commander and staff must consider the task organization of organic and non-organic collection and processing, exploitation, and dissemination (PED) capabilities for specific disciplines

such as SIGINT, biometrics, forensics, or geospatial intelligence (GEOINT), if those capabilities provide the best methods for answering CCIR.

3-27. Air augmentation planning considerations include key personnel from air units that are present at squadron rehearsals so they can coordinate and backbrief the command on their tasks. Staffs must develop a communication plan between ground and air units. Engagement criteria includes both ground and air units and graphic control measures coordination required between the ground and air units. Commanders should designate which ground unit has priority of air assets during each phase of the mission.

3-28. Fires and close air support augmentation planning consideration ensures key personnel from fire support units are present at squadron rehearsals so they can coordinate and backbrief the command on the fires plan. Staffs must develop a communication plan between ground and fires units. Additionally, engagement criteria is developed for both augmented and organic fires units and graphic control measures and fires plans coordinated between fire support and all squadron units. The commander designates which ground units have priority of fire assets during each phase of the mission. (Refer to FM 3-98 for more information.)

TASKS

3-29. The Cavalry squadron commander, working with the BCT commander, determines the priority of tasks that best answers PIR and then focuses the squadron's collection efforts against these requirements. The primary tasks associated with zone reconnaissance are—

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

3-30. Based on priority, the commander may direct the following:

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

AREA RECONNAISSANCE

3-31. Area reconnaissance is a form of reconnaissance that focuses on obtaining detailed information about the terrain, enemy or civilian activity within a prescribed area. An area may include a town, a ridgeline, woods, an airhead, an installation, or any other critical operational feature. The area may consist of a single structure, such as a bridge or a building. The primary difference between an area reconnaissance and a zone reconnaissance is that in an area reconnaissance, units conducting the reconnaissance, first move to the area in which the reconnaissance will take place. In a zone reconnaissance, the units conducting the reconnaissance start from a line of departure. Areas are smaller than zones, typically takes less time to complete, and not usually contiguous to other friendly areas targeted for reconnaissance. Tasks for area reconnaissance are the same as for zone reconnaissance. (See figure 3-2, page 3-7.)

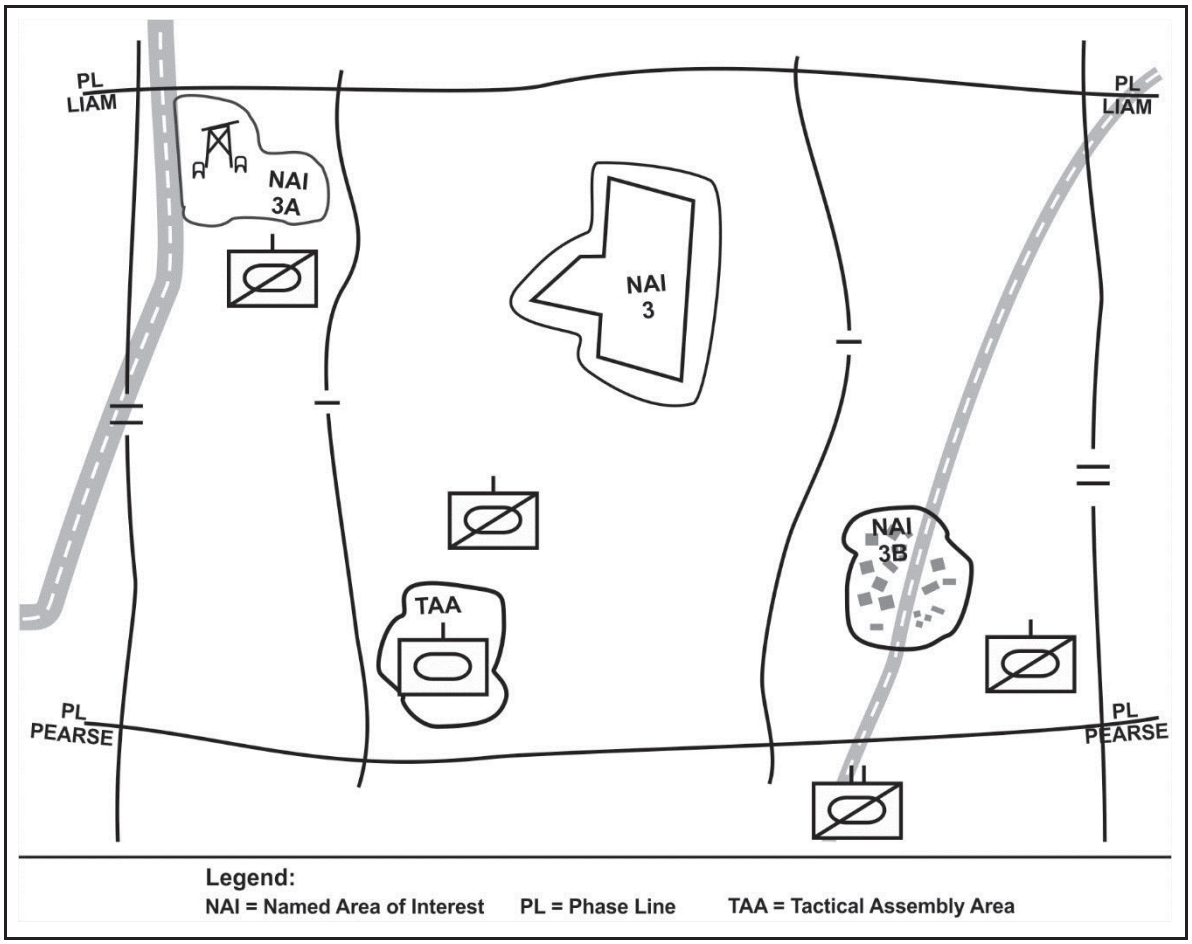

Figure 3-2. Armored brigade combat team area reconnaissance

PLANNING CONSIDERATIONS

3-32. Planning and execution considerations for an area reconnaissance are the same as those for a zone reconnaissance. However, the focus is on the specific reconnaissance objective or named area of interest that defines the area. Available air reconnaissance units can secure the area by establishing a screen during an area reconnaissance.

TASKS

3-33. An area reconnaissance comprises the same tasks as a zone reconnaissance. Based on time and the commander's intent, the commander may direct the reconnaissance towards specific information requirements only. Like the zone reconnaissance, the commander should focus his unit in the commander's intent paragraph and list the tasks in the specific instructions. Primary tasks associated with an area reconnaissance are—

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

3-34. Other tasks include the following:

- Reconnoiter all terrain within the area.
- Inspect and classify all bridges within the area.
- Locate fords or crossing sites near all bridges within the area.

- Inspect and classify all overpasses, underpasses, and culverts.
- Locate and clear all mines, obstacles, and barriers in the area within its capability.
- Locate a bypass around built-up areas, obstacles, and contaminated areas.

INFILTRATION/EXFILTRATION

3-35. Execution of reconnaissance and security tasks often requires Cavalry troops to conduct infiltration and exfiltration but often during area reconnaissance. Squadron elements frequently employ infiltration and exfiltration to maximize stealth and maintain the element of surprise when conducting reconnaissance operations. Successful execution of infiltration or exfiltration often requires these elements to conduct a passage of lines or a linkup with other friendly elements. In addition, the squadron conducts other tactical enabling operations (Refer to FM 3-90-2 for additional information on these enabling operations) during execution of infiltration and exfiltration as part of reconnaissance and other types of operations:

- Unit movement.
- Relief in place.
- Obstacle breaching.

INFILTRATION

3-36. Reconnaissance elements infiltrate through an area to orient on a reconnaissance objective without having to engage the threat with direct fire or fight through prepared defenses. Infiltration is slow, stealthy, and often accomplished under reduced visibility conditions. Aerial reconnaissance can provide additional security by locating threat positions and identifying routes on which ground elements can move to avoid threat contact. Following an infiltration, the squadron may have to plan linkup for the multiple elements conducting decentralized execution. Scouts may infiltrate to conduct reconnaissance patrols of enemy forces in depth. The BfSB's long-range surveillance company may infiltrate to conduct surveillance, reconnaissance, target acquisition, and target interdiction of enemy forces or facilities.

PLANNING AND COORDINATION

3-37. A successful infiltration is a difficult and time-consuming mission for the reconnaissance squadron to accomplish. To maximize the success of the infiltration and enhance survivability, detailed knowledge of the terrain and up-to-date information about the threat must be available. Conduct a detailed terrain analysis within the BCT using digital intelligence and topographic systems. The squadron uses the information from IPB, modified combined obstacle overlay (MCOO), and enemy situation template to aid in the planning of the infiltration.

EXFILTRATION

3-38. If the reconnaissance element infiltrates to conduct its mission, it may be required to exfiltrate once the mission is complete. In other instances, units within the squadron may operate in a stay-behind mode during BCT operations. Plan exfiltration as carefully as infiltration, particularly if contact with the threat has occurred during the mission. The commander must plan for contingency measures should the conditions force the reconnaissance unit to conduct an unplanned exfiltration.

PLANNING AND COORDINATION

3-39. The planning considerations for exfiltration are the same as those for infiltration; however, exfiltration lanes are typically different from those used for infiltration. Plans for extraction by applicable means (such as air, ground, special patrol insertion and extraction system, or water) should be made before the mission, with contingencies covering such possibilities as loss of vehicles, evacuation of wounded personnel, loss of communications, or poor weather that limits extraction by air. The OPORD must address contingencies and actions the reconnaissance element will take for both planned and unplanned exfiltration.

ROUTE RECONNAISSANCE

3-40. Route reconnaissance is a directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route. That route may be a cross-country mobility corridor. It provides new or updated information on route conditions, such as obstacles, bridge

classifications, enemy and civilian activity along the route. The commander assigns a route reconnaissance mission when wanting to use a specific route for friendly movement. (See figure 3-3.)

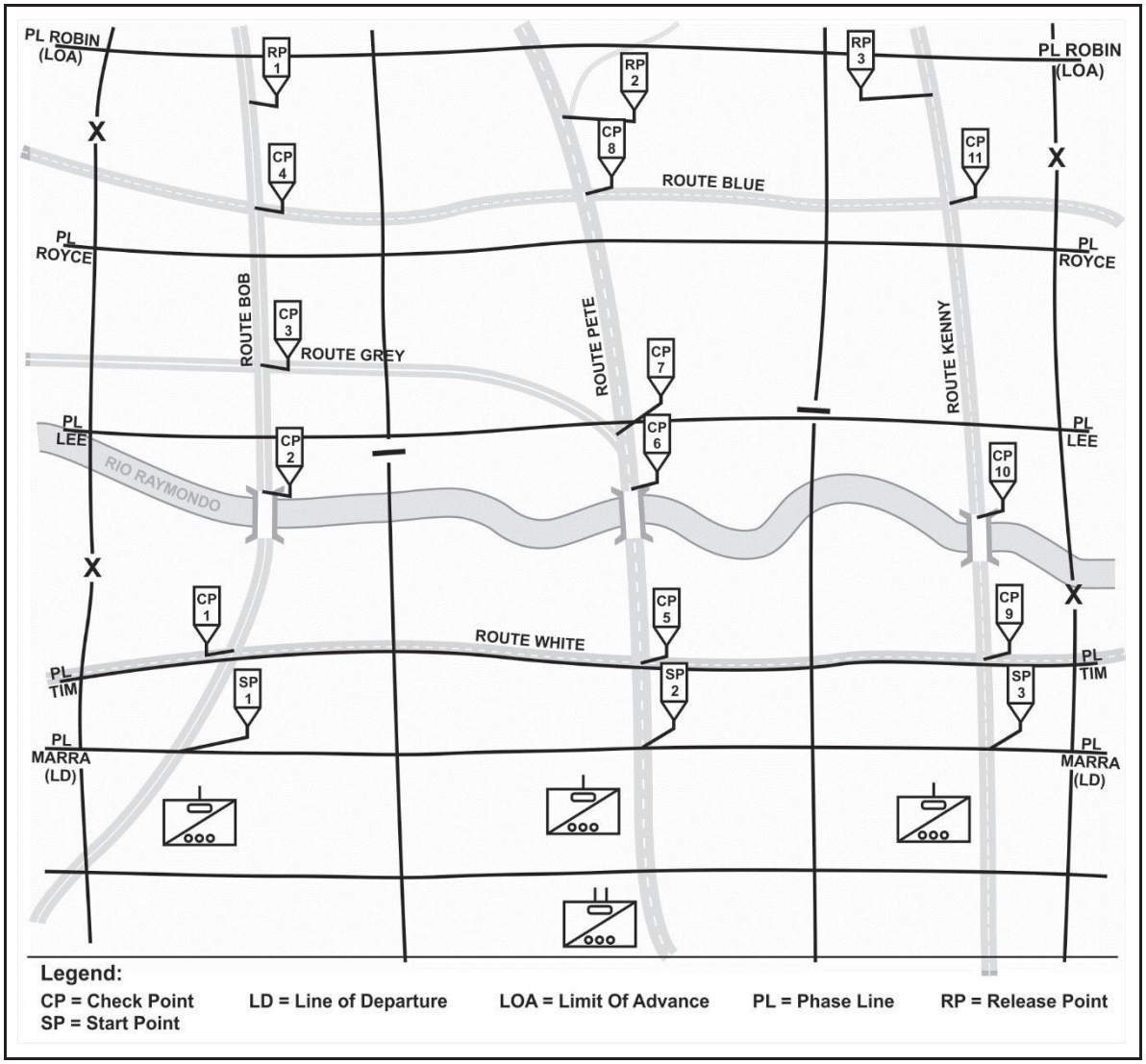

Figure 3-3. Stryker brigade combat team route reconnaissance

PLANNING CONSIDERATIONS

3-41. The commander should integrate ground, air, and other technical assets to allow for either a faster or more detailed route reconnaissance. The commander orders aerial reconnaissance if the reconnaissance mission needs quick completion. Aircraft may not definitively clear an enemy force from a location where it can affect movement on the route, and aircraft cannot breach obstacles. When time is limited, air reconnaissance is essential to determine which areas are clear of enemy forces and obstacles, and to cue ground reconnaissance regarding where to focus its efforts.

3-42. If the commander expects to make contact with enemy forces possessing more combat power than is typically found in enemy reconnaissance elements, the forces conducting ground reconnaissance need to have access to readily available fires.

3-43. If the commander requires detailed information on the route, engineer reconnaissance (deliberate) assets can determine the classification of critical points along the route more quickly and accurately than

reconnaissance units can (hasty). If the commander anticipates significant obstacles, combat engineers should be included as part of the force.

3-44. CBRN reconnaissance assets should accompany ground reconnaissance with suspected CBRN hazards within the area of operations, because they can detect, identify, and determine the extent of contamination more accurately and quickly than reconnaissance units can. Aerial augmentation planning considerations are the similar to zone. (Refer to zone reconnaissance, air augmentation planning considerations.) Fires and close air support augmentation planning considerations include the same planning considerations as a zone.

SQUADRON AND TROOP PLANNING

3-45. Squadrons must synchronize the reconnaissance of multiple routes or missions in time and space. Platoons normally conduct reconnaissance on a single route. The troop order must specify to the platoon leader the exact route the platoon reconnoiters; define the start time, and the route from the start point (SP) to the release point. Additional control measures specify how much terrain on both sides of the route the scout platoon explores, and where the mission begins and ends. Squadrons establish contact points between troops (if applicable) and control the rate of movement for the troops.

3-46. Additionally, the order may specify:

- Platoon boundaries.
- Phase lines.
- Contact points.
- Limit of advance.

3-47. When conducting a route reconnaissance Cavalry organizations should consider employing the technique of out-posting. Use out-posting during route reconnaissance and route security tasks. The purpose of out-posting is to identify locations where enemy forces could potentially influence the route and to acquire enemy and direct reaction forces or indirect fire to destroy them. Accomplish out-posting by clearing lateral routes and terrain to a distance of either one terrain feature or 50 percent of the maximum effective range of the scout platoon's weapons systems (whichever is closer). Record and annotate locations where the enemy could potentially influence the route on the unit's route reconnaissance overlay.

TASKS

3-48. During a route reconnaissance, there are certain tasks to accomplish, unless otherwise directed by the higher commander. These tasks are not a checklist or arranged sequentially, as some may not be appropriate. Based upon the time available, the commander may direct the reconnaissance only towards SIRs. The tasks associated with route reconnaissance are—

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

RECONNAISSANCE IN FORCE

3-49. A reconnaissance in force is a deliberate combat operation designed to discover or test the enemy’s strength, dispositions, and reactions or to obtain other information. Squadron-size task forces or larger

organizations usually conduct a reconnaissance in force. A commander assigns a reconnaissance in force when the enemy is operating within an area and the commander cannot obtain adequate intelligence by any other means. A unit may also conduct a reconnaissance in force in restrictive terrain where the enemy is likely to ambush smaller reconnaissance forces. A reconnaissance in force is an aggressive reconnaissance, conducted as an offensive operation with clearly stated reconnaissance objectives. The overall goal of a reconnaissance in force is to identify and exploit enemy weaknesses. It differs from other reconnaissance operations as it is normally only to gain information about the enemy and not the terrain. The commander plans for retrograde and/or reinforcement of the force, if it encounters superior enemy forces and for the exploitation of its success in advance. (Refer to FM 3-98 for more information.)

PLANNING CONSIDERATIONS

3-50. Refer to zone planning considerations, page 3-4. Aerial augmentation planning considerations for a reconnaissance in force can include air ground integration and fires. Refer to zone reconnaissance, air augmentation planning considerations. The control measures of a reconnaissance in force are the same as for offensive operations (Refer to ADP 3-90 for more information.) (Refer to FM 3-98 for more information on zone reconnaissance planning considerations.) Fires and close air support augmentation considerations:

- **Air ground operations.** If available, air reconnaissance assets operate in concert with ground reconnaissance forces conducting the same tasks as a zone reconnaissance. Additionally, they can conduct aviation call for fire to develop the situation for the ground reconnaissance commander further.
- **Fires.** In addition to organic mortar fires, cavalry force commanders ensure that if expecting contact with enemy forces possessing more combat power, the friendly forces have access to readily available fires.

TASKS

3-51. Refer to zone reconnaissance fires planning considerations. The control measures of a reconnaissance in force are the same as for offensive operations. (Refer to ADP 3-90 for more information.) After starting the reconnaissance in force, if the unit determines that it cannot complete an assigned task, it must report and await further instructions. Reconnaissance in force tasks are—

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

SPECIAL RECONNAISSANCE

3-52. Special reconnaissance is reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces

3-53. Cavalry squadrons are the most likely to encounter special reconnaissance forces. Special reconnaissance activities include environmental and armed reconnaissance, target and threat assessment, and post-strike reconnaissance.

SECTION IV – RECONNAISSANCE HANDOVER

3-54. Reconnaissance handover is the process of transferring information and responsibility for observation or surveillance of enemy contact or an assigned named area of interest/target area of interest from one element to another. It can involve visual, electronic, or digital observation and information sources in any number of

combinations. Reconnaissance handover may occur between subordinate elements of the squadron or with elements from other units. The squadron exercises overall command and control of the handover.

PLANNING/EXECUTION CONSIDERATIONS

3-55. At the squadron level, planning focuses on facilitating coordination between its subordinate elements and with its higher headquarters. Planning may take place before an operation, or it may occur during operations as part of a change of mission. During pre-mission planning, the squadron S-3 analyzes the developing reconnaissance plan to determine which elements may be required to conduct reconnaissance handover and where or when it may take place. The squadron S-3 also considers cueing, redundancy, and mixing of available reconnaissance assets and evaluates how these reconnaissance management methods support reconnaissance handover. Once this is determined, locations and criteria for reconnaissance handover are coordinated with the squadron's subordinate elements and/or higher headquarters as applicable.

3-56. Maneuver units and support brigade units should receive copies of the higher headquarters reconnaissance and surveillance plan and the squadron OPORD when developed and approved. All subordinate units have their own reconnaissance requirements within the higher headquarters area of operation and they must understand how their particular IR relates to those of the squadron. Thorough coordination helps leaders at all levels to understand how higher IR may fulfill the IR of lower units or passing units, therefore minimizing redundancy.

3-57. Coordination begins upon identification of reconnaissance handover requirements. Based on the higher headquarters' scheme of maneuver, the squadron S-3 identifies other maneuver units with which squadron elements are likely to conduct reconnaissance handover. Leaders and planners at all levels coordinate and execute reconnaissance handover tasks considering:

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

3-58. Rehearsals. Establish and coordinate near and far recognition signals if physical link up is necessary. During reconnaissance handover, squadron elements transfer information and/or responsibility to other maneuver elements either by digital or voice communications or, based on the situation, through establishment of physical contact at a contact point. The squadron facilitates the exchange of information by monitoring the information exchange between elements and relaying information when necessary.

3-59. Immediately following required information exchange, squadron elements confirm that reconnaissance handover is complete, based on specified criteria, and report completion higher. When handing over a target the criteria may require the accepting unit to acquire the target before handover is complete.

EXAMPLE OF RECONNAISSANCE HANDOVER

3-60. As shown in figure 3-4, page 3-13, UAS Assets (either BCT, organic, or strategic) identify possible rate and direction of movement of possible enemy force moving into the Cavalry squadron's area of operation and initiates reconnaissance handover. The squadron commander issues an oral fragmentary order to direct a Cavalry troop to establish visual contact (cueing).

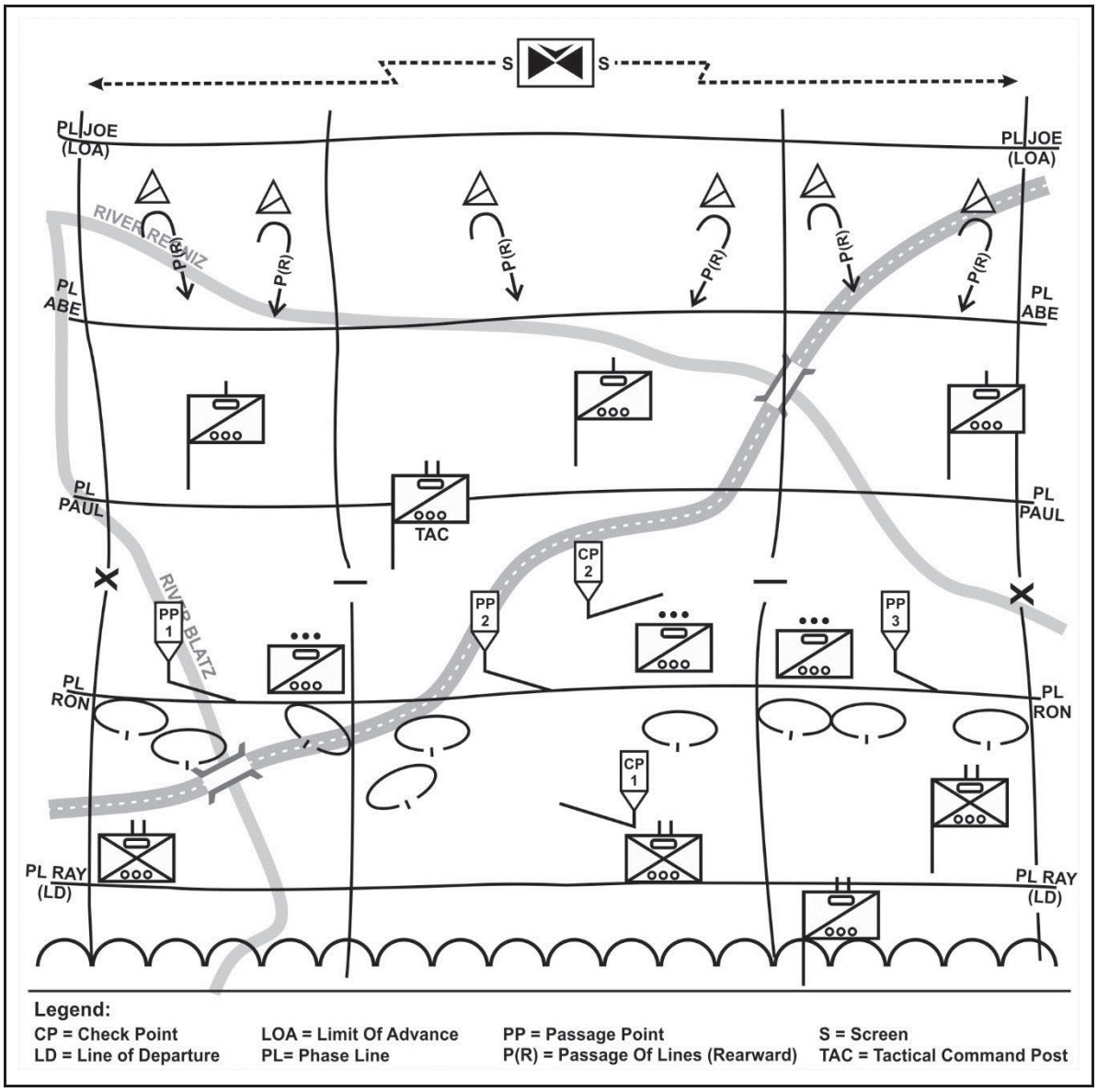

Figure 3-4. Reconnaissance handover (part one)

3-61. The Cavalry troop and the UAS establish visual contact with the advancing enemy force and populate the FBCB2 common operating system with enemy icons and potential attack by fire (ABF) positions. The Cavalry troop in contact switches to the Infantry battalions command net and exchanges fires information and coordination for the rearward passage of lines of the Cavalry troop. The troop and Infantry battalion coordination along with information on the updated COP cue the Infantry battalions S-3 to begin movement of the battalion scout platoon to the designated contact point to conduct reconnaissance handover with the Cavalry troop scouts. (See figure 3-5.)

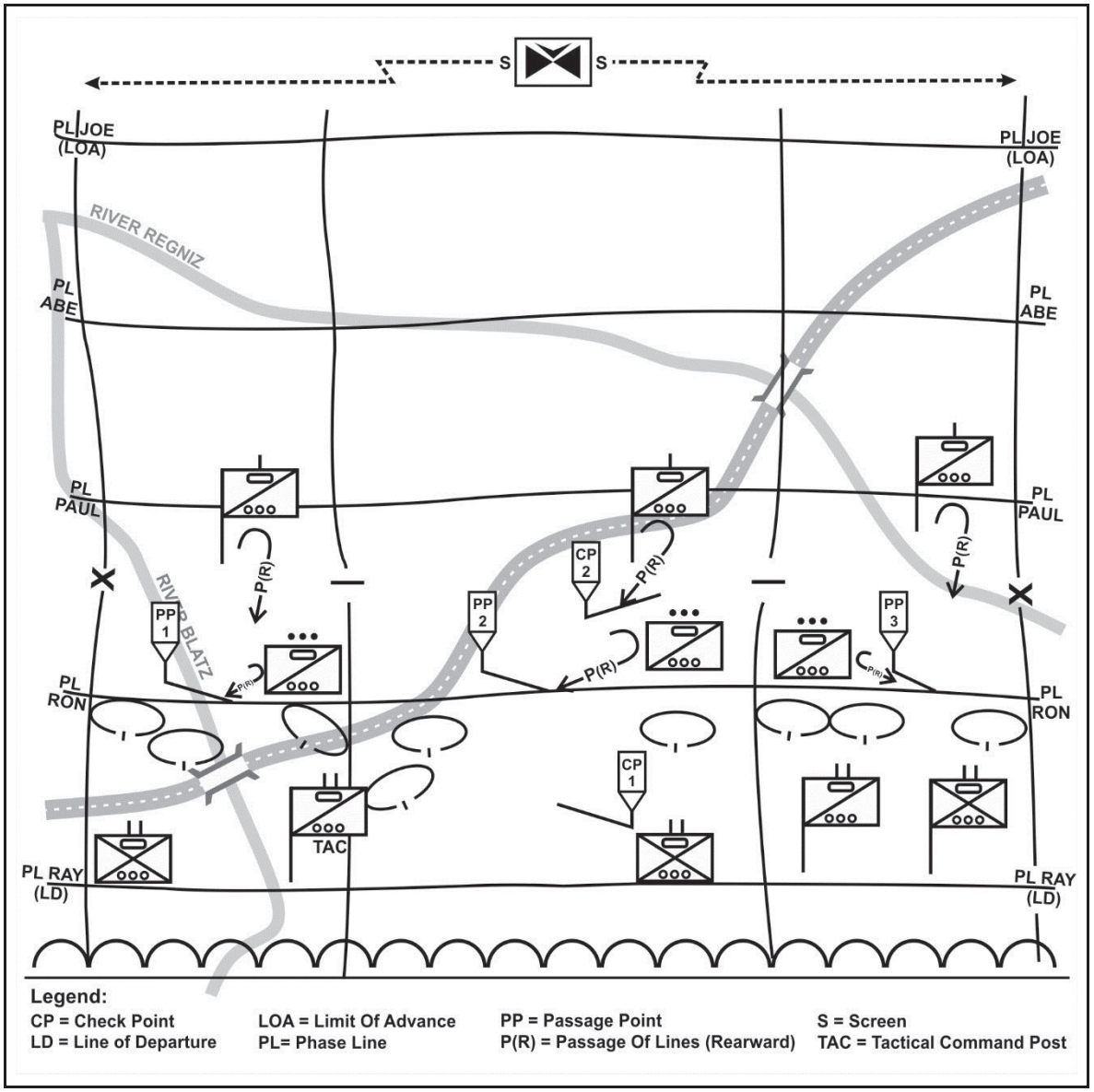

Figure 3-5. Reconnaissance handover (part two)

3-62. Reconnaissance handover continues with the withdrawing Cavalry squadron led by the individual Infantry battalions guiding the Cavalry troop through the passage point in each battalion's action officer and the battalion scouts gaining visual contact with the enemy and further refining the COP for the battalion commander. As the enemy attack occurs, the squadron continues to support through maintaining flank security for the BCT. It reports enemy retrograde operations and/or approaching reinforcements. (See figure 3-6.) Finally, just before the enemy main body attack, the battalion scout platoons conduct a rearward passage of line through the designated passage lanes.

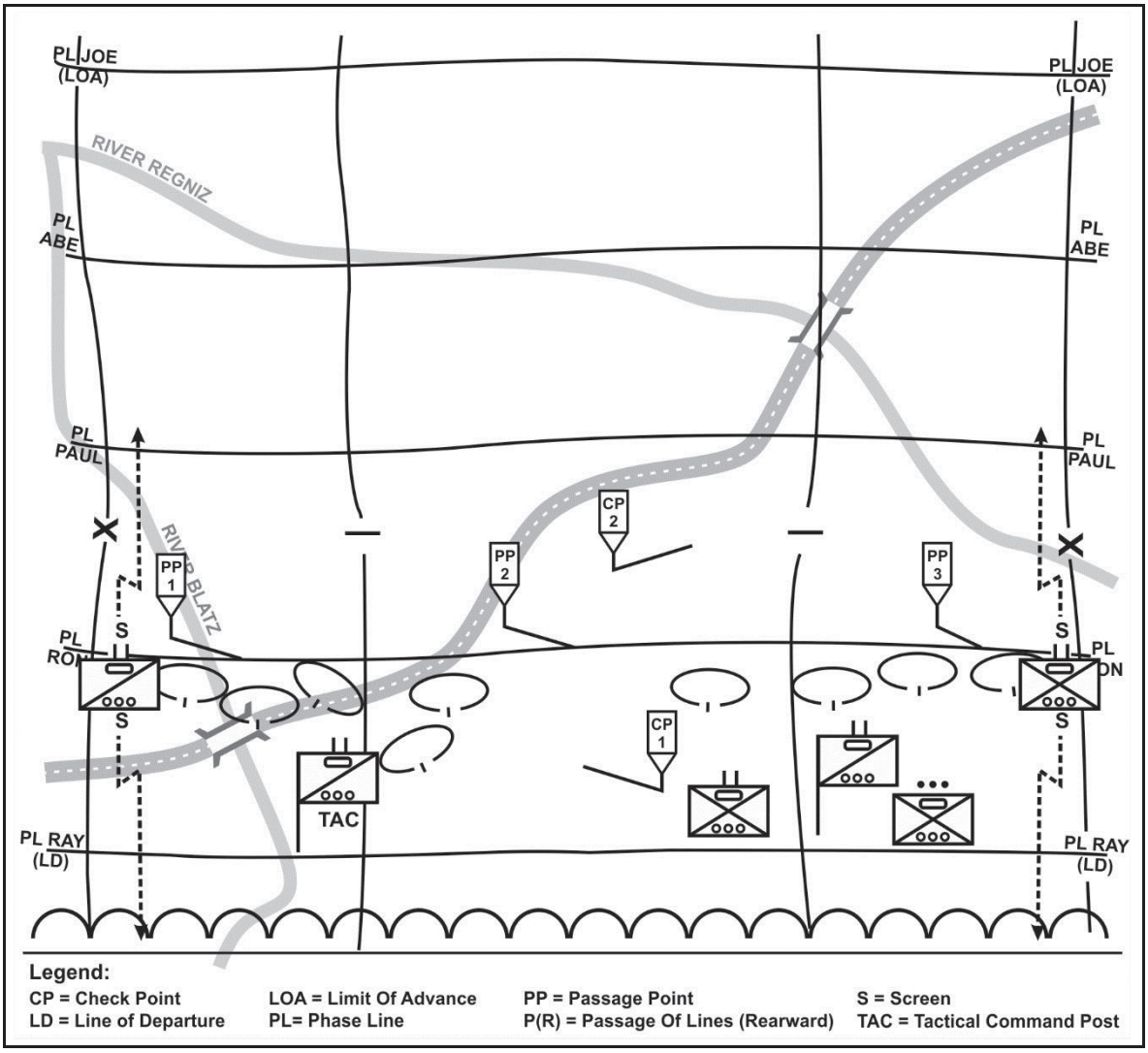

Figure 3-6. Reconnaissance handover (part three)

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Chapter 4

Security Tasks

Security tasks provide information about the enemy and terrain and preserve the combat power of friendly forces. Security tasks provide information about the size, composition, location, and direction of movement of enemy forces. Reaction time and maneuver space gained by information collected allows the main body commander to prepare for future operations or to deploy to engage the enemy. Security prevents the main body from surprise by the enemy allowing the commander to preserve the combat power of maneuver forces and mass effects and combat power at the decisive point in time. Security tasks and reconnaissance tasks are complimentary.

SECTION I – INTRODUCTION

4-1. Security is an essential part to all BCT combat operations. It enables the BCT to accomplish their missions by providing them with the time and space necessary to focus combat power on the decisive operation. The squadron often provides security along an exposed front, flank, or rear of the brigade. The squadron may perform security missions as part of a larger security force, or it may operate on its own with task organized attachments. Sustained security tasks will normally require the entire squadron.

4-2. The Cavalry squadron performs security missions to—

- Provide the BCT commander with information about the threat and terrain.
- Prevent the BCT (main body) from being surprised.
- Provide reaction time and maneuver space.
- Preserve initiative and freedom of movement and maneuver.
- Protect and preserve the combat power of the BCT for decisive employment.

