FM 3-55.1

Battlefield Surveillance Brigade (BFSB)

June 2010

Headquarters, Department of the Army

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Field Manual
No. 3-55.1

Headquarters
Department of the Army
Washington, D.C., 14 June 2010

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Preface

Field Manual (FM) 3-55.1 provides commanders and staff with doctrine relevant to the battlefield surveillance brigade's (BFSB) conduct of full-spectrum operations in a joint operational environment (OE). The doctrine described in this manual applies across the elements of full-spectrum operations—offense, defense, stability, and civil support. The audience for this manual is the leaders and Soldiers of the brigade, and the commanders and higher-level staffs who will depend on this unit to provide timely, accurate, and relevant information and intelligence as directed by the supported command's intelligence, surveillance, and reconnaissance (ISR) plan. The BFSB was built to fill identified gaps in military intelligence (MI) discipline collection, and reconnaissance and surveillance above brigade level that developed as a result of the Army's modular transformation process. The unit not only fills those gaps, but also largely uses existing organizations and equipment.

In general, FM 3-55.1 does the following:

- Describes the BFSB in general.
- Describes the subunits that constitute the BFSB.
- Explains how those units are used in full-spectrum operations.

The appendixes of the manual provide important information on the key enablers necessary to support BFSB operations and considerations for employing the unit in a joint environment. Although they are not unique, the information and sensor systems described in Appendixes A and D—when combined with the unit's mission and specialized personnel—have the potential to generate capabilities available to the supported commander.

This publication supports the Army operations doctrine found in FM 3-0, FM 5-0, and FM 6-0. It applies to the Active Army, the Army National Guard, and the United States Army Reserve unless otherwise stated.

The proponent for this publication is the U.S. Army Training and Doctrine Command. The preparing agency is the U.S. Army Maneuver Center of Excellence (MCoE), Fort Benning, Georgia. You may submit comments and recommended changes in any of several ways—U.S. mail, e-mail, fax, or telephone—as long as you use or follow the format of DA Form 2028, *Recommended Changes to Publications and Blank Forms*. Contact information is as following:

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

Introduction

THE BFSB: A SPECIALIZED MODULAR SUPPORT BRIGADE

The BFSB is one of the Army's five modular support brigades. The others are the combat aviation brigade (CAB), the maneuver enhancement brigade (MEB), the fires brigade, and the sustainment brigade. These units share some general characteristics with the BFSB, but there are also key differences, not the least of which is their unique roles within the modular Army. Among the similarities are organic forward support companies (FSC) and signal network support companies (NSC) and the ability to accept augmentation when necessary based on mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC) factors.

The BFSB, however, is the only modular brigade whose primary mission is to collect intelligence and conduct reconnaissance and surveillance for echelons above brigade level. The BFSB is not a renamed Army of Excellence MI brigade. Nor is it a lighter version of an armored cavalry regiment (ACR) or a lightweight divisional cavalry squadron stripped of its manned aircraft. The BFSB conducts reconnaissance, but it is not a cavalry unit. It conducts surveillance, but also does much more. It augments the MI discipline collection capabilities of brigade combat teams (BCT) and other modular brigades, but it is not simply a force provider. In short, it possesses elements of the capabilities of previous organizations, but is an entirely new unit.

The BFSB has been in development for several years and it has undergone many structural changes. Yet the basic requirement for the unit remains valid: addressing the operational-level commander's need for a unit dedicated to satisfying the commander's priority intelligence requirements (PIR). Such a requirement would remain valid without the BFSB, but filling it would inevitably degrade the ability of BCTs and other units to perform their primary missions. The BFSB, among other roles, does the following:

- Significantly enhances economy of force options by maintaining surveillance of areas in which the division or other supported commander is willing to accept risk relative to those areas assigned to BCTs.
- Collects information supporting operational-level PIR.
- Augments the organic human intelligence (HUMINT) and signals intelligence (SIGINT) capabilities and assets of tactical level units.

This new unit focuses on specific PIR that are unanswerable by other units or means. It cannot cover all of a division or higher level unit's unassigned area, and supported commanders will reserve only the most critical reconnaissance and surveillance (including MI discipline collection) missions for the BFSB consistent with its capabilities.

Note. Unless stated otherwise, when the terms reconnaissance and surveillance are discussed in this manual, MI discipline collection is also included. For more information on MI discipline collection, see the discussions in Chapter 3 (Section II) and Chapter 5 (Section I).

ORGANIZATION

The first two chapters of this manual describe the OE and the organization and functions of the BFSB itself. The other chapters are organized roughly along the lines of the six warfighting functions: movement and maneuver, intelligence, fires, sustainment, command and control (C2), and protection. The appendixes, as mentioned in the preface, describe the key enablers necessary to support BFSB operations and cover

considerations for employing the unit in a joint environment. A brief summary of each chapter and appendix follows:

- Chapter 1 describes the OE and how it affects BFSB operations. The BFSB is uniquely qualified to operate and, in some cases, thrive in an era of persistent conflict.
- Chapter 2 describes the BFSB, its subordinate units, and the basic concept for augmenting it with capabilities that enable it to accomplish its mission regardless of the specific contingency.
- Chapter 3 lays out C2 considerations for the BFSB, including the critically important voice and digital communications systems the unit uses in the performance of its mission.
- Chapter 4 describes how the BFSB relates to the larger intelligence operations of its supported higher headquarters and serves as a summary of intelligence planning considerations.
- Chapter 5 is this manual's equivalent of paragraph 3 of an operation order (OPORD). It describes how all of the disparate units and capabilities of the brigade are combined to fulfill its primary mission.
- Chapter 6, the fires chapter, describes planning considerations for supporting the unit with Army and joint fires.
- Chapter 7 explains how this unit is sustained in the field, focusing on the BFSB's unique sustainment challenges. This chapter lays the foundation for how the unit's organic support company accomplishes its mission.
- Chapter 8 summarizes the unit's protection considerations.
- Appendix A describes the Distributed Common Ground/Surface System-Army (DCGS-A). Although this capability is found in other modular brigades, it is one of several critically important systems that support the unique capabilities of the BFSB.
- Appendix B covers the multifunctional teams (MFT) that serve as the primary collectors of HUMINT and SIGINT in the BFSB's MI battalion.
- Appendix C explains basic information necessary for the BFSB to operate in the joint, interagency, intergovernmental, and multinational (JIIM) contingency environment.
- Appendix D describes the CAB sensor systems available to support BFSB operations.
- Appendix E provides examples of the layout of command posts (CP) employed by the brigade.

FM 3-55.1 is meant to provide an overview of the BFSB's operations without duplicating the detailed information found in other manuals, such as FM 3-20.96; FM 3-55.93, and FM 2-22.3. This manual provides basic information with references to these and other manuals as necessary.

Note. The BFSB and its subordinate elements may support a number of different echelons, from brigade through corps and joint task force (JTF) level. To simplify the concepts discussed in this manual, the terms "supported commander" or "unit" will be used to substitute for all of these echelons unless specifically stated otherwise.

Chapter 1
Operational Environment

Operational environment (OE) is defined as the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). It includes the physical areas of air, land, maritime, and space domains. The battlefield surveillance brigade (BFSB) conducts reconnaissance and surveillance, including MI discipline intelligence collection, to answer the supported commander's PIR and other intelligence requirements as required. The BFSB can also develop actionable intelligence for the supported commander consistent with the factors of METT-TC.

To accomplish their mission, the commander, staff, and Soldiers of the BFSB must thoroughly understand their OE. They must understand how the OE impacts their operations so they can properly conduct (plan, prepare, execute, and assess) full-spectrum operations within the context of that environment. As an integral part of their understanding and analysis of the OE, the BFSB staff takes into consideration the possible threats the unit will face and the capabilities these threats possess.

The BFSB views the OE differently than does a brigade combat team (BCT). Whereas a BCT is primarily concerned with projecting force to maintain initiative and influence events, the BFSB must position itself where it can provide sustained and consistent reconnaissance and surveillance as directed by the supported commander. It generally cannot fight for information or expose itself to risk that may result in the loss of critical reconnaissance or intelligence and electronic warfare (IEW) assets.

This chapter describes the environment in which the BFSB will operate, discusses operational and mission variables used when the brigade commander considers how to conduct operations, and defines the threat against which the brigade will be tasked to conduct reconnaissance.

SECTION I – CHARACTERISTICS OF THE OPERATIONAL ENVIRONMENT

1-1. Understanding the OE requires a broad perspective to frame the content and context of problems and their relevance to mission accomplishment. This environment is complex, dynamic, and multidimensional; it is a collection of complex variables and consists of interrelated systems and subsystems. The conduct (planning, preparation, execution, and assessment) of BFSB full-spectrum operations must incorporate expected characteristics of these critical elements. An overlooked element or system may hinder mission accomplishment. The BFSB commander avoids surprise and enhances his unit's preparation by considering both operational and mission variables to structure his understanding of the OE.

OPERATIONAL VARIABLES

1-2. Military planners describe the OE in terms of variables or of broad aspects of the military and nonmilitary environment that may differ from one operational area to another. These variables can affect

major operations and form the basis for planning at any level. Although they are too broad for tactical planning, the BFSB commander must understand their influence and how the brigade's collection efforts provide the supported commander with better operational understanding.

1-3. The eight operational variables include political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT). Army divisions and corps normally conduct PMESII-PT assessments during the reset and ready phases of the Army Force Generation (ARFORGEN) cycle prior to receipt of the mission based on priorities established by the supported commander. The BFSB does not conduct independent PMESII-PT analysis; instead, it relies on the supported unit's staff for that analysis. However, because these variables are constantly changing over time and have a direct impact on the BFSB, it does collect and provide input on each of the operational variables to the supported unit. Additionally, observations from current combat operations indicate that deployed BCTs often use PMESII-PT to make a conceptual assessment of their operational areas. The following discussion of the variables, therefore, is relevant in understanding the BFSB's role and mission in full-spectrum operations. See FM 3-0 for detailed information on each operational variable.

POLITICAL

1-4. The political variable describes the distribution of responsibility and power at all levels of governance (FM 3-0). The degree of legitimacy of the various political entities, their motivations, and their level of control may have a strong impact on the OE. A single legitimate political entity that has the ability to control the local populace and resources, depending on its motivations, can provide assistance to the BFSB's mission, or it can influence either passive or active resistance to the BFSB. At the other extreme, multiple competing political entities, such as the warlords in Somalia or Afghanistan, can create a complex and ever-shifting environment that continually hinders the BFSB's mission. Understanding the political circumstances helps supported commanders and staffs recognize key organizations and determine their aims and capabilities.

1-5. The BFSB has the capability to provide the supported commander with information related to the political aspect of the environment. Using primarily its HUMINT and SIGINT assets, the BFSB can develop an understanding of political parties, opinions, and interactions of people in the area of operations (AO). This allows the commander to engage these groups with greater understanding and sensitivity.

MILITARY

1-6. The military variable includes the military capabilities of all armed forces in a given OE (FM 3-0). The armed forces include not only the traditional military forces employed by nations but also other security forces, paramilitary forces, and guerilla forces. Understanding their capabilities—including equipment, training levels, quality of leadership, and manpower levels—assists the BFSB in determining how to prepare to meet its operational challenges. It provides a baseline for more detailed analysis of factors such as potential deployment threats, assistance it could receive from friendly armed forces, or assistance that friendly armed forces may require.

1-7. The BFSB possesses the capabilities to collect many elements of military information. Its reconnaissance forces can collect information on the equipment used by armed forces and note sudden increases in capability or changes in methodologies and procedures employed by threat forces. SIGINT and HUMINT assets can collect information on threat leadership, resource constraints, training levels, and organization. In addition, the BFSB can provide feedback on friendly armed forces and their capabilities to the supported commander. This allows the commander to develop an understanding of the military situation and provides valuable information he can use during the planning process.

ECONOMIC

1-8. The economic variable encompasses individual and group behaviors related to producing, distributing, and consuming resources. The economic situation within a given environment can influence whether or not the population supports the political entities in a local area and the influence that outside entities can have. During Operation Iraqi Freedom (OIF), understanding of the economic situation led to a

realization that some insurgent activity was motivated by economic hardship and not necessarily support for one political group or another. Understanding the economic variable also leads to an understanding of some of the activities within an area. In an agricultural community, for example, there is a significant increase in travel during the harvesting season as farmers move goods to and from markets. Coupled with proper planning, understanding the impact of military operations on the local economy can help to mitigate hardships on the local population; this in turn can enhance support for a friendly political entity and increase the amount of information available on threat activities.

1-9. The BFSB can use its reconnaissance units to identify local economic activity and establish what is—and is not—normal activity. It can provide information to the supported commander on the status of activity at centers of commerce and agriculture. HUMINT and SIGINT assets can provide information on how the economic variable is influencing the population and the level of support for either friendly forces or threat forces generated by the environment. This leads to a greater understanding of the overall situation for the supported commander.

SOCIAL

1-10. The social variable describes societies within an OE. A society is a population whose members are subject to the same political authority, occupy a common territory, have a common culture, and share a sense of identity.

1-11. The BFSB's capabilities enable it to collect on a broad range of social aspects. Open source intelligence (OSINT) collected from local media, graffiti, websites, and other publicly available sources provides a baseline understanding of the situation within an AO. It can assist in shaping collection by other capabilities. Additional information can be obtained through direct interaction with the local populace using the HUMINT teams or the reconnaissance troops or through less obvious means such as signal intercept or surveillance activities. The BFSB's HUMINT collection teams are capable of providing a wide variety of information necessary for social network analysis. This type of analysis is particularly important in stability operations in general and counterinsurgency in particular. These teams can also paint a picture of the impact of operations on the population and can serve to prepare commanders for face-to-face meetings with local leaders.

INFORMATION ENVIRONMENT

1-12. The information environment is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. The BFSB must understand how information is collected and distributed within the operational area. This includes local, national, state-run, and international media; the internet; and less sophisticated means such as word of mouth and graffiti. This understanding enables the BFSB to use these information means as collection tools to enable its operations.

1-13. The BFSB's technical and HUMINT collection capabilities allow it to gain unique insights into the information environment of the AO. They enable the brigade not only to discern and interpret the key themes and messages of potential enemy information operations (IO), but also to disrupt, interdict, and exploit threat information networks. Additionally, these capabilities can provide insights into the effectiveness of friendly IO.

1-14. Success in the physical environment does not guarantee success in the information environment. The BFSB plays a significant role in providing the uninterrupted flow of information to the supported commander that facilitates success in both areas. As an organization designed to collect information in support of both Army and joint force organizations, the BFSB can direct and focus its resources on the discovery and dissemination of information critical to achieving operational-level objectives.

INFRASTRUCTURE

1-15. Infrastructure comprises the basic facilities, services, and installations needed for a society to function effectively. The infrastructure status influences the needs of the local population, the resources

available to threat forces, and—potentially—the resources, such as power and transportation networks, available to the BFSB.

1-16. BFSB assets can conduct area reconnaissance to determine the status of infrastructure. HUMINT teams can enhance the information by determining how the status of the infrastructure is affecting the economic variable and the local population.

PHYSICAL ENVIRONMENT

1-17. The physical environment consists of the air, land, maritime, and space domains. The defining factors of the land domain are complex terrain and urban settings (supersurface, surface, and subsurface features), weather, topography, hydrology, and environmental conditions.

1-18. Urban terrain increasingly has become, and will continue to be, the site of conflict. Although built-up areas are not the optimal location for some elements of the BFSB to operate, the brigade must adapt its operations to meet the growing—and ever-changing—requirement for information and the detail necessary to execute full-spectrum operations in the urban environment without endangering the local population. By its nature, much of the BFSB's collection effort requires interaction with the population. Its commander will focus on, and likely deploy the unit, where the people—and by extension, the threat—also reside. As a result, BFSB Soldiers can expect to routinely operate in urban terrain.

1-19. Despite the emergence of complex urban terrain as a field of choice for our opponents, the BFSB has the capability to operate in a wide variety of terrain and physical environments. The combination of ground reconnaissance and surveillance assets, unmanned aircraft systems (UAS), and SIGINT and HUMINT assets enables the BFSB to define the physical environment from a variety of perspectives. The mix of capabilities provides both the BFSB commander and the supported commander with a better understanding of the OE and allows for decisionmaking from a position of understanding.

MISSION VARIABLES

1-20. When planning an operation, tactical commanders focus on the mission variables known by the acronym METT-TC (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations). The civil considerations aspect of METT-TC is framed by the acronym ASCOPE, which stands for area, structures, capabilities, organizations, people, and events.

MISSION

1-21. The BFSB views all the other factors of METT-TC in terms of their impact on the mission. The mission is the task, together with the purpose, that defines the action the brigade has been directed to take and the reason it must be done. Generally, the BFSB conducts operations to answer the supported commander's PIR and other intelligence requirements.

1-22. As a reconnaissance force, the BFSB conducts parallel and collaborative planning with supported staffs to ensure it is prepared as early as possible to execute the directed tasks. In some instances, it may receive a mission and begin execution before the supported commander has determined a course of action (COA). In such situations, the BFSB collects information the commander needs to decide on a COA. As the operation progresses, the BFSB redirects its focus as directed by the supported higher headquarters operations officer/staff.

ENEMY

1-23. The enemy is one of several categories of the population with which the BFSB interacts in a given AO. The other categories of the population are adversaries, supporters, and neutrals. All four categories are usually intermixed, often with no easy means to distinguish one from the other. The BFSB has a robust capability to categorize the population in the supported unit's AO above and beyond the capabilities resident in other modular brigades.

1-24. Basic definitions of the categories are the following:

- An ***enemy*** is a party identified as hostile against which the use of force is authorized. An enemy is also called a combatant and is treated as such under the law of war.
- An ***adversary*** is a party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisioned (JP 3-0). Adversaries include members of the local populace who sympathize with the enemy.
- A ***supporter*** is a party who sympathizes with friendly forces and who may or may not provide material assistance to them.
- A ***neutral*** is a party identified as neither supporting nor opposing friendly or enemy forces.

1-25. Enemy forces, as well as members of the other three categories of the population within a defined AO, have a significant impact on BFSB operations. They define whether the environment is permissive, allowing the BFSB to conduct operations unimpeded; semipermissive; or nonpermissive, which may preclude the employment of specific BFSB capabilities. The presence of large, heavily armed enemy formations may preclude the BFSB from committing its lightly armed and light-skinned reconnaissance squadron to a particular area. Instead, it may commit a UAS to collect the required information. In a semipermissive environment, the BFSB may face an adversarial population. This may require the BFSB commander to commit additional forces to ensure the security of HUMINT teams as they collect information from the local populace.

TERRAIN AND WEATHER

1-26. Terrain and weather can have both positive and negative effects on BFSB operations. The BFSB's mix of collection assets is designed to conduct operations day or night in all types of terrain and weather. The commander must still consider the effects both may have on the brigade's ground reconnaissance and HUMINT assets, ground-based SIGINT assets, and UAS. This process includes—

- Evaluating the impact that military aspects of weather conditions (including illumination) will have on Soldiers, platforms, sensors, and communications.
- Evaluating the military aspects of the terrain throughout the AO using the OAKAC methodology: observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment.
- Conducting detailed urban intelligence preparation of the battlefield (IPB) of all major population centers to produce tailored terrain and intelligence products to support urban operations. This analysis includes terrain analysis using OAKOC.

1-27. The BFSB does not have a U.S. Air Force (USAF) weather team. Depending on the situation, the BFSB may be augmented with an Air Force weather team.

TROOPS AND SUPPORT AVAILABLE

1-28. This METT-TC factor covers the number, type, capabilities, and condition of available troops and support assets. During both planning and operations, in addition to standard equipment listings and considerations, the commander must know the status of both the brigade's manpower and its collection systems. This includes evaluating the following components because degradation of any one area can affect overall unit capability:

- **The Soldier.** Lack of qualified operators affects the ability of the technical collection company, UAS platoon, common ground station (CGS) team, and satellite communications (SATCOM) team (Trojan) to collect and pass information. Similarly, a lack of trained personnel in the reconnaissance troop may limit its effectiveness in conducting reconnaissance missions. Untrained long-range surveillance (LRS) team members may pose an increased tactical risk to their teams or reduce the number of teams that can be employed consistent with the full range of long-range reconnaissance capabilities.
- **The platform (prime mover).** The commander looks at the platform and the sensor differently because the role of each is distinct, as are the support requirements for them. Generally, it is easier to support platforms because support requirements for them are already built into the

support system. Examples of platforms are the ground carrier component of the Prophet system, the aircraft component of the UAS, or the vehicles used by the reconnaissance troops.

- **The sensor (payload).** As stated in the previous bullet, the sensor may have unique support requirements that, if not covered during the planning process, may negatively impact operations.
- **Communications.** The BFSB's ability to report information is as important as its ability to collect it. This includes long-range communications for reconnaissance troops and LRS teams, as well as the ability to send and receive digital information through sensors such as Prophet or UAS.
- **IEW support teams.** IEW system maintenance normally falls outside standard sustainment channels. The location of the system as related to the location of organic and nonorganic support teams is an important factor in mission planning.

TIME AVAILABLE

1-29. Time is critical to all operations. In addition to understanding the importance of using time wisely as covered in FM 3-0, the BFSB commander must consider how long it will take to plan, prepare, and execute the mission to collect the required information. He must also consider how long it will take to report that information from the sensor/collection platform/scout back to the supported unit's headquarters. Examples of time-related considerations include the following:

- Long lead times for HUMINT teams conducting source operations. These teams may require extra time to develop relevant information. The time available may limit HUMINT teams to engaging the local population to collect only information that is immediately available, or the team may be limited to conducting other HUMINT tasks such as detainee interrogation, site exploitation, or debriefings of friendly personnel.
- Atmospheric conditions or the need to maintain security. These factors may limit LRS assets to reporting at certain periods of the day.
- The time required to plan for and employ a LRS team in collecting required information.

CIVIL CONSIDERATIONS

1-30. Civil considerations reflect how manmade infrastructure, civilian institutions, and the attitudes and activities of civilian leaders, populations, and organizations within an AO influence the conduct of military operations (FM 6-0). When operating among a noncombatant population, the BFSB commander must consider how both the population and the structures it inhabits can affect the mission. In this situation, the importance of evaluating the military aspects of terrain (OAKOC) is still necessary, but often secondary, because the major hindrance to collection and reconnaissance and surveillance operations can be the population itself. Civil considerations may also include the factors of ASCOPE.

1-31. Effective ground reconnaissance and HUMINT operations depend on support from the population and local host nation police forces, military forces, and governmental agencies. Cultural awareness training can improve how the BFSB's Soldiers interact with the population and enhance the brigade's ability to collect information from the population.

1-32. The brigade's ground-based, line-of-sight (LOS) signals collection systems can be severely affected by urban sprawl or by underdeveloped civilian communications networks that force the enemy to use methods of communication not vulnerable to signals intercept.

1-33. UAS operations can be complicated by airspace and frequency confliction issues, the complexity of the civil considerations (unrestricted movement of pedestrian and vehicle traffic), and the absence of a well-defined enemy.

FULL-SPECTRUM OPERATIONS

1-34. Full-spectrum operations involve the conduct of simultaneous combinations of the four types of Army operations across the spectrum of conflict. These operations, described in detail in FM 3-0, are

offensive, defensive, stability, and civil support operations. As a full-spectrum force, the BFSB conducts reconnaissance and surveillance missions and provides assets that enable the supported commander to gain a better understanding of the OE and to develop the situational understanding (SU) that enables informed decisionmaking. The BFSB may be augmented with additional forces for any or all of these operations to enhance its capabilities. To successfully accomplish its assigned mission, the BFSB may require additional reconnaissance assets for offensive and defensive operations or civil affairs and engineer assets for stability and civil support missions. For a more detailed discussion on the BFSB's role in full-spectrum operations, refer to Chapter 5.

OFFENSIVE OPERATIONS

1-35. Offensive operations carry the fight to the enemy; they entail closing with and destroying enemy forces, seizing territory and vital resources, and imposing the commander's will on the enemy. They focus on seizing, retaining, and exploiting the initiative.

1-36. The BFSB was not designed to conduct independent offensive operations. As a supporting brigade focused within the intelligence warfighting function, the BFSB provides capabilities to supported units that enhance and enable their capability to conduct offensive operations. Within a given OE, the brigade conducts operations according to the supported unit's overall ISR plan to provide information about the enemy that the commander needs to support battlefield visualization and make critical decisions. The BFSB can provide resources to weight the main effort of the decisive operation. The BFSB may conduct surveillance of avenues of approach where the supported commander is accepting risk as a means of mitigating that risk.

DEFENSIVE OPERATIONS

1-37. The Army defends to counter enemy offensive operations. Defensive operations defeat attacks, destroying as many attackers as possible. They preserve control over land, resources, and populations. They retain terrain, guard populations, and protect key resources.

1-38. As with offensive operations, the BFSB does not have the capability to conduct defensive operations other than to provide its own unit protection. As a part of broader-range defensive operations, the BFSB conducts operations according to the supported unit's overall ISR plan to provide information about the enemy that the commander uses to support battlefield visualization and make critical decisions. It has the ability to conduct some security operations, such as screen, area security, and local security. Guard and cover missions, however, are normally assigned to BCTs, which have the appropriate organic capabilities necessary for success. The BFSB can provide HUMINT teams to BCTs to enhance their ability to collect information and intelligence on the mission variables from either friendly or neutral elements of the local population.

STABILITY OPERATIONS

1-39. Stability operations sustain and/or establish civil security and control over areas, populations, and resources. They employ military capabilities to reconstruct or restore essential services and governance, and they provide support to civilian agencies. Stability operations involve both coercive and cooperative actions. They may occur before, during, and after offensive and defensive operations; however, they may also occur separately, usually at the low end of the spectrum of conflict. These operations lead to an environment in which, in cooperation with a legitimate government, the other instruments of national power can coalesce.

1-40. The successful execution of concurrent stability operations during operations that are heavily weighted toward offensive and defensive tasks—and the smooth transition to stability operations once threat forces have been defeated—is the key to achieving long-term operational and strategic objectives. The BFSB is one of the key enablers in making the successful execution of stability tasks possible. FM 3-07 provides details on the five stability operations tasks:

- Establish civil security.

- Establish civil control.
- Restore essential services.
- Support to governance.
- Support to economic and infrastructure development.

CIVIL SUPPORT OPERATIONS

1-41. These operations address the consequences of manmade or natural accidents and incidents beyond the capabilities of civilian authorities within the United States and its territories. Army forces conduct civil support operations to support homeland security, which provides the nation with strategic flexibility to protect its citizens and infrastructure from conventional and unconventional threats. Homeland security has two components. The first is homeland defense. If the United States comes under direct attack or is threatened by hostile armed forces, Army forces under joint command conduct offensive and defensive operations to defend the homeland. The other component is civil support, which constitutes the fourth type of Army operations. FM 3-0 describes the three major civil support tasks:

- Provide support in response to disaster or terrorist attack.
- Support civil law enforcement.
- Provide other support as required.

1-42. The BFSB has a role in homeland security missions. The BFSB headquarters and signal NSC can provide long-range communications capabilities in areas where the communications infrastructure is disrupted. The reconnaissance squadron can conduct reconnaissance in support of disaster relief. For example, LRS or reconnaissance troops can conduct reconnaissance of an area or town devastated by a hurricane to ascertain damage to the area and to determine initial requirements for support to the population. In addition, the entire BFSB may be employed to conduct border security. Some MI discipline collection roles are limited within the United States because of restrictions governed by U.S. law. However, all Soldiers in the BFSB can be employed in nontraditional roles such as serving as truck drivers, filling sand bags, or fighting fires. See FM 3-28.1 and Chapter 5 of this manual for additional information.

OPERATIONAL AREAS

1-43. Operational area is an overarching term that encompasses more descriptive terms for geographic areas in which forces conduct military operations. Chapter 5 provides a complete discussion of how the BFSB is employed in these operational areas.

AREA OF OPERATIONS

1-44. A unit's AO is the geographical area assigned by a higher commander in which the unit commander has responsibility and the authority to conduct military operations. Units assigned an AO have the authority to perform the following:

- Terrain management.
- MI discipline collection.
- Civil affairs activities.
- Air and ground movement control.
- Clearance of fires.
- Security.

1-45. Depending on the specific OE—and in particular the mission variables—the supported commander may assign the BFSB an AO. In general, the BFSB is assigned an AO for which the supported commander has a primary focus on conducting collection and/or reconnaissance and surveillance tasks. The information and intelligence collected may enable the supported command to conduct combined arms operations or employ joint and Army fires that can mitigate risk to the force during offensive operations. In stability operations, assigning the BFSB an AO may provide the supported commander with the ability to monitor a relatively quiet or permissive area while focusing his BCTs on more hostile areas. Alternatively,

the BFSB could be assigned an AO along an international border to monitor the activities of threat forces across the border, the operations of smugglers, or insurgent movements to and from safe havens.

1-46. The supported commander must consider the mission variables of METT-TC when assigning the BFSB an AO. He should consider what he wants to accomplish within the BFSB AO. The BFSB has extremely limited offensive and defensive capability. At the same time, it has significant organic collection capabilities, especially HUMINT, and a robust brigade staff to command and control operations. If significant threat forces are resident within the AO, the supported commander has two options:

- If the AO is considered nonpermissive or the BFSB receives a nontraditional BFSB mission such as interdiction operations (e.g., along a smuggling transit route or in a safe haven for adversaries), the supported commander should consider task organizing the BFSB with additional forces.
- The supported commander could also consider assigning the AO to another organization more capable of executing ground operations, such as a BCT or an MEB. See Chapter 2 for information on augmentation for the BFSB.

1-47. The BFSB is assigned an AO for different reasons from those used to assign AOs to BCTs and other brigades. A BCT's primary mission, for example, is to close with the enemy by means of fire and maneuver for the purpose of destroying or capturing enemy forces or repelling their attacks by fire, close combat, and counterattack. For this reason, BCTs regularly exercise the authority to perform these tasks and have organic enablers to assist them. The BFSB, in contrast, conducts operations to answer the PIR of its supported headquarters. As a result, it may exercise some, but not necessarily all, of its authority in the execution of the AO tasks listed earlier in this discussion. In the event the supported commander's intent and the factors of METT-TC require the BFSB to perform all of these tasks, the BFSB may require reinforcing or complementary capabilities, such as engineer or civil affairs assets, from other support brigades, such as the MEB, or from theater assets.

AREA OF INFLUENCE

1-48. The AO has an associated area of influence. An area of influence is a geographical area in which the commander can directly influence operations by maneuver or fires capability normally under the commander's command or control. Areas of influence surround and include the associated AO. The BFSB can assist the supported commander in his area of influence by using a variety of capabilities to collect information about the area. UASs flying in or near the area of influence can provide real-time feedback on the activities within the area. Depending on their capabilities, the UASs may also assist in targeting or tracking threat forces (or observing areas in which these forces may be operating). These diverse targets may include mobile armored formations, illicit smuggling operations, and infiltration lanes or areas used by insurgent forces. SIGINT capabilities can reach out into the supported unit's area of influence to collect valuable information about threat activities. HUMINT can be used to engage the local population to collect information from those who have recently traveled through or to the supported higher command's area of influence.

AREA OF INTEREST

1-49. The area of interest (AOI) is a geographical representation of the area from which a unit requires information and intelligence to execute successful tactical operations and to plan for future operations. The AOI includes any threat forces or characteristics of the OE that significantly influence accomplishment of the command's mission. The AOI can vary or change over time. A higher commander does not assign the AOI. Rather, the unit commander and his staff (such as in the BFSB) develop the AOI to help visualize the AO and determine their information requirements. As with the area of influence, the BFSB has capabilities that enable it to collect information the commander requires about the AOI. Although the BFSB does not operate within the AOI, its assets can "reach" into it to collect information. This includes the use of SIGINT collection assets, observation of the AOI with long-range optics from the reconnaissance troops, employment of UAS, and the use of HUMINT teams to collect information about the AOI from the local population.

UNASSIGNED AREAS

1-50. Unassigned areas are often misunderstood as areas for which no one is responsible. This is not the case. An unassigned area is the area between noncontiguous AOs or beyond contiguous AOs. The higher headquarters is responsible for controlling unassigned areas within its AO (FM 3-0). For example, the supported commander may elect to retain responsibility for specific areas within his AO where threat forces are thought to be minimal so he can concentrate his BCTs where the threat is the greatest. In another situation, a supported higher headquarters may have been assigned an AO that requires more combat power than it has available. In either case, the supported commander has decided to accept risk by designating an unassigned area.

1-51. To mitigate that risk and monitor the activities within unassigned areas, especially those of threat forces, the supported operational-level commander may assign monitoring responsibility to the BFSB. Although the supported higher headquarters retains overall responsibility for the unassigned area, the BFSB conducts collection or reconnaissance and surveillance operations in coordination with that unit to maintain situational awareness (SA) within the area. If the situation changes—such as the threat increasing in strength or the area becoming nonpermissive—the supported commander can assign the area to another unit that has a greater capability to deal with the changing situation.

SECTION II – NATURE OF THE THREAT

THREAT ENVIRONMENT

1-52. FM 3-0 defines threats as nation-states, organizations, people, groups, conditions, or natural phenomena able to damage or destroy life, vital resources, or institutions. There are four major threat categories against which the BFSB may be employed to collect information and intelligence—

- ***Irregular*** threats are those posed by an opponent employing unconventional, asymmetric methods and means to counter U.S. advantages. These threats include terrorism, insurgency, and guerilla warfare.
- ***Catastrophic*** threats involve the acquisition, possession, and use of chemical, biological, radiological, and nuclear (CBRN) weapons.
- ***Traditional*** threats emerge from states employing recognized military capabilities and forces in understood forms of military competition and conflict.
- ***Disruptive*** threats involve an enemy using new technologies to reduce U.S. advantages in key operational domains.

1-53. Each of these threats generates certain types of signatures in the AO that are vulnerable to BFSB assets—

- Irregular threats often depend on nonmilitary communications devices that are susceptible to the BFSB's signals collection assets. Additionally, these forces generally operate among noncombatant populations in urban centers. When this is the case, their locations and movements are often known by the local population. This information can be extracted by the BFSB's ground reconnaissance and human collection assets. While not suited as a primary collector for information against irregular forces, the BFSB's UAS assets can be effective when cued to a target by reconnaissance, SIGINT, and HUMINT assets.
- Catastrophic threats have distinct signatures the make them vulnerable to CBRN detection systems. The BFSB does not have a CBRN detection capability and is not considered a primary collection asset against this type of threat. With proper augmentation, however, the brigade may be able to assist in detecting these threats.
- Traditional threats are extremely vulnerable to reconnaissance as well to imagery intelligence (IMINT) and SIGINT collection assets. These assets are very effective in providing real-time or near real-time combat information. HUMINT assets are not as responsive or flexible against these threats, but are effective in providing information and intelligence over the long term

through screening and interrogation operations. Additionally, they are effective in assisting reconnaissance forces operating in urban terrain where the population is still in residence.

- Disruptive threats are normally collection priorities for operational and strategic intelligence, surveillance, and reconnaissance organizations. The BFSB focuses on tactical-level priorities and would only rarely be assigned to support operations dealing with these threats.

OPERATIONAL THEMES

1-54. There are five types of operational themes under which the BFSB may be employed, each with its own unique threat environment.

PEACETIME MILITARY ENGAGEMENT

1-55. Peacetime military engagement is normally conducted by a maneuver force, comprises all military activities that involve other nations, and are intended to shape the security environment in peacetime. Combat is usually not likely, but terrorist attacks are possible. Under peacetime military engagement, the BFSB could participate in multinational training exercises, security assistance, joint combined exchange training, recovery operations, arms control, or counterdrug operations. The primary need for intelligence support is to enhance operations security (OPSEC). Although U.S. national and theater intelligence agencies will provide the primary intelligence, surveillance, and reconnaissance support to the supported commander, the BFSB could provide support dependent on the rules of engagement (ROE) and on agreements with the host nation.

LIMITED INTERVENTION

1-56. Limited intervention is executed to achieve an end state that is clearly defined and limited in scope. They are normally conducted by joint task forces (JTF). Examples of limited interventions in which the BFSB may participate are noncombatant evacuation, raid, show of force, foreign humanitarian assistance, consequence management, sanction enforcement, and elimination of weapons of mass destruction (WMD). Like peacetime military engagement, combat is not likely. However, terrorist attacks and attacks from the general population are possible. During these operations, the BFSB is primarily concerned with OPSEC and targeting operations. The threat usually consists of terrorist, guerilla, paramilitary, political, or religious groups opposing an established government that is being supported by the U.S. government. These groups are usually not well defined at the tactical level and in most cases have not been precisely located in the AO. Echelons-above-brigade intelligence organizations and host nation agencies will not provide the resolution required to satisfy the supported commander's intelligence requirements, but they can provide enough information initially to focus the BFSB's operations.

PEACE OPERATIONS

1-57. Peace operations broadly encompass multiagency and multinational crisis response and limited contingency operations. The primary purposes of peace operations are to create a safe and secure environment, deter adversaries from overt actions against each other, and provide time for civilian agencies to generate a self-sustaining peace. Peace operations include peacekeeping, peace building, peacemaking, peace enforcement, and conflict prevention. They normally occur in complex environments and are characterized by asymmetric threats, a failing government, absence of the rule of law, terrorism, human rights abuses, collapse of civil infrastructure, and the presence of dislocated civilians. Attacks by insurgent and terrorist groups are likely, and the supported higher unit may conduct limited offensive operations against these groups during stability operations. Enemy forces will try to negate the BFSB's capabilities by adopting tactics, techniques, and procedures for C2, maneuver, fires, intelligence, and logistics that reduce their signature and vulnerability to U.S. collection systems. When developing an ISR plan, the brigade must consider the enemy's ability to develop low-cost, low-technology countercollection solutions.

IRREGULAR WARFARE

1-58. Irregular warfare is a violent struggle among state and nonstate elements for legitimacy and influence over a population. It differs from conventional operations in two aspects. First, it is warfare among and within the people. Second, it emphasizes an indirect approach. It combines irregular forces and indirect unconventional methods to exhaust the opponent. Types of operations in which supported joint force or Army units may be employed to counter irregular warfare are foreign internal defense, support to insurgency, counterinsurgency, combating terrorism, and unconventional warfare. Traditionally, these missions have been conducted by Special Operations Forces (SOF). However, if SOF and host nation forces cannot defeat unconventional and irregular threats, conventional Army forces can assume the lead role. OIF and Operation Enduring Freedom (OEF) are good examples of irregular warfare. The BFSB contributes by conducting reconnaissance against an often undefined enemy that operates within complex terrain, often largely undetected. The tactics and operational art employed by these forces will vary from conflict to conflict, as will the structure of the threats themselves. In most cases, current doctrine will not provide all of the guidance the BFSB needs to collect against these threats. When this occurs, the BFSB will have to modify doctrine and develop methods that work at the precise moment in the specific situation.

MAJOR COMBAT OPERATIONS

1-59. Major combat operations (MCO) occur in circumstances characterized by combat between large, heavily armed, conventional formations. In this operational theme, the BFSB is normally conducting reconnaissance and surveillance (including MI discipline collection) in support of offensive or defensive operations in accordance with existing doctrine.

Chapter 2

BFSB Overview

The BFSB is a unique multifunctional support brigade with a wide array of capabilities. It provides division and higher-level commanders with long-duration surveillance, mobile light reconnaissance, and a variety of technical and HUMINT collection capabilities. It conducts reconnaissance and surveillance tasks (including MI discipline collection) to support division and higher-level formations and also provides assets as necessary to augment the capabilities of BCTs and other modular brigades. The BFSB staff performs ISR synchronization and integration to support the commander's reconnaissance and surveillance mission.

SECTION I – MISSION AND ROLE OF THE BFSB

2-1. Just as understanding an OPORD begins with a firm grasp of the unit's mission and commander's intent, understanding the BFSB begins with comprehensive knowledge of its mission and operational principles. All doctrinal concepts discussed in this manual must be interpreted in light of these two important cornerstones.

MISSION

2-2. The BFSB conducts reconnaissance and surveillance operations (including MI discipline collection) to answer division, corps, or joint force PIR and other intelligence requirements, enabling the commander to focus joint elements of combat power. The BFSB also provides assets to enhance the reconnaissance and surveillance capability of other brigades, including BCTs, and, when directed, produces intelligence for its supported higher headquarters.

OPERATIONAL PRINCIPLES

2-3. A unit's operational principles, the conceptual equivalent of the commander's intent in an OPORD, provide a concise description of the unit and how it operates. The BFSB uses these operational principles—

- The BFSB is the only modular brigade whose primary purpose is collecting information to satisfy division, corps, or JTF intelligence requirements, especially PIR.
- The BFSB collects combat information and, as directed, also develops actionable intelligence for the supported commander consistent with the factors of METT-TC.
- The BFSB is not designed to conduct reconnaissance in force. It can, however, perform all other reconnaissance tasks within the limitations of METT-TC.
- As a rule, the BFSB does not fight for information. When directed by the commander, however, small units within the organization may be required to fight for information at their level.
- The BFSB is a lightly armed organization. It normally avoids direct fire contact with the enemy during the conduct of reconnaissance and surveillance unless fleeting opportunities outweigh the risk of engagement. An example would be observation of a high-payoff target (HPT) that requires immediate engagement or capture.

- The BFSB is a modular brigade designed to accept augmentation. The intent of this augmentation, however, is to enhance the brigade's core reconnaissance and surveillance capabilities rather than to replicate a BCT's capability for close combat.
- The BFSB performs two major functions for its higher supported headquarters. It conducts reconnaissance and surveillance tasks and reinforces the collection capabilities of other modular brigades when necessary.
- While the factors of METT-TC vary widely depending on the operational theme—such as in MCO versus irregular warfare operations—the BFSB will generally perform the same sorts of missions across the spectrum of conflict.
- The BFSB is well suited to identify and locate irregular forces within an AO; its capability to identify and locate enemy conventional maneuver formations is limited by its force structure.

2-4. As a specialized, multifunctional support brigade, the BFSB possesses capabilities enabling it to perform functions no other modular brigade can perform. The brigade is not a replacement for the Army of Excellence division cavalry squadrons, nor is it simply a replacement for the Army of Excellence divisional MI battalions or corps MI brigades. The BFSB was never intended to fill the same roles in the same ways as its predecessors. It is a fundamentally more flexible, capable, and secure organization than previous MI organizations, and it conducts a wider range of tasks necessary to answer the supported commander's intelligence requirements and PIR.

2-5. Unlike an Army of Excellence division cavalry squadron or corps armored cavalry regiment (ACR), the BFSB will not perform guard and cover missions. It will not answer PIR by fighting through strong enemy resistance during a movement to contact against a heavy force. This does not mean the BFSB cannot perform full-spectrum missions or critical tactical tasks necessary to defeat conventionally equipped and organized forces, particularly in restricted terrain. Rather, the BFSB is an adaptable unit designed to perform its missions in an era of persistent conflict characterized by uncertainty, complexity, and adaptable threats. For example, the brigade has an unmatched capability to identify the irregular forces and networks operating in a supported unit's AO. It can also play key roles in setting the conditions for the success of stability operations. These capabilities—and others—set the BFSB apart from other units in the AO and make it a valuable and necessary component of a campaign-quality joint force. In short, the BFSB can conduct MI discipline collection and reconnaissance and surveillance missions within areas defined by the supported higher headquarters or within an AO of its own. As a result, it is a key contributor to the supported unit's SU regardless of the operational theme.

Note. As noted, the operational principles listed earlier describe the fundamental character of the BFSB and serve as the "commander's intent" for the Operational and Organizational (O&O) concept for the brigade. They are intended to provide users of this manual with a set of concepts that will continue to guide the development of the brigade. Readers should keep these principles in mind as they interpret the content and discussions in this manual; this will help them avoid misinterpretation of the key employment concepts presented here.

ROLE OF THE BFSB

2-6. Divisional MI battalions and corps MI brigades provided valuable collection assets to the units they supported. These battalions/brigades, however, had limited ability either to secure those assets without assistance or to conduct operations within their own AOs. The BFSB is a significantly more capable unit than its Army of Excellence predecessors for a number of reasons. Foremost among these is the BFSB's capability not only to secure the HUMINT and technical collection assets remaining under its control as they operate in the AO but also to maintain them with dedicated support assets. This does not mean that the BFSB's reconnaissance squadron is simply a security force for brigade HUMINT and SIGINT assets. On the contrary, the teaming of the reconnaissance squadron with these assets now provides supported commanders with a degree of flexibility in the execution of ISR plans previously unavailable at division level and above. For these reasons and others, the BFSB is a flexible and adaptable unit that division and

higher level commanders can use both to weight their main effort and to perform critical reconnaissance and surveillance tasks necessary to address PIR that are unanswerable by other units in their AO.

2-7. The BFSB fills two roles in division-level and higher operations:

- It executes the ISR plan in that portion of the AO not assigned to a subordinate unit (unassigned area), in an AO assigned to it by the supported unit, or in an area that has characteristics of both types (unassigned area and assigned AO).
- It augments BCTs and supporting brigades to enhance their ability to accomplish their missions.

2-8. In performing its primary role, the BFSB conducts reconnaissance and surveillance to collect information to support operations at echelons above brigade level, helps to develop the common operational picture (COP), and enhances commanders' decisionmaking. Although assets above division level can fulfill many intelligence requirements, they may not answer all of them. In many cases, higher-level operational needs take precedence and cause assets at these levels to focus on the next higher commander's critical information requirements (CCIR). In some cases, higher-level assets may not provide the level of detail or timeliness the BFSB's supported command requires. Therefore, commanders need assets they can directly task to fulfill their intelligence requirements. BCTs and other brigades in the higher-level AO focus their reconnaissance and surveillance assets in their own AOs primarily to answer their own requirements, especially PIR. In an Army division operation, for example, brigades (such as BCTs) collect on division intelligence requirements in their AOs. The division is also responsible for reconnaissance and surveillance in any unassigned areas for which it is responsible, and the BFSB is the unit primarily tasked with that mission.

2-9. The BFSB has the resources and capabilities to execute these missions across the higher supported unit's AO without conflicting with BCT reconnaissance and surveillance operations. As an alternative, the higher supported commander can assign the BFSB an AO designed to facilitate its reconnaissance and surveillance operations. Assignment of an AO to the BFSB, however, requires the supported commander to provide the brigade with enablers that allow it to perform the associated tasks described in Chapter 1. The BFSB bridges the gap between the tactical reconnaissance and surveillance executed at brigade level and the operational and strategic reconnaissance executed at levels above the division.

2-10. In its other role, the BFSB will provide augmentation for other brigades in the form of counterintelligence (CI), HUMINT, SIGINT, and/or UASs. In some situations, augmentation may include elements of the reconnaissance squadron. The BFSB provides a means for the supported commander to weight the decisive operation or the main effort and/or to provide other brigades with the assets, capabilities, or increased capacity required for a specific mission or operation.

SECTION II – BFSB ORGANIZATION AND CAPABILITIES

2-11. The BFSB provides echelons-above-brigade-level commanders with reconnaissance and surveillance assets to collect relevant information the staff can use to produce actionable intelligence. BFSB operations continue day and night under all weather and environmental conditions. They enable the supported higher headquarters to—

- Gain an appreciation for the human factors influencing the supported unit's AO.
- Develop, refine, and enhance SU.
- Gain, retain, and exploit the initiative.
- Improve the supported unit's agility.
- Improve tempo.
- Enable joint effects.

GENERAL

2-12. This section describes the organization and capabilities of the BFSB (see Figure 2-1). It focuses on the brigade's major subordinate units—

- Brigade headquarters and headquarters company (HHC).
- MI battalion.

- Reconnaissance squadron.
- Signal NSC.
- Brigade support company (BSC).

2-13. The brigade HHC includes duties of the brigade staff and roles of the main command post (CP) and tactical command post (TAC CP). The MI battalion includes the battalion HHC, the tactical UAS (TUAS) platoon, the technical collection company, the collection and exploitation (C&E) company, and CI/HUMINT companies. The reconnaissance squadron includes the squadron headquarters and headquarters troop (HHT), the long-range surveillance company (LRSC), and two reconnaissance troops.

2-14. As stated previously, the BFSB is organized to collect information to satisfy echelons-above-brigade-level intelligence requirements, especially PIR. It is the only modular brigade organized and equipped primarily for this purpose. The OE requires the BFSB to be a responsive and tailorable organization. Additionally, the need to employ reconnaissance and surveillance assets at the outset of an operation translates into the requirement for a deployable organization. Figure 2-1 depicts the BFSB's base organization, along with the range of possible attachments designed to augment the unit's ability to conduct reconnaissance and surveillance for its supported higher headquarters. The intent of augmentation, however, must always be to enhance the BFSB's reconnaissance and surveillance capabilities without changing the unit's fundamental character.

Note. The organizations described in this discussion are based on the most recent 2009 table of organization and equipment (TOE) . Modified tables of organization and equipment (MTOE) used by current BFSBs may differ significantly from the TOE used for this manual.

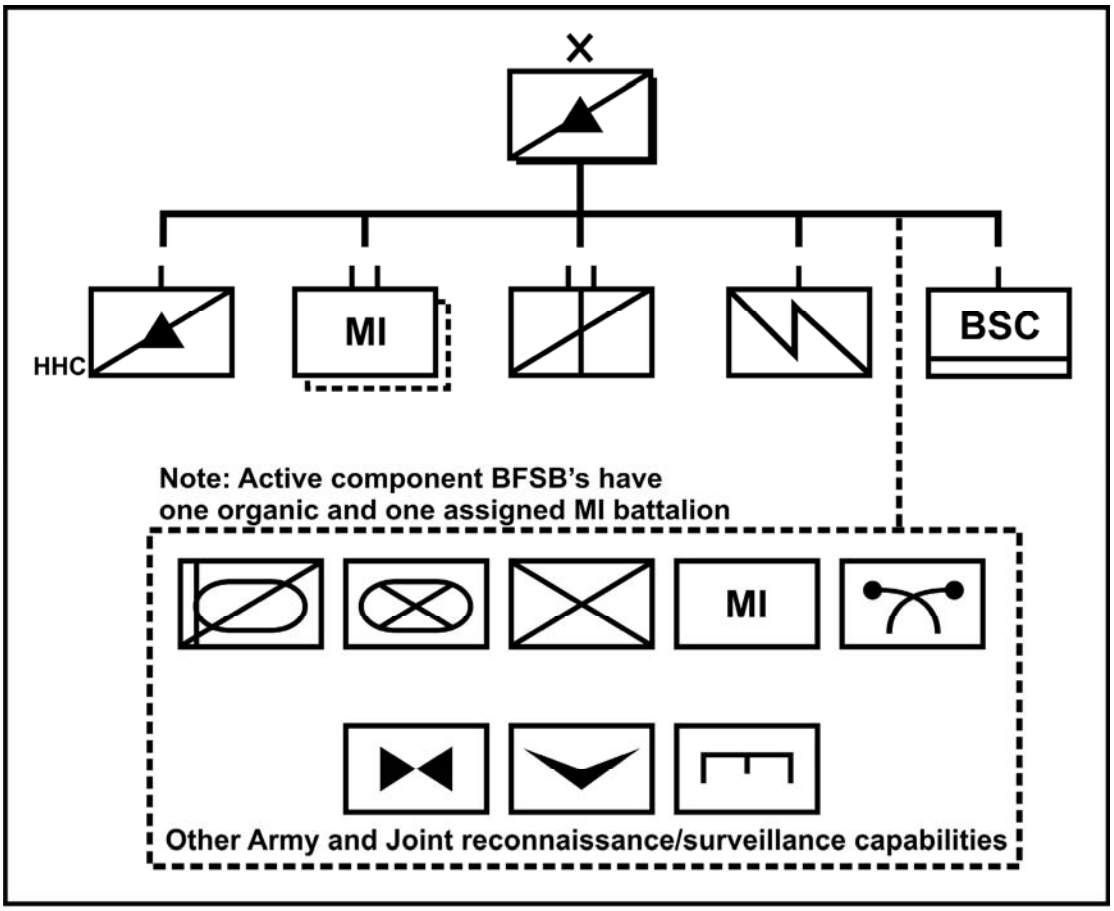

Figure 2-1. BFSB organization

BRIGADE HEADQUARTERS AND HEADQUARTERS COMPANY

2-15. The BFSB must be fully capable of deploying and employing a full range of collection capabilities, from technical sensors to manned ground and air reconnaissance and surveillance elements. The HHC's mission is to provide operational and administrative support to organic and attached organizations, systems, and personnel. This company is organized to provide command and control (C2) for the conduct of reconnaissance and surveillance. (See Figure 2-2.)

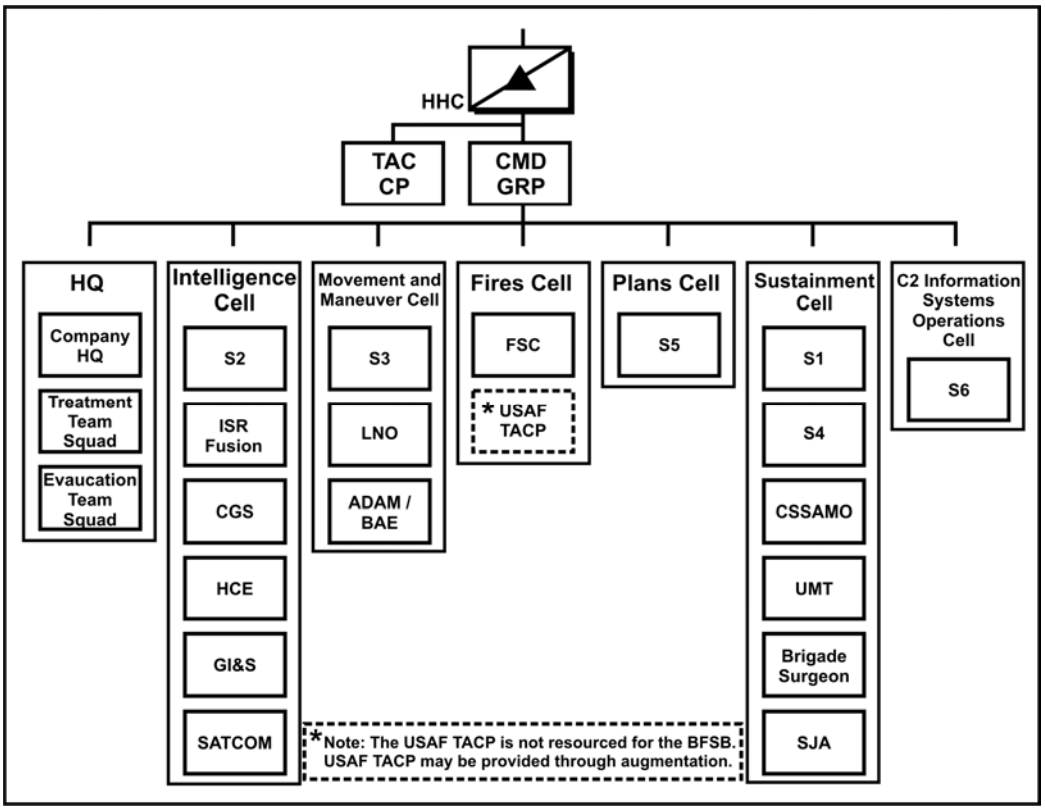

Figure 2-2. BFSB HHC organization

HHC COMPANY HEADQUARTERS

2-16. The company headquarters of the BFSB's HHC provides administrative support to the headquarters sections. It consists of the company commander, executive officer (XO), first sergeant (1SG), supply sergeant, supply specialist, decontamination specialist, armorer, and a medical support section. It coordinates support with the brigade staff and performs the following functions:

- Planning and execution of training.
- Support to the staff.
- Supply support.
- Movement planning and execution for the headquarters.

MEDICAL TREATMENT AND MEDICAL EVACUATION SQUADS

2-17. The medical treatment squad operates an aid station/Level I medical treatment facility (MTF) and provides health and trauma care for the BFSB HHC. It treats patients with disease and nonbattle injuries,

provides triage of mass casualties, and performs advanced trauma management (ATM). The medical support section conducts sick call services and maintains field health records for assigned and attached personnel according to AR 40-66. The section is responsible for maintaining a basic load of Class VIII (medical) supplies and for coordinating resupply as needed. Other services include authorized outpatient consultation; medical and mental health referrals; preventive medicine; and environmental health surveillance, inspections, and consultation. Because the BFSB does not have a flight surgeon or an aviation physician assistant, the medical treatment team provides consultation for personnel on flight status.

2-18. The medical evacuation (MEDEVAC) squad evacuates patients from point of injury to the Level I MTF. The evacuation squad consists of two ambulance teams with ambulances (M997 high mobility multipurpose wheeled vehicles [HMMWV]) and four emergency care specialists. The organic ground ambulances provide area MEDEVAC support to the HHC and separate companies of the BFSB. Ambulances from the supporting medical brigade provide evacuation support from the brigade Level I MTF back to the supporting Level II MTF.

BFSB COMMAND GROUP

Commander

2-19. The BFSB commander is an infantry (11), armor (19), or MI (35) officer. The deputy commander (DCO), XO, and S-3 positions are similarly coded and ideally should be filled with officers of a different branch from the BFSB commander. This variety of critical expertise in the key positions in the brigade can be essential to effective C2 and planning of BFSB operations. For more information on the duties and responsibilities of commanders, see FM 6-0.

Deputy Commanding Officer

2-20. The DCO serves as the second in command to the commander. His role, responsibilities, and authority vary based on the commander's desires, the BFSB mission, and the scope and complexity of operations. The BFSB commander extends his span of control by delegating responsibility and authority for specific areas and/or functions to the DCO. Among other duties, the DCO may oversee the sustainment functions of the brigade to provide command emphasis to established priorities and to ensure the combat readiness of the brigade. This is particularly important when the brigade is augmented with company-size or larger units.

Command Sergeant Major

2-21. The command sergeant major (CSM) primarily advises the commander on all matters concerning the brigade's enlisted Soldiers. For a detailed description of the role and responsibilities of the CSM, see FM 6-0.

Executive Officer

2-22. The XO is the commander's chief of staff. He directs, coordinates, supervises, and synchronizes staff operations. This includes responsibility for all staff activities, such as developing orders. The XO is responsible for main CP operations and integrates and synchronizes plans and orders. The commander defines the XO's duties and relationships with the staff and subordinate commanders and normally assigns the XO specific functional responsibilities. As noted, the XO is an Infantry (11), Armor (19), or MI (35) officer, ideally a different branch from the commander and/or DCO.

STAFF

2-23. The staff exists to help the commander make and implement decisions and exercise C2. It aids the commander by recognizing and anticipating events in the AO so the commander can decide and act faster than his enemy counterparts. Once a decision is made, the commander depends on the staff to communicate decisions to subordinates, to synchronize and coordinate supporting actions, and to supervise execution of decisions according to the commander's intent. The commander organizes the staff within the command

group, main CP, and TAC CP. FM 6-0 and FM 5-0 define staff duties, functions, and procedures. The following discussion describes the key responsibilities of BFSB staff officers during full-spectrum operations.

Personal Staff

2-24. The commander's personal staff includes the chaplain and staff judge advocate (SJA)

Chaplain

2-25. The BFSB unit ministry team (UMT) consists of one chaplain and one chaplain assistant noncommissioned officer (NCO). The BFSB UMT plans, coordinates, and synchronizes area and denominational religious support coverage within the brigade. The BFSB UMT is located in the main CP.

Brigade Judge Advocate Section

2-26. The BFSB receives its primary legal support from the brigade judge advocate section. The section comprises a brigade SJA (major/O-4), a trial counsel/operational law attorney (captain/O-3), and a brigade paralegal NCO (sergeant first class/E-7). The brigade judge advocate is the brigade commander's primary legal advisor. A critical responsibility of the section is to provide advice on intelligence law, a discipline that specifically addresses legal issues concerning MI discipline collection and human rights. This section is part of the sustainment cell described later in this chapter.

Coordinating Staff

2-27. The BFSB staff includes six coordinating staff sections, designated S-1 through S-6. The staff is organized functionally as shown in Figure 2-2.

Special Staff

2-28. The BFSB headquarters includes the following special staff sections aligned by function:

- Air defense airspace management(ADAM) /brigade aviation element (BAE).
- Combat sustainment support automation management office (CSSAMO).
- Fires element.
- Surgeon.
- Liaison element.
- Brigade chemical officer.
- USAF tactical air control party (TACP), only if provided through augmentation.
- Army space team liaison officer (LNO).

Intelligence Cell

S-2 – Intelligence

2-29. The BFSB S-2 is the principle staff officer for advising the commander on the intelligence warfighting function and the Army intelligence enterprise. The S-2 is responsible for preparing, directing, and managing the section's execution of all functions required for intelligence synchronization for the BFSB. The S-2 is located in the main CP and provides personnel to support the TAC CP as required.

2-30. The BFSB S-2 section develops intelligence primarily to support BFSB operations. Since the BFSB is tasked to collect on echelons-above-brigade PIR, the majority of the information it collects is analyzed by the supported G-2/J-2. Like other brigades, the BFSB develops intelligence on the AO (or specific areas assigned to it by the supported headquarters) and disseminates its assessment. In some instances, because of its presence throughout the AO, the BFSB may be tasked to provide intelligence beyond that necessary to support its own operations. Taskings of this sort, however, are dependent on the factors of METT-TC and should not take precedence over the BFSB's primary mission of conducting reconnaissance and

surveillance. The responsibilities of the supported higher headquarters staff should not be confused with those of the BFSB.

Note. The supported unit G-2/J-2 consolidates subordinate intelligence reports and products (such as those from the BFSB S-2) and combines this information with other intelligence developed by the G-2/J-2 section and received from higher-level assets. This "fused" intelligence feeds the supported unit's COP.

S-2 Section Functions and Organization

2-31. The S-2 section focuses on understanding the BFSB's AO. It contains teams designed to perform analysis, produce intelligence products, maintain intelligence links, and perform IPB. The section plays a vital role in maintaining access to information from adjacent brigades, higher command reconnaissance and surveillance organizations, SOF in the AO, and other service, theater, and national systems. The following are key functions of the S-2:

- Advise the BFSB commander on matters pertaining to MI.
- Manage the BFSB intelligence process.
- Lead the staff through IPB for staff planning, decisionmaking, and targeting.
- Coordinate with the entire staff and recommend PIR as part of the CCIR.
- Process, analyze, produce, present, and disseminate intelligence that answers PIR and other intelligence requirements.
- Maintain and update the current situation regarding threat/enemy forces and the OE.
- Maintain IPB products and the intelligence portion of the running estimate.
- Lead coordinating staff representatives in developing ISR synchronization.
- Assist in development of high-value targets (HVT) and in staff development of the HPT list.
- Assist the S-3 with ISR integration and development of the ISR plan.
- Coordinate with higher headquarters to provide products for development of target and mission planning folders. These facilitate planning for the reconnaissance squadron's LRSC operations.

2-32. The BFSB S-2 section consists of six elements that allow the S-2 section to provide a comprehensive picture of the OE—

- S-2 operations section.
- ISR fusion element.
- Common ground station (CGS) element.
- HUMINT coordination element.
- Geospatial information and services element.
- SATCOM element.

2-33. **S-2 Operations Section.** The primary role of the operations section is to assist the brigade S-3 in planning and conducting operations. The operations section assists the S-3 in synchronizing and integrating the brigade ISR plan with higher headquarters and subordinate units.

2-34. **ISR Fusion Element.** The ISR fusion element—

- Uses all-source analysis and fusion to better synchronize and integrate collection.
- Performs situational development.
- Provides tailored intelligence support to targeting, IO, and combat assessment.
- Develops and updates the threat portion of the COP and the intelligence portion of the running staff estimate for the BFSB commander.
- Uses threat information and databases to cross-cue and tip collection assets.
- Produces, maintains, and updates IPB and mission support products.
- Performs limited imagery analysis and produces imagery products.
- Provides target information for inclusion in mission planning folders.

- Performs limited SIGINT analysis and technical asset management of SIGINT systems.
- Provides planning support to reconnaissance squadron operations.

2-35. **CGS Element.** The CGS element processes and disseminates the following information types:

- Radar data from the Joint Surveillance Target Attack Radar System (JSTARS), aerial reconnaissance-low (ARL), and U-2 aircraft.
- Moving target indicator (MTI) and side aperture radar (SAR) imagery.
- Collateral electronic intelligence (ELINT) from the Intelligence Broadcast System (IBS).

2-36. **HUMINT Coordination Element.** The HUMINT coordination element—

- Coordinates with the appropriate G-2X to determine requirements and taskings for CI activities and HUMINT operations.
- Transforms high-level taskings into mission orders for the MI battalion in conjunction with the BFSB S-2 and S-3.
- Maintains SA on CI activities and HUMINT operations, with the goal of not burdening MI battalion assets with additional reporting criteria.
- Establishes a reporting architecture that transmits operational and intelligence reports directly to the appropriate S-2X and G-2X.

Note. Current manning may not allow the HUMINT coordination element to perform both the S-2's CI/HUMINT analysis function and the mission management tasks listed above. Until the manning level is changed, some of these tasks may need to be reassigned to other sections.

2-37. **Geospatial Information and Services Element.** This element comprises the geospatial engineer team, which performs analysis, management, and dissemination of geospatial data and geospatial intelligence (GEOINT) in support of brigade planning and execution. It maintains the brigade's topographic information on the brigade server and provides updates to the brigade's portion of the theater geospatial database. The team provides direct support to the S-2/S-3, with general support to the staff and subordinate units. The team consists of two terrain data NCOs and two enlisted Soldiers operating in the BFSB main CP. The geospatial engineer team requires access to the classified tactical local area network's Secret Internet Protocol Router Network (SIPRNET), Non-secure Internet Protocol Router Network (NIPRNET), and the Joint Worldwide Intelligence Communications System/National Security Agency Network (JWICS/NSANet) to update and disseminate geospatial information and GEOINT.

2-38. Using its organic digital topographic support system, the team also provides the BFSB with timely digital terrain products and integrated terrain analysis, including GEOINT obtained through reach capabilities. These products and services give the commander a clear understanding of the physical environment. The team helps the commander to visualize the terrain and explains how the physical environment affects friendly and enemy operations. It identifies aspects of the terrain that the commander can exploit to gain advantage over the enemy. The team also emphasizes terrain that the enemy can use to its advantage when moving throughout the BFSB AO. It can support geospatial pattern analysis to aid in the tracking of known sites and predicted locations of suspected improvised explosive devices (IED).

2-39. A summary of the geospatial engineer team's capabilities includes the following:

- Create and analyze terrain data.
- Prepare decision graphics.
- Produce image maps.
- Provide 3-D terrain perspective views.
- Manage the theater geospatial database.
- Update maps.
- Produce tactical decision aids.

- Produce IPB overlays.
- Leverage Army space assets to support the BFSB's missions.

2-40. **SATCOM Element.** The SATCOM element—

- Uses the Trojan Spirit (AN/TSQ-190) system, which links primary top secret/sensitive compartmentalized information to other brigades and to division, corps, and joint intelligence units and activities.
- Provides reachback to theater and national intelligence activities.
- Supports the intelligence communications network. This is separate from the brigade's NSC and is focused primarily on transmission of and access to intelligence information and products.

Movement and Maneuver Cell

S-3 – Operations

2-41. The S-3 is the principal staff officer responsible for all matters concerning training, operations, and plans. Although the S-5 is the BFSB's planner, the S-3 has overall responsibility for operational planning. The S-3 is an infantry (11), armor (19), or MI (35) officer and should be from a different branch than the commander or the XO.

S-3 Section Functions and Organization

2-42. The S-3 section and supporting sections execute key functions that include the following:

- Supervise the TAC CP when deployed.
- Develop COAs.
- Prepare, coordinate, and disseminate standing operating procedures (SOP), orders, and directives (with other staff sections' input).
- Synchronize all operations, including reviewing and coordinating subordinate plans and actions.
- Coordinate with other brigades to place BFSB assets within their AOs as necessary.
- Request and coordinate external assets for the reconnaissance squadron's insertion and extraction of ground elements.
- Request and coordinate joint personnel recovery assets as required.
- Coordinate and direct terrain and airspace management.
- Coordinate MQ-1C extended range multipurpose (ERMP) UAS support from the combat aviation brigade (CAB) when available.
- Recommend priorities for allocating command resources and support.
- Directly assist the commander in controlling preparation for and execution of operations.
- Coordinate staff planning, execution, and supervision of IO.
- Perform terrain management in the BFSB AO, when assigned.
- Integrate composite risk management into operational planning.

2-43. The S-3 section has coordinating staff responsibility for the following special staff elements:

- LNOs (unless the XO designates otherwise).
- ADAM/BAE.
- Brigade CBRN officer.
- Fires element.
- USAF TACP aligned with the BFSB (only if provided through augmentation).
- Space team LNO.

