The Combined Arms Battalion

1. Change FM 3-90.5, 7 April 2008, as follows:

   Remove old pages: ..................................................... Insert new pages:
   iii through iv ..................................................... iii through iv
   ix through x ....................................................... ix through x
   8-5 through 8-25 ................................................... 8-5 through 8-19
   Index-1 through Index-13 .............................. Index-1 through Index-13

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Types of Guard Operations ................................................................................ 5-7
Formation and Movement Techniques ............................................................... 5-8
Support for Guard Operations ............................................................................ 5-9
Section IV – Cover Operations ........................................................................... 5-10
Section V – Area and Route Security ............................................................... 5-10
Area Security .................................................................................................... 5-10
Section VI – Other Security Operations ........................................................... 5-17
Local Security ................................................................................................... 5-17
Convoy Security ............................................................................................... 5-17

Chapter 6
Offensive Operations ....................................................................................... 6-1
Section I – Fundamentals of Offensive Operations ...................................... 6-1
Characteristics of Offensive Operations ............................................................. 6-1
Forms of Maneuver ............................................................................................ 6-2
Follow-On Missions ........................................................................................ 6-4
Section II – Direct Fire Control in the Offense ............................................... 6-4
Principles of Fire Control .................................................................................. 6-4
Section III – Types of Offensive Operations ................................................ 6-11
Movement to Contact ....................................................................................... 6-11
Attacks .............................................................................................................. 6-22
Section IV – Transitions ................................................................................. 6-42
Consolidation .................................................................................................... 6-42
Reorganization ................................................................................................. 6-43
Continuing Operations ...................................................................................... 6-43
Stability Operations .......................................................................................... 6-43

Chapter 7
Defensive Operations....................................................................................... 7-1
Section I – Fundamentals of the Defense ...................................................... 7-1
Purpose of the Defense ...................................................................................... 7-1
Organization of Defensive Actions ................................................................. 7-2
Planning ........................................................................................................... 7-7
Preparation ....................................................................................................... 7-11
Section II – Direct Fire Control in the Defense ............................................ 7-13
Principles of Fire Control ................................................................................. 7-13
Fire Control Measures ................................................................................ 7-13
Section III – Types of Defensive Operations ................................................ 7-17
Area Defense .................................................................................................. 7-18
Mobile Defense ............................................................................................... 7-28
Retrograde Operations ................................................................................... 7-29
Section IV – Sequence of the Defense ......................................................... 7-36
Occupation and Establishment of Security .................................................. 7-37
Preparation and Continued Security Operations ......................................... 7-37
Security Area Engagement ........................................................................... 7-38
Main Battle Area Engagement ...................................................................... 7-39
Follow-On Missions .......................................................................................... 7-39
Figure 7-10. CAB defense of an area of operations ............................................................. 7-40
Figure 7-11. CAB battle position defense ........................................................................... 7-42
Figure 7-12. CAB strong point defense of two bridges ...................................................... 7-45
Figure 7-13. Base camp ISR sketch .................................................................................... 7-46
Figure 7-14. Base camp sketch ........................................................................................... 7-47
Figure 7-15. CAB reverse slope defense ............................................................................ 7-48
Figure 7-16. Nodal defense, different defensive techniques .............................................. 7-49
Figure 8-1. Typical organization for cordon and search operations ................................ 8-12
Figure 8-2. Establishing the outer and inner cordon ......................................................... 8-13
Figure 8-3. Physical layout of a checkpoint ....................................................................... 8-16
Figure 9-1. Immediate CAS request channels .................................................................. 9-17
Figure 9-2. Air ground integration planning considerations ............................................. 9-22
Figure 9-3. Air ground integration target handover ............................................................. 9-23
Figure 9-4. Targeting life cycle ......................................................................................... 9-25
Figure 9-5. Sample IO synchronization matrix ................................................................ 9-30
Figure 10-1. HBCT combat engineer company ............................................................... 10-12
Figure 11-1. Breach reverse planning sequence ............................................................... 11-14
Figure 11-2. Force allocation and execution matrix ............................................................ 11-16
Figure 11-3. Sample route clearing organization ................................................................. 11-21
Figure 12-1. Forward support company ........................................................................... 12-3
Figure 12-2. BSB organization ......................................................................................... 12-4
Figure 12-3a CAB trains during offensive or defensive operation ..................................... 12-5
Figure 12-3b CAB trains during stability operation ............................................................. 12-5
Figure 12-4. Combat trains ............................................................................................... 12-6
Figure 12-5. Example of combat loads ............................................................................. 12-20
Figure B-1. Typical biometrics automated toolset ................................................................ B-5
Figure B-2. Typical HIIDE displays .................................................................................. B-5
Figure B-3. Notional CAB-level TSE organization with augmentation from higher headquarters ................................................................. B-7
Figure B-4. Notional company-level TSE organization ...................................................... B-7