4-3. A key role for the squadron when performing security tasks is to provide the BCT commander with relevant information that enables achievement of situational understanding. Examples of relevant information in a security mission include the following:

- Size, composition, and location of enemy reconnaissance elements.
- Direction and rate of movement of the enemy main body.
- Obstacles, avenues of approach, and key terrain and the effect on enemy and friendly maneuver.

SECTION II – FUNDAMENTALS OF SECURITY TASKS

4-4. The main difference between security tasks and reconnaissance operations is that security tasks orient on the protected force or facility, while reconnaissance is enemy and terrain oriented. Security operations follow the five fundamentals of security to ensure early and accurate warning of enemy forces and provide reaction time and maneuver space to develop the situation and determine the most effective use of force to neutralize, defeat, or destroy enemy forces.

SECURITY FUNDAMENTALS

4-5. The five fundamentals of planning and performing security operations are—

- Provide early and accurate warning.
- Provide reaction time and maneuver space.
- Orient on the force, area, or facility to protect.

- Perform continuous reconnaissance.
- Maintain enemy contact.

COMMANDER'S SECURITY GUIDANCE

4-6. The commander's security guidance should consist of the security focus, duration, engagement and disengagement criteria, and displacement criteria. In providing this guidance, commanders describe, shape, and prioritize how they envisions the security effort supporting the overall scheme of maneuver and the specific roles of the Cavalry squadrons units. As with the commander's reconnaissance guidance, this guidance and the importance of accomplishing the mission, is understood at echelon. (Refer to FM 3-98 for more information.)

4-7. Focus. The focus of security tasks defines what the Cavalry organization is to protect and why—the focus describes the expected results of the security operation. The security objective clarifies and prioritizes the tasks for the Cavalry unit nested within the maneuver plan of the protected commander.

4-8. Tempo of security. Clearly articulating the tempo of security tasks allows the commander to establish associated time requirements that will drive security tasks planning such as the method of establishing observation posts (either mounted or dismounted), length of UAS rotation, and required sustainment and communications support necessary to execute the mission.

- Short duration: Cavalry organizations conduct short-duration OPs for periods less than 12-hours.
- Long duration: Cavalry organizations man long-duration OPs for greater than 12-hours.

4-9. Engagement/disengagement criteria. Just as the commander issues guidance concerning engagement and displacement criteria in reconnaissance guidance, the same criteria apply to security tasks.

4-10. Displacement criteria. Displacement criteria dictates a set of conditions required before the security force conducts movement and maneuver to a subsequent fighting position or assumes a follow-on mission.

SECTION III – FORMS OF SECURITY

4-11. Categorize security tasks in terms of the degree of security provided and the amount of combat power required. (Refer to ADRP 3-90 for more information.) The five primary forms of security operations are—

- Screen (stationary or moving).
- Guard.
- Cover.
- Area security (including convoy or route security).
- Local security.

4-12. All Cavalry squadrons are organized and equipped to perform all of these missions except cover. They can participate in a cover operation as part of a larger element, and they can perform guard operations with combined arms augmentation.

4-13. A commander analyzes the degree of security required by the protected force with the required amount of reaction time and maneuver space the squadron requires to perform the security mission. The amount of reaction time and maneuver space define higher commander's intent. It can define the assigned security mission (such as screen, guard, or cover).

4-14. Commanders consider the mission variables (METT-TC) when employing their units in a security role. The ability of reconnaissance organizations to execute security tasks relates to their organization and capabilities of their equipment. In planning and executing a security mission, specific considerations for the commander or staff include the following:

- Number of OPs or patrols needed to provide the required level of security to the protected force.
- Time needed to occupy OPs.
- Time needed to establish the screen.
- Distance to the positions.
- Impact of the range of supporting fires on positioning of OPs.

- Locations and times for reconnaissance handover and battle handover with the protected force, including time needed to conduct the handover.
- Time and distance needed for squadron subordinate elements to displace to subsequent positions.

COMMON PLANNING CONSIDERATIONS

4-15. Conduct security tasks to collect, analyze, and provide intelligence information to the supported commander, enabling time to plan, prepare, and deploy against expected or unexpected enemy activities. These operations vary by the type of combat and types of terrain the Cavalry squadron encounters.

4-16. The Cavalry squadron commander determines:

- Specified and implied tasks based upon higher commander's guidance.
- Security tasks for subordinate units.
- Task organization for security, command and support relationships, and mission command structure.
- Actions on contact.
- Engagement criteria.
- Displacement criteria.
- Potential branches and sequels to the operation.
- Communications plan (architecture and required support).
- Available information collection assets and associated PED at the brigade and higher levels.

SCREEN (STATIONARY/MOVING)

4-17. *Screen* is a security task that primarily provides early warning to the protected force (ADRP 3-90). Screen missions are defensive in nature and accomplished by establishing observation posts oriented on an area of operation augmented with patrols (mounted, dismounted, sensor, and aerial) to ensure surveillance of dead space. A screen requires aggressive execution. The commander's security guidance and unit capabilities determine the screening force disruption of enemy reconnaissance and impede, harass, or even destroy the enemy with fires. The screen is appropriate when operations have created extended flanks, when gaps exist between maneuver units, or when early warning is required in gaps not considered critical enough to require security in greater strength. Screens permit the protected force commander to maximize the security effort where contact is most expected.

4-18. Screens are defensive in nature, squadrons may screen in all directions for a stationary protected force out to supporting range of the BCT's supporting artillery. A squadron screens to the flanks or rear, but not in front of a moving force. Zone reconnaissance (which is in chapter 3 of this publication) and guard are missions given to units in front of a moving force.

4-19. Observation posts are an especially important element of the squadron's effort to establish and maintain security. Observation posts provide protection when long-range observation from current positions is not possible. The squadron can employ any number of observation posts as the situation dictates.

4-20. Position observation posts to provide observation of named areas of interest and target areas of interest, for clear radio communications, and for defensibility in accordance with the commander's intent. Whenever possible, observation posts should be within supporting distance of each other to enhance security through mutual support and to enable reconnaissance handover between observation posts. Record observation post locations; report any relocation of the observation post to the unit's headquarters. Limit access to the observation post to authorized personnel only. One section usually operates an observation post and keeps a record of all activities. (See figure 4-1.)

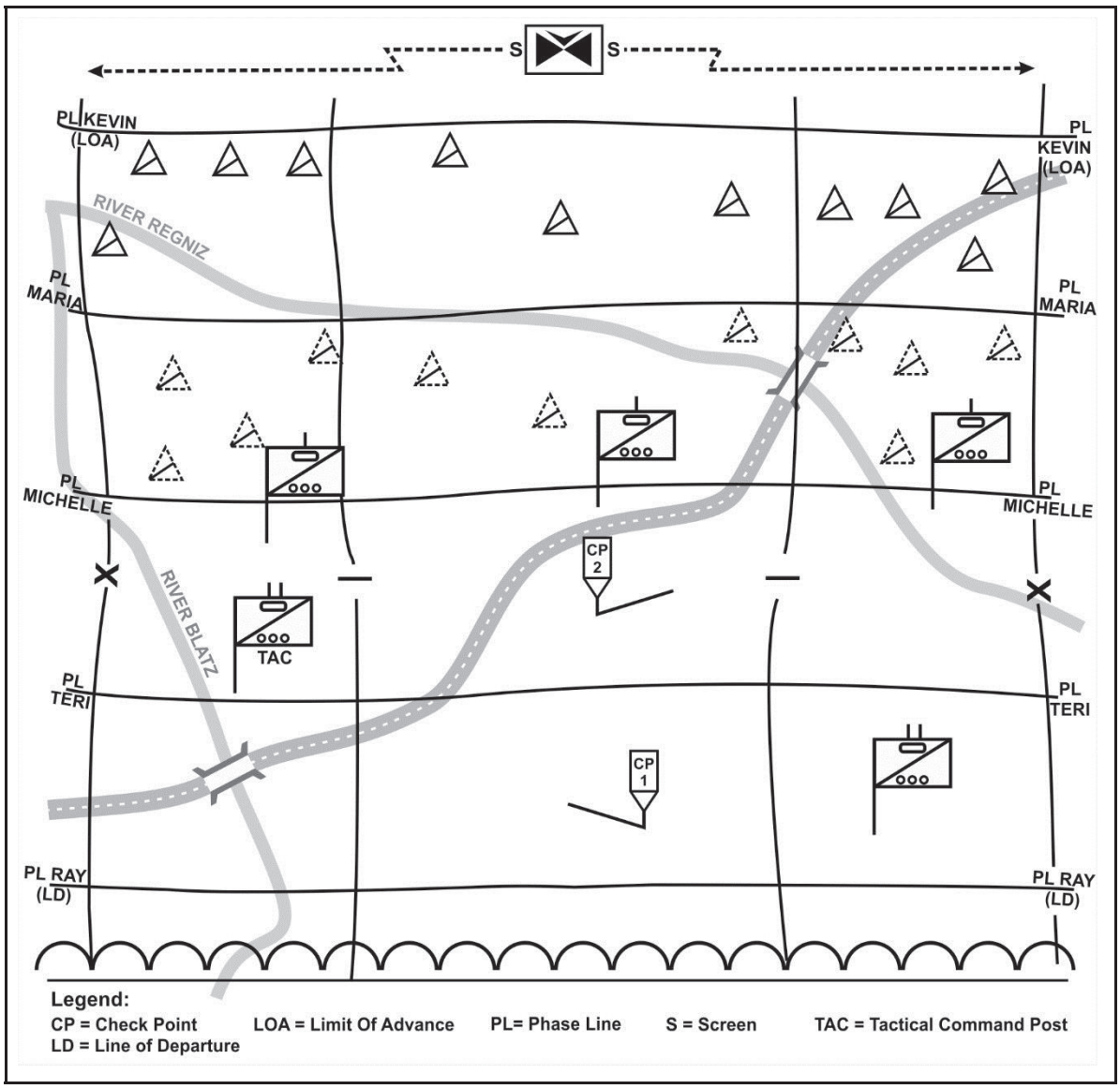

Figure 4-1. Stryker brigade combat team stationary screen

STATIONARY SCREEN PLANNING CONSIDERATIONS

4-21. Screens are active operations of which stationary observation posts and surveillance assets are only one part of the overall mission. Stationary or moving screens are relative to the actions of the force to protect. To ensure continuous surveillance, the screen requires employment of mounted and dismounted patrols, aerial reconnaissance, and observation posts that can reposition over extended distances. Inactivity in a stationary screen leads to identifiable and exploitable gaps for the threat.

4-22. A squadron executing a stationary screen mission requires the following minimum guidance:

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

4-23. Given the higher commander's guidance (focus, tempo of security, and engagement/disengagement and displacement criteria), the squadron commander quickly considers the following in planning the screen.

4-24. Location of the initial screen – The higher headquarters establishes the general location of the initial screen. Adjust the screen closer to the protected force only with approval. The initial screen often represents the forward line of troops, and is a restrictive control measure requiring coordination when units move beyond it to conduct aerial surveillance or ground reconnaissance. If operations forward of the screen are required, establish a phase line to designate the squadron limit of advance. Key considerations in locating the screen are the following:

- Fields of observation/detection from behind the screen.
- Requirements to observe specific named areas of interest or target areas of interest.
- Range of supporting fires, if available.

Note. With permission, the squadron can adjust the initial screen to meet these considerations.

Movement and Maneuver to Occupy the Screen

4-25. Time available and the threat situation determine the method of occupation of the screen, selected from three primary methods:

- Zone reconnaissance.
- Infiltration.
- Tactical road march.

Assigned Areas of Operation for Ground Troops

4-26. The Cavalry squadron commander designates area of operations for subordinate elements, including responsibility for named areas of interest and target areas of interest. Cavalry troops normally deploy abreast with troop elements established in depth. Position UAS and/or ground-based sensors and Prophet Systems to provide the squadron with additional depth. Reduced depth is the trade-off when screening extended frontages. When forced to do so, the commander may have to assign specific terrain to UAS coupled with other sensors. However, this terrain should not be along critical high-speed avenues of approach. Plans must include the use of reconnaissance management to maximize coverage and effectiveness. As necessary, they also must compensate for the absence of visual observation by aerial assets (such as in adverse weather) by specifying how to adjust ground observation posts or positions.

Air Ground Operations

4-27. UAS or attached manned aviation assets (such as AH-64 Apache's) may conduct reconnaissance and security forward, to the rear, or on the flanks of ground elements to add depth and extend capabilities of the ground screen. These assets may patrol along exposed flanks or in gaps between ground observation posts, augment the surveillance of named areas of interest, or generally add redundancy and depth within the sector. To further extend the depth of the Cavalry squadron, augmenting aerial reconnaissance assets may execute reconnaissance and in their own area of operation and report directly to the squadron main command posts. Aviation assets can provide continuous observation of threat elements to allow reconnaissance ground troops to displace to subsequent positions.

Note. Aviation assets do not necessarily fly forward of the screen. They can simply fly higher (METT-TC dependent) to see over the terrain.

Surveillance and Acquisition Assets

4-28. Using its own or the higher headquarters' organic surveillance and acquisition assets (such as UAS, and observers), the squadron develops a plan to provide early warning on the most likely avenues of approach. Nonorganic, higher assets (such as JSTARS [Joint Surveillance Target Attack Radar System] or Guardrail) can provide earlier acquisition information to cue squadron assets. These higher-level assets can also aid the squadron when it is collapsing the screen, and therefore most vulnerable, or to assist in regaining contact with the threat if contact is lost. If the squadron is screening extended frontages, these assets can operate in

an economy of force role, conducting periodic surveillance on areas the threat is less likely, but still has the possibility, of using.

Planning Fires

4-29. Fire planning includes the integration of indirect and direct fires, attack aviation, and CAS. The higher commander's intent drives the screen, whether its purpose is to report only, to disrupt, or to destroy/delay specific elements of the threat's formations. Plan targets at chokepoints on likely approaches, in areas where the threat must slow down, or in conjunction with emplaced obstacles. Plan engagement areas to help focus fires in areas along likely threat avenues of approach where the fires have the greatest likelihood of achieving desired effects. It is critical that the higher headquarters clearly identify what supporting artillery is available for the screening force, the command or support relationship, the communications linkages (both voice and digital), artillery and mortar positioning plans, and fire support coordination measures such as a no-fire area covering friendly observation posts or positions.

Mobility/Countermobility/Survivability

4-30. Attach engineers for specific tasks, such as observation post survivability, improvement of roads and trails for lateral movement, and emplacement of situational obstacles. These obstacles are planned and possibly prepared, but are not executed until specific criteria are met. Units may or may not execute situational obstacles, depending on how the battle develops. Be prepared obstacles provide the commander with tactical flexibility. ATP 3-90.8 provides specific considerations for planning situational obstacles. Generally, mine-dispensing systems are the most frequently used since they can rapidly and precisely emplace a minefield with set self-destruct times. In screen operations, situational obstacles both to disrupt and delay the threat (in conjunction with fires) and to protect elements of the squadron.

Positioning of Mission Command Posts

4-31. In many instances, both the squadron tactical command post (TAC command post) and main command post must be operational to support mission command over extended distances and to maintain communications and digital linkages with higher headquarters and the squadron's subordinate elements. Initial and subsequent locations of the command posts integrate into the higher headquarters communications plan to ensure continuous digital connectivity.

SUSTAINMENT

4-32. Sustainment assets must be prepared for operations extended in both time and space. Squadron assets screening well forward or to the flanks of the BCT may require support from the closest battalion. Coordinate requirements early in the planning process to allow the supporting battalion time to conduct planning, coordinate with adjacent units, and position assets to provide sustainment to the reconnaissance units.

Control of Displacement to Subsequent Positions

4-33. Phase lines and checkpoints control this event-driven operation. The squadron plan defines the event criteria that trigger displacement to include reconnaissance handover between screening elements. (Refer to chapter 3 of this publication for more information.)

4-34. Depth is critical in a screen. It allows for reconnaissance handover of threat contact from one element to another without displacing. Depth is achieved by positioning observations posts, UAS, and attached units between the front line trace and rear boundary of the security force. Depth is used to achieve the following results:

- Prevent the threat from easily identifying and penetrating the screen.
- Prevent gaps from displaced or destroyed outpost.
- Facilitate the destruction of enemy reconnaissance elements without compromising critical observation posts.

Note. When the term screen line is used, it describes only the trace along which security provides, not the linear positioning of assets.

4-35. Displacement of the screen elements to subsequent positions is event-driven. The approach of an identified and specified threat element, detection by a threat force, relief by a friendly unit, or movement of the protected force may dictate displacement. Collapsing of the screen, executed by well-rehearsed drills performed at all levels, provides security, and maintains contact for the squadron as it displaces. The protected force commander usually does not place a time requirement on the duration of the screen unless the intent is to provide a higher level of security to the protected force or to provide a tentative period for subordinate unit planning.

Tasks

4-36. Screens have certain execution considerations that guide planning. Tasks for a screen include the following:

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

Note. To enhance the effectiveness and depth of the screen, the squadron's subordinate elements conduct reconnaissance handover or battle handover to pass contact from one element to another. In this way, the squadron uses the methods of reconnaissance management cueing, mixing, redundancy to maintain threat contact and protect the main effort in accordance with the commander's intent.

MOVING SCREEN PLANNING CONSIDERATIONS

4-37. The same screen planning considerations discussed earlier apply although emphasis may shift because the main body is moving. (Refer to FM 3-98 for more information.)The squadron may be required either to conduct moving flank screens or to screen the rear of the BCT as it attacks. Screening the rear of a moving force is essentially the same as a stationary screen. As the protected force moves, the squadron occupies a series of successive screens. Base movement on the requirement to maintain the time and distance factors desired by the main body commander. UAS or other sensors may incorporate into the screen during movement of ground troops or employed to extend the areas of coverage. Both ground and aerial reconnaissance assets may use four basic methods of movement. They are—

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

GUARD

4-38. *Guard* is a security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body (ADRP 3-90). Units conducting a guard mission cannot operate independently because they rely upon fires and functional and multifunctional support assets of the main body.

TASKS

4-39. Squadrons conducting a guard perform certain tasks and staffs consider whether subordinate units conducting a guard mission require augmentation to execute their mission. The tasks for a guard are as follows:

- Destroys the enemy advance guard, causing the enemy main body to prematurely deploy, within their capabilities.
- Guard forces maintain surveillance of avenues of approach into the AO.
- While displacing, the guard force impedes and harasses the enemy within their capability denying the enemy the ability to place effective direct fires on the protected force.
- The squadron causes the enemy main body to deploy, and then reports its direction of travel.
- Guard forces deny the enemy ground elements the ability to pass through the security area undetected and unreported.
- The guard force destroys or causes the withdrawal of all enemy reconnaissance patrols
- Maintains contact and reports enemy activity during all operations the guard force maintains contact with the protected force and other forces operating on its flanks.
- The guard force prevents direct fires upon the main body.
- Squadron commanders and staffs analyses requirements and notify the BCT commander of those tasks they will be unable to accomplish. The protected force commander then task organizes more augmentation or provides guidance on the prioritization of tasks.

4-40. A Cavalry squadron may perform guard missions with its organic maneuver assets relative to the size of the force to be protected (BCT) and the threat array. A guard force must contain sufficient combat power to defeat, cause withdrawal of, or fix threat combat forces before they can engage the protected force. A guard is appropriate when—

- Contact is expected.
- There is an exposed flank or a threat force to the rear.
- The protected force is conducting a retrograde operation.
- There is a requirement for greater protection than a screen can provide.

4-41. A guard force routinely engages enemy forces with all available means—including direct and indirect fires—to prevent the enemy from penetrating to a position where it could observe and engage the main body. The guard mission may entail decisive engagement of the enemy. The guard force deploys in a smaller area of operation or narrower frontage than a screen to permit flexibility and concentration in applying combat power. The guard force may act as a fixing force to enable maneuver of the main effort.

4-42. There are three types of guard operations: advance, flank, and rear guard. A guard mission may protect either a stationary or a moving force.

PLANNING CONSIDERATIONS

4-43. Base considerations for augmenting the squadron on anticipated threat. Different BCT squadrons have different firepower capabilities relative to the force to protect. Guard tasks also influence the decision to augment the squadron.

4-44. Air reconnaissance forces can assist by gaining contact with enemy forces and reporting to ground forces prior to enemy entry into the sector. Air assets can assist in maintaining the guard by rapidly maneuvering over large areas to weaker sections. They also can be a quick reaction force to destroy enemy ground forces and reinforcements through aviation call for fire. They are also ideal at conducting aviation call for fire that canalize the enemy based upon the ground reconnaissance commanders' fires plan.

ADVANCE GUARD

4-45. An advance guard for a stationary force deploys forward and defends or delays. (See figure 4-2, page 4-9.) Once the unit makes contact, the squadron units continues to defend or delay within its area of operations consistent with the commander's intent. An advance guard for a moving force is offensive in nature, finding

and defeating enemy units along the axis of advance. The advance guard provides for the uninterrupted movement of the protected force.

4-46. Usually, advance guard is a squadron mission. The squadron engages in offensive tasks as needed to accomplish the mission. If the squadron encounters enemy forces beyond its capability, the unit defends, continues close reconnaissance, and prepares to pass elements of the main body forward.

4-47. The squadron commander clarifies with the protected force commander, the interval between the advance guard and the main body. The squadron maintains the interval from the protected force and leads the main body within the intent of the commander. Through reconnaissance pull, the unit guides the main effort to take advantage of opportunities. The squadron commander considers the mission and areas of operation for subordinate troops, air ground operation, fires planning, mobility, survivability, and the positioning of troops described below.

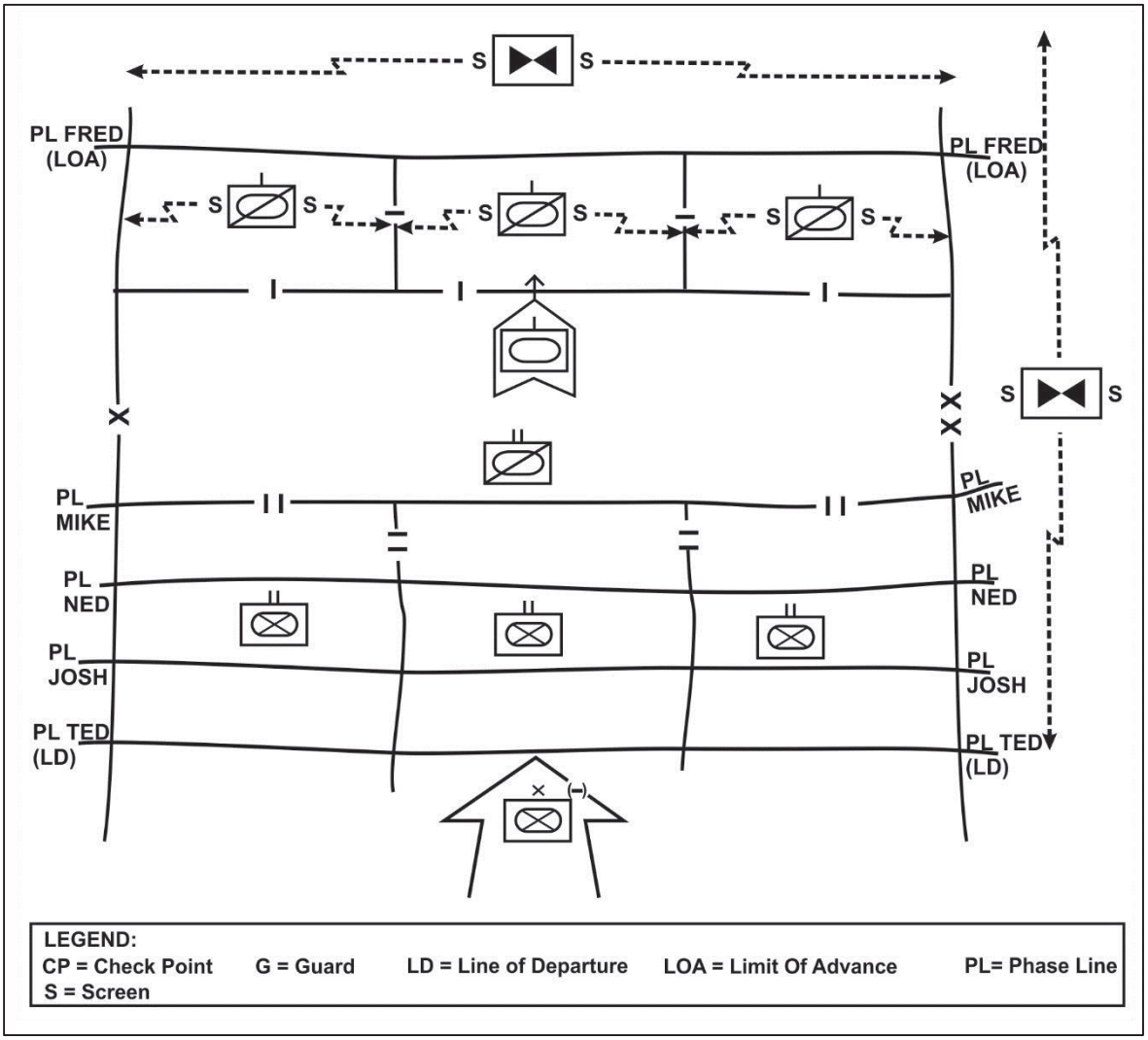

Figure 4-2. Armored brigade combat team advance guard

Missions for Subordinate Troops

4-48. Subordinate elements of the reconnaissance unit are normally assigned zone reconnaissance or reconnaissance in force missions. Existing knowledge of the terrain or enemy situation, speed of advance of

the main body, and nature of the main body objective may determine which mission the reconnaissance unit receives.

Areas of Operation for Subordinate Troops

4-49. Missions influence the size of areas of operation assigned to subordinate troops. A reconnaissance in force normally has a narrower area of operations than a zone reconnaissance to allow adequate concentration of combat power. Ground troops normally deploy abreast to cover the axis of advance or area of operation of the protected force.

Air Ground Operations

4-50. Air assets may perform reconnaissance forward of the ground troops or screen an exposed flank. Additionally, they reconnoiter terrain hard to reach with ground troops. Other considerations discussed for the screen apply. A squadron staff should plan to employ aerial recon assets during a guard mission to make first visual or electronic contact, and then employ the aerial reconnaissance asset's weapon systems into the integrated squadron plan. Specifically, AH-64s supporting ground recon assets in a guard mission can destroy or defeat high payoff targets due to the standoff range of weapon systems and optics. Aerial recon assets conduct a zone recon, recon in force, or screen mission in support of a ground recon force guard mission.

Fires Planning

4-51. Providing adequate indirect fires may require the protected force to position artillery well forward in the main body. Include joint fires, such as CAS and naval gunfire support, and Army aviation in all fires planning.

Mobility and Survivability

4-52. Typical engineer tasks in support of a guard mission resemble those of a defense in sector. Emplace tactical obstacles, dig survivability positions, and plan the emplacement of situational obstacles for all guard missions.

Positioning Mission Command, Support, and Sustainment Assets

4-53. Combat trains and elements of the forward support company should move with the squadron. Field trains remain with the brigade support battalion.

FLANK GUARD

4-54. A flank guard protects an exposed flank of the main body. In performing this mission, the reconnaissance unit operates beyond the assigned zone or sector of the protected force. The flank guard's responsibility begins at the trail element of the advance guard or the lead combat element in the main body and ends at the rear of the protected force or lead element of the rear guard. The protected force commander clarifies this responsibility as needed. A flank guard is similar to a flank screen except the planning includes defensive positions as well as scout observations posts. (Refer to FM 3-98 for more information.)

Stationary Flank Guard

4-55. A flank guard for a stationary force performs a zone reconnaissance when moving out to the initial security line positions, allowing the guard force to clear the designated area and become familiar with the terrain they may subsequently defend. Upon reaching the initial positions, the guarding force establishes a defense. (See figure 4-3.) The commander plans the defense or delay in depth from the initial positions. Subordinate commanders establish defensive positions in assigned battle positions or areas of operation, establish a screen forward of the positions, and plan defense in depth. Once the guarding force makes contact it continues to defend or delay as required.

4-56. As with advanced guard, attached company teams can be a reserve or assigned defensive positions. When the commander knows little about the enemy's situation, the guarding force requires a larger reserve than one where the enemy's actions are more predictable. Dismounted scout teams are best on close terrain or along dismounted avenues of approach. Place antitank weapons along high-speed avenues of approach.

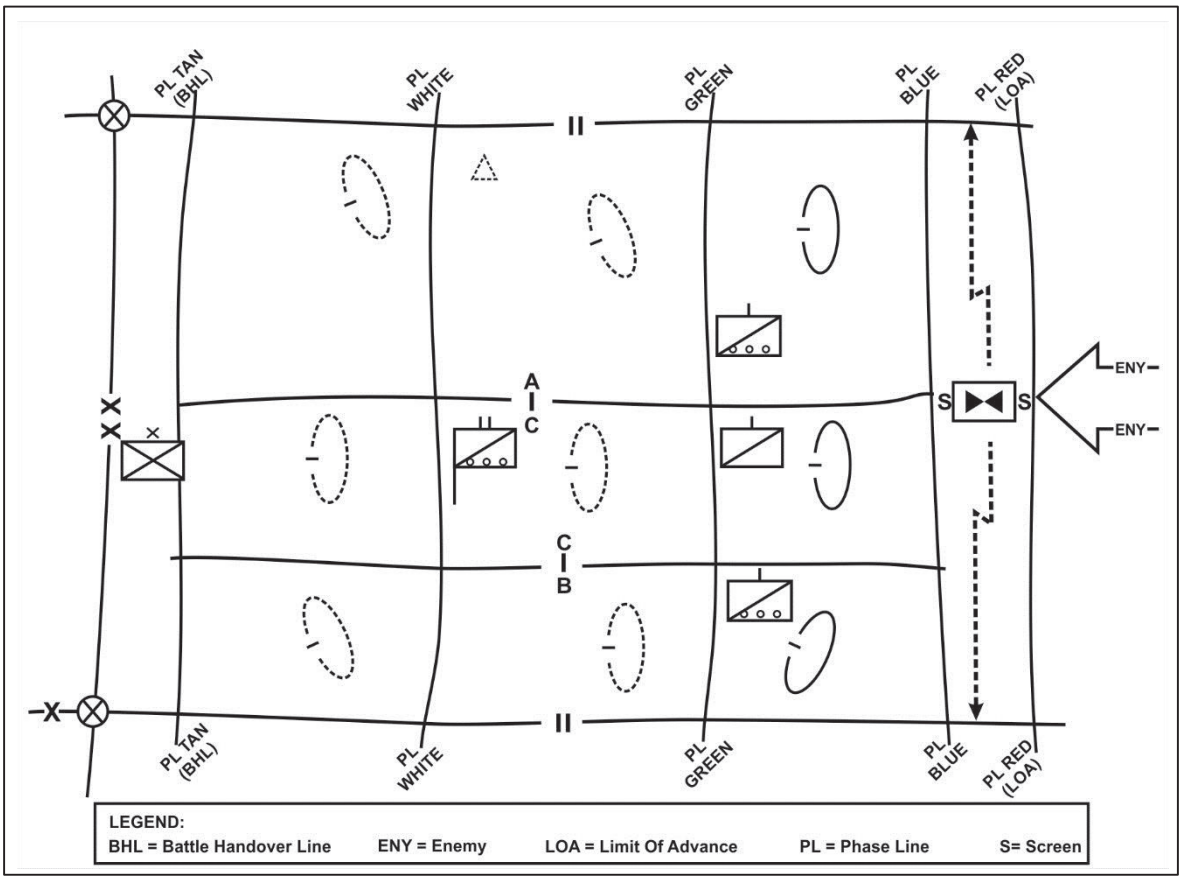

Figure 4-3. Infantry brigade combat team stationary flank guard

Moving Flank Guard

4-57. A moving flank guard has many of the same considerations as the moving flank screen. The lead element of the guarding force has a critical three-fold mission:

- Maintain contact with the main body.
- Reconnoiter the area between the main body and the guarding force route of advance.
- Reconnoiter the route.

4-58. The lead element accomplishes its tasks by performing a zone reconnaissance. The speed of the main body determines the thoroughness of the reconnaissance performed. Assistance is required if the area of operations is too wide for the lead element. Augmenting aviation assets may maintain contact with the main body. (Refer to FM 3-98 for more information.)

Control Measures

4-59. Since the flank guard is moving in one direction and orienting in another, the flank guard commander plans control measures that facilitate this dual orientation. The guarding force plans a series of troop battle positions. Scouts occupy observation posts along a screen line forward of the battle positions.

4-60. The commander designates these battle positions parallel to the axis of the main body. The flank guard commander also may place battle positions outside the flank guard's route of advance and along assembly areas into the flank guard. The lead element does not reconnoiter the battle positions or occupy them unless required on contact. The rest of the squadron occupies battle positions as needed. Follow-on troops reconnoiter these battle positions as they occupy them. Attached company teams prepare to occupy battle positions, or they may form a reserve.

4-61. An objective orients the force, or to secure the flank of the main body objective as well as phase lines that run parallel to the direction of the movement of the main body. The commander uses these phase lines to control the delay or defense, if the enemy attacks from the protected flank. The main body commander also may assign the flank guard an objective that secures the flank for the main body's objective or otherwise serves to orient its security efforts.

4-62. Two methods initiate the moving flank guard operation, based on how the main body crosses the line of departure. In the first method, the guarding force crosses the line of departure separately from the main body and deploys to perform the mission. (Refer to FM 3-98 for more information.) In the second method, the guarding force crosses the line of departure with the main body and then deploys out into its area of operation. The second method is appropriate when the main body makes its own penetration of the enemy defenses along the line of contact. The guarding force may follow the lead combat element of the BCT through the gap and deploy when the situation permits.

REAR GUARD

4-63. A rear guard protects the exposed rear of the main body. A rear guard may occur while conducting offensive tasks when the protected force breaks contact with flanking forces, or during a retrograde. The rear guard deploys and defends for both moving and stationary main bodies. The critical tasks listed for the stationary flank guard apply. The rear guard for a moving force displaces to successive battle positions along phase lines in depth as the main body moves. The nature of enemy contact determines the method of displacement.

4-64. The commander can establish the rear guard during retrograde operations in two ways. They are as follows:

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

COVER

4-65. *Cover* is a security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body (ADRP 3-90).

4-66. A covering force accomplishes all the tasks of screening and guard forces. In addition, a covering force operates apart from the main body to develop the situation early; it conducts operations to deceive, disorganize, and destroy enemy forces. Unlike screening or guard forces, a covering force is tactically self-contained and capable of operating independently of the main body. The squadron may participate in a cover mission as part of a larger force. (Refer to FM 3-98 for more information.)

4-67. The reconnaissance unit's higher headquarters may order them to participate in a cover mission as part of a larger force. The covering force is generally a reinforced BCT-sized element. The BCT's Cavalry squadron may participate as part of the covering force performing reconnaissance or security missions. An augmented ABCT has the personnel and equipment to conduct covering force operations. It normally forms the central element of the corps or division commander's covering force.