2-44. **Liaison Element.** The BFSB S-3 section has one liaison team to help facilitate communications between units, preserve freedom of action, and maintain flexibility. Liaison activities keep the BFSB and adjacent commands aware of their respective tactical situations. Effective liaison provides rapid

transmission of exceptional, critical, and routine information; verification of information; and clarification of operational questions.

2-45. **ADAM/BAE.** The ADAM/BAE combines the responsibility for coordinating the brigade's air and missile defense (AMD) operations and the responsibility for synchronizing Army aviation operations within the BFSB concept of operations into a single element. The BAE is a planning and coordination element whose major function is to incorporate aviation into the ground commander's intent. The BAE focuses on providing employment advice and initial planning for aviation missions, UAS support, airspace planning and coordination, and synchronization with the air liaison officer (ALO) if provided. The BAE does not take the place of aviation task force involvement in planning. It assists the BFSB in aviation planning and provides the aviation brigade or the supporting aviation task force leadership with BFSB mission information. The ADAM/BAE is also the primary planning element for airspace C2 and AMD. The brigade aviation officer is the chief of the ADAM/BAE, which is located with the BFSB main CP unless the mission dictates otherwise. ADAM/BAE responsibilities include the following:

- Evaluate any air threat on BFSB operations.
- Analyze aerial threat factors bearing on the OE.
- Analyze the effects of weather and terrain on air operations.
- Determine threat aerial COAs.
- Develop an AMD concept of support for each COA. This entails war-gaming the AMD concept of support and comparing COAs.
- Maintain the AMD running estimate.
- Prepare the AMD annex.
- Synchronize AMD operations.
- Integrate aviation into BFSB sustainment operations, such as MEDEVAC and aerial resupply.
- Represent aviation during the military decisionmaking process (MDMP) and other planning processes, such as IPB, ISR synchronization, and targeting.
- Coordinate ERMP UAS support from the CAB when available.
- Perform airspace command and control (AC2) planning, coordination, and airspace deconfliction.
- Maintain the aerial portion of the COP.
- Assist the fires element in analyzing airspace control orders and air tasking orders (ATO).
- Coordinate directly with the aviation brigade or the supporting aviation task force for detailed air mission planning.
- Plan, coordinate, and establish connectivity with joint, interagency, and multinational sensors and C2, communications, computers, and intelligence controller networks as well as airspace users.
- Provide air threat early warning.
- Perform AMD augmentation planning and coordination.
- Perform risk management to minimize the potential for fratricide (air/ground) using positive/procedural identification.
- Develop, display, and disseminate the COP/single integrated air picture (SIAP) to provide SA and facilitate SU.
- Contribute to operational protection.
- Advise and update the commander on adjacent AMD unit locations, plans, and intent.

2-46. **Brigade CBRN Officer.** The brigade CBRN officer advises the commander on all CBRN matters. With one assigned CBRN NCO, the brigade CBRN officer provides staff supervision of assigned or attached CBRN elements. This officer supervises CBRN reconnaissance teams, performs decontamination staff planning, and operates the Joint Warning and Reporting Network (JWARN). This includes

contributing to a "dirty battlefield" database. The database tracks CBRN hazard areas encountered by the force during any action or operation. It is used to plan and analyze CBRN intelligence and then to correlate results from CBRN collateral damage assessments. The brigade CBRN officer is a member of the plans and current operations cells and is usually located in the main CP. Functions of the CBRN officer and staff include the following:

- Advise the commander on the appropriate CBRN threat conditions and on the mission-oriented protective posture (MOPP) to be established for survivability.
- Detect, presumptively identify, collect, and package CBRN samples for transfer to a laboratory for further analysis.
- Plan and supervise decontamination operations.
- Update the CBRN estimate and planning for passive CBRN defense.
- Operate the CBRN warning and reporting system as part of the JWARN for units with which the brigade is operating.
- Establish links to other interagency and multinational CBRN agencies.
- Coordinate for CBRN reconnaissance, surveillance, and decontamination or CBRN augmentation.
- Provide training guidance on CBRN tasks to non-CBRN units required to perform a decontamination function for a short period of time in the absence of dedicated CBRN forces.
- Plan obscuration missions to support units assigned or attached to the BFSB.
- Perform CBRN collateral damage assessments.
- Participate as a member of the protection working group.

Fires Cell

2-47. The fires cell, located within the BFSB main CP, is responsible for integrating the fires warfighting function into BFSB operations. The fires cell synchronizes and integrates the effects of fires, including nonlethal fires and command and control warfare (C2W), with the effects of the other warfighting functions controlled by the BFSB staff. For a complete discussion of the fires cell, see Chapter 6 of this manual.

Plans Cell

S-5 – Plans

2-48. The S-5 is the coordinating staff officer for plans. Although the S-3 has overall responsibility for planning, the S-5 is the BFSB's planner.

S-5 Section Functions and Organization

2-49. The S-5 section works with the staff to plan future operations. It monitors threat COAs as they relate to the current situation. It refines and updates planning products throughout the conduct of brigade operations. The S-5 section must also work closely with the S-2 and S-3 sections to maintain continuity between current and future operations. The S-5 contains a core group of two officers and an enlisted Soldier, but draws from all staff sections as needed for expertise. The S-5 is located in the BFSB main CP. S-5 functions include the following:

- Plan operations for the mid- to long-range time horizons.
- Develop plans, orders, branches, and sequels.
- Monitor the current situation and continually assess how threat operations affect the BFSB's plans.
- War-game threat COAs against friendly COAs during planning and decisionmaking.
- Assist the fires planner in identifying HVTs and potential HPTs for lethal and nonlethal attacks.

- Plan and collaborate with other staff sections.
- Coordinate and manage force structure, including requests for forces and equipment.

Sustainment Cell

S-1 – Personnel

2-50. The S-1 is responsible for all matters concerning human resources (HR) support. The S-1 is normally located in the main CP. Key S-1functions include the following:

- Personnel accounting and strength reporting.
- Brigade personnel readiness management.
- Personnel information management on assigned or attached personnel.
- Brigade manning operations (reception, replacement, return-to-duty, rest and recuperation, and redeployment).
- Casualty operations.
- Essential personnel services (such as awards, promotions, evaluations, and ID cards).
- Postal operations.
- Morale, welfare, and recreation activities.
- HR services planning and operations as part of brigade planning.
- Headquarters management.

2-51. The S-1 section coordinates for or provides HR support to the brigade's subordinate units and plans HR support as part of the brigade staff's planning cycle. The brigade S-1 reports personnel strength and provides daily reports to the supported unit's G-1/J-1. If services beyond the capacity of the S-1 are required, the S-1 coordinates with the HR operations cell in the supporting sustainment brigade. When deployed, the S-1 links directly to the rear detachment for home-station support.

2-52. The S-1 has coordinating staff responsibility for the SJA, chaplain, and surgeon when they function as special staff officers.

Surgeon

2-53. The brigade surgeon's position is filled by a medical corps officer. The surgeon is a special staff officer who plans and coordinates brigade health service support (HSS) activities in conjunction with the S-4 through the brigade S-3 and provides input and obtains information to facilitate medical planning. The brigade surgeon manages all medical activities within the command and coordinates HSS activities through the brigade S-3. A medical operations officer and NCO assist the brigade surgeon. The surgeon keeps the commander and other leaders informed on health threats, the health of the command, and the status of HSS operations in the brigade. Specific duties of the brigade surgeon include the following:

- Develop and ensure implementation of the HSS annex of the brigade OPORD.
- Determine the allocation of medical resources within the brigade.
- Supervise technical training of medical personnel, including the combat lifesaver program, within the brigade.
- Specify procedures, techniques, and limitations for personnel who perform routine medical care, emergency medical treatment (EMT), and ATM.
- Monitor air and ground ambulance evacuation.
- Exercise technical supervision of subordinate battalion surgeons and physician assistants.
- Provide consultation and mentoring for subordinate battalion surgeons, physicians, and physician assistants.
- Provide the medical estimate and health threats, including threats from environmental factors, for inclusion in the running estimate.
- Monitor medical sustainment operations, including Class VIII resupply, blood management, and medical maintenance.

- Maintain and track the critical Class VIII supply list.
- Coordinate HSS for the BFSB through the division/corps/JTF surgeon when requirements exceed the BFSB's organic capabilities.
- Plan and coordinate requirements for preventive medicine, veterinary care, operational dental care, medical laboratory services, and combat and operational stress control (COSC).
- Coordinate medical requirements for personnel on flight status operating UAS in the BFSB.

S-4 – Sustainment

2-54. The S-4 is the coordinating staff officer responsible for planning brigade sustainment. The S-4 is the link for coordinating the logistical portion of sustainment with the BFSB's organic BSC, the supported unit's G-4/J-4, and the theater sustainment command (TSC). The S-4 section is normally located in the main CP, but may have representation in the TAC CP. Key S-4 functions include the following:

- Recommend and coordinate locations for main and alternate supply routes and the brigade sustainment support areas.
- Project requirements for and coordinate receipt and delivery of all classes of supply according to priorities.
- Monitor, analyze, report, and proactively facilitate equipment maintenance and readiness.
- In concert with the brigade S-3, develop and synchronize sustainment—including supply, transportation, maintenance, field services, and HSS—in accordance with the brigade concept of operations.
- Coordinate rigger support for the LRSC's airborne capability (static line, military free fall, and resupply).
- Provide oversight of the BSC's daily sustainment operations, as required.
- Provide property accountability oversight and maintain unit property books.
- Provide food service oversight.
- Report the brigade's sustainment status to the supported unit's G-4/J-4.
- Coordinate the deployment and redeployment of the brigade.

2-55. The S-4 has coordinating staff responsibility for the CSSAMO, including ensuring the correct versions of software are loaded on the sustainment automation systems.

Combat Sustainment Support Automation Management Office

2-56. The CSSAMO maintains and supervises the BFSB's logistics automation systems and network. It is located with the S-4 section or with the BSC, wherever it can best provide logistics automation support for the BFSB.

Command and Control Information Systems Operations Cell

S-6 – Communications and Information Network Operations

2-57. The brigade S-6 supervises the employment, management, configuration, and protection of the brigade's communications network and the brigade's interface with other Army, joint, multinational, and interagency networks and services. The S-6 is the coordinating staff officer responsible for all matters concerning LandWarNet operations within the brigade. S-6 responsibilities include automation management, information management, network management, electromagnetic spectrum management, and information security. The S-6 is responsible to the brigade commander for staff oversight of the NSC. He works closely with the NSC commander to coordinate support for all attached and assigned network elements. The brigade network operations and security center is the heart of the brigade network and is organized under the S-6. To maintain and defend the BFSB C2 network, the brigade S-6 task organizes elements of the S-6 and the NETOPS section from the NSC to form network management team, the signal systems integration oversight/information dissemination management (IDM) section, information

assurance and computer network defense (IA/CND) team, and communications security (COMSEC) team. The brigade S-6 operates from the main CP and provides an element to the TAC CP.

S-6 Section Functions and Organization

2-58. Key S-6 functions include the following:

- Provide technical staff supervision over signal support activities.
- Exercise technical oversight of all communications assets or signal attachments to the brigade.
- Direct the brigade's network operations (NETOPS) capabilities.
- When deployed, coordinate and manage access to the Army's global network capabilities as well as joint, multinational, and interagency networks and services.
- Develop and coordinate signal support plans, ensuring redundant signal means are available to maintain the network.
- Integrate other BFSB network elements into the CP. These include terminal service, logistics, Blue Force Tracking (BFT), movement tracking system (MTS), global broadcast system (GBS), Digital Video Broadcast–Return Channel System (DVB-RCS), Trojan, and other sensor-specific means.

2-59. **Network Management Team.** Under the direction of the BFSB S-6 at the main CP, this team works closely with the network extension platoon to manage network operations and security and computer defense. Network management personnel configure, manage, and control the brigade local area network (LAN), tactical internet (TI), and limited adjacent LANs. Computer defense personnel ensure the availability, integrity, authentication, and confidentiality of friendly information and information systems. The team also performs frequency management and COMSEC functions for the BFSB.

2-60. **Signal Systems Integration Oversight/Information Dissemination Management (IDM) Section.** This team is responsible for planning and integrating every network system in the CP, including all systems provided by staff sections, the NSC, attached units, and combat net radio (CNR) networks. The team advises the S-6 on maintenance, integration, and interoperability issues. The S-6 does not directly control every network system supporting the BFSB CP. He is, however, directly responsible to the commander for ensuring that every network capability supporting the brigade and its subordinate units is fully integrated into the CP and allows the smooth and efficient flow of information into and out of the brigade's LANs and wide area networks (WAN).

2-61. **Information Assurance and Computer Network Defense (IA/CND) Team.** This team focuses on protecting those systems supporting the brigade that operate using internet protocol (IP)-based technology. This covers almost every major network and battle command system in the brigade. IA/CND involves both preventive measures and active response to network and application security and protection issues.

2-62. **Communications Security (COMSEC) Team.** The COMSEC team stores, distributes, and manages all controlled keying material and software for the brigade and its subordinate units.

MILITARY INTELLIGENCE BATTALION

2-63. The MI battalion is organized along functional lines. It consists of an HHC, which includes a TUAS platoon, and the following companies (see Figure 2-3):

- Technical collection.
- C&E.
- CI/HUMINT.

Note. This organization may change based on efforts to redesign the MI force, but its fundamental functions will remain relatively constant. As a result, Figure 2-3 should be considered an example of the BFSB MI battalion's organization.

2-64. The battalion provides organic MI discipline collection capability to the supported headquarters. In all actions, the CCIR of the supported unit and BFSB—as outlined in PIR—drive the intelligence process. The MI battalion provides the BFSB and supported unit with the organic capability to execute operations in collaboration with BCT, corps, joint, interagency, and multinational ISR synchronization plans.

2-65. Active-component BFSBs have one organic MI battalion and one assigned MI battalion. The battalions are identical in both function and organization. Reserve-component BFSBs have only one MI battalion.

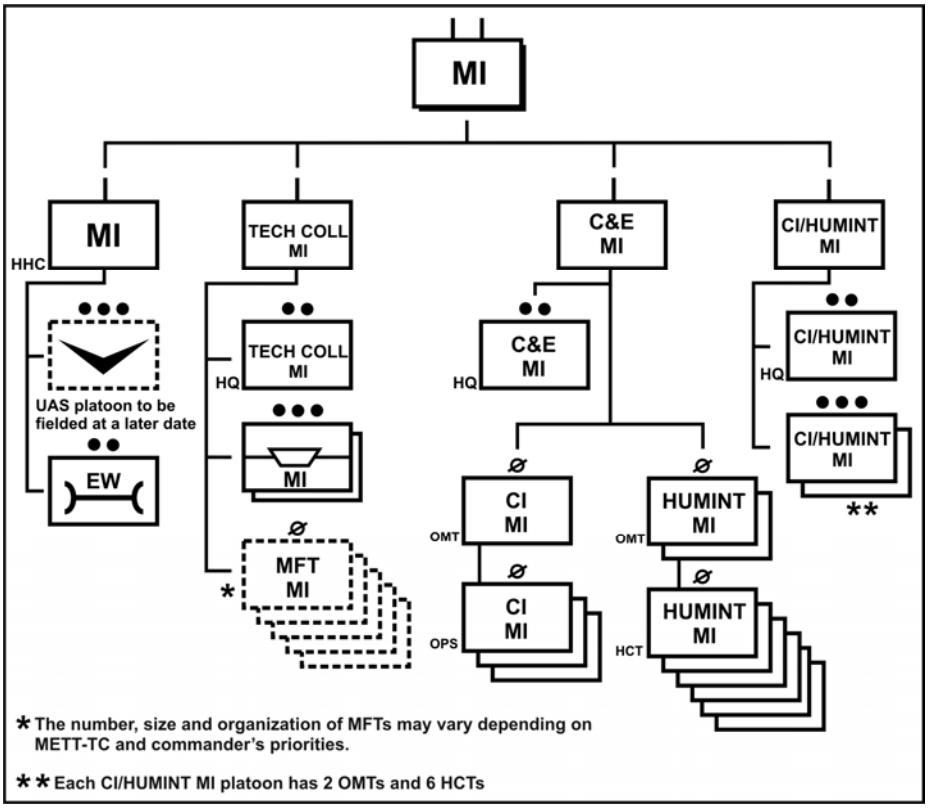

Figure 2-3. Example MI battalion organization

CAPABILITIES AND LIMITATIONS

Capabilities

2-66. The MI battalion has the following capabilities:

- Integration within the Distributed Common Ground/Surface System–Army (DCGS-A) to support targeting, collection management, and ISR synchronization.
- Combat tracking and locating.
- SIGINT collection and tracking.
- Document and media exploitation (DOMEX).
- HUMINT operations.
- TUAS one system ground control station (OSGCS), which can control aircraft to 125 kilometers.

Limitations

2-67. The MI battalion has the following limitations:

- Limited ability to "see deep" for the commander.

- Limited range of SIGINT collection systems.
- Inability of some technical collection system data to be downloaded in real time.
- Time-intensive requirements for CI/HUMINT collection efforts.
- Limited ability to receive attachments, if necessary, based on limited size of the battalion staff.

MI BATTALION HEADQUARTERS AND HEADQUARTERS COMPANY

2-68. The HHC's mission is to provide sustainment, administrative, and operational support (less medical) to organic and attached organizations, systems, and personnel. (See Figure 2-3.) The MI battalion has a robust S-3 section. It contains personnel from across the intelligence disciplines and can effectively plan and support collection operations. The staff exists to assist the commander with making and implementing decisions. The staff aids the commander in recognizing and anticipating events in the AO so he can decide and act faster than the enemy. The battalion's command group conducts battalion-level assembly area activities to facilitate C2 and sustainment and to support the commander's scheme of maneuver. The command group establishes the battalion logistics operations center and provides sustainment support for the battalion. Staff section duties and responsibilities are fully discussed in FM 6-0 and are not included in this section.

Battalion Commander

2-69. The MI battalion commander is an MI officer with experience in tactical-level intelligence operations. The commander has responsibility and accountability for the battalion and its actions. The commander plans operations, aided by the staff and subordinate leaders, and has the authority and responsibility for effectively using all available resources under his command to accomplish the mission. He/She leads by providing purpose and direction to accomplish the mission and by his presence and direction during operations. The MI battalion commander positions himself where he can maintain SA and best influence the conduct of operations. Because of the dispersed nature of battalion operations, in many cases this will be at the main CP.

Battalion Executive Officer

2-70. The XO is an MI officer who serves as the commander's chief of staff and second in command. The XO directs, coordinates, supervises, and synchronizes staff operations. This includes responsibility for all staff activities, such as developing orders. The XO is responsible for main CP operations and integrates and synchronizes plans and orders.

Command Sergeant Major

2-71. The CSM is the senior enlisted intelligence Soldier with experience in tactical intelligence operations. The CSM's primary role is to advise the commander on all matters concerning the battalion's enlisted Soldiers. The CSM enforces established policies and standards concerning enlisted Soldiers' performance, conduct, and mission preparations. The CSM provides professional development of the NCOs in the battalion. The CSM is normally located in the main CP.

Company Headquarters

2-72. The headquarters company provides administrative support to the battalion headquarters sections and to the IEW maintenance section. It consists of the company commander, 1SG, supply sergeant, decontamination specialist, and armorer. It coordinates support with the battalion staff and provides planning and execution of training activities, support to the staff, supply support, and movement planning and execution for the headquarters.

IEW Maintenance Section

2-73. The IEW maintenance section supports the MI battalion and the BFSB. The section performs unit-level and direct support maintenance on electronic collection and processing equipment organic to the BFSB. The section—

- Manages repair parts, diagnostic testing, and direct support unit (DSU) procedures to ensure operational readiness of electronic warfare (EW) systems.
- Conducts management and provides oversight of diagnostic testing and maintenance of EW equipment for the BFSB.
- Manages stock of EW equipment repair parts and ensures the prescribed load list (PLL) is maintained to meet demand.
- Coordinates with direct support service organizations for higher-echelon maintenance.
- Is responsible for the calibration program associated with test maintenance diagnostic equipment (TMDE).
- Coordinates with the MI battalion S3 and S4 on priority of maintenance efforts to meet high-priority missions.
- Is responsible for maintaining EW equipment maintenance records and forms.

TUAS Platoon

2-74. The TUAS platoon consists of a platoon headquarters and the following elements:

- Mission planning and control section.
- Launch/recovery (L/R) section.

2-75. The TUAS platoon is equipped with four unmanned aircraft and two OSGCSs. The platoon can control two TUASs simultaneously for 12 to 16 hours a day based on aircraft and crew availability. It also has a surge capacity for 24-hour coverage, but this has a limited duration beyond the initial 24 hours. The TUAS usually focuses on intelligence requirements within 125 kilometers of its launch site. The platoon can move the mission control section, as well as L/R sites, as necessary to maximize the TUAS's range and to maintain line of sight (LOS).

2-76. Management of airspace is a key function of the TUAS platoon. It gathers information regarding any new airspace restrictions to ensure compliance. It also identifies requirements for airspace deconfliction and the integration into the ATO, special instructions, or airspace control order. The platoon conducts mission planning to achieve successful collection of required combat information in a timely manner. Missions are plotted to include ingress and egress routes that limit vulnerability to threat and friendly air defense fires. The TUAS platoon works closely with and coordinates with the BFSB ADAM/BAE cell for all airspace requirements.

Platoon Headquarters

2-77. The platoon headquarters consists of a platoon leader, UAS operations technician, and platoon sergeant (PSG). The platoon headquarters is responsible for the combat readiness and employment of the platoon. The tactical UAS technician acts as the senior mission planner for the platoon and advises the platoon leader on the proper employment of the UAS. The operations technician is positioned where he can best facilitate UAS operations. This may be at the battalion CP, platoon CP, or the L/R site.

Mission Planning and Control Section

2-78. The TUAS mission planning and control section is responsible for mission planning, flight and sensor operations, and reporting of collected information. It operates two OSGCSs, one at the L/R site and the other where it can best control the TUAS and provide data to the supported unit and BFSB. Additionally, the platoon also has four 1-system remote video terminals (OSRVT) that can be distributed to various BFSB elements as the mission requires. These terminals have the capability to control and receive UAS video from all unmanned aircraft as long they are properly configured. Since the section requires

linkage to appropriate information systems to disseminate its information, the OSGCS may need to be placed near the BFSB main CP or TAC CP.

Launch/Recovery Section

2-79. The L/R section prepares, launches, recovers, and performs maintenance on the platoon's UASs. Suitability and security affect the placement of the L/R site. It is located based on the specific situation, but normally is not located near the MI battalion or BFSB main CP or TAC CP. It may be placed in another brigade AO to maximize the range of the UAS. Suitability considerations for positioning of the L/R site include the following:

- Physical ability to launch and recover UASs.
- Ability to communicate with the mission planning and control section.
- Access to resupply and repair.
- Ability to meet mission requirements (such as target access and dwell time).
- Ability to cross-cue with other sensors.

2-80. Security considerations for the L/R section include the ability to protect the L/R site from ground, air, and electronic attack. Maintenance personnel provide all routine maintenance and repair of the UASs and related support and operational systems.

TECHNICAL COLLECTION COMPANY

2-81. The technical collection company consists of a company headquarters and two SIGINT platoons. (See Figure 2-3.) The company employs the platoons using ground-based SIGINT collection systems—such as the current Prophet SIGINT collection system (AN/MLQ-40 and its variants) or a uniquely tailored, special-purpose system—to perform SIGINT and emitter mapping in support of the BFSB mission. It provides the opportunity for enhanced SIGINT collection and processing linked to national, theater, and other tactical collection operations. Additionally, the company has a non-LOS communications capability that allows it to perform technical exchange of data throughout the supported unit AO as well as reachback to theater, joint, and interagency organizations for database access and analyst-to-analyst exchange.

2-82. The company also has a variable number of multifunctional teams (MFT) that combine the disciplines of HUMINT and SIGINT. The organization, number, and size of MFTs may vary based on METT-TC and the supported command's priorities. These teams are unique to the BFSB and can support BCT, MEB, BFSB, or other brigade operations as necessary.

Company Headquarters

2-83. The headquarters provides C2 of company assets, readiness, and coordination for protection and sustainment. The headquarters provides oversight of SIGINT operations to support both brigade-level and echelons-above-brigade collection priorities.

SIGINT Platoon

2-84. Each SIGINT platoon can provide SIGINT collection in general support of the supported unit. Platoons may reinforce or work in direct support of a BCT or a support brigade. Each platoon is composed of a SIGINT analysis and control team, two ground-based SIGINT C&E teams, and a SIGINT augmentation team.

SIGINT Analysis and Control Team

2-85. The SIGINT analysis and control team is equipped with the Prophet control system (an element of the Prophet). The team correlates intelligence data to locate and identify threat emitters. It evaluates the effectiveness of SIGINT operations and collects, processes, exploits, and disseminates SIGINT information

and products. This team works with the ISR fusion element in the BFSB S-2 section and the intelligence sections of supported units to refine and focus collection on PIR.

Ground-Based SIGINT Collection and Exploitation Team

2-86. Each ground-based SIGINT C&E team has one Prophet system. However, the BFSB also has the ability to augment the collection teams from theater assets and possesses the organic ability to integrate unique collection systems that will match the signal environment. Collection teams, whether supporting the BFSB or other BCTs/brigades, must locate close to the signal source while maintaining SATCOM with the control team and the global SIGINT enterprise. Collectors must also be deployed where they can best conduct collection activities. The limited height of collection antennas, low power output of threat emitters, and LOS constraints imposed by terrain determine their placement. The BFSB and MI battalion coordinate sustainment support and security for their organic and augmenting teams. Collection teams provide signal intercept, voice intercept, and direction-finding data on threat emitters to the supported unit. The teams produce actionable intelligence derived from the collection, analysis, and precision geolocation of threat communications. They provide near real-time SA and information to supported forces in support of full-spectrum operations.

2-87. Based on the supported unit's ISR plan, the BFSB develops a plan to meet the higher headquarters' SIGINT requirements and tasks its SIGINT assets through the MI battalion. Unless operating in a low-threat environment, SIGINT assets require security. The BFSB can task organize the Prophets with the reconnaissance squadron assets, request additional forces to provide security, or coordinate to place them in another brigade's AO for security and support. Alternatively, SIGINT assets can be placed in direct support of a BCT or another support brigade. This allows the supported commander to weight decisive operations or the main effort, to reinforce a BCT, or to provide this capability to a support brigade. The BFSB S-2—or controlling brigade S-2—and supported unit G-2 provide staff oversight and technical control of SIGINT assets. They can refine collection requirements by adjusting frequencies, times, and other technical data to enhance an asset's collection capability.

2-88. Spot reports and information that answer a PIR are reported through command channels to the BFSB and simultaneously to the G-2/J-2 analysis section. This is primarily done through the SATCOM team using Trojan Spirit. If the ground-based SIGINT C&E team is placed in direct support of a BCT, reports should go to the BCT S-2 and then to the BFSB for command visibility or analysis if the reports are relevant to the BFSB's own requirements. These reports are analyzed to different levels by the SIGINT control team, BFSB fusion section, and G-2/J-2. SIGINT assets routinely collect more information than operators can process; thus, collection data may go directly to the G-2/J-2 analysis section or other intelligence activities for further exploitation, depending on collection priorities.

SIGINT Augmentation Team

2-89. This team is a set of additional SIGINT personnel the unit can allocate as needed based on METT-TC. These personnel augment the unit's SIGINT nodes to enable sustained operations.

Multifunctional Teams

2-90. The technical collection company can organize a variable number of MFTs specifically trained and equipped to exploit captured enemy materials, prioritize exploitation efforts, and conduct SIGINT terminal guidance (STG). They are also familiar with forensics and evidentiary issues required to support the PIR that drive operations. The teams consist of two main elements: a SIGINT element and a HUMINT element. The nature of the tasks performed by MFTs is such that they are heavy users of the latest government off-the-shelf and commercial off-the-shelf (GOTS/COTS) equipment. These teams often use equipment not found in other units. For more information on MFT operations, see Appendix B.

COLLECTION AND EXPLOITATION COMPANY

2-91. The C&E company consists of a company headquarters, a CI operational management team (OMT), three CI teams, two HUMINT OMTs, and six HUMINT collection teams (HCT). (See Figure 2-3.) The

company is organized to provide echelons above brigade with CI capability and HUMINT collection. It may assist operations in the supported unit's DOMEX and interrogation and debriefing facilities, where interpreters and translators are frequently used. The company also manages the flow of information between higher and lower units and provides orders, updates, and other critical information, such as changes to PIR and intelligence requirements, to subordinate units. Through periodic updates, the company keeps subordinate leaders informed of friendly and threat units to their front, flanks, and rear and provides information on civilian personnel and activities.

Company Headquarters

2-92. The headquarters provides C2 of company assets and readiness, protection, and sustainment coordination. If required, the headquarters can provide oversight of CI and HUMINT activities in the supported higher unit's detainee holding area.

CI Operational Management Team and Collection Teams

2-93. The C&E company has a CI OMT and three CI teams that provide support throughout the supported unit's AO. Joint doctrine defines CI as information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations or foreign persons, or international terrorist activities (JP 1-02). It does not include personnel or physical, document, or COMSEC programs. Although the CI and HUMINTskills and missions are often complementary, they are distinct disciplines. CI identifies, deters, neutralizes, or exploits collection activities that target U.S. and other friendly forces. The CI teams collect according to higher supported unit priorities.

HUMINT Operational Management Teams and Collection Teams

2-94. The C&E company's two HUMINT OMTs and six HCTs provide the following capabilities to the higher supported unit:

- Document and material exploitation.
- Debriefing.
- Screening.
- Interrogation.
- Source operations.

2-95. Based on mission requirements, an OMT is assigned to oversee exploitation, interrogation, or source operations. HUMINT teams are trained to accomplish all HUMINT missions. Based on mission requirements, the six teams are task organized under the direction of one of the two OMTs. When in general support, these teams may be used at the detainee holding area to conduct interrogations and support the higher headquarters DOMEX facility. These teams also conduct general support-level source operations. As is the case with other MI battalion teams and assets, the OMTs and HCTs of the C&E company can also be placed in direct support of other brigades/BCTs operating in the supported unit's AO.

2-96. To ensure fidelity of collection efforts and enhance SA at the individual Soldier level, the team leader obtains and briefs the purpose, goal, and planned duration of the operation. He/She also covers the location and methodology of the screening operation and the ROE. The HCTs, as appropriate, establish working areas within the interrogation facility to facilitate HUMINT operations, coordinating as necessary with units of the MIbattalion (interrogation) and across the BFSB and supported headquarters AOs. The HCTs also conduct military source operations, debriefings, liaison, screening, and tactical questioning operations in a general support role to answer the supported commander's PIR. They may be placed in direct support to other brigades/BCTs if there is sufficient need based on METT-TC.

CI/HUMINT COMPANY

2-97. The CI/HUMINT company consists of a company headquarters and two CI/HUMINT platoons. (See Figure 2-3.) The CI/HUMINT company can conduct collection operations or work directly for the

G-2X/J-2X; however, it is specifically designed to reinforce CI and HUMINT capabilities in a BCT or provide these capabilities to a support brigade.

Company Headquarters

2-98. The headquarters provides C2 of company assets and readiness, protection, and sustainment coordination. If required, the headquarters can provide oversight of CI and HUMINT activities at detainee holding areas and theater internment facilities. The company headquarters locates where it can best support its platoons, which are often attached, under operational control (OPCON), or in direct support to different brigades in the AO. This position may be with an MI battalion element or at the CP of the BFSB, supported brigade, or supported higher unit.

CI/HUMINT Platoon

2-99. Each CI/HUMINT platoon consists of a platoon headquarters, 2 HUMINT OMTs, and 6 HCTs (a total of 12 in the CI/HUMINT company). Each platoon is designed to augment a BCT or provide CI and HUMINT capabilities to the supported headquarters. The HUMINT OMTs and HCTs may be organized as required to provide DOMEX, debriefing, screening, interrogation, and source operations mission support.

Platoon Headquarters

2-100. The platoon headquarters includes the platoon leader and PSG. They are responsible for the C2 and sustainment of platoon assets. The platoon headquarters plans and coordinates HUMINT collection when in direct support to reflect the commander's planning; it synchronizes efforts in accordance with the collection plan. The headquarters ensures that the HUMINT teams are deployed, employed, and supported to facilitate BFSB operations and to meet the guidance from the G-2X/S-2X. The headquarters also ensures that the HUMINT collection effort supports and complements the commander's intelligence requirements.

Operational Management Teams

2-101. The OMTs assist in the mission management of assigned or attached tactical HCTs. They also provide technical guidance to the teams and convert taskings to team missions. Each OMT can control two to four collection teams. When in direct support to a BCT, the OMT will normally be collocated with the BCT MI company under the staff supervision of the brigade S-2X or S-2. When in direct support, the OMT normally collocates with the supported brigade main CP and operates under the staff oversight of the brigade S-2X (or the brigade S-2, if there is no S-2X). When in general support to a higher headquarters, the OMT and associated teams receive their missions from the G-2X/J-2X through the BFSB and MI battalion. The G-2X provides technical guidance, source deconfliction, and tasking information to the OMTs. OMTs support dissemination of taskings, reports, and technical data among supported units, the G-2X, and deployed collection assets.

HUMINT Collection Teams

2-102. The CI/HUMINT platoon's six HCTs provide direct support to a BCT or other brigade in all three HUMINT missions (DOMEX, interrogation, and source operations). Based on mission requirements, teams are organized under the direction of an OMT. Teams receive missions through the OMT under the direction of the S-2X.

RECONNAISSANCE SQUADRON

2-103. The reconnaissance squadron is a multifunctional organization. Although it is capable of performing tasks similar to those performed by its counterparts found in infantry brigade combat teams (IBCT), it is employed differently. Among other factors, it provides the BFSB commander with a degree of flexibility in the employment and support of the brigade's collection assets unmatched by other MI organizations.

Note. For a general discussion of reconnaissance squadron operations and capabilities, refer to FM 3-20.96.

2-104. The squadron's primary mission is to conduct reconnaissance and surveillance to answer supported higher unit PIR and other intelligence requirements using manned ground assets and organic RQ-11B small UASs (SUAS). It can also execute target acquisition, limited target interdiction, and battle damage assessment (BDA) in support of combat assessment. The squadron is organized with an HHT, one LRSC, and two mounted ground reconnaissance troops. (See Figure 2-4.)

2-105. As noted, this organization is somewhat similar to the reconnaissance squadrons found in the IBCT, with the exception that the BFSB reconnaissance squadron's reconnaissance troops have two platoons rather than three and have no organic 120-mm mortar section. Additionally, the LRSC is a completely different organization—with an entirely different mission set—compared to the dismounted reconnaissance company found in IBCT reconnaissance squadrons. The BFSB reconnaissance squadron is equipped with long-range communications that allow it to conduct dispersed operations and to communicate throughout the supported unit's AO. It is organized to simultaneously use the LRSC and reconnaissance troops dispersed within the AO; as such, it depends on the BSC for all sustainment except for its organic medical platoon. (For a complete discussion of sustainment, including considerations for the reconnaissance squadron, see Chapter 7.)

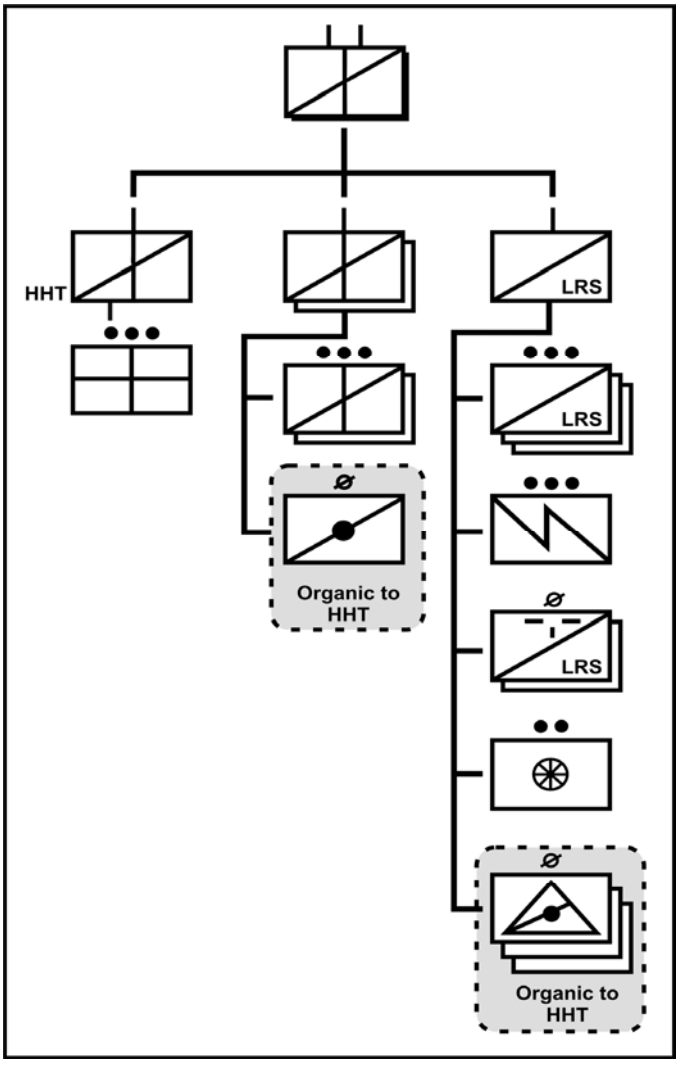

Figure 2-4. Reconnaissance squadron organization

CAPABILITIES AND LIMITATIONS

2-106. The capabilities and limitations associated with the reconnaissance squadron are discussed in FM 3-20.96, but are included here for ease of reference.

Capabilities

2-107. The BFSB reconnaissance squadron has the following capabilities:

- Provide all-weather, continuous, accurate, and timely surveillance in complex terrain.
- Conduct close reconnaissance of enemy forces by maximizing the capabilities of mounted and LRS elements working in conjunction with assets (such as TUASs, HCTs, Prophet SIGINT collection teams, and CI teams) from the BFSB MI battalion.
- Gather information about all categories of threats.
- Support targeting and target acquisition for the higher supported headquarters using available ground and aerial assets.

- Provide technical expertise to higher headquarters for coordinating insertion and extraction of LRS teams.
- Deploy rapidly.
- Conduct stealthy reconnaissance or surveillance operations.
- Provide long-duration surveillance of named areas of interest (NAI) and target areas of interest (TAI) for periods of up to 5 days.
- Reduce risk and enhance survivability by providing information that allows the supported higher headquarters to avoid contact or achieve overwhelming combat power if contact is necessary.
- Observe unassigned areas between noncontiguous subordinate AOs.
- Assist in shaping the OE by providing information or directing precision joint fires to disrupt the threat commander's decision cycle and deny him planned or future options.
- Establish analog and digital information linkages horizontally within the squadron and enabled by the BFSB signal NSC and/or vertically to supported higher headquarters and other command nodes. This facilitates the employment of Army or joint fires to achieve the desired effects.
- Conduct collaborative and parallel planning that is fully integrated with higher and adjacent units and results in rapid and efficient dissemination of orders.

Limitations

2-108. The BFSB reconnaissance squadron has the following limitations, which can be reduced through augmentation or method of employment:

- It lacks direct fire standoff, lethality, and survivability in open and rolling terrain and requires augmentation when an armor threat is anticipated.
- Its ability to perform LRS operations requires extensive coordination, liaison, and support (such as for movement, fires, and sustainment) from higher and adjacent units within the AO.
- It has limited capability to conduct extensive dismounted operations.
- It has limited capability to perform security missions, other than screening and local security, unless augmented (see Table 2-1).
- It lacks any organic indirect fire capability and must rely on Army or joint fires for indirect fire support.
- It does not have the capability to perform offensive and defensive operations as an economy of force unless it receives significant augmentation.
- It has no organic sustainment assets, with the exception of its medical platoon, and must rely on its higher headquarters or other sustainment assets for all sustainment.
- It must frequently operate over extended distances, complicating C2, fires, and sustainment.

RECONNAISSANCE SQUADRON HEADQUARTERS AND HEADQUARTERS TROOP

2-109. The HHT consists of the command group and elements shown in Figure 2-4. The HHT's mission is to provide sustainment, administrative, and operational support to organic and attached organizations, systems, and personnel. The HHT includes a command group, the troop headquarters section, staff sections S-1 through S-6, an insertion and extraction section, a fires cell, a fire support platoon, and a medical platoon. Staff section duties and responsibilities are discussed in FM 6-0. The fires cell and fire support platoon are discussed in Chapter 6 of this manual. The insertion and extraction section, part of the squadron's S-3 section, is discussed in Chapter 2 of FM 3-55.93.

Squadron Commander

2-110. The squadron commander is either an armor or infantry officer with training and experience in reconnaissance and surveillance operations. The commander has authority, responsibility, and accountability for the squadron and its actions; he/she must effectively use all available resources under his command to accomplish the mission. The commander plans operations, aided by staff and subordinate leaders. He/She then leads by providing purpose and direction to accomplish the mission and by his/her

presence and direction during operations. The commander positions himself where he/she can maintain SA and best influence the conduct of operations.

Squadron Executive Officer

2-111. The XO is either an armor or infantry officer with training and experience in reconnaissance and surveillance operations. This officer is the commander's chief of staff and second in command. The XO directs, coordinates, supervises, and synchronizes staff operations. This includes responsibility for all staff activities, such as developing orders. The XO is responsible for main CP operations and integrates and synchronizes plans and orders.

Command Sergeant Major

2-112. The CSM is a cavalry scout or infantry Soldier who has experience in reconnaissance and surveillance units. The CSM's primary role is to advise the commander on all matters concerning the squadron's enlisted Soldiers. The CSM enforces established policies and standards concerning enlisted Soldiers' performance, conduct, and mission preparations. The CSM is the most experienced reconnaissance Soldier in the squadron and serves as a valuable resource to the commander and staff in assessing training and operations. He provides training to the squadron's NCOs. The CSM is normally located in the main CP or positions himself in the AO at the commander's discretion.

HHT Headquarters

2-113. The troop headquarters provides administrative support to the squadron headquarters sections and subordinate medical and fires platoons. It consists of the troop commander, XO, 1SG, supply sergeant, supply specialist, decontamination specialist, and armorer. It coordinates support with the squadron staff and provides planning and execution for training activities, support to the staff, supply support, and movement planning and execution for the headquarters.

Medical Platoon

2-114. The medical platoon provides HSS for the squadron and operates a Role I MTF/squadron aid station (SAS). The medical platoon consists of a headquarters section, a treatment squad, an ambulance squad, and a combat medic section. The platoon's Role I medical care includes preventive medicine; emergency medical treatment for wounds, injuries, or illness; ATM; and sick call services. It also includes casualty collection and MEDEVAC from the supported companies/troops to the SAS.

2-115. The medical platoon habitually positions the Role I MTF/SAS where it can best support the squadron's concept of operations. The squadron physician assistant, with the S-3 and S-4, determines the best location or locations to employ the medical platoon or any of its assets when the platoon operates in a split mode.

Platoon Headquarters

2-116. The headquarters section provides for the C2 and resupply for the medical platoon. The medical platoon leader and PSG operate the platoon headquarters, which is normally collocated with the treatment squad to form the Role I MTF/SAS. The platoon CP includes the plans and operations functions performed by the field medical assistant. The platoon has access to the Force XXI Battle Command Brigade and Below (FBCB2) system and the squadron's land line and FM system mounted in the platoon headquarters vehicle. The medical platoon uses an FM radio network for squadron HSS operations.

Squadron Physician Assistant

2-117. The squadron physician assistant normally advises the commander on the health of the command and other HSS issues. With the field medical assistant, the physician assistant has the following responsibilities:

- Advise the commander on the health of the command.
- Oversee medical treatment provided by medical platoon personnel.

- Supervise the medical platoon in executing its mission, including HSS planning, maintenance, and training.
- Operate the SAS.
- Recommend casualty collection points and aid station locations.
- Ensure coordination for air evacuation support and provide evacuation routes to the squadron S-4 during operations.
- Oversee the HSS plan for the squadron and ensure its integration into brigade HSS.
- Provide HSS input to the sustainment plan.

Treatment Team

2-118. The treatment team operates the SAS and provides Role I medical care and treatment, including sick call, EMT, and ATM. The team is staffed with a physician assistant, a health care sergeant, and two health care specialists. These personnel provide EMT and assist with ATM procedures commensurate with their occupational specialties. The treatment team provides area support for other units and elements operating in the squadron AO.

Evacuation Squad

2-119. The medical platoon evacuation squad provides ground ambulance evacuation for the squadron. It is composed of two teams, which may be pushed forward to subordinate units or be dispatched from the SAS. The ambulance teams support the reconnaissance troops and LRSC detachments and work with the trauma specialists supporting the platoons and teams. In mass casualty situations, nonstandard evacuation platforms (vehicles/aircraft) can assist in casualty evacuation (CASEVAC). Plans for using nonmedical vehicles to perform CASEVAC should be included in the squadron SOP and OPORD. From the SAS, ground ambulances or supporting air ambulances evacuate patients to the supporting Role II MTF.

Combat Medic Section

2-120. The combat medic section has 10 trauma specialists (company/detachment/platoon medics), who are assigned either to the headquarters of each reconnaissance troop or to the LRSC in support of the company's detachments and teams.

Fire Support Platoon

2-121. The fire support platoon provides three forward observers (FO) teams to the LRSC and one fire support team (FIST) to each of the reconnaissance troops. For more information on this platoon, see Chapter 6 (Section I).

LONG-RANGE SURVEILLANCE COMPANY

2-122. The LRSC consists of a headquarters section, a communications platoon, 2 target interdiction (sniper) teams, a transportation section, and 3 LRS detachments with 5 teams each for a total of 15 teams. The LRSC is modular in that it has the command, control, and communications capability to support multiple operations simultaneously. (See Figure 2-4.) See FM 3-55.93 for a complete discussion of the LRSC, including capabilities and limitations.

Headquarters Section

2-123. The headquarters section provides sustainment, administrative, and operational planning and support for the LRS teams. It provides management and maintenance oversight of equipment used by the LRS teams on a mission basis. This "arms room" concept for the equipment allows the headquarters to issue equipment—such as HMMWVs or SUASs—to the LRS teams as needed. It minimizes the amount of equipment that must be maintained on-hand while providing the required capability to the LRS teams.

Communications Platoon

2-124. The communications platoon has a platoon headquarters and four base radio stations. It provides communications planning and communications system maintenance for LRS missions. The platoon links

deployed LRS teams with the company headquarters. The platoon can communicate using long-range communications on high frequency (HF) and ultrahigh frequency (UHF) TACSAT systems. It also has the capability to communicate using very high frequency (VHF) FM.

Target Interdiction Teams

2-125. Target interdiction teams each consist of two snipers. They provide the capability for point and area target interdiction to destroy threats to friendly forces and to prevent the escape of HVTs and HPTs. They can provide overwatch for friendly dismounted movement or surveillance of point NAIs. The teams work independently or with LRS teams, as the situation requires.

Transportation Section

2-126. The transportation section consists of three trucks and six transportation specialists. It provides organic mobility for the company when displacing or establishing mission support sites. Although its primary mission is to support the company, the section can reinforce BSC transportation assets.

Long-Range Surveillance Detachments

2-127. Each LRS detachment is led by an infantry lieutenant and consists of five teams. When the detachment is employed conducting LRS missions, the detachment leader serves as battle captain for the LRSC headquarters. Additionally, when a LRSC detachment conducts platoon-size reconnaissance missions (with multiple teams) that require an experienced platoon leader, the detachment leader can serve as the platoon leader. In situations when the detachment/teams are pushed forward for long durations or to a remote location, a mission support site may be established to provide operations, sustainment, and communications support. The detachment maintains a variety of equipment, including a SUAS, to be used on a mission basis. Detachments require external support to conduct operations more than 5 days in duration.

Long-Range Surveillance Teams

2-128. Each LRS team consists of six Soldiers: a team leader, an assistant team leader, a senior scout observer, a scout observer, a radio-telephone operator, and an assistant radio-telephone operator. Teams can be placed in direct or general support to other units for specific missions. For example, LRS teams can conduct dismounted and mounted ground reconnaissance and surveillance to answer supported unit intelligence requirements. The LRS teams conduct the following missions in all types of terrain, weather, and environments, including urban areas:

- Surveillance.
- Reconnaissance.
- Target acquisition for Army and joint fires, including close air support (CAS) and close combat attack.
- Target interdiction.
- Combat assessment.
- Sensor emplacement and recovery.
- Limited site exploitation.

2-129. LRS teams may be employed for 3 to 5 days with minimal external control and support based on insertion and extraction procedures. Mission duration and dwell time can increase with resupply, including the use of supply caches. Teams can deploy on foot, by use of organic company equipment (e.g., HMMWVs or the seven-person inflatable boat), or aircraft. Organic vehicles/equipment enable teams to insert in one area and conduct surveillance operations in another to limit the risk of detection.

2-130. LRS teams conduct insertion mounted or dismounted by water or air. They can execute air insertions from fixed-wing aircraft by parachute (military freefall or static line) or air-landing and from rotary-wing aircraft via parachute (military freefall or static line), fast rope, or air assault. LRS teams can be extracted by air, land, or water. They can link up with advancing forces or be recovered using evasion techniques.

2-131. LRS teams provide 24-hour manned coverage of NAIs and TAIs. Teams can establish over-the-horizon/long-range communications using HF and UHF TACSAT and short-range VHF FM LOS to ground and air assets. They can send imagery and receive information by both voice and data transmission. The communications capability, specialized training, and qualifications of LRS teams allow them to employ both Army and joint fires. With FO teams, they have the capability to laser-designate for precision-guided munitions in support of shaping operations; to observe for preassault or postassault assessment; and to conduct positive identification missions. LRS teams use hand-held thermal and long-range infrared cameras during limited visibility operations. They can emplace, monitor, and recover ground sensors. Teams use the SUAS organic to the LRSC to extend their reconnaissance and surveillance range. The UASs and special camera kits let the team send vertical and horizontal imagery of targets in near real time.

RECONNAISSANCE TROOPS

2-132. Each reconnaissance troop has a troop headquarters and two HMMWV-mounted reconnaissance platoons. (See Figure 2-4.) As noted earlier, these troops have no organic mortars. Reconnaissance troops can conduct both mounted and dismounted ground reconnaissance to answer supported unit intelligence requirements. They may routinely operate beyond the supporting capabilities of other friendly forces, including the main body, the support base, or the squadron's other reconnaissance troop. They can send and receive near real-time information by voice and digital. This capability provides timely reporting to the squadron and allows the troops to remain abreast of the current situation. Although the troop has limited organic firepower, it can, with its attached FIST, employ Army and joint fires for self-protection or against HVTs that require immediate action.

2-133. The reconnaissance troop can work with reconnaissance units from other brigades or with units under OPCON or attached to the BFSB, such as manned and unmanned aircraft, CBRN reconnaissance assets, and engineer reconnaissance teams. Troops can operate together, as individual troops, or as individual platoons depending on the mission and enemy situation. Working together or individually, troops can conduct zone, area, and route reconnaissance missions. Surveillance tasks are inherent in reconnaissance missions. Limited firepower reduces the reconnaissance troop's capability for screening missions. Reconnaissance troops cannot conduct guard or covering force missions. Higher headquarters/supported command security missions (screen, guard, and cover) are normally assigned to BCTs.

2-134. In addition to performing traditional reconnaissance tasks in support of the BFSB's mission, the mounted troops will routinely task organize with HUMINT and technical collection assets from the MI battalion. They may also task organize with LRS and target interdiction teams from the LRSC. This task organization enables the practical application of the find, fix, finish, exploit, analyze, and disseminate (F3EAD) process. For example, if a reconnaissance troop is task organized with an MFT from the technical collection company, the MFT complements and enhances the troop's ability to find and fix a targeted high value individual (HVI). One of the troop's platoons can then perform the finish function through either lethal or nonlethal means, with the MFT completing the process by exploiting the target, analyzing captured material from the target site, and disseminating the resulting information to the supported headquarters. Table 2-1 summarizes the mission profiles for reconnaissance troops in the BFSB. For additional information on reconnaissance troop operations, see FM 3-20.971.

Table 2-1. Reconnaissance troop mission profiles

Reconnaissance Tasks	
Zone Reconnaissance	P
Area Reconnaissance	F
Route Reconnaissance	P
Reconnaissance in Force	X
Security Tasks	
Screen	P
Guard	X
Cover	X
Area Security	R
Route Security	R
Convoy Security	R
Local Security	F
Offensive Tasks	
Attack	X
Movement to Contact	X
Defensive Tasks	
Area Defense	X
Mobile Defense	X
Retrograde	X
Stability Tasks	
Civil Security	R
Civil Control	R
Restore Essential Services	R
Support to Governance	R
Support to Economic/Infrastructure Development	R
Civil Support Tasks	
Support to Disaster/Terrorist Attack	P
Support Civil Law Enforcement	P
Other Support	P
F - Fully capable R - Capable when reinforced P - Capable under permissive METT-TC X - Not capable	

Troop Headquarters

2-135. The troop headquarters provides C2 and sustainment, administrative, and operational planning and support for the troop and the reconnaissance platoons. It can communicate over long distances using SATCOM or FM, HF, VHF, or UHF communications. It serves as the primary conduit of information from reconnaissance platoons to the squadron headquarters.

Reconnaissance Platoons

2-136. The reconnaissance platoon is the basic mounted ground reconnaissance unit in the reconnaissance squadron. Each reconnaissance platoon is equipped with six HMMWVs, crew-served weapons, long-range communications equipment, and long-range acquisition systems. The acquisition systems provide the platoon with the capability to observe large areas or enemy forces from extended distances. The reconnaissance platoons are equipped with SUASs, which further extend their observation range and allow them to conduct reconnaissance missions more rapidly while maintaining OPSEC. Platoons can operate together as a team or at extended distances from each other on simultaneous tasks. They can communicate and work with other reconnaissance units, such as manned aerial reconnaissance elements, that are under OPCON of the BFSB. Platoons typically perform route, area, and zone reconnaissance, either as individual platoons or as part of a larger troop mission.

SIGNAL NETWORK SUPPORT COMPANY

2-137. The BFSB's organic NSC is organized as a separate company and consists of a headquarters, a network support platoon, and a network extension platoon. (See Figure 2-5.) The NSC conducts specific collaborative mission planning with the BFSB S-6 and provides the NETOPS section and signal maintenance team to the S-6.

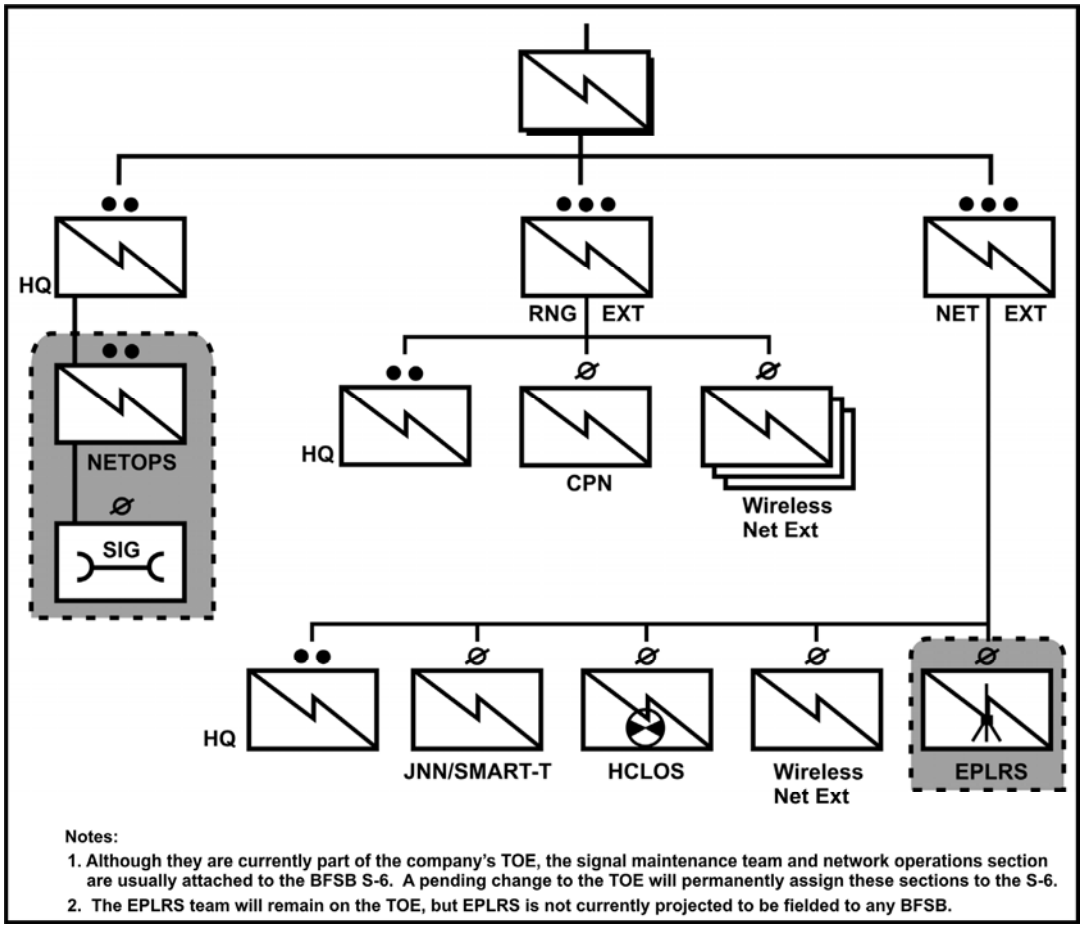

Figure 2-5. BFSB signal NSC organization

2-138. The NSC provides the brigade's connection to the Army's LandWarNet global network enterprise. Once connected to LandWarNet, the joint network node (JNN) extends joint network services—including NIPRNET, SIPRNET, battle command, collaboration, and video teleconferencing (VTC) —to two separate BFSB CP LANs. The NSC also provides the brigade with the ability to extend internal brigade networks

such as Enhanced Position Location and Reporting System (EPLRS) and CNR to ensure tactical LOS and beyond-line-of-sight (BLOS) network continuity to subordinate units during combat operations. The brigade S-6 provides LAN services to the CP in coordination with all assigned and attached elements operating at the CP. Figure 2-5 summarizes the NSC's organization, including personnel and equipment. Figure 2-6 depicts a conceptual example of how the NSC would deploy its assets in support of the BFSB.

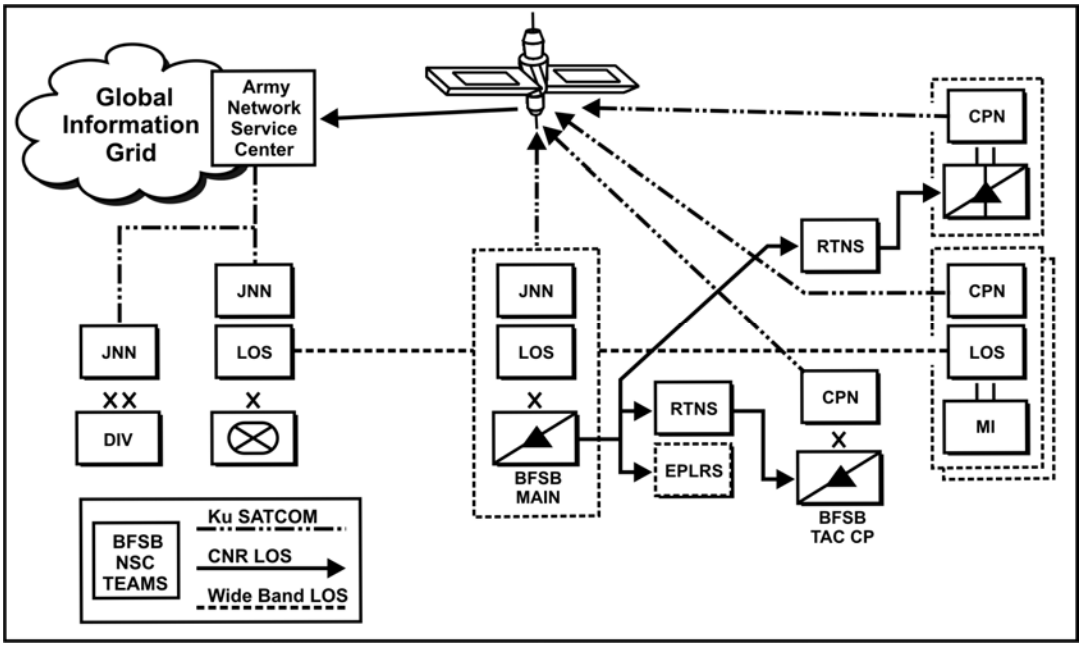

Figure 2-6. Notional deployment example for BFSB NSC

COMPANY HEADQUARTERS SECTION

2-139. The company headquarters section consists of the NSC commander, XO, 1SG, supply NCO, CBRN NCO, and armorer. The headquarters section provides C2, logistics, and administrative support for the company. The section also contains the signal maintenance team and the network operations section, both of which usually support the BFSB S-6.

RANGE EXTENSION PLATOON

2-140. The range extension platoon consists of the platoon headquarters, three retrans teams, and the command post node (CPN) section.

Platoon Headquarters Section

2-141. The range extension platoon headquarters section consists of the platoon leader and the PSG.

Wireless Network Extension Teams

2-142. Three wireless network extension teams (retrans) are assigned to the range extension platoon. The retrans teams provide range extension for the single-channel ground and airborne radio system (SINCGARS) very high frequency-frequency modulated (VHF-FM) and other CNR LOS networks. The retrans teams may have to deploy to prominent terrain to support their range extension mission, but they must first consider collocation with other assets for security.

CPN Team

2-143. The CPN section has one team that normally provides IP network support—voice over internet protocol (VOIP) and data—to the TAC CP. The team has a CPN network transit case that contains

baseband equipment to provide SIPRNET connectivity to the supported CP's LAN. Network transport is provided by a 2.4-meter auto-acquire Ku-band SATCOM terminal or by an LOS V1.

Note. Both the MI battalion and reconnaissance squadron have an embedded CPN team.

NETWORK EXTENSION PLATOON

2-144. The network extension platoon consists of the platoon headquarters, a joint network node/secure mobile antijam reliable tactical terminal (JNN/SMART-T) team, a high-capacity line-of-sight (HCLOS) team, and a wireless extension team.

Platoon Headquarters Section

2-145. Like its counterpart in the range extension platoon, the network extension platoon headquarters consists of the platoon leader and the PSG.

JNN/SMART-T Team

2-146. The JNN/SMART-T team provides the network equipment that enables the main CP to connect to LandWarNet's global network capabilities in sanctuary locations. This can extend joint network capabilities such as NIPRNET and SIPRNET to the main CP. The JNN team includes the JNN switch and a satellite terminal. The combination of these two systems provides the primary network support to the brigade main CP. The team also has a SMART-T satellite terminal that can connect the supported CP to other similarly equipped units in the theater. The SMART-T can also be used to connect the BFSB CP directly to joint network capabilities through a Department of Defense (DOD) Teleport/STEP site.

HCLOS Team

2-147. This team has two HCLOS radios, an AN/TRC-190 V1, and an AN/TRC-190 V3. These systems give the brigade commander the ability to connect to the CPs of similarly equipped units using a wide-band HCLOS (LOS V3) microwave radio.

Wireless Network Extension Team

2-148. The platoon has one of these teams. It is identical to the three teams found in the range extension platoon.

BRIGADE SUPPORT COMPANY

2-149. The BSC is tailored to handle the sustainment requirements for all organic BFSB elements, including the brigade headquarters, the MI battalion, and the reconnaissance squadron. The BSC, however, is not organized to support additional forces that might be attached to the BFSB; it will require additional capability either from a sustainment brigade or from an augmenting unit's sustainment element to do so. Figure 2-7 illustrates BSC organization.

CAPABILITIES

2-150. The BSC provides the following functions and capabilities:

- It provides distribution-based sustainment to the BFSB by ground and has the capability to prepare cargo for slingload or air transport if augmented appropriately.
- It is fully digitally enabled. It is equipped with FBCB2 and the MTS and can also capitalize on the use of automated logistics tracking systems, such as radio frequency tag technology.
- The maintenance platoon provides wheeled vehicle maintenance, power generation equipment repair, small arms repair, communications equipment repair, chemical and quartermaster equipment repair, maintenance quality assurance and quality control, and recovery. The maintenance platoon has the capability to deploy maintenance support teams to repair equipment at up to three separate locations.

- The distribution platoon provides ground transportation for loads preconfigured by the sustainment brigade for Class III bulk, Class V, and water.
- The field feeding section provides food service support for organic elements in up to two locations.
- The BSC provides support teams for maintenance, distribution, and field feeding to individual battalions/squadron (primarily the reconnaissance squadron) as necessary. It can establish a mission support site for remote and long-duration missions.

LIMITATIONS

2-151. The BSC has the following limitations:

- The company requires augmentation from the TSC's supporting sustainment brigade to prepare cargo or equipment for airdrop.
- The BSC is limited to operating in no more than two locations (BSC headquarters and forward logistics element).

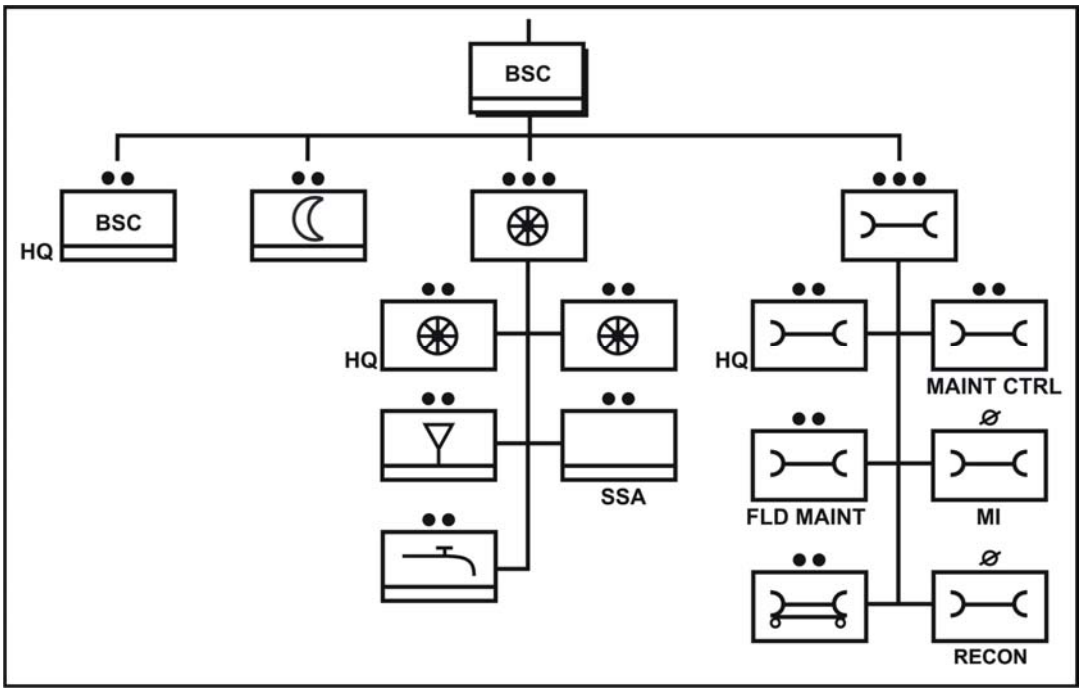

Figure 2-7. Brigade support company organization

ORGANIZATION

Company Headquarters

2-152. The company headquarters provides C2 for the company's operations. In concert with the BFSB S-4, the company commander provides information and advice on sustainment operations to the commanders and staffs of the BFSB, reconnaissance squadron, MI battalion, and NSC. The BSC is responsible for operating the company net control station.

Maintenance Platoon

2-153. The BSC maintenance platoon executes the maintenance plan of the BFSB. The maintenance platoon comprises a platoon headquarters, maintenance control section, service recovery section, two field maintenance teams (FMT), and a maintenance section. The maintenance platoon supports the BFSB by maintaining wheeled vehicles; power generation, small arms, quartermaster, chemical and COMSEC

equipment; and special electronic devices. The maintenance section is equipped with the Standard Army Maintenance System–Enhanced (SAMS-E) to manage repair work orders.

Maintenance Platoon Headquarters

2-154. The platoon headquarters provides C2 of the platoon. It works with the BSC commander and, as needed, with the BFSB S-4 so the maintenance platoon is properly task organized to support the various elements of the BFSB. The maintenance control section oversees the workload and production of the other sections and provides combat spares and parts requisitioning.