Tables

Table 3-1. CAB Radio Networks ......................................................................................... 3-20
Table 3-2. Digital communications planning ranges ......................................................... 3-33
Table 6-1. Common offensive fire control measures ......................................................... 6-5
Table 6-2. Weapons safety posture levels ................................................................ ....... 6-10
Table 6-3. Offensive urban operational framework ............................................................. 6-38
Table 7-1. Common defensive fire control measures ......................................................... 7-13
Table 7-2. Comparison of methods of delay .................................................................... 7-33
8-19. The use of nonlethal weapons forms the basis of a response if force is required. The use of nonlethal weapons, backed by lethal force, can defuse or deter a potentially dangerous situation involving noncombatants.

Small Unit Leader Skills

8-20. Stability operations place great demands on small units and small unit leaders. Small unit leaders may be required to develop or improve interpersonal skills (such as cultural awareness, negotiating techniques, and critical language phrases) while maintaining warfighting skills. They must also remain calm and exercise good judgment under considerable pressure. Soldiers and units at every level must be flexible and adaptive. Often, stability operations require leaders with the mental and physical agility to shift from noncombat to combat operations, and back again.

Interpreters

8-21. Stability operations usually require the use of language interpreters to communicate effectively with the local government officials, police, armed forces, and civilian population. In many areas of the world, the availability of qualified Army interpreters is very limited. In areas where limited military interpreters exist, the Army may hire local interpreters to support units. When translating a message to a local, it may be more important to convey intent, rather than a word for word literal translation. Some considerations regarding the use of local interpreters are:

- Screen potential interpreters to ensure they are trustworthy.
- If possible, use multiple interpreters working independently of each other to ensure quality of translations.
- Do not use English slang or phrases that can easily be misinterpreted.
- If possible, select older interpreters (because in most cultures, age commands respect).
- The interpreters should come from the higher social class (because they command more respect in the community).
- If gender is a social issue, choose the interpreter whose gender carries the most respect.

STABILITY TASKS

8-22. This section provides an introductory discussion of stability operations; for more detailed information, refer to FM 3-0, FM 3-07, and FM 3-24. Although the CAB can be assigned missions within all of these categories, its firepower, protection, and maneuverability make it more suited for the following operations:

- Foreign internal defense.
- Security assistance.
- Show of force.

8-23. Stability operations require the absence of major threats to friendly forces and the populace. As offensive operations clear areas of hostile forces, the CAB (or follow-on forces) must ensure the security of critical infrastructure and provision of essential services. Commanders are legally obligated to minimize and relieve civilian suffering. Leaders must promptly inform their higher headquarters of civilian requirements and conditions that require attention. Unified action is crucial. Transitions to civil authority require the coordination and integration of both civilian and military organizations.

8-24. The combination of tasks conducted by the CAB during stability operations depends on METT-TC. In some operations, the host nation government can meet satisfy most of the needs of its population. Conversely, Army forces operating in a failed state may be responsible for the well-being of the local populace. That situation requires Army forces to work with civilian agencies to restore basic capabilities. There are five broad tasks associated with stability operations. (When revised, FM 3-07 will discuss these tasks in detail.)
PROVIDE CIVIL SECURITY

8-25. Civil security involves protecting the populace from external and internal threats. Ideally, the CAB defeats external threats posed by enemy forces that can attack population centers. Simultaneously, they assist host-nation police with internal security against criminals and small, hostile groups. Civil security is required for the other stability tasks to be effective.

PROVIDE CIVIL CONTROL

8-26. Civil control regulates selected behavior and activities of individuals and groups. This control reduces risk to individuals or groups and promotes security. Curfews and traffic checkpoints are examples of civil control.

RESTORE ESSENTIAL SERVICES

8-27. The CAB is capable of providing only the most essential services. Normally, the CAB supports other government, intergovernmental, and host-nation agencies. Essential services include the following:

- Emergency medical care and rescue.
- Providing food and water.
- Providing emergency shelter.

SUPPORT TO GOVERNANCE

8-28. Stability operations establish conditions that enable interagency and host-nation actions to succeed. The CAB commander focuses on transferring control to a legitimate civil authority according to the desired end state. Support to governance could include the following:

- Checkpoints to regulate traffic and searches for smuggled contraband.
- Security for indigenous authorities.
- Properly detaining suspected criminals and properly holding criminal evidence for the host-nation’s civil administration of justice.
- Training host-nation security forces and police.
- Security at election sites and ballot transfers.