4-68. Before assigning a cover mission, the main body commander must ensure that there is sufficient combat power to resource a covering force and the decisive operation. When commanders lacks the resources to support both, they must assign the security force a less resource-intensive security mission, either a screen or a guard.

4-69. Cavalry squadrons usually perform zone reconnaissance or reconnaissance in force missions. Existing knowledge of the terrain or enemy situation, speed of advance of the main body, and nature of the main body objective may determine which mission the reconnaissance unit receives.

PLANNING CONSIDERATIONS

4-70. The covering force moves in zone reconnaissance or reconnaissance in force to the forward phase line in the security area. The covering force may be required to fight through enemy resistance to establish control

over the security area. If the unit encounters heavy enemy resistance, the main body commander orders the covering force to occupy a new defensive line and conducts the cover.

4-71. Battle handover and passage of lines is inherent in the conduct of defensive cover. Battle handover and passage of lines may not occur simultaneously for all covering force units. As some units begin passage, others may still be taking advantage of offensive opportunities in other parts of the security area. The covering force commander prepares to continue fighting in those portions of the security area where forces are successful, in order to set up offensive opportunities for the main body.

4-72. Air assets are valuable assets in assisting disengagement of ground units during the conduct of battle handover and passage of lines with the main body.

AREA SECURITY

4-73. *Area security* is a security task conducted to protect friendly forces, installations, routes, and actions within a specific area (ADRP 3-90). Area security includes reconnaissance of the area specified for protection, including personnel, airfields, unit convoys, facilities, main supply routes, lines of communications (LOC), terrain features, towns, equipment, and critical points. It may entail occupying and establishing a 360-degree perimeter around the area to secure or taking actions to destroy threat forces already present. Area security tasks may require the execution of a wide variety of supporting operations and tasks; augmentation may be necessary.

4-74. The Cavalry squadron tasks subordinate units to conduct the following in support of squadron area security tasks:

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

4-75. When conducting an area security mission, the squadron prevents threat ground reconnaissance elements from directly observing friendly activities within the area being secured. It prevents (within capabilities) threat ground maneuver forces from penetrating the defensive perimeters established by the commander. The commander can have subordinate troops employ a variety of techniques (such as observation posts, battle positions, ambushes, and combat outposts) to accomplish this security mission. A reserve or quick reaction force enables reaction to unforeseen contingencies. Using the intelligence acquisition capability available to the squadron and the BCT, the squadron can execute ambushes and preemptive strikes proactively and with greater precision.

4-76. Again, METT-TC determines required augmentation for the squadron. Of particular importance is the need for such assets as aviation, maneuver forces, engineers, HUMINT assets, and military police. Early warning of threat activity is paramount in area security missions and provides the commander with time and space to react to threats. Failure to conduct continuous reconnaissance may create a vulnerable seam within which the enemy can execute an infiltration or attack.

PLANNING CONSIDERATIONS

4-77. A squadron establishes a perimeter when it must secure an area where it cannot tie into the defense of an adjacent unit. Perimeters vary in shape and distribution of assets based on the results of IPB and METT-TC. A most probable direction of attack may require the massing of combat power in that portion of the perimeter to defeat an attack and/or infiltration. If the perimeter is inward-focused, as in stability operations or counterinsurgency, the massing of combat power would prevent exfiltration or a breakout from the secured area.

4-78. The squadron establishing the perimeter typically divides it into troop sectors with boundaries and contact points. The troop employs integrated observation posts, ground-based sensors, UAS, HUMINT assets, and mounted and dismounted patrols. Emplace organic and attached antiarmor weapon systems oriented on high-speed avenues of approach. UAS and ground-based sensors provide overlapping reconnaissance and surveillance capabilities at extended distances from the perimeter.

4-79. Area security is a frequent mission during stability operations, circumstances may not permit establishment of clearly defined perimeters. When a perimeter is not feasible, the Cavalry squadron secures the area by establishing a presence and conducting reconnaissance operations throughout the area. Subordinate units may establish perimeters around base camps, critical infrastructure, and high-value assets, while other units conduct operations to establish presence, provide security, and assist stability or relief operations. The squadron may position reaction forces or disperse its reserve among several secured perimeters. Other missions or tasks in support of area security may include the following:

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

ROUTE SECURITY

4-80. Cavalry units conduct route security missions to prevent enemy forces from affecting freedom of maneuver along a protected route. A route security force operates on and to the flanks of a designated route. Route security tasks are defensive in nature, and unlike guard operations, are terrain-oriented. A route security force prevents an enemy force from impeding, harassing, containing, seizing, or destroying traffic along the route. (Refer to FM 3-98 for more information.)

OUT-POSTING

4-81. Out-posting is a technique used for employing a series of observation posts oriented to observe a particular route. Out-posting is for reconnaissance operations covering lateral and boundary routes, or used during route security to observe a reconnoitered route. Out-posting provides continual route observation and minimizes possible observation gaps generated from the frequency (or infrequency) of IED-detection vehicles patrolling the routes. Out-posting provides a means to counter improvised explosive device (IED) threats through increased observation of the route, and key terrain dominating the route.

4-82. Route out-posting differs from a conventional screen mission in that the outposts orient on the route rather than on the friendly main body. Out-posting elements follow the unit executing the route reconnaissance and have a limited ability to destroy small enemy forces.

CONVOY SECURITY

4-83. Convoy security is a subset of area security. Convoy security missions are offensive in nature and orient on the protected force. Convoy security is typically a security mission assigned to Cavalry troops, maneuver companies, and maneuver platoons. Commanders order convoy security missions when insufficient friendly forces are available to secure LOCs in an area of operations. The commander may order them conducted in conjunction with route security tasks. A convoy security force operates to the front, flanks, and rear of a convoy element moving along a designated route, or integrated into the body of the convoy. (Refer to FM 3-98 for more information.)

LOCAL SECURITY

4-84. Local security is a form of area security and includes any local measure taken by units against enemy actions. It involves avoiding detection by the enemy or deceiving the enemy about friendly positions and intentions. It also includes finding any enemy forces in the immediate vicinity and knowing as much about their positions and intentions as possible. Local security prevents a unit from being surprised and is an important part of maintaining the initiative. The requirement for maintaining local security is an inherent part of all operations. Units use both active and passive measures to provide local security.

ACTIVE LOCAL SECURITY MEASURES

4-85. Active measures include observation posts, patrols, and UAS. Establishing specific levels of alert within the unit the commander adjusts those levels based on the factors of METT-TC. Establishing stand-to times, the unit standard operating procedure (SOP) details the unit's activities during the conduct of stand to.

PASSIVE LOCAL SECURITY MEASURES

4-86. Passive local security measures include using camouflage, movement control, noise and light discipline, and proper communications procedures. It also includes employing available ground sensors, night vision devices, and daylight sights to maintain surveillance over the area immediately around the unit.

COUNTERRECONNAISSANCE

4-87. Counterreconnaissance is a tactical mission task that encompasses all measures taken by a commander to counter enemy reconnaissance efforts. Counterreconnaissance is not a distinct mission, but a component of all forms of security tasks. It denies the enemy commander the ability to conduct reconnaissance and develop SU. Successfully countering enemy reconnaissance is the first and possibly most important step in ensuring the main body can successfully execute its mission.

4-88. The counterreconnaissance plan should address how to acquire and defeat enemy reconnaissance elements. The intelligence section provides key input into the planning process. It identifies avenues of approach's into the unit sector, what type of enemy reconnaissance elements the unit expects in the sector, and when they are most likely to move into the sector. The squadron commander or S-3 uses this information to formulate the counterreconnaissance plan and to task units to execute it. Often the counterreconnaissance plan calls on the troops to conduct a screen mission to acquire and identify enemy reconnaissance forces. If required, the squadron can receive augmentation to acquire, identify, and defeat enemy reconnaissance.

4-89. The squadron firmly controls the counterreconnaissance fight, monitors and coordinates early, and ensures thorough rehearsals. The result of an effective counterreconnaissance fight blunts the enemy reconnaissance effort, forcing the enemy to attack without information about the friendly force disposition.

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Chapter 5

Reconnaissance and Security in Decisive Action Tasks

The squadron's fundamental role is to conduct reconnaissance and security during the BCT's execution of decisive action tasks. When conducting offensive, defensive, or stability tasks as a part of the BCT, the squadron shapes the situation for the decisive operation by acquiring accurate information about the disposition of enemy forces. The squadron inhibits the enemy from acquiring accurate information about friendly forces and assists in transitions.

Cavalry units can perform offensive and defensive and stability tasks as an economy of force for the BCT. When the squadron conducts offensive and defensive missions, the BCT made a deliberate decision to employ the cavalry squadron outside its intended role. Consequently, the squadron may need augmentation or conduct internal task organization to meet the BCT objectives. Additionally, when assigned offensive and defensive missions, the squadron loses its ability to enhance BCT mission command through Cavalry operations.

SECTION I – RECONNAISSANCE AND SECURITY IN THE OFFENSE

5-1. The techniques described in this chapter are complimentary to the reconnaissance and security chapter discussions. For readers' ease, comprehension, and concision, the techniques are in a separate chapter. A vignette illustrates each task and shows appropriate Cavalry troop techniques for each task execution in a decisive action context. The techniques show how to apply doctrinal concepts to actual situations and missions. The solutions to each tactical problem are not prescriptive. Commanders must always determine the most effective employment for their unit in a given situation. However, these vignettes provide basic planning considerations that squadron commanders should address when preparing task execution. The selected examples below do not cover every form of reconnaissance and security.

5-2. The commander briefs his subordinates using the five-paragraph field order as seen in the first vignette. For simplicity and brevity, the vignettes presented discuss in detail only select planning considerations, guidance, graphics, and warfighting functions that apply to each solution. Actual mission analysis and planning require more detail than what is in the examples below.

SECURITY TASKS IN SUPPORT OF THE OFFENSE

5-3. A squadron conducts security operations during BCT offensive operations to provide reaction time and maneuver space allowing the BCT commander to develop audacity, the ability to concentrate combat power, achieve surprise, and maintain the tempo of the operation. When a squadron provides security in the offense, it is generally by conducting an advance guard, flank guard, or moving screen.

MOVING SCREEN

5-4. A moving screen operates to the flank or rear of BCT offensive operations. A squadron conducts a moving screen during offensive operations with Cavalry troops and scout platoons working in coordination to establish a series of observation posts that provide early warning to the main body of potential enemy threats and defeat enemy reconnaissance efforts.

5-5. The squadron conducts a moving screen during security tasks across an expansive flank frontage that requires multiple observation posts that are active simultaneously. The emphasis during this operation is early warning for the main body. The commander assumes risk by trading early warning to the main body for defensive measures.

5-6. When the brigade is unable to augment the squadron with additional combat power, the squadron may conduct a moving screen instead of a flank guard. For example, if enemy forces have significant armor capabilities, and the squadron cannot defeat armor, they would conduct a moving screen because they do not have the ability to destroy enemy forces that could disrupt the main body.

5-7. The squadron may conduct a moving screen instead of a flank guard when the terrain prevents the squadron from establishing battle positions along the flank or rear of the main body. The illustration below shows the southern boundary of the BCT is interspersed with highly restrictive terrain. The restrictive terrain inhibits the squadron's ability to establish battle positions and maintain pace with the main body. These conditions force the squadron to conduct a moving screen to provide early warning for the main body on the valley floor.

SQUADRON MISSION

5-8. The squadron mission for this vignette is in a five-paragraph operations order. References to annexes and appendixes are notional. The vignettes after moving screen do not adhere to the standard five-paragraph format. They include only essential information for the vignette.

Situation

5-9. The situation paragraph for this vignette is in the following subparagraphs.

- **Terrain**, see Annex B, Intelligence.
- **Weather**, see Annex B, Intelligence.
- **Enemy forces.** Intelligence reports indicate that enemy forces control the town of RUFU and are using it as a local command and control center. (See figure 5-1, page 5-6.) The enemy is composed of irregular forces operating in six- to eight man teams. The enemy protects the command and control center using small arms, mortars, and antitank guided munitions in defensive positions. The town of RUFU has friendly ties with the towns of LQUI and KWILL. LQUI and KWILL have up to 30 enemy fighters that may reinforce RUFU. Teams of 3-5 men will attempt to use mountain passes to reinforce defensive positions in RUFU.
- **Friendly forces,** see Annex C, Operations.
- **Interagency, intergovernmental, and nongovernmental organizations**, see Annex V, Interagency Coordination.
- **Civil considerations,** see Annex K, Civil Affairs Operations.
- **Attachments and detachments**, see Annex A, Task Organization.

5-10. For these vignettes, coordinating instructions, below, list task organization as squadron available resources.

Mission

5-11. The squadron mission statement is as follows. The IBCT squadron conducts a screen of Phase Line (PL) COLTS from 030400DEC20XX to 070400DEC20XX to protect the BCT's attack into Objective (OBJ) LEON.

Execution

5-12. Commander's intent is as follows:

- *Purpose*. The purpose of this operation is to conduct a moving screen along PL COLTS to provide the BCT maneuver space and reaction time. Doing so will prevent enemy reinforcements from affecting rifle BN's during their attack into OBJ LEON (RUFU).
- Key tasks are—
  - Identification of enemy reinforcements.
  - Rapid interdiction by indirect fires/ and CAS.
  - Maintaining redundant mission command capability.
  - Synchronization with the rifle BN's movement (triggers).

5-13. *End state*. Reinforcements prevented from observing the rifle BN's (enemy); approaches to OBJ LEON retained (terrain); collateral damage minimized (civil); squadron consolidated, reorganized, and preparing for future operations (friendly).

5-14. Commander's Reconnaissance and Security Guidance. Commanders issue reconnaissance and security guidance to complement the commander's intent. For this vignette, commander's reconnaissance and security guidance is in coordinating instructions. (Refer to FM 3-98.)

5-15. **Concept of operations.** (See figure 5-1, page 5-6). The concept of operation has five phases: Phase I, Prepare for Operations; Phase II, Occupation of AO Joey; Phase III, Occupation of AO Ben; Phase IV, Occupation of AO Jessie; Phase V, Consolidation and Reorganization.

- *Phase I, Prepare for Operations*. This phase begins upon receipt of this OPORD and ends with the insertion of C Troop at Landing Zone (LZ) STRAWBERRY. Sustaining Operation 1: B and C Troops assist FSC in preparing speedballs for emergency resupply. Critical to this phase are pre-combat inspections, execution of the air mission brief, and rehearsals. Conditions to transition to the next phase require that air mission briefs are complete, resupply packages are built, Medical evacuation conditions are green, A Troop is postured to provide convoy security to protect the ground assault convoy, and troop rehearsals and squadron confirmation briefs are complete.
- *Phase II, Occupation of AO Joey*. Phase II begins with the insertion of C Troop at LZ STRAWBERRY and ends with the insertion of B Troop into LZs PLUM and GRAPE. Critical to this phase is the rapid establishment of a dismounted screen of PL COLTS in AO Joey. Shaping Operation 1: C Troop establishes OPs within AO Joey focused on PL COLTS. Conditions to transition to the next phase require that C Troop establish OPs, B Troop postures in pickup zone (PZ), and the squadron tactical command post (TAC) positions to control the operation.
- *Phase III, Occupation of AO Ben*. This phase begins with the insertion of B Troop into LZs PLUM and GRAPE and ends with the insertion of C Troop into LZs PEACH and APPLE. Critical to this phase is the rapid establishment of a dismounted screen of PL COLTS in AO Ben. Shaping Operation 2: B Troop establishes OPs within AO Ben oriented on PL COLTS. Conditions for transitioning to the next phase require that C Troop displaces from their OPs, IBCT rifle battalions reach PL BROWNS (trigger for C Troop movement), and FSC postures to conduct planned resupply.
- *Phase IV, Occupation of AO Jessie*. This phase begins with the insertion of C Troop into LZs PEACH and APPLE and ends with the displacement of B and C Troops, when IBCT rifle battalions secures OBJ LEON. Critical to this phase is the rapid establishment of a dismounted screen of PL COLTS in AO Jessie. Decisive operation: C Troop establishes OPs within AO Jessie focused on PL COLTS. Conditions to transition to the next phase require IBCT rifle battalion to secure OBJ LEON and to complete aerial resupply of B and C Troops.
- *Phase V, Consolidation and Reorganization*. Phase III begins with the displacement of B and C Troops from their respective zones and ends when the squadron closes on the TAA and prepared for future operations. Critical to this phase is synchronizing the withdrawal from Zones Ben and Jessie and the air movement to the squadron TAA. On order, B and C Troops will displace from their OPs in Zones Ben and Jessie and conduct air movement to the squadron TAA once OBJ LEON is secure.

5-16. **Scheme of movement and maneuver**. The squadron conducts the scheme of movement and maneuver in five phases. Phase I, Prepare for Operations; Phase II, Occupation of AO Joey; Phase III, Occupation of AO Ben; Phase IV, Occupation of AO Jessie; and Phase V, Consolidation and Reorganization.

- *Phase I, Prepare for Operations*. A Troop's (ground assault convoy security) planning priorities are: Downed aircraft recovery, reinforce IBCT rifle battalion in vicinity of OBJ LEON, reinforce the IBCT squadron screening PL COLTS, secure emergency resupply convoy, and assume REDCON 2 NLT (not later than) XXXX.
  - B Troop supporting effort 2(SE2) conducts mission planning, rehearsals, and an air mission brief to prepare for security operations. B Troop also assists the FSC in constructing four speedballs (CL I, V, VIII) for resupply operations during Phase IV.
  - C Troop (SE1) conducts mission planning, rehearsals, and air mission brief to prepare for security operations. C Troop assists FSC in constructing four speedballs (CL I, V, VIII) for resupply operations during Phase IV and assumes PZ posture at squadron LZ NLT XXXX.
  - FSC Main effort (ME) constructs eight speedballs (CL I, V, VIII) for resupply operations during Phase IV.
  - HHT Supporting effort (SE3) secures the squadron main CP and maintains RETRANS Team 1 at REDCON 2 to support mission command across the squadron's area of operations.
- *Phase II, Occupation of AO Joey*. A Troop (convoy security). No change to planning priorities.
  - B Troop (SE1) assumes PZ posture at squadron LZ NLT XXXX to enable rapid infiltration of AO Ben.
  - C Troop Main effort (ME) conducts air assault to LZ STRAWBERRY (refer to FM 3-99) and establishes a screen of PL COLTS in AO Joey. C Troop establishes PLT OPs focused on NAIs 7 and 8 to provide early warning and reaction time to IBCT rifle battalion during their movement to OBJ LEON. The squadron TAC will move with C Troop throughout the operation.
  - FSC (SE2) is prepared to conduct emergency resupply as required.
  - HHT (SE3), no change.
- *Phase III, Occupation of AO Ben*.
  - A Troop (convoy security), no change to planning priorities.
  - B Troop (ME) conducts air assault to LZs PLUM and GRAPE and establishes a screen of PL COLTS in AO Ben. B Troop establishes PLT OPs focused on NAIs 4 and 5 to provide early warning and reaction time to IBCT rifle battalion during their movement to OBJ LEON.
  - C Troop (SE1) maintains their OPs in AO Joey to provide early warning and reaction time to the rifle BN's. C Troop moves to PZ BANANA and assumes PZ posture once the IBCT rifle battalion reaches PL BROWNS (trigger for movement).
  - FSC (SE2), no change.
  - HHT (SE3), no change.
- *Phase IV, Occupation of AO Jessie*.
  - A Troop, (convoy security), no change to planning priorities.
  - B Troop (SE1) maintains their OPs in AO Ben to provide early warning and reaction time to the rifle BN's. B Troop assumes PZ posture for exfiltration at LZs PLUM and GRAPE once the rifle BN's secure OBJ LEON. BPT receive aerial resupply at LZs PLUM and GRAPE if required.
  - C Troop (ME) conducts air assault air from PZ BANANA to LZs PEACH and APPLE and establishes a screen of PL COLTS in AO Jessie. C Troop establishes PLT OPs oriented on NAIs 1 and 2 to provide early warning and reaction time to IBCT rifle battalion while securing OBJ LEON. On order, receive aerial resupply at LZs PEACH and APPLE. C Troop assumes PZ posture for exfiltration at LZs PEACH and APPLE once the rifle BN's secures OBJ LEON.
  - FSC (SE2) conducts aerial resupply to C Troop at LZs PEACH and APPLE to enable long duration security operations. Be prepared to conduct aerial resupply of B Troop at LZs PLUM and GRAPE if required.
  - Headquarters and headquarters troop (HHT) (SE3), no change.

- *Phase V, Consolidation and Reorganization*. A Troop (convoy security), no change to planning priorities.
  - B Troop (SE1) conducts air movement from PZs PLUM and GRAPE to the squadron LZ to begin consolidation and reorganization activities. B Troop is second in the order of movement for exfiltration.
  - C Troop (ME) conducts air movement from PZs PEACH and APPLE to the squadron LZ to begin consolidation and reorganization activities. C Troop is first in the order of movement for exfiltration.
  - support to maintain the squadron's combat power.
  - HHT (SE2) provides helicopter landing zone control of the squadron's LZ to enable exfiltration operations.
  - Tasks to subordinate units. See Annex C, Operations.

5-17. **Coordinating instructions.** Normally, the commander includes reconnaissance and security guidance with commander's intent. For this vignette, it is included under coordinating instructions along with PIR and available squadron resources. The remaining vignettes, only list relevant aspects of the five-paragraph field order, commander's reconnaissance and security guidance, PIR, and available squadron resources.

- Commander's security guidance includes the following:
  - Focus. Your focus is to ensure the freedom of maneuver for the main body. Identify any enemy attempting to mass and engage our main body with direct fires and indirect fires.
  - Tempo of security. The duration of this operation is long duration. Plan for 96 hours. Platoons will conduct a combination of both long- and short-duration observation posts. The main body's movement rate drives the tempo of security.
  - Engagement/disengagement criteria. Destroy enemy armed with mortar or heavy machine guns with attack aviation or indirect fires. Troops should disengage only to maneuver to a position of advantage over the enemy.
  - Displacement criteria. Troops will displace on order. Main body movement rates will drive displacement.

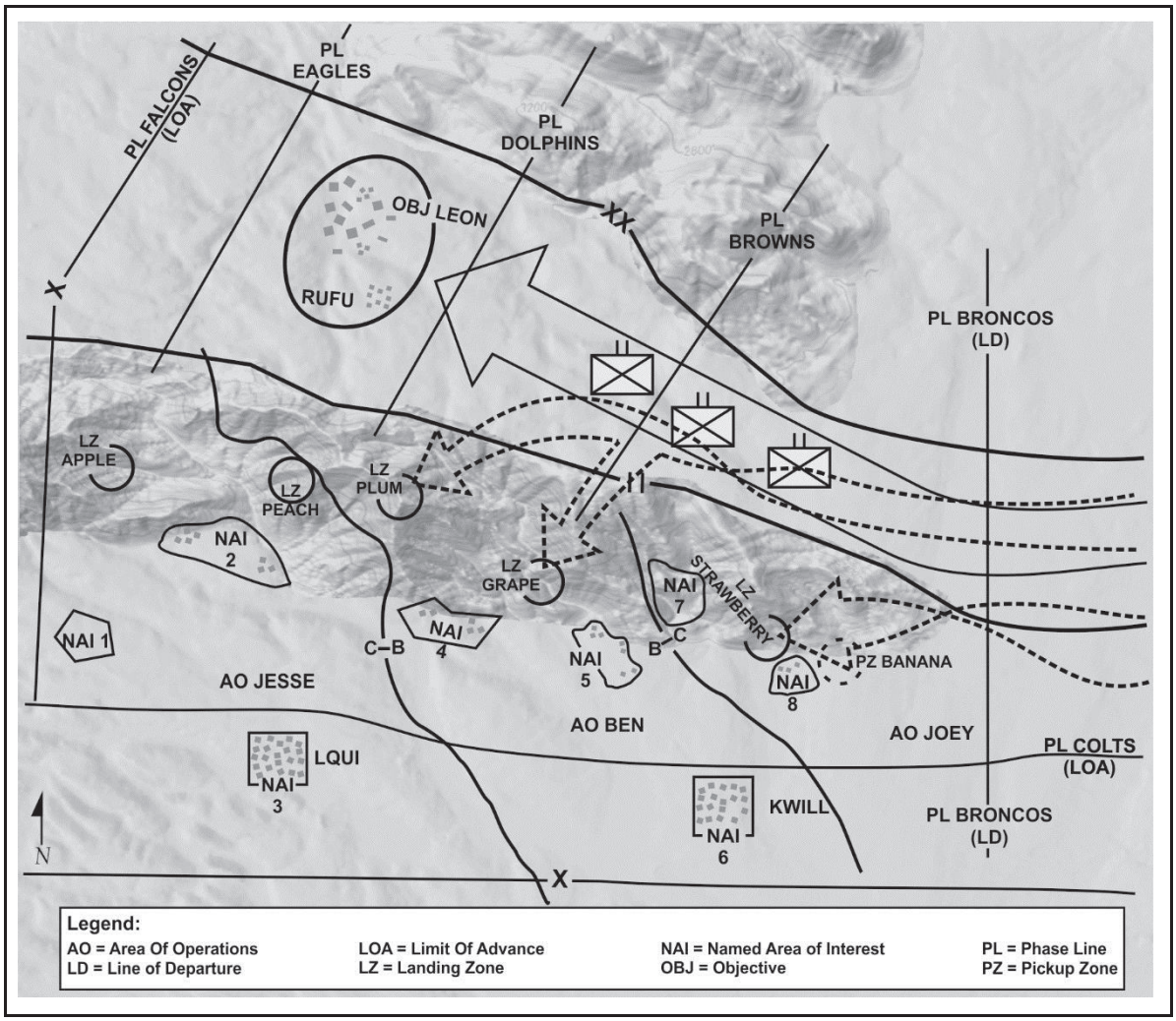

Figure 5-1. Infantry brigade combat team squadron moving screen, offense

WARFIGHTING FUNCTIONS

5-18. One technique commanders and staff can use to verify their planning is the warfighting functions. Warfighting function planning is inherit throughout staff planning. However, this may be a final check on preparations. These examples are not prescriptive formula. They are specific to each scenario and are not definitive answers.

MISSION COMMAND

5-19. Mission command is one of the warfighting functions. It assists the commander and staff integrate the other warfighting functions. Some important aspects of planning include facilities, systems and graphics. Each of these has more detail below.

Facilities

5-20. Establish troop command posts in a manner that is mobile, yet maintains the ability to battle track and provide guidance to subordinates. Commanders do not need to remain in the command post. They must maintain mobility so they have the ability to make decision and provide positive leadership. Commanders positions troop command posts to allow the command teams to synchronize their elements, maintain situational awareness of their area of operation, and report to squadron.

Systems

5-21. Commanders must consider the effects of intervisability lines and equipment capabilities upon communication when on the move. Ensure retransmission sites do not compromise observation posts. Retransmission antennas only need to be elevated to a minimum height necessary to provide line of sight communication in addition, the commander must consider redundancy in retransmission sites when on the move. Units must maintain communication capability while bounding retransmission sites. During a moving screen, plan to use lower tactical infrastructure and establish command posts in a location where they can communicate with subordinate, adjacent, and higher headquarters elements, and are able to coordinate resupply and CASEVAC or other emergency requests.

Graphics

5-22. To create shared understanding, troops must provide the graphics for a moving screen to the protected force. In addition, the troop must receive a copy of the graphic control measures from the force to protect in order to provide a common operating picture for the operation. Due to the highly mobile nature of this operation, graphic control measures should be event-based and changes disseminated to subordinates and adjacent higher echelons.

MOVEMENT AND MANEUVER

5-23. Movement and maneuver includes all troop movement. Movement and maneuver includes land, air, mounted and dismounted maneuvers.

Aerial/Aviation

5-24. The squadron and troops must utilize the five phases of the air assault to synchronize efforts with aviation elements. Early planning and coordination is necessary when the operation has aerial reconnaissance support. At minimum, aviators must be present for the operations order and integrated into a combined arms rehearsal.

Dismounted

5-25. In order to orient on the force, the screening force must operate far enough forward to provide reaction time and maneuver space. The main body will dictate the tempo of this operation. The troop must be prepared to displace or conduct long-duration observation posts based off the tempo of the main body.

FIRES

5-26. Plan mortar firing points to ensure the screening force does not move beyond the range of organic indirect fire support. Planned mortar firing points and pre-planned targets allow for quick organic indirect fire support and supporting BCT field artillery fires. No-fire areas and coordinated fire lines require updates frequently from platoon through to BCT level to maintain enemy contact without risking injury to friendly troops. Airspace needs to be de-conflicted between troop mortars, field artillery fires and available air assets to ensure timely fires and continuous reconnaissance.

INTELLIGENCE

5-27. The S-2 and S-3 work together to ensure the information collection plan is event-based and layered with sensors observing forward of the troop to ensure continuous reconnaissance. They consider the decision related information requirements, then how to best resource the information collection effort, the data/reporting requirements, and what PED capabilities are required to support the effort. When nonorganic sensors are not available, the Cavalry troop uses organic sensors (Raven) to cover the gaps in the information collection plan.

PROTECTION

5-28. Based on mission variables the commander will designate minimum requirements for the observation posts. These minimum requirements include weapon systems, optics (mixture of thermal and night vision), personnel strength, and proximity to civilians. The tempo of the main body creates uncertainty; obstacles emplaced should be flexible enough to move multiple times without significant effort. Commanders will ensure platoons maintain the ability to shape avenues of approach for the enemy without the obstacles

compromising speed of the moving screen and thus security of the main body. Troop commanders should consider the use of spider mines and seismic sensors for longer duration observation posts.

SUSTAINMENT

5-29. Troops should consider tailgate resupply methods in order to perform continuous reconnaissance. For this scenario, the resupply method includes using rotary wing assets to deliver the speedballs. Speedball is a technique with preconfigured loads to resupply platoons. Helicopters fly as close to the drop point as possible to reduce speed, drop supplies, and leave quickly. During a moving screen, move priority and routine casualties during displacement operations. Evacuate urgent casualties from the observation posts to higher levels of care without compromising the information collection to ensure continuous reconnaissance.

ENGAGEMENT

5-30. Troop commanders should work within the prescribed rules of engagement to balance security with civil considerations. Troop commanders should develop standard operating procedures outlining temporary detainment, talking points, and lethal engagement criteria in order to minimize the effects of compromise by the local population.

RECONNAISSANCE TASKS IN SUPPORT OF THE OFFENSE

5-31. A squadron conducts reconnaissance operations during BCT offensive operations to allow commanders to understand the situation, visualize the battle, and make decisions. When a squadron conducts reconnaissance operations, it can conduct zone reconnaissance, area reconnaissance, route reconnaissance and a reconnaissance in force.

RECONNAISSANCE IN FORCE

5-32. A reconnaissance in force in support of BCT offensive operations is a deliberate operation to collect information on enemy forces and obtain other information. (See figure 5-2, page 5-9.) The squadron fights for information to determine enemy weaknesses to exploit. The squadron is seeking to gain direct contact with enemy forces. A squadron may conduct a reconnaissance in force prior to the BCT offensive operation because there are information requirements that are unavailable by any other means. After a reconnaissance in force, the squadron can perform the role of the advance guard in the subsequent offensive operation if they have navigated the terrain and have firsthand knowledge of the enemy situation.

5-33. The below example demonstrates a recon in force to collect information about a cave complex utilized by enemy forces. The BCT cannot collect information by any other means and smaller reconnaissance units are subject to ambush.

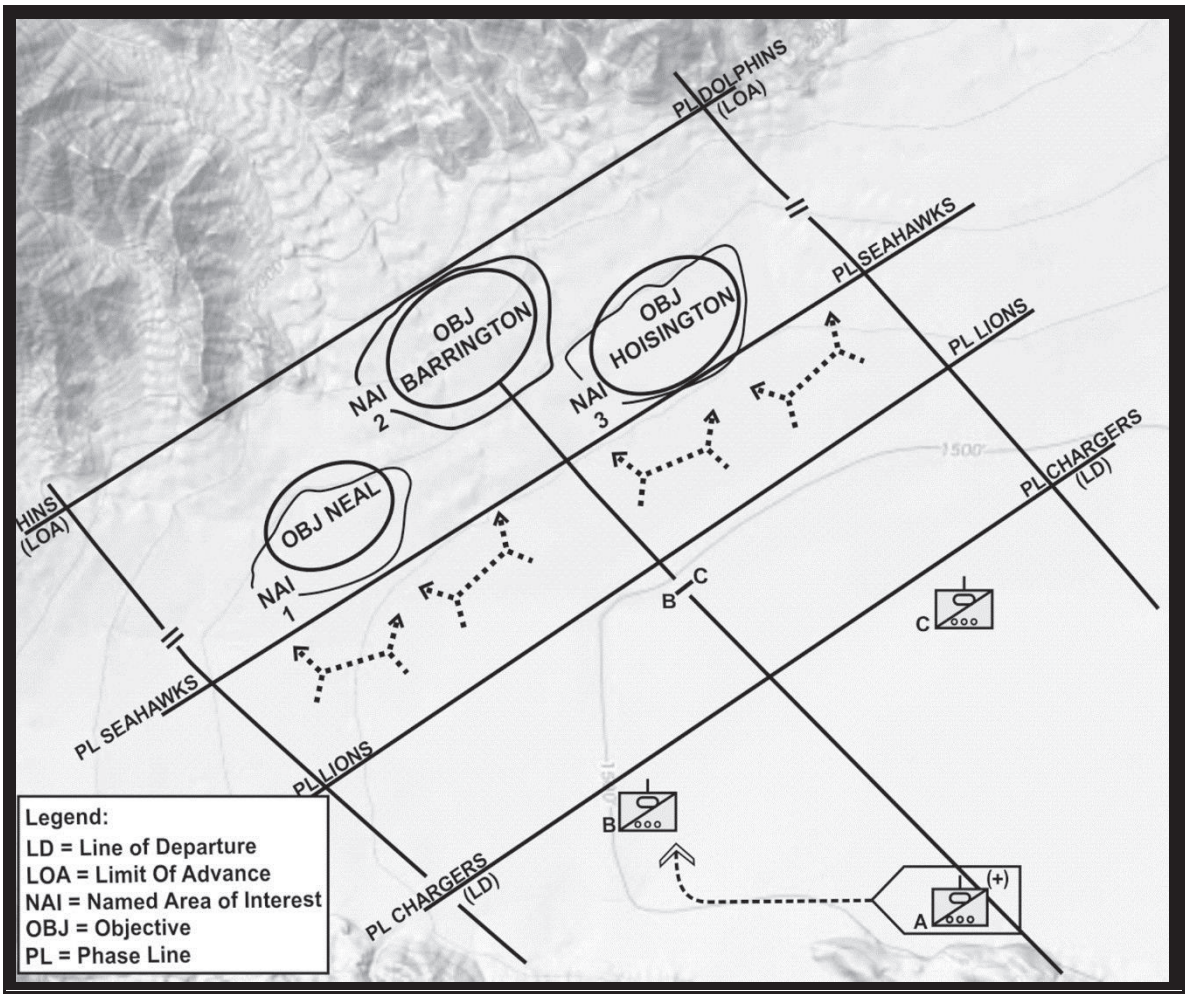

Figure 5-2. Stryker brigade combat team reconnaissance in force, offense

SQUADRON MISSION

5-34. Situation: Intelligence reports that the enemy is utilizing cave complexes to stage attacks throughout the BCT area of operation. The BCT was unsuccessful in obtaining information about the cave complex through sensors and needs the squadron to conduct a recon in force to obtain details on the cave complex defense for a possible follow on clearance operation. Intelligence estimates assume 75 to 300 fighters guarding the complex with man-portable air defense systems (MANPADs), recoilless rifles, small arms, and mortars. Mission: SBCT squadron conducts a reconnaissance in force to attack by fire in the vicinity of OBJ Neal, Barrington, and Hoisington NLT 030400DEC20XX in order to cause the enemy force to deploy into their defensive positions. Execution: Squadron will conduct a reconnaissance in force NLT 030400DEC120XX. Order of march will be B Troop, C Troop, and A Troop. B Troop will set SBF oriented on OBJ Neal. C Troop will set SBF oriented on OBJ Hoisington. A Troop, with attached Mobile Gun System (MGS) platoon, will follow and assume either troop's mission. After establishing direct fire contact, B and C Troops will continue to execute reconnaissance by fire to determine the extent and orientation of defensive positions surrounding the cave complex. On order, A Troop assume the mission and continue the fight until the squadron has meet the displacement criteria.