Service Recovery Section

2-155. The service recovery section serves the BFSB with welding and metal body repair. It provides lift capabilities for the repair shops as well as recovery of equipment organic to the BSC and in other supported units in the BFSB. The section also supports maintenance evacuation. It performs battle damage assessment and repair (BDAR) onsite, if possible. Based on the mission, service recovery teams can be attached to the FMTs that support the reconnaissance squadron and MI battalion. Due to their limited numbers, service recovery teams may also locate at key areas, such as the BFSB sustainment area or TAC CP. While the goal is to repair equipment onsite, the service recovery team can evacuate equipment to the BFSB sustainment area as required. BFSB units are equipped for self-recovery (tow bars); this is the primary means of recovery to the FMT's maintenance collection point. At that point, the service recovery section would evacuate the equipment if needed. On a case-by-case basis, the service recovery section can also dispatch assets for recovery on an area support basis.

Field Maintenance Teams

2-156. The maintenance platoon contains two FMTs to support the BFSB's organic battalions/squadron. One FMT supports the reconnaissance squadron with field-level wheeled vehicle and power generation maintenance in a direct support relationship. The reconnaissance squadron commander often positions this FMT where it can best support the squadron. The other FMT supports up to two 290-Soldier MI battalions. The MI FMT provides wheeled vehicle and power generation maintenance. Based on the MI battalions' mission and the location of their companies, the FMT can be assigned to provide maintenance support by location or to support specified companies in the battalions. Because the C&E and CI/HUMINT companies of each MI battalion are designed to support BCTs or other brigade-size units, parts of the FMT will be tasked to support company- or platoon-size elements operating away from the BFSB.

Maintenance Section

2-157. The BSC maintenance section directly supports the BFSB HHC, BSC, and NSC with wheeled vehicle and power generation maintenance. In addition, it supports the entire BFSB for repair and maintenance of small arms, quartermaster/chemical equipment, COMSEC equipment, and special electronic devices. It is normally located in the BFSB sustainment area near the main CP. Positioning must take into account its requirement to support both the BFSB main CP and the TAC CP as well as to provide maintenance support to the BFSB as a whole for specific equipment. Because of their limited numbers, maintenance personnel for small arms, quartermaster/chemical equipment, and communications equipment are normally retained in the maintenance section. This allows them to support the BFSB as a whole. If the mission dictates, they can be attached to an FMT. If attached, they should be administratively assigned for at least 90 days.

Distribution Platoon

2-158. The distribution platoon receives, stores, and distributes supplies in Classes I, II, III (bulk and package), IV, VII, and IX. It also provides Class III and water distribution and Class V distribution support to the BFSB. The distribution platoon consists of a platoon headquarters, a distribution section, a Class III section, a multiclass supply support activity (SSA), and a water section.

Distribution Platoon Headquarters

2-159. The platoon headquarters provides C2, supervision, and technical guidance to distribution platoon.

Distribution Section

2-160. The distribution section provides transportation for cargo configured by the sustainment brigade; this consists primarily of Class III bulk, Class V, and water. The section transloads approximately 45 short tons of supplies daily in Classes I, II, III (package), IV (barrier material only), VII, and IX. The distribution section provides retrograde of supplies and inoperable equipment when required.

Class III Section

2-161. The Class III section receives, stores, issues, and distributes Class III bulk fuel (up to 10,000 gallons per day). Due to the dispersion of supported elements, additional fuel requirements will be filled through area support. The Class III section has the capability to deliver fuel and conduct refueling operations for the MI battalion and the reconnaissance squadron. The section has the capability to operate at two locations.

Multiclass SSA

2-162. The multiclass SSA receives, stores, issues, accounts for, and transloads Class I, II, III (package), IV (barrier material only), VII, and IX supplies. The SSA also receives broken and unserviceable equipment and coordinates transportation for retrograde to the nearest sustainment brigade.

Water Section

2-163. The BFSB's organic water section is equipped with a tactical water purification system and two lightweight water purifiers. This equipment provides the brigade with the capability to use multiple water sources while minimizing storage and distribution requirements. For distribution, the section includes four 2,000-gallon load-handling water tankrack systems (Hippos) and supporting vehicles. The water section provides enough water purification capability to support organic BFSB units and other attachments. A limiting factor is its storage and distribution capability; elements of the BFSB that are located in other brigade AOs must receive their water support from the supported unit.

Field Feeding Section

2-164. This section provides field feeding support for organic BFSB units and for limited attachments. It has the capability to provide field feeding for a total of 1,226 personnel at one or two locations.

AUGMENTATION TO THE BFSB

2-165. While the BFSB has the organic ability to conduct reconnaissance and surveillance missions in many environments, the factors of METT-TC may require the brigade to receive augmentation assets that give it additional capabilities when executing the following:

- Zone reconnaissance (depending on the size, detail required, and enemy situation).
- Area reconnaissance (depending on the size, number of areas, and enemy situation).
- Route reconnaissance (depending on the number of routes and enemy activity).
- Screen.
- Manned aerial route reconnaissance.
- Manned aerial reconnaissance and surveillance.
- Long-range, persistent, unmanned reconnaissance and surveillance.
- Damage assessment.
- Area security.
- Specialized/technical collection.
- AO owner duties, including terrain management, MI discipline collection, civil affairs activities, air and ground movement control, clearance of fires, and security.

2-166. Unit commanders should tailor attachments so they are consistent with the BFSB's core competencies of conducting reconnaissance and surveillance in support of PIR within the supported

headquarters AO. The BFSB may be augmented (through either a command or support relationship) with one or more of the following organizations or capabilities:

- Ground reconnaissance units.
- MQ-1C (ERMP) UASs.
- Attack/reconnaissance aviation units.
- Theater-level elements.
- National-level elements, such as CI and other governmental organizations.
- U.S. Army Intelligence and Security Command special mission units.
- Additional LRS units.
- MI units.
- Ground maneuver units.
- Fires units.
- CBRN reconnaissance and decontamination units.
- SOF.
- Engineer assets to conduct planning, enable maneuver and mobility, and support technical reconnaissance activities.

2-167. Leaders who make augmentation decisions for the BFSB must always consider first the fundamental character of the brigade: as a reconnaissance and surveillance unit designed to answer the supported commander's PIR. The BFSB is not designed or resourced to conduct close combat as a maneuver brigade.

2-168. Under normal circumstances, a BCT's close combat capabilities significantly outweigh those of a BFSB, as illustrated in Figure 2-8. By design, BCTs close with and destroy enemy forces. The BFSB, in contrast, is designed to collect information the supported commander can then use to control his AO. The BFSB's network of combat information collection sensors gives the supported commander SU beyond simply knowing where the enemy is and what he is doing. The BFSB's capabilities also provide the commander with insights into the enemy's motivation and intentions.

2-169. During mission analysis, planners must carefully choose the tasks assigned to the BFSB and assign resources accordingly. If the mission expected of the BFSB is such that the necessary resources approach the organic capabilities of a BCT, the best COA is most likely to assign a BCT to conduct that mission.

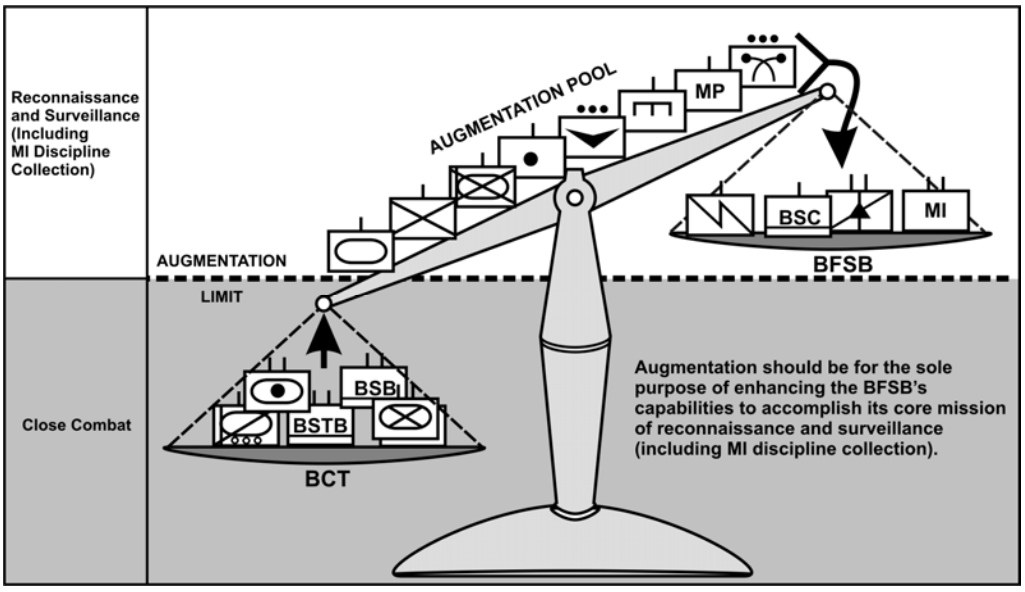

Figure 2-8. BFSB augmentation decisions

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Chapter 3

Command and Control

FM 3-0 defines C2 as the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission. Commanders perform C2 functions through a C2 system (FM 6-0). The dispersed nature of BFSB operations presents commanders and leaders with unique C2 challenges. The BFSB is structurally similar to other modular brigades; in operation, however, the brigade functions more like a network. It is a network of combat information collection systems linked by a series of interconnected nodes. Networks that function properly must be capable of collecting data, converting that data into useful knowledge, and distributing that knowledge quickly to the leaders and units who require it. This chapter introduces the concept of battle command, discusses C2 considerations that affect BFSB operations, and describes the C2 systems that support battle command in the brigade.

SECTION I – BATTLE COMMAND

3-1. Two key concepts for exercising C2 in operations are battle command and mission command. Battle command describes the commander's role in the operations process. Mission command is the Army's preferred means of battle command. These two concepts are of particular importance to the BFSB because of the nature of its mission and the dispersed nature of its operations. Battle command enables the BFSB commander to provide his vision and guidance while the use of mission command enables subordinate units to conduct decentralized operations within the commander's intent.

3-2. As illustrated by Figure 3-1, battle command is the art and science of understanding, visualizing, describing, directing, leading, and assessing forces to impose the commander's will on a hostile, thinking, and adaptive enemy. Battle command applies leadership to translate decisions into actions—by synchronizing forces and warfighting functions in time, space, and purpose—to accomplish missions (FM 3-0). Although battle command is similar for all commanders and organizations in the Army, there are some aspects unique to the BFSB that commanders and staffs should consider as they execute operations.

BATTLE COMMAND IN THE BFSB

UNDERSTAND

3-3. The BFSB commander, assisted by the staff, must have a thorough understanding of the OE. This includes the operational variables described in Chapter 1. Although the BFSB does not plan campaigns, these variables establish the framework in which the BFSB will operate as a direct subordinate of the operational-level commander. Understanding the operational variables provide context to the mission variables of METT-TC that the BFSB commander uses, with staff assistance, to understand the tasks he has been assigned and the immediate situation in which the BFSB will operate. The commander must understand not only the supported headquarters plans and priorities, but also those of its subordinate brigades. This larger understanding provides greater flexibility to the BFSB to meet the supported headquarters' intelligence requirements by leveraging the activities of other units. It also enables the BFSB commander to understand the needs of other organizations and provide recommendations on how the BFSB can support them through task organization. Understanding the intelligence requirements of the

supported commander—and why those requirements are important—enables the BFSB commander to better visualize how he will accomplish the mission.

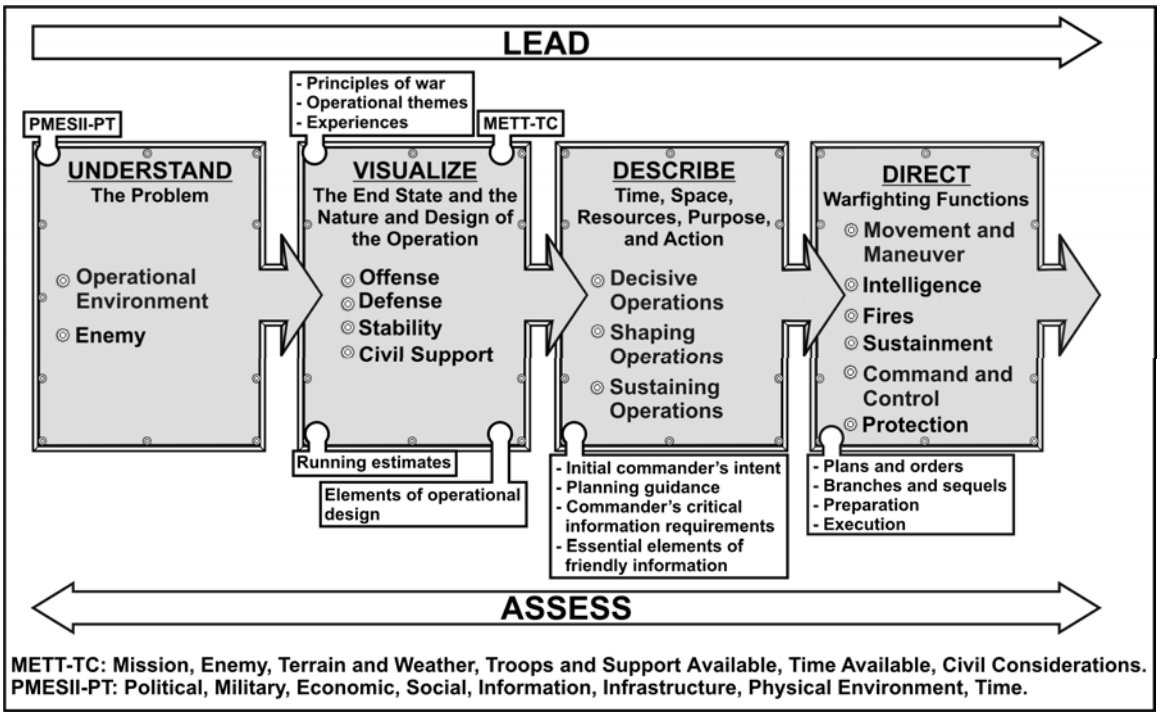

Figure 3-1. Aspects of battle command and leadership

VISUALIZE

3-4. The BFSB commander translates his understanding of the operational and mission variables and other unit requirements into a vision of how to meet the requirements of the supported headquarters. He visualizes the resources required by the BFSB to accomplish its mission, as well as the resources from the BFSB that can assist other formations in accomplishing their mission. Visualization must include how the BFSB's resources, technical and human reconnaissance and surveillance, and other available internal and external assets are synchronized and integrated into a plan focused on accomplishing the assigned mission.

DESCRIBE

3-5. Once the BFSB commander understands the OE and the current situation, he must next both visualize the desired end state and describe how to get there. He does this by providing guidance, his intent, and a description of the concept of operations. Although this is similar to process other commanders use, the BFSB commander must face the complexity of answering the supported commander's intelligence requirements while providing forces to other units. This requires greater understanding and vision of the larger mission. The description must include the sequencing of reconnaissance and surveillance assets to provide continuous coverage to meet the intelligence requirements of the supported organization. The commander must have the ability to describe the decisions required to quickly shift assets to meet the changing situation. He must also be able to describe how technical and human resources can be integrated into a single operation and synchronized in both time and space to accomplish the mission and the envisioned end state. The complex nature of command and support relationships between the BFSB, the supported headquarters, and other units assigned to the supported headquarters requires significant staff coordination.

DIRECT

3-6. During the conduct of operations, the BFSB commander must recognize the required decisions based on his understanding of the current situation and how he envisions the end state. He must be prepared to make decisions based on the running estimates provided by the BFSB staff, the assessment provided by the supported headquarters, and his own assessment. He will use control measures either produced during the orders process or developed during the conduct of the operation to ensure the BFSB remains focused on the desired end state. If the BFSB has an assigned AO, this process is very similar to how a BCT commander directs operations. If, however, the BFSB is operating in an unassigned area, the complexity is significantly increased due to the added coordination required between the BFSB staff and the headquarters responsible for the unassigned area.

LEAD

3-7. Like any other commander, the BFSB commander guides his forces throughout execution. The dispersed nature of BFSB operations and the requirement to provide forces to other units creates significant challenges for the BFSB commander. The BFSB may have HCTs OPCON to several different BCTs operating across a wide area, such as in Iraq. This poses challenges to get out and see Soldiers, provide them with hands-on leadership, and still provide guidance and direction to subordinate BFSB formations. The positioning of key leaders in the AO is critical to the BFSB commander. These key leaders act as extensions of his leadership and provide him with an onsite assessment of the situation, making his decisionmaking process more timely and effective.

SUPPORTED UNIT RECONNAISSANCE AND SURVEILLANCE FRAMEWORK

3-8. The higher headquarters assigns a unit an AO. Various types of units may be assigned an AO, with the owning unit responsible for the following:

- Terrain management.
- MI discipline collection.
- Civil affairs activities.
- Air and ground movement control.
- Clearance of fires.
- Security.

3-9. BCTs and the MEB are normally assigned an AO. The BFSB can be assigned an AO to focus its collection and conduct of reconnaissance and surveillance missions. If assigned an AO, the BFSB must be provided with the appropriate attachments and enablers to allow it to fulfill the responsibilities of AO ownership. The BFSB has limited capabilities to provide security in its AO, other than for its organic assets. The supported unit staff must ensure that all units understand this limitation or assign the BFSB additional forces to allow it to better provide security. All brigades have responsibility for conducting reconnaissance and surveillance operations in their AO in addition to other responsibilities outlined in current doctrine.

3-10. In operations with noncontiguous brigade AOs, the supported higher headquarters retains responsibility for those areas it does not assign to one of its subordinates units. The primary brigade-size units that may operate in the unassigned areas are the BFSB, the CAB, and the fires brigade. As the terrain manager, the supported unit has several options to facilitate operations in the unassigned areas. It can assign NAIs, establish fire support and airspace coordination measures, or specify other control measures to either synchronize or deconflict the operations of its subordinates within the unassigned areas.

3-11. The supported unit may allocate areas on a temporary basis from which these brigades may conduct missions within the unassigned areas. The CAB may establish forward arming and refueling points (FARP) to reduce the turnaround time for aircraft operating in unassigned areas. The supported unit may also assign engagement areas for the aviation brigade to conduct attacks against threat targets. The fires brigade

could establish temporary positioning areas to increase its coverage of the unassigned areas or to conduct strike missions in support of the supported unit's objectives. The fires brigade will also conduct fire missions into the unassigned areas to attack specific targets assigned by the supported unit or in support of the BFSB or CAB. In the same manner, the BFSB may insert elements into the unassigned areas to identify potential enemy threats, monitor border regions, or conduct surveillance of critical points or areas for threat activities. With coordination, a higher headquarters may position assets and conduct reconnaissance and surveillance in the unassigned areas of a lower-echelon AO. For example, when they are attached to a corps, division, or joint force unit, SOF can operate in a supported unit AO. Another example is the positioning of a BFSB Prophet team in a BCT AO. BCTs may also collect information outside their AO as long as their assets remain in their AO. For example, a reconnaissance platoon within the BCT AO can use its long-range acquisition system to collect information on enemy movements in an adjacent AO. Any information collected in another brigade's AO is immediately provided to that brigade to enhance its SA.

3-12. Division and higher-level reconnaissance and surveillance operations collect information to support the synchronization of current operations. These operations also provide the supported unit with information required to plan and prepare for future operations. Detailed intelligence analysis must drive reconnaissance and surveillance within the BFSB and in its higher supported headquarters. To accomplish this, the supported unit staff integrates all tools at its disposal into a synchronized and integrated ISR plan. The tools available to the supported unit commander include all assigned units, attached units, and units under operational or tactical control. The commander also uses information provided by adjacent units, by assets at higher-level echelons, and through intelligence reach.

3-13. The supported unit develops the initial ISR plan and uses mission orders to task subordinate units to execute it. Subordinate units perform their own planning and issue orders to subordinates to collect the information. The supported unit sends requests for information (RFI) to its higher headquarters for information that it cannot collect or for which the higher headquarters has more appropriate collection assets. The supported unit begins executing the ISR plan as soon as possible after it identifies intelligence requirements, consistent with OPSEC. This maximizes the time available to gather information needed to exercise C2, make decisions, and develop current plans. As the supported unit meets its intelligence requirements and new requirements emerge, it refines, updates, and disseminates changes to the ISR plan. Once execution of the plan begins, the supported unit continues reconnaissance and surveillance to support assessment of current operations and planning for future operations. Reconnaissance and surveillance operations are continuous and occur at every echelon.

3-14. Collected information is disseminated through the information network both horizontally and vertically. It is analyzed at all levels to determine if any of it requires immediate action. At the supported higher headquarters, the G-2/J-2 analysis section has the primary responsibility to analyze and fuse the information from multiple sources to develop the intelligence needed to answer PIR and other intelligence requirements. Once it determines that a requirement has been satisfied, the G-2/J-2 section reviews and recommends changes to PIR and other intelligence requirements. The BFSB then retasks assets to collect against the new requirements.

MISSION ORDERS

3-15. The BFSB receives its tasks as mission orders from the supported unit. A mission order for the BFSB includes, at a minimum, the following:

- BFSB task organization.
- Supported unit commander's intent, reconnaissance objective, and concept of operations.
- BFSB mission and tasks.
- CCIR and other intelligence requirements.
- Priorities for collection.
- Essential coordinating instructions.

3-16. The BFSB staff performs mission planning, determines what assets can best fill the identified collection gaps, and tasks its subordinate units to collect the required information. The BFSB can plan for

and employ its organic assets and those it receives attached, under OPCON, and under tactical control. These include additional SIGINT, measurement and signature intelligence (MASINT), GEOINT, IMINT, and HUMINT assets. It also includes ground reconnaissance and surveillance, manned aviation, and additional UAS assets from echelons above brigade. These assets augment the BFSB based on the higher headquarters' mission analysis or requirements of a particular mission.

3-17. Depending on the size of the supported unit's AO and the unassigned areas within it, the BFSB may lack resources to conduct operations in all unassigned areas simultaneously. The BFSB focuses its assets in the unassigned areas based on intelligence requirements and priorities established by the supported unit. The division/corps/JTF may also assign the BFSB an AO to more clearly focus the BFSB collection effort or to use it in an economy of force role.

Note. In an economy of force—and depending on METT-TC—the BFSB should be provided with the appropriate enablers to permit it to perform the responsibilities of an AO owner.

3-18. The BFSB receives the information as it is collected using a communications network that allows BFSB elements to communicate throughout the supported unit AO. The BFSB then distributes the information both horizontally and vertically. The BFSB also analyzes the information to develop intelligence critical to employing its own assets and to assess whether or not the information meets the supported unit's requirements. This allows the BFSB to allocate additional resources to gather critical information or provide better fidelity or to retask assets to another priority once a requirement is met. If the supported unit commander and staff revise the CCIR, intelligence requirements, or priorities based on the developing situation, the BFSB can use fragmentary orders (FRAGO) to adjust its plan to meet the supported unit's changing needs.

PLAN

3-19. The BFSB begins planning upon receipt of a mission from the supported unit. Unlike the reconnaissance and surveillance efforts of the BCTs, the BFSB does not focus on internal requirements. It focuses on gathering and disseminating information that meets requirements and priorities of the supported unit commander. The supported unit must ensure that it allocates resources the BFSB needs to accomplish its missions. Assets assigned to the BFSB may include ground reconnaissance units; manned aviation; long-range UASs; additional CI, HUMINT, SIGINT, and MASINT elements; or other assets from echelons above brigade. To develop plans to accomplish this mission, the BFSB follows the MDMP.

3-20. As part of the MDMP, the ISR plan is synchronized and integrated into the overall plan (see the illustration in Figure 3-2). ISR synchronization considers all assets—internal and external—available to the organization. It identifies and prioritizes information gaps that cannot be answered by intelligence reach or RFIs and determines the most appropriate assets for collecting information to fill them. It also determines the most efficient means to process and analyze the information, turn it into intelligence, and disseminate it. ISR integration ensures assignment of the best available reconnaissance and surveillance assets through a deliberate and coordinated effort of the entire staff across all warfighting functions by integrating reconnaissance and surveillance into the operation. The S-3 integrates assets into the ISR plan to capitalize on each asset's capabilities based on the advice of the S-2, prepared as the ISR synchronization matrix. Using the ISR plan, commanders direct reconnaissance and surveillance missions supporting the scheme of maneuver. Effectively synchronizing and integrating reconnaissance and surveillance within the overall plan means that assets are positioned to collect information, reconstitute for branches or sequels, and/or shift priorities throughout the operation.

3-21. The BFSB must conduct collaborative planning with the supported unit so that the ISR plans of both units are synchronized with and integrated into the overall operation. The BFSB analyzes the mission and intelligence requirements developed by the supported unit. Then, using links with higher headquarters assets and other brigades, it identifies collection gaps and determines how to fill those gaps. The BFSB takes specific intelligence requirements developed by the supported unit and turns them into specific orders and requirements executed by subordinate BFSB elements. If the BFSB cannot fulfill its mission, it

requests additional reconnaissance and surveillance assets from the supported unit (such as manned or unmanned aerial and ground reconnaissance), requests the supported unit to task other subordinate units, or requests it to send an RFI to the next higher headquarters.

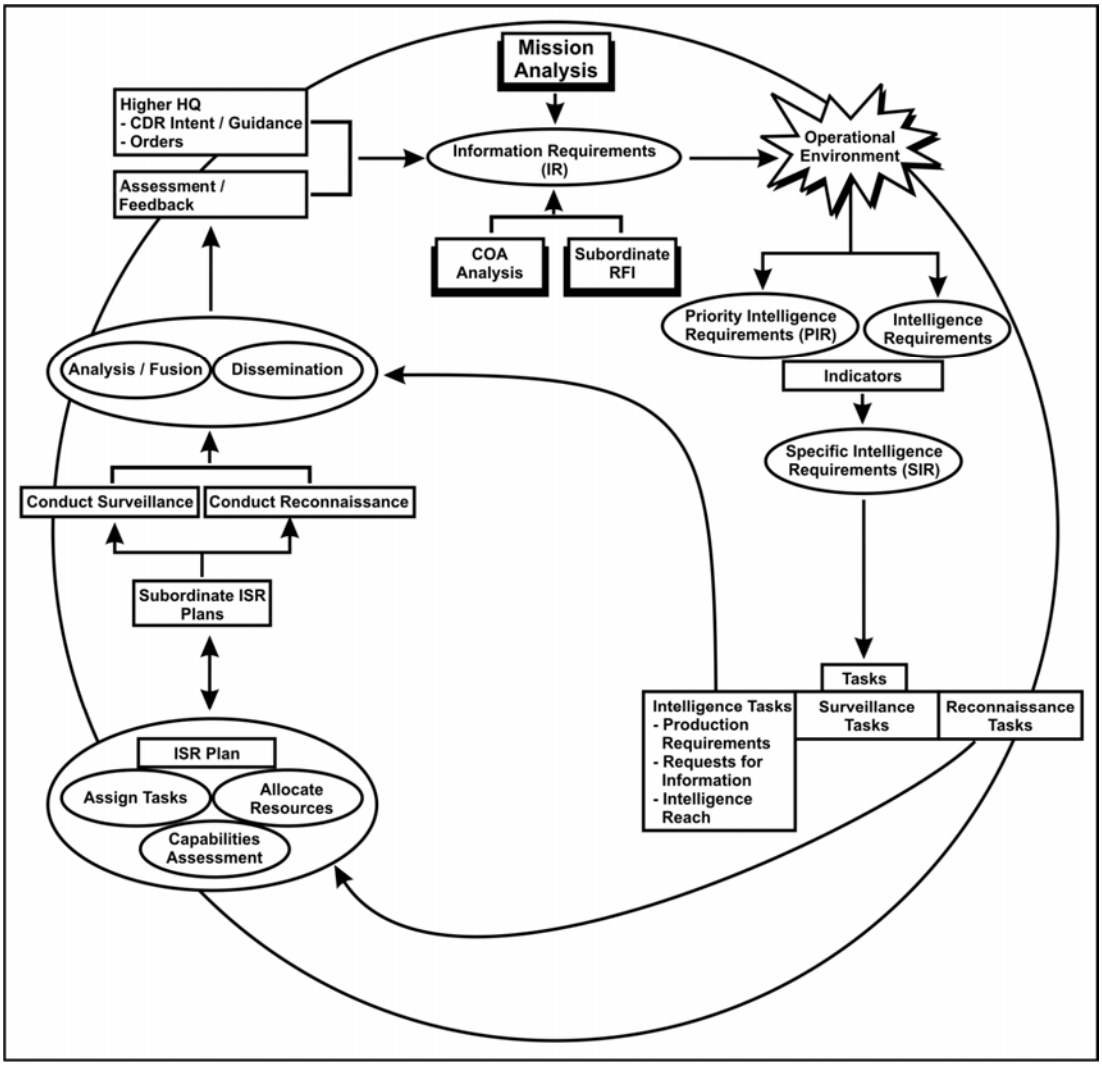

Figure 3-2. Reconnaissance and surveillance operations (including MI discipline collection and planning, synchronization, and integration process)

3-22. An important part of the BFSB planning effort is inserting collection teams and other assets into the supported unit's unassigned area. This entails identifying required assets such as lift, manned, or unmanned aerial reconnaissance and surveillance capabilities or organic/joint fires. It also requires coordination across the supported higher headquarters AO for passage of lines, airspace management, and security for BFSB assets that may operate from another brigade's AO. If the unit has not identified the additional assets required by the BFSB, then the BFSB requests assets from its higher headquarters.

3-23. The supported unit may also task the BFSB to provide specific capabilities and assets to other brigades. For instance, the BFSB will usually provide CI and HUMINT assets to other brigades. These capabilities may arrive as individual teams, platoons, or an entire company. The BFSB must consider this allocation of resources in its planning.

3-24. The BFSB conducts analysis to support its internal operations. While most analysis is performed at the G-2/J-2, the BFSB fusion cell performs limited analysis of information gathered within the brigade in

support of situation development, indications and warnings, and targeting. As information is collected, the BFSB analyzes it to determine if it meets any intelligence requirements. Simultaneously, the brigade distributes the information vertically and horizontally. This allows the BFSB to make an initial determination whether it can collect the required information or begin collection on another priority or whether it must retask or reallocate assets to do this. This also allows the information to reach those who need it as fast as possible. The BFSB retasks or reallocates resources based on the supported unit's changing requirements and priorities, guidance from the higher staff, and decisions by the supported unit commander. (Unlike the other assets of the brigade, however, LRS teams require detailed mission planning and preparation and do not relocate easily.) When the BFSB provides collection assets to a BCT or other brigade, the supported unit (G-2/J-2 and/or G-3/J-3) coordinates and controls reallocation of the BFSB's detached assets. The advantage for the BFSB is unity of command for all supported reconnaissance, surveillance, and MI discipline collection assets not assigned, attached, or under OPCON to other brigades. The BFSB can then execute the mission while the supported unit analyzes information, assesses the situation, and adjusts priorities and intelligence requirements as needed.

PREPARE

3-25. Preparation consists of activities by the unit before execution to improve its ability to conduct the operation. These include, but are not limited to, the following (FM 3-0):

- Plan refinement.
- Rehearsals.
- Reconnaissance.
- Coordination.
- Inspections.
- Movement.

3-26. These critical activities are common to most units, including the BFSB. Some preparation activities are specific to the BFSB or simply require special emphasis because of its distinct mission. These include coordination and rehearsals.

Coordination

3-27. By their nature, BFSB operations require significant coordination. When the BFSB is not assigned an AO, most of its activities may either originate from or occur in another brigade's AO. For example, a Prophet team may be positioned in a BCT AO to collect SIGINT on a specified portion of an unassigned area. A reconnaissance troop conducting its mission in an unassigned area between two brigades may need to execute a passage of lines through multiple brigade AOs to reach its objective area. A UAS under BFSB control may need to fly through the airspace of multiple brigades. A BCT may recover a LRS team conducting surveillance of an objective as the BCT moves to its objective. Each of these activities requires coordination among the BFSB, the supported unit, and the other affected brigades.

3-28. BFSB operations in or near another brigade's AO must be coordinated with the affected brigade before the BFSB unit moves into or through the affected brigade AO. For BFSB units—such as LRS, Prophet, or HUMINT teams—operating in another brigade's AO must include coordination with the affected land manager to determine where the BFSB units can best be positioned to accomplish their mission without impeding the other brigade's mission. Brigades need to know what BFSB units are operating in their AO, but are not directly under their control. They also need to know which units are operating adjacent to their AO, especially in a noncontiguous environment. If required, the BFSB must coordinate area support for these units before execution. This support includes, but is not limited to, Class I, III, and V resupply; maintenance; vehicle and personnel recovery; and MEDEVAC. Although units operating near another brigade's AO are responsible for their own security, units must coordinate with that brigade for fire support if the BFSB unit requires assistance. For those BFSB units operating in another brigade's AO, security is the responsibility of that brigade, but it must be coordinated. As an example, if the BFSB must operate a UAS from another brigade's AO, the L/R site and airspace management must be

coordinated. Reporting procedures by BFSB units operating in or near another brigade are also critical. BFSB units must know and understand what information is critical and how to report it to both the BFSB and the affected brigade.

3-29. BFSB units that may need to pass through other brigades to execute their mission include the reconnaissance squadron, its subordinate elements, and MI battalion elements. For these units, passage of lines through multiple brigade AOs is often critical to mission accomplishment. A passage provides a relatively secure starting point and allows them to move to almost anywhere in the supported unit's AO to execute their mission. Airspace management also plays a role in the coordination for passages of lines. UASs may be required to pass through multiple brigades to reach their specified NAIs. The passage of the UAS must be coordinated to deconflict aircraft controlling frequencies and to keep two (or more) aircraft from occupying the same space at the same time.

3-30. The BFSB must coordinate with the supported unit and other brigades that may operate in unassigned areas. These units include the fires brigade, the CAB, and any SOF that may be in the area. The positioning of units, flight plans of both manned and unmanned aircraft, and targets must be deconflicted. This helps clear fires, prevents compromise of reconnaissance and surveillance assets, and limits fratricide.

Rehearsals

3-31. Rehearsals serve to ready units for a mission, to enhance coordination, and to enhance integration of the plan. The BFSB conducts several important rehearsals to ensure mission success. Communications rehearsals and checks are among the most important. All units must keep their equipment working correctly and verify that they know proper reporting procedures, frequencies, and priorities. If the BFSB cannot report what it finds in a timely manner, then it will fail in its mission.

3-32. Technical rehearsals are another important preparation task. Rehearsals verify that units and personnel understand their tasks and can execute them. These rehearsals include—

- Fire support.
- Handover of UAS operations from one unit to another.
- Sending and receiving imagery and data through the communications network.

Note. Frequencies for SIGINT collection will be classified at a higher level than the level generally used for most rehearsals.

3-33. Finally, BFSB units must rehearse critical tasks that they will perform during execution of the operation. These tasks include—

- Passage of lines.
- Insertion and extraction techniques (especially for the LRS teams).
- Actions on contact.
- Reconnaissance handover.
- Target acquisition and handover.
- MEDEVAC and CASEVAC procedures.
- Personnel recovery.
- Equipment recovery.

EXECUTE

3-34. The supported unit can conduct offensive, defensive, and stability operations simultaneously. The degree of emphasis placed on each will vary depending on the situation. The modular design of the BFSB allows it to conduct operations either with its organic assets or with augmentation from higher echelons of command.

BFSB COMMAND POSTS

3-35. A CP is a unit headquarters where the commander and staff perform their activities (FM 6-0). The BFSB has two CPs: the main CP and the TAC CP. The staff is organized into staff sections by area of expertise. The commander further organizes the staff within each CP into functional and integrating cells based on the concept of a robust and secure C2 architecture.

3-36. The main CP and TAC CP provide the commander with flexibility in the conduct of operations. The commander can merge them into a single CP. As the factors of METT-TC dictate, the commander can use them separately to facilitate C2 for widely dispersed operations. The CPs provide long-range communications with subordinate units and higher echelons. They have access to Army, joint, and national databases and collection assets that provide the BFSB with greater capability to accomplish its collection mission. The CPs provide facilities for developing and producing orders and for monitoring and assessing current operations.

MAIN COMMAND POST

3-37. The main CP, the brigade commander's principal C2 facility, is organized into the following functional cells: intelligence, movement and maneuver, fire support, protection, sustainment, and command and control and network operations. It is further organized into integrating cells for current operations and plans. The brigade XO supervises all main CP staff activities and functions. The main CP operates from a relatively secure position and moves as required to maintain control of the operation. In contiguous operations, it locates where the commander can best exercise C2 over brigade operations while remaining beyond enemy medium artillery range. In operations with noncontiguous AOs, the main CP locates where it can best support brigade operations and is least vulnerable to potential hostile actions.

Main CP Responsibilities

3-38. The responsibilities of the main CP include the following:

- Synchronize all aspects of BFSB operations.
- Control current operations.
- Plan future operations.
- Coordinate with higher headquarters and adjacent or lateral units and keep them informed of ongoing missions.
- Support the BFSB commander's SU through information management.
- Monitor and anticipate the commander's decision points and CCIR.
- Collect, process, store, display, and disseminate relevant information.
- Perform collated analysis.
- Develop actionable combat information.
- Manage the brigade's LandWarNet.

Main CP Location

3-39. The main CP is positioned where it can best facilitate BFSB operations. The BFSB commander must determine the location of the main CP based on the factors of METT-TC. If the BFSB is assigned an AO, the main CP locates in the AO where it can best facilitate BFSB operations and maintain security. When the BFSB conducts operations in the supported unit's unassigned areas, the main CP is often located in either a BCT AO or the MEB AO or with a supported unit CP. Positioning the main CP in another brigade AO provides better security and potentially places it closer to an area in which elements of the BFSB are operating. The BFSB must coordinate with the owning brigade for positioning of the main CP. Positioning the main CP near a supported unit CP enhances collaboration and coordination with the division/corps/JTF. In all cases, the main CP relies on its ability to communicate using both voice and digital means to control its dispersed elements and receive reports.

TACTICAL COMMAND POST

3-40. The TAC CP is a temporary C2 organization formed and positioned away from the main CP when required. It can perform many of the same functions as the main CP, but it is not as robust. The TAC CP is used—

- When the BFSB main CP moves.
- When the brigade commander must be away from the main CP for an extended period.
- When the mission requires a headquarters element or a second CP to control operations and/or collection assets.

3-41. The TAC CP is positioned where it can best provide C2 for BFSB operations. This may include locating in another brigade AO after coordination with that brigade. The TAC CP helps the commander control operations. The S3 is responsible for the activities and employment of the TAC CP.

3-42. The TAC CP is simpler, smaller, and more austere than the main CP. It is supported by a smaller, less capable network infrastructure than the main CP. It operates as one integrated cell that can monitor and control current operations, provide intelligence, and coordinate fires support for the commander. It may include the command group (if the commander chooses). When not deployed, TAC CP Soldiers assist with main CP operations. Its small size and high mobility lets the TAC CP rely on frequent displacements and low electronic signature for survivability.

TAC CP Responsibilities

3-43. The primary responsibilities of the TAC CP include the following:

- Synchronize some aspects of current operations.
- Provide information to the COP.
- Monitor and assess the progress of operations.
- Perform targeting for current operations.
- Perform short-range planning.
- Provide a facility for the commander to control operations, issue orders, and conduct rehearsals.

TAC CP Location

3-44. When the BFSB is not assigned an AO, the TAC CP may locate in another brigade AO. This enhances its security, survivability, and ability to perform its mission. The TAC CP is positioned in another brigade AO only after coordination to ensure that it does not interfere with the other brigade's operations or security considerations. If the BFSB is assigned a large AO, the TAC CP will locate where it is needed in the AO to enhance the execution of the mission. A ground control station (GCS) from the MI battalion's TUAS platoon will often collocate with the TAC CP. The TAC CP serves as an injection point for information collected by the UAS; by positioning farther forward, it can extend the range of the UAS into the unassigned areas or its own AO. When properly organized, the TAC CP can also be used to facilitate sustainment operations by the BSC for widely dispersed elements.

Note. For notional layouts of the BFSB's main and TAC CPs, see Appendix E of this manual.

SECTION II – MI COLLECTION ASSETS AND TUAS C2

3-45. As mentioned in earlier chapters, the BFSB both augments the reconnaissance and surveillance capabilities of its supported command and has the ability to task organize internally with elements of the reconnaissance squadron to carry out missions for the supported commander. Depending on the situation, the BFSB's MI assets may augment BCT capabilities, support internal BFSB missions, or support a combination of the two at the same time. Employing the various levels of MI collection asset C2, ranging from OMTs to company headquarters sections, requires careful analysis and planning. This discussion focuses on the role of the MI company headquarters section in the C2 of both SIGINT and HUMINT collection teams. It also discusses considerations for applying the proper command and support

relationship for collection teams with their supported units and for augmenting those units with OMTs and their SIGINT counterparts. Additionally, since the TUAS platoon is organic to the MI battalion, the control considerations for this important asset is also discussed.

MI COMPANY HEADQUARTERS ROLE IN C2

3-46. The C&E and CI/HUMINT company headquarters sections provide C2 of company assets, readiness, training, protection, and sustainment coordination. If required, these company headquarters sections can collocate with the supported CI and HUMINT operations manager (G-2X). Working together as a command and staff team, they establish technical channels to support company CI and HUMINT activities. Technical channels are the transmission paths between two technically similar units or offices within a command that perform a technical function requiring special expertise. Technical channels are typically used to control performance of technical functions (FM 6-0). For CI and HUMINT activities, the technical channels are the staff CI and HUMINT operations manager (G-2X/S-2X), the CI coordinating activity (CICA), the HUMINT operations cell, and the C&E company or CI/HUMINT company OMTs. The G-2X and company commander (as appropriate) use these technical channels to retain control over the technical aspects of CI and HUMINT activities. They supervise the adherence to existing policies and regulations; provide information and guidance of a technical nature; and supervise tactics, techniques, and procedures for specific MOSs. Technical channels do not interfere with or supersede any C2 that a commander has over personnel or units. For more information, see TC 2-22.303.

3-47. If the task organization requires additional HUMINT control, the company headquarters may be required to perform the responsibilities for planning and execution of HUMINT team operations. This includes the initial analysis to ensure correct lines of debriefing/interrogation. The headquarters can also provide oversight/guidance of HCTs, CI teams, and the detainee screening section while collecting all applicable reports.

3-48. Similarly, the technical collection company commander performs these functions for SIGINT operations with the supported headquarters' SIGINT elements. Again, technical channels do not interfere with or supersede any C2 that a commander has over personnel or units.

SIGINT C2 CONSIDERATIONS

SIGINT TEAM COMMAND/SUPPORT RELATIONSHIPS

3-49. The development of the higher headquarters' task organization should include the command or support relationship for the BFSB's ground-based SIGINT C&E teams required to operate in brigade or BCT AOs. Table 3-1 illustrates relevant aspects of establishing a command or support relationship. The BFSB commander, S-2, S-3, and/or S-5 should provide recommendations to the supported headquarters staff in matters of task organizing SIGINT assets and outlining the impacts of various command and support relationships. Recent operational lessons learned suggest that a nonstandard support relationship may be required. The prevalent relationship is direct support, with the requirement that the supported brigade or BCT sustains the BFSB SIGINT elements operating within their AO. This nonstandard relationship ensures that BFSB SIGINT elements receive necessary technical oversight from commanders, leaders, and staff members from within the BFSB. It also provides for the required sustainment that otherwise would not be possible if attempted by the BFSB BSC because of time, distance, and enemy/threat factors.

SIGINT AUGMENTATION TEAM AND ANALYSIS AND CONTROL TEAM AUGMENTATION CONSIDERATIONS

3-50. Another consideration when organizing for combat involves aligning SIGINT augmentation teams and SIGINT analysis and control teams with ground-based SIGINT C&E teams. Task organizing SIGINT assets may not be required when the mission calls for ground-based SIGINT C&E teams; in this situation,

the platoon headquarters, SIGINT augmentation teams, and SIGINT analysis and control teams would operate with the two ground-based SIGINT C&E teams employed as a unit.

3-51. On the other hand, employment of ground-based SIGINT C&E teams in widely dispersed areas may affect supported unit task organizations, particularly when they span unit boundaries. In this situation, task organization may include the details of the subordinate elements of the SIGINT platoon. As an example, a BCT's SIGINT control and analysis capability may be fully committed or otherwise unavailable. In this case, any BFSB ground-based SIGINT C&E team reinforcing collection efforts in that BCT's area may require support from a SIGINT control and analysis team or a SIGINT augmentation team from the BFSB. See Table 3-1 for examples of points the staff may examine in determining the task organization of SIGINT elements.

3-52. The higher headquarters OPORD should include taskings for units to conduct SIGINT C&E operations. Due to the length and detail, the tasks may not be listed in the main body of the OPORD under Tasks to Subordinate Units. Instead, the SIGINT portion of Appendix B should provide the technical guidance for SIGINT collection, including the overarching concept for SIGINT collection operations. The SIGINT appendixes provide details on planning, coordinating, approving, and managing SIGINT operations as they relate to the unit's overall mission. These appendixes serve as the basic document authorizing most SIGINT operations and programs. The SIGINT appendix to the ISR annex is necessary to ensure that augmentation of SIGINT assets from other components and agencies is integrated throughout the command as required to facilitate their specialized collection requirements.

CI/HUMINT C2 CONSIDERATIONS

COMMAND/SUPPORT RELATIONSHIPS FOR HCTS AND OMTS

3-53. Determining the appropriate command and support relationship for BFSB HCTs tasked to operate in other unit AOs is a critical component of task organization development. Table 3-2 illustrates relevant aspects of establishing a command or support relationship. The BFSB commander, S-2, S-3, and/or S-5 provide recommendations to the supported headquarters staff on matters of task organizing HCTs and OMTs and outlining the impacts of various command and support relationships. Current lessons learned suggest that a nonstandard support relationship may be required. The most common relationship is direct support, with the supported brigade or BCT providing sustainment for the HCTs and OMTs operating within their AO. This nonstandard relationship ensures HCTs and OMTs receive technical oversight from BFSB commanders, leaders, and staff members as appropriate. It also provides for the required sustainment that otherwise would be unavailable from the BFSB's BSC based on time, distance, and enemy/threat factors.

OMT AUGMENTATION CONSIDERATIONS

3-54. Key considerations for allocating OMTs include determining if the supported brigade or BCT has the required S2X and needed OMT capabilities. Support brigades or coalition forces may not have an S2X capability. A BCT's OMT(s) may be fully committed to managing HCTs operating within the BCT AO. In the instances where the BFSB is assigned an AO, HCTs operating in the BFSB's AO will require OMT oversight. See Table 3-2 for examples of points the staff may examine in determining the task organization of OMTs.

3-55. The OPORD produced by the BFSB's higher headquarters should include taskings for units to conduct HUMINT collection operations. Due to the length and detail, the tasks may not be listed in the main body of the OPORD under Tasks to Subordinate Units. Instead, the HUMINT section may provide the technical guidance for HUMINT collection, including the umbrella concept for HUMINT operations. The HUMINT appendixes provide details on planning, coordinating, approving, and managing HUMINT operations as they relate to the unit's overall mission. These appendixes serve as the basic document authorizing most HUMINT operations and programs. The HUMINT appendix to the ISR It is necessary to ensure that augmentation of HUMINT assets from other components and agencies are integrated throughout the command as required to facilitate their specialized collection requirements. Specific tabs

may include joint debriefing and interrogation facility operations, source operations, DOMEX, or open-source information.

Table 3-1. SIGINT control and command/support considerations

Considerations for Augmenting Brigades or BCTs with SIGINT Control and Analysis Team or SIGINT Augmentation Team	When task organizing ground-based SIGINT C&E teams to BCTs or support brigades, one consideration is the supported units' ability to control the SIGINT C&E teams. The division, corps or joint headquarters should augment (DS, attached, or nonstandard support relationship) the supported brigade/BCT with a SIGINT control and analysis team or SIGINT augmentation team when the supported brigade or BCT— • Will employ the BFSB's ground-based SIGINT C&E teams in areas unsupported by organic SIGINT control and analysis elements, or • When task organization indicates the supported organization does not have SIGINT control and analysis or SIGINT augmentation capability.
Command/ Support Relationship Considerations when Augmenting Brigades or BCTs with SIGINT	DS or GS relationship— • Provides oversight and employment expertise otherwise not available within the brigade/BCT. • Provides technical advice to supported command—essential if the supported unit does not have the expertise for technical oversight issues. DS is effective when— • Potential targets are in rural areas or, if in population centers, are widely dispersed and relatively static. • SIGINT C&E teams operate in a nonpermissive environment where focused maneuver unit operations occur in the same area where targets are available. GS is effective when— • SIGINT C&E teams are required to cover large metropolitan areas where targets move freely. • Potential sources are in rural areas or, if in population centers, are widely dispersed and relatively static. • More than one brigade/BCT is operating in the area where the SIGINT C&E team(s) will operate. • The tactical situation is permissive, allowing for the employment of SIGINT C&E teams without a security element. Nonstandard DS or nonstandard GS is effective when— • Overcoming source dispersal or multiple brigade/BCT AOs are involved and SIGINT elements cannot be effectively supported by their parent MI battalion. • Potential sources are in rural areas or, if in population centers, are widely dispersed and relatively static. • More than one brigade/BCT is operating in the area where the SIGINT element(s) will operate. • The tactical situation is permissive, allowing for the employment of SIGINT element(s) without a security element. Attached, OPCON, or tactical control is effective when— • The gaining command has sufficient SIGINT employment technical expertise (this is generally not the norm). • The AOs are unusually static. • Normal complexities of SIGINT collection operations have been simplified. ***Note.*** BFSB employment experience from OIF suggests that a command relationship may be the least effective and flexible method for augmenting the SIGINT collection capabilities of brigades/BCTs.

Table 3-2. CI/HUMINT management and command/support considerations

Considerations for Augmenting Brigades or BCTs with OMTs	When task organizing HCTs to BCTs or support brigades, one consideration is the supported unit's ability to control HCTs. The division, corps or joint headquarters should augment (DS, attached, or nonstandard support relationship) the supported brigade/BCT with one or more OMTs when the supported unit (brigade/BCT)— • Does not have an S2X, or • Task organization indicates the available OMTs are controlling the maximum number of HCTs, or the supported brigade does not have an OMT. ***Note.*** A single OMT is designed to control 2 to 4 HCTs (METT-TC dependent).
Command/ Support Relationship Considerations when Augmenting Brigades or BCTs with HUMINT	DS or GS relationship— • Provides oversight and employment expertise otherwise not available within the brigade/BCT. • Provides technical advice to the supported command. This is essential if the supported unit does not have the expertise for technical oversight issues. DS is effective when— • Potential sources are in rural areas or, if in population centers, are widely dispersed and relatively static. • HCTs operate in a nonpermissive environment, where focused maneuver unit operations occur in the same area where sources and networks are available. GS is effective when— • HCTs are required to cover large metropolitan areas where sources and networks move freely. • Potential sources are in rural areas or, if in population centers, are widely dispersed and relatively static. • More than one brigade/BCT is operating in the area where HCT(s) will operate. • When the tactical situation is permissive, allowing for the employment of HCTs without a security element. Nonstandard DS or nonstandard GS is effective when— • Overcoming source dispersal or multiple brigade/BCT AOs are involved and HCT elements cannot be effectively supported by their parent MI battalion. • Potential sources are in rural areas or, if in population centers, are widely dispersed and relatively static. • More than one brigade/BCT is operating in the area where HCT(s) will operate. • When the tactical situation is permissive, allowing for the employment of HCTs without a security element. Attached, OPCON, or tactical control is effective when— • The gaining command has sufficient HUMINT employment technical expertise (this is generally not the norm). • The AOs are unusually static and BCT or brigade boundaries align with areas in which sources exist. • Normal complexities of HUMINT collection operations have been simplified. ***Note.*** BFSB employment experience from OIF suggests that a command relationship may be the least effective and flexible method for augmenting the HUMINT collection capabilities of brigades/BCTs. See FM 3-0 for an in-depth description of command and support relationships and inherent responsibilities.

TUAS CONTROL CONSIDERATIONS

3-56. Control of the TUAS platoon is mission dependent. The BFSB will normally locate the platoon's elements where they can best conduct the required missions. This could include operating from another brigade AO or in the BFSB AO, if it is assigned one. Often the BFSB TAC CP supports UAS operations. The following paragraphs outline operational considerations for the various types of control for the TUAS platoon.

3-57. Brigade control (main CP or TAC CP) may be used under these conditions:

- ERMP UASs or manned aerial reconnaissance is unavailable, or a fleeting opportunity exists. Brigade control eliminates one echelon in planning, control, and reporting; this can decrease latency and improve responsiveness and flexibility.
- The analytical requirements exceed the capacity of the MI battalion or reconnaissance squadron.
- The TUAS L/R section and/or the GCS are in proximity to the BFSB main CP or TAC CP, and both L/R and GCS elements are close enough to the required NAIs to ensure sufficient time on station.

3-58. MI battalion control may be used under these conditions:

- The BFSB main CP's focus is on another area.
- The MI battalion CP is the least engaged element of the BFSB, or the battalion is primarily a force provider and the battalion staff has the time and personnel to support the mission.
- The TUAS L/R section and GCS are in proximity to the MI battalion CP, and both elements are close enough to the required NAIs to ensure sufficient time on station.

3-59. The reconnaissance squadron may receive control of the TUAS platoon under these conditions:

- The NAIs allocated to the TUAS platoon are in proximity to or support other NAIs assigned to the reconnaissance squadron.
- The reconnaissance or surveillance mission will be considerably enhanced by teaming, the reconnaissance or surveillance mission will be placed at risk without the UAS, or a squadron AO cannot be covered by ground elements.
- The reconnaissance squadron has the least engaged CP in the BFSB and has the time and staff necessary to control the UAS mission.
- The TUAS L/R section and GCS are in proximity to the squadron CP, and both elements are close enough to UAS NAIs to ensure sufficient time on station.

SECTION III – BFSB NETWORK OPERATIONS

3-60. The BFSB provides its own network connectivity to the Army's global LandWarNet enterprise network and the larger DOD global information grid (GIG). This connectivity supports basic battle command, intelligence, and logistics functions at the BFSB main CP and TAC CP. The BFSB extends this connectivity to those units, vehicles, dismounted Soldiers, and sensors under its OPCON (or under network management control) that are equipped with the appropriate radios and applications. The BFSB does not require direct connectivity to other brigades, division, corps, or joint forces, though it can connect to them through LOS, SINCGARS, joint tactical radio system (JTRS), HF, and other systems if the mission requires. It does not depend on other units for access to the GIG. Its primary link to other operational forces is by satellite to a sanctuary network interface provided by joint teleport/STEP sites, Army-operated global network support centers, or deployable division unit hub nodes (UHN). Division UHN teams are also normally located in sanctuary locations so that they can connect directly to commercial global networks and services. Refer to Table 3-3 for a summary of key network systems and capabilities in the BFSB.

BFSB NETWORK CAPABILITIES

OPERATIONAL CONSIDERATIONS

3-61. The BFSB S-6 coordinates with the S-6s of the MI battalions and reconnaissance squadron to plan and manage BFSB networks. Both the MI battalion and the reconnaissance squadron have their own organic satellite-based CPN system to provide global network connectivity. The S-6 coordinates with the S-2, S-3, and S-4 to integrate network support systems provided by these staff sections into the BFSB network employment plan.

3-62. The BFSB S-6 coordinates with the BFSB NSC commander (who operates under the functional control of the BFSB S-6 when deployed) for the deployment of NSC assets—including JNN, CPN, EPLRS, and retrans—in support of the BFSB network employment plan. The BFSB S6 directs the actions and movement of signal elements in support of brigade operations, but the NSC commander maintains command authority over the company.

3-63. The BFSB S-6 coordinates single channel TACSAT network access and support through the supported unit G-6/J-6. When an MI battalion collocates with the brigade CP, its CPN can be integrated into the brigade main CP cluster to accommodate overall network support requirements. The MI battalion and reconnaissance squadron plan their own FM/VHF and HF CNR architecture, but must coordinate with the BFSB S-6, particularly for COMSEC, spectrum, retrans support, and radio to IP network integration.

3-64. The BFSB S-6 coordinates with the brigade S-3 for the employment of the NSC's two retrans teams. These teams are deployed based on METT-TC to support both brigade and battalion single channel CNR extension requirements. The retrans team must be protected and sustained when deployed to isolated locations to gain LOS advantage. The BFSB BSC, not the NSC, provides electronic maintenance through direct support to the brigade.

3-65. BFSB networks are installed, operated, integrated, and maintained by various staff sections and organic units using equipment, systems, and applications provided through formal acquisition programs of record. This equipment is specified in the organization's TOE. However, many critical network functions are also provided through the application of COTS information technologies (such as computers, applications, servers, cameras, and commercial radios) that do not appear on TOE documentation. Unlike formal programs of record—and regardless of their importance to battle command, intelligence, and sustainment functions—the majority of these COTS systems currently found in the BFSB do not come with operators, maintainers, integration strategies, or lifecycle sustainment resources. Refer to Table 3-3 for a summary of the BFSB's key network systems.

NETWORK CATEGORIES

3-66. BFSB network capabilities fall into the following general categories:

- IP networks.
- Special networks and circuits.
- CNR networks.

Internet Protocol Networks

3-67. IP networks are the primary C2 networks supporting BFSB CPs. IP networks have two components: WANs and LANs. IP networks use COTS-based client-server voice and data applications. For the most part, CP IP networks mirror the same technology and applications commonly used throughout the Generating Force and the Internet. Refer to Figure 3-3.

Table 3-3. Summary of BFSB key network systems

BFSB NETWORK CAPABILITIES	*BFSB Main*	*BFSB TAC CP*	*MI Bn HQ*	*Recon Sq HQ*
NETWORK TRANSPORT				
JNN	X			
Command Post Node (CPN) Battalion Command Post CPN Switching Group, DI-(OM-87/T)		X	X	X
Trojan Spirit Lite AN/TSQ-226(V)3	X			
CSS VSAT with CAISI (Logistics)	X	X	X	X
NETWORK SERVICES				
NIPRNET	X	X	X	X
SIPRNET	X	X	X	X
JWICS	X			
SPECIAL PURPOSE NETWORKS & CIRCUITS				
GBS	X			
FBCB2 (AN/UYK-128(V)3)/BFT	X		X	X
DSN	X			
DRSN	X			
VTC	X			
COMBAT NET RADIO SYSTEMS				
UHF TACSAT Radio Set: AN/PSC-5	X	X	X	X
VHF LOS Radio Set: AN/VRC-90F(C)	X	X	X	X
VHF LOS Radio Set: AN/VRC-92F(C)	X	X	X	X
HF BLOS Radio Set: AN/GRC-193A or AN/GRC-104(V)3	X	X	X	X
BATTLE COMMAND APPLICATIONS				
MCS WS (AN/PYQ-6C)	X	X	X	X
AFATDS (AN/GYK-48(V)1)	X			
AFATDS EMT (AN/GYK-56)	X			
CPOF (AN/TYQ-137(V)1)	X	X		
BCS3 (AN/GYK-61)	X	X		
DCGS	X	X		
ACT-E (AN/TYQ-103)	X			
CGS-WS (AN/TSQ-179(V)2)	X			
DTSS(L) (AN/TYQ-67(V))	X			
ASAS(L): (AN/TYQ-93(V)1)	X			
Prophet Control (AN/MSW-24)	X			
ADAM (AN/TSQ-282)	X	X		
AMDWS (AN/GYQ-88)	X			
FAADC2I	X			
ADSI	X			
TAIS (AN/FSQ-211)	X			
MCS (AN/PYQ-12)	X	X	X	X
Microsoft Enterprise Services	X	X	X	X
Microsoft Office	X	X	X	X
Microsoft SharePoint	X	X	X	X
Enterprise E-mail	X	X	X	X
VOIP Phone	X	X	X	X
Adobe Connect (Breeze)	X	X	X	X

Note. Although assigned to the technical collection company of the MI battalion, at least one of the Prophet controls will usually collocate with the BFSB main CP unless supporting another brigade. See Table 3-1. Additionally, both Prophet control and the ground-based SIGINT C&E teams have SATCOM capabilities; this permits one—if not all—of the MI battalion's Prophet controls to be collocated with the BFSB main CP.

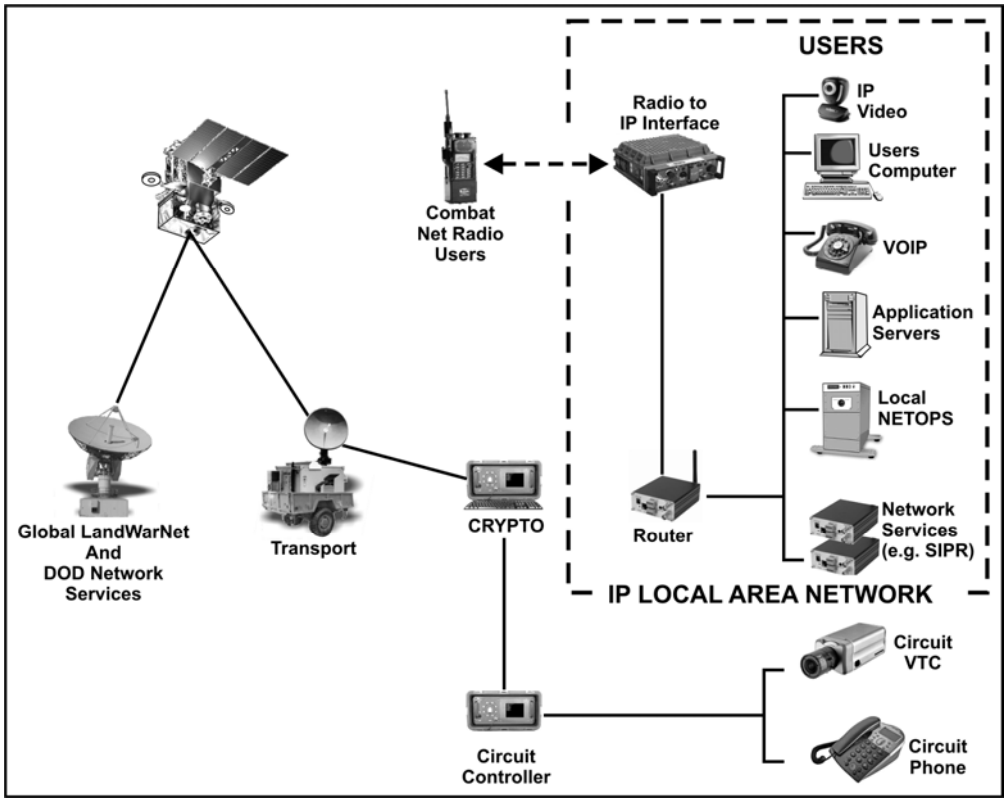

Figure 3-3. Simplified command post network

3-68. There are six types of IP networks relevant to the BFSB:

- Wide area IP networks.
- Local area IP networks.
- NIPRNET.
- SIPRNET.
- JWICS.
- Coalition IP Networks.

3-69. Most Soldiers are familiar with the first four networks, but they may not be as familiar with JWICS and coalition IP networks, which are discussed below.

JWICS

3-70. The JWICS is a top secret/sensitive compartmented information (TS/SCI) intelligence community-managed network service extended from the GIG to the BFSB CP by the Trojan Spirit Ku band satellite terminal and base band equipment provided by the BFSB S-2. JWICS uses the same basic commercial technology as the NIPRNET and SIPRNET and supports all TS/SCI voice and data and special circuit intelligence services in the CP.

Note. Plans to route TS/SCI requirements through JNN may eventually replace the Trojan Spirit Ku band satellite terminal.

Coalition IP Networks

3-71. These special purpose networks (such as CENTRIX) are employed based on mission requirements. They are almost always based on the same technology as NIPRNET, SIPRNET, and JWICS IP networks

and are managed by a JTF or component command J-6. Coalition IP networks must be physically and electronically separate from U.S. IP networks for security reasons. These networks are assembled, installed, operated, and maintained by BFSB personnel and compete for JNN/CPN bandwidth with all other CP users.

Special Networks and Circuits

3-72. Special networks and circuits are delivered to the CP by the same systems that deliver IP networks (JNN/Trojan Spirit).

Single Function Satellite-Based Networks

3-73. Special networks are built around commercial information technology, but are dedicated to a single function. Example special networks found in the BFSB include the following (for a complete discussion of these systems, see FM 6-02.43):

- EPLRS (used only by exception).
- GBS.
- Combat sustainment support very small aperture terminal (CSS VSAT).
- Combat sustainment support automated information systems interface (CAISI) bridge module.
- FBCB2-BFT.
- MTS.

Special Circuits

3-74. Special circuits are dedicated to a specific task or function and share available bandwidth with IP network services. These special circuits are not IP-based and are managed as separate capabilities with their own management and support technology. Example special circuit capabilities include the following:

- Defense Switched Network (DSN) telephone service. This is a standard wire telephone service.
- Defense Red Switch Network (DRSN) long locals. This is a TS/SCI wire telephone service.
- Full motion video and teleconferencing service circuits.

Combat Net Radio Networks

3-75. The BFSB and its subordinate units employ several CNR systems. CNR networks are usually command-directed push-to-talk or low data networks controlled by a network control station. Many of these radio systems are multiband-capable and can select a specific operating frequency based on mission. All CNR systems are user-owned and -operated. Modern IP applications allow individual CNR networks to interface with CP SIPRNET LANs. Examples of operating bands used by CNR found in the BFSB and its subordinate organizations include the following:

- **Very high frequency (VHF) LOS.** This primary ground maneuver LOS CNR includes low-data-rate push-to-talk and data radio systems. Planning range for VHF CNR systems is up to 35 kilometers based on power, antenna design, and intervening terrain.
- **High frequency (HF) BLOS.** These are low-data-rate, long-range BLOS push-to-talk and data netted radio systems. Planning range for HF CNR systems can be global based on power, frequency, antenna design, and time of day.
- **Ultrahigh frequency (UHF) LOS.** These air-to-air and air-to-ground LOS systems use push-to-talk and data netted radios. Planning range for UHF CNR systems is up to 35 kilometers based on power, antenna design, and intervening terrain. UHF systems are more susceptible to terrain interference than VHF LOS systems, but can provide more available bandwidth.
- **Single channel TACSAT (UHF).** These are satellite-based low-data-rate push-to-talk and data netted radios. Planning range for UHF TACSAT CNR systems is limited only by overhead cover and the operational footprint of the satellite's transponder.

NETWORK TRANSPORT SYSTEMS

JOINT NETWORK NODE

3-76. The JNN is an integrated communications package deployed at the brigade level and above. The JNN enables independent operation for every supported CP through direct connectivity to the Army's LandWarNet global network enterprise and joint network capabilities and services. The JNN delivers DOD-managed WANs (NIPRNET, SIPRNET) to the CP for access to these networks by BFSB NIPRNET and SIPRNET LANs. The JNN also supports the delivery of special circuits to the CP to support non-IP-based network services such as VTC, full motion video, and DSN and DRSN telephones. JNN capabilities include ethernet switching, IP routing, terrestrial radio transmission, network management, and network security services (including network intrusion detection). The JNN can connect to the LandWarNet with several satellite systems; commercial Ku Band terminals; and military Ka and X band terminals. The JNN currently supports up to 8 Mbps of bandwidth, but can support more bandwidth than is delivered by existing military and commercial SATCOM terminals.

COMMAND POST NODE

3-77. The CPN communications package is deployed at the BFSB TAC CP and in the MI battalion and reconnaissance squadron. The CPN is managed by the BFSB JNN, but can also enter the Army's global enterprise networks directly if required. It has voice and data switching equipment that allows independent operations and enables both circuit switching and IP-based networking. The CPN is fielded to support SIPRNET operations only. The CPN can connect to the Army's global LandWarNet with several satellite systems; commercial Ku band terminals; and military Ka and X band terminals. Current satellite terminals support shared bandwidth of 2 to 4 Mbps with other CPNs in the BFSB JNN footprint.

COMBAT SUSTAINMENT SUPPORT KU BAND SATELLITE COMMUNICATIONS

3-78. CSS Ku band SATCOM provides dedicated nonsecure communications to the sustainment elements supporting the BFSB. CSS Ku band SATCOM provides connectivity to joint sustainment units and resources at higher echelons during subsequent phases of operations. CSS VSAT uses the same commercial satellite services as JNN. The CAISI bridge module, fielded with the CSS VSAT, is a wireless LAN that provides tactical network connections for sustainment information systems, including HSS. The CAISI bridge module serves as the LAN server and connects up to 112 individual sustainment systems through the CSS VSAT to the GIG. CAISI can transmit and receive signals in a clear LOS range of up to 4 miles. The CAISI bridge is operated by the S-4 section. CSS VSAT bandwidth is adapted by the commercially provided network control station to support specific application and loading factors.