SUPPORT TO ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

8-29. Support to economic and infrastructure development helps a host nation develop capability and capacity in these areas. It may involve direct and indirect military assistance to local, regional, and national entities. CABs are capable of coordinating with local officials/elders to fund limited projects using a commander’s emergency response program (CERP). These limited projects can support the local economy, and assist with rebuilding the local infrastructure.

CONSIDERATIONS FOR STABILITY MISSIONS

8-30. In stability operations, commanders must emphasize cooperating and communicating with joint headquarters, multinational units, civilian authorities, and NGOs. Additionally, commanders must empower subordinate leaders to develop, within the ROI, close associations with the populations of the AOs; this typifies many stability operations.

RULES OF ENGAGEMENT AND RULES OF INTERACTION

Rules Of Engagement

8-31. The ROE are directives issued by competent military authority that explain the circumstances and limitations under which US forces initiate and continue combat engagement with the opposition. The ROE reflect the requirements of the law of war, operational concerns, and political considerations when military force shifts from peace activities to combat operations and back to the peace phase of an operation. These
requirements are the primary means the commander uses to convey legal, political, diplomatic, and military guidance to the military force for handling the crisis in peacetime.

8-32. Tactical and legal channels cooperate closely when formulating ROE. The commander determines the desired intent of the ROE; the staff judge advocate (SJA) puts that intent into legal terms.

8-33. Generally, the commander permits a wider use of military force in wartime through ROE. The ROE restrict the use of military force in order to achieve the political objectives. In all operations, the commander is legally responsible for the care and treatment of civilians and property in the AO until transferred to proper authorities. The ROE assist the commander in fulfilling these responsibilities. They vary in different conflicts and often change during the respective phases from combat or crisis through peace building or nation assistance. Even during a single phase of operation, the rules can be amended at different levels of command; this can result in confusion.

8-34. The ROE must be consistent with training and equipment capabilities. When necessary, command guidance clarifies the ROE. While the rules must be tailored to the situation, commanders should observe that nothing in such rules negates their obligation to take all necessary and appropriate action in unit self-defense, allowing Soldiers to protect themselves from deadly threats. The ROE rule out the use of some weapons and impose special limitations on the use of weapons. Examples include the requirements for warning shots, single shot engagements, and efforts to wound rather than kill. A CAB deploying for stability operations trains its Soldiers to interpret and apply the ROE effectively. It is imperative for everyone to understand the ROE since small unit leaders and individual Soldiers must make ROE decisions promptly and independently.

8-35. The ROE usually are developed with political considerations in mind, and come from joint chief of staff- level decisions. Changes to the ROE can result from immediate tactical emergencies at the local level. The commander should be able to request changes to the ROE. Changes are requested through the operational chain of command and must be approved by the designated authority, usually division or higher-level command. Commanders at all levels need to know the request channels for ROE as well as the procedures to obtain approval for recommended changes to the ROE. Situations requiring an immediate change to the ROE could include introduction of combat forces from a hostile nation, attacks by sophisticated weapons systems including CBRN, or incidents resulting in loss of life. These situations should be wargamed and special instructions included in all OPORD and or FRAGOs that specifically state when and how commanders at all levels can adjust the ROE.

8-36. The ROE are established for, disseminated down to, and understood by individual Soldiers. However, the ROE cannot cover every situation. Soldiers at all levels must understand the intent of the ROE and act accordingly despite any military disadvantage that may occur. The commander responsible for ROE formulation should consider including an intent portion that describes the desired end state of the operation as well as conflict termination considerations. The intent portion should provide a framework for a proportionate response in the use of force. These considerations assist commanders and leaders at all levels in situations not clearly addressed in an OPORD. Further, ROE must be an integral part of all predeployment training.

Rules Of Interaction

8-37. The rules of interaction (ROI) embody the human dimension of stability operations; they lay the foundation for successful relationships with the many factions and individuals that play critical roles in these operations. The ROI encompass an array of interpersonal communication skills such as persuasion and negotiation. These skills are the tools that the individual Soldier needs to deal with the nontraditional threats that are prevalent in stability operations (e.g., political friction, unfamiliar cultures, and conflicting ideologies). In turn, ROI enhance the Soldier’s survivability in such situations. The ROI are based on the applicable ROE for a certain operation. Therefore, ROI must be tailored to the specific regions, cultures, and populations affected by the operation. Like ROE, ROI can be effective only if every Soldier in the unit thoroughly understands and rehearses appropriate ROI.
LEVERAGE SPECIAL OPERATIONS FORCES, JOINT, INTERAGENCY, AND MULTINATIONAL COOPERATION

8-38. As with all operations, unity of effort is fundamental to success. SOF forces may have operated in the CAB AO prior to CAB deployment. The nature of SOF operations involves being familiar with the local culture and the abilities of host nation forces. Although SOF units might not directly operate with the CAB, they are an excellent source of intelligence. Similarly, the CAB’s joint, interagency, and multinational partners may be able to provide valuable information on terrain, threats, and the local populace in the AO.