5-35. Squadron commander's reconnaissance guidance.

- Focus. Your focus is to determine the composition and disposition of enemy defensive positions. Identify how the enemy is going to defend the cave complex, including positioning of mortars, recoilless rifles and obstacles.

- Tempo of reconnaissance. The tempo for this operation is forceful. The approach march will be overt to cause the enemy to deploy into defensive positions. During actions on the objective, I want you to gain and maintain direct contact with enemy forces.
- Engagement/disengagement criteria. Conduct an aggressive operation. Enemy contact is desired and imminent. Maintain contact with enemy personnel to observe defensive techniques and to exploit their weakness. Disengage only to reestablish contact in a position of advantage over enemy defenses.
- Displacement criteria. We will displace when satisfying the information requirements.

5-36. Squadron consolidated PIR is broken into indicators for platoons by the squadron staff, troop commander, or both. Following are PIRs and indicators.

5-37. Division PIR #2. Where is the enemy's logistics storage located? (Linked to division commander decision to commit combat forces.) Indicators could be:

- Improved positions near cave complex in division NAI XX (Refined to BDE NAI 1, 2, 3), NAI YY, NAI ZZ.
- Threat forces protecting complex terrain with three or more fighting positions in division NAI XX, YY, ZZ.

5-38. BDE PIR #21. What cave entrances are the enemy utilizing? (Linked to BDE commander decision to employ DPICM.) Indicators could be:

- Personnel loitering at entrances in NAI 1, 2, 3.
- Attempts to conceal entrance in NAI 1, 2, 3.

5-39. Squadron PIR #221. What is the size of the force defending the threat logistic storage sites? (Linked to squadron commander's decision to halt at PL Lions.) An indicator could be:

- How many enemy dismounts are on the objective?
- Signs of routine vehicle traffic near caves in NAI 1, 2, 3.
- Signs of fires, cooking, sleeping, hygiene, or human waste in NAI 1, 2, 3.
- Signs of cleared fields of fire for heavy weapon systems in NAI 1, 2, 3.

5-40. Squadron PIR #222. What is the force array for high value targets? Where is threat reconnaissance force? (Linked to squadron commander's decision to employ counterreconnaissance hunter or killer teams.) Indicators could be:

- Location of antennas in NAI 1 or NAI 3.
- Location of any tripods in NAI 1 or NAI 3.

5-41. Available Resources. The following resources are available to the troop upon request:

- Modified table of organization and equipment.
- MGS platoon.
- UAS with full motion video over 10,000 feet.
- Priority of fire 155-mm artillery.
- Signals intelligence.

ZONE RECONNAISSANCE

5-42. A squadron executing a zone reconnaissance for a BCT offensive operation usually orients on the main body's axis of advance and focuses on the enemy and terrain. (See figure 5-3, page 5-11.) A zone reconnaissance normally transitions into a security task to protect the main body. The squadron ensures they conduct continuous reconnaissance as they occupy their security positions. The squadron could also conduct a zone reconnaissance as the BCT offensive operation culminates to create the space and early warning for the BCT, allowing it to consolidate and reorganize in preparation for defense operations.

5-43. The BCT and squadron staff should consider the focus, tempo of reconnaissance, and terrain effects when planning all reconnaissance operations. These factors can affect the amount of time that is required for a subordinate unit to complete their reconnaissance tasks.

5-44. The squadron completes the zone reconnaissance and enables the BCT transition into the defense. The squadron performs zone reconnaissance to identify enemy counterattacks and to establish a screen to expand the security area.

5-45. A squadron executing a zone reconnaissance for a BCT offensive operation is deliberate, oriented on the main body's axis of advance and focused on the enemy and terrain. A zone reconnaissance normally transitions into a security task to protect the main body. Troops ensure they conduct continuous reconnaissance as they occupy their security positions.

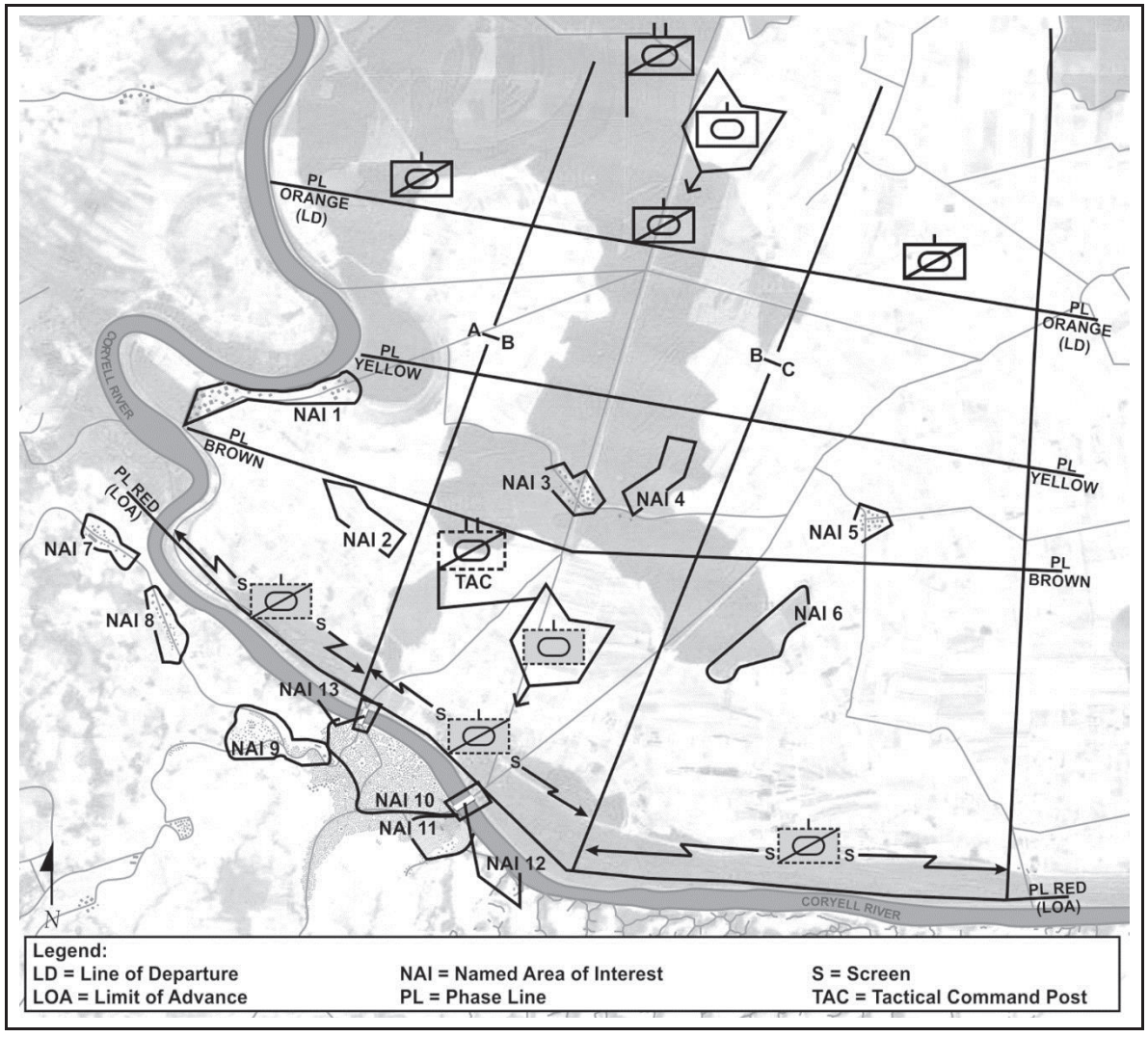

Figure 5-3. Armored brigade combat team zone reconnaissance, offense

SQUADRON MISSION

5-46. Situation: The squadron completes a mission as the advance guard and gathers information enabling the BCT to plan for future offensive operations. The squadron performs zone reconnaissance to identify enemy support zones and avenues of approach. The town of Tyler is a known staging area for enemy forces operating in 10 to 15 man teams. Intel reports the enemy may possess antitank missile capabilities, UASs, and BMPs. The enemy is utilizing a subterranean network north of the river to cache weapons in our security zone. Mission: ABCT squadron conducts zone reconnaissance to identify enemy support zones and avenues of approach NLT 030400DEC20XX in order to enable the main body to conduct offensive operations. Execution: ABCT squadron will conduct zone reconnaissance from LD (PL Orange) to LOA (PL Red).

Subordinate units will move through sector identifying possible surface and subterrainian routes that the enemy is or could be using. Troops will engage and destroy enemy within engagement criteria. Troops will not execute phase lines until given permission from higher in order to maintain security across the zone. Squadron commander's reconnaissance guidance is as follows:

- Focus: Confirm or deny any surface or subterranean infiltration routes. Your focus is to identify enemy caches in sector.
- Tempo of reconnaissance: The tempo for this operation is deliberate. You will not establish your screen until you have completed a thorough reconnaissance of the zone. Reconnoiter all surface enemy infiltration routes that support a squad-size element and any subterranean cache sites.
- Engagement/disengagement Criteria: Engagement criteria is aggressive—destroy squad size or smaller elements to expand the security area. If you encounter a superior force, or an enemy force defending from a subterranean structure, break direct contact but maintain visual contact for follow-on support.
- Displacement criteria: Once the troops are set at the limit of advance, they will establish observation posts and screen to the limit of advance. Squadron will displace upon, answering all assigned indicators.

5-47. The supported headquarters provides PIR, which is broken into indicators for platoons. PIR could be—

- Division PIR #3. Is the bridge trafficable by tanks? What bridges across the Coryell River support 72-ton vehicles? (Supports division commander's decision to cross Coryell River with follow-on forces.) Indicators include:
  - Bridge classification signs indicating above 72 tons?
  - Observation of tanks crossing bridge vicinity Division NAI 12 and Division NAI 13.
  - Multiple large semi-trucks co-use of bridge in Division NAI 12 and Division NAI 13.
- BCT PIR #33. Where are locations to bypass the bridge? (Supports BCT commander's decision to use multiple crossing points.) Indicators could be:
  - Observation of existing bypass usage by vehicle traffic near Division NAI 12 and Division NAI 13.
  - Observation of a ford site near Division NAI 12 and Division NAI 13.
  - Observation of sturdy banks that will adequately support a mobile bridge to span (55 feet?) near Division NAI 12, Division NAI 13, and BCT NAI 1.
- BCT PIR #34. Does Route (RTE) CHARLOTTE facilitate rapid advancement of tank and armored vehicles? (Supports BCT commander decision to use march formation to PL Brown.) Indicators include:
  - Paved road capable with width for three or more tanks abreast.
  - Soil conditions near Route Charlotte are not muddy, marshy, rubbled, or contain surface drainage ditches, which support multiple 72-ton vehicles moving in traveling formation.
- Squadron PIR #331. Where are subterranean routes that can facilitate threat rapid dismounted movement to impact Route Charlotte, Route New York, or Route Atlanta? (Supports squadron commander's decision to commit attached Infantry company to clear complex terrain). Indicators include:
  - Heavy foot traffic paths in Squadron NAI 1, 2, 3, 4, 6.
  - Observation of small arms fire from Squadron NAI 1, 2, 3, 4, 6.
  - Smoke/fire in vicinity of Squadron NAI 1, 2, 3, 4, 6.

5-48. Available resources. The following are available resources.

- Modified table of organization and equipment.
- Priority of fires for the BCT's DS artillery battalion.
- Priority support for the Brigade Shadow.
- Low-level voice intercept.
- Engineer reconnaissance team.

- Engineer obstacle reducing team.
- Human intelligence.

PASSAGE OF LINES

5-49. To facilitate reconnaissance and security tasks Cavalry squadrons frequently conduct passage of lines transitioning from secure lines or assembly areas into their forward area of operations. During the conduct of a zone reconnaissance, squadron elements transition, usually from maneuver battalion's area of operations, across the line of departure into their area of operation. (Refer to FM 3-90-2 for more information on passage of lines.)

5-50. A passage of lines is the coordinated movement of one or more units through another unit, normally conducted 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 unit commanders of the unit conducting the passage and the passed unit. The primary purpose of a passage of lines is to transfer responsibility for an area from one unit to another. The squadron or its subordinate units execute a forward or rearward passage of lines. A passage of lines may be conducted to—

- Continue an attack or counterattack.
- Envelop an enemy force.
- Pursue a fleeing enemy.
- Withdraw covering forces or main battle area forces.

SECTION II – RECONNAISSANCE AND SECURITY IN THE DEFENSE

5-51. By executing reconnaissance and security tasks, the Cavalry squadron allows the BCT commander to disrupt enemy tempo, create flexibility in planning, maneuver, mass and concentrate combat power, conduct operations in depth, and provide preparation and security. Today's hybrid threat challenges traditional military application of defensive operations by using conventional and unconventional means to disrupt our defensive positions. The vignettes continue in this section, which are unique to these specific scenario examples.

5-52. Cavalry squadrons conduct both reconnaissance and security tasks while supporting BCT defense. The squadron orients on the BCT while conducting security tasks unless specified otherwise by the BCT commander.

SECURITY TASKS IN SUPPORT OF THE THE DEFENSE

5-53. Security in support of BCT defensive operations provides early warning of activities that affect the main body. A screen can provide time and maneuver space by establishing and expanding the security area, providing the main body the freedom of movement to establish their defensive plan. A squadron conducting a screen may provide early warning of enemy formations that are conducting spoiling attacks on friendly forces. These activities do not have to be enemy centric. They can include civilian considerations. For example, a squadron could screen during a BCT defense by providing early warning of violence between factions separated by natural and manmade geographical boundaries.

GUARD

5-54. A squadron's guard in support of offensive BCT operations usually has platoon size (+) units working in coordination to establish battle positions that prevent observation or direct fire against the main body. The squadron conducts defensive tasks and limited offensive tasks to deny the enemy the ability to disrupt the friendly forces main body. To maintain the tempo of the attack, the squadron must have the ability to move quickly and decisively to maintain contact with the enemy and protected force.

5-55. The squadron may conduct a guard if the enemy maintains the capability to disrupt the main body at any point during the attack. The squadron may conduct a flank guard if the terrain allows the squadron to establish battle positions capable of defeating enemy security elements. The squadron's battle positions should be capable of massing fires to deny enemy disruption of the main body.

5-56. A guard in support of BCT defensive operations defeats or causes the withdrawal of enemy reconnaissance elements. (See figure 5-4.) A guard can provide time and maneuver space to the main body by establishing and expanding the security zone. A squadron tasked with guard attempts to force the enemy main body to deploy early. A squadron could establish a guard around an airfield during retrograde operations.

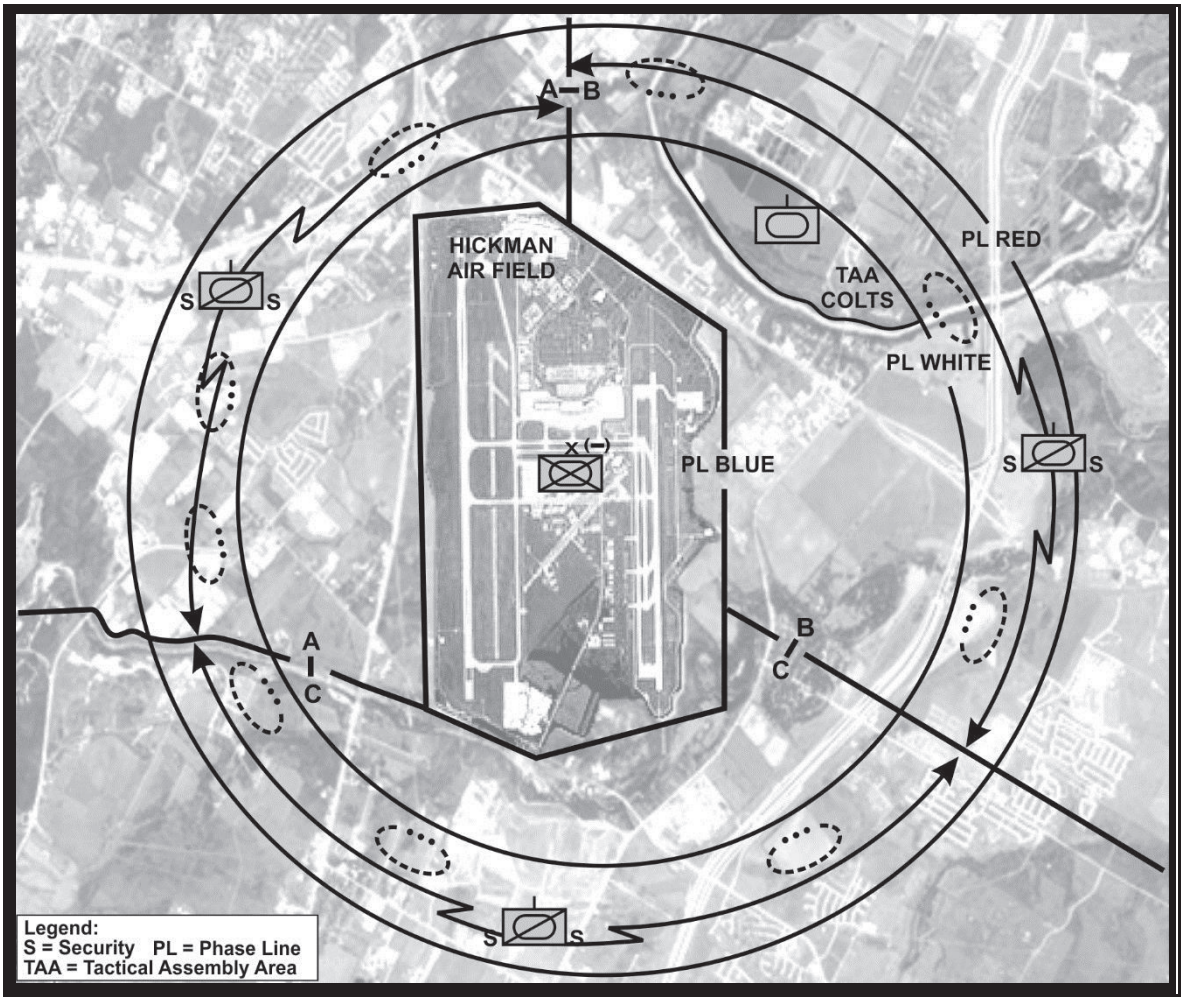

Figure 5-4. Armored brigade combat team guard in the defense

SQUADRON MISSION

5-57. Situation: The BCT is protecting the airfield where an international Red Cross evacuation of political refugees from a neighboring country is underway. Insurgent enemy forces have declared their intent to strike at coalition forces in order to demonstrate strength and counter coalition messaging that the enemy has been defeated. Intel reports expected attack on the airfield by a company-sized element in the next 96 hours. Intel reports that the enemy is operating in 20 man teams armed with portable, unguided, shoulder-launched antitank rocket-propelled grenade launcher (RPG-7s), ПК Модернизированный: "Kalashnikov's Machine-gun Modernized (PKM), and Avtomat Kalashnikova (AKs) and use technical mounted (DsKHs). In addition, insurgent enemy forces conducted a recent attack using suicide bombers leashed together and led by skilled team leaders to detonate on point targets to initiate a larger attack. Additionally, significant hostile armor formations are located across the international border approximately 15 kilometers away to the northeast. For political considerations, the squadron guards the airport until the evacuation is complete as an economy of force so tensions do not escalate with the neighboring hostile country during the evacuation. Mission: ABCT squadron conducts a guard from 050600DEC20XX to 090600DEC20XX vicinity of HICKMAN Airfield in order to protect the airfield during evacuation operations. Execution: A Troop, B Troop, and C Troop

conducts a zone reconnaissance to PL Red where the squadron transitions into a guard, with troops conducting area defense. Upon completion of B Troop's zone reconnaissance of the area between PLs Blue and White, D Company conducts tactical road march and establishes TAA Colts. Once the evacuation is complete, the squadron conducts rearward passage of lines with 1-XX CAB and withdraws. Squadron commander's security guidance includes the following:

- Focus. Your focus is to defeat enemy personnel attempting to disrupt the main body. Search all vehicles that attempt to access the airfield. Divert vehicles with three axles or more. Report groups of 10 or more military-aged males within 2 kilometers of airfield perimeter, question them, and disperse.
- Tempo of Security. Tempo of security is a long-duration operation. Plan to defend airfield for 96 hours. You will conduct a zone reconnaissance to establish your battle positions. You will continue to improve your position throughout this operation. Your battle positions will provide standoff and the ability to control avenues of approach into the security area.
- Engagement/disengagement criteria. Conduct this as a discrete operation. Positively identify enemy elements before engaging. Use escalation of force kits to mitigate civilian casualties. Break direct contact only to immediately regain contact in a position of advantage over enemy forces.
- Displacement criteria. Displacement will be on order. Once the evacuation is complete and rearward passage of lines is complete, the squadron will displace. If enemy armor crosses the international border, the squadron will conduct battle handover with 1-XX CAB and withdraw to the southwest.

BATTLE HANDOVER

5-58. During security tasks, Cavalry squadrons usually conduct a battle handover with BCT maneuver battalion's specifically battalion scouts to pass enemy forces in contact with units in the defense. (Refer to FM 3-90-2 for more information.)

5-59. Battle handover is a coordinated operation executed to sustain continuity of the combined-arms fight and to protect the combat potential of both forces involved. Battle handover is usually associated with the conduct of a passage of lines.

5-60. Battle handover may occur during either offensive or defensive operations. During defensive operations, it normally is planned and coordinated in advance to facilitate execution and usually involves a rearward passage of lines. In the offense, it is situation-dependent and often initiated by a fragmentary order. Battle handover normally occurs in the offense when one unit passes through or around another unit.

5-61. Battle handover occurs along a line forward of the stationary force. The BCT commander establishes this line in consultation with both stationary and passing commanders. The stationary commander normally determines the battle handover line (BHL) location. The BHL could be forward of the forward edge of the battle area in the linear defense (or the forward line of own troops in the linear offense), or it could be a line determined by the common controlling headquarters in a nonlinear environment. The BHL is located where elements of the passing unit can effectively over watch by direct fires or support by indirect fires of the forward combat element of the stationary unit until the battle handover is complete.

5-62. Physical handover normally occurs in the battle handover zone. Events may dictate that a force break contact forward of or behind the BHL such as when a gap exists between echelons of the attacking enemy force. Close coordination, physical or by FM voice, between the units involved in the handover allows them to coordinate and execute this process at the small-unit level.

5-63. The battle handover begins on order of the higher headquarters commander from either unit, or when a given set of conditions occurs. Defensive handover is normally complete when the passing unit is completely clear and the stationary unit is ready to engage the enemy. These actions may occur at the same time. Offensive handover is normally complete when the passing unit combat elements completely cross the BHL. The BHL is normally the line of departure for the attacking unit. Until the handover is complete and acknowledged by the passing commanders, the commander in contact is responsible for the fight.

5-64. Coordination for battle handover flows from the squadron commander out of contact to the unit commander in contact. The coordination for a battle handover overlaps with the coordination for a passage

of lines; the coordination for both is at the same time. The tactical standard operating procedure should outline these coordination requirements to facilitate rapid accomplishment.

5-65. Each unit transmits or delivers a complete copy of their OPORD and overlays. Any changes made after initial distribution update immediately. The coordination effected between the two commanders includes—

- Establishing frequency modulation voice communications.
- Providing updates of both friendly and enemy situations (voice and graphical).
- Coordinating passage points and routes and ensuring these display on operational overlays.
- Collocating mission command and exchanging liaison personnel (if required).
- Coordinating fires and fire control measures (direct and indirect) and ensuring these display on operational overlays.
- Determining fire support, protection, and sustainment requirements.
- Determining the need for and dispatching contact point representatives.
- Establishing and coordinating recognition signals.
- Exchanging locations of obstacles and related covering fires.
- Exchanging route information to include waypoints.

AREA SECURITY

5-66. The focus of area security in support of BCT defensive operations is on the protected force, installation, route, or area. (See figure 5-5, page 5-17.) Area security is an economy force operation that ensures continued conduct of sustaining operations designed to support the BCT. A squadron could emplace an ambush to deny the enemy the use of expected or historical point of origin sites around the main body position. Another example would be to task the squadron to assess the vulnerabilities of the BCT defense, which would provide the commander with an objective assessment.

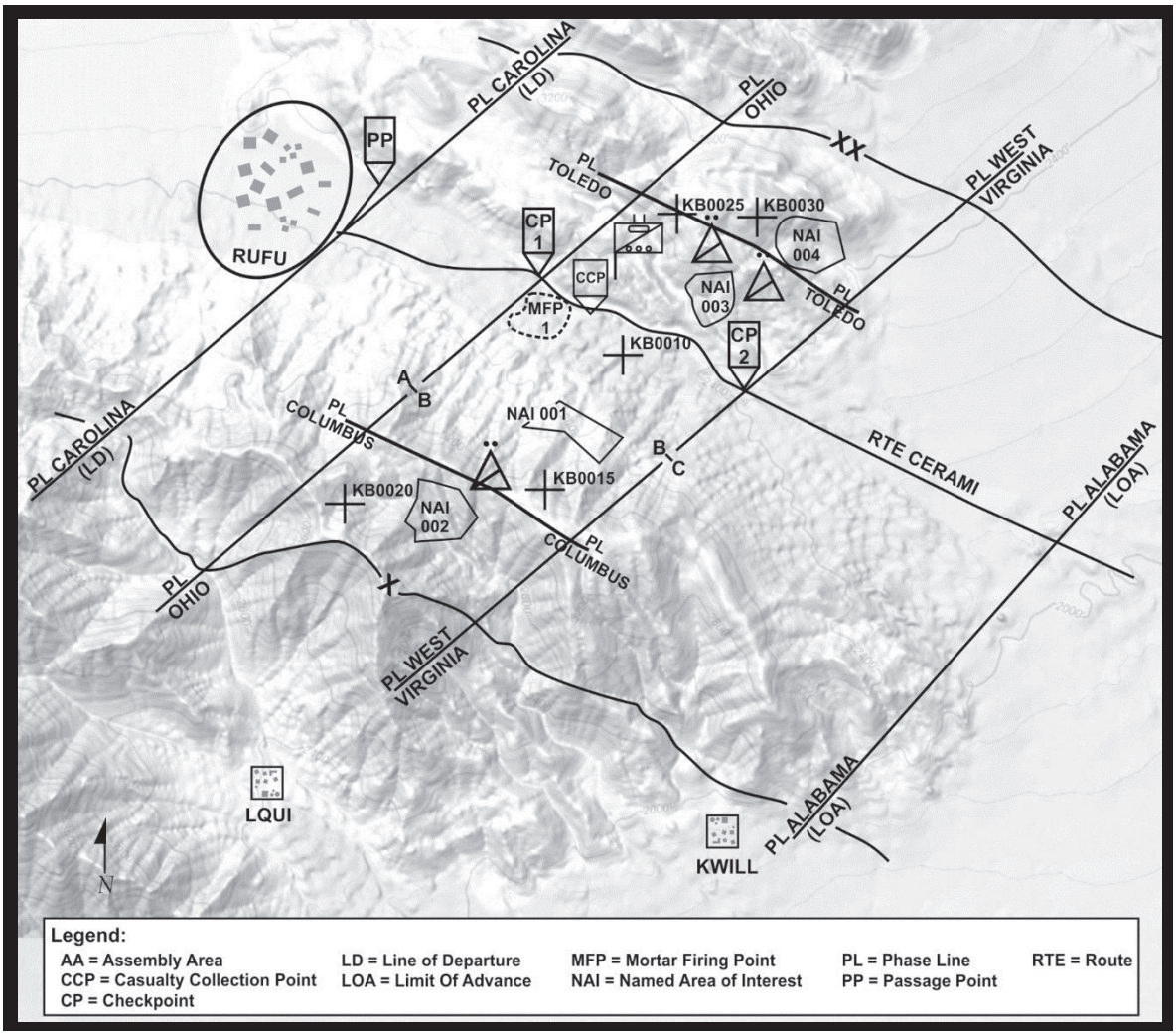

Figure 5-5. Stryker brigade combat team area security, route, defense

SQUADRON MISSION

5-67. Situation: The BCT has secured RUFU and a line of communication is in place along Route Cerami. Enemy forces have historically occupied the terrain along this route to ambush elements. These forces number 3 to 5 personnel and usually have small arms and RPG-7s. Mission: SBCT squadron conducts route security to protect combat logistic patrols (CLPs) as they move along Route Cerami. Execution: Troops will establish mounted and dismounted observation posts oriented on Route Cerami and conduct reconnaissance patrols throughout the areas of dead space. Squadron commander's security guidance includes the following:

- Focus. Your focus is to secure the route to ensure freedom of maneuver for the combat logistical patrols. Secure all historical ambush sites and terrain that dominates the route.
- Tempo of security. The tempo for this operation is long duration. Plan this operation for 24 hours. Establish observation posts adjacent to the route that are oriented on the route. Conduct roving patrols to cover dead space between OPs.
- Engagement/disengagement criteria. Conduct an aggressive operation. Identify and report any vehicles that stop along the route or any suspicious dismounted activity. Engage any positively identified enemy element. Do not disengage without approval from squadron.
- Displacement criteria. Displace once the combat logistic patrol reports last element clear.

5-68. Squadron PIR #511. Where there are possible ambush sites. (Supports squadron commander's decision to occupy ambush site.) Indicators include:

- Choke points is NAI XXX.
- Observation of expended brass in NAI YY, ZZ.
- Observation of disturbed foliage in NAI YY, ZZ.
- Observation of small arms cache in NAI YY, ZZ.

5-69. Squadron PIR #521. How is the enemy conducting information collection on U.S. forces? (Supports squadron commander decision to detain potential collectors.)

- What are civilian movement patterns?
- Is the enemy using dismounted or mounted methods?
- Where are civilians moving away from normal lines of drift in vicinity of NAI 001, 002, 003, and 004?

5-70. Division PIR #5. What is the level of indigenous support for enemy forces? Specific information requirement includes: (Supports division commander decision to employ information operations plan XYZ.)

- Is the enemy resupplying from the population.
- Is the enemy integrating with the population? Observation of population is allowing enemy to integrate within the social structure.

RECONNAISSANCE TASKS IN SUPPORT OF THE DEFENSE

5-71. Reconnaissance in support of BCT defensive operations provides initial assessments and refined information collection to support commanders situational understanding. A squadron may reconnoiter a piece of key infrastructure to determine security impacts on friendly forces and civilian populations. For example, an area recon augmented with a CBRN section could determine if an enemy attack on a chlorine factory in the defensive belt would disrupt the BCT operations. Squadrons could conduct a reconnaissance of a mobility corridor that would allow enemy forces to infiltrate to positions with direct fire engagements on the main body. Follow on guard requirements could transition from this action. The example below demonstrates reconnaissance to collect information about a potential mobility corridor during a BCT defense.

ROUTE RECON

5-72. A route reconnaissance in support of BCT defensive operations is an effort that provides the BCT freedom of maneuver and identifies potential route vulnerabilities. (See figure 5-6, page 5-19.) Route reconnaissance can facilitate the movement of supplies and repositioning of forces during defensive operations by determining trafficability, route constraints, and potential enemy utilization. The squadron should be aware of all possible methods of movement and not focus solely on road networks. A river system could allow enemy forces to conduct smuggling operations, cache supplies, and conduct attacks against brigade defensive positions. A squadron may also conduct a route reconnaissance to map the subterranean network that may degrade the elements of combat power for the BCT defense.