TROJAN SPIRIT II AND TROJAN SPIRIT LITE

3-79. The Trojan Spirit II (AN/TSQ-226 (V) 3 provides compartmentalized information connectivity to the BFSB S-2 and the MI battalion. It carries mission-critical, high-capacity intelligence information via voice facsimile, digital traffic, and secondary imagery. The system receives, displays, and transmits digital imagery, weather and terrain products, templates, graphics, and text between CONUS bases and deployed forces. The Trojan Spirit II is shelter mounted on two HMMWVs. The system's two workstations also enable the operators to receive and disseminate SIGINT databases and reports and UAS video. Trojan Spirit Lite bandwidth is adapted by the commercially provided network control station to support specific application and loading factors.

HIGH CAPACITY LINE-OF-SIGHT RADIO SYSTEM

3-80. The AN/TRC-190(V1) and (V3) LOS terminals are provided by the NSC and are used to connect the brigade CP with other similarly equipped units (at division, BCT, and battalion levels) to provide a high bandwidth LOS capability of up to 8 Mbps of data throughput.

Chapter 4
Intelligence

Intelligence is the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. (FM 3-0) This term also applies to the activity that results in the product and to the organizations engaged in such activity. (JP 2-0)

The purpose of intelligence operations is to support the commander's decision making by providing timely, relevant, accurate, predictive, and tailored intelligence about the enemy and the environment to support the conduct (plan, prepare, execute, assess) of operations.

The BFSB S-2 is the BFSB commander's primary advisor on all matters relating to intelligence, including the intelligence warfighting function and the Army intelligence enterprise. The BFSB S-2 section assists the S-2 in providing intelligence support to the BFSB commander, staff, and subordinate commands.

Intelligence operations in the BFSB are enhanced by the brigade's connectivity to the Army intelligence enterprise. Through its organic intelligence collectors, sensors, processors, satellite communications system, and CGS, the BFSB has the same capability to access data, information, and intelligence as its higher headquarters.

SECTION I – INTELLIGENCE WARFIGHTING FUNCTION

4-1. FM 3-0 states that commanders use warfighting functions to help them exercise battle command. A warfighting function is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives. The BFSB conducts operations to support the commander's intelligence requirements and SU. The intelligence warfighting function lies at the center of that mission.

4-2. The intelligence warfighting function encompasses the related tasks and systems that facilitate understanding of the OE, enemy, terrain, weather, and civil considerations. It includes tasks associated with reconnaissance and surveillance operations (including MI discipline collection) and is driven by the commander. Intelligence is more than just collection, however. It is a continuous process that involves analyzing information from all sources and conducting operations to develop the situation. (See FM 3-0.) The intelligence warfighting function comprises the following four primary Army intelligence tasks that facilitate the commander's visualization and SU of the OE:

- Support to force generation.
- Support to SU.
- Performing intelligence, surveillance, and reconnaissance.
- Support to targeting and information superiority.

4-3. These four functions and their critical subtasks frame brigade intelligence operations throughout the ARFORGEN process. See FM 2-0 for more information on the intelligence warfighting function.

4-4. The BFSB is concerned with the intelligence warfighting function at two levels. At echelons above brigade level, the BFSB performs intelligence, surveillance and reconnaissance. As a result, the BFSB is a

critical component of the supported higher headquarters' intelligence warfighting function. Its mission is driven by that commander's requirements and the orders produced by the higher headquarters. It feeds relevant information into the intelligence process of the supported headquarters. All other intelligence-related tasks are performed internally to the brigade.

4-5. Performing intelligence, surveillance, and reconnaissance is an activity that synchronizes and integrates collection assets and processing systems in direct support of current and future operations. It also integrates the intelligence and movement/maneuver warfighting functions, along with all the other warfighting functions.

4-6. The BFSB commander simultaneously uses all the warfighting functions at the BFSB level to accomplish the missions and tasks assigned to the brigade. This includes the intelligence warfighting function. As with any brigade-level organization, the BFSB requires intelligence and relevant combat information to enable the commander's decisionmaking process. The BFSB S-2 is responsible for providing staff intelligence support to the BFSB commander consistent with the intelligence warfighting function. As such, the BFSB S-2 is focused on the intelligence requirements of the BFSB commander, staff, and subordinate units. The BFSB's IPB process, threat assessments, and running estimates are geared toward enabling the BFSB commander to decide on COAs, resource allocation, and other decisions that enable the brigade to successfully accomplish its mission.

SECTION II – BRIGADE S-2 AND THE INTELLIGENCE ENTERPRISE

4-7. Within the assigned AO, the BFSB commander must understand the critical elements of the OE to plan and conduct operations. As discussed in Chapter 1, the OE is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. This includes the effects of threat, terrain, weather, and civil considerations (as summarized by the acronym ASCOPE—area, structures, capabilities, organizations, people, and events). The S-2 is the principal staff officer in the brigade responsible for analyzing and presenting information and intelligence for the commander on these areas.

4-8. The S-2 is also responsible for aiding the BFSB commander's understanding of how current and potential enemies organize, equip, recruit, train, employ, and control their forces. The S-2 aids the BFSB commander in understanding how the terrain and weather affect both friendly and enemy operations. This includes the military aspects of the terrain and weather as well as civil considerations. Additionally, the S-2 assists the commander in synchronizing reconnaissance and surveillance during mission planning and operations.

4-9. The Army intelligence enterprise is the sum total of the networked and federated systems and the efforts of MI personnel (including collectors and analysts, sensors, organizations, information, and processes) in providing the focus necessary to use the power of the entire intelligence community. The purpose of the Army intelligence enterprise is to provide technical support and guidance as well as information and intelligence architecture that efficiently and effectively synchronizes collection operations with analysis and production to enable/enhance the commander's SA (FM 2-0). In the BFSB, this includes all organic and attached assets and those echelon-above-brigade assets available through intelligence reach, which is discussed later in this chapter.

4-10. Although BFSB elements are not directly under the S-2's control, the S-2 can leverage the Army intelligence enterprise to assist in all areas of the intelligence warfighting function. Components of the enterprise are located throughout the BFSB. Their locations are the following:

- Brigade CP—
  - S-2 operations section.
  - ISR fusion cell.
  - CGS team.
  - Geospatial information and services (GI&S) element.
  - SATCOM team.

- HUMINT coordination element.
- Fire support cell.
- S-6 operations section.

- Reconnaissance squadron.
- MI battalion.
- NSC.
- Reconnaissance and surveillance platforms and organizations accessed through intelligence reach (Trojan, CGS, DTES, and special, purpose-built collection systems).

4-11. The Army intelligence enterprise is connected to the GIG through DCGS-A. It is distributed throughout the AO and supports the brigade's operations. It is the core of an integrated intelligence activity that emphasizes the development of staff SA and enhances the commander's SU. The S-2 leverages the Army intelligence enterprise using the brigade orders process, coordinated through the S-3 and approved by the commander.

4-12. BFSB MI discipline collection follows the Army's intelligence process as outlined in FM 2-0. Collection operations maximize the use of the brigade's battle command network (BCN) to synchronize them horizontally and vertically with other intelligence organizations operating in the commander's AOI. The decentralization of intelligence warfighting functional responsibilities and the capabilities of the BCN enable independent and dynamic collaborative analysis as well as the immediate development of staff SA and commander's SU at all echelons. By facilitating the rapid transfer of video, imagery, graphics, and text files that support operational planning, the BCN is a critical part of the Army intelligence enterprise.

4-13. The intelligence component of the BCN is the DCGS-A, which provides a suite of analytical tools, digital mapping capabilities, and collaboration software, carried on a subscriber network that links analysts together across the domain. These capabilities facilitate the following:

- Collection, processing, and fusing of sensor data (both technical and human).
- Distribution of sensor information and fusion products.
- Storage and retrieval of information and intelligence.
- Planning and execution of reconnaissance and surveillance operations.

4-14. See Appendix A for additional details on DCGS-A. Figure 4-1 illustrates the components and structure of the Army's digital intelligence network.

SECTION III – INTELLIGENCE SUPPORT TO PLANNING

4-15. An effective ISR plan must be based on the brigade's initial threat assessment and modified as the intelligence running estimate changes. The plan must also be synchronized with and integrated into the brigade scheme of maneuver and updated as that scheme of maneuver changes. Properly synchronized reconnaissance and surveillance planning begins with the development of threat characteristics, enemy situation templates, enemy COA statements, and an enemy event template/matrix. Planning ends with well-defined CCIR and collection strategies based on the situation and commander's intent. Using critical thinking principles from FM 2-0 and advanced analytical techniques described in emerging doctrine, the intelligence section presents unbiased, logical, and well-reasoned intelligence assessments to drive collection.

PLANNING OVERVIEW

4-16. During mission planning in the BFSB, the S-2 must give the commander an accurate, detailed analysis of enemy disposition, intent, and characteristics; provide a projection of where and how the enemy is deployed in the AO; describe where and how the enemy will maneuver; identify targets; and assist the S-3 in developing and executing a plan that helps the commander fulfill the tasks the supported higher headquarters has directed the BFSB to accomplish. Once the BFSB begins operations, the S-2 must continually ensure that intelligence running estimates provide the BFSB commander with the information

required to make informed decisions. The S-2 also recommends modifications to the BFSB plan. To accomplish all of this, the S-2 leverages the Army intelligence enterprise.

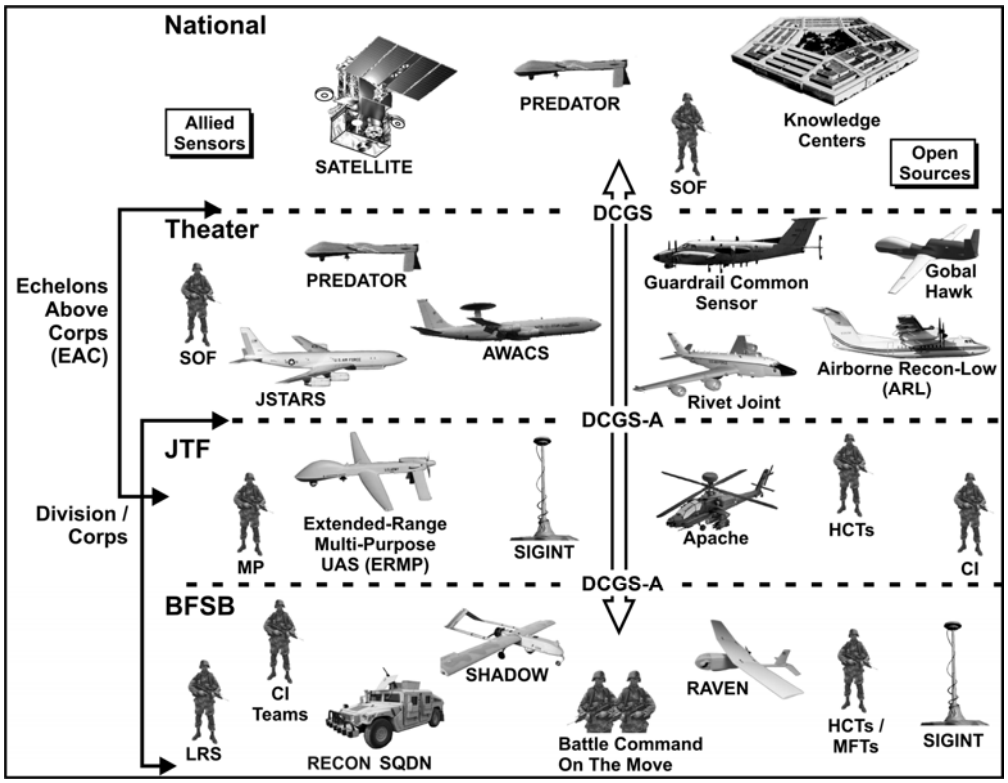

Figure 4-1. Digital intelligence network

4-17. Reconnaissance and surveillance planning is a continuous and cyclical process. However, there are critical points in the planning process when the S-2 and the S-3 must specifically consider aspects of ISR synchronization. These critical points include mission analysis (determine the initial ISR plan), COA analysis, and development of detailed intelligence indicators.

4-18. BFSB intelligence planners are focused on helping the BFSB commander make timely decisions and develop effective plans and orders. During mission analysis, the intelligence staff ensures the commander understands the enemy situation and how the environment may impact operations. During COA development and comparison, the intelligence staff provides tactically sound—and often politically relevant—recommendations to support the commander in selecting a COA. In addition, the MI battalion commander provides recommendations to the brigade commander on the employment of MI battalion assets. After the commander makes a decision, the intelligence staff prepares the intelligence portion of the plan or order, coordinating all necessary details with higher and adjacent headquarters as well as subordinate commands.

4-19. During the MDMP, the brigade intelligence staff is responsible for developing a specific set of intelligence products and tools during the planning process in accordance with the guidance and timelines established by the XO. Formal planning begins with the receipt of mission from higher headquarters or as directed by the commander. Prior to formal planning, however, the intelligence staff must perform extensive preparation and advanced analysis to adequately satisfy the requirements identified in FM 5-0.

4-20. The S-2 begins planning and preparation during the reset phase of the ARFORGEN cycle. The S-2 builds the knowledge base of the intelligence staff prior to the start of any formal mission analysis. This includes developing an understanding of the enemy, the terrain, and civil considerations of any anticipated AO. Equally important, the staff either receives or constructs the digital geospatial products necessary to conduct the MDMP. The construction of digital overlays using digital mapping tools and other software

conduct the MDMP. The construction of digital overlays using digital mapping tools and other software applications is a good example of this. The amount of time required to build the graphic enemy and terrain overlays the staff needs to conduct planning is significant. It takes even more time to build the civil infrastructure overlays required for urban operations. Even if the brigade receives this information from its higher headquarters, it may not be in a format the commander and staff need to conduct brigade planning. Documents, graphics, and spreadsheets may need to be converted to digital products accessible and useful for all members of the BFSB staff.

4-21. One critical subtask is to generate knowledge. The end state of the "generate knowledge" process is the development of four general baseline datasets: threat, terrain, weather, and civil considerations. The commander's stated intelligence requirements or the situation may require additional baseline datasets. The format of the data files needs to be compatible with the brigade's digital systems and architectures.

4-22. To accomplish this task, the S-2, based on guidance from the brigade commander, focuses the brigade's intelligence operations on specific threat forces around the world, continually gathering and refining data throughout the ARFORGEN cycle. This results in the intelligence staff being as prepared as it can be to begin planning upon receipt of the mission.

4-23. During ARFORGEN, the brigade uses intelligence reach to remain connected to the digital network and has continuous access to DOD secure websites. This includes networks established by its higher headquarters and forward-deployed units operating in a theater of war. This gives the S-2 the ability to exercise intelligence reach even when not deployed. Intelligence reach is exercised as part of the brigade's collective training at the CTCs and ensures the intelligence team is trained and prepared for combat operations.

INTELLIGENCE REACH

4-24. Intelligence reach is the process by which deployed military forces rapidly access information, receive support, and conduct collaboration and information sharing with other units (deployed in theater and from outside the theater) unconstrained by geographic proximity, echelon, or command. See FM 2-0 for a detailed explanation of this process.

4-25. The BFSB depends on intelligence reach to provide a significant amount of the raw information, finished intelligence, and/or the extended sensor coverage it needs to conduct full-spectrum operations. Because of this dependency, it is critical for the brigade S-2 to establish intelligence architecture for the BFSB that includes all relevant support organizations. These organizations include the individual agencies and organizations in the national, DOD, Army, Navy, Air Force, Marine, theater, and Army Service Component Command (ASCC) intelligence communities.

4-26. Much of the information required by brigade intelligence analysts does not reside in easily searchable databases. Instead it is maintained in data files located on various open-source and DOD web pages. Therefore, the ability to rapidly search the domain for required information is critical to the S-2's ability to leverage all available knowledge in support of brigade operations. The intelligence processor on the BCN—the DCGS-A—provides the search engine capability necessary to accomplish this task. DSGS-A data-mining and visualization tools provide subscriber analysts with the ability to conduct user-defined automated searches of internal and external websites throughout the GIG.

4-27. As described in Appendix A, DCGS-A is configured as part of LandWarNet and resides on a joint, "flat," web-based intelligence architecture, allowing Soldiers and commanders to access, search, and visualize intelligence across the domain. This "flat" network provides analysts at all echelons and locations access to data (both intelligence and combat information) across all classification levels. It helps them understand direct/indirect relationships across complex social, economic, and organizational networks over time. It also supports localized operational fights and geographically dispersed analysts conducting intelligence reach operations, tactical overwatch, and training. This "net-centricity" allows the brigade to get the most out of its personnel and intelligence assets by connecting both into the same analytic network.

COORDINATION BETWEEN BFSB S-2 AND SUPPORTED G-2/J-2

4-28. Coordination between the BFSB S-2 and the supported higher headquarters' G-2/J-2 is critical to ensure synchronization and assessment of reconnaissance and surveillance tasks and the sharing of information and intelligence-related products. The BFSB S-2 relies on the supported headquarters G-2/J-2 to provide the following initial intelligence products necessary to assist in planning BFSB operations:

- Enemy organizational charts (including electronic order of battle).
- All available information regarding enemy operational art and tactics, techniques, and procedures.
- Enemy situation templates and COA statements for all enemy COAs.
- Event template/matrix.
- High-payoff target list (HPTL) and high-value target list (HVTL).
- Target packages on areas, structures, and individuals tasked out for reconnaissance, surveillance, or target acquisition.
- Terrain analysis products showing the military aspects of terrain and its effects on friendly and enemy operations for the AO.
- Urban terrain analysis products showing the military aspects of urban terrain and its effects on friendly/enemy forces conducting urban combat.
- Analysis of civil and cultural considerations, including IPB overlays as well as IO, civil affairs, and psychological operations (PSYOP) assessments.
- Weather conditions and effects on BFSB sensors, Soldiers, and equipment.

4-29. Before the supported headquarters' order and the associated products are issued, the BFSB S-2 conducts parallel and collaborative planning with the higher headquarters staff to maximize planning time. Upon receipt of the products from the higher headquarters, the BFSB S-2 refines the products to the needs of the BFSB and develops any additional products required.

4-30. Based on priorities, resources, and time available, the supported G-2/J-2 provides additional threat, terrain, and weather special assessments as requested by the BFSB commander. Figure 4-2 illustrates the relationship between the supported unit and BFSB staffs.

SECTION IV – SUPPORT TO BFSB OPERATIONS

4-31. Intelligence supports operations by providing intelligence products tailored to the specific needs of the commander and provided in a timely manner that allows for the commander and staff to successfully plan and conduct battles and engagements. For the BFSB, these products support the unit's mission.

ISR SYNCHRONIZATION

4-32. ISR synchronization is the task that accomplishes the following:

- Analyze information requirements, intelligence requirements, and intelligence gaps.
- Evaluate available assets internal and external to the organization.
- Determine gaps in the use of those assets.
- Recommend units and assets controlled by the BFSB to collect on the CCIR, and submit RFIs for adjacent and higher collection support.

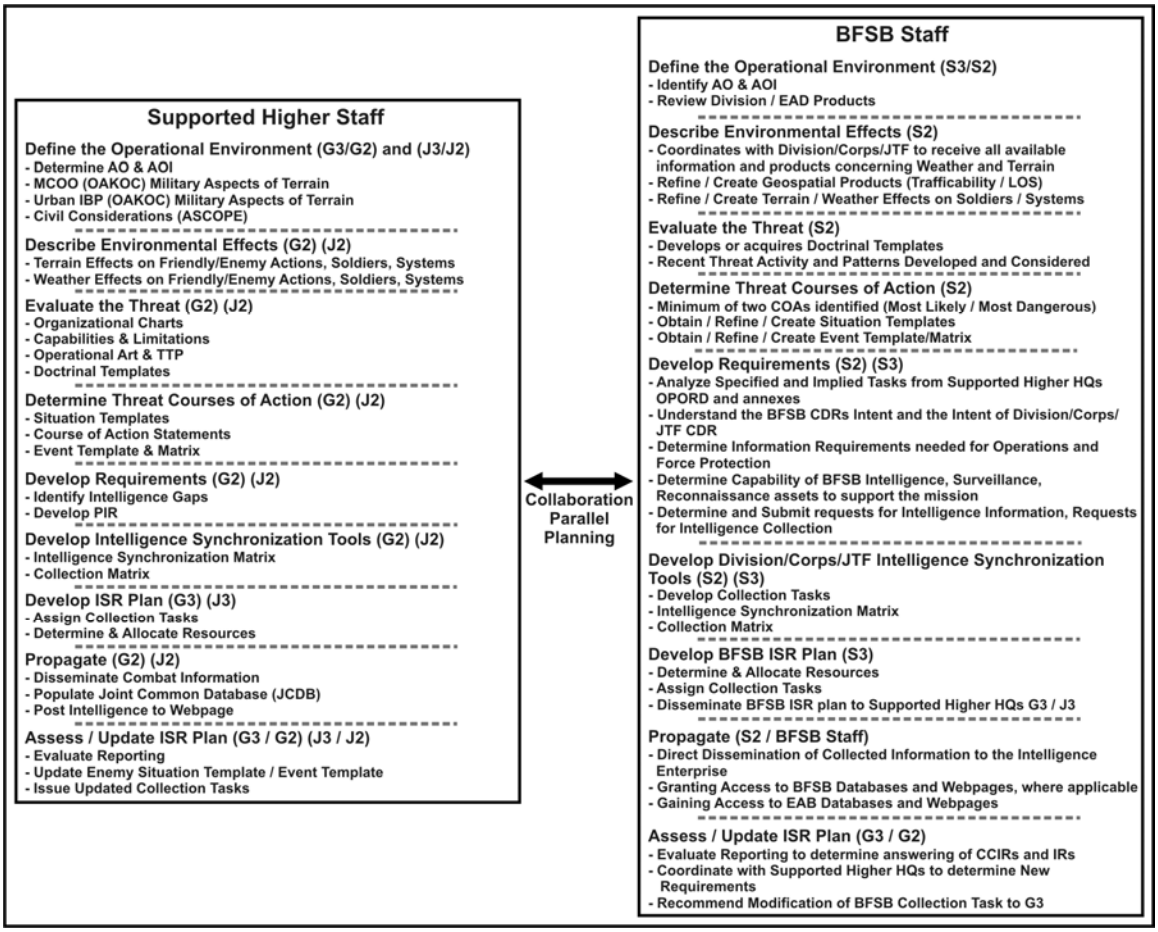

Figure 4-2. Relationship of supported staff and BFSB staff

4-33. ISR synchronization ensures that reconnaissance and surveillance; intelligence reach; and RFIs result in successful reporting, production, and dissemination of information, combat information, and intelligence to support decisionmaking. (See FM 3-0.)

4-34. The BFSB is involved in ISR synchronization at two levels. First, the BFSB collaborates with the supported headquarters as it conducts ISR synchronization. Second, the BFSB staff, led by the S-2, conducts its internal ISR synchronization as part of the planning process. The internal ISR synchronization is a critical part of balancing asset allocation between the information the BFSB requires to plan and execute its mission and the mission requirements to collect information for the supported headquarters. For detailed information on ISR synchronization, see FMI 2-01.

SYNCHRONIZATION PROCESS

4-35. The BFSB S-2—in conjunction with the entire staff—conducts ISR synchronization through a process that includes the following six continuous activities, as illustrated in Figure 4-3:

- Develop requirements.
- Develop ISR synchronization tools.
- Conduct ISR integration.
- Disseminate.
- Assess operations.
- Update operations.

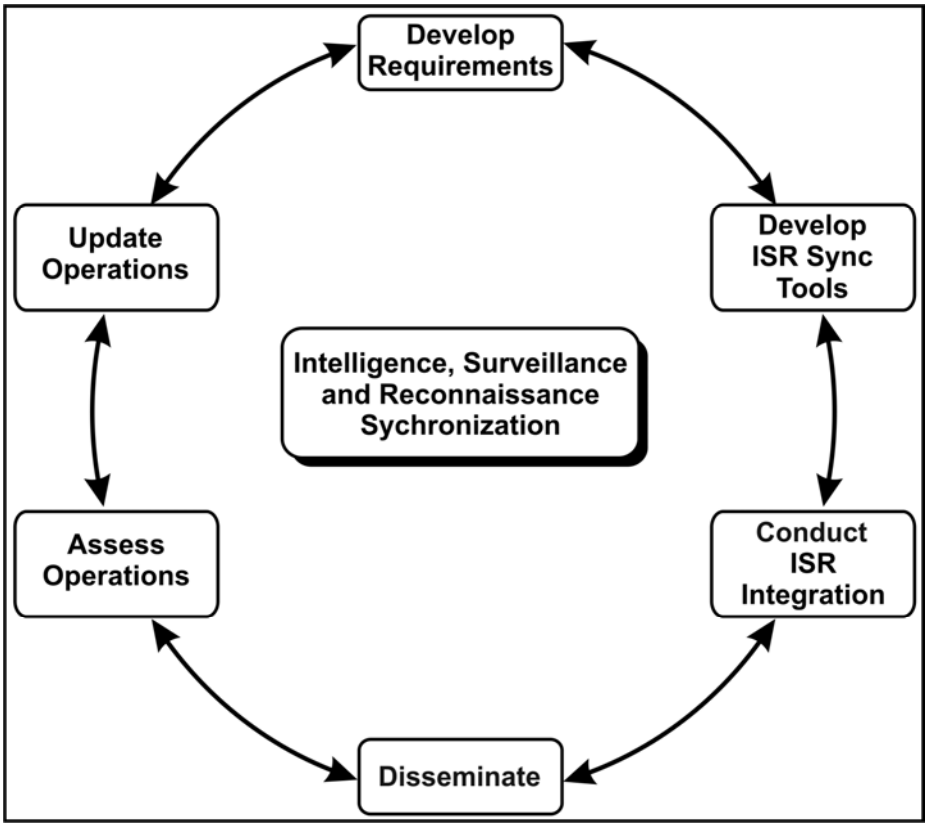

Figure 4-3. ISR synchronization activities

DEVELOP REQUIREMENTS (REQUIREMENTS MANAGEMENT)

4-36. Requirements management is the process of identifying, prioritizing, and refining gaps in data, relevant information, and knowledge concerning the OE that must be resolved for the commander to achieve SU. Requirements are developed prior to conducting an operation and during ongoing operations.

4-37. This activity highlights the complex nature of the BFSB and the critical relationship between the brigade S-2 and S-3. The BFSB both collects in support of intelligence requirements and has requirements of its own. Some requirements will come through the higher headquarters' OPORD as a mission to the BFSB. Others are internal BFSB requirements that are developed as a result of the mission the BFSB is assigned.

4-38. BFSB internal intelligence requirements are developed during the planning process and are continuously refined throughout the conduct of operations. They are a result of constant collaboration among the warfighting functions. While the entire staff contributes to this effort, the S-2 is the primary element responsible for developing requirements. Effective requirements management depends on detailed IPB. This includes the maintenance of the intelligence running estimate and development of enemy situation templates/COA statements and event templates/matrices. Most important, this process is driven by very specific, detailed, and well-thought-out intelligence analyst requirements. Timely development of an event template/matrix consistent with the brigade battle rhythm is critical to the development of the decision support template, intelligence synchronization matrix, and reconnaissance and surveillance overlay and to the execution of operations.

4-39. The ISR synchronization matrix is used by the S-2 to ensure that collection tasks are tied to the scheme of maneuver in time and space and to effectively link reconnaissance and surveillance to maneuver and effects. Lessons learned from OIF and OEF show that this matrix is the easiest and most effective tool yet developed to synchronize reconnaissance and surveillance operations. It has proven to be very

effective in identifying gaps in collection and sensor coverage as well as in communicating ongoing reconnaissance and surveillance operations to the commander and staff. The matrix is typically constructed in spreadsheet format and is always accompanied by an overlay that graphically depicts the information contained in the matrix. The S-2 uses it to synchronize reconnaissance and surveillance operations in the same way an S-3 uses the maneuver synchronization matrix to synchronize the overall brigade scheme of maneuver. The S-2 also uses the matrix, along with its associated overlay, to brief reconnaissance and surveillance operations as required by the brigade battle rhythm. The S-2 develops and modifies the matrix based on the current intelligence running estimate, enemy situation overlay, stated requirements, and event template/matrix. The ISR synchronization matrix generally has five parts: a threat timeline, friendly timeline, focus, assets, and coverage timeline. Figure 4-4 illustrates an example ISR synchronization matrix.

DEVELOP ISR SYNCHRONIZATION TOOLS

4-40. The S-2 uses ISR synchronization tools to track planned and ongoing reconnaissance and surveillance operations. These tools are not tasking documents and are used solely as working aids that facilitate the synchronization of collection and analytical efforts across the brigade. Although there are no doctrinal formats for these working aids, two tools have been commonly used together in contemporary operations in Iraq and Afghanistan to assist the S-2 in this task. These tools are the ISR synchronization matrix and the collection matrix. Refer to FMI 2-01 for information on how to develop and use the tools.

4-41. While it is the S-2's responsibility to track internal requirements, it is the S-3's responsibility to track mission accomplishment of the requirements assigned to the BFSB by the supported headquarters.

4-42. The ISR synchronization matrix is a product the S-2 uses to enable operations with the current threat assessment and friendly scheme of maneuver. This product and process is a way to synchronize and communicate reconnaissance and surveillance tasks horizontally and vertically across commands. What it does not do, however, is provide the detail needed to perform technical control of the effort. The S-2 uses a collection matrix to assist in managing this effort. The collection matrix is an analysis tool that links the BFSB commander's PIR to the commander's lines of operation and/or decision points. It links collection requirements to NAIs/TAIs, provides the task/purpose for the collection task, and provides detailed collection and reporting requirements. The collection matrix is constructed in spreadsheet format and comprises individual worksheets for the brigade and each of its subordinate battalions. It is posted to the brigade webpage and is updated as needed by the S-2 at each echelon. Like the ISR synchronization matrix, the collection matrix is not a tasking document; it is not published as part of the base order. It is a working aid maintained on the brigade webpage to assist the intelligence staff in synchronizing internal operations across echelon.

CONDUCT ISR INTEGRATION

4-43. ISR integration is the task of assigning and controlling the BFSB's assets in terms of space, time, and purpose to collect and report information as a concerted and integrated portion of the BFSB's operations. This is a complex task, given the need to balance the allocation of resources against the mission requirements of both answering the supported headquarters' intelligence requirements and answering those of the BFSB itself. This task is the responsibility of the S-3. It ensures assignment of the appropriate assets, sensors, and reconnaissance Soldiers to collection tasks through a deliberate effort supported by the entire staff across all warfighting functions.

4-44. During ISR integration, responsibility for operations transitions from the S-2 to the S-3. ISR synchronization and ISR integration result in a fused effort focused on answering the supported commander's intelligence requirements and those of the BFSB through reconnaissance and surveillance tasks translated into orders. The S-3, with input from the S-2, develops tasks based on specific requirements developed by the supported higher headquarters and internal to the BFSB. These specific intelligence requirements facilitate tasking by matching requirements to assets.

4-45. The S-3 assigns tasks based on the latest time/event and the capabilities and limitations of available BFSB assets. The S-2 assists the S-3 in ensuring intelligence requirements are identified, prioritized, and

validated. The S-2 also assists the S-3 in ensuring a BFSB ISR plan is developed and synchronized with supported higher unit operations.

4-46. ISR integration is vital in controlling limited assets. It includes integrating echelon-above-brigade assets into the ISR plan. The S-2 assists the S-3 in conducting ISR integration by developing orders, monitoring the current situation to predict changes to the enemy situation, and recommending changes to the ISR plan. All changes to the ISR plan are approved by the S-3 and are issued in a FRAGO. This includes dynamic retasking and ad-hoc mission changes.

4-47. As is the case with other brigades, the BFSB S-2 and S-3 closely share the responsibility for monitoring reconnaissance and surveillance operations. The S-3 monitors ongoing operations and the status of assets under the C2 of BFSB. The S-3 tracks and briefs this information as part of the daily battle rhythm. The S-2 monitors and briefs the status of assets outside the BFSB. The S-2 also plays a critical role by evaluating the effectiveness of ongoing collection activities and making recommendations to the BFSB commander and S-3 on changing current missions and taskings. The key to success is for the S-2 and S-3 to have clearly defined areas of responsibility and be able to work together synergistically with the staff. The tools used to facilitate this process are the ISR synchronization matrix, its associated overlay, and the PIR.

DISSEMINATE

4-48. The timely and accurate dissemination of combat information is critical to successful operations. Information and intelligence in the BFSB is delivered as voice, text, graphic, or digital media. Voice data is disseminated over tactical radios on the command net or the operations and intelligence net. Text, graphic, and other digital media are disseminated over the BCN by Army Battle Command System (ABCS), including FBCB2, and are deposited in the Joint Common Data Base (JCDB), e-mail accounts, chat rooms, and the brigade webpage. Information posted to the webpage is not considered to be disseminated until the S-2 ensures that subscriber-users have actually received the product. Though information and intelligence is injected into the BCN from multiple points across the AO, the brigade S-2 is responsible for ensuring the precise amount of information is being transmitted and stored in the appropriate format and at the proper security classification required to support an operation or decision. To accomplish this, the S-2 monitors daily reporting to ensure all elements are disseminating data consistent with the brigade digital reporting SOP. This includes validating data posted to the intelligence portion of the brigade webpage and information reported directly to the supported higher headquarters.

ASSESS OPERATIONS

4-49. The S-3 monitors current operations, considers the collection requirements associated with future operations, and integrates new information provided by the intelligence running estimate to determine what critical pieces of information are missing from the BFSB commander's estimate or SU. Along with the S-2, the S-3 tracks reporting to determine how well the unit's efforts are satisfying internal PIR as well as accomplishing the BFSB's assigned mission. As the supported headquarters' enemy event template and the friendly decision support template are modified, the S-2 updates the ISR synchronization matrix to ensure BFSB operations remain focused on determining enemy COAs, locating HVTs, and enabling the supported commander's decisions.

UPDATE OPERATIONS

4-50. Updating operations is the adjustment of the overall ISR plan to keep the effort synchronized with current operational requirements. The S-2 recommends to the S-3 the removal of satisfied requirements and the addition of new requirements to be assigned for collection. Additionally, the S-2 must continuously update the ISR synchronization matrix and its overlay based on input from the supported unit G-2/J-2 and BFSB subordinate units. This process keeps the brigade's collection and exploitation capability optimized as the situation changes. All changes to operations are issued by the S-3 in an oral or written FRAGO. This includes PIR, collection tasks, and reporting requirements.

4-51. FMI 2-01 contains greater details on the roles of the intelligence officer and intelligence staff in conducting ISR synchronization and ISR integration.

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Chapter 5

Movement and Maneuver

The BFSB has two roles in support of its higher headquarters. One of its roles is to conduct reconnaissance and surveillance operations (including MI discipline collection) to answer the supported commander's PIR or other intelligence requirements. Unlike its MI brigade predecessors, the BFSB has the C2 capability and the organic assets (specifically in the reconnaissance squadron) to execute these tasks. The reconnaissance squadron enables the BFSB to conduct operations either in a small AO of its own or in unassigned areas within the supported unit's AO. As the BFSB commander and staff conduct their mission analysis, they will determine whether or not these assets and capabilities are sufficient to accomplish the mission. If not, the BFSB will request augmentation with assets from Army or joint supported higher headquarters such as the theater MI brigade.

Like its Army of Excellence MI brigade predecessors, the BFSB's other mission is to serve as a source provider to augment the MI discipline collection capabilities of division, corps, and JTF subordinate brigades. The primary source of augmentation from the BFSB comes from the MI battalion in the form of HUMINT and technical collection assets. The higher supported headquarters tasks the BFSB to provide assets to other brigades under its control based on METT-TC developed during the planning process. Once these assets have been detached consistent with the OPORD, the remaining assets stay under BFSB control to answer the supported higher commander's PIR.

This chapter addresses how the BFSB employs its available assets to maximum effect, with a brief discussion of augmentation. (Refer to Chapter 2 for a discussion of the BFSB's augmentation concept.) As discussed in this chapter, the BFSB is a full-spectrum force capable of making significant contributions regardless of the dominant operational theme.

SECTION I – BFSB OPERATIONS

GENERAL CONCEPT

5-1. The supported higher headquarters focuses BFSB collection efforts through the ISR plan. This is a collaborative effort within the supported staff, with the G-3/J-3 and G-2/J-2 as the leads, and should include collaboration with the BFSB. The ISR plan focuses BFSB collection efforts by clearly defining the CCIR and prioritizing other intelligence requirements for collection. This gives the BFSB commander greater flexibility to allocate—and when necessary reallocate—his resources to answer the supported headquarters' PIR. In some cases, the size of the AO or the nature of the collection target will exceed the organic collection capability of the BFSB. When this happens, the supported higher commander can either augment the BFSB's capability or accept risk given its established focus and priorities.

5-2. The BFSB is a full-spectrum force that employs complementary and, in some cases, unique reconnaissance and surveillance assets, including both organic and augmenting technical and human collectors. These assets include scouts, LRS teams, and MFTs. As noted, BFSB capabilities are designed to answer intelligence requirements of the supported commander and staff. These capabilities also enhance the commander's SU by contributing information to all aspects of the COP, including environmental, civil-military, threat, and friendly force considerations. The quality and timeliness of this information enhances the supported higher commander's ability to make and adjust plans, allocate the six warfighting functions, focus operational effort, fight, and win.

5-3. The supported higher commander issues mission orders, and the BFSB executes those orders within the stated intent and priorities. The G-2/J-2 sets priorities for collection, and the BFSB and other subordinate brigades are tasked by the G-3/J-3 to collect inside their AOs. The supported staff does not manage the brigade's collection assets. It is imperative that the BFSB commander closely coordinate with the supported staff (G-2/J-2 and G-6/J-6) to ensure that a robust communications infrastructure is in place to support the timely collection and processing of data and information.

5-4. The G-2/J-2 has a special relationship with the BFSB commander. By doctrine and organizational design, the G-2/J-2 is the senior supported intelligence officer. As such, the G-2/J-2 must fully understand all operational dimensions (time, space, and terrain) and parameters (current and future operations—blue, red, gray) of the OE and the unit's AO. The G-2/J-2 is responsible for developing ISR synchronization products. The BFSB commander is responsible for collecting and reporting combat information as assigned by the G-3/J-3. Because the BFSB provides critical information the G-2/J-2 requires, there must be constant and close coordination between the G-2/J-2 and the BFSB commander to ensure that supported higher unit intelligence requirements are met and that BFSB units and assets are tasked and retasked as required.

5-5. There must be continuous collaboration between the supported higher unit and the BFSB during all phases of the operation. The supported headquarters determines intelligence requirements and prioritizes them. It also develops the intelligence synchronization and ISR plans. As part of the ISR plan, the supported headquarters tasks subordinate units to collect against the requirements. At the same time, the BFSB develops its plan to collect against the tasks it is assigned by the supported headquarters. The BFSB determines the information it requires to execute its collection tasks and identifies gaps in its capability to collect against supported higher unit requirements. It also determines the resources needed to accomplish its mission and reports to the higher headquarters. This exchange assists the supported unit in determining collection gaps, and it can either allocate additional resources to fill the gaps or request assistance from its higher headquarters. The BFSB finalizes its plan and tasks its subordinate units to collect against the supported unit's prioritized requirements. As the information is collected, the BFSB sends the information to the supported higher unit, where it is analyzed and developed into intelligence. Once the supported headquarters determines that a requirement has been satisfied or priorities have changed, the BFSB retasks its assets to meet the changing requirements. This is a continuous process throughout the operation.

5-6. Reconnaissance and surveillance support begins early in the planning process and continues throughout the operation. The BFSB conducts continuous reconnaissance and surveillance, focusing on supported higher unit CCIR, PIR, other intelligence requirements, and priorities. Simultaneously, the BFSB applies the seven fundamentals of reconnaissance and manages its collection assets to accomplish its mission in the most efficient manner possible.

5-7. The BFSB's functional staff and robust C2 network enable the brigade to conduct missions over a broad area while retaining the ability to communicate both internally and externally through voice and digital C2 systems. The BFSB's modular design and purpose-built staff provide the capability for C2 of various nonorganic reconnaissance, surveillance, and other collection assets when performing its mission. Additional assets like ground reconnaissance and manned aviation may give the BFSB the increased ability to conduct reconnaissance and appropriate security missions (screen and area security) consistent with enemy capabilities.

Note. Security missions such as guard and cover, as well as offensive operations and reconnaissance in force, are normally assigned to BCTs.

5-8. Information collected by the BFSB is assessed by the brigade staff to ensure tasked intelligence requirements have been satisfied. All of this information is passed to the higher headquarters for full assessment, fusion, and dissemination. The information is also posted to a distributed database for access by commanders, units, and analysts. If the information is critical to a specific brigade, it is reported to the G-2/J-2, with copy-furnished information sent directly to the brigade of interest. An example would be a brigade's PIR that is sent to a division as an RFI. The division may add the brigade's PIR to its priority list for collection by the BFSB. Once the BFSB collects the necessary information, it reports it directly to the requesting brigade for action. The result of BFSB collection activities often cues other actions. As the BFSB collection effort identifies potential targets, the brigade makes this information available to the division, fires brigade, CAB, and BCTs. Since the bulk of the intelligence analysis capability resides with the G-2 staff, the division develops target handoff criteria in coordination with the other brigades in the division. For instance, the BFSB may locate an HPT in the unassigned area and pass the target off to the fires brigade or CAB for attack. Alternatively, the BFSB may pass off an HVT to a BCT as the target moves into the BCT's AO.

ORGANIZATION FOR COMBAT

5-9. The task organization of the BFSB has a significant impact on how it operates. The supported unit commander must consider options for the BFSB's employment as he directs the staff through the MDMP. He can consider the benefits of task organizing some, all, or none of the BFSB's organic assets to supported units. For example, the BFSB may attach an MFT to the unit's main effort to facilitate exploitation of a critical threat facility once it is seized. Allocating assets to the BFSB is also a primary consideration. Providing it with OPCON of a reconnaissance troop from a BCT's reconnaissance squadron, for example, would reduce the combat power and collection capability of that BCT, but such an action might allow the BFSB to accomplish a mission critical to the outcome of the overall supported unit mission. Such an organizational move may also reduce the size of the BCT AO and allow the BCT to focus its efforts on the threat more efficiently.

INTERNAL TASK ORGANIZATION

5-10. Task organization internal to the BFSB has its own benefits and challenges. Unless the BFSB is operating in a benign environment or under the protection of another organization, security for the CI, HUMINT, and technical collection teams is a primary consideration. Task organizing the reconnaissance squadron and the MI battalions allows the BFSB to create task forces with the capability to conduct reconnaissance and to securely employ MI discipline collection assets, although not necessarily simultaneously. Providing security for MI discipline collection operations limits the assets available to conduct ground reconnaissance. Attaching HUMINT and technical intelligence assets to a unit whose mission is to conduct reconnaissance may limit the ability of HUMINT and other collectors to execute their primary function outside of the reconnaissance mission.

AUGMENTATION

5-11. In addition to its internal task organization, the supported headquarters may task organize the BFSB with additional assets based on the situation and the mission assigned to the BFSB. These additional capabilities may be attached, under the OPCON or tactical control of the BFSB. Some potential capabilities that could augment the BFSB include, but are not limited to, the assets covered in the following discussion.

Ground Reconnaissance and Surveillance

5-12. These assets provide the capability to conduct additional, detailed route, area, and zone reconnaissance. They can also provide additional capability to conduct a screen. Company-size units should be attached or under OPCON to the reconnaissance squadron, but they can operate directly under the BFSB based on the mission and unit capabilities. See FM 3-20.971 for more information.

Manned Aviation

5-13. Manned rotary-wing aviation assets would usually be under OPCON of the BFSB. These assets work best when employed with ground reconnaissance assets, but can also be used independently. Manned rotary-wing aviation provides the BFSB with the capability to conduct route, area, and zone reconnaissance more rapidly, although not with the same fidelity as ground assets. It does provide greater range and speed for reconnaissance missions. These assets also provide greater breadth and depth to a screen. Depending on the situation and capabilities, manned rotary-wing aviation can provide fires for the reconnaissance troops or the LRSC. Attack reconnaissance aircraft focus on providing quick-reaction fire support through close combat attack to BFSB forces in contact and aerial interdiction against HVTs. This is particularly valuable when fires are needed to support disengagement from enemy forces.

5-14. Manned aviation is also critical to the BFSB for insertion, extraction, and resupply of LRS and ground reconnaissance teams. An aviation task force—in direct support with reconnaissance, attack, and utility aircraft—can facilitate these missions. The reconnaissance squadron staff, with the BAE and aviation task force staffs, plans these missions. See FM 3-04.111 for more information.

5-15. The BFSB can also employ manned fixed-wing assets. The fire support element, ADAM/BAE, and Air Force TACP (if assigned) work together to plan, request, and control these assets. They primarily provide fires, as needed, to support disengagement from the enemy or the extraction of LRS teams. In some cases, they can be employed against HVTs observed by BFSB units.

Unmanned Aviation

5-16. The BFSB may receive MQ-1C (ERMP) UASs in direct support from the CAB. ERMPs enable the BFSB to conduct surveillance of NAIs or to conduct area or route reconnaissance over greater distances or extended time periods. These assets can work effectively with ground assets, such as LRS or mounted reconnaissance platoons. Although armed UASs could support BFSB operations in special circumstances, they typically will not do so. The additional weight of the weapon systems reduce UAS range and loiter time and detract from their primary reconnaissance and surveillance mission. The additional weight also reduces the collection payload the UAS can carry and therefore its overall capability. See FM 3-04.155 for more information.

Maneuver Units

5-17. The BFSB can receive company-size maneuver units, either attached or under OPCON or tactical control. Maneuver units provide additional security for MI battalion collection assets in a high threat environment. They can also enhance the BFSB's ability to provide area security within an AO.

Fires Units

5-18. The BFSB can receive fires assets in either a command or support relationship. The BFSB has no organic fires assets and must rely on fires from the fires brigade or joint fires. Based on the mission, the supported higher headquarters determines the best means of providing the BFSB with fires and task organizes its assets accordingly.

Engineer Units

5-19. Engineer assets can be attached or placed under OPCON or tactical control of the BFSB. They should come with a headquarters to augment the BFSB planning staff and provide maneuver enhancement expertise. Engineer assets can provide the BFSB with functionally specific reconnaissance capabilities, such as engineer reconnaissance teams; allow for increased mobility through route clearance teams; and enhance survivability through construction or earth-moving assets. See FM 3-34 for more information.

RECONNAISSANCE AND SURVEILLANCE OPERATIONS

RECONNAISSANCE

5-20. Reconnaissance is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (FM 3-0). The BFSB conducts reconnaissance to collect specific information to answer PIR or other intelligence requirements.

5-21. The BFSB conducts route, zone, and area reconnaissance using assets from the reconnaissance squadron and the UAS platoon, potentially augmented by other MI battalion assets. If a zone reconnaissance is required, a mission analysis must be conducted to determine if the mission is consistent with the brigade's capabilities. The BFSB is a lightly armed organization and, as a general rule, does not fight for information as a brigade. When directed by the commander or when chance contact occurs, however, small units within the organization may be required to fight for information at their level.

5-22. If directed or required to fight for information based on exceptional circumstances, reconnaissance elements will follow the constraints of the engagement criteria within the commander's reconnaissance planning guidance. The BFSB is not intended to conduct reconnaissance in force. If reconnaissance in force is required, it will usually be tasked to a BCT.

SURVEILLANCE

5-23. Surveillance is the systematic observation of aerospace, surface, or subsurface areas, places, persons, or things by visual, aural, electronic, photographic, or other means (FM 2-0). Although passive in nature, surveillance can include active measures such as employment of HUMINT teams, UASs, and LRS assets to collect the required information. Whether surveillance is active or passive, stealth is critical to most missions. If the threat can determine it is under surveillance, it could employ a change in patterns, an increase in military deception, passive counterdetection measures, or active measures to eliminate the surveillance (such as increased patrols to detect LRS or increased antiaircraft defense to shoot down UAS).

5-24. Surveillance can be a stand-alone mission or a subset of a reconnaissance mission. An example of surveillance as a stand-alone mission is a Prophet conducting electronic surveillance of threat communications. Alternatively, a reconnaissance troop may conduct an area reconnaissance to confirm or deny threat presence and then establish surveillance of an NAI to collect information on threat movements through the area.

MI DISCIPLINE COLLECTION

5-25. MI discipline collection is an element of reconnaissance and surveillance. Reconnaissance and surveillance operations collect information and data about threat/enemy forces, activities, facilities, and resources, as well as information and data concerning the OE—terrain, weather, and civil considerations (summarized by the acronym ASCOPE—area, structures, capabilities, organizations, people, and events). Successful reconnaissance and surveillance operations result in the timely collection, processing, and reporting of relevant information. This relevant information forms the foundation of intelligence and SU. The difference in collection operations between the BFSB and a BCT does not necessarily reside in the equipment within each organization or even in the tactics, techniques, and procedures for collection at the

platform through company levels. The difference lies in the ability of the BFSB to synchronize and integrate the mix of capabilities into a focused effort.

5-26. The BFSB provides a combined collection capability that better answers the supported higher commander's PIR. By combining a variety of collection assets and capabilities under one command, the brigade simplifies the process of synchronizing and integrating collection. The BFSB may use TUAS to provide the initial location of a threat C2 node and use it to cue a LRS team, which can then provide long-duration surveillance. The BFSB can mix assets such as SIGINT and HUMINT. For example, a HUMINT team collects information on an HVT and then uses SIGINT intercepts to confirm the HUMINT information. Finally, the BFSB's capabilities allow it to use redundancy for critical collection missions to ensure that even if one asset is lost, the required information can still be collected. An example would be placing MASINT assets, such as unattended ground sensors with motion-activated video feeds along a critical avenue of approach to identify threat movement and placing additional "eyes on" in the form of a reconnaissance platoon to monitor the NAI. This would help to ensure that critical pieces of information are provided to the commander when he needs them. In short, the BFSB can leverage the intangible advantages gained from routinely training and fighting as an integrated reconnaissance unit by task organizing internally to answer critical supported higher unit PIR.

SIGINT Operations

5-27. SIGINT provides intelligence to the commander based on intercepted communications and provides transmitter location data. It provides intelligence on threat capabilities, disposition, composition, and intentions. In addition, SIGINT provides targeting information for the delivery of lethal and nonlethal fires.

5-28. Determining the SIGINT requirements and the task organization of the BFSB's SIGINT assets is a critical process conducted by the BFSB's supported headquarters in conjunction with the BFSB staff. Unlike other brigades and BCTs, the BFSB S2 section, in addition to the 35G SIGINT/EW officer, includes SIGINT personnel in the intelligence/ISR fusion section. These SIGINT personnel have the classified information necessary to plan and conduct SIGINT C&E operations. The BFSB also has organic SIGINT senior warrant officers to assist in the technical training and execution of SIGINT missions.

5-29. The SIGINT collection environment varies significantly along the spectrum of conflict. The SIGINT planning focus for small-scale contingencies combines long-range planning and immediate response to exploit newly identified targets. In contrast, SIGINT support in MCO may only require a planning focus of several days to a week. The focus of SIGINT C&E may also vary along the spectrum of conflict. In MCO, the SIGINT focus may be targeting enemy emitters that provide information of immediate tactical value. On the other hand, in stability or counterinsurgency operations, the primary focus of SIGINT platoons may be to collect on insurgent or partisan organizations to gather information and assist in the development of the threat order of battle. An example of a SIGINT collection requirement could include communications intelligence (COMINT). COMINT includes intelligence and technical information derived from collecting and processing intercepted foreign communications passed by radio, wire, or other electromagnetic means.

5-30. One of the major considerations for employing SIGINT C&E elements involves the tactical and civil environment in which they will operate. Table 5-1 illustrates several options that address SIGINT collection mission accomplishment and security and OMT employment. One important consideration for the supported brigade or BCT commander is integrating SIGINT collection operations into the unit's scheme of maneuver and ensuring the security of the SIGINT elements. Depending on the situation, the commander may achieve a synergy in reconnaissance and surveillance operations by teaming a SIGINT platoon with the reconnaissance squadron. Conversely, the supported brigade or BCT commander may face trade-offs between SIGINT effectiveness and the accomplishment of all maneuver tasks based on the impact of providing a security element for each independently moving SIGINT platoon element. In most cases, SIGINT platoons will require translator support. If military interpreters are not available, the BFSB, or the supported brigade or BCT will coordinate with the G-4 or G-9 for procurement and payment of other interpreters and translators. A contract linguist working with SIGINT should be classified as a CAT III and accredited on the National Security Agency Network (NSANet).

Table 5-1. SIGINT task organization considerations

Organization or Task Organization	*Pure Ground-Based SIGINT C&E Team*	*Independent Ground-Based SIGINT C&E Team with Security Element*	*Integrated with Other Operations (Ground Based SIGINT C&E Team with Scout Team)*	*Integrated with Other Operations (Ground-Based SIGINT C&E Team with Maneuver Unit)*
Mission Prioritization	Priority to SIGINT Collection	Priority to SIGINT Collection; security element supports SIGINT mission	Balanced priorities of SIGINT collection and scout element reconnaissance and/or surveillance	Priority to the maneuver unit mission; SIGINT collection priority is subordinate to maneuver unit mission
Likely METT-TC Factors	**Minimal to No Risk:** Enemy/threat situation is permits independent movement by SIGINT platoon elements **OR** **Risk Present:** Enemy/threat situation prevents unsecured movement	**Risk Present:** Enemy/threat situation requires assignment of a security element Supported unit must designate a security element from within the brigade/BCT	**Risk Present:** Enemy/threat situation requires assignment of a security element Overlap in time and geography of SIGINT and scout missions create mutual support and "multidiscipline/ combined arms" approach	**Risk Present:** Enemy/threat situation requires assignment of a security element Accompanying a maneuver unit likely to place SIGINT C&E assets where they can collect
Advantages / Disadvantages	**Minimal to No Risk:** Advantage(s): SIGINT mission can be executed without external security requirement Disadvantages: None **OR** **Risk Present:** Advantage(s): Limited; SIGINT C&E team remains in a secure area where there is some potential for collection Disadvantages: Collection potential severely reduced	**Risk Present:** Advantage(s): • Given security element availability, SIGINT mission can be executed • Most effective manner in which the SIGINT platoon elements can locate to "spot, assess, and interact" with potential sources Disadvantages: Requires creation of security element, normally adversely affecting other maneuver unit tasks	**Risk Present:** Advantage(s): • SIGINT mission can be executed without external security requirement • SIGINT mission benefits from scout-produced combat information on local mission area • Scout recon-naissance or surveillance mission is refined based on information gained by SIGINT C&E team Disadvantages: Both SIGINT C&E team and scout element may have to adjust their plan, reduce their mission scope, and/or add time to the combined effort	**Risk Present:** Advantage(s): • SIGINT mission can be executed without external security requirement • SIGINT mission benefits from unit-produced combat information on local mission area • Maneuver unit mission benefits from information gained by SIGINT C&E team Disadvantages: SIGINT C&E team may not be able to accomplish all required tasks if tasks require locating / collecting outside of maneuver units H-hour schedule or mission area

Table 5-1. SIGINT task organization considerations (continued)

Organization or Task Organization	*Pure Ground-Based SIGINT C&E Team*	*Independent Ground-Based SIGINT C&E Team with Security Element*	*Integrated with Other Operations (Ground Based SIGINT C&E Team with Scout Team)*	*Integrated with Other Operations (Ground-Based SIGINT C&E Team with Maneuver Unit)*
Potential Organization / Task Organization	**Minimal to No Risk:** • SIGINT C&E team(s) • SIGINT analysis & control team (TBD) • SIGINT augmentation team members (TBD) **OR** **Risk Present:** No Change	**Risk Present:** SIGINT platoon elements: • SIGINT C&E team(s) • SIGINT analysis & control team (TBD) • SIGINT augmentation team members (TBD) Security element (one per independent SIGINT element): • 3-4 or 6-8 Solders with personal & crew-served weapons • 1 or 2 HMMWVs or 1 or 2 MRAPs	**Risk Present:** SIGINT platoon elements: • SIGINT C&E team(s) • SIGINT analysis & control team (TBD) • SIGINT augmentation team members (TBD) Scout squad or scout section (one per independent SIGINT element: • 3 to 6 or 6 to 12 Solders with personal and scout section weapons and equipment • 1 or 2 scout platforms	**Risk Present:** SIGINT platoon elements: • SIGINT C&E team(s) • SIGINT analysis & control team (TBD) • SIGINT augmentation team members (TBD) Maneuver unit: • Number of Soldiers dependent on unit size • Vehicle/combat platforms dependent on unit size

Multifunctional Team Operations

5-31. MFTs represent a unique capability not found in the BCTs or other modular support brigades. The teams provide MI discipline collection, exploitation, and limited analysis capabilities to generate actionable intelligence and to detect, track, and locate targets. MFT Soldiers are familiar with forensics and evidentiary procedures. They are trained and equipped to perform signal terminal guidance, the full range of military source operations, field interrogations, and recognition of key elements of information as part of site exploitation. Because of the nature of the MFT, oversight and support must be carefully orchestrated through both HUMINT and SIGINT channels.

5-32. The BFSB employs MFTs in densely populated areas and/or areas with high SIGINT activity levels. When possible, they are teamed with cryptologic support teams (CST), brigade support teams (BST), law enforcement professionals (LEP), or other government agencies. They can also be employed in conjunction with reconnaissance squadron elements to conduct field interrogations to collect combat information from captured or detained individuals. A primary employment consideration is providing security for the MFT. The command support relationship guidelines for these teams are roughly equivalent to those already established for SIGINT elements in Chapter 3 of this manual. For a detailed discussion of MFT operations, see Appendix B.

MASINT Operations

5-33. MASINT is intelligence obtained by quantitative and qualitative analysis of data (metric, angle, spatial, wavelength, time dependence, modulation, plasma, and hydromagnetic) derived from specific technical sensors. The purpose of MASINT is to identify any distinctive features associated with the emitter or sender and to facilitate subsequent identification and/or measurement of these characteristics. The detected feature may be either reflected or emitted (JP 2-0). MASINT collection systems include, but are not limited, to radar, spectroradiometric, electro-optical, acoustic, radio frequency (RF), nuclear detection, and seismic sensors, as well as techniques for collecting samples from chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) and other materials. MASINT requires the

translation of technical data into recognizable and useable target features and performance characteristics. Computer, communications, data, and display processing technologies now provide MASINT in support of commanders in full-spectrum operations.

5-34. MASINT provides information required to answer PIR and other intelligence requirements in support of reconnaissance and surveillance operations. MASINT collection must not only be synchronized within its own discipline but must also be synchronized and integrated into the BFSB's overall collection effort to be effective. The MI battalion serves as a receptacle for MASINT derived from COTS and GOTS equipment. MASINT sensors are employed throughout full-spectrum operations from a variety of platforms: subsurface, ground, marine, and aerospace. In the BFSB, the use of LRS teams and reconnaissance platoons to emplace these sensors provides an effective means of linking the resources of the MI battalion and the capabilities of the reconnaissance squadron.

IMINT Operations

5-35. IMINT is intelligence derived from the exploitation of images collected by visual photography, infrared sensors, lasers, electro-optics, and radar sensors such as synthetic aperture radar (SAR). IMINT exploits images of objects that are reproduced optically or electronically on film, electronic display devices, or other media. Title 10 USC 467 (2B [3]) defines IMINT as "the technical, geographic, and intelligence information derived through the interpretation or analysis of imagery and collected materials."

5-36. The BFSB employs the TUAS as its primary organic IMINT collection platform. The versatility of the UAS provides a wide array of employment options for the brigade. In general, the BFSB employs TUAS/IMINT platforms in conjunction with other collection assets to enhance the capabilities of both. The UAS may be employed in conjunction with a route reconnaissance conducted by the reconnaissance squadron to identify possible threats along the route. Alternatively, the TUAS may be employed in conjunction with a LRS surveillance operation in which the LRS asset directs the aircraft to observe a piece of key terrain or HVT to gain better information or track a previously unknown entity.

CI and HUMINT Operations

5-37. HUMINT is the collection, by a trained HUMINT collector, of foreign information from people and their associated multimedia to identify elements, intentions, composition, strength, tactics, personnel, and equipment. It uses human sources as a tool and employs a variety of collection methods, both passive and active, to gather information to satisfy the commander's intelligence requirements and cross-cue other intelligence disciplines. CI counters or neutralizes opposing intelligence collection efforts through collection; CI investigations, operations, analysis and production; and functional and technical services. CI includes all actions taken to detect, identify, exploit, and neutralize the collection activities of friends, competitors, opponents, adversaries, and enemies.

5-38. The BFSB employs CI and HUMINT teams to fulfill both of its primary roles. The higher headquarters task organization will reflect the organization for combat of the BFSB's subordinate units.

5-39. FM 2-22.3 provides the doctrinal basis and outlines the support, planning, management, and execution of HUMINT collection. Determining HUMINT requirements and how to allocate the BFSB's HCTs and OMTs is an important process conducted by the higher headquarters in conjunction with the BFSB. The HUMINT collection environment varies significantly along the spectrum of conflict. The HUMINT planning focus for small-scale contingencies may be 3 to 6 months while for an MCO it may be only several days to a week. The focus of HCTs may also vary along the spectrum of conflict. In an MCO, the HUMINT focus may be screening and interrogating detainees, questioning and debriefing civilians in the supported unit's AO, and conducting DOMEX, limited to extracting information of immediate tactical value. On the other hand, in stability or counterinsurgency operations, the primary focus of HCTs may be to maintain daily contact with the local population. Examples of HUMINT collection requirements include technical intelligence (TECHINT) to support arms control, extensive political information and demographic data, order of battle data regarding several different former warring factions during peace operations, or extremely detailed target data. HUMINT collectors also help to ascertain the feelings, attitudes, and activities of the local populace. Stability and reconstruction operations may be conducted in

coordination with other U.S. departments and agencies and in conjunction with other countries and international organizations.

5-40. One of the major considerations for employing HCTs involves the tactical and civil environment in which they will operate. Table 5-2 illustrates several options that address HCT mission accomplishment and security, as well as OMT employment. One important consideration for the supported brigade or BCT commander is integrating HCT operations into the unit's scheme of maneuver and ensuring the security of the HCT. Depending on the situation, the commander may achieve a synergy in reconnaissance and surveillance operations by teaming an HCT with another reconnaissance or surveillance element. Conversely, the brigade or BCT commander may face trade-offs between HCT effectiveness and the accomplishment of all maneuver tasks due to the impact of balancing maneuver tasks with HUMINT collection and providing a security element for each HCT. Independent of the tactical situation and the requirement for securing HCTs is the potential requirement to provide HCTs with interpreter support. If military interpreters are not available, the BFSB or the supported brigade or BCT will coordinate with the G-4 or G-9 for procurement and payment of other interpreters and translators.

Table 5-2. HUMINT task organization considerations

Organization or Task Organization	***Pure HCT***	***Independent Patrol*** ***HCT with Security Element***	***Integrated with Other Operations*** ***HCT with Scout Team***	***Integrated with Other Operations*** ***HCT with Maneuver Unit***
Mission Prioritization	Priority to HUMINT collection	Priority to HUMINT collection; security element supports HCT mission	Balanced priorities of HUMINT collection and scout element reconnaissance and/or surveillance	Priority to the maneuver unit mission; HUMINT collection priority is subordinate to maneuver unit mission
Likely METT-TC Factors	**Minimal to No Risk:** Enemy/threat situation is "soft" **OR** **Risk Present:** Enemy/ threat situation prevents unsecured movement	**Risk Present:** • Enemy/threat situation requires assignment of a security element • Supported unit must designate a security element from within the brigade/BCT	**Risk Present:** • Enemy/threat situation requires assignment of a security element • Time/geography of HUMINT & scout missions enable mutual support and "multidiscipline/ combined arms" approach	**Risk Present:** • Enemy/threat situation requires assignment of a security element • Accompanying a maneuver unit likely to provide targets of opportunity
Advantages / Disadvantages	**Minimal to No Risk:** Advantage(s): HUMINT mission can be executed without external security requirement Disadvantages None **OR** **Risk Present:** Advantage(s): Very limited; HCT remains in a secure area with some potential for collection from "walk- ins" Disadvantages: Collection potential severely reduced	**Risk Present:** Advantage(s): • Given security element availability, HUMINT mission can be executed • Most effective manner in which the HCT can locate to "spot, assess, and interact" with potential sources Disadvantages: Requires creation of security element, normally adversely affecting other maneuver unit tasks	**Risk Present:** Advantage(s): • HUMINT mission can be executed without external security requirement • HCT mission benefits from scout produced combat information • Scout mission (reconnaissance or surveillance) benefits from information from HCT Disadvantages: Both HCT and scout element may have to adjust plan, reduce mission scope, and/or add time to the combined effort	**Risk Present:** Advantage(s): • HUMINT mission can be executed without external security requirement • HCT mission benefits from unit-produced combat information • Maneuver unit mission benefits from information gained by HCT Disadvantages: HCT may not be able to accomplish all required tasks

Table 5-2. HUMINT task organization considerations (continued)

Organization or Task Organization	*Pure HCT*	*Independent Patrol* *HCT with Security Element*	*Integrated with Other Operations* *HCT with Scout Team*	*Integrated with Other Operations* *HCT with Maneuver Unit*
Potential Organization / Task Organization	**Minimal to No Risk:** • 4 HUMINT collectors • 1 or 2 HMMWVs or 1 MRAP **OR** **Risk Present:** 2 to 4 HUMINT collectors	**Risk Present:** HCT: • 4 HUMINT collectors • 1 or 2 HMMWVs or 1 MRAP Security element: • 6-8 Solders with personal & crew-served weapons • 2 HMMWVs or 2 MRAPs	**Risk Present:** HCT: • 4 HUMINT collectors • 1 or 2 HMMWVs or 1 MRAP Scout section • 6-12 Solders with personal & scout section weapons & equipment • 2 scout platforms	**Risk Present:** HCT: • 4 HUMINT collectors • 1 or 2 HMMWVs or 1 MRAP Maneuver unit: • Number of Soldiers dependent on unit size • Vehicle/combat platforms dependent on unit size
Interpreter Requirement	The division, corps or joint headquarters normally will resource HCTs with interpreters. Habitual relationships may prove to be the most effective; however, interpreter pooling may occur due to a limited interpreter population.			

UAS Operations

5-41. The BFSB employs its organic TUAS platoon to establish surveillance of specific NAIs or to conduct wide-area surveillance in conjunction with ground reconnaissance. The UAS collection must link with other BFSB and higher-level collection efforts to provide the best possible mix of assets to collect against the threat. The platoon headquarters is responsible for the combat readiness and employment of the platoon. It directs UAS operations to support tactical operations, conducts mission planning to collect information in a timely manner, and ensures the mission is within the operational parameters of the system. Mission planning must support dynamic, in-flight retasking. The platoon headquarters directs the deployment of platoon assets and assists in the selection of the L/R site. An operational platoon CP is established at the L/R site. GCSs are deployed as directed by the OPORD and the commander's guidance.

5-42. The key component of UAS operations is their integration with the entire collection effort and use with other collection assets. BFSB UASs are effective assets for supporting reconnaissance troops and the LRSC.

5-43. Lessons learned indicate that TUASs are most effective when they are teamed with SIGINT collection platforms such as Guardrail, SIGINT-equipped ERMP UASs, Prophet, or a combination of these assets. The SIGINT collection platforms are used to cue the UASs to the target area; this action significantly improves both UAS survivability and overall effectiveness. TUASs should not be used alone if any significant air defense threat exists.

RECONNAISSANCE SQUADRON

5-44. The reconnaissance squadron is the BFSB's primary reconnaissance organization. Its long-range communications capability enables the BFSB commander to employ it over large areas either as a squadron or as dispersed troop or company teams. The reconnaissance squadron cannot conduct doctrinal guard or cover missions unless significantly augmented. Task organizing the reconnaissance squadron with MI battalion collection assets combines the complementary and mutually supporting capabilities of each element while improving the overall reconnaissance and surveillance effort. Depending on the situation and the primary focus of the mission, the reconnaissance squadron may be employed as the brigade main effort. As the main effort, the squadron can be augmented by other BFSB collection assets to accomplish the mission. If the main focus is either technical or HUMINT collection, HUMINT and/or SIGINT teams can be task organized with reconnaissance squadron elements to ensure they are properly organized to

execute their assigned collection tasks based on likely threat conditions. For more detailed information on reconnaissance squadron operations, see FM 3-20.96.

Reconnaissance Troops

5-45. Reconnaissance troops typically operate in the BFSB AO or in unassigned areas for selected collection tasks. Troops are employed either together or in dispersed areas, depending on mission requirements. They can conduct various reconnaissance missions (primarily area and route reconnaissance, but also zone reconnaissance consistent with the unit's capabilities and limitations). They perform surveillance in conjunction with the reconnaissance missions. Troops typically operate mounted, using their organic vehicles. However, they can operate dismounted as the situation dictates.