ENHANCE HOST NATION LEGITIMACY

8-39. Army forces consciously enhance HN credibility and legitimacy by demonstrating the proper respect for the HN’s government, police, and military forces. Within the restrictions of international law and US policy, commanders use HN forces and personnel for all possible activities. Within its capabilities, a HN should take the lead in both developmental and security activities. When HN capabilities prove inadequate for the task, Army forces enhance those capabilities through training, advice, and assistance.

UNDERSTAND THE POTENTIAL FOR UNINTENDED CONSEQUENCES OF ACTIONS

8-40. The actions of individuals and units can have consequences disproportionate to the level of command. When members of US units display a lack of discipline and/or participate in lawlessness, they can destroy weeks and months of effort and, in some cases, have strategic consequences. On the other hand, Soldiers and leaders who are disciplined, proficient, and knowledgeable in stability operations can create the opportunity for disproportional positive consequences, while limiting the risk for negative consequences.

ACT DECISIVELY TO PREVENT ESCALATION

8-41. Decisiveness reassures allies and deters adversaries. Failure to act decisively can cause a loss of respect for the stability force. A loss of respect for the capabilities or will of the force to accomplish its mission can embolden adversaries, and therefore weaken the trust of the supported population; making the mission much more difficult. The nature of stability operations ordinarily constrains forces in the ways and means available to accomplish military objectives. However, when action is necessary, stability operations are characterized by initiative, speed, and determination. Units and individuals pursue military objectives energetically and apply military power forcefully, if required. Army forces may act decisively to dominate a situation by force, or negotiate to settle disputes. Without hesitation, they ensure mission accomplishment as well as protection of themselves, the people, and facilities under their charge.

APPLY FORCE SELECTIVELY AND DISCRIMINATELY

8-42. Forces apply combat power selectively in accordance with assigned missions and prescribed limitations. Commanders ensure that their units apply force consistent with assigned objectives, and not excessively. Excessive force can lead to the loss of sympathy and support from local and international populations. Inadequate force can jeopardize mission accomplishment, and adversely affect the local populace and domestic support. Ordinarily, the local commander is best qualified to estimate the degree of force that must be used, consistent with established ROE.

8-43. Army forces must be prepared for combat during stability operations. However, forces display that preparedness in ways that do not provoke potential adversaries. Consistent with mission constraints, units display preparedness by routinely conducting demanding combined arms training in the AO. The force demonstrates strength and resolve, without being threatening. The force should convey to all parties the breadth and depth of the resources available. To do so, it must be present in the communities and ensure (consistent with the demands of OPSEC) that the public knows the ROE and associated graduated response levels. The training should include challenging Soldiers to react to situations at all levels in the areas of weapons use, levels of force, and ROE.
PLANNING STABILITY OPERATIONS

8-44. Stability operations tend to be decentralized operations over extended distances, with the exception of specific actions undertaken in combating terrorism, support to counterdrug operations, and noncombatant evacuation operations. As decentralized operations, the units’ activities consist largely of separated small unit operations conducted across an assigned sector or AO. To encourage cooperation from indigenous forces and gain popular support, the CAB must conduct these operations with consistency, impartiality, and discipline. During the transition from offense or defense to stability operations, commanders and staffs must quickly assess their civil considerations in terms of the relevant factors of ASCOPE.

UNIT INTEGRATION

8-45. When operating inside a multinational organization, commanders should expect to integrate units down to the company level for combat units and to the individual level for support units. Commanders should train with this reality in mind. Units operate under established procedures modified to agree with the standing operating procedures for the alliance or multinational coalition. It is accepted that effectiveness initially decreases when operating in a multinational force, but through training and understanding of standards and procedures, unit performance will improve.

INTERAGENCY COORDINATION

8-46. One factor that distinguishes stability operations from offensive and defensive operations is the requirement for interagency coordination at the battalion-level and below. In interagency operations, Army commanders have inherent responsibilities including the requirements to clarify the mission; to determine the controlling legal and policy authorities; and to task, organize, direct, sustain, and care for the organizations and individuals for whom they provide the interagency effort. They also assure seamless termination under conditions that ensure the identified objectives are met and can be sustained after the operation.

SUSTAINMENT REQUIREMENTS

8-47. The operational environment the CAB faces during stability operations has special logistics considerations. These can include:

- Reliance on local procurement of certain items.

  *Note:* Local contracting might need to be split between belligerent parties.