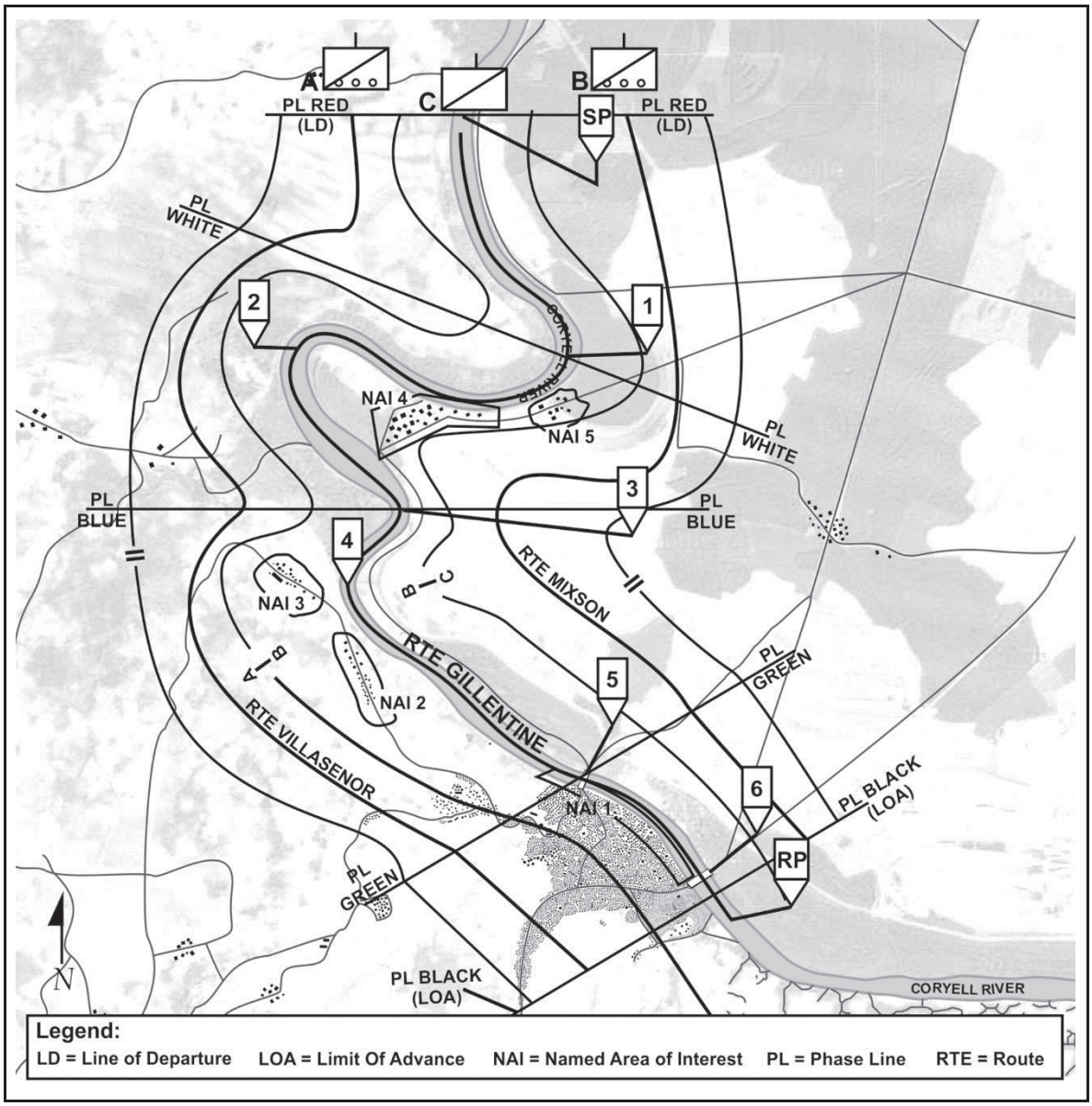

Figure 5-6. Infantry brigade combat team route reconnaissance, defense

SQUADRON MISSION

5-73. Situation: The Coryell River is the natural boundary between our host nation partner, Rendernovia, and a separatist controlled area within its borders. Pro-separatist rebels are currently taking advantage of stirred popular support and are conducting insurgent operations to destabilize the region. They have been accomplishing this through the use of small, 3 to 5 man teams. Mission: IBCT squadron conducts route reconnaissance of Route Gillentine in order to determine suitability and trafficability of the Coryell River to prepare for future joint operations. Execution: A and B Troops conduct zone reconnaissance to include NAI 1 to 5 and will move one checkpoint ahead of C Troop along Route Gillentine. Provide support to C Troop as they conduct route reconnaissance of the river. C Troop is responsible for the river and 50 meters on each side. Commanders intent omitted. Squadron commander's reconnaissance guidance includes the following:

- Focus. Terrain. Your focus is to determine the enemy's and coalition force's potential use of the river moving through the BCT area of operation. Determine potential infiltration points, ambush sites, obstacles and staging areas.
- Tempo of reconnaissance. The tempo for this operation is stealthy and deliberate. We will analyze the river by reconnoitering the bank and physically navigating the river.
- Engagement/disengagement criteria. Civilians will be in the area. Minimize disruptive activities and positively identify enemy forces before engaging to minimize civilian casualties. Disengage if enemy direct fire contact will cause significant civilian collateral damage. Adjacent unit coordination is critical to ensure a thorough reconnaissance and to mitigate fratricide.

5-74. Squadron PIR #632. Where are the locations and what are the conditions of established boat launch sites? (Supports squadron commander's decision to secure boat launch sites). Indidcators are—

- What is the composition and disposition of obstacles around these sites?
- What is the condition of the boat ramps?
- What is the condition of the roads leading up to the boat ramps?

5-75. BCT PIR #632. Where on the river can a threat place observation or direct fires? (Supports BCT commander's decision to establish combat outpost along the river). Indicators are—

- What is the composition and disposition of enemy cache or resupply sites?
- Are enemy forces observing the river?

5-76. Division PIR #9. What effects will military operations have on local use of the river? (Supports division commander's decision to use the river for coalition forces.) Indicators include the following:

- Amount and type of local traffic on the river itself?
- How effective is the separatist propaganda campaign in this area?

TIME DISTANCE ESTIMATES

5-77. An planning consideration for all reconnaissance and security tasks is time distance estimates. Squadron staffs must conduct thorough time distance estimates and consider how METT-TC effects the time required to accomplish any reconnaissance or security operation. Staffs must act cohesively with planners and intelligence sections evaluating the impact the following will have evaluating terrain including modified combined obstacle overlay, and subsequent impacts on Soldier's performance, altitude, temperature, weather, load, the reconnaissance or security task, and anticipated enemy actions.

5-78. Incorporate commander's reconnaissance and security guidance specifically tempo of reconnaissance into time distance estimates. The often-used planning factor of one kilometer per hour may or may not be accurate. The staff must take into account all of the factors when determining how long to allow subordinate units to accomplish their mission. Not allowing their subordinate troops the necessary amount of time to complete their mission can result in unrealistic expectations, gaps in intelligence, and uncoordinated operations. The graphic above shows planning times by phase lines, for example phase line red to phase line white planning time is 2 hours. (See figure 5-7, page 5-21.)

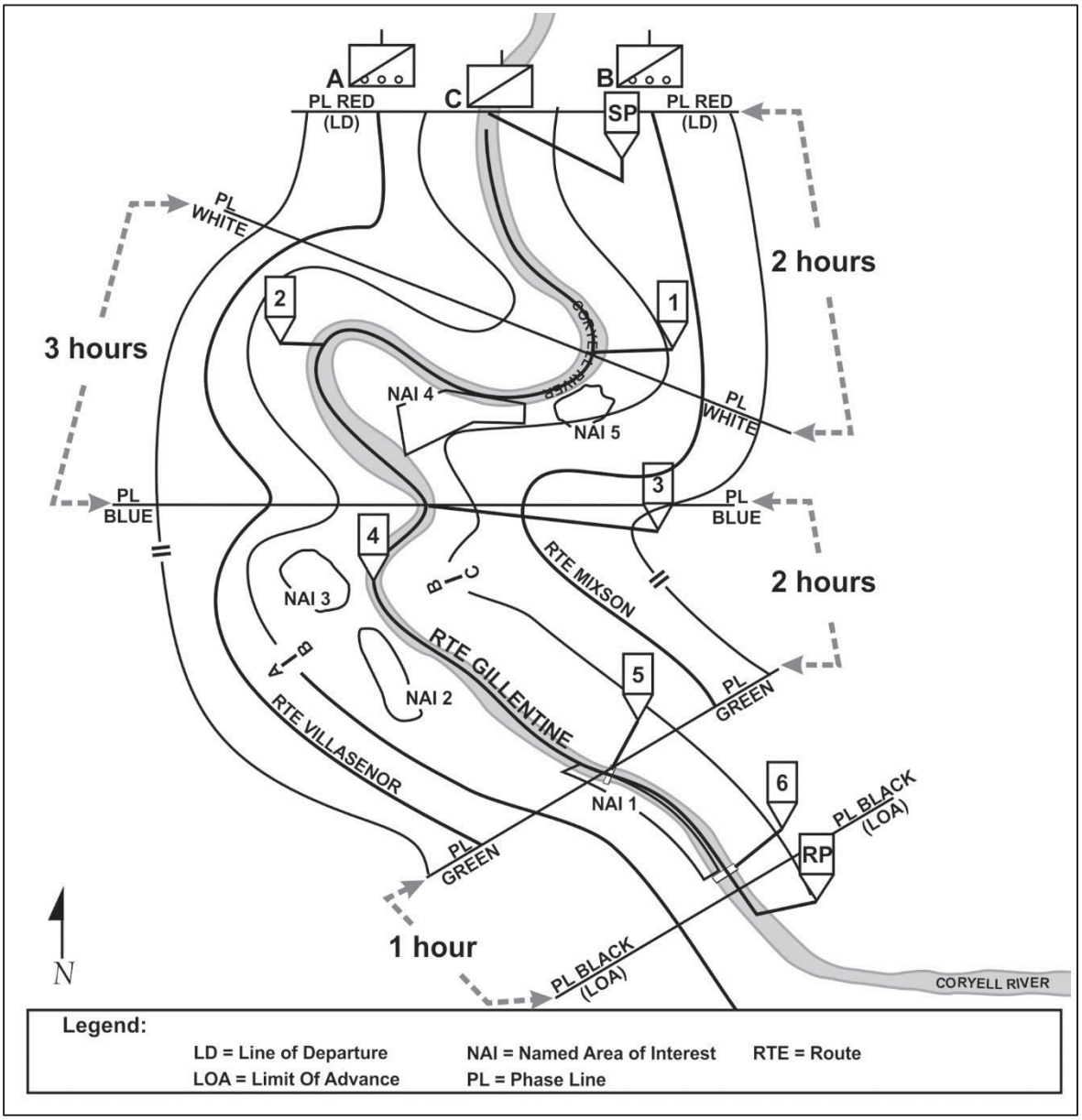

Figure 5-7. Infantry brigade combat team route reconnaissance, time distance estimates

SECTION III – RECONNAISSANCE AND SECURITY IN STABILITY

5-79. The tactical tasks the squadron and its subordinate units conduct during stability operations include area security (refer to chapter 4 of this publication for more information), patrols, observation posts, providing security to officials, static security posts, searches, roadblocks, and checkpoints. In addition, convoys or other high-ranking officials may require protection during movement through or within the areas of operation. A key consideration during stability operations is conducting combined operations with host-nation security forces. Tasks or activities that may occur in support of combined operations include the following:

- Establish combined operations and intelligence centers with host-nation security forces.
- Conduct training management and combined training with host-nation security forces.

- Share intelligence, in accordance with established regulations or procedures, with host-nation security forces.
- Execute the targeting process in conjunction with host-nation security forces.

SECURITY TASKS IN SUPPORT OF STABILITY

5-80. Area, local, and route security tasks occur within stability environments. Units conducting security in stability settings use the same fundamentals of security as in other situations. (Refer to FM 3-98 for more information.)

SCREEN

5-81. Cavalry squadron's screen during stability operations is a task that provides early warning to the main body for follow on operations. The squadron can conduct a screen during stability operations by establishing multiple observation points mounted and dismounted, and or patrols and if augmented, with aerial reconnaissance throughout the BCTs area of operation to monitor activities of interest. (See figure 5-8.) Screening during stability operations is unique because of the nonlinear nature of the stability environment, difficulty identifying adversaries, and clearly identified transitions.

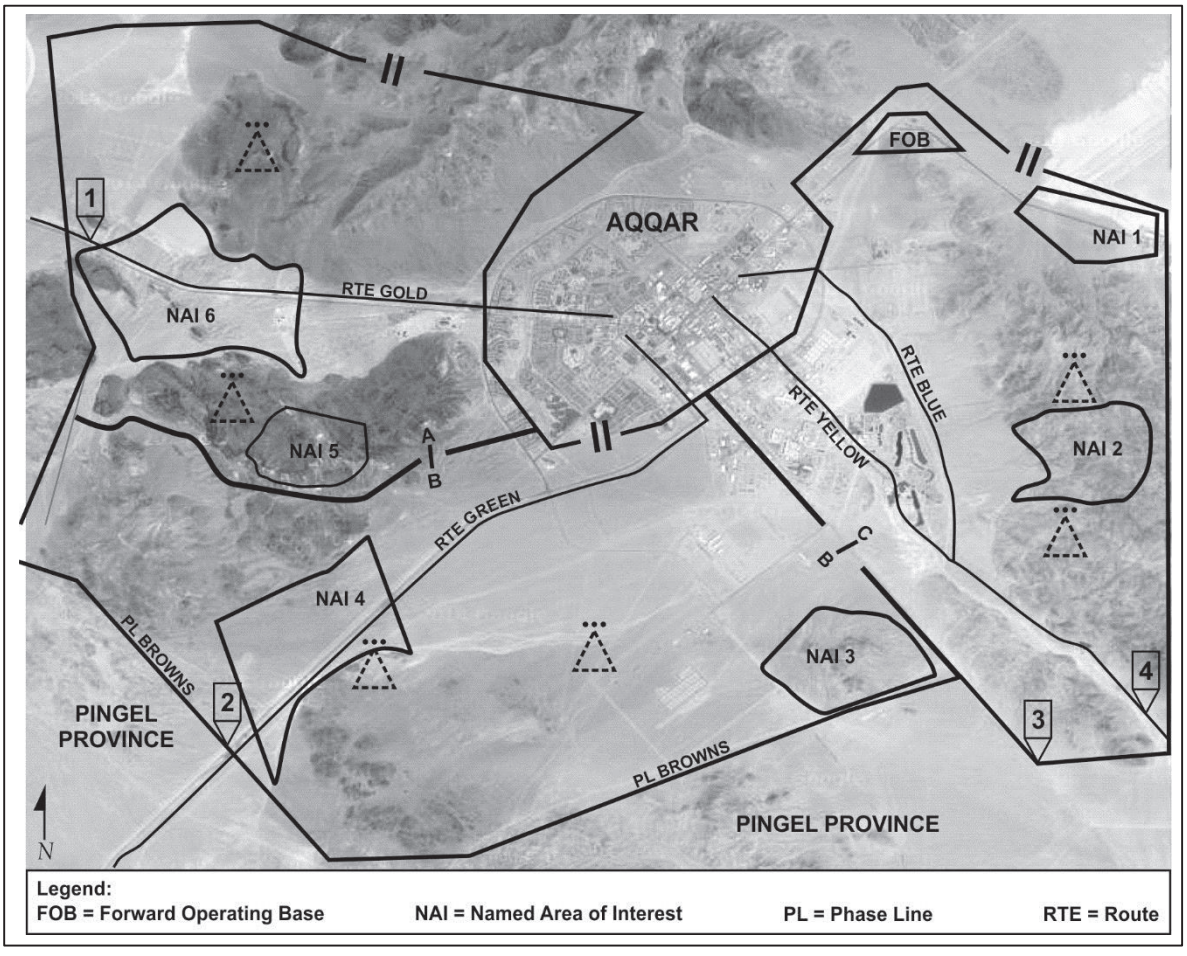

Figure 5-8. Stryker brigade combat team screen, stability

SQUADRON MISSION

5-82. Situation: Intelligence reports enemy forces are taking advantage of a porous province security. They are smuggling components in blue bongo trucks to the town of AQQAR. The BCT and division is attempting to develop the situation and uncover the network responsible for producing explosively formed projectile. Mission: SBCT squadron screens along PL Browns and provincial border from 030400DEC20XX to 060400DEC20XX in order to identify and conduct reconnaissance handover of blue bongo trucks transporting weapons across the provincial border. Execution: Troops will occupy observation posts overwatching prospective NAIs NLT 030400DEC20XX. Order of march from the COP will be A, B and C. Troops screen along PL Brown and will observe all possible avenues of approach for smuggling routes. Troops will screen in-depth throughout their zones and be prepared to perform a reconnaissance handover with either UAS or follow on forces. The squadron commander's security guidance includes the following:

- Focus. The squadron focus for this operation is smuggling networks operating in our sector. Identifying and reporting blue bongo trucks are necessary in order to maintain a common operational picture.
- Tempo of security. The duration of this operation will be long. Troops maintain the screen line for 72 hours without resupply.
- Engagement/disengagement criteria. Report all suspicious activities and do not detain personnel without authorization. Conduct reconnaissance handover with UAS or adjacent units to determine final destination of target vehicle. No enemy truck will pass through this screen undetected or unreported.
- Displacement criteria. On order, no earlier than72 hours. If required, troops may move to alternate OPs to maintain visual contact.

5-83. Below is another example of squadron planning. The graphic below represents the correlation between BCT commander's critical information requirement through squadron PIR and troop indictors down to SIRs for platoons. (See figure 5-9.)

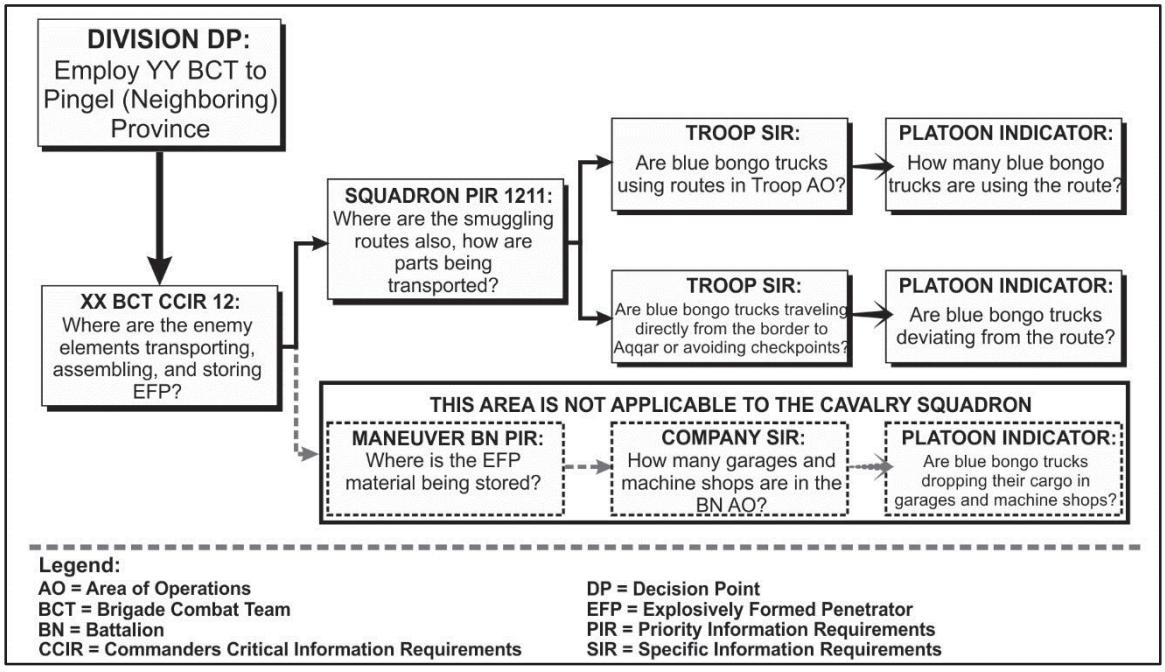

Figure 5-9. Information requirements

RELIEF IN PLACE

5-84. Cavalry squadrons typically conduct a relief in place with either maneuver battalions from the BCT or internally based on duration by troops. (Refer to FM 3-90-2 for more information.)

5-85. A *relief in place* is an operation in which, by direction of higher authority, all or part of a unit replace 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). There are three techniques for conducting a relief: sequentially, simultaneously, or staggered.

5-86. A relief can be either deliberate or hasty. Squadrons conduct both types based on the planning and preparation. Squadron staffs must be agile and adept at planning both hasty and deliberate relief. As squadrons rapidly transition from reconnaissance to security for the BCT, they frequently conduct relief in place with maneuver battalions of the BCT. The squadron must have be able to operate with partial information through platoon level with rapid and parallel planning at all echelons. Troops should be proficient executing with standard operating procedures and minimal information such as mission statement commanders intent, timeline, graphics, and relief unit information. (See figure 5-10.)

AREA SECURITY

5-87. The squadron secures the area by establishing a presence and conducting reconnaissance tasks throughout the area. Subordinate units establish perimeters around base camps, critical infrastructure, and high-value assets, while other units conduct operations to establish presence, provide security, and assist stability or relief tasks. (Refer to FM 3-98 for more information.)

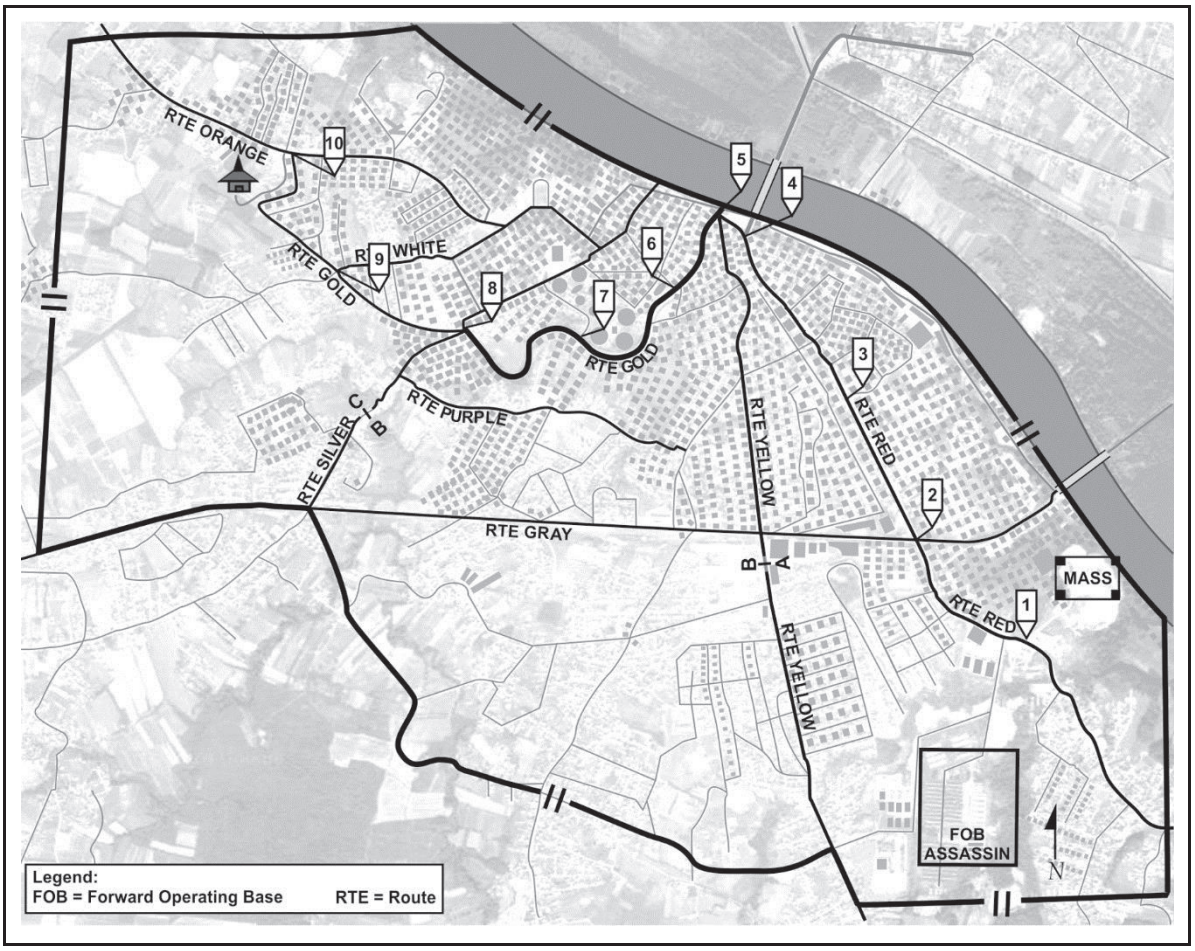

Figure 5-10. Stryker brigade combat team area security, stability

SQUADRON MISSION

5-88. Situation: The local religious minority is marching to their main shrine in the city to celebrate Emilito Rey, their spiritual holiday. Intel reports potential breakdowns in sectarian relations between this group and the majority ethnic group within BRUDU. Suicide bombers are a tactic employed in the past as well as flash mob violence. Social media activity has spiked with this event. Mission: The SBCT squadron conducts area security NLT 051000DEC20XX to protect the religious group from enemy attacks throughout their planned march route. Execution: Troops establish mounted and dismounted checkpoints at key intersections. Other dismounted patrols observe conditions amongst the population and respond to any aggression. Coordination between elements is critical to conduct reconnaissance handover. A Troop is responsible for checkpoints 1 to 4, B Troop is responsible for checkpoints 5 to 7, and C Troop is responsible for checkpoints 8 to 10. The squadron has a Stryker Infantry company under operational control as a quick reaction force. Squadron commander's security guidance includes the following:

- Focus. Focus your security on crowds along the march route. Orient defensive positions on the group as it moves along the march route.
- Tempo of security. The tempo for this operation is short duration. Plan this operation for six hours. Establish checkpoints at key intersections and areas that have good observation. Conduct roving patrols to cover dead space between checkpoints.

- Engagement/disengagement criteria. The operation is discrete. Positively identify any enemy elements that attempt to disrupt or attack the crowd and engage according to rules of engagement. No warning shots authorized.
- Displacement criteria. Displace once the group reaches their shrine and the crowds disperse.

LINKUP OPERATIONS

5-89. Linkup operations, which join two or more friendly forces, complete the encirclement of enemy forces or assist breakouts of an encircled friendly force. Additionally forces linkup to—

- Join an attacking force with a force operating in the enemy's rear area.
- Make contact with other forces on a noncontiguous battlefield.
- Join reconnaissance elements with the main body.

PREPARATION

5-90. Before commencing a linkup operation, the headquarters elements of the stationary force and linkup force must share information including communications security procedures and graphic overlays consisting of—

- Primary and alternate linkup points.
- Checkpoint and waypoint information.
- Unit disposition and activity (friendly and enemy).
- Locations and types of obstacles.
- Fire control measures including restrictive fire lines and no-fire areas.

CONTROL

5-91. The stationary and linkup force must maintain positive control during linkup operations to prevent inadvertent fratricidal engagements. They use frequency modulation voice systems as required to share combat information and to identify friend from foe positively. It is imperative that both the linkup and stationary units conduct precombat communications checks before the operation begins.

RECONNAISSANCE IN SUPPORT OF STABILITY

5-92. Commander's task Cavalry units to conduct reconnaissance as part of stability tasks to complement BCT stability tasks. Squadrons conducting reconnaissance in operations focused on stability use the same fundamentals as reconnaissance in other situations. (Refer to chapter 3 of this publication for a detailed discussion of reconnaissance operations.) Cavalry units can conduct operations with other units within a BCT. They can conduct security tasks in areas assigned to combined arms battalions and unassigned areas within the BCT are of operation. (Refer to FM 3-98 for more information.)

AREA RECONNAISSANCE

5-93. A Cavalry squadron's area reconnaissance during stability operations focuses on operational variables that affect instability. Identifying these sources of volatility informs the commanders' decisions on how to mitigate those sources of instability.

5-94. The following is a technique that will allow the squadron to capture and track the results of religious center monitoring. Again, these are specific to each scenario and are not the only possible answer. (See figure 5-11.)

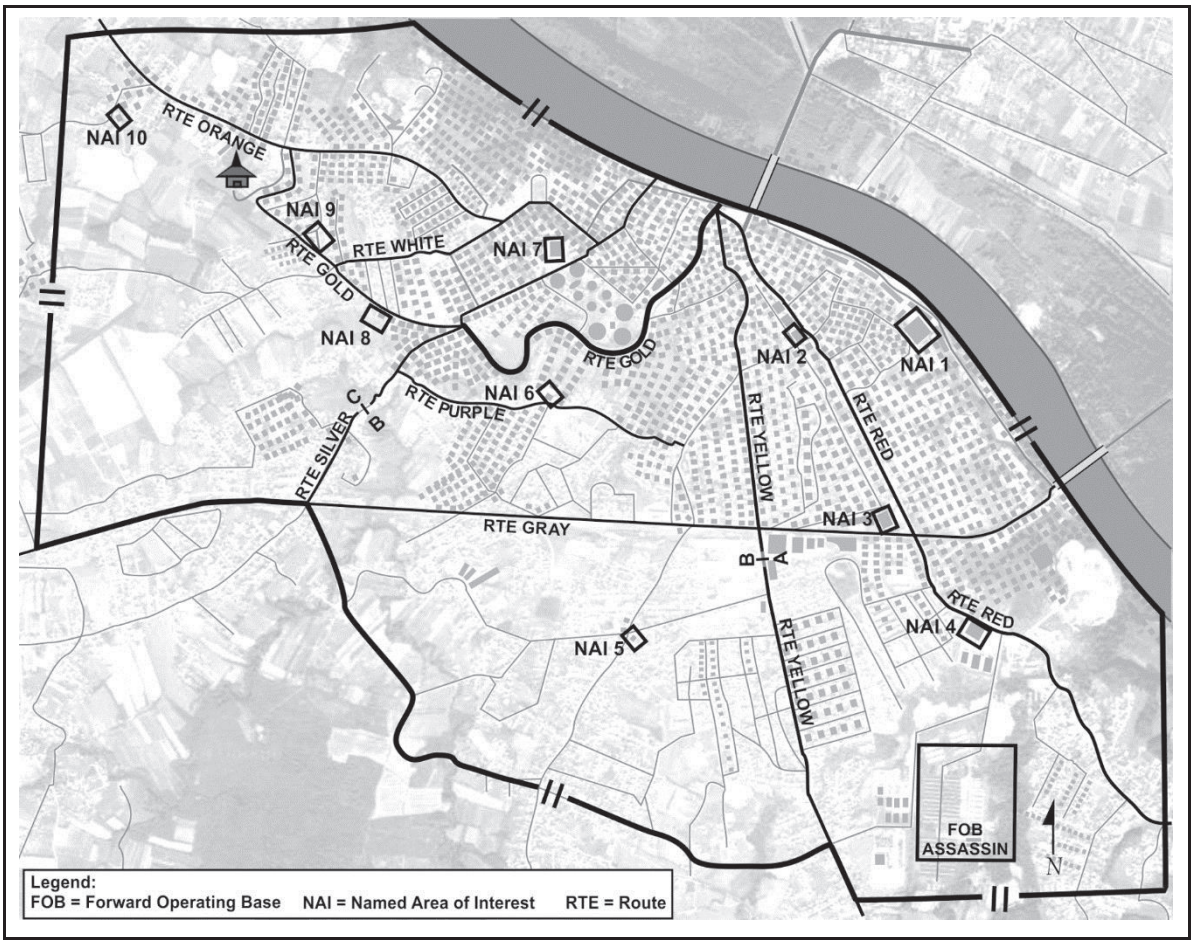

Figure 5-11. Area reconnaissance, stability

SQUADRON MISSION

5-95. Situation. The enemy is utilizing religious centers to influence the population against coalition forces within the BCT area of operations and to discredit the host government's legitimacy. Pattern analysis indicates that the enemy sets IEDs on Thursday night before Friday's call to prayer. Historically, targeting against coalition elements have been at the conclusion of prayer. Mission. Squadron conducts area reconnaissance of religious centers no later than 05150020XX within BRUDU in order to identify sources of instability, radical messages and themes, and to identify persons of interest. Execution. Troops establish mounted and dismounted observation posts near identified named areas of interest to monitor the different religious centers throughout the area of operations. A Troop's area of responsibility includes NAIs 1 to 4. B Troop's area of responsibility includes NAIs 5 to 6. C Troop is responsible for NAIs 7 to 10. Squadron commander's reconnaissance guidance includes the following:

- Focus. Identification of personnel instigating instability, propaganda against friendly forces, and radical messages and themes. In addition, any IED emplacement activities towards the end of the prayer.
- Tempo: Short duration, lest than 12 hours on the objective. Units ensure they plan accordingly to monitor all of their NAIs.
- Engagement Criteria: Weapons tight, Positive identification of rocket-propelled grenade teams/man-portable Air Defense System, Active improvised explosive device emplacement team or when engaged by direct fire. Priority of fires goes to troops in contact.

- Disengagement Criteria: Units disengage upon threat neutralization or the conclusion of speeches. Units continue discretion as they disengage.
- Displacement Criteria: Observation posts discovered or compromised. Observation post displaces to subsequent or alternate observation posts to maintain contact with threat forces.

Chapter 6
Augmenting Combat Power

The squadron receives augmentation based on assessment of METT-TC factors and priorities established by the higher commander's concept of operations. Cavalry units require organized, integrated, and synchronized support from all warfighting functions to ensure effective reconnaissance and security tasks. The cavalry squadron is responsible to request augmentation upon receiving the mission from higher headquarters.

SECTION I – BRIGADE COMBAT TEAM ASSETS

6-1. The squadron's higher headquarters provides or receives additional combat power for its subordinate maneuver units. The higher headquarters has organic capability in the form of a field artillery battalion, and the brigade engineer battalion, which includes the military intelligence and signal companies, and the CBRN reconnaissance platoon.

ENGINEER SUPPORT

6-2. Combat engineers can substantially increase the combat power of the squadron when effectively integrated with Cavalry troops and platoons for reconnaissance and security tasks. Engineers can perform reconnaissance, mobility, countermobility, and survivability tasks, which assist the squadron in providing timely information to the BCT commander. They are not organized, equipped, or trained to perform close combat operations, and the squadron must plan for their movement, security, and sustainment. The Cavalry squadron generally receives a platoon-sized element in support of reconnaissance and security missions (Refer to ATP 3-34.23 and ATP 3-34.22 for more information on engineer augmentation from echelons above brigade).

6-3. Engineers task organized to the squadron generally focus on reconnaissance and mobility tasks during reconnaissance operations. Technical reconnaissance is especially useful during route reconnaissance or terrain oriented zone and/or area reconnaissance where engineers can inspect and classify bridges, culverts, and road surfaces. They can also execute covert or overt breaching of obstacles to allow the squadron to continue its reconnaissance. Engineers can also be used to sight in protective and tactical obstacles if the squadron is reconnoitering future friendly defensive positions.

6-4. Combat engineers should focus on counter-mobility tasks during security operations. Engineers can shape the BCT's security area and degrade threat mobility by emplacing tactical and protective obstacles, cratering roads or ford sites, and collapsing bridges within their capabilities. The majority of the BCT's survivability assets will likely support the maneuver battalions although they can be task organized to the squadron as well. Consider task organizing survivability assets to the squadron if they are executing guard.

6-5. Engineers are a significant combat multiplier for the squadron however; several critical planning considerations exist for their employment:

- Movement. Task organized engineers may or may not come with their own transportation.
- Security. Engineers should not move employ in isolation; squadrons and troops should plan to provide a security element.
- Sustainment. Engineers will require re-supply of demolitions and potentially specific Class III (P) or Class IX items.
- Maintenance. Recovery of non-mission capable engineer vehicles (if employed) may exceed the squadron's organic capability. Planning should include a method to evacuate vehicles to a maintenance collection point.

FIELD ARTILLERY

6-6. With the emergence of numerous threats and the possibility for multiple, simultaneous engagements in a relatively short period, it is imperative the squadron effectively employs field artillery assets. One of the squadron commander's greatest challenges is effectively synchronizing and concentrating all available indirect fire assets at critical times and places.

6-7. The squadron commander is responsible to integrate fire support with the scheme of maneuver. Commanders must ensure that they clearly state their scheme of fires. Based on the commander's guidance, the squadron FSO develops fire support tasks and includes them in the fire support plan. The FSO assigns responsibility for each task and priority of fires integrating all squadron available assets. The FSO also coordinates fire support plans from Troops and incorporates them. (Refer to FM 3-09 or ATP 3-09.30 for more information.)

6-8. The squadron may receive priority of fires or even a field artillery battery in a command or support relationship for reconnaissance and security missions. The battery may include an AN/TPQ-50 series radar section for reactive (point of origin) counterfire.