5-46. In addition to executing reconnaissance missions (with the exception of reconnaissance in force), the reconnaissance troops can conduct some types of security missions such as screens, local security, and area security. Dependent on the factors of METT-TC (particularly the terrain aspect), the troops can operate over a wider area than their BCT counterparts because of their robust communications systems. As mentioned above, they can task organize with technical and HUMINT collection assets to better facilitate reconnaissance and surveillance based on the situation and the supported commander's PIR and other intelligence requirements.

Long-Range Surveillance Company

5-47. The LRSC typically employs LRS teams in the BFSB AO or in unassigned areas to collect information in locations or against targets that require stealth, special insertion techniques, or long-range communications capability or that cannot be collected against by other technical or human assets. LRS teams are assigned missions to—

- Gain information.
- Collect and send imagery.
- Positively identify a target.
- Control fires.
- Interdict threat/enemy forces and destroy HVTs.
- Emplace or recover other assets and sensors.
- Assess postassault reactions and activities.
- Warn of possible use of WMD.
- Conduct limited site exploitation.

5-48. The LRSC can employ up to 15 dismounted teams, with limited organic mobility assets. In special circumstances, the teams can be employed as platoons or as a company. The BFSB inserts or infiltrates LRS teams to establish long-duration surveillance on NAIs and TAIs. LRS operations beyond friendly front lines are high-risk operations. They require assessment of the risk of insertion and extraction against the expected return of critical information. In some cases, the BFSB commander may need to address the risks with the supported higher commander to obtain a decision on inserting LRS assets. When the risk exceeds the potential return, the BFSB will attempt to collect the information through alternative means, or the supported unit staff will send an RFI to its higher headquarters.

5-49. The method of insertion depends on the factors of METT-TC and a sound risk analysis that considers other alternatives and a cost-benefit analysis. Factors affecting this decision on insertion methods include the depth of the mission, enemy situation, time available to get to the surveillance area, and terrain, as well as the availability of suitable insertion and extraction platforms. If airlift assets are available, the LRS team can be air-inserted along with its mobility assets, such as all-terrain vehicles, HMMWVs, or nonstandard tactical vehicles. This allows LRS teams to be inserted in a low-threat area and then to displace to the target area for the conduct of the mission. Once LRS teams arrive in the target area, they provide information to the BFSB using low data rate, long-range, BLOS, and satellite multiband CNRs that support both voice and data transmission. Typically, LRS teams can remain on station from 3 to 5 days. With resupply, cache, or support from a mission support site, this time can be extended. If LRS teams are

in range of UAS or manned aircraft, they can work together to enable the movement of the LRS team or to cue either UAS or LRS operations. For a more detailed description of LRS operations, see FM 3-55.93.

Squadron Employment Considerations

5-50. In selected tactical situations, MI battalion assets can be task organized to directly support reconnaissance troops and LRS teams to maximize the effectiveness of collection operations; however, this cannot be at the expense of ground reconnaissance operations. Task organization on a mission basis could include SIGINT, MASINT, CI, and HUMINT collection teams. Reconnaissance and LRS teams can also be task organized with MI units to enhance their collection capability and provide a mix of collection assets for critical collection tasks as well as protection of the MI units. The task organization of SIGINT, MASINT, CI, and HUMINT collection teams to long-range reconnaissance missions should be considered only in extraordinary circumstances due to the strong probability of compromise and loss of assets. The BFSB headquarters determines the most effective way to cross-attach these assets and task organize them as appropriate.

5-51. The reconnaissance squadron may provide its assets OPCON or attached to a BCT or other support brigade. If there are no unassigned areas in the supported higher headquarters AO and the BFSB is not assigned an AO, reconnaissance troops and the LRSC can reinforce the decisive operation or the main effort or provide reconnaissance and surveillance capability to a supported brigade.

ASSESSMENT

5-52. Reconnaissance and surveillance assessment is an ongoing activity critical to ensuring mission success. Both the quality and quantity of the information received is assessed. This information drives the constant revision of the CCIR and hence other intelligence requirements. It also affects the tasking and retasking of reconnaissance and surveillance elements, including MI discipline collection assets, to meet the supported higher commander's needs.

5-53. The supported higher headquarters and BFSB conduct reconnaissance and surveillance assessment. This is a collaborative effort involving the G-2/J-2, G-3/J-3, and the BFSB. The supported headquarters analyzes and assesses the information received from various sources, including the BFSB, to determine whether it answers PIR and helps in development of the COP. If the information answers PIR, then the supported commander determines whether the answers have created additional intelligence requirements. Once the supported commander makes such a determination, he reevaluates priorities and modifies them as required. If the information and data collected do not answer the intelligence requirements, the supported headquarters reevaluates specific requirements to determine whether they are correct or if the ISR plan needs to be adjusted.

5-54. The BFSB continuously evaluates information from various sources, including its own assets, to identify collection gaps. If gaps exist or have been created, assets are tasked to fill them based on the supported higher commander's priorities. If the information answers intelligence requirements, assets are retasked to collect on the next priority. If no information comes from a specific asset, the BFSB must determine if the asset needs to be adjusted to gain the necessary information. As the commander adjusts the CCIR, other intelligence requirements, and priorities, the BFSB must determine what assets are best suited to collect against the new requirements and possibly retask assets to meet new priorities. The supported unit and BFSB must work together during reconnaissance assessment so the right asset is in the right place at the right time to provide relevant information. Then the supported commander can achieve SU and make timely decisions.

RECONNAISSANCE AND SURVEILLANCE HANDOVER

5-55. Reconnaissance and surveillance units operating in the supported higher headquarters AO need to plan for the proper transfer of information and responsibility for reconnaissance and surveillance and MI discipline collection tasks or the transfer of enemy contact from one unit to another. Many of the tasks involved in this transfer are similar to those for reconnaissance handover (RHO), battle handover (BHO), and relief in place. The difference lies in the purpose for the handover, which is maintaining contact with

the enemy or observation of a specific area. Another difference is that reconnaissance units are not always within LOS of each other. This handover is normally associated with a designated area or RHO line or phase line; it may entail handover of a sector or zone, an NAI or TAI, and/or threat contact. The handover can also be visual, electronic, digital, or analog. Coordinating handover responsibility occurs from higher to lower units and from left to right.

AREA OF OPERATIONS

5-56. Upon receipt of its mission, the supported higher headquarters staff conducts the MDMP to develop its plan for a given operation. As part of mission analysis and COA development, the supported headquarters assigns AOs to subordinate units based on assigned missions and capabilities. It has options in assigning AOs to its subordinates. The entire unit AO can be assigned to subordinate units (BCTs, MEB, BFSB), or the supported commander can choose to retain portions of the AO under his control and assign the remaining areas to subordinate units. The areas retained under supported higher headquarters control are called unassigned areas. Retaining a portion of the unit AO under control of the supported higher headquarters is a conscious decision on the part of the unit commander based on his mission analysis and risk assessment.

5-57. When required, the supported headquarters assigns the BFSB an AO. In assigning the BFSB an AO, the supported higher headquarters commander considers the factors of METT-TC. In general, the BFSB AO is an area in which the supported commander has specific intelligence requirements on which the BFSB must focus its collection effort. The AO may also be an area in which the supported commander has decided to accept some risk. The BFSB provides long-duration reconnaissance and surveillance within its AO to collect information and to mitigate the risk acknowledged and accepted by the supported commander. Assigning the BFSB an AO enables the supported commander to reduce the size of BCT AOs and focus his available combat power where it is most needed while mitigating risk through reconnaissance and surveillance. Because the BFSB has limited organic combat power and is lightly armed, its AO is generally characterized by a limited threat or by a threat that does not pose an immediate danger to the supported unit. A limited threat in this case is defined as a low level of threat activity or a limited threat capability. The nature of the terrain, threat COAs, critical avenues of approach, infrastructure, terrain features, and civil considerations all play a role in determining the size and location of the BFSB AO and the additional assets required by the BFSB to accomplish its assigned mission.

5-58. The BFSB also provides the capability to monitor supported higher headquarters unassigned areas. In this scenario, the supported higher commander assigns the BFSB NAIs within the unassigned areas rather than a dedicated AO. These NAIs may include lines of communications (LOC) between noncontiguous AOs, suspected enemy or adversary locations, or a specific population center to identify threat networks.

5-59. The supported unit commander must carefully weigh the risks and benefits of each COA as part of the planning process. The location of the BFSB AO within the supported unit AO is another important decision. The supported commander must weigh the costs and benefits of assigning the BFSB an optimal AO to collect against his intelligence requirements versus the risk of overtasking the BCTs. An optimal operational area for the BFSB minimizes the requirements tasked to BCTs and allows them to focus on their primary mission in planning, allocating resources, and execution. At the same time, this may also result in the most advantageous terrain for BCT operations. Failing to allocate the proper operational area to the BFSB—and subsequently overtasking the BCTs—may result in the BCTs having to divert required resources from their primary tasks to collecting on the intelligence requirements of their parent or other units (for example, division/corps/JTF).

SECTION II – OPERATIONAL CONSIDERATIONS FOR JOINT CAMPAIGNS

OFFENSIVE OPERATIONS

5-60. The BFSB contributes to the offense by collecting information against supported higher unit intelligence requirements before, during, and after execution. This information contributes to the COP, allows the supported staff to develop and refine plans, enhances the commander's ability to exercise C2, and provides relevant information necessary for the commander to make the best possible decisions. The BFSB employs organic and augmenting assets in conjunction with links to higher-level and joint assets to answer intelligence requirements. In addition, the BFSB has the ability to call for and observe fires when supporting assets are available. It conducts reconnaissance and surveillance operations in unassigned areas, in a BFSB AO, or in a combination of the two as directed by the supported higher commander. It conducts reconnaissance and surveillance of subsequent objectives and potential air assault objectives, contributes to the targeting process, and collects against PIR related to decision points.

OPERATIONAL CONSIDERATIONS FOR THE BFSB

5-61. In offensive operations, the BFSB uses its reconnaissance and surveillance assets to collect required information based on the supported higher commander's priorities. CI teams protect the force by identifying potential threats in the form of insurgents, terrorists, and saboteurs who could potentially hinder the supported higher unit's ability to quickly establish assembly and support areas. HCTs augment BCTs and other brigades to build stability following the defeat of the enemy's conventional forces. HCTs of the CI/HUMINT companies are attached to the BCTs and MEB to enhance their capability to collect information from detainees, local civilians, and captured documents. Courtesy copy information from these teams sent to the BFSB enhances the brigade's capability to gather information throughout the supported higher unit's AO for ongoing and future stability operations. The C&E company provides general support CI and HUMINT support to the supported command. HCTs may also be used in the detainee holding area or on other assigned tasks by the supported command as the mission dictates.

5-62. The reconnaissance squadron, with attached HCTs and technical collection assets, is employed in the BFSB AO to reconnoiter critical NAIs—including potential assembly and support areas—to locate enemy forces, and to provide combat information about the terrain and civil situation in the supported higher unit AO. These assets also provide targeting information and can act as observers in support of fires. Reconnaissance squadron assets work independently or with UASs (organic TUASs or augmenting ERMP UASs) to augment manned aerial reconnaissance, depending on the situation and the number of NAIs to be covered simultaneously. Organic TUASs are employed three ways: from within other brigade AOs, with the reconnaissance squadron's mounted reconnaissance troops, or by augmenting ground reconnaissance assets. The organic TUASs conduct surveillance tasks on NAIs beyond the brigade AOs, in unassigned areas, or in the BFSB AO. When a Prophet is used in another brigade AO, the supported brigade provides security for it. The command or support relationship, however, is determined by METT-TC as planned by the supported staff.

5-63. Another BFSB mission in offensive operations occurs when the supported higher headquarters must establish a mobility corridor as a means to secure a ground LOC that connects two or more support areas within the AO. The BFSB focuses reconnaissance and surveillance assets along the mobility corridor in coordination with the MEB. The BFSB concentrates on key terrain or critical assets. These can include main and alternate roads, rail, and inland waterway supply routes used to support and sustain operations and to enhance the security of friendly forces and resources (primarily convoys) transiting designated main supply routes (MSR). In complex operations, there could be a mobility corridor network that consists of multiple mobility corridors that connect intratheater aerial ports of debarkation and seaports of debarkation (APOD/SPOD) to the brigade support areas (BSA) of the most forward BCTs. The BFSB's effective identification of potential threats and the ability to call for fires enable the MEB to defeat or limit the effectiveness of enemy forces attempting to interdict the supported higher unit's ability to sustain combat operations. Refer to Figure 5-1 for an illustration of the BFSB's role in offensive operations.

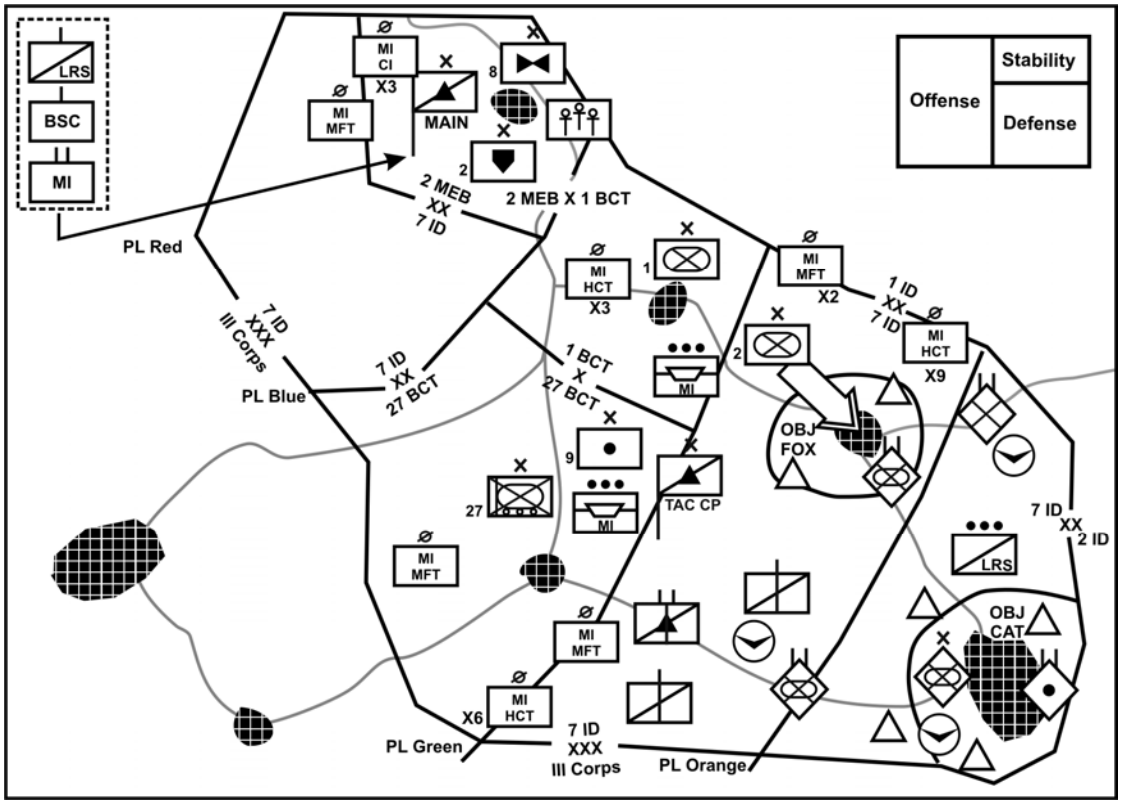

Figure 5-1. BFSB in offensive operations

EXAMPLE OF OFFENSIVE OPERATIONS

5-64. Figure 5-1 provides a conceptual example of how the BFSB might be used to support an offensive operation. The BFSB shown in the figure, therefore, supports a division and consists of the reconnaissance squadron and one MI battalion.

> ***Note.*** For this and all following examples, the MI battalion has formed five MFTs to support the BFSB's mission.

5-65. The enemy depicted in this scenario is an irregular threat capable of conducting both MCO and irregular warfare operations. As such, the threat consists of a combination of large conventional maneuver units and small bands of irregulars and terrorists. A portion of the indigenous population supports coalition efforts to reestablish the duly elected government to its former position of power in the country.

5-66. The division's mission is to conduct a deliberate attack to destroy the enemy's conventional forces while setting the conditions for the establishment of civil security in its AO.

5-67. The 2d BCT is the division's main effort; its mission is to seize Objective FOX to destroy enemy forces defending the town, with a be-prepared mission to continue the attack east to seize Objective CAT. The BFSB has augmented the BCT with nine HCTs with three OMTs in direct support from the CI/HUMINT company. The BCT is expected to capture the largest number of detainees in the division, and the additional HCTs from the BFSB will enable it to properly interrogate them for later exploitation. The BFSB has also provided two MFTs in direct support to the BCT to exploit enemy documents, media, and materiel seized on Objectives FOX and CAT.

5-68. The 1st BCT's mission is to follow and assume the main effort to complete the destruction of enemy forces defending the town in the vicinity of Objective CAT. The BFSB has augmented the BCT's organic SIGINT assets with one SIGINT platoon to assist with providing early warning of the anticipated enemy counterattack. The SIGINT platoon operates under a nonstandard direct support relationship with the brigade consistent with the considerations outlined in Chapter 3. The 1st BCT has three HCTs and one OMT from the BFSB to assist with debriefing displaced persons and interrogating detainees. This will support the BCT's efforts in setting the conditions for the reestablishment of civil security.

5-69. The 27th Stryker BCT (SBCT) screens the division's southern flank to prevent a possible enemy counterattack into the 2d BCT's AO. On order, the SBCT will attack to destroy remaining enemy elements in the zone as identified by the BFSB's reconnaissance squadron. One SIGINT platoon from the BFSB is in direct support to this brigade to assist with identifying enemy C2 nodes east of Phase Line (PL) GREEN. An MFT is also in direct support to the brigade to assist with C2 node site exploitation once those locations have been overrun and secured.

5-70. The MEB's AO, unlike those of the BCTs, has already transitioned to stability operations. The MEB has three tactical tasks:

- Restore essential services in its AO.
- Conduct route security of the division's two primary MSRs.
- Establish and run the division's detainee holding area.

5-71. A well-established network of IEDs in this area continues to hinder the restoration of order. For this reason, an MFT is in direct support of the brigade, and a target interdiction team has been attached to the MEB to locate and eliminate this threat. Three CI teams with an OMT from the C&E company conduct enabling tasks necessary to support the development of local governance.

5-72. The BFSB is supporting the division's BCTs and the MEB with a combination of CI, HUMINT collection, and SIGINT collection augmentation as appropriate to support their missions. Four of the BFSB's five organized MFTs are in direct support of the division's BCTs. The BFSB has retained control of one of the MFTs and the six remaining HCTs. The BFSB's HCTs will accomplish the following:

- Support interrogation at the division holding area.
- Conduct military source operations.

5-73. These teams support the establishment of civil security in the division's AO. In accordance with the guidelines specified in Chapter 3, the BFSB has retained control of the TUAS platoon while receiving the data feed from the CAB's SIGINT-equipped ERMP UASs flying in support of the BFSB. The likelihood of a significant enemy air defense threat has necessitated the use of the ERMPs to cue the TUASs to observe potential enemy locations.

5-74. The reconnaissance squadron's mounted troops are conducting area reconnaissance vicinity NAI 1 to identify the size, location, and disposition of the enemy's counterattack force. Once the counterattack force is located, the mounted troops can provide specific targeting information to bring fires on the threat force. The HCTs may serve as mobile interrogation teams, exploiting detainees at or near the point of capture. One MFT has been attached to the squadron to locate and eliminate both the leader and the operations officer of the main insurgent group known to operate in this area.

5-75. The LRSC's teams, previously inserted through a combination of high-altitude low-opening (HALO) and helicopter insertion, are observing NAIs vicinity Objective CAT to identify and report on the movements of enemy forces operating in the area. If necessary, the LRS teams can call for fires on any identified enemy forces. The decision must be made whether calling for fires on the enemy force is worth the potential of revealing the location of the LRS team.

5-76. The TUASs, controlled by the BFSB's TAC CP, are flying in support of the mounted reconnaissance troops. To facilitate coordination and C2 of these assets, the TAC CP is collocated with the reconnaissance squadron's main CP. The BFSB's main CP is collocated with the MEB's main CP.

DEFENSIVE OPERATIONS

5-77. The purpose of defensive operations is to defeat enemy attacks. The defense buys time, economizes forces, and develops conditions favorable for resuming offensive operations. It is not a passive activity. The commander uses all available assets to gain information about the enemy and the AO. This information includes the enemy's size, composition, capabilities, activities, location, and intent. Simultaneously, the supported higher unit executes strikes against enemy forces to weaken them before close combat begins.

OPERATIONAL CONSIDERATIONS FOR THE BFSB

5-78. In defensive operations, the BFSB focuses its assets in unassigned areas, in an AO assigned to it by the supported headquarters, or in some combination of the two to gain information about the enemy, terrain, weather, and civil considerations. The information gathered by the BFSB helps the supported higher unit develop and refine the plan for the defense, as well as plans for future offensive operations and for ongoing and future stability operations. The information contributes to the supported unit's targeting efforts for strike operations that enhance both the defense and preparations for offensive operations. The BFSB can enhance the employment of fires by providing targeting information and as necessary by providing observation of fires and BDA.

5-79. Although Figure 5-2 depicts a scenario with a preponderance of defensive tasks designed to defeat a conventionally equipped enemy force, stability and limited offensive tasks are conducted as well. The BFSB's HUMINT teams, tasked to the BCTs and the MEB, help to create the stable conditions necessary for the supported higher unit and its subordinate elements to secure its LOCs. The C&E company collects information from detainees and the local population in support of the MEB. The CI/HUMINT company's HCTs circulate among the local population to identify potential threats and mitigate current threats in support of the BCTs.

5-80. The BFSB employs the reconnaissance squadron in unassigned areas or in its own AO to conduct reconnaissance and maintain long-duration surveillance on tasked NAIs and TAIs. HCTs not tasked to support either the BCTs or the MEB are task organized with either the reconnaissance troops or LRS teams for mutual support. Additionally, the BFSB can use reconnaissance squadron elements with either organic UASs or augmenting assets from the CAB in the form of ERMPs and manned aerial reconnaissance. Teaming air and ground assets provides greater accuracy and timeliness in information collection. Aerial assets can cue ground assets to possible enemy locations, allowing the ground elements either to avoid them or to move into a better position to observe them. Ground assets can also cue aerial assets to enemy locations so the aerial assets can track enemy forces when they move. These assets also provide information that allows the fires brigade and CAB to refine plans for strike and Army aviation interdiction attack missions. If necessary, they can act as observers during strikes and provide BDA afterward.

5-81. If the size of the BFSB's AO is too large or complex, augmenting the BFSB with manned aerial reconnaissance and additional ground reconnaissance units greatly enhances its area and route reconnaissance capabilities. In a noncontiguous environment, these augmenting forces let the BFSB conduct reconnaissance and surveillance between the BCT AOs in much greater detail and depth. The supported higher commander can then concentrate forces along probable enemy avenues of approach. Ground reconnaissance units, such as the BFSB reconnaissance squadron or augmenting reconnaissance squadrons, can be task organized with ground-based SIGINT C&E teams. This lets the BFSB push these assets out farther from the BCTs and gather SIGINT deeper into the AO. CI and HUMINT teams are attached to the BCTs during the defense. These teams provide the BCTs with a greater capability to conduct stability operations simultaneously in their AOs. Refer to Figure 5-2 for an illustration of the BFSB's role in defensive operations.

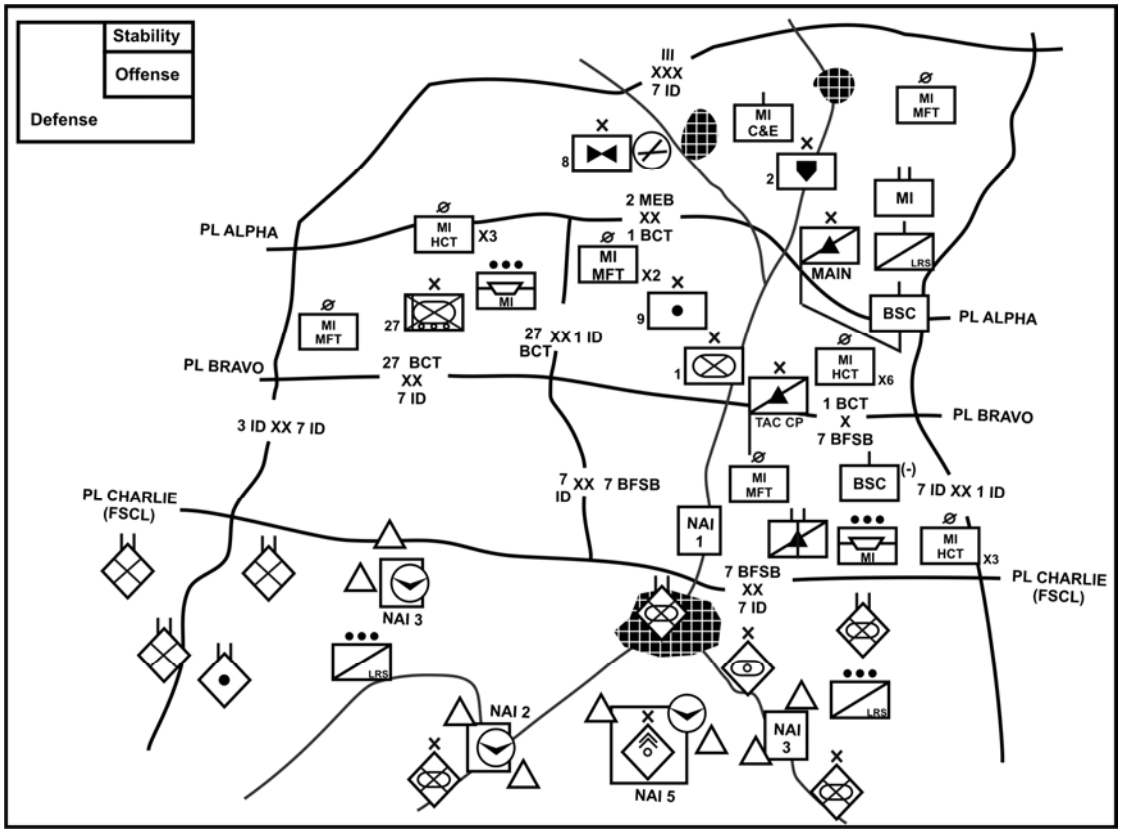

Figure 5-2. BFSB in defensive operations

EXAMPLE OF DEFENSIVE OPERATIONS

5-82. Figure 5-2 provides a conceptual example of how the BFSB might be used to support a defensive operation. The BFSB shown supports a division and consists of the reconnaissance squadron and one MI battalion.

5-83. The enemy depicted in this scenario is a hybrid threat capable of conducting both major combat and irregular warfare operations. As such, the threat comprises a combination of large conventional maneuver units and small bands of irregulars and terrorists. A portion of the indigenous population supports coalition efforts to reestablish the duly elected government to its former position of power in the country.

5-84. The division's mission is to conduct an area defense to defeat enemy offensive operations and protect the populace, critical assets, and infrastructure in its AO.

5-85. The BFSB has been assigned its own AO between PLs BRAVO and CHARLIE. Additionally, the LRSC is operating in the division-controlled area forward of PL CHARLIE, observing assigned NAIs. As was the case in the offensive scenario, the BFSB is also supporting the BCTs and MEB with a combination of CI, HUMINT collection, and SIGINT collection augmentation as appropriate to support their missions.

5-86. Four of the BFSB's five organized MFTs are in direct support of the division's BCTs. The BFSB has retained control of one of the MFTs and three of its HCTs. In accordance with the guidelines specified in Chapter 3, the BFSB has retained control of the TUAS platoon and is receiving the data feed from the CAB's SIGINT-equipped ERMP UASs flying in support of the BFSB. The likelihood of a significant enemy air defense threat has necessitated the use of the ERMPs to cue the TUASs to identify and track enemy forces moving into the division's engagement areas. The BFSB initially has priority of joint and Army fires to attrit the enemy's second echelon.

5-87. The BFSB's HCTs will leverage their relationships with local tribal leaders to gain additional information on the enemy's intentions. The MFT remaining under BFSB control will target the main insurgent leader operating in the BFSB's AO once the enemy's maneuver forces have been defeated.

5-88. The reconnaissance squadron's mounted troops are conducting a screen south of PL BRAVO. One of the technical collection company's SIGINT platoons has been teamed with the troops and supports their mission to provide early warning of the enemy's movement through NAI 1. The LRSC's teams, previously inserted through a combination of HALO and helicopter insertion, are observing NAIs 2, 3, 4, and 5. The TUASs, controlled by the BFSB's TAC CP, are flying in support of the LRS teams.

5-89. To facilitate coordination and C2 of these assets, the TAC CP is collocated with the reconnaissance squadron's main CP. The BFSB's main CP is collocated with the MEB's main CP.

5-90. The 1st BCT is the division's main effort; its mission is to conduct an area defense to defeat enemy offensive operations that are designed to seize key terrain in the BCT's AO. Since there has been significant insurgent activity in this zone, the BCT has been augmented with six of the BFSB's HCTs and two OMTs, which will leverage relationships with the local population to identify the insurgents. They also assist with debriefing displaced persons and interrogating detainees. Two MFTs will assist the counterinsurgency effort in direct support of the brigade.

5-91. The 27th SBCT is the division's supporting effort and conducts an area defense to retain key terrain in its AO. One of the BFSB's SIGINT platoons augments the SBCT's organic SIGINT capability and provides early warning of enemy maneuver units moving into its engagement area. One MFT has been attached to the SBCT to locate and eliminate the insurgent operations officer, whose last known location was one of the villages in the AO. Three HCTs and one OMT are in direct support of the BCT's operations.

5-92. The C&E company supports the MEB's detainee holding area. The MEB conducts route security of the division's primary MSR and assists with the maintenance of host nation essential services. An MFT in direct support of the MEB's MP elements assists with the route security effort.

STABILITY OPERATIONS

5-93. Stability operations are continuous throughout an operation; they are conducted simultaneously with both defensive and offensive operations. The BFSB is especially well suited to support stability operations. In some situations, a unit may have stability as its primary focus while the rest of the supported higher unit focuses on either offensive or defensive operations. In other situations, the entire supported higher unit may focus on stability operations while conducting limited offensive and defensive operations to facilitate the overall stability operation. Operation IRAQI FREEDOM is an example of an operation that began with primarily offensive operations against major maneuver formations; however, it has evolved into operations in which stability is the primary focus but with offensive operations against an ongoing insurgency occurring concurrently.

OPERATIONAL CONSIDERATIONS FOR THE BFSB

5-94. In stability operations, the BFSB collects information consistent with the supported higher commander's intelligence requirements. It can operate in unassigned areas, from other brigade AOs (with proper coordination), in its own AO, or in some combination of these areas.

5-95. If the entire AO is assigned to subordinate units, the BFSB acts as both a force provider and an operational headquarters working directly for the supported higher commander. As a force provider, the BFSB attaches its organic C&E and CI/HUMINT companies to other brigades to facilitate their operations with the local populace. It also provides additional assets to reinforce brigades as needed for particular missions. An example is providing additional ground-based SIGINT C&E teams to a BCT for gathering of local information about a current or developing insurgency. Another example is giving OPCON of LRS teams to the MEB for the purpose of providing surveillance and increasing security along a particular MSR that has had a high incidence of IED attacks.

5-96. As an operational headquarters when there are no unassigned areas, the BFSB uses its assets in other brigade AOs to collect information for the supported higher unit. This frees limited brigade resources to answer brigade-specific requirements. One example is the use of a SIGINT sensor in a brigade AO to collect against operational-level SIGINT targets. Close coordination among the supported higher headquarters, BFSB, and host brigade is essential for successful execution of these missions without interfering with ongoing brigade operations.

5-97. Another BFSB mission in stability operations occurs near an international border. In this situation, the BFSB may be assigned an AO to conduct border surveillance. The BFSB provides valuable information about activities along the border, including potential smuggling or infiltration routes, cross-border communications, and other conditions and activities that may affect supported higher unit operations. Using the BFSB in this role takes advantage of its collection capabilities and allows the supported higher commander to focus BCT assets in other portions of the AO.

5-98. The BFSB provides the supported higher headquarters with the capability to conduct reconnaissance and assessments of key civilian infrastructure. These missions can be conducted when the higher unit focuses on either offensive or defensive operations in preparation for a shift in focus to stability operations. The BFSB conducts reconnaissance of civilian infrastructure in coordination with supported G-9/J-9, civil affairs assets, and other government agencies. It can provide valuable information about the future needs and planning requirements for stability operations. The BFSB's ability can be greatly enhanced by task organizing assets such as engineers, civil affairs, and CBRN reconnaissance teams. These reconnaissance teams provide the expertise to assess infrastructure in such areas as bulk storage facilities for toxic industrial chemicals and petroleum, oils, and lubricants (POL); water, fuel, and electrical distribution lines; medical infrastructure; and governmental capabilities. This allows the supported higher unit to put plans, personnel, and materiel in place as it shifts its focus to stability operations. Reconnaissance and surveillance of the civilian infrastructure continues during focused stability operations to provide continued assessments and, in some cases, to enhance security.

5-99. The BFSB tailors its operations to the supported higher unit during stability operations along critical governance- and administration-related lines of effort. The BFSB conducts reconnaissance and performs assessments to support transitional security efforts. Coordination with the supported provost marshal assists the BFSB with the integration and synchronization of CI and HUMINT elements into MP operations that support the establishment of civil security and civil control. Refer to Figure 5-3 for an illustration of the BFSB's role in stability operations.

EXAMPLE OF STABILITY OPERATIONS

5-100. Figure 5-3 provides a conceptual example of how the BFSB might be used to support stability operations. The example depicts a BFSB (with the reconnaissance squadron and an MI battalion) supporting a division.

5-101. This scenario is a continuation of the operations depicted in Figure 5-1. The enemy's major maneuver units have either been destroyed or have surrendered to coalition forces. Insurgent activity remains a threat to the stability of the host nation, although a majority of the population marginally supports the restored government and coalition forces. There is no significant air defense threat in this AO.

5-102. The division's mission is to improve civil security and support governance to expand and improve support for the host nation government.

5-103. The division has assigned the BFSB an AO, and the brigade retains control of two SIGINT platoons, two MFTs, three HCTs, and an OMT, all of which are attached to the reconnaissance squadron. Since the BFSB's reconnaissance squadron is very familiar with HUMINT operations as a result of the habitual relationships formed prior to the unit's deployment, attachment is the appropriate command relationship for this situation. The BFSB's mission is to conduct area security of its AO to prevent the infiltration of insurgents, weapons, bomb-making materials, and cash into the division's AO.

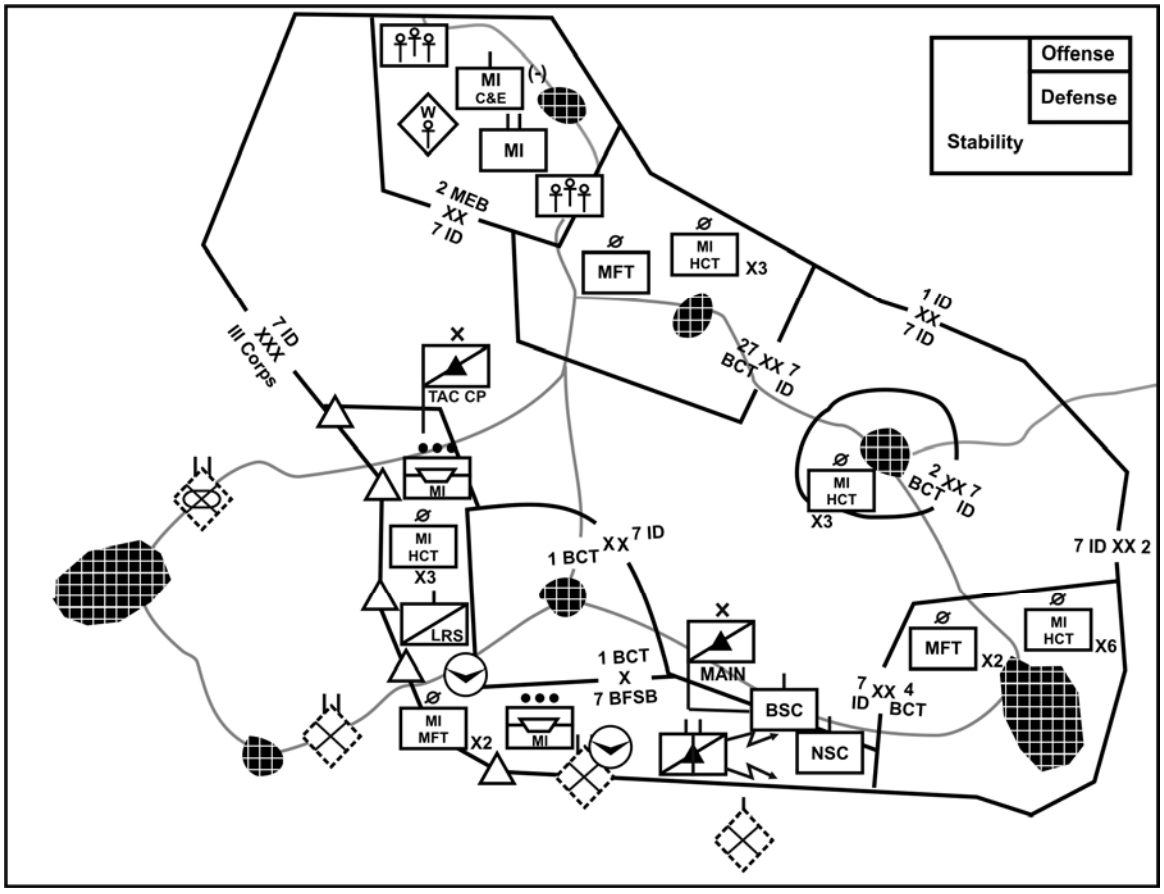

Figure 5-3. BFSB in stability operations

5-104. The reconnaissance squadron has deployed the LRSC in a series of border observation posts (OP) supported by the TUAS platoon, which is under squadron control consistent with the guidelines specified in Chapter 3. The reconnaissance squadron's mounted troops provide local security for the SIGINT platoons, for the HCTs conducting liaison with host nation border patrol units, or for the MFTs during site exploitation. On order, the mounted troops and target interdiction teams capture or kill insurgent leaders according to the division's ROE.

5-105. Six HCTs, two OMTs, and two MFTs support the division's main effort in the host nation's capital city, which serves as the 4th BCT AO. The 4th BCT is supporting civil security operations to provide a secure environment within the city. A major IED network continues to operate in the city. The MFTs are supporting the acquisition and targeting of the network's key leaders. The HCTs are conducting source operations to identify threats hindering the maintenance of order.

5-106. Three HCTs and one OMT also augment the 2d BCT's HUMINT assets. The 2d BCT's mission is to support civil control operations to gain support for the host nation government. The population initially supported the insurgents but joined forces with the host nation government once it was clear that coalition forces would defeat the enemy's major combat units. The HCTs supporting the 2d BCT will assist with the disarmament, demobilization, and reintegration of former combatants from this area by conducting military source operations.

5-107. Three HCTs, one OMT, and one MFT are in direct support the 27th SBCT's mission in a provincial capital, where elections are scheduled within the next 6 months. The 27th SBCT's mission is to provide civil security to shape the environment for interagency and host nation success in the province. Local insurgent leaders have threatened to disrupt the elections. The MFTs and HCTs, working in concert

with their supported brigade, will identify these leaders for capture or elimination based on the BCT commander's intent.

5-108. The BFSB's C&E company (minus three HCTs and an OMT) has been attached to the MEB to support its mission of restoring and maintaining essential services to meet the critical needs of the populace. The CI teams will assist in the screening of local personnel employed on U.S. operating bases, as well as in conducting investigations designed to counter the threat posed by foreign intelligence capabilities and by organizations or individuals engaged in espionage, sabotage, subversion, or terrorism. The HCTs can assist with interrogations of detainees at the division holding area as well as conduct military source operations.

SECTION III – HOMELAND SECURITY OPERATIONS

5-109. Civil support operations are conducted within the borders of the United States. The military provides assistance to state and local governments when operations and situations arise that exceed their capabilities. Such operations include relief operations, support to CBRNE-related requirements, support to civil law enforcement, and community assistance. The military will deploy to support a lead federal agency in these operations. Military assistance will remain in place until the state or local government can support itself. The federal military's role in civil support operations is well defined and limited in scope and duration by federal law and regulation. Based on the limits of authority and the express limitations placed on the scope of the federal military's role, civil support operational planning must be made in consultation with the BFSB judge advocate section. All Army intelligence activities in support of homeland defense, whether within the United States and its territories or outside their borders, must be in compliance with Executive Order 12333, DOD Directive 5240.01, AR 381-10, AR 380-13, applicable laws, and United States Signals Intelligence Directives.

5-110. Rapid deployments and operations in noncontiguous AOs characterize the civil support OE. The BFSB may deploy alone or as part of a joint/interagency task force. In some situations, such as border security or disaster relief, the BFSB may be the only military unit present. In these cases, the brigade may need to interface directly with civilian authorities. Regardless of the command relationship, the BFSB's primary role will not change. It will continue to conduct operations to satisfy the CCIR.

5-111. The supported higher unit may deploy with limited information about the situation or the AO. It will need accurate and timely information to conduct effective operations. These IF include the location of key infrastructure, LOCs, population demographics, and other critical variables of the OE. The BFSB can help satisfy these requirements. The GI&S element creates maps and terrain analysis tools for the AO. TUASs and ground reconnaissance assets help provide initial assessments of the physical environment. Coordination for the employment of UASs, with the Federal Aviation Administration as the airspace coordinating authority, is critical to deconflict the airspace with civilian air traffic. (See FM 3-28.1 for additional information.)

5-112. The use of CI, HUMINT, and SIGINT assets during civil support operations is severely limited as outlined in the references listed earlier in this discussion. The BFSB requires specific authorization to collect or employ CI, HUMINT, or SIGINT during civil support operations; these assets will generally not deploy with the brigade during the conduct of civil support.

5-113. Disaster relief and support to civil law enforcement are two examples of civil support operations that provide an opportunity to use the BFSB's capabilities. In disaster relief operations, task forces have an overwhelming need for information. The supported higher unit will need information to coordinate relief efforts and prevent unnecessary human suffering. TUASs can provide aerial surveillance of the disaster area and initial assessment of the physical environment. The assessment can include infrastructure damage, accessibility of roads, and the location of stranded survivors. Additionally, the reconnaissance squadron provides reconnaissance and search and rescue teams during these operations. LRS and reconnaissance teams can be inserted by air, land, or water into isolated areas for search and rescue missions. Teamed with the reconnaissance squadron, engineer reconnaissance assets can provide BDA teams. Reports developed by these teams provide information that helps the task force to prioritize reconstruction efforts.

5-114. When directed by the Secretary of the Army, the BFSB may assist in border protection missions. In such cases the BFSB directs its collection efforts against potential external threats to the United States. The BFSB could support U.S. customs and border protection assets during these operations. Collection may include information on illegal border crossings, human smuggling organizations, and narcotics traffickers. TUASs can provide aerial surveillance of suspected border crossing sites and maritime routes. The UASs can cue customs and border protection agents and U.S. Coast Guard vessels to intercept suspicious persons, vehicles, or vessels. The reconnaissance squadron can provide teams to occupy OPs along the border. The squadron can also augment customs and border protection agents with additional manpower at highway inspection stations. For CI and HUMINT teams, the focus remains liaison with law enforcement agencies for security of BFSB elements.

Chapter 6
Fires

The fires warfighting function encompasses the related tasks and systems that provide collective and coordinated Army indirect fires, joint fires, and C2W, including nonlethal fires, through the targeting process (FM 3-0). Unlike the BCTs, the BFSB does not have an organic fires battalion. Without augmentation, the BFSB's fire support will always come from outside the brigade, making fire support planning and coordination more difficult for the BFSB staff. The BFSB, however, does have fires cells within the brigade staff and the reconnaissance squadron staff to assist in this process. In addition, the reconnaissance squadron has a fire support platoon that provides the ground reconnaissance troops and the LRSC with FOs. Given the dispersed nature of BFSB reconnaissance and surveillance operations, detailed fire support planning is especially important in ensuring that the brigade's elements can successfully break contact to avoid decisive engagement or when necessary to facilitate their engagement of HPTs. Responsive fire support, including joint fires, is a critical element of the BFSB's capability to collect information critical to the higher supported commander's PIR.

SECTION I – FIRES ORGANIZATION

BFSB FIRES CELL

FIRES CELL TASKS AND RESPONSIBILITIES

6-1. The fires cell within the CP is responsible for integrating the fires warfighting function into BFSB operations. The cell also synchronizes the effects of fires, including nonlethal fires and C2W, with the effects of the other warfighting functions controlled by the BFSB staff. In executing the fires warfighting function, the fires cell has the following specified tasks:

- Decide surface targets.
- Detect and locate surface targets.
- Provide fire support.
- Assess effectiveness.
- Integrate C2W, including nonlethal fires.

6-2. Fires cell personnel work from the main CP if the TAC CP is not deployed. Selected personnel from the main CP's fires cell man the fires element of the TAC CP when it is deployed. An Air Force TACP may augment the BFSB; it would work in the fires cell and may send selected personnel with the TAC CP. Primary responsibilities of the fires cell include the following:

- Advise the BFSB commander and staff of available fire support capabilities and limitations.
- Provide the BFSB commander with staff oversight for fires warfighting function-related training and readiness, including the assignment, professional development, training, standardization, and readiness of all fire support personnel and maintenance and readiness of fire support-specific equipment.
- Plan, prepare, execute, and assess all fire support for BFSB operations.

- Conduct coordination and synchronization for Army indirect fires and joint fires in BFSB operations.
- Integrate Army indirect fires, joint fires, and command and control warfare, including nonlethal fires, through the targeting process.
- Prepare the fires paragraphs in the BFSB OPORD that describe the concept/scheme of fires to support BFSB operations.
- Direct and supervise the creation of products to support development of OPORDs. This includes the role of fire support in synchronizing physical attack operations and coordinating electronic attack operations.
- Chair the targeting working group in the absence of the commander or deputy commander.
- Accompany the BFSB commander in the command group, as required, during execution of tactical operations.
- Collaborate in the BFSB IPB process as part of the MDMP.
- Coordinate the tasking of assets during development of the collection plan with the BFSB S-3 and S-2, the MI battalion, and reconnaissance squadron S-3 and S-2 as needed.
- Brief the BFSB commander to obtain approval of the concept for fires.
- Disseminate the approved concept to subordinate units within the BFSB and to the fires brigade and the fires section of the higher supported unit.
- Manage the establishment of and changes to fire support coordination measures (FSCM).
- Participate in the BFSB targeting process.
- Coordinate maneuver space for the positioning of fires assets.
- Coordinate the clearance of fires.
- Perform combat assessments of the results of employing fires.
- Provide input to the COP to enhance SU.

FIRES PERSONNEL AND THEIR RESPONSIBILITIES

Fires Cell

6-3. The BFSB fires cell is composed of eight personnel: the brigade fire support officer (FSO), the assistant brigade FSO, a targeting officer, the fires cell operation sergeant, two fire support sergeants, a fire support specialist, and an Advanced Field Artillery Tactical Data System (AFATDS) specialist.

6-4. The duties of the personnel in the fires cell are described in FM 6-20-40.

Tactical Air Control Party

6-5. The BFSB does not have an Air Force TACP by TOE. If a TACP is provided to the BFSB, it is collocated with the fires cell in the BFSB main CP. A TACP is usually manned by an Air Force major and two sergeants. Its mission is to plan, coordinate, and direct aerospace support for the BFSB. The ALO advises the BFSB commander and staff on air support for BFSB operations. He leverages the expertise of his TACP with linkages as needed to the supported unit's joint air ground coordinating cell to plan, coordinate, synchronize, and execute air support operations. He also maintains SA of the total air support picture. The TACP's major responsibilities are the following:

- Serve as the Air Force commander's representative, providing advice to the BFSB commander and staff on the capabilities, limitations, and employment of air support, airlift, and reconnaissance.
- Provide an Air Force coordination interface with not only the BFSB fires cell, but also the battalion and squadron fires cells and the ADAM/BAE.
- Assist in the synchronization of air and surface fires and prepare the air support plan.
- Provide direct liaison for local ADAM activities.

- Integrate into the BFSB staff to facilitate air support planning for future operations and to provide input on the development and evaluation of CAS, air interdiction, reconnaissance, and joint suppression of enemy air defenses (J-SEAD) programs.
- Operate the Air Force air request net.

RECONNAISSANCE SQUADRON FIRE SUPPORT

RECONNAISSANCE SQUADRON FIRES CELL

6-6. The reconnaissance squadron fires cell provides an organic fire support coordination capability to assist the squadron in executing its portion of the BFSB's scheme/concept of fires as well as its own scheme/concept of fires. Through its AFATDS, the fires cell provides the troop FISTs with digital linkage to fire support assets allocated to the BFSB. The squadron fires cell is composed of five personnel: the squadron FSO, the squadron fire support NCO, two fire support sergeants, and a fire support specialist. The cell's primary collective responsibilities include the following:

- Advise the squadron commander and his staff on fire support matters.
- Prepare and disseminate the squadron fire support plan.
- Conduct bottom-up refinement of the BFSB fire support plan.
- Develop squadron fire support tasks.
- Coordinate with the TACP for CAS missions and terminal control personnel.
- Provide fire support coordination channels.
- Plan, direct, and monitor the employment of laser designators where they will best support the commander's concept of operations.
- Translate the commander's intent into AFATDS guidance.
- Establish and maintain communications with the BFSB fires cell, troop FISTs, and LRSC FO teams.
- Participate in fire support rehearsals.
- Disseminate the approved target list and execution matrix to subordinate elements.
- Recommend appropriate changes in the target list and attack guidance when required.

RECONNAISSANCE SQUADRON FIRE SUPPORT PLATOON

6-7. The reconnaissance squadron has an organic fire support platoon comprising two FISTs—one for each reconnaissance troop—and three FO teams to support the LRSC. The troop FISTs plan, coordinate, and direct indirect fires. They provide fire support coordination, precision targeting, terminal attack control, and assessment for the troop commander. The LRSC FO teams provide similar capabilities for associated LRS teams. The positions in the LRSC FO teams are designated as joint FOs. This qualification enables the teams to provide terminal attack control of CAS. All five teams are capable of target acquisition under reduced visibility conditions and have both laser-range finding and laser designating capabilities to maximize the use of laser-guided munitions.

RECONNAISSANCE SQUADRON TACTICAL AIR CONTROL PARTY

6-8. The reconnaissance squadron may be augmented by an Air Force TACP whose primary mission is to advise the squadron commander on the capabilities and limitations of air power and assist him in planning, requesting, and coordinating CAS. The TACP provides primary terminal attack control of CAS for the squadron. A joint terminal air traffic controller is a certified service member who, from a forward position, directs the action of combat aircraft engaged in CAS and other offensive air operations. Joint terminal attack controllers (JTAC) in the Air Force TACP perform these functions:

- Know the enemy situation, selected targets, and location of friendly units.
- Know the squadron's plans, position, and fires support requirements for air assets.
- Validate targets of opportunity.
- Advise the commander on proper employment of air assets.
- Submit immediate requests for CAS.

- Control CAS with the supported commander's approval.
- Perform BDA.

OTHER JOINT AND ARMY AUGMENTATION

6-9. Joint and Army augmentation is essential to BFSB operations. In addition to the Air Force TACP, other joint augmentation may include naval surface fire support and Marine Corps liaison officers.

SECTION II – TARGETING IN THE BFSB

6-10. Targeting is an integral part of BFSB operations. Like other integrating processes, targeting occurs continuously throughout an operation. Its steps mirror planning, preparing, executing, and assessing. During planning for a new operation, however, it is primarily the "decide" function that is performed.

6-11. Based on the BFSB commander's targeting guidance and desired effects, the targeting working group determines what targets to attack and how, where, and when to attack them. It then assigns targets to systems best suited to achieve the desired effects. The "detect" function occurs during preparation and execution. The "deliver" function occurs primarily during execution, although some targets may be engaged while the command is planning or preparing for the overall operation. The "assess" function occurs throughout the operations process, but is most intense during execution. Table 6-1 summarizes the targeting process as it relates to the functions of the operations process, including tasks of the MDMP.

6-12. During the targeting process, the BFSB will identify the need for joint assets. As a result, BFSB staff members involved in targeting should be familiar with the joint targeting process. See JP 3-60 for more information on the joint targeting cycle.

Table 6-1. Targeting process

Targeting Process Function	*MDMP Task*	*Targeting Task*
Decide	**Mission Analysis**	• Perform TVA to develop FS and IO-related HVTs • Provide FS and IO input to targeting guidance and targeting objectives
	COA Development	• Designate potential HPTs • Deconflict and coordinate potential HPTs
	COA Analysis	• Develop HPTL • Establish TSS • Develop AGM • Determine criteria of success for BDA requirements
	Orders Production	• Finalize HPTL • Finalize TSS • Finalize AGM • Submit information requirements/RFIs to S-2
Detect		• Execute ISR plan • Update PIR, information requirements, and intelligence requirements as they are answered • Update HPTL and AGM
Deliver		• Execute attacks in accordance with the AGM • Execute IO tasks
Assess		• Evaluate effects generated by FS and IO attacks • Evaluate effects of IO • Monitor targets attacked with nonlethal IO

TARGETING IN THE OPERATIONS PROCESS

DECIDE

6-13. "Decide" begins with the MDMP as the BFSB staff develops the OPORD. It does not end when the plan is completed; it continues by validating previous targeting decisions and making new targeting decisions based on current circumstances or guidance. The BFSB S-3, S-2, and brigade FSO collaboratively develop "decide" function products such as the HPTL, targeting input to the ISR plan, target selection standards (TSS), the attack guidance matrix (AGM), and the target synchronization matrix (TSM). Collectively, these products address the following:

- What targets should be acquired and attacked to facilitate BFSB reconnaissance, surveillance, and collection efforts?
- When and where is the target likely to be found?
- How long will the target remain once acquired?
- What unit or asset within the BFSB can locate the target? If the target cannot be acquired by a BFSB asset, who has an asset that can acquire it, and how does the BFSB coordinate for access to that asset?
- How accurate must the target location be to attack the target?
- What are the BFSB commander's priorities for intelligence and target acquisition objectives and asset allocation?
- Which of the BFSB commander's intelligence requirements are essential to the targeting effort and how and by when must the information be obtained, processed, and disseminated?
- When, where, how, and in what priority should the target be attacked?
- What are the measures of performance and measures of effectiveness that determine whether the target has been successfully attacked and whether the BFSB commander's desired effects have been generated by doing so?
- What asset(s), either BFSB or supported unit, can attack the target, and how should the attack be conducted (for example, number/type of attack elements and ammunition to be used) to generate desired effects? What are the required assets/resources based on the commander's guidance?
- What unit or asset within the BFSB will obtain assessment or other information required for determining the success or failure of each attack? Who in the BFSB and/or the supported unit must receive and process that information, how rapidly, and in what format?
- Who has the decisionmaking authority to determine success or failure, and how rapidly must the decision be made and disseminated?
- What actions will be required if an attack is unsuccessful, and who has the authority to direct those actions?

DETECT

6-14. The "detect" function requires the BFSB S-2, working closely with the brigade FSO and targeting officer, to locate HPTs accurately enough to engage them. They must identify and analyze characteristics and signatures of the relevant targets, compare them to potential attack system requirements, and establish specific sensor requirements. The targeting working group specifies the who, what, when, and how for target acquisition. In doing this, the working group determines accurate, identifiable, and timely requirements for manned, unmanned, and target acquisition systems. Information needed for target detection is expressed as PIR and/or information/intelligence requirements to support the attack of HPTs and other key fire support tasks supporting the BFSB operation. As manned and unmanned sensor systems and target acquisition assets gather information, they report their findings back to the BFSB commander and staff. The "detect" function should answer the following questions:

- Were the designated targets found in the anticipated locations, times, and conditions and to the required accuracies?
- Is the situation developing as anticipated (for example, order of battle, main effort identification, and enemy and/or friendly success/failure)?

- Are "detect"-related plans, units, and equipment performing as effectively as required? Are there any combat loss or maintenance issues? Is "detect" information being processed and disseminated in a timely manner?
- Have intelligence and target acquisition activities identified new, unanticipated information the BFSB commander and staff must consider?
- Based on "detect" functions, are changes required to the "decide," "deliver," or "assess" functions of the targeting process?

6-15. In executing the BFSB ISR plan, all staff members—including the brigade FSO, targeting officer, and other members of the targeting working group—are responsible for passing to the S-2 information collected by their assets that answer information/intelligence requirements. Conversely, the S-2 is responsible for passing combat information and intelligence to the staff section/cell/element that identified the information/intelligence requirements. The sharing of information allows timely assessment of attacks and development of new targets. Effective information management is essential.

6-16. The BFSB ISR plan focuses on identifying HPTs and answering commander's PIR. These are prioritized based on the importance of the target or information to the concept of operations and intent. BFSB PIR can include fire support, C2 engagement, and C2W-related information/intelligence requirements, as designated by the BFSB commander. Detecting targets for nonlethal fires may require additional support from higher headquarters.

6-17. There is some overlap between the "detect" and "assess" functions. PIR assist the brigade FSO, targeting officer, and targeting working group in continuously assessing surveillance, reconnaissance, and target acquisition aspects of fire support, information engagement, and C2W.

6-18. The BFSB's reconnaissance, surveillance, and target acquisition plans, priorities, and allocations change during execution based on METT-TC factors. The targeting working group adjusts the BFSB HPTL and AGM to meet changes as the situation develops. The brigade FSO, targeting officer, and targeting working group submit new fire support information/intelligence requirements and RFIs/requests for intelligence as needed.

6-19. The information gathered from the multitude of collection assets must be processed to produce targets that meet selection standards. Moving HPTs must be detected and tracked to maintain a current location. The BFSB FSO, targeting officer, and targeting working group provide the S-2 with the accuracy and dwell time required for a target to be eligible for attack. To facilitate the handoff of targets and tracking, the BFSB S-3 coordinates with higher and subordinate units to establish responsibilities. Appropriate operational graphics are especially useful when tracking particular threat units or HPTs. The process of handing over a target as it crosses a graphic control measure helps to ensure that acquisition assets do not lose the target in the transition.

6-20. The BFSB FSO, targeting officer, and targeting working group assist the S-2 in the "detect" function by providing information from field artillery radars and observers. HUMINT, manned and unmanned aircraft, civil affairs, and other collection assets/resources help complete the intelligence picture. Critical targets that are not attacked must be tracked to ensure they are not lost. Tracking suspected targets expedites execution of the attack guidance and keeps the targets in view while they are validated. The BFSB FSO, targeting officer, and targeting working group monitor fire missions and spot reports for targeting information. Fire support contributes to target tracking primarily through observer calls for fire and spot reports.

6-21. HUMINT is processed in the BFSB's subordinate battalion/squadron CPs. It will not generally be transmitted directly from the source on the ground to the BFSB main CP. Once the HUMINT is processed at the battalion/squadron CP and a determination is made to develop it further as a BFSB target, the targeting information is sent via the All-Source Analysis System (ASAS). A target intelligence data message is also sent via ASAS to the targeting AFATDS in the fires cell. Within the fires cell, the targeting officer also analyzes targets and recommends options to the brigade FSO.

DELIVER

6-22. The "deliver" function of the targeting process is based on the BFSB commander's attack guidance and selection of an attack system or combination of systems. The "deliver" function should answer the following questions for the BFSB staff:

- Can/should designated targets be attacked as planned, or are changes required?
- Are the BFSB attack guidance and effects criteria still valid and achievable?
- Are lethal and nonlethal fires weapon systems and units performing as effectively as required? Are there any combat loss or maintenance issues?
- Are unanticipated delivery requirements manageable, or are there actual or potential implications?
- Given "deliver" factors such as ammunition or weapon status, are there changes to the "decide," "detect," or "assess" functions that need to be made?
- What effect will this have on the environment? What level of collateral damage is acceptable, and who is authorized to make that decision?

6-23. The BFSB FSO, targeting officer, and targeting working group have major responsibility during the "deliver" function because they coordinate all fire support, including appropriate aspects of information engagement and C2W for the BFSB commander. Attacking targets requires a number of tactical and technical decisions and actions. Tactical decisions include desired effects, time of attack, and the fire support system to be used. Technical decisions include delivery means (lethal and nonlethal fires), number and types of munitions or systems, tools and techniques, unit to conduct the attack, and response time required.

6-24. The "deliver" function involves engaging targets located within TSSs according to the guidance in the BFSB commander's AGM. This includes using both lethal and nonlethal fires systems. HPTsthat meet TSSs are tracked and engaged at the time designated in the AGM. Other collection assets look at HPTs that are not located accurately enough or at targets within priority target sets. When one of these is located within TSSs, its location is sent to the system that the AGM assigns to attack it. Not every HPT will be identified accurately enough to be attacked before execution. Some target sets may have only a few targets identified. The BFSB intelligence, surveillance, and target acquisition assets and the intelligence system develop information that locates or describes potential targets accurately enough to engage them. The BFSB commander's HPTL sets the priority in which the available assets accomplish this task.

6-25. Successful attack of HPTs requires the brigade FSO and fires cell planners to accomplish the following:

- Determine if the planned attack system is available and is still the best system for attack.
- Conduct the coordination necessary to employ the attack system in a timely manner (for instance, use of electronic attack systems requires coordination with both the EW officer and the S-2).
- Deconflict and synchronize all attacks as necessary to gain maximum, synergistic effects with minimum resource expenditure.
- Ensure C2W, especially the destructive component (such as electronic attack and/or physical attack), is properly incorporated into the overall targeting plan.
- Coordinate as required with higher, lower, and adjacent units; other services; allies; and the host nation. This is particularly important in minimizing the risk of fratricide.
- Issue the call for fire to the appropriate executing unit(s).
- Inform the S-2 of the target attack.

6-26. Based on the results and effectiveness of the execution of the "deliver" function, the BFSB commander and staff refine and modify the targeting products discussed in the "decide" function, as well as the commander's scheme of maneuver and concept of fire support.

ASSESS

6-27. The BFSB commander and staff deliberately compare anticipated outcomes to actual events to determine the overall effectiveness of force employment. To support assessment, the commander and staff develop measures of effectiveness and measures of performance. A measure of effectiveness answers the question, "Is the force doing the right things?" A measure of performance answers the question, "Was the task or action performed as the commander intended?" Combat assessment, the determination of the overall effectiveness of force employment in military operations, is composed of three major components—

- **BDA.** This is the estimate of damage resulting from the application of lethal or nonlethal military force.
- **Munitions effectiveness assessment.** This assessment covers the military force applied—in terms of weapon system and munitions effectiveness—to determine and recommend any required changes to the methodology, tactics, weapon system, munitions, fusing, and/or weapon delivery parameters to increase force effectiveness.
- **Reattack recommendation.** Derived from the results of BDA and munitions effectiveness assessment, this provides the BFSB commander with systematic advice on reattack of targets and further target selection to achieve the commander's desired effects.

6-28. Measures of effectiveness and measures of performance give the BFSB commander and targeting working group a basis to evaluate fire support, including appropriate aspects of information engagement and C2W and their contribution toward achieving the BFSB commander's desired end state. Measures of effectiveness and measures of performance are indicators used collectively to identify trends that can affect future actions, influence decisions, identify transitions, and determine termination points. They help the BFSB commander and targeting working group determine when all or part of the mission has been accomplished, permitting reallocation of resources. The criteria used depend on the situation. They often require readjustment as the situation changes and objectives evolve.

6-29. The BFSB commander and targeting working group determine measures of effectiveness and measures of performance during planning. They consider these measures as early as mission analysis and include them and related guidance in the commander's estimate and running estimates. Assessment actions and measures help the BFSB commander adjust operations and resources as required, determine when to execute branches and sequels, and make other critical decisions to ensure current and future operations remain focused on the mission objectives and desired end state. The BFSB S-3 and S-2 have overall responsibility for conducting BFSB assessment activities.

6-30. Many aspects of BFSB operations are quantifiable. Examples include movement rates, fuel consumption, and weapons effects. While not easy, assessing physical aspects of operations can be straightforward. However, the dynamic interactions among friendly forces, adaptable enemies, and populations make assessment of many aspects of operations difficult. This is especially true of operations in which stability operations predominate. For example, assessing the results of planned actions to change human behavior is very challenging. In these instances, assessment relies on understanding trends and indicators over time to make judgments concerning the success of given actions.

ARMY HIGH-VALUE INDIVIDUAL TARGETING SUBPROCESS

6-31. During the "decide" function of the targeting process, the BFSB commander may issue targeting guidance that he wants to engage an HVI. This is a person of interest (friendly, adversary, or enemy) who must be identified, observed, followed, and influenced through the use of information or fires. The BFSB commander's guidance drives subsequent targeting process activities. He may employ a subset of the targeting process to engage selected HVIs and networks. An HVI may become an HPT that must be acquired and successfully attacked (exploited, captured, or killed) for the success of the BFSB commander's mission.

6-32. This targeting subset of the decide, detect, deliver, and assess process is an aggressive targeting model known as F3EAD ("find," "fix," "finish," "exploit," "analyze," and "disseminate"). It features massed, long-duration MI discipline collection and reconnaissance and surveillance operations—cued to a powerful and decentralized all-source intelligence apparatus—to find the HVI in the midst of a civilian cluster and fix his exact location. This precise location enables surgical "finish" operations (lethal or nonlethal) that emphasize speed to catch a fleeting target. The emphasis on "finish" is not only to remove a combatant from the AO, but also to take an opportunity to gain more information on the globalized and networked force. "Exploit" and "analyze" represent the main effort of F3EAD because these functions provide insight into the enemy network and offer new lines of operations. "Exploit" and "analyze" start the cycle over again by providing leads, or start points, into the network that can be observed and tracked. Of particular concern to the BFSB commander is the significant tasking of resources to support this type of attack.

SECTION III – BFSB TARGETING WORKING GROUP

6-33. The BFSB targeting working group is critical to facilitating the targeting process and integrating targeting into BFSB operations. The purpose of the targeting working group is to focus and synchronize the BFSB's combat power and resources toward finding, attacking, and assessing HPTs. The success of the targeting working group in accomplishing these goals requires focus, participation by all warfighting function and staff representatives, preparation by all participants, and the rapid development and dissemination of required products. The targeting working group has the following responsibilities:

- Verify and update the BFSB HPTL.
- Verify, update, and retask available BFSB and supported unit intelligence and target acquisition assets for each HPT.
- Allocate delivery systems to engage each target.
- Confirm that assets have been tasked to assess whether the BFSB commander's desired effects have been generated by attacking the target.
- Identify BFSB target nominations for attack by supported units or higher echelons of command.
- Synchronize fire support, including appropriate information engagement and C2W assets, to generate the BFSB commander's desired effects from lethal and nonlethal fires.

TARGETING WORKING GROUP BATTLE RHYTHM

6-34. The targeting working group plays a critical role in the BFSB's battle rhythm (see Figure 6-1). The timing of targeting working group sessions serves to correlate the BFSB's battle rhythm with the higher headquarters targeting process. When these sessions are effectively integrated into BFSB battle rhythm and nested within the higher targeting cycle, the results of the targeting process focuses, rather than disrupts, operations. Conversely, the targeting working group must keep in mind that any changes to the targeting process must be made with full awareness of the time available to prepare and execute the operation. Examples of these changes include task organization changes; modifications to the ISR plan; ATO nominations; and changes to the HPTL and specified fire support, information engagement, and C2W tasks.

6-35. The timing of targeting working group sessions is critical. While the time-focus for BFSB-level sessions of the targeting working group is normally 24 to 36 hours out, the BFSB's employment of reachback assets and certain targeting decisions, such as ATO nominations, must be planned in conjunction with the ATO cycle of the supported unit (such as division, corps, theater army, or JTF). For these reasons, the BFSB's targeting focus is 24, 48, and 72 hours. However, the BFSB commander must choose a targeting cycle based on the pace of operations in his AO. In stability operations, the targeting timeline may be extended to focus as much as 1 month or more in the future. The brigade FSO also schedules internal fires cell targeting meetings so fire support, information engagement, and C2W-related target nominations arrive within the BFSB and higher echelon target nomination windows.