- CL IV supplies for construction of fixed observation posts and checkpoints.
- Use of existing facilities or new construction for quarters; water, sewer, and power utilities; reinforced hardstand areas for maintenance.
- Barriers or berms to protect ammunition and fuel.
- Special CL V supply requirements, such as pepper spray.
- Reliance on bottled water and contracted food service.
- Use of female Soldiers in the FSC to assist with searching HN female suspects.

8-48. Special force health protection (FHP) considerations include:

- Extended operations in one location may require dedicated sanitation and personal hygiene facilities.
- Sustained exposure to possible threat attack might lead to exhaustion and increases the possibility of combat operational stress reaction.
- Care of detainees (e.g., EPWs and civilian internees).
EXECUTING STABILITY OPERATIONS

8-49. Leaders often plan and conduct stability operations in concert with those outside the US military. Army forces are often the supporting organization rather than the lead agency. However, the efforts of all involved must be coordinated toward a unified effort. Commanders use liaison elements and coordination centers to facilitate unity of effort. No single C2 option works best for all stability operations. Commanders should be flexible in modifying standard arrangements to meet specific requirements of each situation and to promote unity of effort.

ESTABLISHING A COMMON OPERATIONAL PICTURE

8-50. Commanders must achieve mass, concentration, and their objective. In addition, they must not become so decentralized as to piecemeal their efforts. The CAB creates and maintains a COP, utilizing both analog and digital systems, which give the commander improved situational understanding. This improved SU enables him to C2 dispersed elements of the CAB while retaining the flexibility to quickly mass forces at the decisive point on the battlefield.

MAINTAINING COMMUNICATIONS

8-51. During stability operations, communications are one of the most difficult challenges in exercising effective C2. In addition to problems of compatibility and security, many participants do not have enough communications equipment to meet mission requirements. Communication planners should play an active role in the initial operations planning process to identify the required communications architecture to interconnect the stability force. Liaison teams, with adequate communications gear, can reduce the severity of some of these problems. SATCOM are needed to provide communications between the higher-level headquarters. Other space-based services, such as weather reporting and use of global positioning systems, might also be needed. Communications planners must anticipate these requirements during initial deployment planning, evaluate HN communications resources, and integrate them into the overall communications structure. Continual centralized interfacing between key communications planners during planning, rehearsal, and operational phases helps alleviate interoperability issues. Planners should address issues of spectrum management and controls on access to INFOSYS early in planning.

CONDUCTING DECENTRALIZED OPERATIONS

8-52. Subordinate commanders need maximum flexibility in executing their missions. Their commander should give them specific responsibilities and ensure they understand his intent.

8-53. Given the volatile and politically charged nature of most stability operations, individual and small unit actions can have consequences disproportionate to the level of command or amount of force involved. In some cases, tactical operations and individual actions can have strategic consequences. Preventing these problems requires disciplined, knowledgeable leaders and Soldiers at every level who clearly understand the CAB commander’s intent.

MISSION DEBRIEFINGS

8-54. During stability operations, the S-2 should plan for debriefing any missions that occur outside forward operating bases (FOB). Soldiers on convoys, patrols, and logistics packages (LOGPAC) have the capability to observe subtle changes in terrain, road conditions, civilian activity, and other indicators that are of intelligence value when reported. The use of digital cameras, along with mission prebriefings and debriefings should be standardized in the unit TACSOP.

TECHNIQUES FOR STABILITY OPERATIONS

8-55. During stability operations the CAB can conduct patrols, man OPs, guard officials, maintain static security posts, conduct searches and roadblocks, react to a civil disturbance, and conduct checkpoint
operations in order to accomplish the mission. Additionally, indigenous authorities or other high-ranking officials might require the protection of the CAB during movement through or within the AO.

**PRESENCE PATROLS**

8-56. The CAB can direct its subordinate company teams to conduct patrols, either mounted, dismounted, or by aircraft. Although the patrols are conducted overtly, the company teams take all precautions to protect the Soldiers on patrol. A patrol must be readily identifiable as such by all parties and must conduct movement openly. The patrol wears distinctive items of uniform, such as the American flag and non-subdued unit patches.

**OBSERVATION POSTS**

8-57. Observation posts (OP) are an especially important element of the CAB’s effort to establish and maintain operational security. OPs provide protection when long-range observation from current positions is not possible. The CAB may task the company teams to employ OPs, either mounted or dismounted, as the situation dictates. The sniper squad can be especially effective by occupying covert OPs.

**PROVIDING SECURITY FOR INDIGENOUS AUTHORITIES**

8-58. Indigenous authorities or other high-ranking officials might require the protection of a military escort when moving within the area of operation. Before starting the move, the escort commander briefs the official(s) about what will be done in the event of an attack. Regardless of the official’s seniority, the escort commander is in command of the move.