6-9. It is imperative the commander positions its organic indirect fire systems in range of the supported element. For example, the commander may position mortar sections with units conducting a screen of a large size area rather than positioning them with the Troop headquarters. The addition of quick-fire nets enables observers to communicate with the organic and attached indirect fire systems thus increasing responsiveness. FAB Multiple Launch Rocket System or High-Mobility Artillery Rocket System and cannon field artillery battalions and BCT organic cannon field artillery battalions employ a variety of counterfire acquisition assets to locate enemy indirect fire assets as they are engaging friendly forces from an NAI and establish necessary sensor-to-shooter links to attack rapidly the enemy systems. (Refer to FM 3-09 for more information.)

6-10. As the squadron conducts reconnaissance operations and identifies targets, observers/radars initiate call for fire on targets. During defensive operations, develop target planning, over friendly obstacles and over possible enemy avenues of approach.

6-11. The squadron FSO is the primary fire support advisor to the squadron commander and is responsible for integrated planning, preparing, executing, and assessing fire support for the squadron commander's concept of operation. The FSO develops through a scheme of fires that supports the commander's reconnaissance and security guidance through appropriate use of assets in time and space. In addition to the responsibilities identified in ADRP 3-09 and FM 3-09, responsibilities include:

- Advise the commander and staff with regard to fire support-related matters, including recommendations for integrating battalion mortars into the scheme of fires supporting the scheme of maneuver.
- Supervise the squadron fires cell.
- Prepare and disseminate the fire support execution matrix and the fire support plan.
- Coordinate the positioning and movement of fire support assets in the squadron area of operations.
- Conduct bottom up refinement of the BCT fire support plan.
- Direct development of squadron fire support tasks.
- Coordinate with the Air Force tactical air control part on close air support missions and for terminal attack control personnel.
- Provide synchronization of fire support with information operations and cyber electromagnetic activities.
- Develop the observation plan for allocated observers.
- Plan, direct, and monitor the employment of laser designators to support the commander's concept of operations.
- Translate the commander's intent into AFATDS guidance.
- Establish and maintain communications with the BCT fires cell, subordinate unit fire support teams, and battalion mortars.

- Participate in BCT fire support and field artillery battalion technical rehearsals.
- Plan and execute squadron free support rehearsal.
- Process requests for additional fire support with the BCT fires cell.
- Provide staff supervision of any field artillery assets attached to or under the operational control of the squadron.
- Disseminate the approved target list and fire support execution matrix to subordinate elements.
- Develop, recommend to the commander, and disseminate appropriate changes in the target list and attack guidance in response to the tactical situation.

MILITARY INTELLIGENCE SUPPORT

6-12. BCT Intelligence cell. To assist the commander and staff in understanding the situation and in decision making, the intelligence cell provides timely, relevant, accurate, predictive, and tailored intelligence analysis; reporting; and products.

6-13. BCT Organic MI company. The MI company supports the BCT and its subordinate commands through collection, analysis, and dissemination of information and intelligence. Its mission is to conduct analysis, full-motion video, signals intelligence, and human intelligence collection. The MI company also provides analysis and intelligence personnel for the company intelligence support teams. Refer to ATP 2-19.4 for more information.

6-14. When provided as a direct support asset to the cavalry squadron, key questions for planning intelligence operations and integrating intelligence enablers into squadron and overall BCT operations may include the following:

- Are PED enablers and the network, which supports PED activities adequate to ensure that intelligence can provide information in time to support decision making?
- What is the task organization?
- How will terrain effect the employment of military intelligence company assets?
- What effect will weather have on the capabilities of military intelligence company assets?
- How does the selected friendly course of action portray the threat and the threat's reactions to the plan?
- What coordination is required with supported subordinate commanders and staffs?
- What collected information is reportable at each echelon?
- What is the role of intelligence operations within the scheme of information collection?
- Does the scheme of fires require intelligence operations support for target location and tracking?
- Does the scheme of fires require intelligence operations support for battlefield damage assessment?
- Does the communication plan provide adequate support for intelligence operations?
- Does the squadron order provide for sustainment of military intelligence collection assets that the headquarters company cannot sustain?
- Do any military intelligence collection assets require engineering support?
- Does the scheme of mobility/countermobility require intelligence operations support?
- Are there requirements or opportunities for biometrics collection?

6-15. Responsibility for biometric and other identity data collection goes beyond the conduct of intelligence operations. Any unit, which encounters enemy forces, local nationals or third party personnel, can collect biometric or identity data. Planning for biometric and identity data collection should include all units within the task organization to be successful.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR SUPPORT

6-16. The BCT has a CBRN reconnaissance platoon in the brigade engineering battalion. It attaches to the squadron when required for reconnaissance and security missions.

6-17. The CBRN reconnaissance platoon resides with the brigade engineering battalion. CBRN defense consist of measures taken to minimize or negate the vulnerability and/or effects of a CBRN incident. The main goal of CBRN defense is to reduce casualties and damage to equipment and to minimize disruption of the mission. These measures are continuous in nature and integrated throughout all combat operations. The principles that guide CBRN passive defense are contamination protection, contamination mitigation (contamination control and decontamination).

6-18. Units employ CBRN protection to avoid contamination by conducting vulnerability analysis, IPB, cooperative CBRN detection, and digital CBRN warning and reporting. CBRN protection measures provide several benefits. They reduce the likelihood of operational degradation and increased sustainment burden that result when a unit must remain in individual protective equipment. They decrease the frequency of decontamination operations, thereby decreasing the operational tempo. CBRN protection also helps the squadron and BCT to maintain freedom of maneuver through improved situational awareness.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR SUPPORT ASSETS AND CAPABILITIES

6-19. The squadron relies on its higher headquarters for CBRN support, including reconnaissance, with the exception of the Cavalry squadron in the SBCT. CBRN personnel assist the commander in the orchestration of CBRN defense through the integration of protection and contamination mitigation.

ABCT OR SBCT ASSETS

6-20. In the ABCT or SBCT, the CBRN reconnaissance platoon has three nuclear, biological, chemical reconnaissance vehicle platforms. The CBRN reconnaissance platoon can conduct route, zone, and area CBRN reconnaissance to determine the presence and extent of CBRN contamination.

IBCT ASSETS

6-21. In the IBCT, the CBRN reconnaissance platoon comprises three HMMWV. The platoon has the primary responsibility of establishing a CBRN cell that can track all CBRN-related activities in the area of operation. It conducts dismounted CBRN reconnaissance, CBRN site assessment, hazardous materials mitigation, and support to CBRN consequence management.

DECONTAMINATION SUPPORT

6-22. When thorough decontamination is necessary, the squadron receives support from a CBRN company decontamination platoon, typically assigned to a maneuver enhancement brigade. Thorough decontamination normally occurs after contamination with a persistent agent or prolonged exposure to other agents. It allows Soldiers temporary relief of individual protective equipment. It requires detailed planning and extensive labor and equipment resources. Conduct decontamination as far forward as possible to limit the spread of contamination, and in a location that affords security as well as cover and concealment from enemy forces.

6-23. Decontamination may proceed by troop, or the entire squadron may move to the decontamination site. If the decontamination proceeds by troop and the squadron remains committed in a mission, the decontamination unit may be task organized to the squadron. More often, the affected troop or the entire squadron moves to the established site and conducts thorough decontamination under higher headquarters control, permitting the fastest, most effective use of decontamination assets.

RELIGIOUS SUPPORT

6-24. Unit ministry teams (UMTs) and chaplain sections advise commands on the impact of culture and religion in the operating environment. Specifically, UMTs assigned to cavalry squadrons and BCTs, and

support planning and operations to cavalry squadrons with cultural awareness information–specifically information on indigenous religions within the area of operations. Religious support personnel may also coordinate for subject matter expert advice from chaplains with advanced training on world religions to better understand indigenous religious beliefs. Chaplains and religious affairs specialists also provide ethical and moral advisement on operational matters, ranging from direct confidential ethical advice to unit leaders on ethical problems to broader advisement provided in the ordinary course of staff operational planning and working group participation. UMT support may be particularly helpful in stability operations in regard to identifying protection of key religious personnel and facilities, protecting vulnerable population elements such as dislocated civilians, and in planning and preparing liaison mission support in order to engage local indigenous leaders.

SECTION II – EXTERNAL BCT ASSETS

6-25. The squadron's higher headquarters provides or receives additional combat power for its subordinate maneuver units. When required the squadron must request augmentation from outside the BCT through the BCT operations office. Both habitual and other augmentation forces are below.

ARMY AVIATION SUPPORT

6-26. Army Aviation provides attack reconnaissance squadrons and battalions that conduct reconnaissance and security tasks. These units may be task organized with utility, heavy helicopters, or air ambulances, and provide the ground commander with multiple options to seize, retain, and exploit the initiative to gain and maintain a position of relative advantage. The inherent mobility, speed, range, flexibility, lethality, precision, and reconnaissance capabilities display through the seven core competencies of Army Aviation−

- Provide accurate and timely information collection on the enemy, terrain, and local populations.
- Provide reaction time and maneuver space.
- Destroy, defeat, disrupt, divert, or delay enemy forces.
- Air assault ground maneuver forces.
- Air move personnel, equipment, and supplies.
- Evacuate wounded or recover isolated personnel.
- Enable mission command over extended ranges and complex terrain.

6-27. Cavalry squadron commanders conduct air-ground operations by integrating aviation assets into their scheme of maneuver to conduct reconnaissance and security tasks in addition to movement to contact, attack, air assault, mission command support, air movement and/or aeromedical evacuation operations. To synchronize and maximize the effectiveness of these operations, plan for combined arms operations with imbedded liaisons and the BCT aviation element. Newly formed combined arms teams require more detailed planning and rehearsals. Enhanced agility, tempo, and mission success result when established habitual relationships exist. (Refer to FM 3-04 or more information on the capabilities and planning considerations for the employment of Army aviation.)

AIR AND MISSILE DEFENSE SUPPORT

6-28. Other than passive measures to avoid detection or active air defense measures including fires from crew served weapons, Cavalry squadrons rely on higher echelons for AMD. Air defense artillery units assigned to a maneuver enhancement brigade or an air defense artillery (ADA) brigade usually provide this support on an area support basis.

6-29. The normal method of employing supporting tasked organized AMD assets is under the centralized control of the AMD leader (usually at the squadron level). The AMD leader may integrate into the fires cell as a special staff officer.

6-30. During reconnaissance and security tasks, the squadron may be task-organized with Avenger elements. Avenger weapon systems provide AMD coverage to protect the Cavalry squadron from enemy aerial counter-reconnaissance and air attacks. (Refer to FM 3-01 for more information.)

6-31. Cavalry squadron planning considerations for AMD Support may include planning for resupply of ammunition and arranging security while supporting the Cavalry squadron.

CLOSE AIR SUPPORT PLANNING

6-32. Squadrons plan for CAS through the BCT, but may also require it on request, immediate or emergency basis. CAS is capable of destroying threat elements of varying sizes, including large armored formations. CAS missions are broken down into two types—

- Preplanned. Preplanned CAS missions are generally requested 96 hours in advance and do not include detailed target information because of the lead-time for the mission.
- Immediate. Immediate requests are used for air support mission requirements identified too late to be included in the current air tasking order (normally less than 96 hours).

6-33. The Cavalry squadron S-3 Air must coordinate with the Brigade S-3 Air prior to and during operations. Since there are no digital links with supporting aircraft, the squadron S-3 Air should consistently keep the brigade S-3 Air apprised of the ground tactical situation through digital and conventional means.

6-34. When operating in a ground unit's area of operation, CAS aircraft are under the positive control of one of the cavalry unit's TACP or designated attached fire support trained and JFO certified personnel.

6-35. Squadrons may establish an airspace coordination area, which is a three-dimensional block of airspace in a target area, established by the appropriate ground commander, in which friendly aircraft are reasonably safe from friendly surface fires. The airspace coordination are may be formal or informal (JP 3-09.3) Squadron or higher-level headquarters establish informal airspace coordination area. They are normally in effect for short periods, only long enough to get aircraft into and out of the target area.

JOINT, INTERAGENCY, INTERGOVERNMENTAL, AND MULTINATIONAL CONSIDERATIONS

6-36. Employing the varying capabilities of the joint services enables friendly forces to preserve the initiative by forcing the enemy to react to multiple forms of contact. The squadron can expect to work with forces of other services to accomplish their assigned missions. Examples include the following:

- Fires from United States Air Force systems can shape the deep fight, set the conditions for follow on missions, and multiply the effects of tactical maneuver.
- Army and United States Marine Corps forces use similar land based combat techniques and doctrine. Commands frequently task organize civil affairs teams with the squadron to assist in engaging with the indigenous population, interagency or intergovernmental organizations. Special operations forces can provide complementary capabilities for tactical operations. Commands frequently task organize tactical military information support operations (MISO) teams with the squadron.

6-37. The squadron must also prepare to operate in operations environments that require cooperation with organizations not under military command. These organizations, which include other agencies of the U.S. government and nonmilitary agencies of host-nation governments—are present in most contemporary military operations. The squadron must be able to synchronize its military operations with interagency or intergovernmental humanitarian action to ensure the local population supports U.S. military efforts. It requires the squadron to liaise with joint, interagency, intergovernmental, and multinational personnel, to share military resources, and to conduct detailed and continuous coordination to achieve overall success.

MULTINATIONAL UNIT ATTACHMENTS

6-38. Squadron operations with allied or foreign forces contain unique challenges and these challenges will continue to increase in frequency as the Army expands its role in the joint interagency, intergovernmental, and multinational environment. Each allied military is distinct in regards to their capabilities, methods, and force design, and previous experience working with one nation will not necessarily translate to working with another. Conducting comprehensive capabilities briefs initially by both allied and U.S. forces aids in developing understanding.

6-39. Detailed and thorough communication is key when planning reconnaissance and security with a foreign military and should begin immediately upon receipt of the mission. Confirmations briefs for every aspect of planning may aid in reducing language, culture, and military capabilities barriers. Exchange of liaison officers/NCOs and augmentation with interpreters (if required) should occur as early as possible in the planning process. The list below is not exhaustive, nor is it a checklist. Cavalry units and staffs should use this list of common planning factors as a starting point to begin planning and operations with a foreign military force.

MANEUVER

- Exchange of tactics/doctrine/SOPs.
- Maneuver assets, capabilities, and limitations.
- Explain terminology and jargon (and rank structure as applicable).
- Work to reduce the language barrier to the greatest extent possible.
- Task Organization changes and impacts of command relationships (if authorized).

INTELLIGENCE

- Classification and authority to release information (US-NO FORN, US-REL FVEY, US-REL NATO).
- Intelligence sharing in both directions.
- Secret Internet Protocol Router Network capabilities.
- Understand U.S. and allied information collection capabilities.
- Interrogation procedures/restrictions can vary widely from nation to nation.

FIRES

- Assets, capabilities, and limitations.
- Cross boundary fires (approval authority).
- Call for fire/counter-battery procedures and authorities.
- Use of precision guided munitions.

PROTECTION

- Allied CBRN endurance and detection capabilities.
- Allied route clearance, explosive ordnance disposal (EOD), and mobility/counter-mobility/survivability capabilities.
- Detainee operations and procedures.
- Key assets that require engineer support to increase survivability such as command posts, and communications platforms.

MISSION COMMAND

- Compatibility of radios and digital systems.
- Allied radios encryption capable.
- COMSEC requirements (NATO key).
- Allied radio capabilities/limitations affecting U.S. ability to conduct RETRANS. Allied force possess RETRANS capability.
- Digital versus Analog. Effective communications planning.
- Digital collaboration capabilities.
- Placement and use of LNOs and planners.
- Type and frequency of rehearsals.
- Rules of Engagement. National caveats that may restrict the force.
- Task organization. Command Relationship authorization.

SUSTAINMENT

- Acquisition and Cross Servicing Agreements (ACSA) ACSAs determine what nations are obligated to pay for.
- Types of Command Support Relationships and nesting with ACSA.
- Resupply of nationally distinct items (specifically Class III, V, IX, and CBRN).
- Transportation and distribution capabilities or requirements
- Medical capabilities.
- Fuel requirements and compatibility for foreign equipment.

EXPLOSIVE ORDNANCE DISPOSAL SUPPORT

6-40. Squadrons request EOD support from the BCT headquarters. EOD companies provide explosive ordnance response. EOD team capabilities will change depending on the type of response required. For more information on EOD operations. (Refer to ATP 4-32.16 for more information.)

6-41. An EOD team may be task organized to the Cavalry squadron. During reconnaissance and security tasks, EOD can mitigate explosive hazard threats where bypassing is not feasible or if the Cavalry squadron is conducting reconnaissance in complex terrain. EOD requires escort and security while supporting the Cavalry squadron.

MILITARY INFORMATION SUPPORT OPERATIONS

6-42. Military Information Support (MISO). Current MISO rules of allocation allow for the attachment of a tactical detachment to brigade-sized units. However, in contingency operations, major combat operations, and other extraordinary situations, an entire tactical company with organic audio, visual, and audio-visual development personnel and equipment may attach, depending on operational necessity and authorization. The commander conducts directs and leads MISO as an integral part of multinational, joint, and single-service operations. The commander uses employs MISO forces to shape the area of operation and to set the conditions for success at the tactical level. In addition, the commander uses MISO to inform and influence target groups and individuals in decisive actions. When properly employed, MISO forces can save the lives of friendly and adversary forces, whether military or civilian, while degrading the adversary's willingness to fight, his morale, and his efficiency. Military information support operations discourage aggressive actions and create dissidence and disaffection within threat ranks, ultimately inducing desertion, malingering, in-fighting, and surrender. (Refer to FM 3-53 and ATP 3-53.2 for more information on allocation and capabilities.)

CIVIL AFFAIRS

6-43. A Civil Affairs (CA) company is normally allocated to support a brigade size element with a Civil Affairs team (CAT) being the lowest echelon CA tactical support element provided to a supported commander. The CA team would normally conduct operations in a squadron's AO. The CAT executes civil affairs operations (CAO) and is capable of conducting civil engagement with, and civil reconnaissance (CR) and assessments of, the civil component of the AO. As part of the commander's civil-military operations, Civil Affairs conduct operations nested within the overall mission and intent.

6-44. The Civil Affairs team has the ability to leverage operational and strategic level CA assets and capabilities through reachback in order to shape operations. Civil Affairs reachback may include:

- CA company Civil Military Operations Center (CMOC).
- CA battalion headquarters.
- CA brigade headquarters.
- Civil military advisory group (CMAG).
- USAR 38G military government specialists capabilities.

6-45. The mission of civil affairs forces is to mitigate or defeat threats to civil society and conduct responsibilities normally performed by civil governments across the range of military operations. They engage and influence the civil populace and authorities through the planning and conducting of civil affairs operations, or enable civil-military operations, to shape the civil environment and set the conditions for military operations (Refer to FM 3-57.) Civil affairs augmentation allows the squadron to develop of the situation when in contact with civilians or other factions, affecting Cavalry squadron operating or operations tempo because it requires person to person interaction. Civil affairs teams require escort and security while supporting the Cavalry squadron.

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Chapter 7

Sustainment

The forward support company has greatly reduced the Cavalry squadron commander and staff's technical oversight responsibilities for supply, transportation, and maintenance. Although the brigade support battalion (BSB) provides technical oversight to the FSC, the sustainment function is critical. The Cavalry squadron commander and staff still bear the responsibility of describing the requirements in the concept of support, and integrating that support into the Cavalry squadron's concept of operations. Medical platoons remain organic to the Cavalry squadron based on their criticality and proximity to combat operations.

SECTION I – SUSTAINMENT ROLES AND RESPONSIBILITIES

7-1. Today's operational environment challenges sustainment systems for fast paced, forward operating Cavalry squadrons. Characterized by high consumption of supplies, all resupply and services require thorough planning to support the squadron with extended lines of support, in contiguous and noncontiguous operational areas and rapidly transitioning missions The Squadron must aggressively push and pull supplies and services forward.

7-2. Supporting the Cavalry squadron against the time and space constraints of reconnaissance and security tasks requires several assumptions:

- Cavalry troops typically operate 48 hours without a routine resupply and up to 72 hours with preplanning.
- Field maintenance teams can maintain enough Class IX to support repairs at the forward line of troops.
- The squadron receives Class IIIb resupply every 48 to 72 hours.
- The squadron would not receive reliable Class IX flow from the BCT.
- The squadron would accept risk to efficiency to gain effectiveness.

7-3. The Cavalry squadron commander ensures that sustainment for organic and task organized elements and ensures operational control or supporting units receive necessary support from the proper headquarters. Based upon guidance from the Cavalry squadron commander and executive officer, the S-4 coordinates sustainment for task-organized units and verifies who provides and requests this support. When organizations join the Cavalry squadron, the organization should bring sustainment assets from its parent unit to address any unique requirements (such as missile technician for antitank company support). The Cavalry squadron S-4 provides guidance to these assets as well as those of the FSC. Task-organized unit leaders must coordinate with the Cavalry squadron S-1 and furnish a copy of the unit battle roster.

SUSTAINMENT FUNCTIONS

7-4. 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 (ADRP 3-0). Sustainment is the provision of logistics, personnel services, and Health Service Support (HSS) necessary to maintain and prolong operations until mission accomplishment. Logistics tasks include: maintenance, transportation, supply, field services, distribution management, operational contract support, and general engineering support. Personnel services tasks include human resources, financial management, legal, religious, and band support. HSS consists primarily of casualty care, medical evacuation (air and ground), and medical logistics.

SUSTAINMENT STAFF

7-5. They must monitor operations throughout and anticipate the needs of the Cavalry squadron. They are subject matter experts in their areas and be adaptable to any unforeseen situation. The Cavalry squadron S-1 and S-4 are the two primary staff officers and sections responsible for sustainment along with the medical platoon leader.

SUSTAINMENT ORAGANIZATIONS

7-6. Sustainment organizations are those that by design or mission provide one or more of the elements of sustainment (logistics, personnel services, or health service support). Sustainment for cavalry operations is critical in supporting extended distances and dispersed locations.

SQUADRON HEADQUARTERS AND HEADQUARTERS TROOP COMMANDER, EXECUTIVE OFFICER, AND FIRST SERGEANT

7-7. The squadron HHT is responsible for the administrative and sustainment support for the HHT and squadron staff and its command posts. It has a supply section to provide unit-level supply and armor support to the Soldiers and equipment of the squadron headquarters.

7-8. The headquarters and headquarters troop commander is responsible for the support, security, and movement of main and tactical command posts, organic staff, and attached HHT elements. The HHT commander is responsible for the individual and collective training of the company. Since the HHT does not have a support platoon; maintenance section; field feeding section; or petroleum, oil, and lubricants section, the HHT commander is responsible for the coordination of providing these services wherever the command posts are located. In coordination with the squadron XO and operations sergeant major, the HHT commander plans, organizes, and executes security operations in support of the command posts and staff. The HHT commander places the XO and 1SG in advantageous locations to ensure that there is command presence when the main and tactical command posts separate.

7-9. The HHT executive officer (XO) coordinates with the logistics staff officer (S-4) for logistics support for the squadron command post and personnel and monitors the support provided for the troop commander. He assists in planning HHT unit movements and base defense measures under the supervision of the HHT commander. He monitors routine troop reporting and coordinates activities of the squadron staff and attached HHT elements. The HHT commander positions the XO where he can best fulfill his responsibilities. When the tactical command post deploys, the XO may accompany the tactical command post to provide leadership for squadron personnel who provide security for the tactical command post. The XO stays tactically current and remains prepared to assume command of the troop.

7-10. The 1SG is the troop's senior noncommissioned officer (NCO), with the primary responsibility for training individual skills. The 1SG helps the commander to plan, coordinate, and supervise all sustainment activities that support the squadron staff and attached HHT elements. In conjunction with the commander, establishes and maintains the foundation for troop discipline. Oversees training and ensures proficiency in individual and NCO skill, and battle drills contributing to small-unit collective skills that support the troop's mission-essential task list. Assists in preparation of the OPORD plan, and rehearses and supervises key sustainment actions. These activities include resupply of Class I, III, and V products and materials; maintenance and recovery; medical treatment and evacuation; and replacement/return-to-duty (RTD) processing. The 1SG operates where the commander directs or where his duties require him.

SQUADRON MEDICAL PLATOON

7-11. The medical platoon provides Role 1 Army Health System support to the Cavalry squadron and the supporting FSC. The medical platoon triages, treats, and evacuates casualties or returns them to duty. It stocks Class VIII supplies and provides medical supplies to company medical teams as required. It performs operator maintenance of the squadron's medical equipment and coordinates for biomedical equipment repair through the brigade support medical company (BSMC) in the brigade support battalion. Increase the medical platoon's survivability and mobility by the use of armored evacuation vehicles and aid stations. The medical platoon leader/physician and physician assistant oversee Squadron aide station operations. (Refer to ATP 4-

02.3 for more information.) The medical platoon leader, a medical service corps officer, coordinates the operations, administration, and logistics of the medical platoon. Duties include the following:

- Overseeing the daily administrative and logistical operations for the medical platoon.
- Coordinating medical evacuations of patients to the BSMC.
- Supporting medical platoon personnel that are providing direct support to the maneuver companies.

FORWARD SUPPORT COMPANY

7-12. The role of the FSC is to provide direct logistics support to the supported squadron. The FSC provides the supported commander with dedicated logistics assets organized specifically to meet the squadron's requirements. An FSC provides field feeding, bulk fuel, general supply, ammunition, and field maintenance. The FSC extends the BSB commander's operational reach and while organic to the BSB, the FSC may be operational controlled or tactical controlled to the squadron for time depending on mission requirements. When such a command relationship exists, the FSC commander continues to receive technical oversight from the BSB commander and support operations officer for the purpose of sustainment synchronization. The FSC has the capability to move its personnel and equipment in support of the squadron.

7-13. The FSC commander assists the squadron S-4 with the squadron logistics planning and is responsible for executing the logistics plan in accordance with the BSB and supported squadron commander's guidance. The FSC receives supplies and specialized maintenance support from the BSB. (Refer to ADP 4-0 for more information.) The FSC (see figure 7-1, page 7-3; figure 7-2, page 7-4; and figure 7-3, page 7-5) supports—

- Food and water (Class I).
- Fuel (Class III).
- Ammunition (Class V).
- Repair parts (Class IX).
- Maintenance and recovery.
- Supply and distribution.

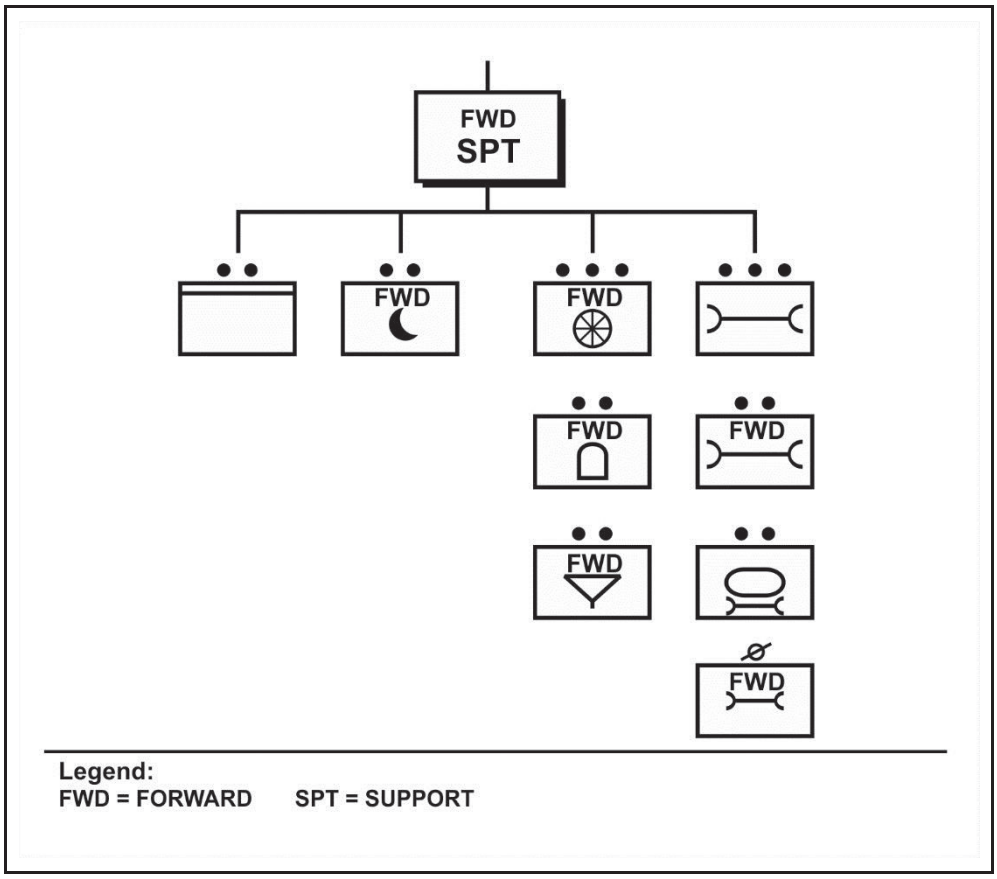

Figure 7-1. Armored brigade combat team squadron forward support company

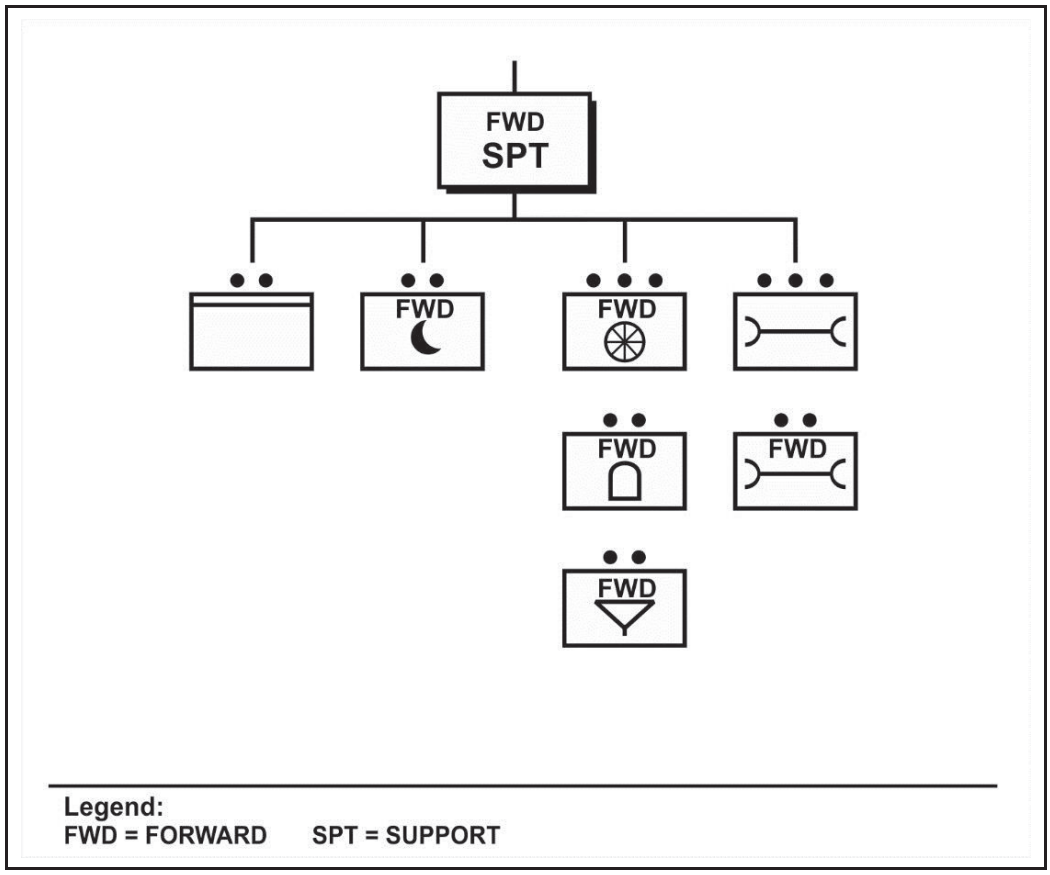

Figure 7-2. Infantry brigade combat team squadron forward support company

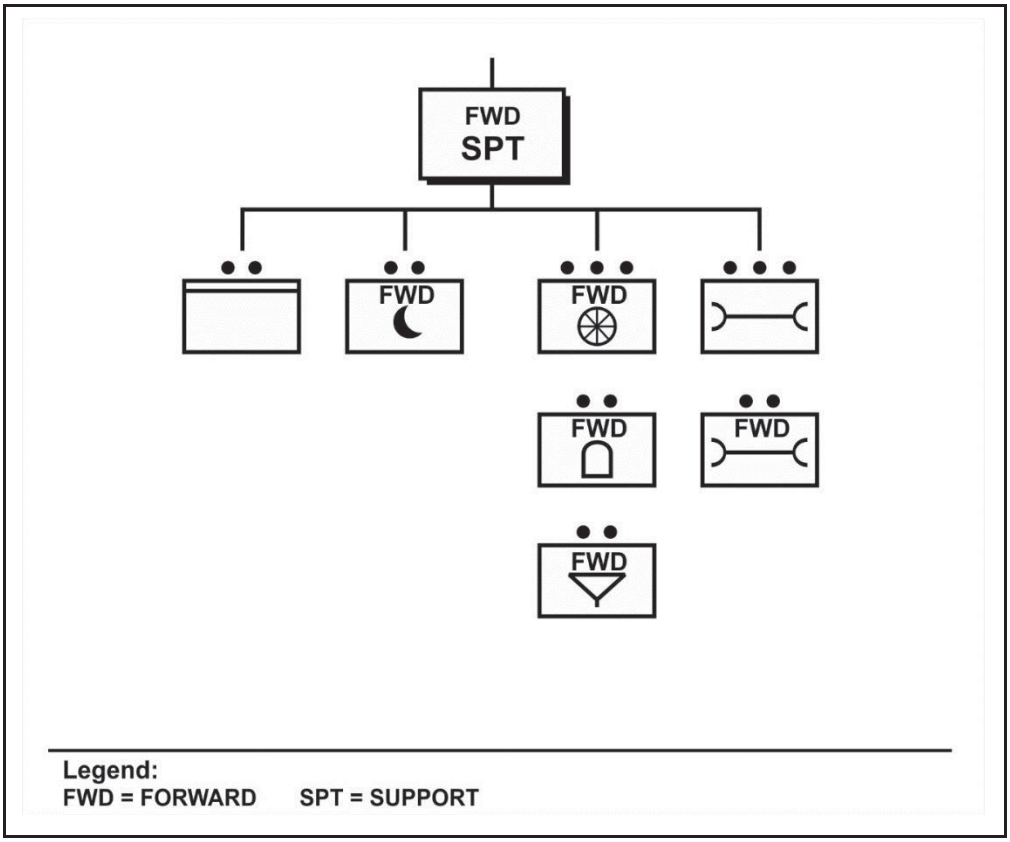

Figure 7-3. Stryker brigade combat team squadron forward support company

7-14. The FSCs normally operate in close proximity to the squadron. The squadron must determine the location of the FSC. The FSC is typically forward in support to the troops within the squadron.