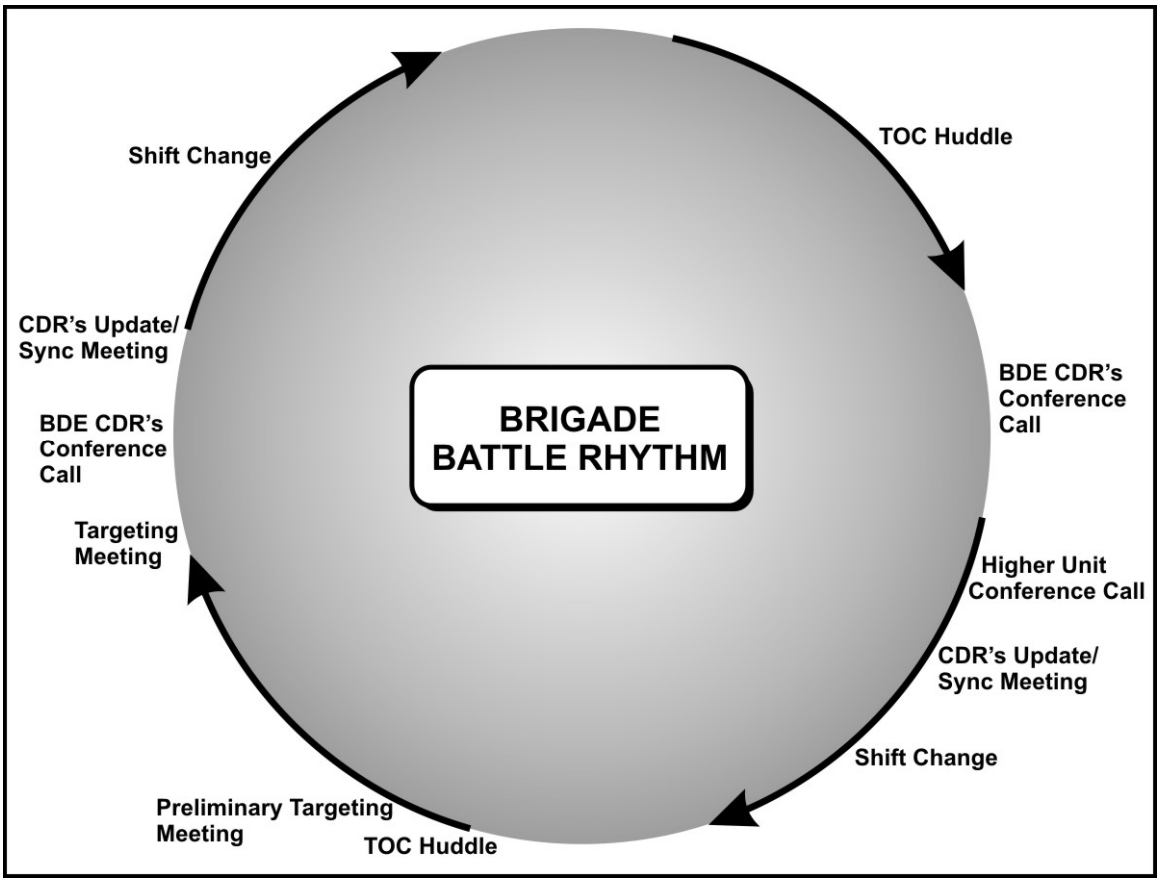

Figure 6-1. BFSB battle rhythm

6-36. Current experience in theater—although not yet incorporated into doctrine as of the publication date of this FM—has shown benefits from two targeting working group sessions daily at the main CP. A preliminary session facilitated by the fires cell ensures the effects of lethal and nonlethal fires complement each other and meet the BFSB commander's guidance and intent. The brigade FSO, targeting officer, and targeting working group assess ongoing targeting efforts and ensure target nominations are processed through higher headquarters and Air Force channels to meet division, corps, theater army, and JTF targeting timelines. The second session, generally more formal than the first, is focused on updating the commander, gaining new guidance, and obtaining approval of planned and proposed targeting actions. Targeting working group sessions should be the minimum length required to present targeting information and situation updates, provide recommendations, and obtain decisions.

BFSB TARGETING WORKING GROUP MEMBERS AND RESPONSIBILITIES

6-37. Assembling the targeting working group brings various members of the BFSB staff together to synchronize the targeting process and obtain approval for and/or recommend changes to the targeting products. The targeting working group focuses and synchronizes the BFSB's combat power and resources toward finding, tracking, attacking, and assessing HPTs. The following personnel should normally attend sessions of the targeting working group:

- BFSB commander.
- BFSB DCO (chairs the meeting).
- BFSB FSO (alternate chair).

- BFSB intelligence section representative.
- BFSB operations section representative.
- BFSB sustainment cell representatives.
- BFSB S-6.
- BFSB ADAM/BAE representative.
- BFSB fires cell targeting officer.
- BFSB SJA.
- MI battalion S-2 and S-3 (or their representatives).
- Reconnaissance squadron S-2, S-3, and FSO (or their representatives).
- BFSB ALO (when present).

BFSB COMMANDER

6-38. The BFSB commander provides command guidance. He defines the mission and objectives, concept of the operation, and his intent; assigns missions; and task organizes his assets. The commander's intent focuses and drives the targeting process.

BFSB DEPUTY COMMANDER

6-39. The BFSB DCO chairs the targeting meeting. Although the BFSB commander must approve the initial targeting products that accompany an OPORD, the DCO may be the approval authority for modifications to targeting products.

BFSB FIRE SUPPORT OFFICER

6-40. The brigade FSO finalizes the fires attack guidance formulated by the commander. His specific targeting responsibilities include the following:

- Oversee fires targeting execution.
- Ensure all aspects of targeting are addressed and understood during the targeting process. These factors include task, purpose, location of sensors/backups, fire mission thread, rehearsal, delivery assets, and assessment.
- Develop and update the fire support tasks.
- Consolidate target refinements and planned targets from subordinate units.
- Establish target refinement standards to facilitate completion of the fire support plan.
- Coordinate support for subordinate unit attack requirements.
- Coordinate J-SEAD and joint air attack team (JAAT) operations.
- Conduct BDA to determine if the desired effects were achieved.
- Formulate the reattack recommendation.
- Ensure target nominations are validated, processed, and updated to support the ATO.
- Serve as the targeting working group chair in the absence of the BFSB DCO.

TARGETING OFFICER

6-41. The fires section targeting officers facilitate the exchange of information between the BFSB S-2 and subordinate fires sections. Their responsibilities include the following:

- Assist the BFSB S-2/S-3 in developing ISR plans.
- Develop, recommend, and disseminate the AGM.
- Coordinate with the BFSB S-2 for target acquisition coverage and processing of HPTs.
- Produce the TSS matrix for target acquisition assets supporting the BFSB.
- Manage target lists for planned fires.
- Work with supported unit assets to coordinate and distribute the restricted target list.

BFSB INTELLIGENCE SECTION REPRESENTATIVE

6-42. The intelligence section representative prepares the ISR synchronization matrix and maintains information on the current enemy situation. He/She provides assessments of possible enemy actions, provides analysis, and identifies targets based on commander's guidance. The intelligence section's specific targeting responsibilities include the following:

- Provide enemy capabilities and projected COAs.
- Provide IPB products to the targeting team.
- Develop HVTs.
- Determine which HPTs can be acquired with organic assets.
- Develop support requests for acquiring HPTs beyond the capabilities of organic assets.
- Coordinate the collection and dissemination of targeting information with the fires section.
- Advise the S-3 about BDA collection capabilities.

BFSB OPERATIONS SECTION REPRESENTATIVE

6-43. The BFSB operations section's specific targeting responsibilities include the following:

- Work with the S-2 and brigade FSO to prioritize the HPTL before approval by the commander.
- Determine the targets to be attacked immediately and specify desired effects.
- Provide a detailed interpretation of the commander's concept of operations.
- Provide guidance about which targets are most important to the commander.
- Decide when and where units should be attacked.
- Periodically reassess the HPTL, AGM, and BDA requirements with the brigade FSO and S-2.
- Work with the brigade FSO and S-2 to determine if desired effects are achieved and if additional attacks are required.
- Develop and supervise implementation of the ISR plan.

BFSB STAFF JUDGE ADVOCATE

6-44. The BFSB SJA's targeting responsibilities include the following:

- Provide advice on the impact of the ROE on targeting.
- Provide advice on the impact of the Law of War on targeting.

AIR LIAISON OFFICER

6-45. When the BFSB is augmented by a TACP, the ALO's targeting actions include the following:

- Monitor execution of the ATO.
- Advise the commander and staff about employment of air assets.
- Receive, coordinate, plan, prioritize, and synchronize immediate CAS requests.
- Provide Air Force input to analysis and plans.

PREPARING FOR THE TARGETING MEETING

6-46. Preparation and focus are keys to successful BFSB targeting meetings. Each representative must come to the meeting prepared to discuss available assets, capabilities, limitations, and BDA requirements related to his or her staff area. This means participants must conduct detailed prior coordination and be prepared to provide input and/or information. This preparation must be focused around the commander's intent and a solid understanding of the current situation.

6-47. The BFSB operations section representative must be prepared to provide the following:

- Current friendly situation.
- Maneuver assets available.
- Current combat power.

- Requirements from higher headquarters, including recent FRAGOs or taskings.
- Changes to the commander's intent.
- Changes to the task organization.
- Planned operations.

6-48. The BFSB intelligence section representative must be prepared to provide the following:

- Current enemy situation.
- Current ISR plan.
- Planned enemy COAs (using the situational template [SITTEMP]) tailored to the period being discussed.
- Collection assets available at brigade level and those the S-2 must request from higher headquarters.

6-49. The BFSB FSO must be prepared to provide the following:

- Changes to the fire support tasks.
- Fire support assets available.
- Proposed HPTL, TSSs, AGM, and fire support tasks for the period being discussed.
- Recommended changes to FSCMs for the period being discussed.

6-50. The specific situation dictates the extent of the remaining targeting team members' preparation. They should be prepared to discuss in detail (within their own warfighting functions) available assets and capabilities, the integration of their assets into targeting decisions, and the capabilities and limitations of enemy assets. The following tools should be available to facilitate the conduct of the targeting meeting:

- HPTL.
- TSSs.
- AGM.
- Consolidated matrix (for example, the TSM) or another product based on SOP.
- List of delivery assets.
- List of collection assets.

SECTION IV – CLEARANCE OF FIRES IN THE BFSB

6-51. Clearance of fires is the process of approving or obtaining approval to attack targets with fires within and outside the boundaries of the supported unit for which the fires are provided. The BFSB commander is responsible for the clearance of fires within the brigade's boundaries. Proper clearance ensures that fires will attack enemy capabilities without resulting in casualties to friendly forces and noncombatants. During planning and execution, the BFSB commander, S-3, and brigade FSO will be able to use a variety of means in various combinations to set the conditions for clearance of fires. Even with automated systems, clearance of fires remains a command responsibility at every level, and commanders must assess the risk and decide the extent to which they will rely on automated systems to assist in the clearance of fires.

6-52. The brigade FSO and fires cell members coordinate all fires impacting in the BFSB AO. They ensure that fires will not jeopardize troop safety, will interface with other fire support means, and/or will not disrupt adjacent unit operations.

6-53. The use of manned and unmanned aircraft and indirect fire weapons requires that the BFSB and reconnaissance squadron S-3s, the BFSB and reconnaissance squadron FSOs, the brigade aviation officer, augmenting AMD personnel, the Air Force TACP, and UAS operators are aware of their impact on airspace over the BFSB AO. The reconnaissance squadron S-3 or his representative submits the air control means request to the BFSB ADAM/BAE for processing and forwarding to the division and corps AC2 elements. The BFSB ADAM/BAE conducts close coordination with the reconnaissance squadron and other airspace users in the BFSB AO during planning and execution of combat operations to ensure synchronization and deconfliction of airspace.

6-54. Clearance of fires may be accomplished through a staff process, control measures, embedded automated battle command systems, or active or passive recognition systems. Clearance of fires should be trained as a drill in all CPs because fire support requests can come from many channels. Initiating the drill is the responsibility of the BFSB fires cell. Staff members who may participate in the clearance of fires drill include the S-3, fire support personnel, SJA, S-7, ADAM/BAE, Air Force ALO and the battle captain. The staff section(s) required to participate in the clearance of fire drill will depend on the OE within which the BFSB is operating and should be included in the tactical SOP.

STAFF PROCESS

6-55. When fires are requested that are not precleared or allowed by a permissive FSCM, they must be positively cleared. This procedure should be a battle drill in CPs.

6-56. Coordination is required when the affected area around the target violates one or more FSCMs or zones of responsibility (ZOR). A ZOR is an AFATDS-generated geometry used to define boundaries in both the offense and defense. It is a defined area of the AO that a specific unit controls. A ZOR can exist in another ZOR. When coordination is required before firing a mission, the unit establishing the FSCM or the unit responsible for the ZOR must approve a coordination request. AFATDS will generate a coordination requirement if a fire mission violates another unit's ZOR. Coordination of ZORs is based on the support headquarters relationships. A mission requires coordination with a ZOR if the observer, his supported headquarters, or the originator of the mission differs from the responsible unit for the lowest-echelon ZOR that encloses the target area.

6-57. Even with enhanced SA offered by automated systems and the automated checks and warnings of AFATDS, voice coordination may still be required before clearance is finalized.

CONTROL MEASURES

BOUNDARIES

6-58. The most prevalent maneuver control measure is the boundary. Boundaries serve as both a permissive and restrictive measure. Whenever possible, boundaries should be used because they enable the commander who "owns the ground" to engage targets quickly, requiring coordination and clearance only within that organization. Boundaries divide AOs into sectors and define responsibility for clearance of fires. Targets and their triggers should be kept in the same unit's boundary without overriding other tactical or doctrinal considerations.

6-59. While clearing fires is potentially more complicated during operations in noncontiguous AOs, serious consideration should be given to establishing an AO for each subordinate maneuver unit, consistent with the scheme of maneuver.

FIRE SUPPORT COORDINATION MEASURES

6-60. Proper use of FSCMs also facilitates the clearance of fires. Permissive measures (if positioned correctly and disseminated to all higher, adjacent, and subordinate units) offer the opportunity for safe, responsive fires on targets of opportunity; examples include coordinated fire lines (CFL) and free-fire areas (FFA).

6-61. Restrictive measures, such as no-fire areas (NFA) and restrictive fire areas (RFA), are used to protect independent units such as scouts or SOF elements and critical civilian infrastructure. Serious consideration should be given to the size and location of restrictive areas to preclude unwarranted delays for otherwise safe fires.

AUTOMATED BATTLE COMMAND SYSTEMS

6-62. Using digital fire support C2 systems, the commander can set the conditions for the execution of certain fire missions without clearance confirmation at the time of execution. Typical conditions that a commander might set include the following:

- Fires do not violate established maneuver control measures or FSCMs.
- The observer executing the fires must positively identify the target, and it must meet the established engagement criteria.
- The observer executing the fire mission must meet target location accuracy criteria.
- The execution of the mission, including established digital links, must be planned and rehearsed prior to the operation.

PRECLEARANCE OF FIRES

6-63. Preclearing fires is one of the most effective ways to ensure troop safety and speed up target engagement. Units should clear fires during the planning phase. The two most common types of preclearance of fires are—

- Fires into a planned call for fire zone (CFFZ) resulting from a radar acquisition from that planned CFFZ.
- Fires on a preplanned target, with a definable trigger, against a specific enemy and according to the concept of fires.

6-64. Always ensure that preclearance is disseminated in plans and orders and is included in all rehearsals. The more thoroughly the unit conducts preclearance work during preparation, the less likely it will be to experience delays during execution.

SECTION V – SUPPRESSION OF ENEMY AIR DEFENSES

6-65. The effective employment of air assets gives the BFSB commander a powerful source of fires. Army aviation and the air platforms of other services, particularly the Air Force, enable the ground commander to quickly influence operations. The availability of fires from air assets also gives the BFSB commander the corresponding responsibility to protect those assets. Therefore, suppression of enemy air defenses (SEAD) is a critical function that must be accomplished quickly and efficiently.

REQUIREMENT FOR SEAD

6-66. The obligation to protect air assets is significant in view of the increasingly sophisticated threat that U.S. forces face across the spectrum of conflict. Enemy forces have the capability to field effective integrated air defense networks. These networks—encompassing weapon systems, radars, and C2 nodes—present a formidable all-altitude protection umbrella.

6-67. The most effective enemy air defense systems will be a factor in high-intensity operations. However, enemy air defense capabilities in stability operations also pose a significant threat to friendly air assets, which must be able to survive to contribute their full combat potential.

6-68. SEAD operations must be synchronized with elements of the fire support system and with members of the joint, combined arms, and multinational teams to produce maximum combat power. Unity of effort is essential in this function. Synchronization of fire support resources in SEAD requires detailed planning and coordination and precise timing.

INITIATING THE SEAD PROCESS

6-69. The SEAD process starts with the Army or Air Force unit that requests air operations. Because the BFSB does not have any organic fires assets, the theater air control system or Army air-ground system structure is used to request or coordinate joint support.

6-70. SEAD is an integral part of air or aviation mission planning. SEAD requests are processed through the appropriate BFSB's fires cell channels. The BFSB fires cell plans, coordinates, and executes responsibilities inherent in SEAD operations. Requests are consolidated, reviewed, prioritized, and scheduled at the supported unit for execution by available assets. Targets exceeding supported unit capabilities are nominated and forwarded to the Air Force. Once approved, the schedule and other pertinent information are sent back through the same channels to the BFSB.

SEAD PLANNING AND EXECUTION

6-71. The BFSB FSO directs SEAD operations through the functioning of the BFSB fires cell and targeting working group. SEAD operations require the coordination of all fire support means, including EW capabilities. The BFSB S-2, in conjunction with the intelligence cell, gives the S-3, brigade FSO, and targeting working group information on the projected enemy defense threat. These data, plus airspace use information, are integrated into the SEAD plan by the BFSB fires cell.

6-72. SEAD is supported by the coordinated use of air- and ground-based acquisition platforms, which include helicopter and fixed-wing assets. Disruptive efforts are planned to complement destructive efforts and include the full spectrum of EW capabilities. EW systems are used to degrade jammable threats and to neutralize enemy systems when destruction is not feasible. To prevent disruption of friendly AMD radars, the BFSB fires cell must provide friendly electronic order of battle and location information for inclusion in the airspace control order.

6-73. The supported unit(s) plan and conduct localized suppression to protect aircraft that are required to penetrate the forward line of own troops (FLOT). This entails the suppression of enemy air defense systems along the routes to (ingress) and from (egress) the attack objective as well as systems surrounding the objective when they are within range of Army attack means. A corridor may have to be established to protect helicopters participating in air assault operations.

SEAD TARGETING

6-74. The targeting process for SEAD is the same as for any other target set. To be considered successful, SEAD targeting must accomplish one or all of the following:

- Support air or aviation assets engaged in contact with the enemy air defense threat.
- Fulfill required aspects of the BFSB or higher headquarters commander's battle plan.
- Be synchronized with the air operation.
- Be capable of sustaining its effort.

SECTION VI – ARMY AVIATION AIR-GROUND INTEGRATION

MISSION PLANNING

6-75. Army aviation operations must be integrated with CAS, indirect fires, direct fires, and armed helicopters to generate the BFSB commander's desired effects. The BFSB ADAM/BAE integrates Army aviation into BFSB operations. The ADAM/BAE provides employment advice and initial planning for aviation missions, including airspace planning and coordination for UAS operations. It also synchronizes aviation employment with the brigade FSO and the Air Force ALO, if present. The ADAM/BAE works directly with the supporting aviation brigade or aviation task force for detailed mission planning.

6-76. Although integrated missions are conducted with or under the control of the BFSB or reconnaissance squadron commander, they usually require direct coordination between aircrews and FISTs, FSOs, FOs, and others at the troop level. The supported unit must provide the Army aviation team with the following minimum information to ensure accurate and timely support:

- Current situation, including friendly force locations; enemy situation, highlighting known air defense artillery (ADA) threats in the AO; mission requests; and tentative engagement area coordinates.

- Fire support coordination information, including location of the BFSB's supporting artillery, if present, and call signs and frequencies.
- BFSB and squadron graphics, updated as necessary using maneuver control system, aviation mission planning system, or radio communications. This covers critical items—such as limit of advance (LOA), fire control measures, and maneuver graphics—to facilitate better integration into the friendly scheme of maneuver.
- Ingress/egress routes into and out of the AO. This includes passage points into the sector or zone and air routes to the holding area or landing zone (LZ).
- Call signs and frequencies of the troop or LRS team in contact. Air-ground coordination should be done on command frequencies, when possible, to provide SA and SU for all elements involved.
- Time coordination information for global positioning system (GPS) and SINCGARS equipment. Care must be taken to ensure that all units are operating on the same time.

6-77. The air mission commander and key leaders of the ground unit must consider the risk to friendly forces before weapon selection is finalized and engagement begins. For risk estimate distances for armed helicopter weapons, see FM 3-09.32.

6-78. Time is a primary constraining factor for coordinating direct fires in close combat. Preexecution planning and coordination can reduce the complexity of the air-ground integration process. METT-TC dictates how coordination between the commander in contact and the air mission commander is accomplished. Face-to-face coordination is preferred but is rarely possible in close combat attack situations. To take advantage of targets of opportunity or assist ground units under pressure, coordination is usually accomplished by radio.

6-79. Ground commanders and their observers (FIST, FOs) must be trained to use the standard close combat attack briefing. The briefing follows the five-line format shown in FM 3-09.32. It provides clear and concise information in a logical sequence that enables aircrews to employ their weapon systems. It also provides appropriate control to reduce the risk of fratricide.

ENGAGEMENT

6-80. During engagement, open communications and continuous coordination with friendly ground elements are required to ensure the desired effects are achieved. Coordination of the direct and indirect fires from all participants produces the most efficient results in the least amount of time with the least risk to all. This coordination covers CAS and any nonlethal methods that may be employed.

BATTLE DAMAGE ASSESSMENT/REATTACK

6-81. The air mission commander provides BDA to the reconnaissance troop commander or LRS team leader, who then determines if reattack is required to achieve desired effects. Support continues until the desired effects are achieved.

TARGET IDENTIFICATION AND MARKING

6-82. Positive target identification and location are essential to achieving the desired effects on the target and reducing the risk of fratricide. C2 techniques that can be effective during air-ground operations with Army aircraft include the following:

- Bull's eye technique, using a known point or an easily recognizable terrain feature to define the aim point.
- Grid technique, using grid coordinates to define the aim point.
- Sector/terrain technique, using terrain and graphics available to both air and ground units to identify the aim point.

SECTION VII – AIR OPERATIONS SUPPORTING THE BFSB

ORGANIZATION

6-83. The theater air control system and the Army air-ground system bring together Air Force and Army components to conduct air support for the Army and SEAD support for Army aviation and Air Force assets during joint operations. For more information on the theater air control system and the Army air-ground system, see FM 3-52.2.

PLANNING AND REQUESTING AIR SUPPORT

AIR SUPPORT PLANNING

6-84. Based on the apportionment recommendation, the air operations center gives the supported force CP initial planning guidance for the number of sorties expected to be available for air interdiction and CAS. Although this initial planning information is only tentative, it serves a start point for battle planners at the supported unit main CP to begin the estimate process for the supported force's plan. The estimate process should include the supported commander's decision on the following:

- Priority for air support to subordinate units.
- Air interdiction target and priorities.
- Percentage of CAS to be retained for immediate requests.

6-85. The BFSB S-3, S-2, Air Force ALO (when present), FSO, and targeting officer together must work out which targets developed, or to be developed, for the planning period should be attacked with air assets instead of with surface fires. A prioritized initial target list is developed and passed to the Army forces/theater Army, which reviews and evaluates the supported unit's requests as necessary and forwards a consolidated list to the joint force land component command or battlefield coordination detachment as appropriate.

6-86. The targeting process during this period must include predictions of target types and confirmed targets that logically can be expected to move before they are attacked. Target value analysis (TVA) energizes the targeting process by identifying the types of targets that will most affect planned operations. Given the anticipated targeting requirements, Army intelligence and target acquisition assets are used to evaluate enemy actions for that time period.

6-87. Air Force reconnaissance assets also must be considered for inclusion in the targeting process. Both the current Air Force tactical intelligence database and the current tactical air reconnaissance operations database can provide usable target information during these initial planning phases. Refinement of target information is a continuous process up to the time of the launch of attack aircraft. Information for the initial target list should include the following:

- Target type.
- Desired effects, such as disrupt, delay, or destroy.
- Time on target expressed as a specific time, a not-later-than time, or an inclusive time period.
- Air request number.

REQUESTING AIR RECONNAISSANCE

6-88. Air reconnaissance requests can be either planned or immediate. When the BFSB requires air reconnaissance, the BFSB S-2 coordinates the request with the supported higher headquarters ALO. The following key questions are considered before tasking an air reconnaissance sortie:

- Can the information be obtained by using Army assets?
- Is the information required already available in the Air Force or joint intelligence database?

6-89. Once the air support list is transmitted to the BFSB and supported fires cells by the AFATDS, the status of each air support request contained on the air support list will change to "requested" in the mission status field. As the mission is processed through intermediate headquarters to the battlefield coordination detachment, the status of each air support request on the air support list will be updated to "confirmed" or "denied" as appropriate. Targets included on the ATO will retain a mission status of "confirmed." The status of all other targets will be changed to "denied."

CLOSE AIR SUPPORT OPERATIONS SUPPORTING THE BFSB

KEY PERSONNEL AND RESPONSIBILITIES

6-90. When an Air Force TACP augments the BFSB, it is the principal Air Force liaison element aligned with the brigade. The BFSB commander establishes the priority, timing, and desired effects of CAS within his AO. In the absence of a BFSB TACP, the BFSB must go to the supported higher headquarters TACP. The TACP advises the commander on the capabilities and limitations of airpower and assists the BFSB commander, S-3, and FSO in planning, requesting, and coordinating CAS. The TACP provides the primary terminal attack control of CAS in support of ground forces. TACP personnel include the following:

- **Air liaison officer.** The Air Force ALO plans and executes CAS in accordance with the BFSB commander's guidance and intent. At the reconnaissance squadron, the Air Force ALO provides the commander with direct CAS.
- **Joint terminal attack controller.** JTACs, when present, are the reconnaissance squadron commander's CAS experts, providing recommendations on the use of CAS and its integration with ground maneuver. They also perform terminal attack control of individual CAS missions. JTACs are usually enlisted personnel.
- **Joint fires observer.** A joint fires observer is trained and certified in requesting, adjusting, and controlling surface-to-surface fires; providing targeting information in support of Type 2 and 3 CAS terminal attack controls; and performing autonomous terminal guidance operations. Joint fires observers perform these functions because JTACs cannot be in a position to see every target in the AO.
- **Forward air controller.** A forward air controller is an officer (aviator/pilot) and a member of the TACP. From a forward ground or airborne position, he/she controls aircraft during CAS involving ground troops.
- **Forward air controller (airborne).** The forward air controller (airborne) is a specially trained and qualified aviation officer who exercises control from aircraft engaged in CAS of ground troops. The forward air controller (airborne) is normally an airborne extension of the TACP.
- **Troop FIST.** In the absence of an Air Force TACP, the troop commander may use his FIST to coordinate CAS and naval surface fire support through appropriate agencies. The decision to use non-JTAC-qualified personnel for terminal attack control of CAS must be balanced against potential loss of friendly forces to enemy action.

CAS PLANNING AND COORDINATION

6-91. The BFSB's joint fire support planning team may consist of attached Air Force TACP personnel, plus the Air Force ALO, the BFSB FSO, fires cell personnel, and targeting working group. If the BFSB is not augmented with Air Force personnel, it must conduct its planning with the supported higher headquarters TACP.

6-92. The planning phase begins when the BFSB receives its orders. CAS planning is an integral part of the BFSB MDMP and is crucial in developing the overall BFSB fire support plan. A major challenge in the process is integrating and coordinating air support with surface fires. The overarching goal is integrating fire support assets and maneuver to achieve the desired effects from the air attack without suspending the use of the other supporting arms or unnecessarily delaying the scheme of maneuver. An additional goal is to offer a reasonable measure of protection to the aircraft from friendly surface fires and enemy fires.

6-93. The BFSB commander must identify and articulate the effects he desires from CAS, with specifics concerning time, place, and end state. The Air Force ALO, brigade FSO, fires cell planners, and targeting working group must understand the commander's desired effects for CAS as well as how the commander envisions the use of CAS to best support the overall mission.

6-94. An effective tool for the coordinated attack of a target is a kill box. See FM 3-09.34 for more information.

CAS EXECUTION IN SUPPORT OF BFSB OPERATIONS

6-95. When the BFSB is augmented with JTACs, CAS execution begins with a target being identified, tracked, and nominated by a unit or agency within the BFSB. In the absence of a JTAC at the BFSB, the joint fires observers in the reconnaissance squadron may perform these functions, or the BFSB must work with the TACP providing support to the brigade. Two processes that are continuous and overlapping are involved in the successful attack of the target with CAS:

- Coordination among the JTAC, the BFSB, and the reconnaissance squadron CP.
- CAS terminal control resulting in successful target engagement.

Coordination and Target Nomination

6-96. If the BFSB is augmented with an Air Force TACP, it is critical for JTACs and the BFSB Air Force ALO, FSO, and fires cell and the reconnaissance squadron fires cells to coordinate their efforts prior to each CAS engagement. Only through effective coordination can the CAS team successfully achieve the BFSB commander's desired effects. Key issues that must be clearly understood include the following:

- Battle tracking.
- Target nomination.
- Airspace deconfliction.
- Coordination and synchronization procedures.
- Weapons release authority.
- Assessment of tactical risk.
- Types of terminal attack control.
- Which JTAC will provide terminal attack control for CAS.

6-97. Once a target is identified, it is nominated to the JTAC to engage with CAS. The BFSB or reconnaissance squadron commander nominates CAS targets based on planned target sets or from spot reports and targets of opportunity received during operations. The nomination can occur before or after the aircraft arrive at the checkpoint. In the absence of a JTAC, the TACP providing support to the BFSB will direct the CAS.

Terminal Attack Control

6-98. Recent technological advances in aircraft capabilities, weapon systems, and munitions have provided JTACs with additional tools to maximize the effects of fires while mitigating risk of fratricide when employing air power in close proximity to friendly forces. GPS-equipped aircraft and munitions, laser range finders/designators, and digital system capabilities are technologies that can be exploited in CAS missions.

6-99. Based on recommendations from his staff and associated risks identified in the tactical risk assessment, the BFSB or reconnaissance squadron commander considers the situation and issues guidance to the JTAC on the type of terminal attack control he desires. The intent is to give the lowest-level supported commander—within the constraints established during risk assessment—the latitude to determine which types of terminal attack control can best accomplish the mission. Specific levels of risk should not be associated with each type of terminal attack control. The types of control are not ordnance-specific. The following discussion covers the three types of terminal attack control.

Type 1 Control

6-100. This is used when the JTAC must visually acquire the attacking aircraft and the target for each attack. Analysis of attacking aircraft geometry is required to reduce the risk of the attack affecting friendly forces. Language barriers when controlling multinational aircraft, lack of confidence in a particular platform, ability to operate in adverse weather, or aircrew capability are all examples in which visual means of terminal attack control may be the method of choice.

Type 2 Control

6-101. This is used when the JTAC requires control of the individual attack but encounters one or more of these conditions:

- The JTAC is unable to visually acquire the attacking aircraft at weapons release.
- The JTAC is unable to visually acquire the target.
- The attacking aircraft is unable to acquire the mark/target prior to weapons release.

6-102. Examples of situations in which Type 2 control may be applicable are night or other limited visibility conditions, adverse weather, and high altitude or standoff weapons employment. Successful attacks depend on timely and accurate targeting data that may be provided by another source (such as a scout, FIST, UAS, SOF, or other assets with accurate real-time targeting information). Considerations for employing Type 2 control include the following:

- When employing unguided munitions using Type 2 control, consideration must be given to navigation/weapon system accuracy for the host aircraft. Inaccurate navigation/weapon systems can result in extensive miss distances.
- Weapon time of flight will be a factor relative to movement of enemy targets and friendly forces when employing standoff weapons incapable of receiving in-flight targeting updates. Detailed planning and preparation by both the JTAC and the aircrew are required to identify situations and locations conducive to standoff weapon attacks and to address flight profile and deconfliction considerations (aircraft/weaponry/terrain).
- Digital or data link systems that are capable of displaying aircraft track and sensor point of interest can significantly enhance SA and the effectiveness of terminal attack control.

Type 3 Control

6-103. This type is used when the JTAC requires the ability to provide clearance for multiple attacks within a single engagement subject to specific attack restrictions. In Type 3 control, JTACs provide attacking aircraft with targeting restrictions (such as time, geographic boundaries, final attack heading, and specific target set) and then grant a "blanket" weapons release clearance ("CLEARED TO ENGAGE"). Type 3 control does not require the JTAC to visually acquire the aircraft or the target; however, all targeting data must be coordinated through the supported commander's staff. The JTAC will monitor radio transmissions and other available digital information to maintain control of the engagement. The JTAC maintains abort authority. Observers may provide targeting data and the target mark during Type 3 control. Type 3 is a CAS terminal attack control procedure and should not be confused with terminal guidance operations or air interdiction.

JOINT AIR ATTACK TEAM OPERATIONS SUPPORTING THE BFSB

6-104. A JAAT is a combination of attack and/or scout rotary-wing and fixed-wing CAS aircraft operating together to locate and attack HPTs and other targets of opportunity. The JAAT normally operates as a coordinated effort against enemy forces, supported by fire support, AMD, naval surface fire support, intelligence and surveillance systems, EW systems, and ground maneuver forces. The JAAT is most effective against moving targets in open areas. It is least effective when attacking targets that are in camouflaged, dug-in positions.

6-105. The JAAT provides the BFSB commander with a flexible force that can engage the enemy in his/her AO. A JAAT can engage enemy penetrations in the friendly sustainment area or strike targets in enemy territory in conjunction with the shaping operations of the maneuver force. Each service component

involved retains under OPCON of its respective unit during a JAAT operation. The BFSB or reconnaissance squadron commander is responsible for the synchronization of maneuver and fires. The role of commanders involved with a JAAT include the following:

- The BFSB commander determines when to employ the JAAT, requests the necessary assets, and integrates the JAAT, other combat units, and supporting fires into his battle plan.
- The aviation commander coordinates the JAAT and makes the tactical plan.
- The air mission commander executes the JAAT engagement (the aviation commander and the air mission commander may be the same person).

6-106. Army and Marine attack helicopters provide fires, target acquisition, mission coordination, and mutual defense. They are aerial maneuver units capable of rapid reaction and are not restricted by terrain. Navy, Marine, and Air Force fixed-wing elements can achieve a synergistic effect when combined with attack helicopters.

6-107. Indirect fire assets augment the fires of the JAAT. Fires cells develop supporting J-SEAD plans that support aircraft ingress and egress and necessary FSCMs to allow the simultaneous attack by aircraft and indirect fires.

JAAT PLANNING CONSIDERATIONS

6-108. The BFSB staff identifies the requirement for JAAT planning through its IPB. The staff uses this analytical approach to nominate appropriate targets and target areas for employment by a JAAT. The identification of key intelligence trigger events, which signal the buildup of a likely enemy target, is essential to effective JAAT employment. JAAT mission assignment considerations include the following:

- Presence of massed enemy armored and/or mechanized vehicles.
- Whether the enemy is on the move.
- Availability of JAAT assets.
- Whether the enemy can be flanked.
- Whether local air superiority can be seized.
- Whether enemy helicopters can be suppressed.
- Likely offensive operations, including counterattack, exploitation, and pursuit.
- Likely defensive operations, such as the reinforcement of committed ground maneuver units or the destruction of any enemy forces that have penetrated friendly defenses.
- Strike operations to attack follow-on elements.

6-109. The brigade should be the lowest echelon at which a joint air attack operation is planned. Coordination with the reconnaissance squadron is required if the JAAT is to be employed in the squadron AO. In such cases, execution may be handed off to the squadron.

6-110. The coordination process for JAAT operations takes place in the BFSB fires cell under the supervision of the BFSB FSO, the Air Force ALO (when present), and the BFSB aviation officer. Responsibilities and activities include the following:

- The BFSB FSO, fires cell planners, and targeting working group plan and coordinate the use of lethal and nonlethal fires assets to complement the JAAT.
- Using information from the enemy update, the brigade FSO and fires cell planners determine the need, availability, and positioning of artillery to support the JAAT. They coordinate with the Army aviation liaison officer or brigade aviation officer to provide call signs and frequencies to the organic fires battalion and supporting artillery. They also assist the Air Force ALO and brigade aviation officer in deconflicting aviation and CAS initial positions from artillery positions and in developing airspace coordination areas to support the mission. The BFSB FSO and fires cell planners also take the following actions:
  - Determine the requirement for SEAD.
  - Coordinate for marking rounds in the target area with the JAAT commander and forward air controller.

- Consider the use of Firefinder critical friendly zones to protect attack helicopters in their battle positions (BP).
- Consider use of precision/guided/smart munitions to minimize target obscuration that might adversely affect the pilot's view of the target.
- Determine when and how priorities of fires shift.
- Recommend and integrate FSCMs to enhance the success of the mission. Airspace coordination areas should be coordinated with the Air Force ALO and supporting AMD personnel.
- Determine and disseminate pulse repetition frequency codes.
- Establish a quick fire channel, if necessary.

JAAT PREPARATION

6-111. The preparation phase includes briefing the plan, ensuring dissemination of the plan to subordinate units that may have an impact on the mission, and conducting reconnaissance and rehearsals.

6-112. The aviation commander, after completing his reconnaissance, provides feedback to the BFSB FSO and aviation officer and the Air Force ALO. If refinements to the plan are needed, they are made and disseminated quickly.

6-113. Rehearsals are crucial to check communications channels, routes, BPs, graphic control measures, and the fire plan as well as to determine the time required to move assets forward. JAAT rehearsal participants should include the following:

- Aviation commander (JAAT commander).
- Attack helicopter unit leader.
- BFSB FSO (and the reconnaissance squadron FSO, if applicable).
- BFSB aviation officer.
- BFSB or supporting Air Force ALO.
- Fires battalion and/or battery fire direction center (if present).
- Aerial observer (if available).

JAAT EXECUTION

6-114. During the execution phase, the aviation commander is the director and coordinator of the total team effort. En route to the target or engagement area, the aviation commander contacts the ground commander for a tactical update. The aviation commander should talk directly to all fire support assets involved in the JAAT operation. However, the ground commander's staff monitors the appropriate nets to keep abreast of the JAAT operation and to help the aviation commander as needed.

6-115. Applying indirect fire support, joint fires, and Army aviation against the same target set cannot be accomplished without a detailed AC2 plan. AC2 requirements for JAAT execution are complex and must be fully developed, distributed, and rehearsed. Air corridors, airspace coordination areas, initial points, and BPs must all be included in the AC2 plan. Rehearsing this plan is essential to a successful JAAT operation.

6-116. See FM 3-09.32 for additional information on JAAT planning and execution.

J-SEAD OPERATIONS SUPPORTING THE BFSB

6-117. J-SEAD is the portion of SEAD operations requiring joint interaction to suppress enemy surface-to-air defenses that can influence the operational and tactical portion of the engagement. The most effective indirect fire suppression capability of ground and naval forces targets those threats that can be engaged by observed fire.

6-118. The BFSB FSO and fires cell planners ensure that SEAD target queries are conducted for each air interdiction and preplanned CAS request. Attack of SEAD targets must be synchronized with the planned air strike. The sources for development of SEAD targets in decisive operations are primarily ground

observers and Army electronic, analyzed imagery or templating techniques. SEAD targets to be suppressed during air interdiction attack missions are provided primarily by air reconnaissance flight reports or other aircraft reports available from the battlefield coordination detachment intelligence staff.

6-119. SEAD targets are attacked either as acquired or as part of a scheduled SEAD program. The BFSB FSO and fires cell planners coordinate the synchronization of SEAD programs with the Air Force ALO, S-3, and brigade aviation officer.

6-120. SEAD targeting should cover aircraft ingress and egress routes. This information is available from the appropriate-level Air Force ALO or may be found in the ATO. J-SEAD operations can be accomplished through destructive and disruptive means as follows:

- **Destructive.** Destructive means seek the destruction of the target system or operating personnel. The effects are cumulative and increase aircraft survivability, but destructive means may place large demands on the available combat power of the supported joint force, corps, or division.
- **Disruptive.** Disruptive means temporarily deny, degrade, deceive, delay, or neutralize enemy air defense systems to increase aircraft survivability. Disruptive means are either active or passive—
  - **Active** means include electronic attack; expendables (chaff, flares, and decoys); tactics such as deception, avoidance, or evasive flight profiles; and UASs.
  - **Passive** means include emission control, camouflage, infrared shielding, warning receivers, and material design features.

6-121. For detailed information on J-SEAD, see JP 3-01.

Chapter 7
Sustainment

The BFSB's operational success depends in large part on the sustainment warfighting function's ability to generate and sustain combat power. Sustainment systems and functions provide support and services to ensure freedom of action, extend operational reach, and prolong the endurance of the BFSB. Effective sustainment operations ensure that the BFSB can successfully perform its mission. The most important elements of BFSB sustainment are logistics, HR services, and HSS.

SECTION I – GENERAL SUSTAINMENT FUNDAMENTALS AND FUNCTIONS

7-1. While the commander is ultimately responsible for the successful conduct of sustainment, the DCO concentrates on sustainment execution, including operational oversight of the BFSB's separate companies responsible for many sustainment functions, including the BSC and the signal NSC. The XO, in contrast, acts as chief of staff, ensuring effective and efficient sustainment staff planning and oversight. The primary staff (particularly the S-1 and S-4), with the BSC commander, carries out most of the planning and operational tasks. They coordinate with the operations staff (S-3), the special staff (surgeon, chaplain, and SJA), and external supporting organizations—such as the sustainment brigade, medical brigade, and TSC—to provide the logistics, HR services, and HSS necessary to maintain operations.

SUSTAINMENT FUNCTIONS

7-2. FM 4-0 is the Army's keystone manual for sustainment. It provides authoritative doctrine for sustainment and expands on sustainment doctrine introduced in FM 3-0. These FMs provide the foundation for understanding BFSB operations, but it is also important to briefly review the key concepts of sustainment in this chapter. As noted, the sustainment warfighting function includes logistics, personnel services, and HSS, and effective BFSB sustainment operations enable maintenance of combat power and endurance. Commanders and staff officers base their sustainment planning and operations on principles of economy, responsiveness, continuity, improvisation, integration, anticipation, simplicity, and survivability.

7-3. Joint doctrine defines logistics as a science, though it also involves military art. In its broadest technical sense, logistics is the science of planning and carrying out the movement and maintenance of forces—in this case, the BFSB. This includes storage, movement, distribution, maintenance, evacuation, and disposition of materiel. Logistical aspects of HSS include the movement of patients and medical resupply. The BFSB commander couples knowledge of tactics, techniques, and procedures with a subjective understanding of the basic concepts of logistics to know when and how to accept risk, prioritize requirements, and balance limited resources. Specific BFSB logistical functions are the following:

- Maintenance.
- Transportation.
- Supply.
- Field services.
- Distribution.
- Contracting (limited capability).

7-4. Personnel services in the BFSB include HR support, legal support, financial management (including military pay), and religious support.

7-5. The Army Medical Department (AMEDD) performs, provides, and arranges HSS services to conserve or restore the physical and mental well-being of Army personnel. HSS functions that are part of the sustainment warfighting function include the following:

- Organic and area medical support.
- Hospitalization.
- Dental care.
- Clinical laboratory services and treatment of CBRN casualties.
- MEDEVAC.
- Medical logistics.
- Preventive medicine, including food and water inspection.
- Behavioral health and neuropsychiatric treatment.
- Veterinary support.

Note. In addition to casualty care, these functions closely relate to force health protection (FHP), the other major component of the Army Health System (AHS). FHP is part of the protection warfighting function, not sustainment.

BFSB SUSTAINMENT STAFF

7-6. The BFSB's complex employment concepts and unique missions require it to have the ability to conduct sustainment operations either in its own assigned AO or in unassigned areas. In addition, it must sustain those subordinate elements tasked out to other brigades of the supported unit. As a result, the BFSB has been organized and equipped to operate effectively in one or more brigade AOs or in a supported unit's unassigned area. With these factors in mind, the BFSB conducts sustainment in a way similar to that of the HBCT or IBCT, but on a much smaller scale. The reduced scope of BFSB sustainment operations, however, does not lessen their importance.

7-7. The conditions under which the brigade operates require thorough integration of operational and sustainment plans, particularly for detached elements. All staff members must demonstrate particular initiative in planning and execution so that the supported unit can make the most of the BFSB's unique capabilities. The staff must coordinate internal plans and orders to execute sustainment. They must effectively communicate requirements and projections both to higher-echelon sustainment organizations (such as the sustainment brigade and medical brigade) and to the supported unit staff. Since the BFSB does not have a brigade support battalion (BSB), some staff functions differ from those in other brigades. To further clarify these roles, additional information about the sustainment staff is included in this chapter and is designed to enhance the more general duties described in Chapter 2.

EXECUTIVE OFFICER

7-8. The brigade XO is responsible for synchronizing sustainment operations for the entire BFSB staff. The XO, acting as the chief of staff, must ensure that all warfighting functions, including movement and maneuver, are synchronized with sustainment operations to help the brigade achieve its overall mission.

S-1

7-9. The BFSB S-1 is responsible for planning the brigade's HR support. The S-1 operates a personnel and administration section that is responsible for maintaining and accounting for unit strength. The S-1 also manages the brigade's casualty reporting system and interfaces with the surgeon and S-4 as needed to account for evacuated personnel. When the BFSB receives attachments, the S-1 orients those units to brigade-specific personnel accountability and strength reporting processes. The S-1 also arranges other necessary administrative services and any morale, welfare, and recreation (MWR) support received by the brigade. The S-1 also arranges for Army band support when available and practicable given the brigade's mission.

S-4

7-10. The BFSB S-4 section plans and provides oversight for the brigade's logistics operations and integrates them with the other sustainment staff plans and estimates. The BFSB differs from a BCT in that it does not have a BSB staffed to provide support operations (SPO) functions. The BFSB S-4 section has been modified to account for this organizational structure. It has the requisite personnel and logistics management automation systems—including the Standard Army Maintenance System (SAMS) Level II and Standard Army Automated Retail System (SAARS)—to perform SPO functions.

7-11. The BFSB S-4 coordinates with the supporting sustainment brigade and the supported G-4/J-4 for replenishment of supplies (except medical) and evacuation of unserviceable automotive and armament assemblies. The S-4 also coordinates with and maintains staff supervision over the BSC to ensure that organic and attached units receive maintenance, supply, transportation, and field services support. The S-4 coordinates with the supported unit surgeon to complete the logistics arrangements for evacuation of casualties and replenishment of Class VIII medical supplies. The S-4 retains a traditional role in property accountability, and the section uses Property Book Unit Supply Enhanced (PBUSE) as its management tool.

7-12. As lead sustainment planning element in the BFSB, the S-4 section integrates sustainment concepts and plans into operational plans and estimates. The section writes the sustainment annex to brigade orders and plans and develops concepts for support. Using these documents as a base, the S-4 also coordinates as needed with the supported unit G-4/J-4 and the sustainment brigade for additional assets to support attachments.

7-13. Under the direction of the XO, the S-4 staff constantly evaluates the supportability of operational COAs. Depending on the mission and situation, this might include supply, maintenance, and medical support requirements. If needed, the S-4 integrates these elements into the brigade's support concepts and structure, and the BSC then tailors specific task organized packages that incorporate them. Effective internal and external coordination is particularly important since the BSC has limited organic capabilities for storage, movement, distribution, maintenance/evacuation, and disposition of materiel.

OTHER SUSTAINMENT STAFF

7-14. This discussion briefly describes the roles of the other brigade staff elements that plan and/or execute sustainment. Detailed discussion on specific functions and tasks is in Chapter 2 of this manual.

Chaplain

7-15. The BFSB chaplain is a personal staff officer who serves as a confidential advisor to the commander on the spiritual fitness and ethical and moral health of the command. The chaplain assists the commander in providing Soldiers the right of free exercise of religion. He is also responsible for the professional oversight of the battalion/squadron UMTs. Each UMT is composed of a chaplain and one enlisted chaplain assistant. Refer to the description of the chaplain's duties and responsibilities in Chapter 2.

Surgeon

7-16. The BFSB surgeonis a special staff officer who is responsible for medical support in the brigade. The surgeon exercises technical control, staff oversight, and supervision as determined by the commander. The surgeon keeps the commander informed on the health of the command and ensures timely planning, integration, and synchronization of the medical plan with the operations plan. The surgeon also coordinates with the HHC and reconnaissance squadron medical treatment and evacuation sections and other staff elements to ensure that Soldiers receive complete and comprehensive medical care. The surgeon must also coordinate with the supported unit surgeon and the supporting medical brigade and aviation brigade for evacuation and higher levels of medical support. Unique to the BFSB, medical supplies and other normal support operations functions must be coordinated with the brigade S-4.

Staff Judge Advocate

7-17. Refer to the discussion of the SJA's duties as outlined in Chapter 2.

BRIGADE SUPPORT COMPANY

7-18. Because it is a relatively small unit, the BFSB will have a lower demand than a BCT for supplies, maintenance, and services. Unlike the BCT, the BFSB is not resourced with a BSB. Instead, the BSC is assigned to supply the sustainment requirements of the organic units of the BFSB. The BSC is a multifaceted organization with functional platoons and sections. It can receive and deliver general supplies, purify water, deliver fuel, and repair, evacuate, and recover most organic equipment in the brigade. It can task organize as necessary to support the brigade's operations. However, it is critically important that plans and orders take into account that the BSC's capability to support some potential operational scenarios is limited. For example, if the brigade receives additional forces under a task organization, the BSC may require those forces to come with augmentation that can provide their required sustainment. Further, the BSC has no organic medical supply, treatment, or evacuation capability; in fact, it must rely on other elements of the brigade for its own HSS. (See Figure 2-7 for an organizational chart of the BSC.)

EXTERNAL SUSTAINMENT ORGANIZATIONS

7-19. The BFSB has an organic capacity for sustainment for up to 72 hours of continuous operations. This figure is based on current assessments of the brigade's roles and missions. Beyond this 72-hour threshold, sustainment organizations at higher levels (such as the sustainment brigade and medical brigade) are required to replenish combat loads and provide higher roles of medical care. The sustainment brigade is uniquely capable of logistics support because of its designed role to fuse operational-level logistics with tactical logistics execution. In much the same manner, the medical brigade fuses the tactical Role 1 medical capability of the BFSB with higher-level medical support to ensure Soldiers receive the proper care in all situations. The following summary provides a basic introduction to these organizations. More information is available in FM 4.0.

SUSTAINMENT BRIGADE

7-20. The sustainment brigade is a multifunctional, scalable, tailorable, networked organization comprising a headquarters and both functional and multifunctional subordinate sustainment units. The brigade provides area-based support and operational reach to supported commanders. Specific assigned tasks may differ depending on METT-TC, mission requirements and responsibilities, and other factors. The sustainment brigade can also support out-of-sector and nondoctrinal missions. It is assigned to and receives policy and planning guidance from the TSC.

7-21. Sustainment brigades continuously manage and distribute stocks, and they allocate maintenance assets throughout their area of responsibility (AOR). These brigades also provide HR support through an HR company and execute financial management support through a financial management company. HR and financial management operations staff sections in the sustainment brigade SPO section conduct the planning function that ultimately impacts the BFSB.

COMBAT SUSTAINMENT SUPPORT BATTALION

7-22. Operating as an element of a sustainment brigade, the CSSB provides the distribution link between theater APODs/SPODs and the BSC. The battalion performs materiel and maintenance management within its capabilities for the BSC. It uses several Standard Army Management Information Systems (STAMIS), such as PBUSE, Standard Army Retail Supply System (SARSS-1), Standard Army Ammunition System–Modernization (SAAS-MOD) and SAMS; the Unit Level Logistics System–Aviation Enhanced (ULLS-AE); and the MTS. (For a complete discussion of these and other systems, see FM 4-0.) The CSSB performs logistics C2 through the Battle Command Sustainment and Support System (BCS3).

7-23. CSSBs use cargo transfer and movement control assets that transport supplies and equipment to and from the BSC and to and from repair or storage facilities at theater sustainment bases. These battalions also

provide retrograde movement of unserviceable assemblies. Additionally, HR and finance units can either be assigned to or under administrative controlled (ADCON) of the CSSB to support the BFSB. This arrangement enables the BFSB commander, staff, and surgeon and the commander of the BSC to maintain a forward-looking perspective in the AO.

MEDICAL BRIGADE

7-24. The theater medical command or Medical Deployment Support Command (MDSC) will position medical brigades to provide support on an area basis. The medical brigade will in turn station its subordinate multifunctional medical battalions and combat support hospitals as close as is practical to units engaged in operations to shorten MEDEVAC distances as much as possible. The BFSB surgeon and S-4 will coordinate with the supporting medical brigade to ensure adequate evacuation and treatment capabilities are available. The medical brigade is also the source of supply for Class VIII items and medical materiel maintenance.

SECTION II – SUSTAINMENT PLANNING

7-25. Planners must keep in mind that security is a vital element of sustainment planning and execution. All operational plans and SOPs will incorporate measures that balance preservation of a limited pool of BSC assets with the needs of the mission. The primary duty of sustainment planners is to produce a well-written, coordinated, and executable concept of support for the BFSB. During the planning process, coordination must be made with external sustainment organizations (such as the sustainment and medical brigades) as well as with higher levels of staff. Planners embedded in various staff sections write and coordinate the concept of support.

PLANNING FUNCTIONS AND PERSONNEL

7-26. The lead planner for sustainment in the BFSB is the S-4, assisted by the S-1 and the brigade surgeon. Representatives from these and other staff sections form a cell at the BFSB main CP to ensure the full integration of the concept of sustainment and the sustainment plan into the brigade's operational plans. This planning team, like any other staff element, works under the direction and guidance of the BFSB XO. The team must thoroughly understand the commander's intent. They will use the SOP as the basis for normal operations and will focus detailed planning to determine specific requirements and to prepare for contingencies. BFSB and subordinate unit orders should address only specific support matters for a particular operation and/or deviations from SOP.

7-27. The S-4—with the assistance of the S-1, surgeon, chaplain, and SJA—produces the service support paragraph and annexes of the OPORD. Together, these products set the conditions for executing the concept of sustainment. They should include the following:

- Commander's priorities.
- Class III/Class V resupply during the mission, if necessary.
- Movement criteria.
- Type and quantities of support required.
- Priority of support, by type and unit.
- Sustainment overlay.
- Supply routes.
- Logistic release points (LRP).
- Medical plan, including CASEVAC points.
- Maintenance collection points (MCP).
- Personnel estimate and operations.

AUTOMATED SUSTAINMENT SYSTEMS

7-28. The following are examples of ABCS and STAMIS that aid in sustainment planning and management:

- **BCS3.** This system collects sustainment data and provides actionable information to enable sustainment-related decisions and planning. It enables projections of supply consumption and provides the commander with visibility of the latest status of critical systems and supplies.
- **Medical Communications for Combat Casualty Care (MC4).** This portrays the current medical status of the brigade, including evacuation assets and medical supplies on hand, and provides digital linkage to the supporting medical brigade.
- **FBCB2.** This system tracks locations of units and convoys by its linkage to the MTS.
- **Electronic Military Personnel Office (eMILPO).** This system is used by the brigade S-1 to maintain personnel accountability and process personnel actions.
- **Defense Integrated Military Human Resources System (DIMHRS).** The S-1 uses this system to manage Soldier pay actions.

CONCEPT OF SUSTAINMENT

7-29. This concept is the single-source set of planning/informational guidelines that provide unity of effort and common understanding to the sustainment of the BFSB. The plans staff must have a complete understanding of the capabilities and limitations of the entire brigade before they complete the concept of sustainment. These conditions, coupled with the impact of METT-TC, also drive the positioning of sustainment assets.

7-30. As noted earlier, the BFSB has an austere sustainment structure. At the same time, it operates in a manner similar to a BCT. The BFSB will normally establish and operate a BSA. However, due to size, dependency on digital communications, and security concerns, this area is normally collocated with, or in close proximity to, the BFSB main CP or another CP/node. The brigade commander and staff must weigh various factors carefully when deciding where to place the BSA. For example, high traffic volume and a large signature might make collocation of the BSC and main CP risky. In some situations, it may be advantageous for the BFSB BSA to collocate in an adjacent brigade's BSA. The operational situation may also drive placement in the BSA of the brigade HHC and representatives from the reconnaissance squadron. The BFSB OPORD will normally designate the BSA commander and include requirements for coordination of security and communications support.

7-31. The ability of the BFSB to communicate digitally with the BSC headquarters and its mobile assets as it moves supplies to the subordinate units drives the location of sustainment assets. The BSC does not have a dedicated JNN or CPN, and it relies on connecting through one of the existing nodes (JNN/CPN). The BSC may not require continuous connection; it may be able to use nearby communications assets on an "as needed" basis. The main requirement for digital connectivity is to allow the BSC to receive orders from the BFSB and to coordinate with the supporting sustainment brigade, medical brigade, and other sustainment organizations. BFSB retrans assets can enhance internal communications (for example, with the BSC). However, the BFSB S-4 and BSC commander cannot count on full-time availability of retrans assets. These assets will not always be available, and in any case, the brigade S-6 will control their employment based on operational priority assigned by the brigade S-3.

7-32. The BSC has CSS VSATs to assist with transmission of logistics data to the sustainment brigade, but these devices will not provide SIPR and NIPR connectivity required by the sustainment organizations. The VSATs will not transmit and receive data from the ABCS C2 systems, which must be connected through the JNN/CPN nodes. Refer to Figure 7-1 for an illustration of the brigade's sustainment communications architecture.

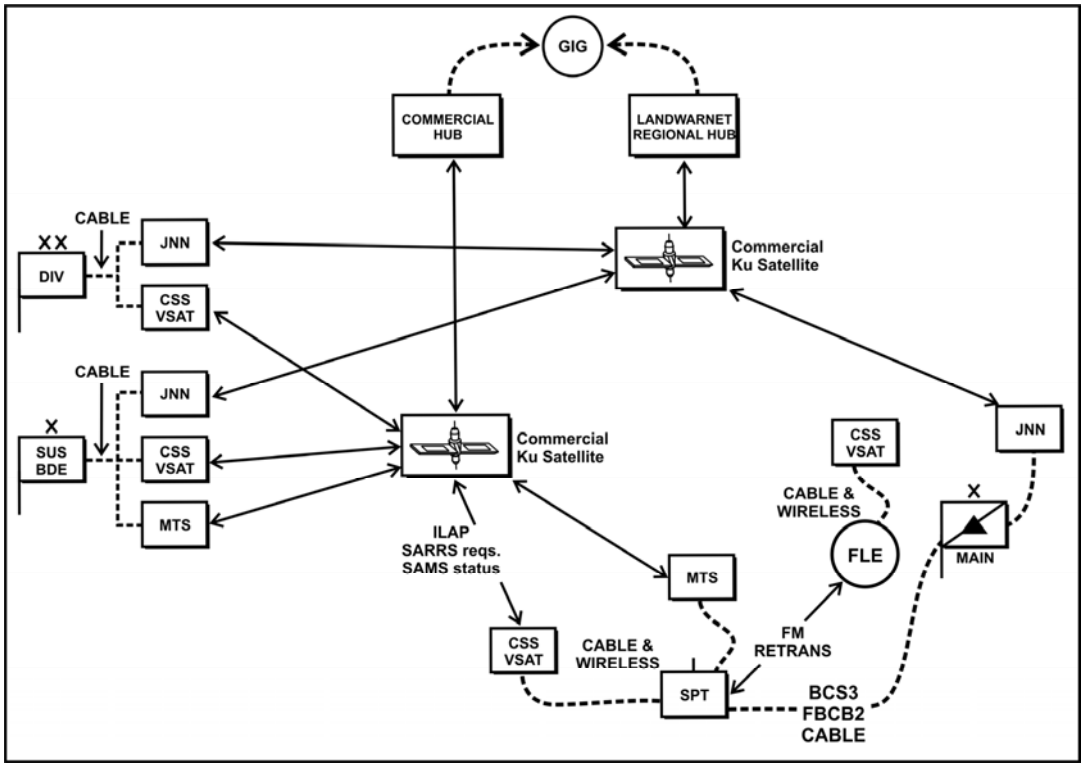

Figure 7-1. Sustainment communications architecture (notional)

7-33. Coordination with the sustainment brigade is a vital aspect of the planning and execution process. Normally, a sustainment brigade will deliver supplies to a single location in the BFSB, such as the BSC's supply support activity (SSA). Delivery is on flatracks, with multiple classes of supplies configured when possible according to receiving company/troop requirements. The BSC will in turn deliver these and other supplies (such as fuel and rations) in consolidated shipments of multiple classes of supplies to the BFSB's subordinate units. These consolidated shipments are often called logistics packages (LOGPAC).

7-34. The same level of thorough coordination that led to these configured shipments must be made with the medical brigade and CAB for Class VIII supplies and the ground and air evacuation of patients. Normally, these brigades will evacuate patients from the treatment sections of the BFSB much as they do with aid stations of the BCT. The BFSB's limited medical resources mandate that staffs and commanders must closely monitor the evacuation and resupply processes. The surgeon is responsible for the overall concept of medical support.

7-35. Thorough planning is the foundation for optimal placement of scarce logistics resources. Effective coordination with supporting organizations complements internal coordination activities. This ultimately determines the task organization for logistics and other sustainment functions carried out in support of tactical operations. The BSC may support the brigade from one or more static locations, or it may organize forward logistical elements (FLE) to ensure continuity of support well forward in the AO. The FLE is often a multifunctional organization led by the company XO or distribution platoon leader. It may control fuel, water, maintenance, supply, or a combination of these resources, such as the reconnaissance squadron's medical treatment section. It may also control part of the BSC's load-handling system vehicles and trailers with flatracks of general cargo and ammunition (and other materials, depending on METT-TC). Planners must synchronize sustainment operations and/or the location(s) where the FLE will operate. This is especially important for the reconnaissance squadron, which will be the most likely customer of the FLE. The normal procedure is for the BSC to resupply the FLE, which will in turn resupply the squadron. The FLE can base its support from the squadron combat trains location, where the officer in charge (OIC) can coordinate directly with the S-4 and S-1 as needed. It can detach a maintenance team to operate in direct

support of the two reconnaissance troops. A more detailed discussion is included later in this chapter. Figure 7-2 illustrates an example of the BFSB sustainment structure.

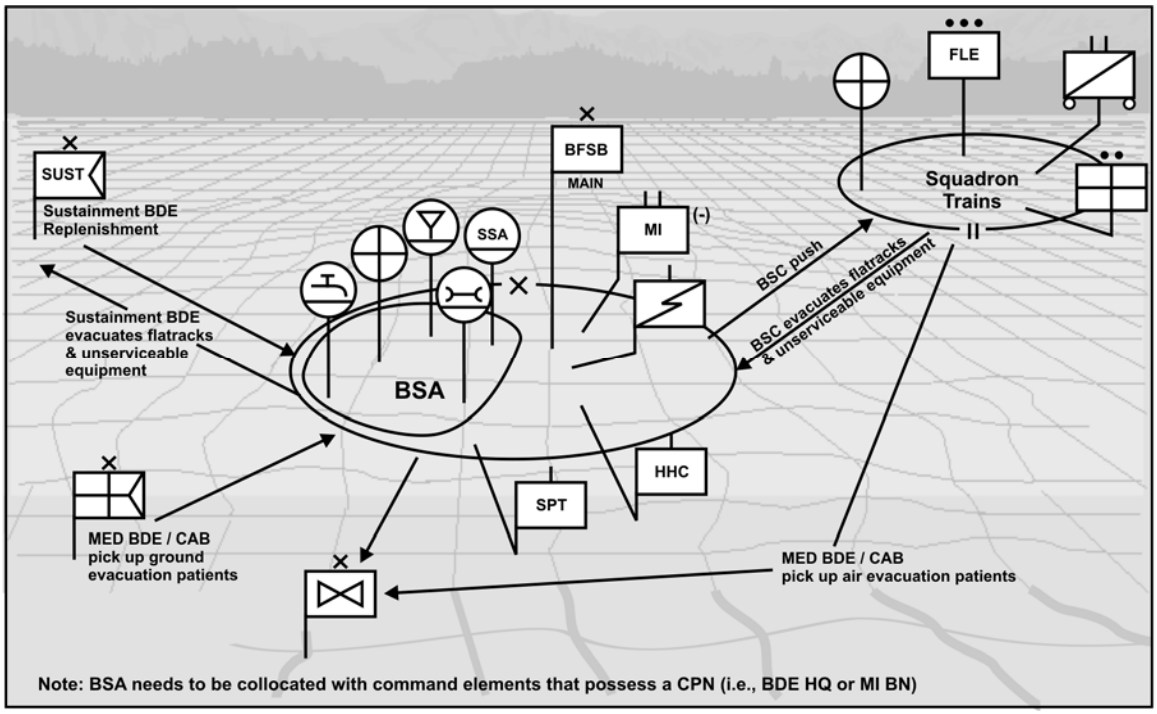

Figure 7-2. Example BFSB sustainment structure

7-36. Sustainment for the MI battalion is different from that of other BFSB organizations. Many of the battalion's CI/HUMINT teams and other elements are normally assigned missions based on the supported unit's G-2/J-2 collection plan and thus are positioned away from the BFSB's AOR. The supported unit OPORD will normally dictate the location and/or command/support relationships for the MI battalion's elements. The OPORD may mix command and support relationships based on METT-TC and the need to synchronize assets executing the overall collection plan of the supported higher headquarters. For example, a CI/HUMINT team attached to a BCT for sustainment might also have a general support relationship with the BFSB's higher headquarters. Regardless of location or command/support relationship, it is normally practical for the receiving brigade to sustain the teams (usually providing common supplies, fuel, rations/feeding, and medical support). It is the responsibility of the BFSB S-4 to coordinate with gaining organizations and ensure that all teams are supported, regardless of location. In the situation noted above, the BSC may only need to provide maintenance or supply support for the team's unique MI-related equipment. On the other hand, nondetached elements of the MI battalion will frequently be located in the same vicinity as the BFSB main CP and will be supported by the BSC via supply point distribution. These elements of the battalion will also receive medical support from the treatment and evacuation teams in the BFSB HHC.

7-37. The planning staff must develop a concept for sustainment that accounts for units, teams, or Soldiers attached to the BFSB. When the brigade is receiving attachments, sustainment planners require some basic information from the sending unit's S-4. Considerations include, but are not limited to, the following:

- Number and type of vehicles, personnel by specialty, and weapon systems.
- Current status and/or strength.
- When attachment is effective and for how long.
- What support assets are accompanying the attachment.
- When and where linkup will occur, and who is responsible for linkup.

7-38. Regardless of the ultimate destination of supplies or the use of FLEs to manage their movement, shipments arrive at the BSC on CSSB flatracks. Ideally, these should be configured according to the needs of the receiving unit. Detailed coordination with the sustainment brigade is required. The BSC will transship the flatracks and push them to the units. Vehicles from the CSSB will not normally move forward of the BSC's operating location (generally the SSA).

7-39. Sustainment reporting is normally accomplished through the use of automated C2 and STAMIS systems. For daily logistical status (LOGSTAT) reporting, BCS3, FBCB2, and MC4 will normally be used to provide information to the BFSB staff, which in turn will report to the supported unit staff. The LOGSTAT must also be made available to higher-level sustainment organizations for better forecasting of requirements and scheduling of deliveries. Transmission of logistics STAMIS data, using sustainment VSATs, provides supply requirements and asset visibility to the sustainment brigade and the supported unit's G-4/J-4. Personnel data will be transmitted in the same manner for visibility to the supported unit's G-1/J-1.

SUSTAINMENT ASSETS, CAPABILITIES, AND EMPLOYMENT

7-40. The following discussion focuses on the BSC, which contains the brigade's organic sustainment/logistics capability. It examines BSC elements in detail, including their capabilities and operational considerations.

FIELD FEEDING PROCEDURES

7-41. The S-4 section's food service technician plans and provides staff oversight of food service operations. The BSC contains all of the BFSB's field feeding assets; there is no organic capability in subordinate battalions/squadron. The field feeding section includes two containerized kitchens that can each support 800 Soldiers and one assault kitchen that can feed 250 Soldiers (for a total capacity of 1,850). The dispersed nature of BFSB operations may lead the commander to allocate field feeding teams to the subordinate battalions/squadron or to establish field feeding sites that will support the majority of Soldiers. Field feeding operations must be incorporated with the BFSB's operations and security plans. The food service technician works with the BFSB staff and BSC commander to determine the location of field feeding sites and the task organization of supported units. The technician coordinates with other units to which BFSB assets are task organized or that have BFSB units operating in their AO; he/she also works with the CSSB for delivery and distribution of rations/supplements.