**STATIC SECURITY POSTS**

8-59. A static security post is any security system organized to protect critical fixed installations, and military or civil critical points along lines of communication such as terminals, tunnels, bridges, and road or railway junctions.

**CORDON AND SEARCH**

8-60. The most common tactical operation during a stability operation is a cordon and search. A cordon and search involves two potentially inflammatory processes: limiting freedom of movement and searching dwellings. These two actions provide a clear potential for negative consequences; therefore, organizing cordon and search elements requires extensive mission tailoring. Commanders must always be prepared for a civil disturbance.

8-61. Searches are an important aspect of populace and resource control. The need to conduct search operations or to employ search procedures is a continuous requirement. A search can orient on people, materiel, buildings, or terrain. A search usually involves both civil police and Soldiers.

**Task Organization**

8-62. In a built-up area, the CAB commander generally divides the area to be searched into zones, and assigns a search party to each zone. The cordon consists of two parts: an outer cordon and an inner cordon. The outer cordon is usually the responsibility of the CAB, as it requires a considerable amount of assets to control it effectively. The outer cordon consists of a security element that encircles the area to prevent entrance and exit, and to secure open areas. When necessary, the security element is augmented with the necessary combat multipliers (based on METT-TC) such as linguists and CA specialists. The inner cordon is established by the unit assigned the search mission. The higher headquarters must also establish a reaction force element to assist either element, as required (Figure 8-1).
Figure 8-1. Typical organization for cordon and search operations

Note: These teams are examples only. Civilians may support any or all teams employed.

Typical Augmentation

8-63. When assigned a cordon and search mission, the CAB may receive the following assets from higher headquarters:

- ISR assets from the RS and the MI CO.
- Mine detection and/or demolition support from engineer units.
- Interrogation, translator, and/or HUMINT support from the MI CO.
- PSYOP (e.g., loudspeaker) and other CA support from attached CA units.
- Electronic warfare support (e.g., Prophet) from the MI CO.
- LNOs to assist with HN interaction.

Reaction Force

8-64. The reaction force is a mobile force positioned in a nearby area. Its mission is to help the search and security elements if they meet resistance beyond their ability to handle. The reaction force can replace or reinforce either of the other two elements if the need arises. Reaction force elements should maintain the same task organization as the cordon and search elements.

Establishing the Cordon

8-65. An effective inner and outer cordon is critical to the success of the search effort (Figure 8-2). Cords are designed to isolate the area to be searched in order to protect the forces conducting the operation. Leaders should always plan for checkpoints and or roadblocks, patrols, aerial surveillance, engineers, PSYOP, search and entry teams, MPs, and documentation teams. Integration of all warfighting function is critical to success. In remote areas, the BN can establish the cordon without being detected. The use of limited visibility aids in the establishment and security of the cordon but makes it difficult to control.

8-66. Deployment for the search should be rapid, especially if the enemy is still in the area to be searched. Ideally, the entire area should be surrounded at once. Observed fire covers any gaps. The security element surrounds the area while the search element moves in. Members of the security element orient mainly on people evading the search in the populated area. The security element can also cut off any insurgents trying to reinforce others within the area, isolating the search area internally and externally. Checkpoints and roadblocks are established. Subsurface routes of escape in built-up areas, such as subways and sewers, should also be searched and blocked.
8-67. The CAB must enforce the ROE and should develop plans to handle detained personnel. Infantrymen accompany police and intelligence forces to identify, question, and detain suspects. Infantry can also conduct searches and assist in detaining suspects, under police supervision; their principal role, however, is to reduce any resistance that might develop and to provide security for the operation. Use of force is kept to a minimum.

**Figure 8-2. Establishing the outer and inner cordon**

**Entering Buildings**

8-68. There are various methods used to enter buildings on the objective, the method of choice depending on the factors of METT-TC. Some of those methods are:

- Conduct a dynamic entry into a building using demolition, ballistic, or mechanical breach, and then conduct a thorough search.
- Conduct a dynamic entry using an authorized mechanical breach; then choose a search method based on the intelligence found on site.
- Conduct a passive entry with a cursory search only.
- Conduct a “tactical callout.” Use a megaphone to call personnel out of the building, and then conduct a search of the objective using an appropriate search method.

**Conducting the Search**

8-69. Units conduct a search of a built-up area with limited inconvenience to the populace. The search should inconvenience the populace enough for them to discourage insurgents and sympathizers from remaining in the locale but not enough to drive them to collaborate with the enemy. A large-scale search of a built-up area is a combined civil police and military operation. Such a search should be planned in detail and rehearsed while avoiding physical reconnaissance of the area just before the search. Aerial photographs can provide information needed about the terrain. In larger towns or cities, the local police might have detailed maps showing relative sizes and locations of buildings. As with any Army operation, mission analysis is critical. For success, the search plan must be simple and the search conducted swiftly. The
search element is organized into teams. These teams can include personnel and special equipment for handling prisoners, tactical questions, documentation (using a recorder with a camera), demolitions, PSYOP and civil affairs, mine detection, fires and effects, employment of scout dogs, and tunnel reconnaissance.