SQUADRON TRAINS

7-15. Trains are a unit grouping of personnel, vehicles, and equipment to provide sustainment. It is the basic sustainment tactical organization. The Cavalry squadron uses trains to array its subordinate sustainment elements, including their FSC. Squadron trains usually are under the control of the squadron S-4, and assisted by the squadron S-1. The composition and location of squadron trains varies depending on the number of units attached to, or augmenting the squadron.

7-16. Squadron trains are in two basic configurations: as unit trains in one location or as echeloned trains.

- Echeloned trains organize into Troop trains, squadron combat trains, or squadron field trains. Figure 7-4, page 7-7, provides a technique for the organization of echeloned trains.
- Unit trains at the squadron level are appropriate when the squadron consolidates, during reconstitution, and during major movements.

7-17. The following factors govern the positioning of the trains:

- Communications are required between the Cavalry squadron main command post, the field trains command post (FTCP), CTCP, and the BSB main command post.
- Room for dispersion and cover , concealment and defense from both air and ground threats
- The ground must support tracked and wheeled vehicle traffic.
- A suitable helicopter-landing site for medical evacuation should be nearby.
- Routes to logistics release points (LRPs) or to troop locations must be available.
- Movement into and out of the area must not be restricted.

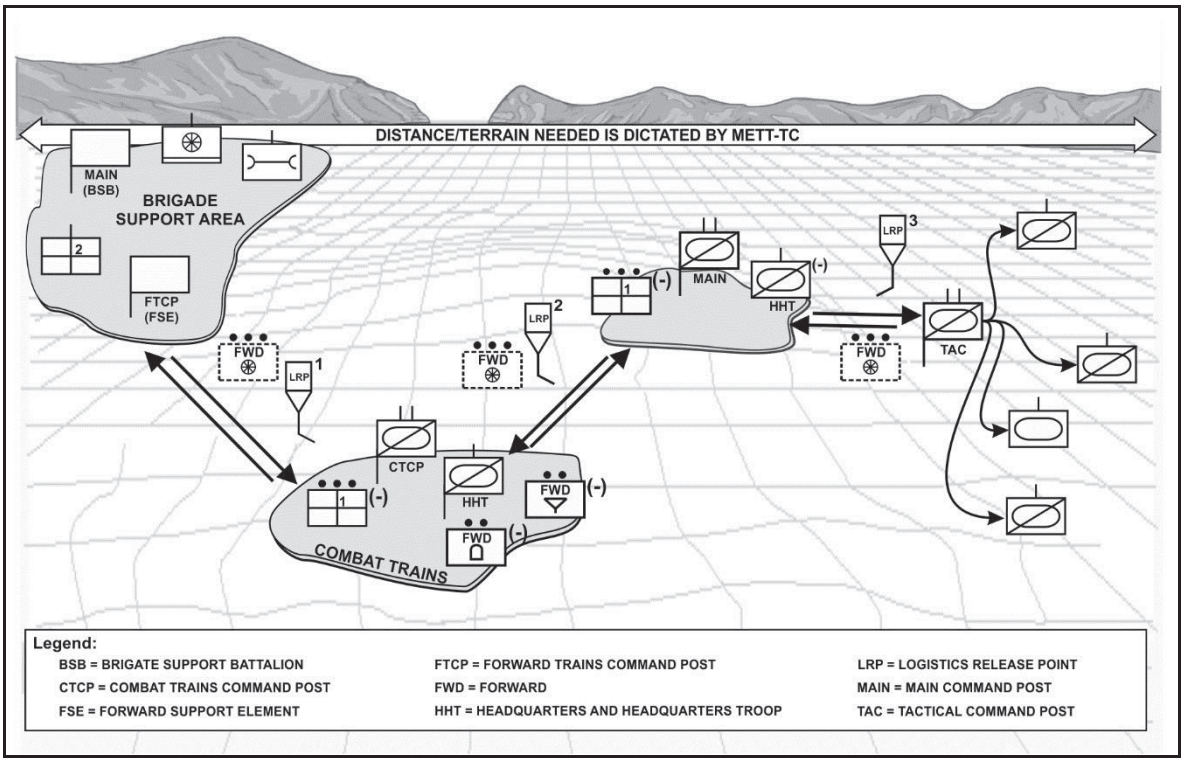

Figure 7-4. Organization of trains

Field Trains

7-18. The field trains are responsible for the organization, operation, and synchronization of logistics packages (LOGPACs). Field trains provide direct coordination between the squadron and the BSB. When organized, the field trains usually consists of elements of the squadron HHT, S-1, and S-4 and may contain elements of the FSC not located at the CTCP. The FTCP facilitates the coordination and movement from the BSB to the squadron. The field trains are responsible for coordination of security of its area of responsibility within the brigade support area (BSA). (See table 7-1 for functions of the field trains and combat trains.)

7-19. Extenuating circumstances may require the field trains to operate outside the BSA operational area—

- Distance between BSA and troop trains.
- Operational TEMPO of the brigade.
- Extending communications.

7-20. The Cavalry squadron troop supply sergeants generally position themselves with the FTCP. They assist the squadron S-4 in preparing troop LOGPACs and then move their vehicles forward to the LRP. The FTCP maintains control of vehicles moving forward to the LRPs. Troop 1SGs or their representatives meet the LOGPAC and guide it to the troop resupply point. Key tasks include Class IX expediting, personnel replacements, and casualty tracking, and providing a second level of reporting and logistics common operating picture information.

Combat Trains

7-21. The HHT has supervisory responsibility over the combat trains. The combat trains usually consist of the maintenance collection point (MCP), Squadron aid station (SAS), and emergency resupply trucks (for example Classes III and V) (See figure 7-5, page 7-9). Position the MCP where recovery vehicles have access to primary lines of communications routes. The CTCP is the primary maintenance collection area for equipment until it exceeds its capacity to displace in one movement.

7-22. The CTCP is responsible to coordinate with lateral units in the event of organic assets are not capable of providing timely support to subordinate troops. The CTCP may need to coordinate with adjacent battalions to utilize their resources to create efficiencies.

7-23. The CTCP has an obligation to stay abreast of the tactical situation and exercise proactive sustainment support; monitor the Cavalry squadron command net to identify logistics requirements; and receive requests, reports, and requirements from subordinate elements. In a contingency, the CTCP can act as an alternate mission command post if the squadron's main command post is out of contact. Analyze, consolidate, and forward subordinate requirements to the HHT command post or other supporting activity. The HHT commander coordinates and directs elements to take action to satisfy the forward units' requirements (for example, locations and times of LOGPACs).

Table 7-1. Trains functions

Forward Trains Command Post (FTCP)	Combat Trains Command Post(CTCP)
Personnel services (such as awards, personnel replacement, and so forth).	Alternate mission command post for the squadron.
Casualty.	Manage the logistics common operating picture.
Postal.	Receive logistics status (LOGSTAT) from troops.
Coordinate legal services.	Coordinate for all classes of supply.
Synchronize resources with brigade support battalion (BSB).	Anticipates/plans for sustainment requirements based on current and future actions.
Coordinate for contracting support.	Coordinates the evacuation of detainees.
Coordinate logistics package (LOGPAC).	Coordinates the evacuation of equipment to field trains command post (FTCP).
Coordinate additional assets or changes to support task organization.	Religious support.
Patient liaison with medical company (BSB).	Coordinates the evacuation of casualties.
	Repairs equipment.

Maintenance Collection Point

7-24. The FSC has supervisory responsibility over the MCP. The maintenance collection point must maintain a current maintenance status on the troops' equipment, especially on its vehicles in order to keep the commander apprised of its combat power. The MCP typically reports combat power to the squadron executive officer directly as well as to the S-4 and FSC commander.

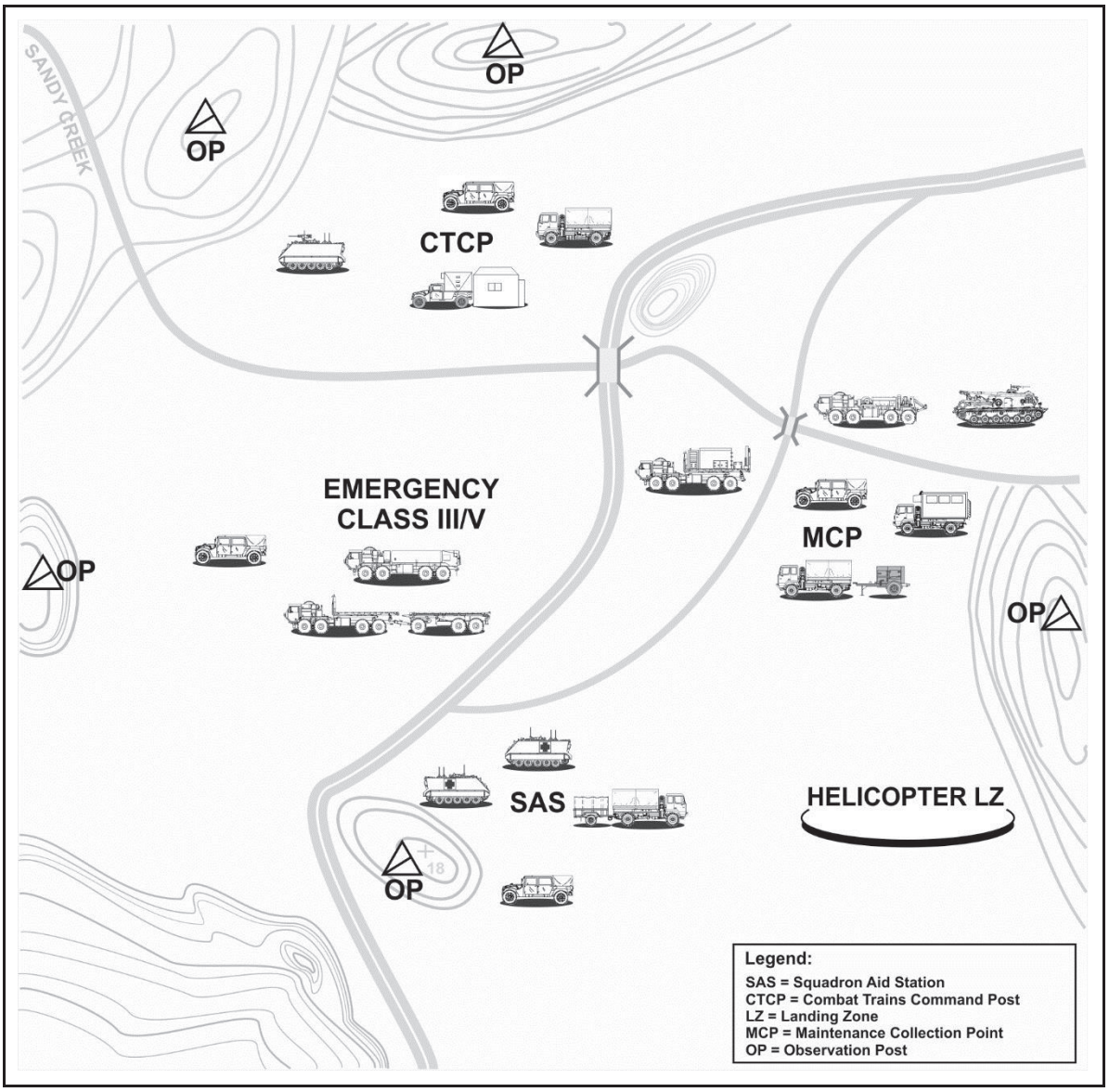

Figure 7-5. Squadron combat trains

SUSTAINMENT COMMUNICATIONS NETWORKS

7-25. The CTCP is the net control station for the Cavalry squadron Administration and Logistics net. The S-4, S-1, HHT commander, FSC commander, FSC platoon leaders, medical platoon leader, company 1SGs, and FTCP operate in the Administration/Logistics (A/L) net. The CTCP also operates in the BCT A/L net and on the Cavalry squadron command net.

7-26. See figure A-1, page A-2, that represents a notional communications plan for primary, alternate, contingency, and emergency with some of the enablers available at the BCT and Cavalry squadron level.

SECURITY OF THE TRAINS

7-27. Sustainment elements behind the forward line of own troops (FLOT) form base clusters and must be prepared to defend against the enemy. Generally, the HHT is responsible for trains' security when the FTCP and the CTCP are colocated. When trains are echeloned, the HHT is responsible for securing the combat trains, and the FSC is responsible for securing the field trains. If the Cavalry squadron commander locates

the field trains with the BSA, the FSC coordinates with the BSB to integrate the field trains into the BSA defensive plan.

7-28. Plan a perimeter defense normally in all trains areas. Assign elements in the trains a specific sector to defend. Select mutually supporting positions that dominate likely avenues of approach for vehicles armed with heavy machine guns. Establish reaction forces and observation posts based on the unit tactical standard operating procedure (TACSOP). Sector sketches, fire plans, and obstacle plans should be prepared. Conduct rehearsals to ensure that all personnel know the part they play in the defensive scheme. The officer in charge at each location establishes a shift schedule for operations and security on a 24-hour basis.

MOVEMENT OF THE TRAINS

7-29. Planning sustainment requires detailed planning and guidance, especially in the offense when forward trains are required to move with the fight to provide the maintenance support and to maintain momentum.

7-30. The executive officer and S-4, in coordination with the HHT commander, plan locations and movement of the trains to ensure responsive forward support. The displacement of the trains must be carefully coordinated with the concept of operations, locations of the BSA and main supply routes, communication links, establishment of digital nodes, priorities of support, and time available for sustainment brigade throughputs and displacement. It is important for the Cavalry squadron staff to understand the impact of BSB to FSC LOGPAC schedules during the planning process. Carefully plan movement of the trains or the FSC may severely constrain the maneuver commander's plan. It is not feasible to conduct all maintenance forward with the maneuver troops. Forward maintenance teams are limited on haul capacity to fix forward. During the planning process, it is imperative to determine when evacuation to the field trains/brigade support area is required. A trigger for that is an evacuation timeline with conditions that indicate that pushing a piece of equipment to the rear formations is advantageous. Evacuation timelines should be coordinated with the BCT with input from the supporting elements.

7-31. Security of sustainment assets during movement is a major consideration. The Cavalry squadron has sufficient transportation assets to move its Soldiers and equipment in one move. The Cavalry squadron staff must closely monitor mobility status and anticipate mobility problems well in advance to develop solutions. For all additional transportation requirements beyond the Cavalry squadron's capability, the S-4 must coordinate for external support with the BSB support operations section.

7-32. In addition to conducting planned moves, both the Combat Trains Command Post and the Field Trains Command Post should have a tactical standard operating procedure for conducting emergency moves. Emergency moves normally occur when the trains must relocate quickly to avoid a significant enemy threat. The Cavalry squadron designates alternate trains' locations and movement routes. The CTCP and the FTCP disseminate emergency movement plans to all sustainment elements in accordance with the unit TACSOP. Leaders reconnoiter movement routes and alternate locations to ensure suitability. Rehearse emergency plans as time allows.

LOGISTICS PACKAGES

7-33. The FSC supervises LOGPACS built by troop supply sergeants. LOGPACs are organized for each troop and separate unit in the Cavalry squadron and usually moved forward daily for routine resupply. Tactical situations may require LOGPACs outside routine resupply. The squadron must often assume tactical risk with lower levels of Class I, III, and V for prolonged periods of time due to the nature and fluidity of Cavalry squadron missions.

7-34. The S-4 must plan and coordinate LOGPAC operations to ensure that they fully support the commander's tactical plan. The Cavalry squadron TACSOP establishes the standard LOGPAC.

7-35. The S-4 determines LRP locations based on the tactical situation. They should be near troop locations. LRPs, as well as the main supply route, combat trains, field trains, and BSA locations are included on the operations overlay. The CTCP notifies troops, which LRP(s) to use. The LOGPAC convoy arrival time at the LRP and the length of time it remains normally are by TACSOP. If the tactical situation dictates otherwise, the S-4 must determine the time and notify units accordingly.

7-36. Subordinate units must use the assets and time available to them per the S-4's planning guidelines to execute their internal LOGPAC activities. The Troop sustainment planners and executors must be ready to

receive supplies, plan for the rapid distribution, back haul, and return of resources in accordance with the S-4's operation order.

7-37. At least one senior representative from the CTCP (S-4, S-1, or senior noncommissioned officer) should be present at the LRP while it is in effect to meet with the unit 1SGs for coordination of logistical requirements and to ensure that the LOGPAC release and return takes place efficiently. Before the first sergeant picking up the LOGPAC, a brief meeting normally occurs. Coordination may include—

- Changes in logistical requirements reflecting any last-minute task organization.
- Reports on personnel, logistics, and maintenance from the companies.
- Confirmation of the squadron LOGCOP.
- First hand updates on the tactical situation and logistical status.

7-38. Plan and coordinate resupply of the main CP, alternate CP, CTCP, and attached support. The HHT first sergeant coordinates and supervises resupply of these elements. Generally, the HHT first sergeant operates out of the combat trains. The platoon sergeant or noncommissioned officer in charge (NCOIC) of these elements must report requirements to the HHT first sergeant or to the CTCP.

7-39. The most desirable method of resupply is to form small LOGPACs for these elements, which the platoon sergeant or noncommissioned officer in charge picks up at the LRP in the same manner as a troop 1SG. In some cases, the HHT first sergeant delivers the LOGPAC to the main CP and troop trains. Attachments can receive resupply at one of these locations or as previously coordinated. Another option is resupply attachments from a nearby troop LOGPAC. The S-4 coordinates this resupply before dispatching the LOGPACs.

7-40. While the LOGPACs are the preferred methods of resupply, there will be times when other resupply is required:

- **Resupply from the combat trains.** The combat trains have a limited amount of Class IIIb and V to draw from. The S-4 coordinates replacement of used Class IIIb and V from the combat trains.
- **Prestocking.** Prestocking is the placing and concealing of supplies on the battlefield, and normally done during defensive operations, when supplies are placed in subsequent battle positions. These prestocked supplies are a cache.
- **Mobile prepositioning.** Mobile prestocking is similar to prestocking except that the supplies remain on the truck, positioned forward on the battlefield.

RESUPPLY TECHNIQUES

7-41. The squadron can resupply using different techniques depending on the requirements and operational variables of METT-TC. Different examples below describe resupply activities.

TAILGATE RESUPPLY AND UNIT DISTRIBUTION

7-42. The tailgate method is usually for static positions such as assembly areas. The main command posts and the combat trains normally resupply by this method. Combat vehicles remain in their positions or back out a short distance to allow trucks carrying Class III and Class V supplies to reach them. Individuals rotate through a feeding area, pick up mail and sundries, and fill or exchange water cans. Any enemy prisoners of war are centralized and guarded. Bring soldiers killed in action, and their personal effects, to the holding area, where the first sergeant takes charge of them.

SERVICE STATION RESUPPLY AND SUPPLY POINT DISTRIBUTION

7-43. Service station resupply occurs during most tactical operations when units are moving or temporarily halted. Unit elements move to the designated site for resupply. The subordinate unit executive officer selects general LOGPAC sites based on the overall situation, but the 1SG makes the final positioning determination. A good site should provide the following features:

- Cover and concealment.
- Proximity to platoons or elements for resupply.
- A road or trail network that supports the LOGPAC vehicles and tactical vehicles.

- Room for dispersion.
- Reduction of thermal signatures.

LOGPAC SURVIVABILITY

7-44. Decentralized execution and the requirement of support elements to operate over extended distances require LOGPACs to organize and defend themselves against ground or air attack. Key areas to address during planning and preparation include actions on contact in reaction to the following:

- Indirect fire.
- Snipers.
- Ambush.
- IEDs.

AERIAL DELIVERY

7-45. The Cavalry squadron and supporting FSC are 100 percent mobile with their organic vehicles and trailers. Depending on the level of supplies stocked, the FSC may not be entirely mobile. If the FSC's limited assets entirely commit, the FSC requests extra transportation assets from higher headquarters.

7-46. Resupply by air is an alternative to conducting ground resupply. The combat trains can establish a helipad for medical evacuation and sling load resupply of repair parts and other needed supplies, as oppose to waiting for convoy resupply to deliver supplies. To do so, the S-4 must first carefully consider the road and rail networks, airfields, truck availability, materials handling equipment, traffic flow, choke points, and control problems to determine the best methods for resupply. Preconfigured supply loads (commonly referred to ready packages, speedballs, kicker boxes) for aerial transport to facilitate speed and efficacy of resupply to forward elements. (Refer to ATP 4-48 for more information.)

7-47. Aerial delivery is also a method of resupply. When employing aerial delivery, the squadron and BCT should consider the following:

- The use of aerial delivery requires the coordination of the Cavalry squadron staff and the BCT S-3, S-4, and air defense airspace management (ADAM) or brigade aviation element sections. Apply special focus on enemy air defense capability.
- The FSC must prepare to receive and package bulk supplies aerial delivery. To conduct these operations, sling load trained personnel are required in of the FSC's distribution platoon.

7-48. All companies must know how to select LZ and/or drop zone to receive aerial resupply. Immediately transport delivered supplies away from the LZ and/ or drop zone.

SECTION II – MAINTENANCE

7-49. The Army has two levels of maintenance: field and sustainment. Field maintenance consists primarily of troubleshooting, repairing or replacing parts and assemblies on the user's system or platform. It is the product of merging the previous organizational and direct support levels of maintenance together. Within the Cavalry squadron, field-level maintainers are concentrated in the FSC.

FIELD MAINTENANCE

7-50. *Field maintenance* is repair and return to the user and characterized by on- and/or near-system maintenance, often-using line replaceable unit, component replacement, battle damage assessment, repair, and recovery (ATP 4-33). It covers tasks previously assigned to operator/crew, organization/unit, and direct support maintenance levels. It includes some off-system maintenance critical to mission readiness.

7-51. The FSC has a maintenance platoon that performs field maintenance in addition to all maintenance management functions, dispatching, and scheduled service operations for the squadron and FSC. The field maintenance platoon repairs automotive, ground support, small arms, and electronic equipment. The FSC focuses on line replaceable units and component replacements using combat spares from prescribed load list and shop stock. It has a service and recovery section that provides reinforcing recovery support to the Field Maintenance Teams. (FMT). FMT provide the squadron with the first level of maintenance support. FMT

provide field maintenance and battle damage assessment and repair (BDAR) to the Cavalry troops, when required; the FSC dispatches the FMTs with the cavalry troop teams. The BSB's field maintenance company provides limited backup support to FSCs.

BATTLE DAMAGE ASSESSMENT AND REPAIR

7-52. Battle damage assessment and repair (BDAR) is the procedure used to rapidly return disabled equipment to the operational commander by field expedient repair of components. BDAR restores the minimum essential combat capabilities necessary to support a specific combat mission or to enable the equipment to self-recover. BDAR is accomplished by—

- Bypassing components or safety devices.
- Relocating parts from like or lower priority systems on the equipment.
- Fabricating repair parts.
- Implementing a temporary repair.
- Using substitute fluids, materials, or components.

7-53. Methods used to accomplish BDAR should only be when mission essential, and for the minimum required time. Modifying equipment from approved design specifications may result in permanent damage or personnel injury.

RESUPPLY

7-54. The squadron S-4 identifies requirements through daily logistic status reports, running estimates, and mission analysis. Routine resupply operations cover all classes of supply, water, and mail. Whenever possible, conduct routine resupply on a regular basis, ideally during hours of limited visibility.

7-55. The FSC has combat spares or shop stock to support maintenance of vehicles, generators, and other equipment. Combat spares are a combination of on-board spares, shop stock, bench stock, and combat repair stock. Issue combat spares based on the commander's priority and authorization.

SECTION III – ARMY HEALTH SYSTEM SUPPORT

7-56. Evacuation of sick and wounded Soldiers is by medical evacuation or CASEVAC. (Refer to ATP 4-02.2 for a detailed description of these evacuation methods.)"

MEDICAL SUPPORT

7-57. Role 1 Unit-Level Care. Combat medics, assisted by self-aid, buddy-aid, and combat lifesavers (CLS) provide Role 1 care. It continues at the SAS with treatment from the physician and physician assistant. Role 1 care includes combat and operational stress control, immediate lifesaving measures, patient collection, and medical evacuation to medical treatment elements and other activities. (Refer to FM 4-02 and ATP 4-02.3 for more information.)

COMBAT LIFESAVERS

7-58. The CLS is a nonmedical Soldier trained to provide enhanced first aid and lifesaving procedures beyond the level of self-aid or buddy aid. The CLS does not take the place of medical personnel, but slows deterioration of a wounded Soldier's condition until medical personnel arrive. Each squad-, crew-, or equivalent-sized deployable unit has at least one Soldier trained and certified as a CLS.

7-59. CLSs and buddy-aid are crucial to Army Health System (AHS). The CLS is usually the first person on the scene of a medical emergency, and provides enhanced first aid to wounded and injured personnel. The vehicle commander is responsible for ensuring injured crewmembers receive immediate first aid, and that the troop commander is aware of casualties. The vehicle commander coordinates with the 1SG and troop senior medic for ground evacuation.

SQUADRON MEDICAL PLATOON

7-60. The squadron medical platoon is the focal point of AHS support for the Cavalry squadron. It supports the main and alternate command posts and troops; acquire, treat, evacuate casualties; and coordinate further

evacuation as necessary. The medical platoon establishes a treatment point at the SAS. The medical platoon provides trained personnel to stabilize patients for further evacuation, provide emergency lifesaving and limb-saving treatment, and treat minor wounds or illness for return to duty. (Refer to ATP 4-02.3 for more information.)

7-61. Resupply of medical supplies is through medical channels. Medical personnel are responsible for maintaining their medical equipment sets. Combat lifesavers and platoon medics receive replenishment for their aid bags from the squadron medical platoon. To prevent unnecessary depletion of blankets, litters, splints, and other medical equipment, the receiving medical treatment facility exchanges similar properties with the SAS when it accompanies the patient. (Refer to ATP 4-02.1 for more information.)

SQUADRON AID STATION

7-62. The primary mission of the Squadron Aid Stations are to treat the sick and wounded, stabilize the patients' condition, and provide medical evacuation to the BSMC or other appropriate medical treatment facility. The treatment squad can split into two treatment teams and operate as two separate aid stations, treatment team alpha and treatment team bravo. When split and conducting continuous arduous and intense operations, or sustained operations for more than 72 hours, personnel efficiency and unit capability may tend to deteriorate. Each team employs three treatment vehicle(s) equipped with a medical equipment set kit; each medical equipment set kit has the capabilities to perform both trauma and sick call functions.

- Treatment team alpha - consisting of a physician and (68W's) combat medics.
- Treatment team bravo - consisting of the physician assistant and (68W's) combat medics.

7-63. The Squadron aid station allows the section to support more than one troop or care as the troops advance or withdraws to and from their objective. The treatment teams (main and forward aid stations) roles and capabilities are:

- Provides Role 1 medical care: triage, emergency medical treatment, advanced trauma management, sick call services, combat stress control, preventative measures.
- Establish and operate aid stations in direct support of the troop.
- Capable to support out of sector mission with medical treatment and evacuation.
- Provides Level 1 Medical Care through use of medical equipment sets.
- Provide Class VIII resupply.
- There are two medical providers assigned to the squadron (physician and physician assistant). The physician is in charge of: Providing Role 1 medical care: triage, emergency medical treatment, advanced trauma management, sick call, combat stress control and advising the squadron commander of the health of the command and medical threats.
- Coordinates and oversees all medical training to include CLS and 68W sustainment.
- Operates the SAS and jump SAS in direct support of a troop or troops.
- Accounts for and maintains medical records. .

MEDICAL EVACUATION

7-64. Evacuation of injured Soldiers is categorized into two types:

- *Medical evacuation* is the process of moving any person who is wounded, injured, or ill to and/or between medical treatment facilities while providing en route medical care (ATP 4-02.02).
- *Casualty evacuation*—nonmedical units use this to refer to the movement of casualties aboard nonmedical vehicles or aircraft without en route medical care (ATP 4-02.02).

WARNING

Casualties transported in this manner may not receive proper en route medical care or be transported to the appropriate MTF to address the patient's medical condition. If the casualty's medical condition deteriorates during transport, or the casualty is not transported to the appropriate MTF, an adverse impact on prognosis and long-term disability or death may result.

7-65. Planners must anticipate the potential for high casualty rates and long evacuation distances. They identify and coordinate ambulance exchange points (AXPs) along the axis of advance and on the objective. Planners must identify the AXP locations for all phases of the operation; they must also identify triggers developed for AXPs displacement to their next locations. Planners must retain the flexibility to shift nonstandard evacuation assets to support mass casualty or CASEVAC as required.

7-66. The medical evacuation plan is the key to the AHS plan. The squadron medical platoon is responsible for medical evacuation of casualties from the point of injury to the SAS. The squadron medical officer ensures there is a coordinated medical evacuation plan from all squadron locations to the SAS, and to the BSMC in the BSA. The BCT surgeon section coordinates the medical evacuation plans of all BCT medical platoons and the BSMC. The Cavalry squadron and BCT medical officers coordinate AXPs locations, and post them on the support graphics. The Cavalry squadron medical officer also coordinates any available nonstandard ambulance support from within the squadron and identifies and positions internal vehicles as required for mass CASEVAC. The Cavalry squadron medical officer tracks active and inactive AXPs, and disseminates that information to squadron command posts and troops.

7-67. As casualties occur, the Cavalry squadron directs assets to assist with CASEVAC. Medical evacuation outside the squadron can be accomplished by ground or air means. Responsibility does not end until casualties reach the role of care appropriate to the extent of their injury.

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Appendix A

Communications Plan

Squadron communication inherently falls on the Squadron signal officer S-6; however, the commander is overall responsible for squadron communications. Every available system contributes to the success or failure of communications operations. Command posts that cannot communicate are not functional command posts. All squadron units must train and rehearse for establishing and reestablishing communications. Factors such as distance terrain and atmospherics greatly affect communications. For planning purposes, a sample primary, alternate, contingency, and emergency communication plan is below.

BCT SUSTAINMENT CELL	BSB SUPPORT OPERATIONS	TASK FORCE S4 / FCS	TASK FORCE COMPANY
FM: A&L Net FBCB2/BFT FTS VSAT and CAISI	FM: A&L Net FBCB2/BFT FTS VSAT and CAISI	FM: A&L Net FBCB2/BFT FTS VSAT and CAISI	FM: A&L Net FBCB2/BFT
Upper TI CPOF/Ventrillo Adobe Connect SVOIP BCS3 MC4	Upper TI CPOF/Ventrillo Adobe Connect SVOIP BCS3 MC4	Upper TI CPOF/Ventrillo Adobe Connect SVOIP BCS3 MC4	LOGSTAT - BCS3 LOGSTAT - FBCB2 LOGSTAT - FM SITREP COMBAT POWER SLANT MAINTENANCE MEETING LOGSYNC PERSTAT AHS: Army Health System CLASS VIII Stock Levels
Example PACE Off Operations P- FM A&L Net C-MTS E- Face to Face or HC w/TOC	METT-TC	*Must PLAN and REHEARSE utilizing a PACE prior to operations*	

Legend:

AHS =	Army Health System
A & L =	Administrative and Logistics
BCS3 =	Battle Command Sustainment and Support System
BCT =	Brigade Combat Team
BFT =	Blue Force Tracking
BSB =	Brigade Support Battalion
CAISI =	Combat Service Support Automated Information Systems Interface
C-MTS =	Contingency-Movement Tracking System
CPOF =	Command Post Of the Future
HC =	Human Contact
FCS =	Future Combat System
FBCB2 =	Force XXI Battle Command Brigade and Below
FM =	Frequency Modulation
FTS =	Federal Telecommunication System
LOGSTAT =	Logistical Status
LOGSYNC =	Logistical Synchronization
MC4 =	Medical Communications For Combat Casualty Care
MAINT =	Maintenance
METT-TC =	Mission, Enemy, Terrain and Weather, Troops and Support Available, Time Available, and Civil Considerations
PACE =	Primary, Alternate, Contingency and Emergency
PERSTAT =	Personal Status
P-FM A&L NET =	Primary-Frequency Modulation Administration & Logistical Network
SPO =	Support Operations Officer
SITREP =	Situation Report
SVOIP =	Secure Voice Over Internet Protocol
TCO =	Troop Commanding Officer
TI =	Tactical Internet
VSAT =	Very Small Aperture Terminal

Figure A-1. Sample primary, alternate, contingency, and emergency communication

Appendix B

Command Post Layouts

Squadrons have several options in laying out their command posts. Tailor command posts for functionality and mission. Commanders and staff find the best practice for establishing their command posts. Below are several different examples provided (see figures B-1 through B-8, page B-2 through B-9), none are doctrinally prescriptive of main and tactical command posts. Figure B-9, page B-10, additionally lists common networks found within these command posts.