7-42. The supporting CSSB normally delivers Class I supplies to the BSC's distribution platoon, which will in turn push rations to field feeding teams during LOGPAC operations. Units not near a field feeding team receive rations via their own LOGPAC. Rations may also be distributed via FLE, with field feeding teams positioned forward at the reconnaissance squadron or even at company/troop level based on METT-TC.

7-43. Supported units' orders will contain appropriate details for supporting BFSB elements operating in the AOs of those units. The S-4's plan will allocate field feeding teams to the subordinate battalions/squadron, to the brigade headquarters (main CP and TAC CP), and to the BSA. Plans may also establish field feeding sites that support troops on an area basis. Though operational considerations ultimately dictate these locations, battalion/squadron main CP sites and the BSA are most likely to serve as the primary feeding sites for elements not attached to divisions or other units.

MAINTENANCE

Organization

7-44. The BSC's maintenance platoon has the following elements:

- Platoon headquarters.
- Maintenance control section.
- Service and recovery section.

- Two FMTs, one each in support of the reconnaissance squadron and the MI battalion.
- Field maintenance section organized to support the remaining units located within the BSA and main CP area.

Maintenance Control Section

7-45. The maintenance control section directs and supervises maintenance, provides technical inspection services, and maintains a limited stock of repair parts. The section operates the SAMS-1 automation system and tracks and reports status of all work orders.

Field Maintenance Section

7-46. The field maintenance section is 100 percent mobile. It supports wheeled vehicles, generators, refrigeration equipment, construction equipment, quartermaster and chemical equipment, weapons, radios, and special electronic devices from a location near the brigade main CP/BSA. The section evacuates equipment it cannot repair to an MCP. Shipment of repair parts to this section is by normal LOGPAC operations. The BFSB S-4 section coordinates with the sustainment brigade to evacuate and repair vehicles and equipment that exceed the BSC's capability to repair. This section also receives special equipment (such as small arms and radios) evacuated through maintenance channels from the FMTs.

Service and Recovery Section

7-47. The service and recovery section provides lift capability for repair shops, recovery of organic BFSB vehicles/equipment, limited welding capability, and support of maintenance evacuation.

Field Maintenance Teams

7-48. FMTs are 100 percent mobile and provide forward repair, technical assessment, and other maintenance support, including delivery and pickup of equipment to and from maintenance shops, the reconnaissance squadron, and the MI battalion. Equipment not repaired onsite is evacuated to the FMT's MCP, where repair work continues. The maintenance platoon will ensure shipment of repair parts to the FMTs through normal LOGPAC operations. The BFSB S-4 section coordinates with the sustainment brigade to evacuate and repair vehicles and equipment that exceed the BSC's capability to repair. Special equipment (such as small arms and radios) is evacuated through maintenance channels to the field maintenance section.

7-49. From its own assets, each FMT can organize a mobile maintenance contact team that can directly support detached elements or, in the case of the reconnaissance squadron, the reconnaissance troops and LRSC. This allows repair of equipment as close to the point of failure as possible. These contact teams provide a fast diagnosis and limited repair capability to shorten maintenance turnaround time. METT-TC will determine the location of these teams. The FMTs can send parts requisitions via text fields in the FBCB2 screen and may also be able to connect to the SSA through the VSAT. The FMT contains a wrecker to aid in recovery or provide lift for changing major assemblies. In most cases, the FLE will control the FMT and the operation of its small forward contact elements.

Maintenance Support and Changes in Task Organization

7-50. The structure of the BFSB enables its individual systems, platoons, companies/troops, and (occasionally) battalions/squadron to support other brigades. Success of such operations depends on clear identification and articulation of command and support relationships. Arrangements for maintenance of detached units/systems must be delineated through the plans and orders process. The BSC's organic FMTs can also task organize and provide limited supporting maintenance teams to detached units. The teams are then grouped with the gaining sustainment organization, normally its BSB. Sustainment plans must account for capabilities and requirements of both the losing and gaining units.

INTELLIGENCE AND ELECTRONIC WARFARE MAINTENANCE

7-51. The MI battalion has an organic IEW maintenance section that is responsible for supporting intelligence sensors and collection systems. While this section primarily supports the MI battalion, it also provides IEW equipment maintenance for the entire BFSB. The brigade S-4 must track open jobs, parts requisitions, and SAMS data as it does with repair work accomplished by the BSC. Sustainment planning must consider the use of contract maintenance support for SIGINT collection equipment.

DISTRIBUTION SUPPORT/RESUPPLY

7-52. The BFSB's responsiveness depends on the ability of the sustainment system to deliver required resources (units, materiel, personnel, and services) to meet the needs of the mission. The goal of distribution-based support is to replace bulk and redundancy with velocity and control. Distribution management centers and elements have integrated, end-to-end visibility of materiel inbound to the BSC. They facilitate efficient delivery of support, either by management of throughput or by bypassing one or more echelons in the supply system to minimize handling and speed delivery to the BSA. The system emphasizes containerization, including palletization and packaging within materiel-handling equipment constraints.

Overview of Resupply Procedures

7-53. As noted, the BSC receives supplies from the sustainment brigade and uses its transportation assets—heavy expanded mobility tactical truck (HEMTT) fuel trucks, HEMTT load handling system (LHS) vehicles, and family of medium tactical vehicle (FMTV) trucks—to push supplies to the end consumers at the battalion/squadron/company/troop levels. The BSC can receive and distribute all classes of supply, except Class VIII. In the modular force sustainment concept, requisitions are transmitted electronically to the appropriate sustainment brigade or other supporting organization. The TSC manages supply distribution and directs the supporting sustainment brigade/CSSB to deliver supplies to the BSC or to supporting units of other brigades with which elements of the BFSB are temporarily operating. When BFSB elements are task organized externally (this usually applies only to elements of the MI battalion), the gaining unit is responsible for sustainment of attachments.

7-54. The BSC's distribution platoon receives supplies, accounts for them, and transports them forward as LOGPACs. These shipments generally consist of rations (Class I), bulk fuel (Class III), ammunition (Class V), and repair parts (Class IX). The sustainment brigade materiel manager(s) and the BFSB commander, S-4, and BSC commander will agree to a time-definite delivery schedule that is included in the theater distribution plan. The sensitive nature of the brigade's LRS operations requires special consideration and may involve time-definite supply point distribution (except for fuel).

7-55. Due to the BSC's extremely limited authorizations of material handling equipment (MHE), the S-4 and sustainment brigade must coordinate in detail the configuration of loads requested from the sustainment brigade. The MHE limitation makes it very difficult for the BSC to reconfigure shipments according to subordinate unit needs. Loads may not arrive configured at all, or they may be improperly configured. When this occurs, it will be difficult for the BSC to make corrections that accommodate operational requirements.

7-56. The S-4 and BSC commander have several types of tools and information with which they can coordinate with the sustainment brigade's materiel managers and SPO staff to track shipments, estimated receipt times, and inventory. Radio frequency identification devices, the automated manifest system, optical memory cards, the materiel release order control system (MROCS), and stacked barcode symbology enable visibility of materiel movement, receipt, storage, and inventory throughout all sustainment operations. The web-based Integrated Logistics Analysis Program (ILAP) is an interactive database to analyze logistics performance and manage materiel assets. ILAP will become the management module in the emerging Global Combat Service Support–Army (GCSS-A) system.

Organization of the Distribution Platoon

7-57. The distribution platoon contains a headquarters, multiclass SSA, Class III (bulk) section, water section, and distribution section. This platoon is designed to receive supplies from the supporting sustainment brigade and deliver them to the subordinate battalions/squadron, which have no internal distribution capability. The distribution platoon may have to deliver as far forward as a company/troop position based on METT-TC. The platoon is designed to offload flatracks of dry cargo supplies in the battalion/squadron areas, conduct refueling operations, and provide bulk purified water. The BFSB S-4 is the manager of these stocks and will coordinate resupply from the sustainment brigade. The sustainment brigade will deliver supplies as far forward as the BSA to the multiclass SSA in the distribution platoon. If plans call for the use of the FLE to support operations, the platoon divides its operations between the BSC's main location and the FLE location. The Class III section and the distribution section can operate in this manner; the multiclass SSA (discussed below) is not designed to conduct split operations.

Distribution Section

7-58. This section uses LHS vehicles and trailers to deliver and drop flatracks of dry cargo at the battalion/squadron operating locations (usually the trains) or to the forward-positioned FLE. The section is equipped with MTS and FM LOS radios that enable it to communicate while moving. On a limited basis, the section can deliver directly to the company/troop. MTS provides a free text e-mail link between individual drivers and squad leaders and the company/troop headquarters to coordinate linkup with supported units.

Multiclass SSA

7-59. The multiclass SSA is the normal receiving location for supplies shipped by the sustainment brigade. The SSA section is designed to operate from a single location and is capable of moving itself with two lifts of organic transportation assets. The SSA receives, stores, and issues all supplies, except Class VIII, for the BFSB. These supplies may go to the FLE location for staging and onward movement to a company/troop for consumption. The SSA operates the SAARS computer to maintain supply stockage levels, order replacements, and provide accountability for stocks on hand. The SSA also has the only forklift in the brigade and coordinates with the distribution platoon to move supplies to the receiving units by LOGPAC. When it is possible to build them, configured loads capitalize on the efficiencies of containerization through the use of containerized roll-on/roll-off platforms. The two types of configured loads are the following:

- Mission configured loads (MCL) are built inside a theater of operations for a specific mission, unit, or purpose.
- Unit-configured loads (UCL) are built to the known requirements of a consuming unit.

Class III Section

7-60. The Class III section contains four HEMTT tankers, each with a 2,500-gallon capacity; a tank and pump unit with 1,200-gallon capacity, mounted on a five-ton FMTV; and a trailer-mounted, 600-gallon fuel pod. This organic fuel capacity (totaling 11,800 gallons) will sustain most BFSB missions. However, forward distribution flexibility is limited by the number of available fuel vehicles. The BSC commander and brigade S-4 must carefully plan refueling operations and ensure that they are integrated into operational plans. The Class III section will place the HEMTT tankers forward into the battalion/squadron areas or at the operating location of the FLE where, if necessary, commanders will organize company-level trains that include the tankers. Aviation gasoline (AVGAS) will be required for the brigade's TUASs. Normally, the AVGAS will be shipped by the sustainment brigade in 55-gallon drums, received by the SSA, and then transported forward to the TUAS platoon, which then conducts fuel testing and aircraft refueling.

Water Section

7-61. The water section has four lightweight water purifiers, ideally positioned where they can provide support throughout the brigade's AO. The section also has four 2,000-gallon water tank racks ("hippos"), carried on two HEMTT LHS trucks, and two palletized load system (PLS) trailers. In addition to the water storage and distribution capacity located in the BSC's water section, the brigade HHC, BSC headquarters, battalion/squadron headquarters, and selected companies and troops have 800-gallon capacity water trailers ("camels").

RIGGER SUPPORT

7-62. The BFSB does not currently have organic rigger capability and relies upon the TSC for parachute packing and preparation of air items for use. The airdrop unit in the TSC will ship parachutes, automatic opening devices, oxygen kits, and other air items in a ready-to-use configuration. Unit jumpmasters will be responsible for inspecting items as part of the normal jumpmaster personnel inspection before airborne operations. If an air item fails inspection and the jumpmaster cannot make an authorized correction, the item must be exchanged for a serviceable item and reinspected. Air items are to be shipped back to the TSC airdrop unit for routine maintenance, packing, and preparation for the next airborne operation.

FINANCIAL MANAGEMENT

7-63. The BFSB S-1 is responsible for coordinating and conducting financial management support. The brigade has limited military pay support capability through its assigned HR specialists. DIMHRS will provide military pay and allowance support in the future; brigade HR specialists will be trained on its use.

7-64. When needed for contracting officer or field ordering officer support, deployed financial management detachments and their parent financial management companies provide area-based capability to the BFSB as directed by the sustainment brigade carrying out the theater sustainment plan. Financial management detachments provide timely and accurate payment for contractor and commercial vendor services support, disbursing, and funding support and pay support for both U.S. and non-U.S. companies and organizations. The detachments are equipped with a financial management tactical platform that enables effective operations through the use of real-time data and online capability. These financial management organizations are attached to the sustainment brigade, which also has a financial management section in its SPO staff.

HUMAN RESOURCES SUPPORT

7-65. The brigade S-1 section, under supervision of the brigade XO, focuses on manning the brigade and providing HR services, personnel support, and HR planning/staff operations. The brigade and battalion/squadron S-1 sections maintain personnel accountability and coordinate their units' finance, legal, postal, casualty reporting/management, and MWR programs; inspector general actions; and religious support. FM 4-0 and FM 1-0 provide more information on HR support to units.

Manning the Force

7-66. Manning functions include personnel readiness management, personnel accountability, strength reporting, and information management. The BFSB S-1 distributes newly assigned enlisted Soldiers based on coordination with the brigade CSM. The S-1 also coordinates assignment priority with the commander, S-3, and XO and directs the resourcing, monitoring, assessment, and adjustment of unit personnel strength. The S-1 must anticipate the number, grade, and skill of required personnel; bring units to their required strength; compare current strength to operational needs; and ensure replacements arrive where and when needed. The personnel accountability system maintains specific by-name information about each Soldier, including arrivals/departures and change in duty status or grade. Strength reporting is the numerical end product of the accounting process, and the BFSB S-1 ensures timely, accurate and complete information.

S-1 sections at all levels use personnel information management systems to collect, process, store, display, and disseminate relevant data. When fielded, the DIMHRS will be the HR enterprise database for all military personnel. It will have the capability to process Soldier pay actions.

HR Services

7-67. HR services include casualty operations management and essential personnel services. The company/troop 1SG and the battalion/squadron S-1 ensure accurate casualty reporting. The battalion and brigade S-1 staffs collect unit reports and enter the data into the defense casualty information processing system (DCIPS). The brigade S-1 also reports casualties to the higher headquarters G-1. Brigade and battalion/squadron S-1s provide services that include career development support, quality of life, awards/recognition, benefits programs, promotions/reductions, leave/passes, separations, and line of duty investigations.

Personnel Support

7-68. Personnel support includes MWR programs, retention, and command interest/HR programs that support morale and unit cohesion. Postal units assigned to the sustainment brigade receive bulk mail entering the theater, sort it according to battalion-level organization, and forward it through the TSC's distribution system to the BFSB's BSC for pick-up by designated battalion mail clerks. Alternatively, the BSC can forward mail to the unit clerk during LOGPAC operations. Outgoing mail is exchanged concurrently. The battalion mail clerk then distributes mail to the designated company-level mail clerk, usually the supply sergeant, who delivers it to the 1SG or PSG or directly to the Soldier. BFSB and battalion/squadron S-1s also manage administrative services such as awards, promotions, evaluations, and reassignments; perform limited military pay support; and coordinate with the American Red Cross for notification of family emergencies.

RELIGIOUS SUPPORT

7-69. Chaplains plan, synchronize, and coordinate religious support within the BFSB and subordinate battalion/squadron AOs. They also prepare religious support plans under the staff supervision of BFSB and battalion/squadron S-1s and XOs. The reconnaissance squadron and the MI battalion each have a UMT, consisting of a chaplain and chaplain assistant, to provide religious support to their Soldiers. The BFSB UMT, consisting of the brigade chaplain and chaplain assistant, is responsible for the technical oversight of the battalion/squadron UMTs. The BFSB UMT verifies religious support coverage for all Soldiers assigned or attached to the BFSB and provides support to the brigade HHC, NSC, and BSC. The BFSB chaplain will also plan religious support for units that may be attached to the BFSB.

LEGAL SUPPORT

7-70. The BFSB SJA is the special staff officer responsible for operational and administrative law support. The SJA is also the BFSB commander's personal legal advisor. The reconnaissance squadron and MI battalion each have a paralegal who provides similar support to the commanders.

7-71. The BFSB SJA section consists of the brigade judge advocate, trial counsel/operational law attorney, and a brigade paralegal NCO. The section provides or coordinates legal support in the six core legal disciplines: military justice, international law, administrative law, civil law (including contract, fiscal, and environmental law), claims, and legal assistance. Tasks include contract review, claims processing, and conduct of operational legal matters, including guidance related to the Law of Land Warfare and ROE. The section also provides legal opinions concerning fires, both lethal and nonlethal; interrogation of detainees; and treatment of noncombatants and dislocated civilians.

7-72. The brigade SJA section tailors legal support to the mission, situation, and employment role of the brigade. The section can receive support or augmentation from division or other higher headquarters or through reachback to legal units/resources.

HEALTH SERVICE SUPPORT

7-73. The AHS is a complex set of interrelated and interdependent functions that provide a continuum of medical treatment from the point of injury or wounding through successive echelons of care to definitive, rehabilitative, and convalescent care in the continental United States (CONUS). The BFSB has limited organic medical support capability. The reconnaissance squadron has an organic medical platoon with treatment, ground evacuation, and combat medic capability. The BFSB HHC also contains a small treatment and evacuation section that can provide limited support to the remaining elements of the BFSB.

7-74. The system of evacuation—whether MEDEVAC or CASEVAC—provides the vital linkage between the roles of care necessary to sustain the patient during transport. Appropriate enroute medical care and emergency medical intervention, if required, will enhance the individual's prognosis and reduce long-term disability.

7-75. The BFSB surgeon is the special staff officer responsible for medical support in the brigade. The surgeon exercises technical control, to the extent determined by the commander, over medical activities; provides staff oversight and supervision for medical operations in the BFSB; and keeps the commander informed of the health of the command. The surgeon is a key member of the sustainment planning group and ensures integration and synchronization of medical and operational plans. The surgeon coordinates with staff elements and the HHC and reconnaissance squadron medical treatment and evacuation sections to ensure that Soldiers receive complete and comprehensive medical support. The surgeon will also coordinate evacuation issues and plans with the S-4 (acting in the SPO function).

7-76. With the staff, the surgeon develops the medical plan and coordinates support with the supported unit surgeon, the nearest medical brigade, and/or the MDSC. Because BFSB units and assets disperse throughout the division/corps/JTF AO and operate at extended distances, the surgeon coordinates area-based medical support with supported units/BCTs for elements that operate in the brigade AO. The BFSB surgeon also keeps the supported unit surgeon informed of the plans and ties the brigade into the higher supported unit's evacuation system.

7-77. The BFSB differs from the BCTs in that it does not contain a field medical company for Role 2 treatment capability. It also lacks the ground evacuation assets (HMMWV ambulances) normally associated with a Role 2 MTF. Instead, the BFSB contains only two Role 1 MTFs (these are the aid stations in the brigade HHC and the reconnaissance squadron) and only enough ground ambulances to evacuate Soldiers from the point of injury to these organic aid stations. The medical treatment team in the HHC will normally support the brigade headquarters, HHC, the MI battalion headquarters and its elements that are not detached, plus the NSC and BSC elements that are operating in the vicinity. The treatment capability in the HHC and in the reconnaissance squadron's HHT is not that of a fully functioning battalion aid station. The treatment teams have an assigned physician assistant and staff and will stabilize and prepare patients for further evacuation. The BFSB also relies heavily on aerial MEDEVAC support provided by aviation medical units of the CAB and coordinated by the brigade surgeon section. In most situations, air is the normal evacuation means because of the distances at which elements of the BFSB operate.

7-78. The BFSB requires augmentation with evacuation assets to move casualties from the aid station to the nearest Role 2 or Role 3 MTF. Close coordination of operational and sustainment plans is necessary to ensure that the treatment and evacuation systems can provide Soldiers with the best possible chance to survive. The operational situation will dictate the ultimate COAs regarding evacuation, particularly by aerial means.

7-79. Acting in its SPO function, the S-4 section coordinates Class VIII supply matters with the BFSB surgeon. Requisitions are transmitted through medical logistics channels using the MC4 system; the S-4

and surgeon have access to its data. Empty medical brigade ambulances will normally transport supplies to the BFSB when they move forward from Role 2 and Role 3 MTFs to clear the BFSB aid stations. Internal BFSB medical supply is by organic ambulances traveling between the treatment sections and the BSA. If the Class VIII requirements exceed this capacity, the additional supplies can be included on the scheduled delivery of supplies or configured loads and then moved onward by the BSC during LOGPAC operations. If necessary, the aviation brigade may transport emergency Class VIII resupply.

SECTION III – SUSTAINMENT OF ORGANIC UNITS

7-80. This section provides a brief overview of considerations for planning and conducting sustainment of the BFSB's major subordinate elements.

RECONNAISSANCE SQUADRON SUSTAINMENT

OPERATIONAL CONSIDERATIONS

7-81. The reconnaissance squadron may operate in unassigned areas, in an area assigned to the BFSB, or a combination of the two. The squadron's dispersed operating methods may generate a need for mobile medical, fuel, and maintenance elements, such as in echeloned field and combat trains. Such elements will normally support the squadron's CP and its two reconnaissance troops (see the separate discussion of LRSC support considerations later in this section). Flexibility in planning, organization, and execution is vital. For normal LOGPAC operations, the reconnaissance squadron 1SGs will link up either at the FLE, if employed, or at a forward LRP to pick up supplies or to coordinate their forward movement. Squadron sustainment elements not required to remain mobile will normally organize as the field trains; they will typically locate in the BSA with the BSC, although METT-TC may dictate another location. Table 7-1 covers considerations for configuring the trains.

7-82. The squadron may establish a unit maintenance collection point (UMCP) near the combat trains. It will also normally send maintenance contact teams forward with the reconnaissance troops. BDAR capability, provided by the supporting FMT, can also locate at the UMCP, or the FMT can deploy teams with limited diagnosis and repair capability with the troops. Equipment is usually evacuated from the combat trains if its repair at that location would prevent the trains from relocating to support the maneuver troops or the squadron CP. The troops are responsible for initial recovery and evacuation due to the limited organic capability in the BSC. HHT and reconnaissance troop 1SGs coordinate specific maintenance support and ensure evacuation of equipment to the supporting FMT. Army aviation assets many also perform evacuation based on coordination between the brigade and squadron S-4s. Also, the supporting FMT can provide a small BDAR team to the HHT or a reconnaissance troop.

7-83. LOGPAC operations may vary depending on the squadron's mission and operating area. When practical, BSC transport—plus Class I, III, and V and water assets—will locate with the squadron unit or field trains. Parachute drop may be the primary method of LRSC resupply when the company is operating beyond the supporting range of normal LOGPACs. (Other LRSC and LRS team sustainment considerations are covered later in this discussion.)

7-84. The squadron's treatment team forms an SAS and normally operates from the squadron combat trains. Squadron ambulances are normally employed forward to evacuate casualties to the SAS. If the medical platoon (authorized two front-line ambulances) needs augmentation (for example, if the tactical requirement drives a need for more than two), the BFSB staff can determine whether to provide resources from the HHC medical treatment team or from the evacuation squad. The staff may also request ambulance augmentation from the medical brigade or request that the squadron commander direct employment of a nonstandard CASEVAC platform. The squadron can also designate and equip organic vehicles as nonstandard platforms. Air is the preferred method of evacuating seriously injured Soldiers from the aid station. Medical brigade ambulances will also evacuate casualties from the SAS to a Role 2 or 3 MTF.

Table 7-1. Example options for configuring squadron trains

	Reconnaissance Squadron Trains Employment Options			*Reconnaissance Troop and LRSC Trains*
	Squadron Unit Trains	**Squadron Echeloned Trains**		
Trains Description	Include HHT and BSC elements supporting the reconnaissance squadron in one location. BSC elements may make up a FLE that includes the FMT and selected distribution platoon assets. This is normally incorporated into the unit trains.	Include HHT and BSC elements supporting the reconnaissance squadron. Echeloned trains consist of combat trains (a small, relatively mobile element including immediate BDAR, resupply assets, and the squadron aid station. The rest of the sustainment elements, particularly those that are less agile, compose the field trains. FLE assets from the BSC will normally be divided between the combat and field trains.		Troop trains include immediate medical support and immediate maintenance BDA, with very limited immediate repair capability. LRSC trains, depending on the tactical setting, may include the supply section, immediate medical support, and immediate maintenance BDA, with very limited immediate repair capability.
Conditions for Employment	Security and/or time, distance, and response factors permit or compel consolidation.	Security and/or time and distance factors compel positioning only the more agile and responsive sustainment elements closer to the supported troops and LRSC, while minimizing exposure to the balance of the squadron's sustainment assets.		Reconnaissance troops in most situations operate troop trains to ensure immediate response. The LRSC trains may operate from a secure assembly area or elsewhere if the company requires immediate medical or maintenance response.
Potential Task Organization	**Squadron Unit Trains** With required communications, trains OIC from HHT; FLE OIC from BSC Squadron FMT, minus company/troop maintenance teams HHT medical platoon, minus ambulances Distribution platoon LOGPAC slice for immediate resupply Containerized kitchen Lightweight water purifier Troop and company supply sections	**Squadron Field Trains** Trains OIC or NCOIC from HHT and FLE OIC or NCOIC from BSC, both with required communications Squadron FMT minus elements in squadron combat trains or company/troop trains Troop and company supply sections Distribution platoon LOGPAC slice Containerized kitchen Lightweight water purifier Troop and company supply sections	**Squadron Combat Trains** Trains OIC or NCOIC from HHT (combat trains CP) and FLE OIC or NCOIC from BSC, both with required communications Squadron FMT(-), including FMTV wrecker, truck with shop shelter, maintenance and signal personnel to perform recovery, immediate BDA, and repair HHT medical platoon, minus ambulances Distribution platoon slice for immediate/ emergency resupply	**Troop Trains** Platoon or troop medics Troop ambulance Maintenance contact team **LRSC Trains (in Assembly Area)** Company supply section **LRSC Trains (with AO)** Company or platoon medics Company ambulance Maintenance contact team
Squadron Trains Collocation with BSC	When conditions permit, reconnaissance squadron unit trains or field trains may locate adjacent to the BSC in the BSA. However, time and distance factors may require the unit or field trains to be located away from the BSA and closer to the squadron elements they support.			

7-85. Maintenance and resupply of LRS teams normally occur before or after team operations. Teams possess unique, low-density equipment that may require special coordination and support relationships. Limited resupply could be by air using a system such as the Joint Precision Aerial Delivery System (JPADS) to minimize detection. Aerial resupply must be by nonorganic assets, such as Army aviation or even Air Force fixed-wing aircraft. MEDEVAC will be provided by air and most likely will involve extracting the entire team. The S-3 and S-4 will normally coordinate with the sustainment brigade, the supported unit G-3/J-3 and G-4/J-4, and the supporting CAB. For more information on LRS operations, refer to Chapter 2 or to FM 3-55.93.

RECONNAISSANCE SQUADRON TRAINS ORGANIZATION

7-86. Much like the reconnaissance squadrons of the BCT, the BFSB reconnaissance squadron may organize organic and supporting sustainment elements into trains to facilitate timely support and better security. The squadron may organize unit trains or echeloned trains (consisting of squadron combat trains, squadron field trains, and troop and company trains). It will normally employ echeloned trains when time and/or distance factors and the enemy situation do not permit adequate sustainment from consolidated squadron trains. The squadron normally establishes unit trains when time and/or distance factors and the enemy situation permit adequate sustainment from consolidated squadron trains. A BSC FLE may be split between multiple trains locations.

7-87. Squadron unit trains are established when security and force protection requirements and supporting distances facilitate the consolidation of squadron capabilities. The unit trains receive resupply and then organize and form LOGPACs to move forward to the troop locations. They may be under the control of the HHT commander, assisted by the squadron S-4 and S-1. The SAS and the FMT normally compose the bulk of the unit trains, though a FLE may also operate from the unit trains depending on their distance from the BSA. The trains also contain the squadron UMCP.

7-88. METT-TC may also lead to organization of echeloned squadron trains (squadron combat and field trains and troop and company trains). Squadron combat trains normally include the aid station and treatment team, limited amounts of fuel and ammunition, BDA capability, and assets to set up a UMCP. These trains are as mobile as possible to ensure they can adequately support operations and/or ensure the agility needed to maintain security and force protection. For example, medical assets will normally operate as close to the reconnaissance troops and LRSC as practical during conventional reconnaissance and surveillance operations.

7-89. The trains commander may be an officer or senior NCO from the HHT or even the squadron S-4. The leaders of the medical, maintenance, and supply (emergency Class III and V) sections supervise their individual elements and keep the trains commander aware of matters requiring the synchronization and movement/displacement of trains assets. The squadron S-4 and S-1 may assist in the supervision of the combat trains.

7-90. Field trains are formed when conditions allow sustainment operations in a relatively secure environment. The composition and location of these trains should be METT-TC dependent; they usually set up in an area with reasonable security to reduce the demand for frequent relocation and the resulting increased signature. Depending on the specific situation, the field trains will locate in close proximity to the BSC to facilitate operations, security, and C2. When collocation is not possible, the squadron should try to locate the field trains with another friendly unit to ensure security, communications, and C2. The FLE created by the BSC will normally be incorporated into the squadron trains. When the squadron uses echeloned trains, selected FLE assets will normally be incorporated into the combat trains, with the remainder in the field trains.

7-91. Squadron trains are normally under the control of the squadron S-4, assisted by the S-1. When the trains are collocated in the BSA with the BSC, the BSC commander will command any elements that are

present in the field trains. When the squadron field trains are not collocated with the BSC, the squadron commander must designate the responsible leader. The squadron commander may choose to designate the HHT commander to lead the field trains when they are not located in the BSA. The FLE OIC will not normally have the time or experience required to simultaneously serve as trains commander.

7-92. Troop trains are organized and located to provide immediate sustainment. They are normally supervised by the reconnaissance troop 1SG and may consist of the attached troop medics, a MEDEVAC vehicle, and a maintenance contact team from the BSC. The troop trains likely will not have recovery capability due to the limited assets authorized in the BSC. The troop supply section will normally locate with the squadron field trains and move forward as part of a LOGPAC.

7-93. LRSC trains organization and operations may vary. During a standard mission profile, the company trains will normally locate at the company operations base or tactical assembly area with uncommitted elements, the company headquarters, and the supply section. The BSC may also directly support LRS elements, or they may receive support on an area basis. During more conventional missions, the trains may organize and operate in a manner similar to reconnaissance troop trains.

MI BATTALION SUSTAINMENT

7-94. Because of the dispersed operational profile of the MI battalion, the brigade S-4 and battalion S-4 must be prepared to coordinate several area-based support relationships for the sustainment of detached operating elements. The BSC is not organized for such piecemeal support. The MI battalion will also not normally establish trains; rather, its teams and elements will receive support from the units to which they are attached. Gaining units will normally provide electronic system maintenance (often including common item support), water, HSS (including medical care/casualty evacuation), Class III, rations, and ammunition resupply. When required, elements of the battalion's FMT will accompany assets deploying outside the BFSB's AO. The FMT will establish coordination with supporting maintenance organizations and will collocate with them as required.

7-95. Generally, the MI battalion HHC and all elements not attached outside the BFSB's area will collocate and receive all support directly from the BSC. The battalion may often collocate near the BFSB main CP. The battalion HHC commander, the BSC commander, and the BFSB S-4 will establish special procedures for this support for any requirements that fall outside SOP.

7-96. The MI battalion may establish a single UMCP and may further establish a UMCP for each maintenance contact team operating away from the battalion FMT. These company UMCPs can provide a maintenance interface between the MI element providing the support and the receiving BCT/brigade. There may be no requirement to establish the BFSB-resourced UMCP if the receiving unit agrees to provide such support. HUMINT/CI teams and MFTs will ensure initial recovery and evacuation to the BFSB-resourced UMCP or other maintenance site. Contact teams supporting BFSB MI companies will conduct BDA and perform immediate repairs; they will coordinate with the nearest BCT, BFSB, or battalion maintenance activity for evacuation and repair for more extensive maintenance requirements.

7-97. Resupply operations will likely vary depending on the MI battalion mission and operating area(s). MI elements operating in direct support of or attached to BCTs or other brigades may receive logistical support along with the units they support. In a manner similar to resupply, battalion elements operating in a BCT or other brigade AO will receive medical support on an area basis, normally from the same medical assets supporting the receiving BCT/brigade.

BFSB HHC AND NSC SUSTAINMENT

7-98. The BSC provides the HHC and NSC with all classes of supply and maintenance (except medical). The HHC and NSC will locate within supporting distance of the BSC, though they may not collocate with it. If the companies are located at a distance that makes supply point distribution at the BSC impracticable, the BSC can deliver PLS flatracks with shipments of general supplies or Class III using one of the HEMTT tankers. The companies rely on medical support from the treatment and evacuation teams in the brigade HHC. The BSC's field maintenance section provides all maintenance support except for the capability organic to the NSC.

Chapter 8
Protection

Protection focuses on the Army's intrinsic capabilities of technology, systems, and equipment and on those measures that protect friendly personnel, assets, and information. It is the means by which Army commanders preserve their combat power. The protection warfighting function protects the force from adverse effects that would either degrade—or prevent the use of—its capabilities. The protection functions and tasks can be either active or passive and can be performed without any enemy being present. This chapter discusses the protection warfighting function and how each of its key tasks relates to BFSB operations.

SECTION I – PROTECTION IN THE BFSB

8-1. The mission of the BFSB, its force structure, and the manner in which it is employed create unique protection requirements. With the exception of its CPs and support areas, the BFSB will rarely, if ever, present the enemy with a massed target to engage. The dispersed nature of BFSB operations, however, create security challenges not found in other modular brigades, especially when combined with the relatively high value of the unit's dispersed elements and their equipment.

GENERAL PROTECTION CONSIDERATIONS

8-2. The BFSB commander and staff have the inherent responsibility to consider and integrate the protection warfighting function into all operations to facilitate mission accomplishment. It relies on organic, Army, and joint assets to accomplish the protection tasks. However, the BFSB commander must consider the resources available and assess the risks versus the reward of executing each mission as part of the decisionmaking process.

8-3. Protection is the preservation of the effectiveness of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area (FM 3-37). The protection warfighting function is defined as the related tasks and systems that preserve the force so the commander can apply maximum combat power (FM 3-0). The key tasks and applicable systems of protection are the following:

- AMD.
- Personnel recovery.
- Information protection.
- Fratricide avoidance.
- Area security.
- Antiterrorism.
- Survivability.
- FHP.
- CBRN operations.
- Safety.

- OPSEC.
- Explosive ordnance disposal (EOD).

8-4. Executing these tasks preserves the BFSB's combat power and contributes to the brigade's ability to accomplish its mission. Simultaneously, the BFSB contributes to protection by providing information on the OE and enhancing the supported commander's SA and SU.

8-5. Protection is a commander's responsibility and a continuing activity during the conduct of operations. When operating within its own AO, the BFSB may require augmentation to execute active measures of some protection tasks such as AMD or CBRN operations. Area security becomes a significant consideration due to the limited combat assets the BFSB possesses. The BFSB commander must weigh the risks and balance protecting the force and accomplishing the mission.

8-6. When operating across the supported higher headquarters' AO or in unassigned areas, the BFSB may rely on the capabilities of other units to execute tasks such as personnel recovery and some aspects of FHP. The coordination required to conduct personnel recovery, fratricide avoidance, and other protection tasks is significantly increased and must be taken into account early in the planning process. The BFSB protection considerations must be integrated into the plans of units in whose AOs the BFSB operates.

BFSB PROTECTION WORKING GROUP

8-7. In the BFSB, the staff responsibility for protections falls under the S-3. The commander may assign the responsibility to another staff officer if appropriate. The protection working group in the BFSB, led by the S-3, integrates the tasks and systems of the protection warfighting function. The protection working group coordinates the activities and systems that preserve and protect the force. It develops the critical and defended asset list for approval by the commander.

8-8. The protection working group should, as a minimum, consist of the following personnel:

- S-3.
- CBRN officer.
- AMD officer.
- OPSEC officer.
- S-2 representative.
- HUMINT coordination cell representative.
- CI coordination cell representative.
- Brigade surgeon.
- S-6.
- Brigade safety officer.

8-9. The BFSB staff integrates the protection working group into its battle rhythm, and the S-3 follows up to oversee protection tasks and responsibilities. The plans, products, and procedures developed by the protection working group are integrated into the BFSB OPORD or FRAGOs as appropriate.

8-10. The protection working group analyzes specified, implied, and mission-essential protection tasks. It assesses whether the task has achieved the desired effect and is meeting the commander's intent. If a task has not met the intent, the group makes recommendations to the commander on the acceptable level of risk or the resources required to accomplish the protection task. (See FM 3-0 for more information on measures of performance and measures of effectiveness.)

SECTION II – PROTECTION TASKS

8-11. Protection is effective when each of the key tasks are considered and executed during operations. The BFSB commander and staff must assess threats and/or risks, develop plans to eliminate or mitigate each threat/risk, and ensure disciplined execution of protection tasks throughout the conduct of operations. The end result is a preservation of combat power that enables the commander to maximize the BFSB's capabilities in accomplishing its assigned mission.

AIR AND MISSILE DEFENSE

8-12. BFSB collection assets are generally dispersed in small units over a large area. As a result, the BFSB relies on passive measures to avoid detection and direct attack from air and missile threats. The most significant threat is to brigade and battalion/squadron CPs and support assets that produce a larger signature. Unless mission analysis conducted at higher levels leads to the direct allocation of active AMD capabilities to the BFSB, the brigade receives active AMD protection indirectly through a combination of umbrella coverage as an integral part of the supported unit's AMD plan and joint offensive and defensive counterair operations. AMD planning considerations for the BFSB include the following:

- The threat.
- How and where the BFSB is employed.
- Priority of protection given to the BFSB and its assets by the supported unit.
- Availability of AMD assets and their ability to provide AMD to the BFSB.

8-13. In the BFSB, the ADAM/BAE has responsibility for air defense planning and early warning. The AMD officer serves as a primary member of the protection working group. Assisted by the ADAM/BAE, he/she ensures that BFSB plans and operations are incorporated into the air defense system and that BFSB requirements for AMD are met.

PERSONNEL RECOVERY

8-14. Personnel recovery is a complex mission requiring detailed planning and significant resources to execute. The dispersed nature of BFSB operations makes it an especially challenging mission for the brigade. The commander and staff must take into consideration the brigade's task organization, mission, potential locations for execution, and the threat when evaluating whether or not the BFSB will be capable of executing personnel recovery with its own resources or will require support from higher or adjacent units. This is especially true when considering LRS teams that have either infiltrated or been inserted into high threat areas that BFSB assets cannot reach quickly. The BFSB commander must ensure adequate planning and sufficient resources for personnel recovery, both within the BFSB and in coordination with the supported unit. (See FM 3-50.1 for more information.)

INFORMATION PROTECTION

8-15. Information protection includes information assurance, computer network defense, and electronic protection. Information exchanged in the BFSB ranges from unclassified reports and staff work to top secret intelligence reports and analysis. Information protection provides security at all levels while still allowing the appropriate level of access for all personnel. The BFSB S-6 oversees information protection, with responsibility shared by the S-2 and S-3. The S-6 develops the appropriate SOPs and implements them across the brigade. In the protection working group, the S-6 makes recommendations to update or change current information protection actions and procedures. The S-6 incorporates these updates and changes into the SOP and into specific guidance in BFSB OPORDs and FRAGOs. (See FM 3-13 for additional information.)

FRATRICIDE AVOIDANCE

8-16. BFSB elements operate in small teams in the supported unit-controlled area, regularly transit other brigade areas, or operate from other brigade areas. It is essential that locations of all BFSB units are known and that appropriate control measures are put into place. The FBCB2 system assists in fratricide avoidance. However, this tool does not lessen the requirement for detailed coordination to ensure that other elements of the supported unit know the locations of BFSB collection teams. Other units must understand the BFSB plan and be aware of BFSB assets operating in or near their AOs. This is especially true in the current OE, where joint and multinational partners do not always have tools such as FBCB2. Proactive coordination minimizes the risk to BFSB collection assets. The extensive communications assets of the BFSB also contribute to fratricide avoidance by providing communications with all BFSB elements. The BFSB S-3 incorporates fratricide avoidance into all plans and operations.

AREA SECURITY

8-17. All Army organizations have the inherent responsibility for providing security for their elements. FM 3-90 assigns area security as one of the responsibilities associated with controlling an AO. It notes that commanders are not required to provide area security throughout their entire AO, but if they elect not to do so, all elements operating in that AO must be aware of the level of security the owning unit can provide.

BFSB RESPONSIBILITIES

8-18. When the BFSB is assigned an AO, it has the responsibility to provide security within its AO. The brigade has a limited ability to provide area security unless it is augmented with forces that have the ability to hold terrain. In addition, because of the limited availability of outside units to provide security for the BFSB, the brigade staff must not rely on augmentation alone for this purpose. As a result, the commander must carefully weigh potential risk against the organic units and tactical procedures available to mitigate that risk before considering other alternatives. The BFSB commander must ensure the supported unit and any units transiting the BFSB AO, including BFSB units, have a full understanding of the areas in which the BFSB can and cannot provide area security and of the threat level in those areas. This will allow units to implement the appropriate security measures.

AREA SECURITY FOR THE BFSB

8-19. BFSB units primarily rely on stealth, interactions with the local population, supporting higher-level and joint fires, and a limited self-defense capability for their security. The supported unit can enhance the BFSB's ability to provide area security by attaching maneuver units, MP elements, or other reconnaissance units to the BFSB. Direct support from division and higher-level fires assets and joint assets can serve to enhance the BFSB's area security.

8-20. The BFSB must assess the risks associated with CP locations. The first consideration in positioning BFSB CPs is the ability to facilitate C2 of subordinate elements. Whenever possible, the BFSB will group CPs with subordinate formations, such as its sustainment activities, to enhance area security and minimize the number of personnel required to provide area security. It may also collocate its CPs with other BCT CPs or units. In stability operations, the BFSB may place all its CPs in a central location, with subordinate companies and smaller teams operating from this location or where required in the supported unit AO.

8-21. When assigned an AO, the BFSB provides area security within its capabilities or requests additional forces from the supported unit. The level of area security required is in part dependent on the threat level within the AO. If the BFSB is not assigned an AO, it locates CPs in the AO of a BCT or another brigade to increase protection. Division/corps/JTF orders specify the level of protection other brigades will provide to the BFSB.

8-22. Based on mission requirements, battalions/squadrons or companies/troops may operate away from the main CP or TAC CP. The enemy situation dictates the protection requirements. Each unit must make its

own protection a top priority. When the BFSB expects the threat to go beyond the capabilities of subordinate units, it can task organize its assets to provide protection, request additional forces from the division/corps/JTF, or locate units in another brigade AO with appropriate coordination.

8-23. The BFSB can task organize organic units to meet mission and protection requirements. By task organizing ground reconnaissance and surveillance and MI discipline collection assets for missions, the BFSB improves collection by providing a mix of assets assigned to a task and increases the protection level of normally vulnerable MI systems. Rather than wasting assets, grouping MI battalion and reconnaissance assets effectively and efficiently meets collection and protection requirements. The goal is to enable collection teams to provide their own protection, enhanced by Army and joint fires.

ANTITERRORISM

8-24. Antiterrorism is the Army's defensive program to protect against terrorism. It consists of defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, including limited response and containment by local military and civilian forces (JP 3-07.2). The BFSB incorporates antiterrorism measures into its plans, operations, and SOPs. Staff responsibility for antiterrorism usually falls under the intelligence section unless designated otherwise by the commander.

8-25. The BFSB and its subordinate organizations should conduct a reverse pattern analysis of internal activities. This analysis identifies situations in which units use recognizable patterns of which terrorists or other threat organizations can take advantage. Such patterns can increase vulnerability to attacks by IEDs or ambushes. Other effective antiterrorism actions include the following:

- Making seemingly random moves of CPs and unit locations.
- Minimizing unit footprints.
- Establishing layered perimeter defenses around fixed locations.
- Employing HUMINT assets and scouts to gain information on the threat.
- Constantly monitoring unit locations and patrols.
- Providing sufficient internal security for units operating outside secure areas.

SURVIVABILITY

8-26. Survivability includes all aspects of protecting personnel, weapons, and supplies while simultaneously deceiving the enemy. Survivability tactics include building a good defense; employing frequent movement; using concealment, deception, and camouflage; and constructing fighting and protective positions for both individuals and equipment (JP 3-34). Survivability, as a component of combat engineering, provides cover and mitigates effects of enemy weapons on personnel, equipment, and supplies.

8-27. The BFSB uses its organic resources and methods to increase survivability. BFSB assets rely heavily on concealment, camouflage, deception, and proper movement techniques rather than on manmade cover to enhance survivability. Where applicable, BFSB CPs and other more stationary units harden their positions. The BFSB requests engineer assets through its higher headquarters to provide this support. While individual Soldiers can dig fighting positions, BFSB survivability is greatly increased through the selective use of engineer resources. See FM 5-103 for more information.

FORCE HEALTH PROTECTION

8-28. FHP is one of the three pillars of the joint HSS system. It concerns both the enemy threat and the medical threat. The enemy threat produces combat casualties. The medical threat includes disease and nonbattle injuries. To counter the medical threat, comprehensive medical surveillance activities, occupational and environmental health surveillance activities, preventive medicine measures, and field hygiene and sanitation are instituted and receive command emphasis. (See FM 4-02 for additional information.)

8-29. The brigade surgeon has the staff responsibility for FHP. The surgeon ensures that IPB takes into account the medical threat. Once threats are identified, measures are planned and implemented in BFSB operations to counter the threat. As necessary, the surgeon requests additional personnel and assets, such as preventive medicine teams, to support BFSB operations. With the assistance of BFSB medical personnel, the surgeon provides oversight and training for personnel across the BFSB on preventive medicine measures, sanitation, and personal preventive measures. The surgeon constantly assesses the brigade's performance and effectiveness in FHP, provides feedback in the protection working group, and recommends new or revised measures to protect the brigade.

CBRN OPERATIONS

8-30. The United States confronts the threat of CBRN weapons and their means of delivery through WMD proliferation prevention, WMD counterforce, CBRN defense, and CBRN consequence management activities. The Army focuses on three aspects of counterproliferation—elimination, active defense, and passive defense—and on consequence management operations. Based on the BFSB's organization and missions, CBRN defense primarily applies to the brigade in terms of active defense and passive defense.

ACTIVE AND PASSIVE DEFENSIVE MEASURES

8-31. Active defense uses offensive actions to prevent the conventional and unconventional delivery of WMD. These measures include detecting, diverting, and destroying adversary WMD and their delivery means while en route to their targets. As the supported unit's primary reconnaissance and surveillance organization, the BFSB may be tasked to support the detection of enemy WMD capabilities. The BFSB requires augmentation to conduct CBRN-related operations. When properly augmented, however, it can conduct CBRN reconnaissance and surveillance in support of the PIR and other intelligence requirements. It provides information so the division/corps/JTF can retain freedom of maneuver during the conduct of operations. The BFSB can be augmented with CBRN reconnaissance units as part of predeployment tailoring or with units task organized to the brigade for specific missions. CBRN reconnaissance units enable the BFSB to locate, detect, identify, quantify, collect, survey, mark, and report CBRN contamination in the supported unit AO.

8-32. Passive defense includes those measures taken to reduce the vulnerability of personnel and equipment and minimize the effects of WMD employed against key installations, facilities, and ports of embarkation and debarkation. The BFSB uses measures that implement the principles of contamination avoidance, protection, and decontamination. BFSB units have limited CBRN detection and decontamination capabilities. (See FM 3-11 and JP 3-40 for more information.)

DEFENSIVE OPERATIONS

8-33. In defensive operations, the BFSB focuses its CBRN reconnaissance to answer the PIR and other intelligence requirements to assist the commander in retaining freedom of maneuver. This may include reconnaissance of routes, mobility corridors, and other critical areas identified by the commander to confirm or deny the presence of CBRN contamination.

OFFENSIVE OPERATIONS

8-34. Threat use of CBRN weapons can disrupt the tempo and momentum of offensive operations. The BFSB focuses its assets in support of the PIR and other intelligence requirements to limit CBRN effects on these operations. CBRN reconnaissance and surveillance focus on the axis of advance for the decisive effort, main supply routes, and other critical areas identified by the commander.

STABILITY OPERATIONS

8-35. Threat use of CBRN weapons during stability operations can significantly affect friendly forces and the local populace in terms of IO and political implications even if casualties and contamination are limited. The BFSB conducts reconnaissance and surveillance to detect the use or presence of CBRN weapons. It can assist in exploiting sensitive sites that contain CBRN weapons, materials, or production.

CIVIL SUPPORT OPERATIONS

8-36. Civil support operations may include support to civilian authorities after a CBRN attack or to an area that has CBRN contamination. The BFSB can conduct CBRN reconnaissance and surveillance to identify contaminated areas and—to a limited extent—to determine the type of contamination. Augmentation with CBRN reconnaissance assets significantly increases the BFSB's capability to accurately determine the areas, extent, and type of contamination.

SAFETY

8-37. Operational conditions often impose significant safety risks on Soldiers' lives and health. In extreme OEs, equipment operation poses additional risks because the equipment and the personnel operating it are taxed. Composite risk management (CRM) aims to enhance operational capabilities and mission accomplishment with minimal loss.

8-38. The five-step CRM process is a continuous activity integrated into the conduct of all operations. It provides a methodical approach to identifying and managing risk and provides input to the commander's decisionmaking process.

8-39. The CRM process is used in the BFSB to identify, assess, and control risks. The unique missions of the BFSB require careful assessment for safety in planning and execution. CRM allows the BFSB commander to make decisions based on a firm understanding of the situation from the perspective of both the risks to his Soldiers and the needs of the supported unit. This includes the risks involved if the mission is not accomplished. Some of the risks the BFSB must consider are the employment of HUMINT teams in a high-threat environment, the employment of reconnaissance troops that have light-skinned vehicles and crew-served weapons, and the employment of LRS teams (in particular the insertion method of the teams). The BFSB develops controls for each risk, such as providing additional security to the HUMINT teams, providing a quick reaction force and direct fire support to the reconnaissance squadron, and establishing an extraction plan and personnel recovery plan for the LRS teams. (See FM 5-19 for a detailed discussion.)

EXPLOSIVE ORDNANCE DISPOSAL

8-40. EOD personnel support commanders by neutralizing hazards that present a threat to operations, installations, personnel, materiel, and other critical assets. These hazards consist of conventional munitions (unexploded explosive ordnance), CBRN and associated materials, and IEDs.

8-41. EOD personnel are not organic to the BFSB, but may be task organized or support the BFSB based on mission requirements. During missions such as site exploitation, MI and EOD personnel may work together closely to mitigate hazards present at the site while maximizing the collection and processing of critical information. Based on the location and nature of BFSB reconnaissance missions, the brigade's reconnaissance troops, surveillance teams, and intelligence teams may be the first units to identify hazards that require EOD expertise.

8-42. The supported unit and the BFSB should identify EOD requirements to support BFSB operations during the MDMP and allocate EOD assets as appropriate. (See FM 4-30.16 for additional information.)

OPERATIONS SECURITY

8-43. The BFSB S-3 has staff responsibility for OPSEC. The commander may also designate an OPSEC officer, who ensures that OPSEC procedures are a part of the brigade SOP and coordinates additional OPSEC measures with the S-2, S-3, and other staff and command elements. The OPSEC officer develops OPSEC measures during the MDMP and, as required, participates in the protection working group.

Appendix A

Distributed Common Ground/Surface System–Army

The Distributed Common Ground/Surface System (DCGS) is the DOD's integrated communications and information architecture program for the JTF level and below. Its mission area initial capabilities document (ICD) defines DCGS as a program to migrate selected intelligence systems to a new, multidiscipline, common and interoperable, open family of systems (FOS) architecture. The entire DCGS FOS consists of the Army (DCGS-A), Air Force (DCGS-AF), Navy (DCGS-N), and Marine Corps (DCGS-MC) components. The program creates a net-centric, joint environment for intelligence, surveillance, and reconnaissance operations consisting of national, theater, tactical, commercial and allied/coalition resources. DCGS is currently the DOD program of record responsible for ensuring interoperability in future intelligence operations.

SECTION I – BACKGROUND

A-1. The DCGS-A program was created based on the DOD mission area ICD covering the requirements for a family of tactical intelligence, surveillance, and reconnaissance systems that will contribute to joint and combined requirements. DCGS-A facilitates "seeing and knowing" in the OE and serves as the fundamental precursor to the understanding that is the basis of the Army's battle command concept.

A-2. DCGS-A provides the capabilities necessary for commanders to access information from all data sources and to synchronize nonorganic sensor assets with their organic assets. DCGS-A provides continuous acquisition and synthesis of data and information from joint and interagency capabilities, coalition partners, and nontraditional sources. This will permit modular forces to maintain an updated and accurate understanding of the OE. DCGS-A contributes to visualization and SA, thereby enhancing tactical maneuver, maximizing combat power, and enhancing the ability to operate in an unpredictable and changing OE throughout full-spectrum operations.

A-3. For additional information on DCGS-A, see Military Intelligence Handbook (MIHB) 2-50.

SECTION II – SYSTEM OBJECTIVES

A-4. DCGS-A provides a net-centric, enterprise capability for reconnaissance and surveillance (including MI discipline collection); weather; geospatial engineering; and space operations for maneuver, sustainment, and maneuver enhancement organizations at all echelons from the battalion level to the JTF. DCGS-A is the intelligence, surveillance, and reconnaissance component of the modular and future force Battle Command System. It is the Army's primary system for tasking, posting, processing, and using intelligence, surveillance, and reconnaissance information about the threat, weather, and terrain at all echelons.

A-5. DCGS-A will facilitate the rapid planning, execution, and synchronization of all warfighting functions, enhancing the current and future forces' ability to operate within the enemy's decision cycle. The core functions of DCGS-A are the following:

- Receipt and processing of select sensor data.
- Control of select Army sensor systems.

- ISR synchronization.
- Reconnaissance and surveillance integration.
- Fusion of sensor information.
- Information on the direction and distribution of relevant threats.
- Friendly and environmental (weather and terrain) information.

A-6. DCGS-A—starting with DCGS-A Mobile Basic described later in this appendix—will be a net-centric, web-enabled, enterprise-based, open-architecture system deployed across the force in support of the commander. It will be the a first step toward the ability to systematically access and leverage the intelligence, surveillance, and reconnaissance datasets of other services and build an architecture that integrates and synchronizes on-scene, network-distributed, and reach activities. The DCGS-A objective architecture, known as DCGS-A Mobile Extended, will be capable of supporting multiple, simultaneous, worldwide operations through scalable and modular system deployments.

SECTION III – OPERATIONAL DESCRIPTION

DCGS-A CAPABILITIES

A-7. DCGS-A is the Army's ground processing system for all reconnaissance and surveillance sensors (including MI discipline collection). It integrates existing and new system hardware and software to produce a common net-centric, modular, multisecurity, multiintelligence, interoperable architecture. DCGS-A provides access to data across the intelligence enterprise and facilitates reach operations with knowledge centers. It also provides access to the following:

- JWICS.
- NSANet (not available in currently fielded systems, but planned for the future).
- SIPRNET.

A-8. DCGS-A links tactical sensors along with weather, space, and GEOINT capabilities. DCGS-A's net-centric capability enhances distributed operations by allowing data access down to tactical units. Additionally, it provides the analyst with data mining, fusion, collaboration, and visualization tools to conduct SA, ISR synchronization, targeting support, analysis, and reporting. It allows the analyst to provide timely, relevant, tailored and actionable intelligence to the commander.

A-9. DCGS-A provides users with access to raw sensor data, reports, graphics, and web services through the DCGS-A Integration Backbone (DIB). The DIB creates the core framework for a distributed, net-centric intelligence enterprise architecture. It enables DCGS-A to task, process, post, and use data from Army, joint, and national sensors. The DIB provides a meta-data catalog that defines how data is described. The meta-data allows DCGS-A to expose the required data elements to the user.

A-10. DCGS-A is the primary processing system for reconnaissance and surveillance (including MI discipline collection) data from the JTF down to units at battalion level and below. It serves a similar function in the Battle Command System and provides the intelligence, weather, and geospatial engineering data for battle command. DCGS-A provides threat reporting and the threat portion of the COP to the publish and subscribe services for ABCS users; it also accesses friendly unit information for its users.

A-11. DCGS-A tools assist the targeting process as well as synchronize collection of intelligence, surveillance, and reconnaissance data. The system not only provides the analyst with access to national and theater data sources, but also serves as a ground station for organizational sensors; in doing so, it facilitates distributed operations and reduces the forward physical footprint.

DCGS-A CONFIGURATIONS

A-12. There are three major DCGS-A configurations: embedded, mobile, and fixed.

EMBEDDED

A-13. The embedded configuration will be the common software baseline for all users. Because it is a component of battle command, the embedded DCGS-A configuration will be present throughout the Army force structure to facilitate combat and staff functions. When connected to the enterprise via DCGS-A, the embedded configuration provides access to enterprise tactical sensor data, information, and intelligence. This includes immediate access to weather, geospatial engineering, and multiintelligence data along with ISR synchronization, collaboration, fusion, targeting, and visualization tools. These capabilities allow users of the DCGS-A embedded configuration to collaboratively access, plan, task, collect, post, process, exploit, use, and employ relevant threat, noncombatant, geospatial engineering, and weather information. Embedded DCGS-A software also enables access to the DCGS-A enterprise in which users will subscribe to data services and acquire on-demand software applications to perform unique or new information processing tasks. The embedded configuration provides the intelligence, surveillance, and reconnaissance component of the Battle Command System at all echelons and within all units connected to the Future Force Network.

MOBILE

A-14. DCGS-A mobile configurations will be organic to and will directly support deployed modular brigades and division G-2s, BFSBs, corps G-2s, and MI brigades of the Army Service Component Commands. Its scalability and modular design meet the deployment and mobility criteria of units supported by the BFSB. Even though the BFSB operates relatively independently, it will have connectivity with operational and strategic-level sensors, sources, and people. DCGS-A provides the BFSB with sensor data, a dedicated processing and analysis segment for organic sensors, and the capability to use unexploited data from all sensors. DCGS-A mobile extends the strategic and operational-level joint, interagency, and multinational intelligence, surveillance, and reconnaissance network into the tactical OE. It also provides a wide range of capabilities, including direct access and control of select sensor platforms.

A-15. When not deployed, mobile assets will operate as part of the intelligence, surveillance, and reconnaissance network and be fully integrated into DCGS-A fixed and home station operations. Upon full fielding, DCGS-A mobile capabilities will displace (physically) and replace (functionally) current tactical intelligence tasking, posting, processing, and using systems within the corps G-2s, division G-2s, BFSBs, MI brigades, and BCTs.

A-16. Scalable DCGS-A mobile configurations include deployable and vehicle-based systems. Within the BFSB headquarters, analyst workstations supporting the intelligence staff and the intelligence and geospatial analysts will be supported by several portable multifunctional workstations (P-MFWS), each of which consists of a laptop, and a multilevel MFWS (ML-MFWS) desktop workstation. The ML-MFWS is capable of operating at two or more security levels. Intelligence, surveillance, and reconnaissance data processing and storage is provided by the mounted intelligence and geospatial services (IGS) suite, which is a shelter-mounted system on a HMMWV. The mounted IGS is well suited for BFSB operations and comes with the capability to accept select sensor feeds/downlinks.

FIXED

A-17. DCGS-A fixed facilities are regionally located and provide overwatch to tactical units. The fixed configuration conducts the day-to-day "heavy-lifting" support to all echelons. This configuration possesses robust hardware processing and data storage capacity. Forward deployed organizations can collaborate with, and reach to, fixed configurations across the network to substantially expand the commander's SA without increasing the forward footprint. Fixed configurations are expected to be "always on," providing general and direct intelligence, surveillance, and reconnaissance processing, exploitation, analysis, and production support to all echelons.

SECTION IV – RESOURCES

DCGS-A CONTACTS

A-18. Information on DCGS-A is available from the following Army sources:

- Intelligence Master Analyst Branch at the Army Intelligence Center, Fort Huachuca, AZ. Commercial phone: (520) 533-1964/8975. DSN: 821-1964/8975. The branch conducts two courses covering DCGS-A operation and capabilities:
  - The intelligence workstation certification course (IWCC) certifies analysts to operate DCGS-A. It includes blocks of instruction covering system overview, communications and networking, analytical techniques, and specific DCGS-A applications.
  - The intelligence master analyst course (IMAC) is an additional skill identifier (ASI)-producing course. It trains selected analysts in advanced analytical skills. Subject matter includes unit training plan development, intelligence doctrine, communications and networking, Trojan operations, DSGS-A applications, and analysis.
- TRADOC Capabilities Manager–Sensor Processing (TCM-SP). Commercial phone: (254) 287-1608. DSN: 259-7089. Toll-free: (877) 839-0813. TCM-SP manages a DCGS-A forum and help center that can be accessed through the Intelligence Knowledge Network (IKN) portal at https://icon.army.mil.

DCGS-A INTERNET LINKS

A-19. Table A-1 lists a number of Internet addresses and links that provide access to information on the DCGS-A system and related topics.

Table A-1. DCGS-A-hyperlinks

FORT HUACHUCA	
Huachuca Mini-Brain	22.21.165.191 (must request new profile)
IMAC WSS–app1	148.124.165.157
IWCC WSS–app1	148.124.165.88
DCGS-A TOOLS	
Pathfinder	http://pathfinder.s-iraq.centcom.smil.mil
Understanding Database Sources	http://s-jiocweb.s-iraq.centcom.smil.mil//confluence/display/Arc/Messages+Data+Sources
Training and Tactics, Techniques, and Procedures	http://s-jiocweb.s-iraq.centcom.smil.mil//confluence/display/TTP/JIOC-I+Operational+TTP+Home+JIOC
MAPS	
INSCOM Map Portal	http://maps.inscom.army.smil.mil
NGA Map Library	http://draco.stl.nga.smil.mil
NGA Raster Roam	http://sps.stl.nga.smil.mil/sw-tools/NIMAMUSE/webinter/rast_roam.html
CIA Maps	http://maps.cia.sgov.gov
TEC	http://www.tec.army.smil.mil
NGIC Maps Server	http://geospace-s.ngic.army.smil.mil
MISCELLANEOUS SOURCES	
JIOC-I Portal	http://s-jiocweb.s-iraq.centcom.smil.mil
Pathfinder	http://pathfinder.aspo.army.smil.mil/gateway/web/guest/home

Appendix B
Multifunctional Team Operations

MFTs have been created based on the latest lessons learned from combat operations and represent a capability not found in any other Army formation. The BFSB's MI battalion may employ MFTs to combine the disciplines of SIGINT and HUMINT to produce actionable intelligence for the supported commander. In short, MFTs are the MI discipline collection equivalent of a combined arms team.

The disciplines represented in these teams, although neither new nor unique, have been combined to produce a truly unique, full-spectrum capability. Much like the BFSB itself, whose combined capabilities are greater than the sum of its component parts, MFTs quickly produce actionable intelligence products whose quality exceeds those produced by other more ad-hoc teams created in the past.

MFTs are the principle SIGINT operators/analysts and HUMINT collectors on the ground focused on the targeting and exploitation cycle. While each discipline traditionally operates separately in most conventional units, together, the elements of the MFT combine to provide focused collection, targeting, and exploitation, feeding the F3EAD cycle

SECTION I – MULTIFUNCTIONAL TEAM OVERVIEW

MISSION

B-1. MFTs provide MI discipline collection, exploitation, and limited analysis to generate actionable intelligence and to detect, track, and locate targets in support of worldwide contingency missions within assigned areas of the division, corps, JTF, or multinational force AO.

MFT COMPOSITION AND EQUIPMENT

B-2. The MFT comprises a team leader, a team NCOIC, a SIGINT element, and a HUMINT element. The MFT is capable of conducting both SIGINT terminal guidance (STG) and site exploitation.

B-3. Although the composition of an MFT may resemble a combination of two HCTs, an STG team, and an analysis control element (ACE) augmentation team, breaking the team down into these components is not consistent with the intent of task organization.

TEAM LEADERSHIP

B-4. Team leader and team sergeant roles remain constant in providing C2, serving as liaison to the supported unit, and ensuring quality control for reporting. Mission templates, however, may not allow for or require all team members to participate in every mission, including the team leadership. C2 of the actual mission will fall to the MFT mission leader, who may or may not be the actual team leader or team sergeant. Other senior team members may find themselves filling the role of mission leader for some missions. In the context of the OE, it is critical to maintain a "flat network" with regard to information sharing. All members of the team should have a clear understanding not only of the mission for that day, but also of the MFT's mission as a whole and how the MFT acts as the S-2's asset on the battlefield. While

it is the team leader's responsibility to provide liaison with the supported S-2 and S-3 for day-to-day operations, the MFT mission leader will need to coordinate with both staffs before, during, and after each mission.

B-5. In preparation for a given mission, the team leader and team sergeant are responsible for ensuring all MFT elements are fully prepared and that duties are assigned, including the mission leader. The team leader should schedule a backbrief to ensure all members of the team who will participate in the mission are aware of their duties and responsibilities. MFT personnel are cross-trained in a variety of skills, so it may be unclear who is responsible for what on a given mission if proper rehearsals and briefings are not conducted in advance of execution.

SIGINT TERMINAL GUIDANCE

B-6. MFT Soldiers responsible for STG conduct operations to assist in the location of potential targets. As subject matter experts (SME), STG operators must ensure that the MFT and supported element leadership are aware of capabilities and limitations associated with STG operations, as well as OPSEC considerations essential to the success of these missions. A typical STG team usually consists of SIGINT Soldiers in MOS 35P or 35N who should also assist organic or supported SIGINT/fusion cells with target development. The MFT relies heavily on the analysis of these SIGINT/fusion cells, but the MFT's SIGINT personnel should be actively involved in the target development process.

B-7. For STG missions, the STG element will coordinate with the SIGINT cell to receive all pertinent mission data required for the operation. The senior STG operator will ensure all essential equipment is operational prior to the mission. The senior STG operator is also responsible for ensuring all special mission requirements are taken into account during planning.

B-8. STG operators should be cross-trained in other disciplines since they will often be tasked to perform other duties once the team has reached the objective. These duties include, but are not limited to, site exploitation, detainee searches, and assistance with DOMEX.

HUMINT

B-9. The MFT is composed predominantly of 35M HUMINT collectors, who are generally divided into a questioning team, document exploitation (DOCEX) team, media exploitation (MEDEX) team, and site exploitation team. Cross-training and specific mission analysis are important in allowing for best use of personnel on a mission. It is also critical that the supported unit understand the distinction between the MFT HUMINT collectors and their own or attached HCTs. The HCTs collect intelligence information consistent with the commander's PIR. Although the MFT HUMINT Soldiers can also collect information, their focus is to support the efforts of the MFT as a whole. Team leaders will have to weigh the pros and cons of dedicating the HUMINT personnel to each function of the team. A 35M who is more technologically savvy should probably perform more technically oriented tasks, while a 35M who is more skilled at interrogations should be focused on the field interrogation phase of the mission.

DOCUMENT AND MEDIA EXPLOITATION (DOMEX)

B-10. As the term implies, DOMEX covers both document and media exploitation. On the objective, DOMEX personnel are likely to be conducting or leading site exploitation. A Soldier who is proficient in the target language should be available to screen documents to quickly extract the critical data points required for MFT time sensitive targeting (TST) operations. Media collection for later exploitation can be conducted on the objective, but in a time-sensitive situation, it is unlikely MEDEX personnel will be capable of conducting a full exploitation of the media. MEDEX is generally completed at a safe and secure location.

B-11. MFT MEDEX SMEs are usually HUMINT (MOS 35M) Soldiers with specialized training. The determination to use HUMINT Soldiers over SIGINT personnel from the MFT is usually driven by operational requirements, the numbers of Soldiers in each assigned MOS, and the language proficiencies of the Soldiers. The MFT is currently authorized only two SIGINT Soldiers, and typically both are used on

every mission and will experience a high operational pace. Assigning a HUMINT Soldier as the MFT's primary MEDEX operator allows the MFT to have an individual to serve as an SME who can focus solely on MEDEX. Additionally, since the training required to produce effective MEDEX SMEs is extensive, the unit can usually afford to send only one or two Soldiers to this training.

MFT TACTICAL INTEGRATION

B-12. MFTs depend on the supported maneuver units to provide security and close combat capability to conduct actions on the objective once the MFT has identified, developed, and located the target. If the MFT is in direct support to a maneuver battalion, the close combat element may be assigned on a rotational basis by platoon within the battalion, meaning the MFT could work side-by-side with several different platoons in the course of operations in a given AO. Given the special operational and security considerations required to conduct MFT operations, a great deal of time and effort is required to familiarize maneuver elements with MFT tactics, techniques, and procedures. Conversely, the MFT must also become familiar with each unit's actions on the objective; react to contact drills, communications, and other tactics, techniques, and procedures. Ideally the MFT should be assigned to work with a dedicated unit. Routine task organization allows the MFT and the supported unit to build mutual trust and learn each other's tactics, techniques, and procedures, making team operations safer and more effective.