**Search Considerations**

8-70. Misuse of search authority can adversely affect the outcome of operations. Therefore, Soldiers must conduct and lawfully record the seizure of contraband, evidence, intelligence material, supplies, or other minor items in order for these things to be of future legal value. Proper use of authority during searches gains the respect and support of the people. Some considerations include:

- Authority for search operations is carefully reviewed.
- Search teams have detailed instructions for handling controlled items.
- Language difficulties can interfere when US forces conduct search operations involving the local populace. The US units given a search mission are provided with interpreters as required.
- The CAB conducts search operations slowly enough to allow for an effective search but rapidly enough to prevent the enemy from reacting to the threat of the search.
- Soldiers use minimum essential force to eliminate any active resistance encountered.
- Searchers can return to a searched area after the initial search to surprise and eliminate insurgents or their leaders who might have either returned or remained undetected during the search.
- The unit should develop plans for securing the search area and for handling detained personnel.
- Disrupt or stop smuggling operations.

**Search Methods**

8-71. Forces use three basic methods to search the populated area.

- **Assemble inhabitants in a central location if they appear to be hostile.** This method provides the most control, simplifies a thorough search, denies insurgents an opportunity to conceal evidence, and allows for detailed interrogation. Depending on the objective of the search, a personnel search team may be necessary in this central location. This method has the disadvantage of taking the inhabitants away from their dwellings, and encouraging looting, which, in turn, produces ill feelings from the inhabitants. The security element is responsible for controlling the inhabitants. The search element may escort individuals back to their dwellings to be present during the search, or it may leave them in the central location.

- **Restrict inhabitants to their homes.** This prohibits movement of civilians, allows them to stay in their dwellings, and discourages looting. The security element must enforce this restriction. The disadvantages of this method are that it makes control and interrogation difficult, and it gives inhabitants time to conceal evidence in their homes.

- **Control the heads of the households.** The head of each household is told to remain in front of the house while everyone else in the house is brought to a central location. The security element controls the group at the central location and provides external security. During the search, the head of the household accompanies the search team through the house. Looting is reduced, and the head of the household sees that the search team steals nothing.

**Searching a House**

8-72. The object of a house search is to look for controlled items and to screen residents to determine if any are suspected insurgents or enemy sympathizers. A search party assigned to search an occupied building should consist of at least one local police officer, a protective escort for local security, and a female searcher (if the building has female inhabitants). If inhabitants remain in the dwellings, the protective escort must isolate and secure the inhabitants during the search. Escort parties and transportation must be arranged before the search of a house. Forced entry might be necessary if a house is vacant or if an occupant refuses to allow searchers to enter. If the force searches a house containing property while its occupants are away, it should secure the house to prevent looting. Before US forces depart, the commander should arrange for the community to protect such houses until the occupants return.
Aerial Search Operations

8-73. Search units mounted in armed helicopters take full advantage of the mobility and firepower of these aircraft. Air mobile combat patrols conducting an aerial search reconnoiter an assigned area or route in search of enemy forces. When a patrol locates an enemy force, the patrol may engage it from the air, or may land and engage it on the ground. This technique has little value in areas of dense vegetation or when a significant man-portable air defense threat is present. Air mobile combat patrols should be used only when sufficient intelligence is available to justify their use. Even then, ground operations should be used along with such patrols.

Capturing Personnel and Equipment

8-74. Commanders must carefully weigh the value of tactically questioning detainees at the point of capture against the thorough questioning at a safe haven. Although Soldiers on the ground desire to gather and act on timely intelligence, there might be far-reaching damage to an ongoing investigation by MI or HN counterinsurgency operations. Often MI and HN representatives can accompany units conducting cordon and search to provide advice to on-site commanders. Appendix D provides additional considerations for tactical site exploitation (TSE).

8-75. Soldiers should treat any enemy material found, including propaganda signs and leaflets, as if it is booby-trapped until inspection proves it safe. Underground and underwater areas should be searched thoroughly. Any freshly excavated ground could be a hiding place. Soldiers can use mine detectors to locate metal objects underground and underwater. Certain kinds of equipment (e.g., computers and cell phones) should not be exploited at the point of capture. Instead, the CAB should arrange for quick removal of captured material to MI units with the capability to handle exploitation properly.