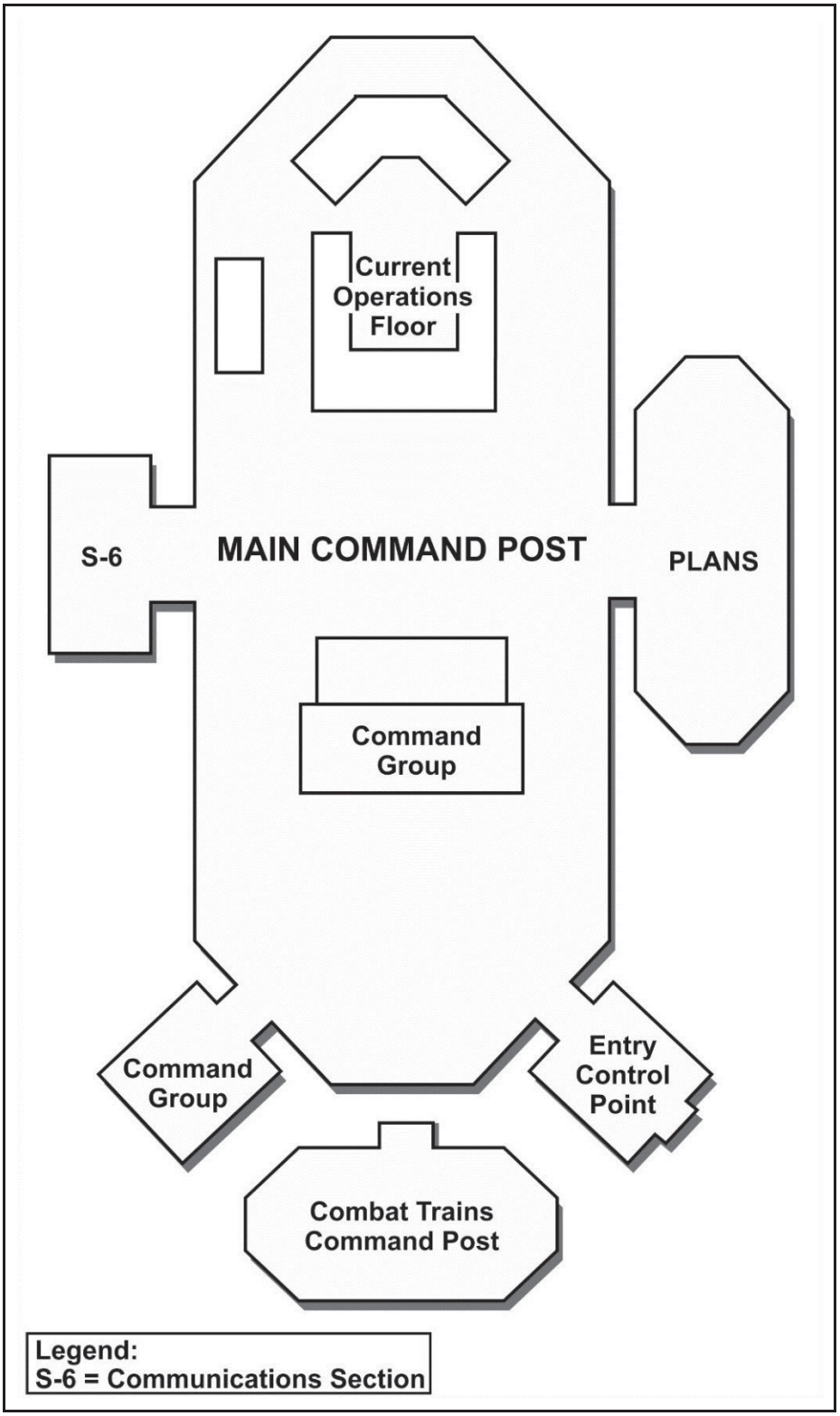

Figure B-1. Squadron main command post example A

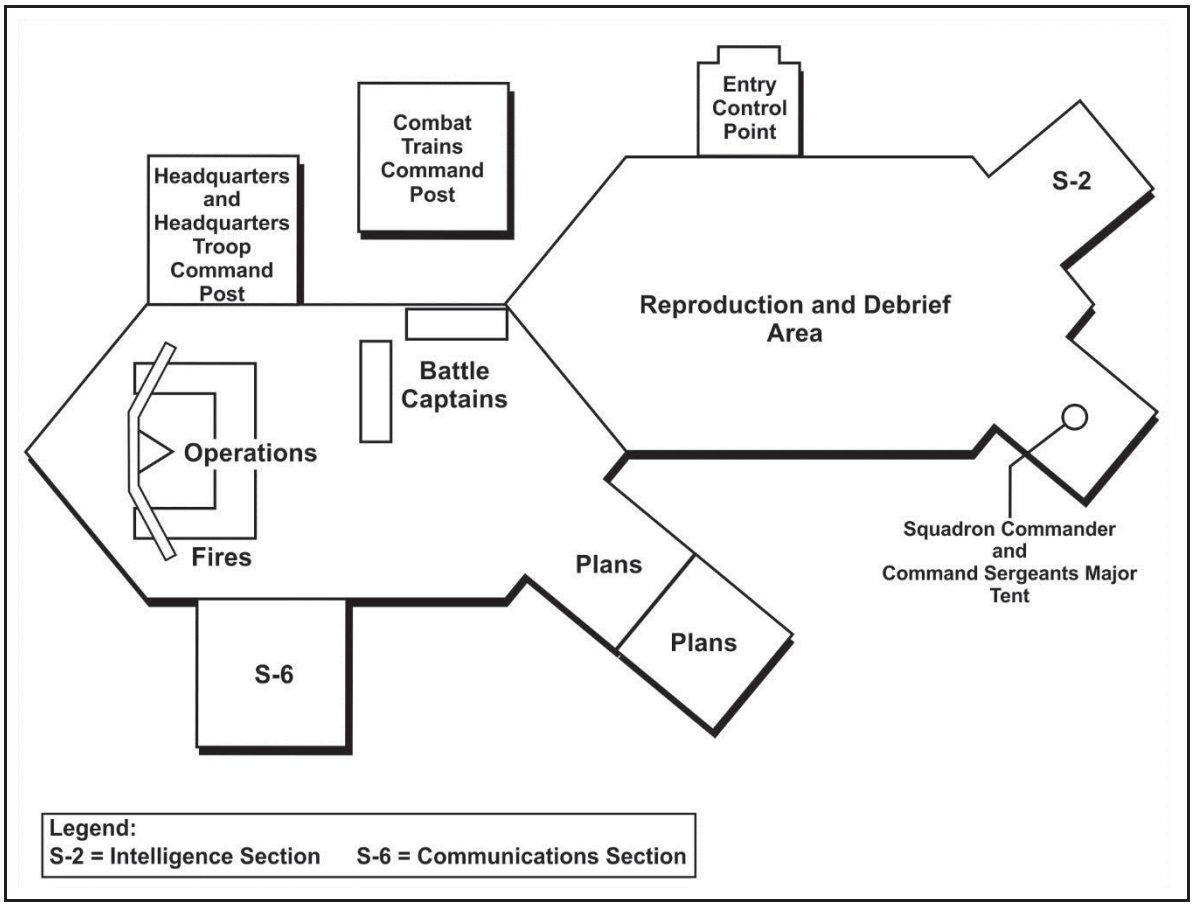

Figure B-2. Squadron main command post example B

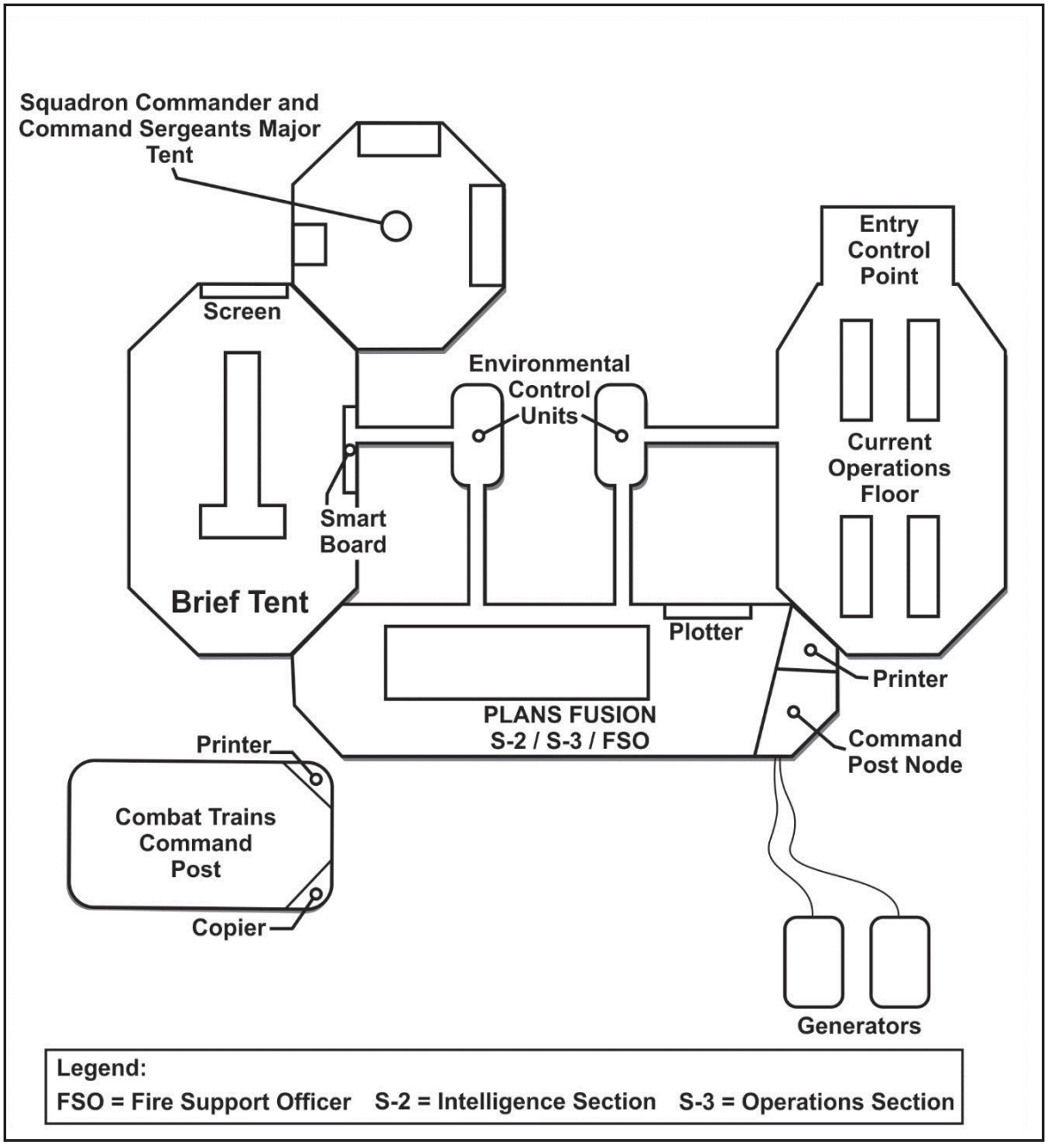

Figure B-3. Squadron main command post example C

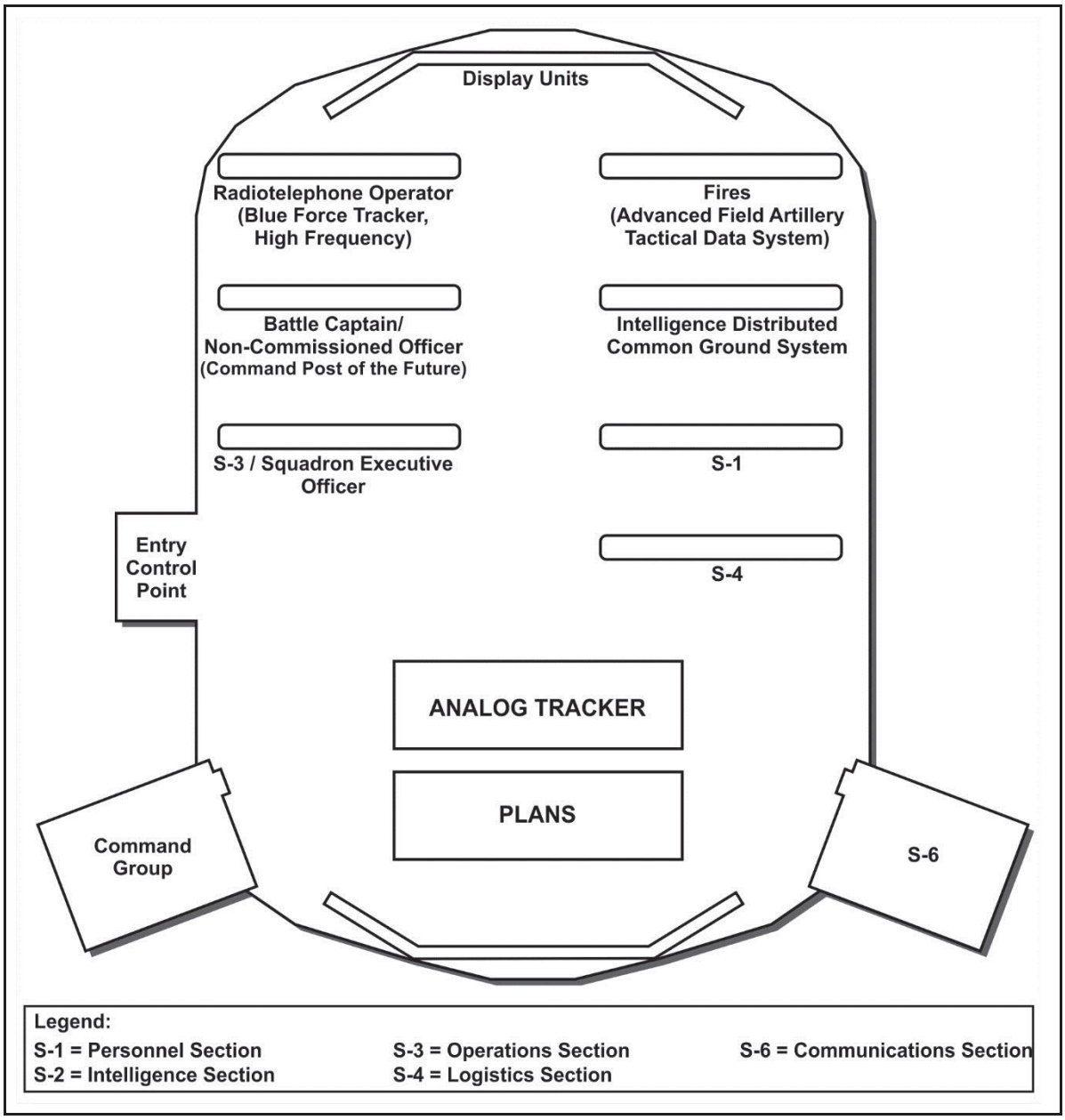

Figure B-4. Squadron main command post example D

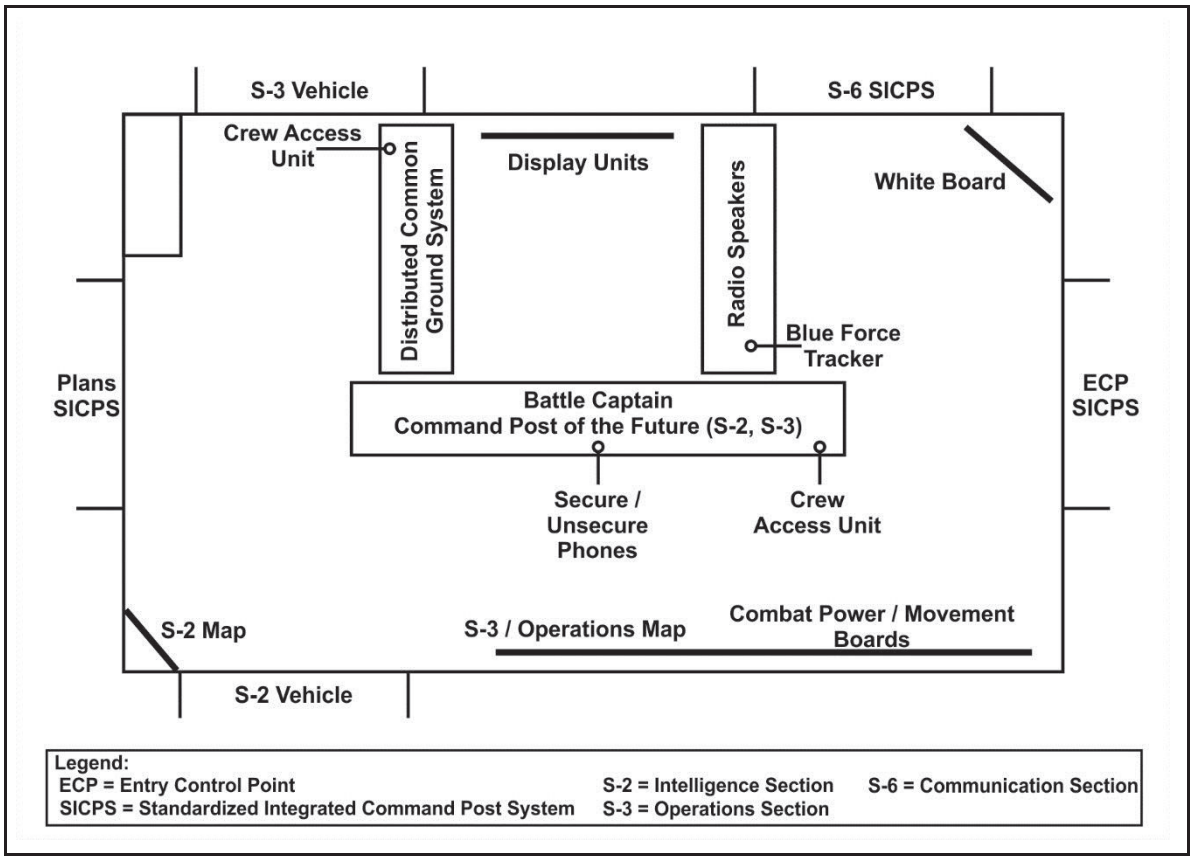

Figure B-5. Squadron main command post example E

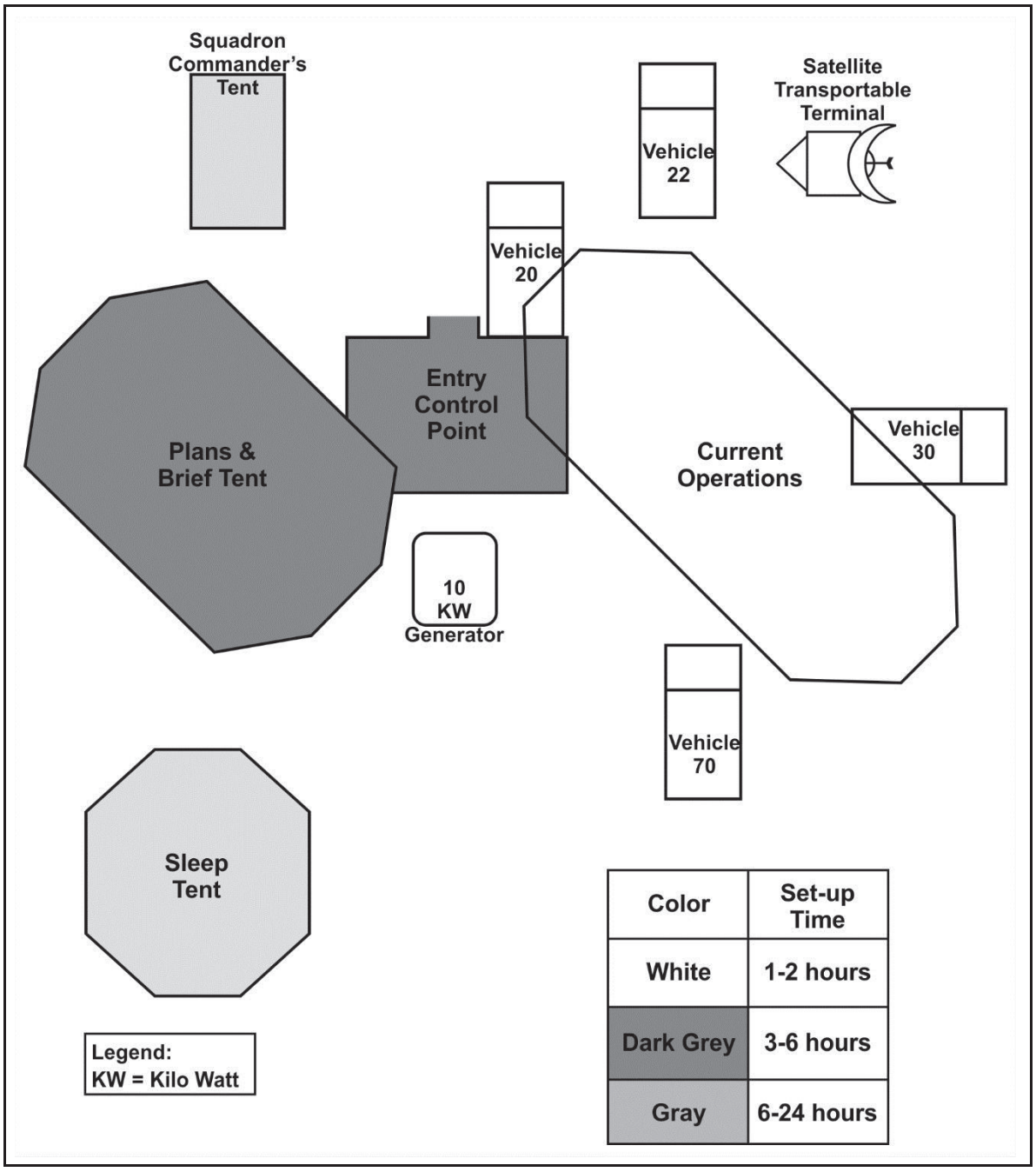

Figure B-6. Squadron main command post example F

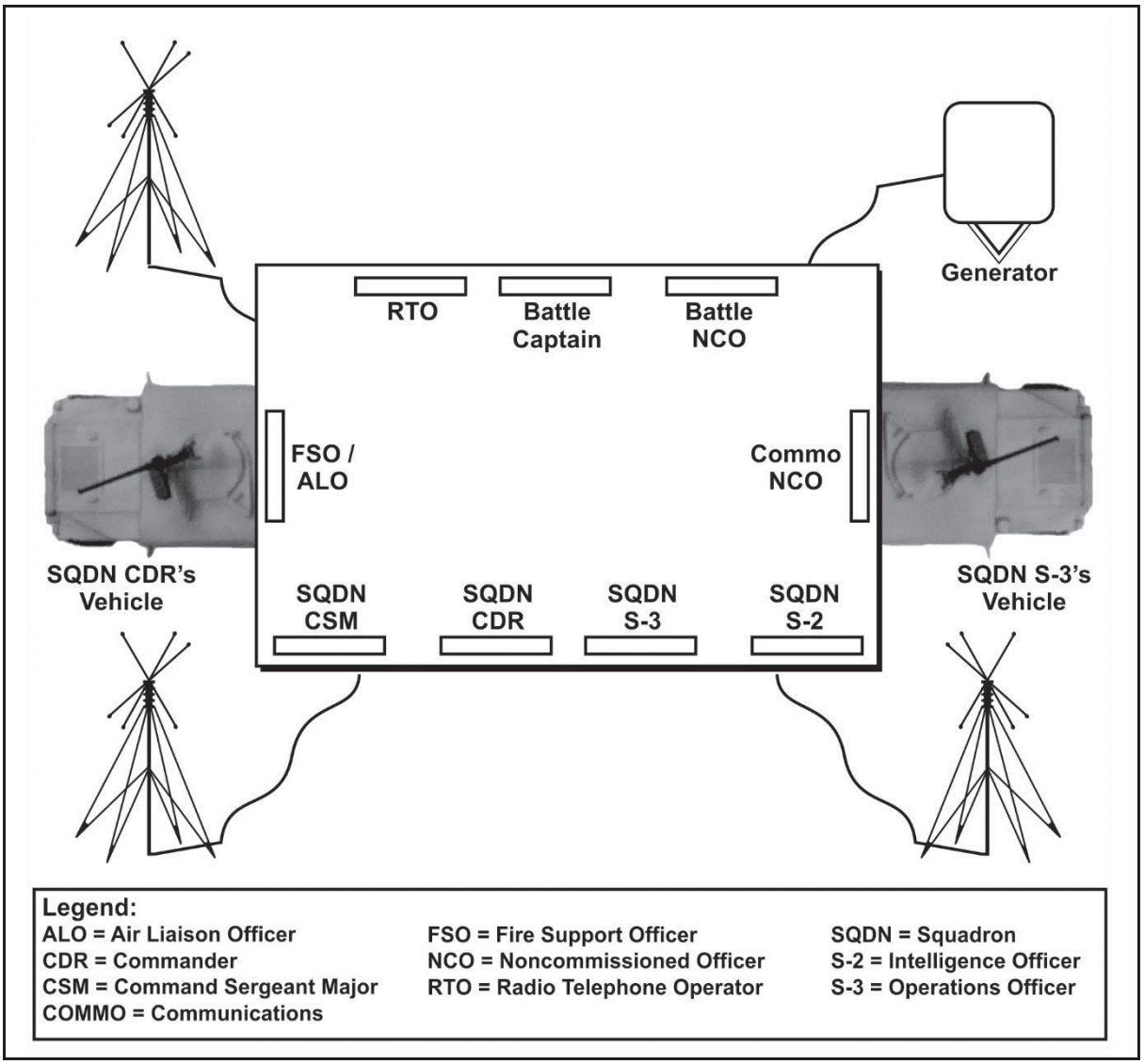

Figure B-7. Squadron tactical command post

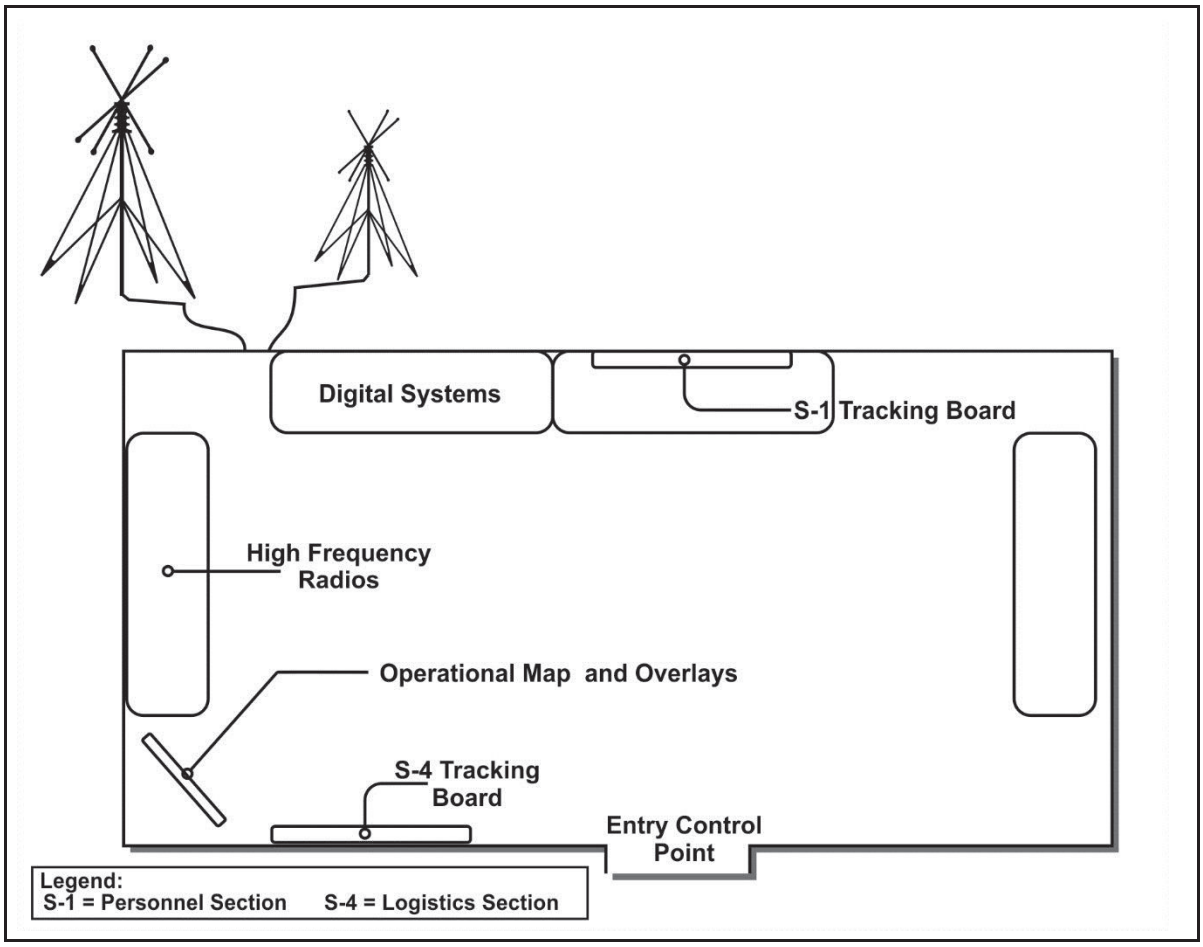

Figure B-8. Combat trains command post

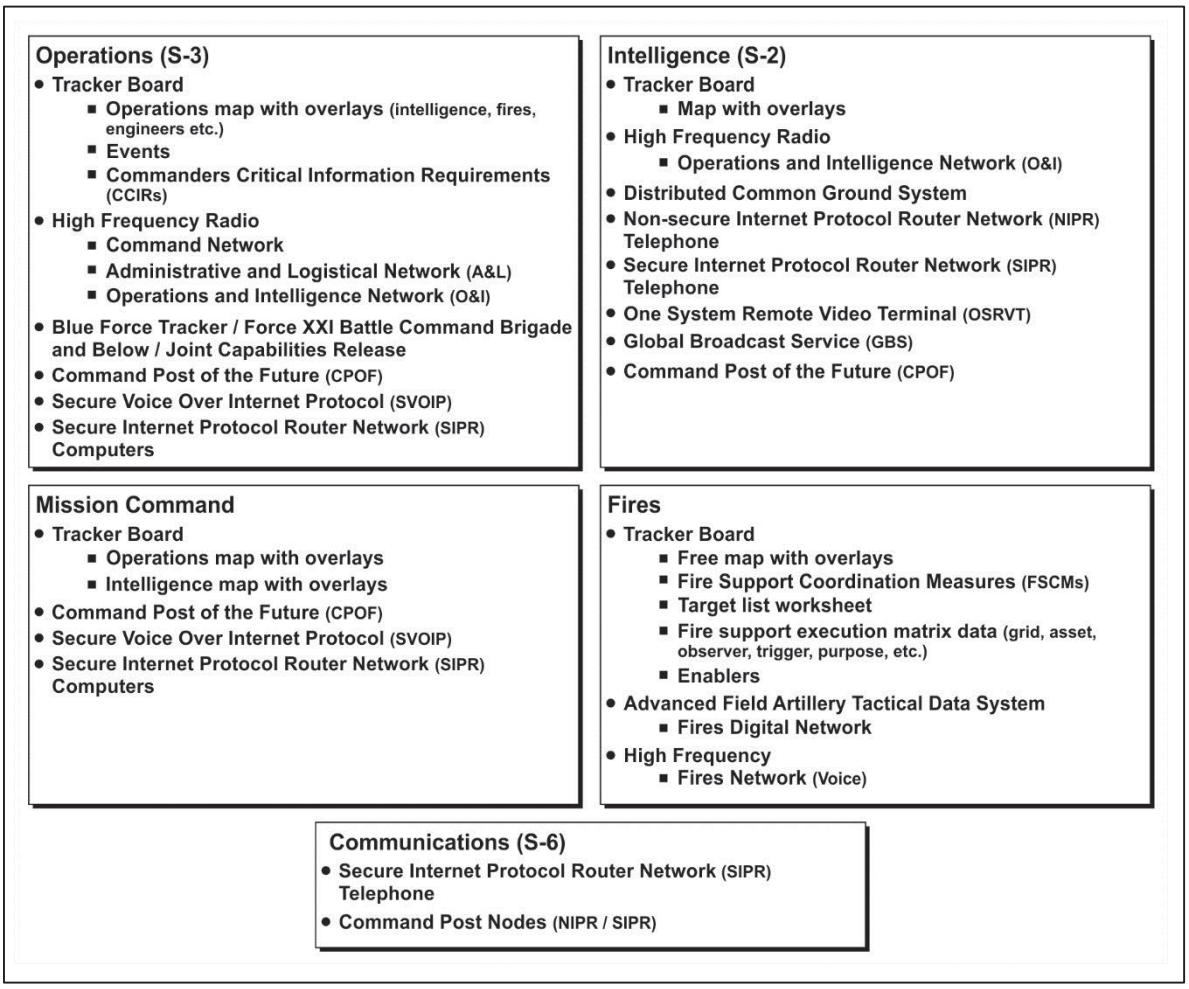

Figure B-9. Squadron networks

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 3-20.96 is the proponent are marked with an asterisk. The proponent manual for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

1SG	first sergeant
ABCS	Army Battle Command System
ABCT	armored brigade combat team
ABF	attack by fire
ACSA	Acquisition and Cross Servicing Agreements
ADAM	air defense airspace management
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AFTADS	Advanced Field Artillery Tactical Data System
AHS	Army Health System
AMD	air and missile defense
ATP	Army techniques publication
AXP	ambulance exchange point
BCT	brigade combat team
BDAR	battle damage assessment and repair
BfSB	battlefield surveillance brigade
BFT	Blue Force Tracker
BHL	battle handover line
BSA	brigade support area
BSB	brigade support battalion
BSMC	brigade support medical company
CA	civil affairs
CASEVAC	casualty evacuation
CAS	close air support
CBRN	chemical, biological, radiological, and nuclear
CCIR	commander's critical information requirement
CLS	combat lifesaver
COA	course of action
COP	common operating picture
CP	command post
CPOF	command post of the future
CTCP	combat trains command post
DA	Department of the Army
DCGS-A	Distributed Common Ground System – Army
EOD	explosive ordnance disposal

FBCB2	Force XXI Battle Command – Brigade and Below
FIST	fire support team
FM	field manual
FMT	field maintenance teams
FTCP	field trains command post
FSC	forward support company
FSO	fire support officer
GEOINT	geospatial intelligence
GPS	global positioning system
HMMWV	high mobility multipurpose wheeled vehicle
HHT	headquarters and headquarters troop
HSS	health service support
HUMINT	human intelligence
IBCT	Infantry brigade combat team
IED	improvised explosive device
IPB	intelligence preparation of the battlefield
IR	information requirements
JBC-P	Joint Battle Command – Platform
JP	joint publication
JSTARS	Joint Surveillance Target Attack Radar System
LOC	lines of communication
LOGPAC	logistics package
LRAS3	long-range advance scout surveillance system
LRP	logistics release point
LZ	landing zone
MCoE	United States Army Maneuver Center of Excellence
MCP	maintenance collection point
MDMP	military decisionmaking process
METT-TC	mission, enemy, terrain and weather, troops and support available, time, and civil considerations
mm	millimeter
MISO	military information support operations
NAI	named area of interest
NLT	not later than
OP	observation post
OPORD	operations order
PED	processing, exploitation, and dissemination
PIR	priority intelligence requirement
PL	phase line
RDSP	rapid decisionmaking synchronization process
RP	release point

S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
S-6	battalion or brigade signal staff officer
SAS	squadron aid station
SBCT	Stryker brigade combat team
SIGINT	signal intelligence
SIR	specific information requirement
SP	start point
TACSOP	tactical standard operating procedure
TAI	target area of interest
TRADOC	United States Army Training and Doctrine Command
UAS	unmanned aerial systems
U.S.	United States
USAR	United States Army Reserve
XO	Executive officer

SECTION II – TERMS

area security
A security task conducted to protect friendly forces, installations, routes, and actions within a specific area (ADRP 3-90).

casualty evacuation
Nonmedical units use this to refer to the movement of casualties aboard nonmedical vehicles or aircraft without en route medical care (FM 4-02). *Also known as* CASEVAC.

cover
A security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body (ADRP 3-90).

field maintenance
On system maintenance, repair and return to the user including maintenance actions performed by operators (FM 4-30).

guard
A security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body (ADRP 3-90).

hybrid threat
The diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and/or criminal elements unified to achieve mutually benefitting effects (ADRP 3-0).

insurgency
The organized use of subversion and violence to seize, nullify, or challenge political control of a region. Insurgency can also refer to the group itself (JP 3-24).

medical evacuation
The process of moving any person who is wounded, injured, or ill to and/or between medical treatment facilities while providing en route medical care (FM 4-02). *Also known as* MEDEVAC.

Out-posting
A technique used for employing a series of observation posts oriented to observe a particular route.

paramilitary forces
Forces or groups distinct from the regular armed forces of any country, but resembling them in organization, equipment, training, or mission (JP 3-24).

relief in place
An operation in which, by direction of higher authority, all or part of a unit replace 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).

screen
A security task that primarily provides early warning to the protected force (ADRP 3-90).

zone reconnaissance
A form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries (ADRP 3-90).

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Entries are listed by paragraph numbers unless mentioned otherwise.

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