B-13. In the event some MFTs are retained under BFSB control, task organizing them with the reconnaissance squadron is the best way to maximize MFT effectiveness. The difficulties associated with building unit cohesion normally encountered when MFTs are in direct support of BCTs are reduced significantly and the team's overall mobility throughout the BFSB is guaranteed.

MFT STG EQUIPMENT

B-14. The SIGINT environment is constantly evolving. Threat forces are constantly taking advantage of new technologies, devising new ways to use current technologies, or reverting to legacy technologies due to a lack of funds or availability of more advanced systems. STG equipment must continue to evolve to remain relevant. MFTs will be effective against threat action targets only if they are able to acquire new technology rapidly, even while deployed. The BFSB MI quick reaction capability program, led by the Army's Intelligence and Security Command (INSCOM) and supported by the Army Cryptologic Office, provides the procurement support necessary to supply MFTs with highly adaptable equipment sets as required in specific situations.

B-15. As always, with new equipment comes training requirements. Thorough and comprehensive training should always precede the operational use of any new equipment. The issuing agency should also provide any training associated with the specific piece of equipment. Otherwise, the MFT or the BFSB may need to arrange for individual training from outside organizations or agencies that are currently using or have used the equipment recently.

B-16. Current MFT equipment includes the following:

- Mounted STG system.
- Mounted geolocation system.
- Dismounted STG system.
- Dismounted direction finding system.
- Signal survey tool.

SECTION II – MULTIFUNCTIONAL TEAM CONCEPT OF OPERATIONS

IPB IN SUPPORT OF SIGINT OPERATIONS

B-17. MFT IPB for SIGINT begins when the MFT SIGINT element first arrives in its new AO and conducts an initial liaison with the supporting SIGINT section. MFT SIGINT Soldiers should receive an AO brief from the SIGINT cell on targeting and collection assets in the AO. The MFT, in turn, should provide a capabilities briefing to the SIGINT cell. MFT SIGINT Soldiers should begin reviewing SIGINT

cell targeting procedures and target packets immediately. SIGINT Soldiers should have a solid understanding of all the supported unit targets and begin reviewing possible COAs. MFT SIGINT Soldiers must also provide feedback on SIGINT section target packets to tailor them to MFT operational needs. With proper IPB, the MFT SIGINT section will gain extensive knowledge of the AO with regard to targeting and the overall SIGINT architecture. This will facilitate mission success and help generate follow-on targets.

IPB IN SUPPORT OF HUMINT OPERATIONS

B-18. MFT IPB for HUMINT differs from the normal threat characteristics analysis. MFT HUMINT collectors must have a firm grasp on the target packet and the target set to quickly and efficiently determine whether the target has been acquired or, if not, to identify the possible locations of the target or any follow-on targets. IPB requires extensive, intimate knowledge of the target to control the subject and the situation during questioning. The MFT HUMINT element must be flexible and have extensive knowledge of the overall situation to get the best results from questioning and interrogation and to facilitate follow-on targets. For a detailed discussion of HUMINT operations, see FM 2-22.3.

MFT CONCEPT

B-19. As with the BFSB and its operational principles, the MFT concept has proven to be most effective when applied consistent with its intended purpose: to provide MI discipline collection, exploitation, and limited analysis to generate actionable intelligence and detect, track, and locate targets. The specific conditions in the OE ultimately will dictate how closely the teams are able to follow the guidelines outlined in this appendix. Teams, however, should strive to remain true to the intent. The MFT should not be separated by discipline or broken down into separate exploitation cells. The team's true strength lies in its ability to combine the skills of the individual disciplines, create actionable intelligence, and act on that intelligence.

B-20. As with all military operations, OPSEC is key to sustained success for the MFT. Failure to protect the tactics, techniques, and procedures that make the team so successful will allow the enemy to adapt, degrading the team's effectiveness. OPSEC should always be emphasized, both within the team and with supporting elements.

TASK ORGANIZATION

B-21. The duties and responsibilities of MFT personnel will change throughout the cycle of a mission. As noted, although the team leader and team sergeant roles remain constant (C2 element, liaison with the maneuver element, and quality control for reporting), mission templates may not permit or require all team members to be on the objective for every mission. Team members must be cross trained in multiple disciplines and should have knowledge of, if not expertise in, every aspect of the team's core capabilities. This flexibility allows the roles of the team members to change multiple times during mission preparation, execution, and exploitation phases. C2 of the actual mission will fall to the MFT mission leader, who may or may not be the actual team leader or team sergeant. Other senior team members may find themselves fulfilling the role of mission leader for some missions.

TASK ORGANIZATION FOR MISSION PREPARATION/EXECUTION PHASE

MFT Mission Leader

B-22. The MFT mission leader is charged with oversight of all operational aspects of the MFT during the mission. During premission coordination, the mission leader ensures that all products are available and completed; these include smart cards used for tactical questioning on the objective, prior reporting summaries, and geographical reference guides. The mission leader will also ensure that team members are fully briefed on their duties and responsibilities prior to the mission. During mission execution, the mission leader is responsible for coordinating the movements and actions of the MFT on the objective. The mission leader is responsible for the transfer of information between the individual elements onsite and acts as a

runner for critical site exploitation material that can be used for questioning. One of the primary responsibilities of the mission leader is to ensure that all MFT members are efficiently and effectively employed to perform all critical mission tasks.

STG Team

B-23. The STG team is responsible for conducting mounted and/or dismounted STG to locate targets. The STG team will also assist the local SIGINT/fusion cell with the development of SIGINT targets. MFT operations rely heavily on the supporting SIGINT cell's analysis.

HUMINT Element

B-24. The HUMINT element is responsible for the questioning of personnel on the objective to identify the target, determine early warning of the imminent onset of hostilities, and elicit any other intelligence information.

B-25. The HUMINT element leader should ensure a questioning plan and smart card are created prior to the mission. These products vary based on the specifics of the target. For example, the smart card and questioning plan for a weapons supplier will be different from those developed for a financier. If the mission is a HUMINT source-driven raid, the HUMINT element will coordinate with the source and/or the source handler (if applicable) to establish the location and identification of the targets. The HUMINT element members must also conduct research on past reporting on the target. Once on the objective, the HUMINT element must ensure that the maneuver unit separates all females and children from military-age males. The HUMINT element leader must designate a room for questioning and coordinate with the maneuver unit to have detainees moved to the designated area at the appropriate time. Through questioning, the HUMINT element will determine the owner of the house, whether the target is present, and if not, whether anyone present knows the location of the target. If the target is identified, the HUMINT element will conduct questioning for early warning, actionable intelligence, and follow on targets.

B-26. MFT HUMINT operations may also include military source operations (MSO) for the purpose of target development. The MFT's access to the human terrain through the course of operations puts the HUMINT element in a prime position to assist the maneuver element by spotting and assessing future sources to develop actionable intelligence and information to further develop targets. Through source operations, the MFT can also be the catalyst in gaining/fusing HUMINT on SIGINT targets and vice versa. MFTs must be familiar with all aspects of MSO and with the HUMINT portals, websites, and systems in use in the theater of operations. Pivotal to the success of the MFT is the relationship it is able to form with the local OMT, S-2X/G-2X, and HCTs.

Site Exploitation

B-27. When the MFT is organized for site exploitation, the team is responsible for the collection of valuable combat information on the objective. Team personnel should be intimately familiar with collection priorities and be able to quickly triage evidence onsite. They should also be familiar with various breaching tools because they will often encounter locked doors and other obstacles that hinder the site exploitation process.

B-28. Prior to beginning exploitation of an objective, the MFT leader must send in a site documentation team. The team will sketch the layout of the house and will help determine the order, by priority, of room searches. The site documentation team should be able to determine if a room's inner dimensions are consistent with the house's outer dimensions. The team should consist of two personnel: one to sketch the objective and conduct a visual scan and a second person to label and photograph the rooms prior to site exploitation. The team leader will then make a plan for the overall exploitation of the site and assign rooms or areas to exploit. The team leader will also designate the central evidence collection point and a room for electronic device exploitation.

B-29. The team leader directs all personnel conducting exploitation onsite from room to room as needed, monitoring the pace of site exploitation to ensure that it is conducted correctly and efficiently. Assigning

two personnel per room is generally effective, but the team leader may evaluate operations in a room and redistribute personnel to cover larger rooms or rooms that require additional exploitation.

B-30. In site exploitation, the team conducts room searches in a top-to-bottom grid search pattern. Evidence is bagged, labeled, and documented with the objective name, objective grid coordinates, collector's call sign, building number, and room number. It is imperative that collected evidence is labeled properly to facilitate the prosecution of criminals and terrorists. Each team element must also have a flashlight and digital camera. Photos of computers, individual weapons, caches of explosive materials, or other critical items may be necessary for prosecution in host nation courtrooms. The team leader is responsible for ensuring all site exploitation bags are transported to the vehicles prior to departing the objective.

Cell Phone Exploitation

B-31. CELLEX operators must exploit any equipment found or in possession of personnel during the mission. CELLEX must take place in a room designated by the site exploitation team leader, out of sight of and away from high traffic areas. OPSEC procedures should be carefully followed when moving equipment to the CELLEX site. The operator must be careful to note all mission-essential information concerning the piece of equipment consistent with the unit SOP.

TASK ORGANIZATION FOR POSTMISSION EXPLOITATION PHASE

MFT Team Leader

B-32. The MFT team leader is responsible for quality control in the production and publication of all reports resulting from the MFT mission, particularly the MFT exploitation report (MFTER).

MFT Team Sergeant

B-33. The team sergeant is responsible for supervising and coordinating the exploitation of all items and evidence collected on the objective and the publication of any necessary reports, including the MFTER. The team sergeant may also serve as—or designate—an evidence custodian responsible for distributing collected evidence to the appropriate teams for action. The evidence custodian must then recover all the items and ensure they are turned in to the detention facility or returned to the owner of the items.

Document Exploitation

B-34. DOCEX personnel are responsible for processing all documents captured from an objective. Before the onset of the mission, the MFT leader must ensure there is sufficient space prepared for triage and exploitation of any captured material. DOCEX personnel must ensure that all items are screened and that items of intelligence or tactical value are fully translated if necessary. DOCEX personnel must also ensure that items of intelligence value are scanned and put into the appropriate database or into any applicable reports. Once DOCEX is complete, the MFT must ensure that exploited or triaged items are turned in to the evidence custodian. The team creates a summary of the material for inclusion in the MFTER.

Media Exploitation

B-35. MEDEX personnel are responsible for processing all electronic media found on an objective. Before the mission, the MFT leader must ensure that an area is cleared and prepared for triage and exploitation of the media seized during the mission. After the mission, MEDEX personnel must triage all captured media devices and ensure that items of intelligence value are identified and the appropriate reports are generated. MEDEX personnel must also ensure that exploited items are returned to the evidence custodian. They then create a summary of the triaged material so it can be included in the MFTER.

CELLEX

B-36. CELLEX personnel are responsible for all cell phones found on an objective. They produce CELLEX reports and upload them into the appropriate database. These personnel will create a CELLEX summary for inclusion in the MFTER.

HUMINT

B-37. HUMINT personnel will conduct interrogations or screenings of any detainees as required. The MFT interrogator is focused on uncovering future targets and immediately actionable intelligence. The interrogator will then produce a HUMINT summary to be included in the MFTER, as well as any interrogation-specific administrative reports required by the OMT or S-2X/G-2X. HUMINT personnel may also prepare and submit intelligence reports from information gathered from detainees or contacts that answer supported unit collection requirements.

SECTION III – TARGETING

B-38. The MFT executes time-sensitive targets, often by initiating a raid based on SIGINT information and fixing and finishing using all of the other disciplines in the team's tool kit (HUMINT, DOCEX, MEDEX, CELLEX); by initiating a raid based on HUMINT or source-driven information and fixing and finishing with the tools listed above; or by initiating a raid based on the results of exploitation from a previous mission and fixing and finishing with the listed tools. The MFT must know how to conduct its own targeting and develop target nominations. The MFT targeting process is a continuous operational cycle of finding, fixing, finishing, exploiting, analyzing, and disseminating—all with an eye on developing follow-on targets and beginning the process again.

TARGET PACKETS

B-39. The best target packets are developed from multiple sources (HUMINT, SIGINT, IMINT) and corroborated and fused by the S-2. The more developed a target packet is, the greater the chance of success or capture. An actionable target packet must include, at a minimum, the following items:

- A general pattern of life of the target's activities.
- All available reporting on the target, preferably from multiple, unrelated sources.
- Any relevant personal information about the target, such as the following:
  - Occupation.
  - Previous arrests and/or interrogation information.
  - Known associates.
  - Physical appearance (photo if available).
  - Nicknames/aliases.
- Link diagrams and/or other analytical products associated with the target.
- Mission launch criteria/trigger.
- Recommended best chance for capture timelines.

B-40. The following considerations, if applicable, are also used in developing the target packet:

- Pattern of life analysis should be as in-depth as possible. It should include potential bed-down locations, work locations, travel patterns, and social activities. Pattern of life factors can, and should, be developed from both HUMINT reporting and SIGINT collection assets. This will require routine contact with local OMTs and the supporting SIGINT section.
- Historical reporting should include, but not be limited to, the following:
  - SIGINT tactical reports.
  - HUMINT draft intelligence information reports.
  - Historical geolocation information.

B-41. The target packet should answer the following questions:

- Why is this individual being targeted?
- What is the risk vs. gain? What are the second- and third-order effects if this individual is captured? What effect, if any, will result from a failed capture attempt?
- What potential follow-on targets may result from this capture?

MFT SUPPORT TO TARGETING

B-42. The CARVER technique, used in the special operations community, can be very effective in analyzing potential targets for action. Its use has recently expanded to many other units throughout the Army. The technique is an analytical process that assists the commander in comparing several potential targets with one another. In the current OE, MFTs have occasionally supported SOF units or have supported S-2s with special operations experience and proficiency in using the technique. Although MFTs are more often intended to support BCTs and other brigades, it is useful for Soldiers assigned to these teams to understand the basic concepts of the process so they can more effectively support a wider variety of units. The following outline is provided as an introduction to the technique.

Note. The CARVER technique is an effective method in forming rapid target assessments, but it must be used only by personnel fully trained and experienced in using the technique.

B-43. The CARVER technique evaluates the following factors:

- Criticality.
- Accessibility.
- Recuperability.
- Vulnerability.
- Effect on the population.
- Recognizability.

B-44. Each factor is listed in a decision matrix, with a numerical value from 1 to 10 assigned to each factor under a specific target. The higher the value assigned to a factor, the more desirable the target. After a value has been assigned for each factor, the values are added together. The target with the highest sum indicates the highest value target or component to be attacked.

CRITICALITY

B-45. This factor covers the following considerations:

- Importance of a system, subsystem, or complex or component.
- Whether target is critical when it is destroyed or damage has significant impact on operations.
- Other factors:
  - Time (how rapidly destruction affects operations).
  - Quantity (what percentage of output is curtailed by damage).
  - Existence of substitutes for output product or service.
  - Number of targets and their position in the system flow diagram.

ACCESSIBILITY

B-46. This factor covers the following considerations:

- Ease with which a target can be reached, either physically or by direct or indirect fire.
- When action element can infiltrate the target.

- Other factors:
  - Standoff weapons should be considered.
  - Survivability of attacker is usually closely correlated to a target's accessibility.

RECUPERABILITY

B-47. This factor covers the following considerations:

- How much time would be required to replace, repair, or bypass the destruction or damage inflicted on the target.
- Variable depending on the sources and ages of targeted components and availability of spare parts.
- Existence of economic embargoes and the technical resources of the enemy nation.

VULNERABILITY

B-48. This factor covers the following considerations:

- Measure of the ability of the action element to damage the target using available assets (both personnel and materiel).
- Target vulnerability if the unit has both the means and expertise to successfully attack it.
- Vulnerability depends on the following:
  - The nature and construction of the target.
  - The amount of damage required.
  - The assets available, including manpower, expertise, mindset, transportation, weapons, explosives, and equipment.

EFFECT ON THE POPULATION

B-49. This factor covers the following considerations:

- The positive or negative influence on the population as a result of the action taken.
- Effect considers the following:
  - Public reaction in the vicinity of the target.
  - Domestic reaction.
  - International reaction (including allies).
  - Possibility of reprisals against friendly units.
  - Effect on exfiltration or evasion.
  - Effect on national PSYOP themes.
- Effect is often neutral at the tactical level.

RECOGNIZABILITY

B-50. This factor covers the following considerations:

- The degree to which a target can be recognized under varying conditions without confusion with other targets or components.
- Factors that influence recognizability include the following:
  - Size and complexity of the target.
  - Existence of distinctive target signatures.
  - Technical sophistication and training of the attackers.

SECTION IV – MULTIFUNCTIONAL TEAM MANAGEMENT

B-51. Like their CI and HUMINT counterparts, MFTs may require management and technical oversight to maximize their capabilities. Although this concept is not yet fully developed, lessons learned from recent

MFT operations indicate that units often build management teams for this purpose. Some units prefer the term multidiscipline management team, while others have used multifunctional team support element (MFTSE). This manual uses the term MFTSE to simplify the discussion.

B-52. The MFTSE is not currently authorized by the TOE. Like their HCT and CI team counterparts, however, MFTs require a level and type of support that does not naturally fit into a maneuver element's structure. The following is a recommendation for support to MFTs, regardless of the nature of their support relationship to the maneuver unit.

Note. The operational management of MFTs is evolving based on recent lessons learned in theater. The following discussion provides one possible solution to MFT management. Units may modify this concept based on their unique situation.

MFTSE DUTIES AND RESPONSIBILITIES

B-53. The MFTSE helps manage MFT collection operations, provides technical oversight, advises and assists with HUMINT reporting, provides quality control for MFTERs, and provides on-call coordination between MFTs and higher or lateral elements, including the cryptologic support teams (CST) and brigade S-2X. The MFTSE also determines and disseminates mission, operational, and reporting standards and procedures; conducts operational coordination at higher levels; assists in determining requirements; conducts limited analysis to help develop follow-on targeting; determines additional support, training, and equipment needs; and manages report and information dissemination.

B-54. The MFTSE receives and performs quality control for all MFTERs produced by the MFTs before the reports are disseminated, providing a review and evaluation (a "final set of eyes") of the report and verifying the classification of the material in the report. The MFTSE posts reports on any portals/websites. The MFTSE consolidates MFT reporting and metrics to establish a historical record of MFT operations and continuity for current and future MFTs.

B-55. The MFTSE routinely coordinates with outside and supporting agencies from a centralized location. Collocating the MFTSE with the corps SIGINT cell, corps CELLEX team, fusion cell, or G-2X has proven extremely beneficial. Coordination includes face-to-face liaison with theater-level LNOs. Establishing direct contact with LNOs facilitates a strong working relationship and supports open lines of communication. The MFTSE SIGINT technician is also responsible for coordinating repair/replacement of damaged STG equipment with local field service representatives or CONUS-based suppliers.

EXAMPLE MFTSE MANNING

B-56. The MFTSE may be created out of an existing OMT augmented by SIGINT augmentation cell personnel. It is critical that the MFTSE has the expertise to provide technical oversight to MFT missions.

B-57. An example MFTSE manning roster includes one each of the following personnel:

- CW2 351M (HUMINT warrant).
- CW2 352P/N (SIGINT warrant).
- 35F30 (intelligence sergeant).
- 35N20 (SIGINT analyst).
- 35M20 (HUMINT collector).

Appendix C

Integration of Joint, Interagency, Intergovernmental, and Multinational Elements and Special Operations Forces

This appendix provides basic information to BFSB commanders and staffs for operational coordination with JIIM elements and SOF. It also presents general considerations for conducting these diverse operations. The concept of "unified action" in a JIIM environment refers to the broader effort of applying all the instruments of national and multinational power; it includes the actions of nonmilitary organizations (interagency and intergovernmental) as well as military forces. These activities can take place within combatant commands or JTFs and will often include the BFSB.

SECTION I – JOINT OPERATIONS

C-1. This discussion of joint operations is designed to aid BFSB commanders and staffs in integrating, synchronizing, and coordinating planning and operations in a JIIM environment and/or with SOF.

JOINT TASK FORCES

C-2. A JTF is a force that is constituted and so designated by the Secretary of Defense, a combatant commander, or an existing JTF commander. A JTF can be established on a geographic or functional basis. Elements of two or more services under a single JTF commander compose the task force. The JTF performs missions of specific limited objectives or missions of short duration and does not require overall centralized control of logistics. BFSBs may be assigned to JTFs, usually—but not always—under command of a division. The operational issues associated with a BFSB conducting operations in a JIIM environment are addressed in the following discussion of integration of the BFSB into a Marine Corps air-ground task force (MAGTF). The coordination issues with the MAGTF that are addressed below apply to the BFSB operating in a JIIM environment.

ARMY/MARINE CORPS INTEGRATION

TASK ORGANIZATION

C-3. The BFSB may operate with Marine Corps units, deploying with its assigned reconnaissance and MI units plus supporting and sustainment elements. The joint force commander will determine the command relationship between Army forces and Marine Corps forces based on METT-TC. If the BFSB is attached to a MAGTF, the brigade operates as part of the ground combat element in support of operations. Other components of a MAGTF are an air combat element and a logistics combat element. The BFSB operating under Marine Corps command has to align its warfighting functions with Marine Corps task organization to achieve an optimal command and support relationships.

OPERATIONAL CONSIDERATIONS

Movement and Maneuver

C-4. Effective maneuver of a BFSB element within a MAGTF requires no major doctrinal changes. However, the BFSB staff will encounter minor doctrinal differences, mainly pertaining to air-ground cooperation, sustainment, and forcible entry operations. The BFSB's capabilities add new dimensions to the MAGTF by providing an increased level of intelligence and surveillance assets to support operations. FM 3-0, JP 3-0, and MCDP 1 (*Warfighting*, U.S. Marine Corps) will guide operations with the MAGTF.

C-5. During operations, brigade planners should consider the following:

- While MAGTF vehicles are designed primarily for amphibious operations, recent modifications have increased their capability to move operational forces over extended distances.
- The Marine Corps division's tank battalion is primarily used as a maneuver unit; however, once established on shore, its cross-attachment with Marine infantry battalions is a common occurrence.
- Due to the expeditionary nature of the MAGTF, the deliberate defense is not usually part of its training; therefore, little training is done for complex defenses.

C-6. Engineer forces support both Army and Marine Corps units across all three of the engineer OE functions: combat engineering, general engineering, and geospatial engineering. Although equipment may vary, much of the terminology and procedures is similar because both services train at the Army Maneuver Support Center of Excellence (Fort Leonard Wood, Missouri). The major difference in organizational relationships between the two services is that the MAGTF engineers are part of the logistics combat element and attach engineers to brigade-size elements based on requirements. Geospatial engineering is not performed by Marine Corps engineers. Refer to FM 3-34, MCWP 3-17, and JP 3-34 for additional information.

Fires

C-7. All Marine Corps fire support personnel are trained in Army fire support doctrine. The Marine Corps employs some unique systems and weapons, but aside from small differences in terminology, coordination remains the same. Differences include the organization of the Marines' fire support elements, which correspond to Army fires cells, and their concept of employment. Since the Marines view their attack fixed-wing and rotary-wing aircraft as fire support platforms capable of directly supporting ground operations, the smallest elements of the MAGTF have the ability to call for indirect fire and to request and control CAS. BFSB reconnaissance elements may need additional training or fire support augmentation to optimize the MAGTF fire support systems.

Intelligence

C-8. The MAGTF intelligence functions are planned and executed by the surveillance and reconnaissance cell and the operations control and analysis center of the MAGTF combat intelligence center. Coordination of BFSB SIGINT, HUMINT, and reconnaissance efforts in support of the MAGTF is delineated in the command and support relationship specified for the BFSB. Success is based on the ability to gather, analyze, evaluate, and disseminate combat intelligence between the MAGTF headquarters and elements with the BFSB. Leaders and LNOs must focus on the differences between the BFSB and the MAGTF in intelligence reporting procedures and techniques, digital capabilities and integration, and intelligence requirements. MCDP 2 will guide MAGTF intelligence operations.

Sustainment

C-9. A BFSB usually receives support from an Army sustainment brigade even when operating under Marine Corps command. If a sustainment brigade is not available, a tailored logistics structure must be provided to meet the unique sustainment requirements of the BFSB. The task organization of BFSB

elements throughout the MAGTF may present sustainment challenges unless extensive coordination is maintained throughout employment. MCDP 4 will guide MAGTF sustainment operations.

Command and Control

C-10. The BFSB should be used by the MAGTF in the same mission profiles as in Army division and corps operations. Additional LNOs may be required to ensure that BFSB elements are effectively employed and sustained throughout operations. Additional air operations, fire support, and sustainment liaison elements from the MAGTF may be required to enhance BFSB operations.

C-11. Communications connectivity between the BFSB and MAGTF requires extensive coordination and may require augmentation of dedicated communications systems to ensure seamless C2. Interface between ABCS and the MAGTF will require a bridging strategy. Tactical radio AM and FM communications will have to be coordinated to ensure connectivity between elements. Frequency management between the MAGTF and the BFSB is required to ensure that SIGINT operations are complementary. MCDP 6 will guide MAGTF C2 operations.

Protection

C-12. Both the Marine Corps and the Army use the Stinger and the Avenger AMD systems, but only the Army uses the Patriot AMD system. The Marine Corps does not have a tracked AMD system such as the Bradley Stinger fighting vehicle (BSFV) or Bradley Linebacker; the Marines rely on the combination of ground-based and air combat elements of the MAGTF to secure the operational air space. Marine Corps ADA elements are organic to the Marine Corps air wing rather than the Marine Corps division. Both services use the same identification, friend or foe (IFF) system and have similar doctrine, terminology, and air defense and air operations control measures. The BFSB staff should consider integrating AM communications to allow interface with the Marine Corps early warning net. Marine Corps MP and chemical elements are found in the logistics control element.

SECTION II – MULTINATIONAL OPERATIONS

C-13. In U.S. doctrine, "multinational operations" is a collective term that describes military actions conducted by forces of two or more nations, undertaken within the structure of a coalition or alliance. Although the United States acts unilaterally to protect its national interests, it normally pursues its national interests through multinational operations whenever possible. Within the structure of an alliance or a coalition, the BFSB may be assigned to the U.S. component of a multinational operation. BFSB commanders and staff must take special efforts to fully understand command and support relationships while conducting multinational operations as well as to coordinate C2 mechanisms and sustainment operations. FM 100-8 and JP 3-16 are guides to multinational operations.

SECTION III – INTERAGENCY AND INTERGOVERNMENTAL OPERATIONS

C-14. U.S. armed forces must be able to operate in any OE. They must be able to coordinate their operations with intergovernmental organizations and with other agencies of the U.S. government. BFSB commanders and staff must ensure that they understand command and support relationships that will apply when the brigade is supporting interagency operations and operating in the same environment as intergovernmental elements.

C-15. In interagency operations, DOD is rarely designated the lead federal agency, except in combat theaters of operations. During humanitarian assistance, consequence management, or peacekeeping operations, the Department of State may be the lead agency. The BFSB must be capable of supporting civil support operations using nontraditional command and support relationships.

C-16. FM 3-28.1 is a guide to supporting interagency operations.

SECTION IV – SPECIAL OPERATIONS FORCES

C-17. SOF elements may be present in the BFSB AO and may assist in developing intelligence and SA concerning the enemy, the populace, and the terrain. See FM 3-05 for special operations forces capabilities and limitations.

Appendix D

Combat Aviation Brigade Sensor Systems

The CAB has a number of manned and unmanned sensor systems available to support BFSB operations. This appendix discusses the advantages and disadvantages of each aerial sensor type found in the CAB, the capabilities of the AH-64D Apache Longbow and OH-58D Kiowa Warrior, and important performance specifications of nonorganic UASs available to support the BFSB. For a complete discussion of CAB organizations and capabilities, see FM 3-04.111.

SECTION I – AERIAL SENSOR ADVANTAGES AND DISADVANTAGES

D-1. Table D-1 lists the major advantages and disadvantages of the CAB's aerial sensor systems.

Table D-1. Aerial sensor advantages and disadvantages

Advantages	*Disadvantages*
Electro-Optical (EO)	
Affords a familiar view of a scene.	Employment of camouflage and concealment techniques can deceive the sensor.
Offers system resolution unachievable in other optical systems or in thermal images and radars.	Restricted by weather conditions; visible light cannot penetrate clouds or fog.
Preferred for detailed analysis and measurement.	Restricted by terrain and vegetation.
Offers stereoscopic viewing.	Limited to daytime use only.
Infrared	
A passive sensor; impossible to jam.	Not as effective during thermal crossover (1 to 1.5 hours after sunrise or sunset).
Offers camouflage penetration.	Tactical platforms threatened by threat air defenses.
Provides good resolution.	Bad weather degrades quality.
Nighttime imaging capability.	
Synthetic Aperture Radar (SAR)	
Near continuous SA even in adverse weather.	No full motion video capability. Not supported by one system remote video terminal (OSRVT).
Detailed imaging of large area.	Extensive processing and distribution bandwidth.
Photographic-like images.	Image latency based on resolution.
Ground Moving Target Indicator (GMTI)	
Provides increased UAS survivability through increased stand-off ranges.	Additional processing may be required.
	Will miss stationary targets.

SECTION II – AH-64D (APACHE LONGBOW) AND OH-58D (KIOWA WARRIOR)

D-2. Both aircraft have similar capabilities. The difference between the two systems is that the OH-58D does not have a laser spot tracker, nor can the OH-58D crew conduct terrain flight operations with their mast mounted sight (MMS). Further, unlike the AH-64D, the OH-58D does not have a fire control radar. Additionally, the OH-58D carries fewer munitions and has shorter "on-station" time when compared to the Apache. An additional limitation for the OH-58D is that the MMS cannot observe targets directly below the aircraft. The OH-58D does offer a reduced thermal and noise signature, which enables it to get closer to a target and enhances target acquisition/identification. Additionally the OH-58D offers greater visibility from within the cockpit than does the AH-64. This discussion will focus on the Apache Longbow because both the MMS and the modernized target acquisition and designating sight/pilot night vision system (MTADS/PNVS) are similar.

D-3. The Apache Longbow (AH-64D) is equipped with MTADS/PNVS, which incorporates a forward looking infrared (FLIR) laser designator and day TV (DTV). This system is part of the crew's helmet-mounted night vision system. It is capable of determining heat differentials of organic and inorganic objects. When used at night, the MTADS FLIR has a range of 6 kilometers for positive identification of wheeled, tracked, human, or animal targets. In a daylight scenario, the MTADS/PNVS DTV can identify targets out to 8 kilometers. The current MTADS/PNVS DTV is black and white, but Block III Apache modification will add a color DTV.

D-4. The Apache Longbow is equipped with an FCR, a millimeter wave radar system mounted on the mast above the rotor system. The FCR can track up to 256 targets; and while this is an important capability, it also creates extensive workload for the aircrew. The system enables the crew to search sectors or 360 degrees around the aircraft out to 8 kilometers. It can identify wheeled, tracked, stationary, moving, or airborne targets. The Longbow has the capability to slave the MTADS/PNVS sighting system to the radar targeting systems, enabling positive identification/confirmation of radar targets. This capability reduces acquisition and engagement times and increases airframe survivability and aircrew ability to engage targets.

D-5. Apache crews also are equipped with AN/VVS-6 night vision goggles. These systems differ from FLIR in that they sense light rather than heat. This capability is important because light sources not visible to the naked eye may not always emit a heat signature detectable by the FLIR.

SECTION III – UNMANNED AIRCRAFT SYSTEMS

D-6. FM 3-04.155 addresses the Army's currently fielded UASs. The FM provides specifics concerning UAS organizations, C2 and communications of unmanned systems, and operational considerations. Also included are UAS employment checklists that will be useful to the BFSB.

UAS SPECIFICATIONS

D-7. The information in Tables D-2 through D-4 is provided as a quick reference for the most common UASs available—or soon to be available—to support BFSB operations.

MQ-1C (ERMP) SENSOR PACKAGES

D-8. The MQ-1C ERMP UAS will have several mission payload options. Table D-5 addresses ERMP mission profiles: reconnaissance and surveillance, attack, armed reconnaissance, communications relay, and SIGINT. The table also addresses the endurance, operational range, speed and altitude applicable for each mission profile.

ELECTRO-OPTICAL/INFRARED

D-9. The EO/IR sensor allows the operator to detect, recognize, identify, and engage military targets day or night. The EO/IR sensor provides fused/blended electro-optical, infrared, and image intensified (EO/IR/I2) imagery. It provides black and white, color, and infrared full-motion video. The laser

designator coding is changeable in flight and compatible with the Hellfire missile and other laser guided weapons. The integrated laser rangefinder is eye-safe and provides accurate ranging of stationary and moving targets for employment of precision munitions. Auto tracking capability maintains target lock during normal UAS maneuvering, target engagement, and offset auto target tracking. It also incorporates automated search pattern capability to increase SA. The EO/IR sensor will auto-slew to a laser spot provided by another platform and has the ability to auto-track up to five targets. The sensor has a target location error of less than 25 meters and can rotate 360 degrees with a +30 and -180 degree elevation. The ERMP EO/IR sensor provides a variety of search capabilities in addition to full-motion video. Wide area search gives the aircraft the ability to rapidly capture images of a designated area on the ground. The system automatically images an area in EO/IR mode and downlinks still images of the designated areas in EO or IR spectrum. The EO/IR sensor is integrated into the airframe and is not removed when other payloads are installed on the aircraft.

Table D-2. MQ-1C (ERMP) data specifications

MQ-1C (ERMP) Data Specifications					
Specifications		**Operational Considerations**		**Sensor Information**	
Wingspan	56 feet	Operating Altitude	8,000 ft to 12,000 ft AGL	EO/IR	SAR
Range	300 km	Operating Speed	6-70 kts loiter	Long range detect/recog/ident	Range: Up to 60 kms
Fuel type	JP-8	Runway	4,500 ft x 100 ft prepared surface	Laser Designate for precision and indirect fires	Area coverage: 34 sq natuical miles per hour
Max Altitude	25,000 ft MSL	Endurance	30 hours without weapons	TLE <25 meters	
Weapons	2 or 4 Hellfire missiles	Airspeed	150 kts dash	Laser spot tracker/target marker	GMTI
Payload Options		**Enviornmental Considerations**		fused/blended EO/IR/I2 imagery	Minimum detect velocity: 5.8 kph
EO/IR	Yes	Icing	Deice-up to moderate icing	Color/Black White TV	
SAR/GMTI	Yes	Ceiling	Impact on EO/IR/LD	Black/white hot IR polarity	
Comm Relay	Yes	Wind	Crosswind >35 kts		
IR Illuminator	Yes	Precipitation	> 0.2 in/hr or 95% hmidity		
Laser Designator	Yes	Temperature	-25 F to 120 F		

Table D-3. RQ-1L (I-GNAT) data specifications

RQ-1L (I-GNAT) Data Specifications			
Specifications		**Operational Considerations**	
Wingspan	42 ft	Operating Altitude	10-15,000 AGL
Range	2780 km	Operating Speed	60-70 kts loiter
Fuel type	AVGAS	Runway	2450 ft prepared surface
Max Altitude	25,000-30,000 ft MSL	Endurance	48 hours
Weapons	None	Airspeed	110-149 kts
Payload Options		**Enviornmental Considerations**	
EO/IR	Yes	Icing	De-ice up to moderate
SAR/GMTI	SAR Only	Ceiling	Reduce EO/IR Capability
Comm Relay	No	Wind	Crosswind: 32 kts max
IR Illuminator	No	Precipitation	Visible moisture degrades sensors and operator ability to take off and land
Laser Designator	No	Temperature	-25 F to 120 F

Table D-4. MQ-5B (Hunter) data specifications

MQ-5B (Hunter) Data Specifications			
Specifications		**Operational Considerations**	
Wingspan	33 ft	Operating Altitude	8,000-10,000 AGL
Range	125 km	Operating Speed	65 kts loiter
Fuel type	AVGAS	Runway	14 m x 300 m @ sea level and 14m x 600 m @3,000 ft MSL, prepared surface
Max Altitude	15,000-16,000 ft AGL	Endurance	12 hours
Weapons	None	Airspeed	120 kts dash
Payload Options		**Enviornmental Considerations**	
EO/IR	Yes	Icing	No de-ice capability
SAR/GMTI	SAR Only	Ceiling	Reduce EO/IR Capability
Comm Relay	No	Wind	Crosswind: 35 kts max
IR Illuminator	No	Precipitation	2 in/hr
Laser Designator	No	Temperature	-25 F to 120 F

Table D-5. MQ-1C (ERMP) mission profiles

Mission Payloads	*Recon/ Surveill*	*Attack*	*Armed Recon*	*Commo Relay*	*SIGINT*
EO/Infrared/Laser Designator	X	X	X	X	X
Weapon (2 launchers, 2 missiles each)		X			
Weapon (2 launchers,1 missile each)			X		
SAR/GMTI	X		X		
SIGINT					X
WIN-T				X	
SINCGARS	X	X	X	X	X
EPLRS	X	X	X	X	X
Operational Endurance (hours)	30	10	13	36	28
Max LOS Operational Range (km)	300				
Max Operational Speed (knots)	150				
Expected and Loiter Speed (knots)	65/70				
Max Operational Altitude (ft)	25,000 (day), 15,000 (night)				
Min Operational Altitude (ft)	15,000 (day), 8,000 (night)				

SYNTHETIC APERTURE RADAR/GROUND MOVING TARGET INDICATOR

D-10. The SAR/GMTI provides near all-weather radar imagery. The SAR mode increases SA and targeting capability by providing high-resolution imagery. SAR does not provide full-motion video; its products are still images of scanned strip or points on the ground. GMTI detects vehicles moving within the AO or AOI. It cues the commander to imminent threats confirmed in the SAR mode or with the EO/IR sensor.

D-11. The SAR ranges out to 60 kilometers and is employed in two search modes: stripmap and spotlight. The stripmap search pattern allows a search over a large area, while the spotlight pattern provides detailed information on a specific point of interest. GMTI detects targets that have a velocity greater than 5.8 knots within a ground swath up to 10 kilometers depending on airspeed and slant range. There are two GMTI search options: spot and arc. Spot search is focused in a narrow search pattern typically focused on a specific set of NAIs/TAIs cued by another asset. Arc search retains the same fidelity as the spot search, but requires more search time and is used when the enemy situation is less defined. The SAR/GMTI and EO/IR sensors may be mounted simultaneously in the ERMP.

Appendix E

BFSB Command Post Configurations

The appendix provides a set of example CP configurations for the major units of the BFSB, including the brigade main CP and TAC CP and the MI battalion and reconnaissance squadron CPs. Examples show both the external configuration and the internal layout, including individual staff positions of each CP.

E-1. Figures E-1 through E-5 illustrate example layouts and manning rosters for the BFSB's main CP and several of its key staff cells (current operations and plans, intelligence, sustainment protection, and C2 information systems).

E-2. Figures E-6 illustrates an example layout for the BFSB's TAC CP current operations cell.

Note. The battalion/squadron CPs do not have sensitive compartmented information facilities (SCIF). In general, they also do not have the same workspace challenges as those of the main CP.

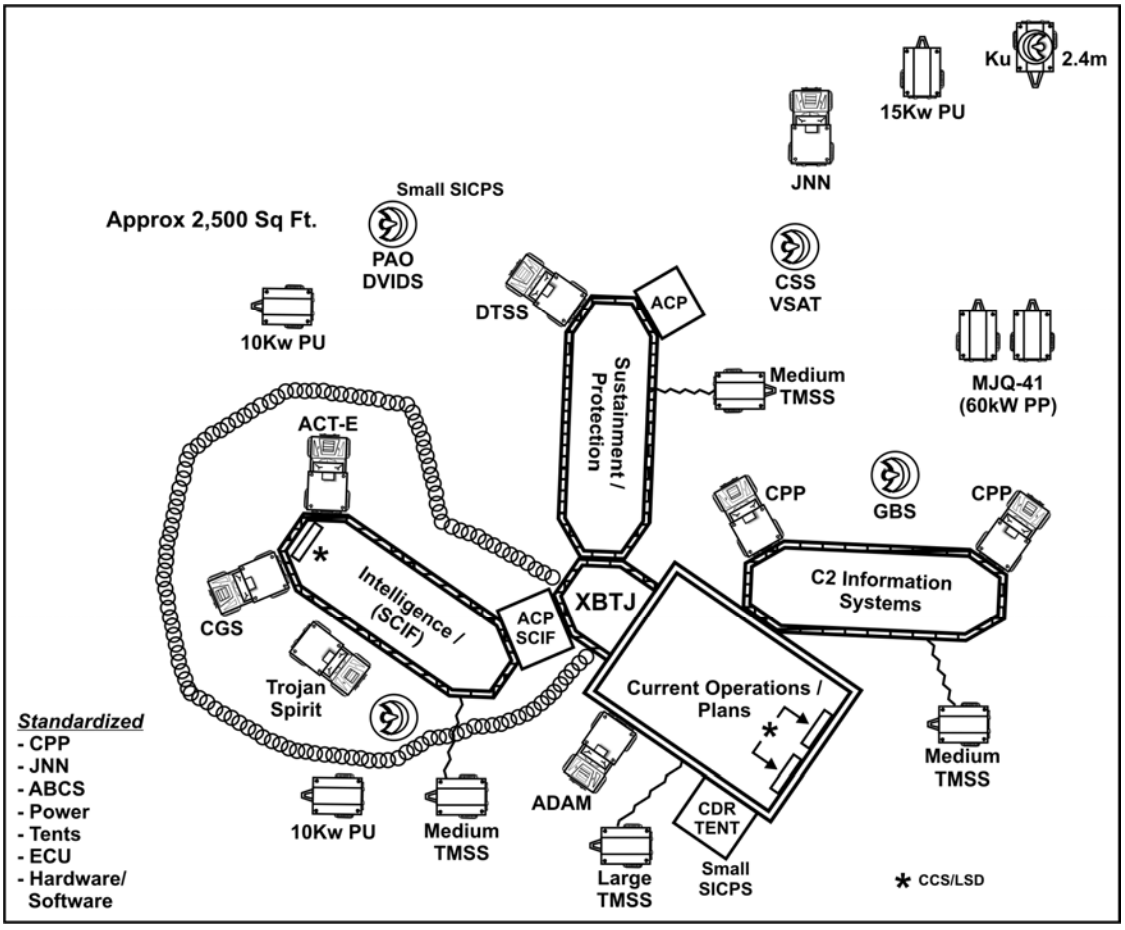

Figure E-1. BFSB main CP (example layout)

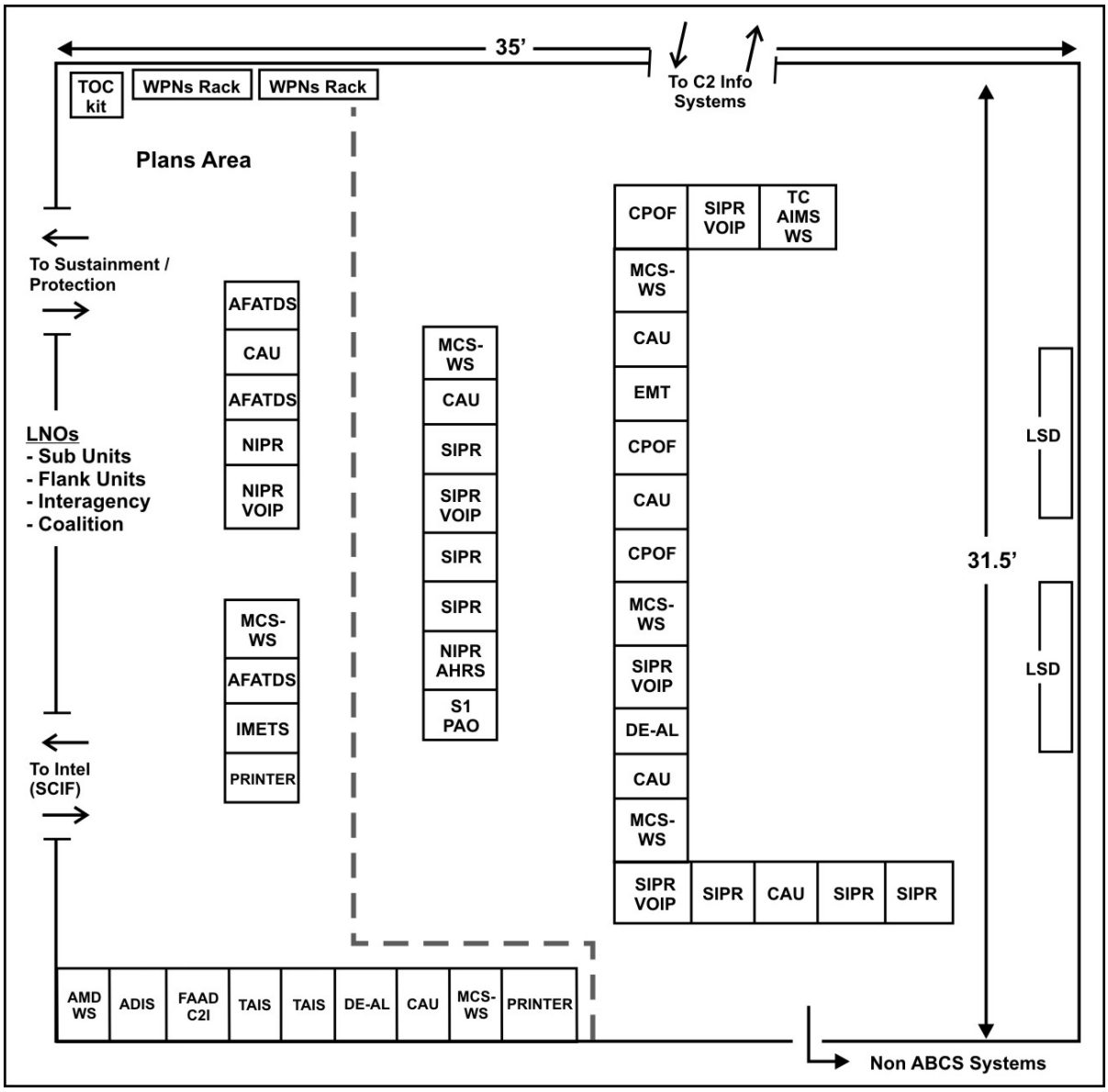

Figure E-2. BFSB main CP current operations/plans cell (example layout)

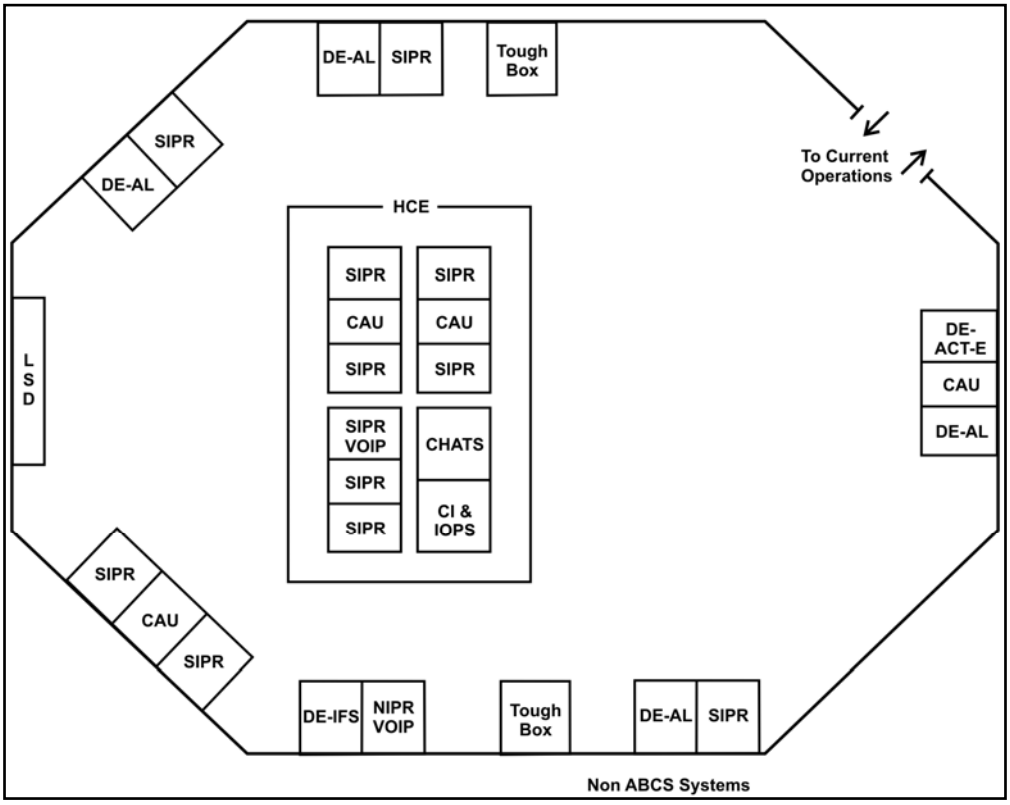

Figure E-3. BFSB main CP intelligence (SCIF) cell (example layout)

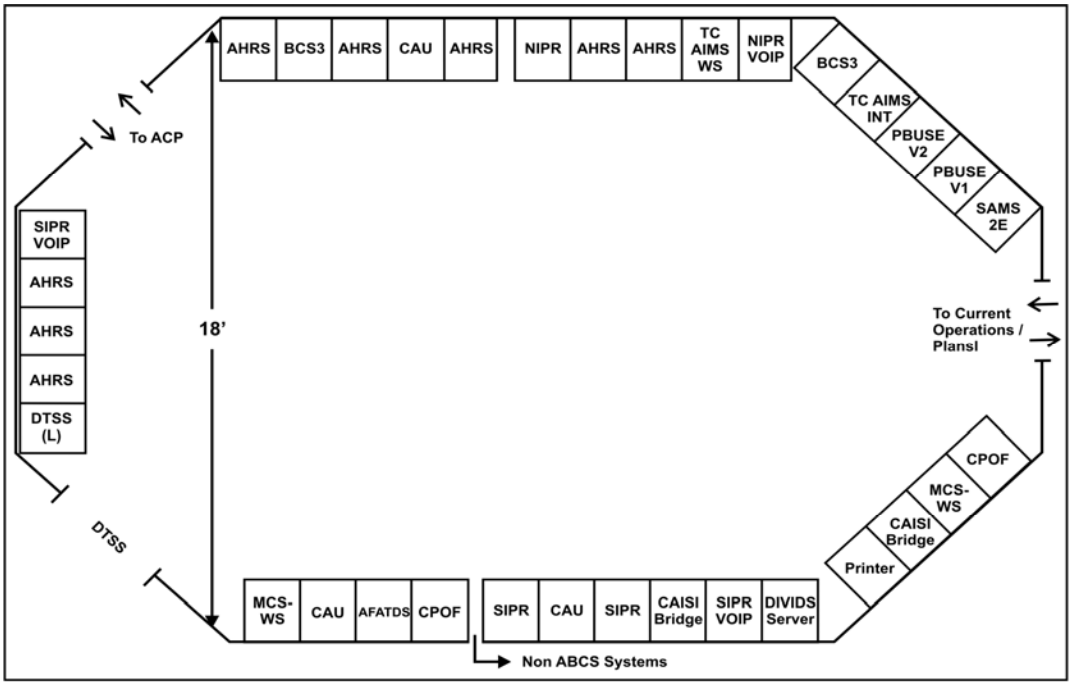

Figure E-4. BFSB main CP sustainment/protection cell (example layout)

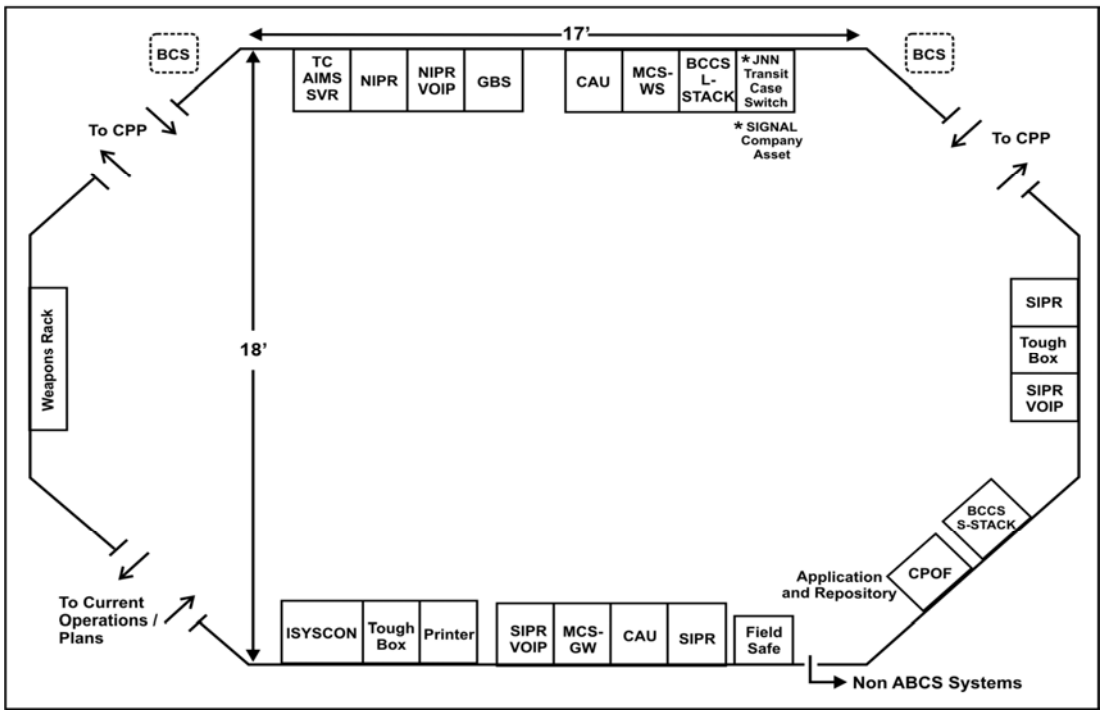

Figure E-5. BFSB main CP C2 information systems cell (example layout)

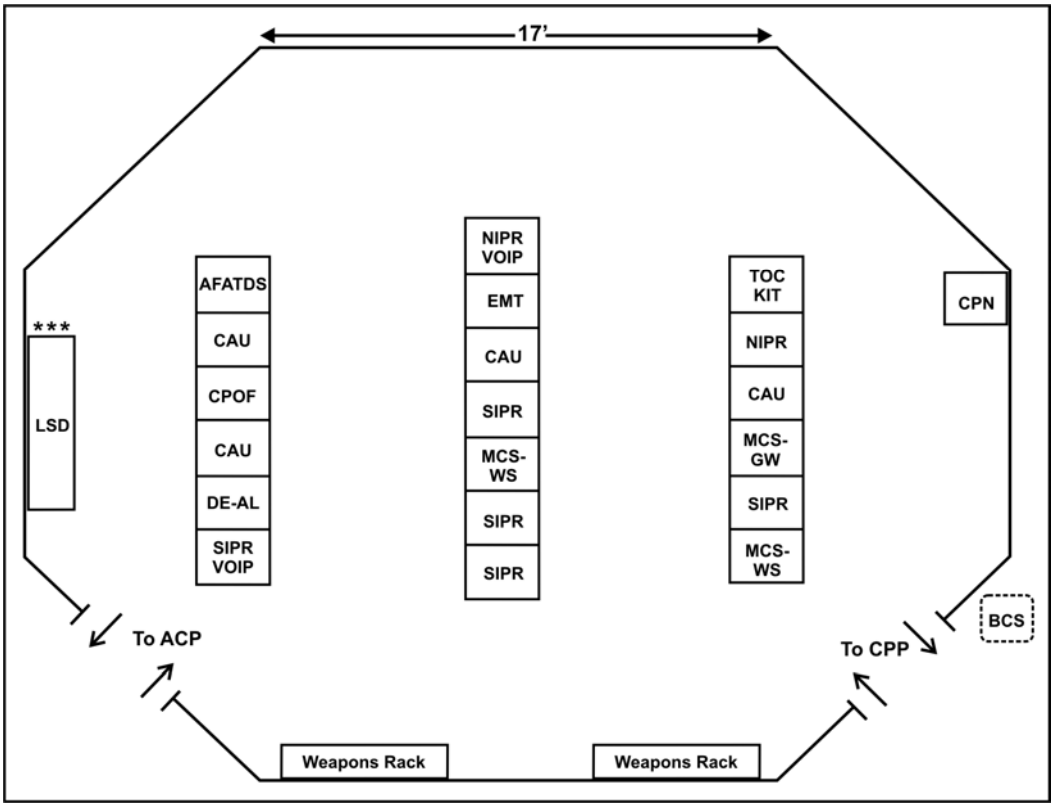

Figure E-6. BFSB TAC CP current operations cell (example layout)

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Glossary

ABCS	Army Battle Command System
AC2	airspace command and control
ACE	analysis control element
ACT-E	analysis and control team–enclave
ADA	air defense artillery
ADAM	air defense airspace management
ADAM/BAE	air defense airspace management/brigade aviation element
ADCON	administrative control
AFATDS	Advanced Field Artillery Tactical Data System
AGL	above ground level
AGM	attack guidance matrix
AHS	Army Health System
ALO	air liaison officer
AM	amplitude modulation (radio)
AMD	air and missile defense
AMDWS	air and missile defense workstation
AMEDD	Army Medical Department
AO	area of operations
AOI	area of interest
AOR	area of responsibility
APOD	aerial port of debarkation
ARFORGEN	Army Force Generation
ARL	aerial reconnaissance–low
ASAS	All Source Analysis System
ASCC	Army Service Component Command
ASCOPE	area, structures, capabilities, organizations, people, and events (factors in analysis of civil considerations)
ATM	advanced trauma management
ATO	air tasking order
AWACS	Airborne Warning and Control System
BAE	brigade aviation element
BCN	battle command network
BCS3	Battle Command Sustainment and Support System
BCT	brigade combat team
BDA	battle damage assessment
BDAR	battlefield damage assessment and repair
BFSB	battlefield surveillance brigade

BFT	blue force tracking
BHO	battle handover
BLOS	beyond line of sight
BP	battle position
BSA	brigade support area
BSB	brigade support battalion
BSC	brigade support company
BST	brigade support team
BSTB	brigade special troops battalion
C&E	collection and exploitation
C2	command and control
C2W	command and control warfare
CAB	combat aviation brigade
CAISI	combat sustainment support automated information systems interface
CAS	close air support
CASEVAC	casualty evacuation
CBRN	chemical, biological, radiological, nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCIR	commander's critical information requirement
CELLEX	cell phone exploitation
CFFZ	call for fire zone
CFL	coordinated fire line
CGS	common ground station
CI	counterintelligence
CICA	counterintelligence coordinating agency
CMD GRP	command group
CND	computer network defense
CNR	combat net radio
COA	course of action
COMINT	communications intelligence
COMSEC	communications security
CONUS	continental United States
COP	common operational picture
COSC	combat and operational stress control
COTS	commerical off-the-shelf
CP	command post
CPN	command post node
CPOF	command post of the future
CRM	composite risk management

crypto	cryptological; crytologic; crytology
CSS	combat sustainment support
CSS VSAT	combat sustatinment support very small aperture terminal
CSSAMO	combat sustainment support automation management office
CSSB	combat sustainment support battalion
CST	cryptologic support team
DCGS	Distributed Common Ground/Surface System
DCGS-A	Distributed Common Ground/Surface System–Army
DCGS-AF	Distributed Common Ground/Surface System–Air Force
DCGS-MC	Distributed Common Ground/Surface System–Marine Corps
DCGS-N	Distributed Common Ground/Surface System–Navy
DCIPS	Defense Casualty Information Processing System
DCO	deputy commanding officer
DIB	Distributed Common Ground/Surface System–Army Integration Backbone
DIMHRS	Defense Integrated Military Human Resources System (U.S. DOD)
DOCEX	document exploitation
DOD	Department of Defense
DOMEX	document and media exploitation
DRSN	Defense Red Switch Network
DS	direct support
DSN	Defense Switched Network
DSU	direct support unit
DTES	DCGS test and evaluation strategy
DTSS-L	Digital Topographical Support System–Light
DTV	day television
DVB-RCS	Digital Video Broadcast-Return Channel System
EAC	echelons above corps
ELINT	electronic intelligence
EMT	emergency medical treatment
EO	electro-optical
EO/IR	electro-optical/infrared
EOD	explosive ordnance disposal
EPLRS	Enhanced Position Location and Reporting System
ERMP	extended range multipurpose
EW	electronic warfare

F3EAD	find, fix, finish, exploit, analyze, and disseminate (targeting process)
FARP	forward arming and refueling point
FBCB2	Force XXI Battle Command Brigade and Below
FCR	fire control radar
FFA	free-fire area
FHP	force health protection
FIST	fire support team
FLE	forward logistical element
FLIR	forward looking infrared
FLOT	forward line of own troops
FMT	field maintenance team
FMTV	family of medium tactical vehicles
FO	forward observer
FOS	family of systems
FRAGO	fragmentary order
FS	fire support
FSC	forward support company
FSCL	fire support coordination line
FSCM	fire support coordination measure
FSO	fire support officer
GBS	global broadcast system
GCCS-A	global command and control system-Army
GCS	ground control station
GEOINT	geospatial intelligence
GI&S	geospatial information and services
GIG	global information grid
GMTI	ground moving target indicator
GOTS	government off-the-shelf
GPS	global positioning sytem
GS	general support
HBCT	heavy brigade combat team
HCE	human intelligence (HUMINT) coordination element
HCLOS	high capacity line of sight
HCT	human intelligence (HUMINT) collection team
HF	high frequency
HHC	headquarters and headquarters company
HHT	headquarters and headquarters troop
HN	host nation

HNS	host-nation support
HPT	high-payoff target
HPTL	high-payoff target list
HQ	headquarters
HR	human resources
HSS	health service support
HUMINT	human intelligence
HVI	high-value individual
HVT	high-value target
HVTL	high-value target list
IA	information assurance
IA/CND	information assurance and computer network defense
IBCT	infantry brigade combat team
IBS	Intelligence Broadcast System
ICD	initial capabilities document
ID	identification
IDM	information dissemination management
IED	improvised explosive device
IEW	intelligence and electronic warfare
IFF	identification, friend or foe
IGS	intelligence and geospatial services
IKN	Intelligence Knowledge Network
ILAP	Integrated Logistics Analysis Program
IMAC	intelligence master analyst course
IMETS	integrated meteorological system
IMINT	imagery intelligence
INSCOM	U.S. Army Intelligence and Security Command
IO	information operations
IP	internet protocol
IPB	intelligence preparation of the battlefield
ISR	intelligence, surveillance, reconnaissance
IWCC	intelligence workstation certification course
JAAT	joint air attack team
JCDB	Joint Common Database
JIIM	joint, interagency, intergovernmental, and multinational
JIOC	Joint Intelligence Operations Capability
JIOC-I	Joint Intelligence Operations Capability-Iraq
JNN	joint network node

JPADS	Joint Precision Aerial Delivery System
J-SEAD	joint suppression of enemy air defenses
JSTAR	Joint Surveillance Target Attack Radar System
JTAC	joint terminal air controller
JTF	joint task force
JTRS	joint tactical radio system
JWARN	Joint Warning and Reporting Network
JWICS	Joint Worldwide Intelligence Communications System
L/R	launch and recovery
LAN	local area network
LEP	law enforcement professional
LHS	load handling system
LNO	liaison officer
LOA	limit of advance
LOC	line of communications
LOGPAC	logistics package
LOGSTAT	logistics status
LOS	line of sight
LRP	logistic release point
LRS	long-range surveillance
LRSC	long-range surveillance company
LZ	landing zone
MAGTF	Marine Corps air ground task force
MASINT	measurement and signature intelligence
Mbps	megabytes per second
MC4	Medical Communications for Combat Casualty Care
MCDP	Marine Corps Doctrinal Publication
MCL	mission configured load
MCO	major combat operations
MCP	maintenance collection point
MCS	Maneuver Control System
MCWP	Marine Corps Warfighting Publication
MDMP	military decisionmaking process
MDSC	Medical Deployment Support Command
MEB	maneuver enhancement brigade
MEDEVAC	medical evacuation

MEDEX	media exploitation
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MFT	multifunctional team
MFTER	multifunctional team exploitation report
MHE	materials handling equipment
MI	military intelligence
MIHB	Military Intelligence Handbook
ML-MFWS	multi-security level–multifunction workstations
MMS	mast mounted sight
MOPP	mission-oriented protective posture
MP	military police
MRAP	mine resistant ambush protected (vehicle)
MROCS	materiel release order control system
MSO	military source operations
MSR	main supply route
MTADS/PNVS	modernized target acquisition and designating sight/pilot night vision system
MTF	medical treatment facility
MTI	moving target indicator
MTOE	modified table of organization and equipment
MTS	Movement Tracking System
MWR	morale, welfare, and recreation
NAI	named areas of interest
net ext	network extension
NETOPS	network operations
NFA	no-fire area
NGA	National Geospatial-Intelligence Agency
NGIC	National Ground Intelligence Center
NIPR	nonsecure internet protocol router
NIPRNET	Non-Secure Internet Protocol Router Network
NSANET	National Security Agency Network
NSC	network support company
OAKOC	observation and fields of fire, avenues of approach, key terrain, obstacles and movement, cover and concealment
OE	operational environment
OEF	Operation Enduring Freedom
OIC	officer in charge
OIF	Operation Iraqi Freedom

OMT	operational management team
OP	observation post
OPCON	operational control
OPORD	operation order
OPSEC	operations security
OSGCS	one system ground control station
OSINT	open-source intelligence
OSRVT	one system remote video terminal
PBUSE	property book unit supply enhanced
PIR	priority intelligence requirement
PL	phase line
PLL	prescribed load list
PLS	palletized load system
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time (operational variables)
P-MFWS	portable multifunctional workstations
POI	point of injury
POL	petroleum, oils, and lubricants
POR	program of record
PSG	platoon sergeant
PSYOP	psychological operations
QRC	quick response center
retrans	retransmission
RF	radio frequency
RFA	restrictive fire area
RFI	request for information
RHO	reconnaissance handover
rng ext	range extension
ROE	rules of engagement
SA	situational awareness
SAARS	Standard Army Automated Retail System
SAAS-MOD	Standard Army Ammunition System–Modernization
SAMS	Standard Army Maintenace System
SAMS-E	Standard Army Maintenance System-Enhanced
SAR/GMTI	synthetic aperture radar/ground target motion indicator
SARSS	Standard Army Retail Supply System
SAS	squadron aid station

SATCOM	satellite communications
SBCT	Stryker brigade combat team
SCI	sensitive compartmented information
SEAD	suppression of enemy air defenses
SIAP	single integrated air picture
SIGINT	signals intelligence
SINCGARS	single-channel ground and airborne radio system
SIPR	secret internet protocol router
SIPRNET	Secret Internet Protocol Router Network
SIR	specific intelligence requirements
SITTEMP	situational template
SJA	Staff Judge Advocate
SMART-T	secure mobile antijam reliable tactical terminal
SME	subject matter expert
SOF	Special Operations Forces
SOP	standing operating procedure
SPO	support operations (officer)
SPOD	seaport of debarkation
SSA	supply support activity
STAMIS	Standard Army Management Information System
STG	signal terminal guidance
SU	situational understanding
SUAS	small unmanned aircraft system
TAC CP	tactical command post
TACP	tactical air control party
TACSAT	tactical satellite
TAI	target area of interest
TAIS	Tactical Airspace Integration System
TEC	U.S. Army Corps of Engineers Topographic Engineering Center
TECHINT	technical intelligence
TI	tactical internet
TLE	target location error
TMDE	test maintenance diagnostic equipment
TMT	treatment (team)
TOE	table of organization and equipment
TS/SCI	top secret/sensitive compartmented information
TSC	theater sustainment command
TSM	target synchronization matrix
TSS	target selection standards

TST	time sensitive targeting
TUAS	tactical unmanned aircraft system
TVA	target value analysis
UAS	unmanned aircraft system
UCL	unit-configured load
UHF	ultrahigh frequency
UHN	unit hub node
ULLS-AE	Unit Level Logistics System–Aviation Enhanced
UMCP	unit maintenance collection point
UMT	unit ministry team
USAF	U.S. Air Force
VHF	very high frequency
VHF-FM	very high frequency-frequency modulated
VOIP	voice over internet protocol
VSAT	very small aperture terminal
VTC	video teleconferencing
WAN	wide-area network
WIN-T	Warfighter Information Network–Tactical
WMD	weapons of mass destruction
XO	executive officer
ZOR	zone of responsibility

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14 June 2010

By order of the Secretary of the Army:

GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

Official:

JOYCE E. MORROW
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