Roadblocks and Checkpoints

8-76. Roadblocks, traffic control points, and checkpoints are among the most visible and important actions performed during stability operations. Checkpoints in proximity of “zones of separation” offer a myriad of planning concerns. There is a high potential for junior leaders and Soldiers to make decisions with international importance in essence becoming “junior ambassadors.” Therefore, establishment and continual analysis of standing operating procedures is critical to ensuring equity and support.

8-77. A related aspect of populace and resource control mentioned previously is the control of transportation. Individuals and vehicles may be stopped during movement to assist in individual accountability, capture of enemy personnel, or to control the trafficking of restricted material. The ability to establish roadblocks and checkpoints is an important aspect of movement control and area denial. The fundamentals of searches, discussed previously, apply to roadblocks and checkpoints also. FM 3-21.10 provides additional information about roadblocks and checkpoints.

8-78. Establish roadblocks in locations where approaching traffic cannot observe them until it is too late to withdraw and escape. When possible, roadblock locations must be periodically relocated in order to mitigate bypassing and targeting by enemy forces. Narrow defiles, tunnels, bridges, sharp curves, and other locations that channel traffic are the preferred sites. Constructed, nonexplosive obstacles slow traffic, restrict it to a single lane, and bring it to a halt (Figure 8-3). An area off the main road should be used to conduct a detailed search of suspect vehicles and people, and to avoid unduly delaying innocent traffic. A small reserve using hasty field fortifications in nearby defended areas should provide immediate support to operating personnel in case of attack. A larger reserve, which serves a number of posts, should be capable of rapid reinforcement.

8-79. Roadblocks and checkpoints help prevent smuggling operations and stop the movement of known or suspected insurgents. They should be manned by HN police and observed by UN monitors (when appropriate) to stop vehicles and pedestrians, and conduct searches as required. They must take care to maintain legitimacy by not targeting specific groups. Either host country or US Army combat forces defend these roadblocks and checkpoints from enemy attack. If police strength is insufficient for the number of positions required, the Army can operate them.

8-80. US forces should fill the reaction force role in combined operations with HN personnel. The reaction force is vulnerable to being set up or ambushed, especially if an enemy has observed rehearsals. The enemy may hit multiple locations simultaneously to test responsiveness or to aid his future planning.
8-81. Outside of normal military concerns of planning, reconnaissance, security, and actions on the objective, units establishing and manning checkpoints must have knowledge of civil authorities, factional boundaries, significant cultural sites, linguist use, and knowledge of the local populous and geography. Further, it is imperative that leaders who are responsible for checkpoints appraise higher headquarters of problems and render specific recommendations for mission accomplishment.
MILITARY TRANSITION TEAMS

8-82. A military transition team is a small military team with complementary skill sets that embeds and trains with the armies of multinational partners. Military transition teams act as advisors in order to make the multinational partner units more self-sustainable.

8-83. The US Army has always been recognized for its training skills. Traditionally, SOF units had the mission to train foreign personnel. During recent operations, conventional units received the mission to train their foreign counterpart units. The purpose of these operations is to develop the leaders in foreign units so they can provide security for their country. FM 3-24, Counterinsurgency, and FM 3-05.202, Special Forces Foreign Internal Defense Operations, provide further guidance.

8-84. The personnel on military transition teams are considered multifunctional advisors who focus their skills at whatever level their counterpart unit requires to develop and sustain their leaders, organizations, and supporting institutions. Team members assist during planning and preparation, and are expected to accompany their counterparts during the execution of combat operations. In general, each team has ten to fifteen personnel so that it can cover the following areas:

- Team chief – primary advisor of the foreign unit commander, particularly during the execution of COIN operations.
- Maneuver officer -- primary advisor of the operations officer, particularly in training, preparations for operations, and development of orders.
- Logistics officer -- primary advisor of the unit’s supply and maintenance personnel. Normally he is assisted by a senior logistics NCO.
- Fires officer – primary advisor for the use of fires and effects, particularly in employing organic fire support and requests for coalition fire support. Normally he is assisted by a senior field artillery NCO.
- Intelligence officer – primary advisor of intelligence personnel, particularly in intelligence collection planning, dissemination of intelligence, and protection of sensitive material. Normally he is assisted by a senior intelligence NCO.
- Communications NCO – primary advisor of unit’s signal personnel in computer networking, and radio and telephone procedures.
- Medic – primary responsibility is to treat injured US team members, secondarily to instruct counterpart medical personnel.
- Linguists – for translation duties and cultural awareness.

SECTION II – CIVIL SUPPORT OPERATIONS

8-85. Army forces conduct civil support operations to assist civil authorities in response to emergencies (natural or manmade disasters), specified illegal activities, or to relieve or reduce suffering. Civil support operations meet the immediate needs of civil authorities or designated groups for a limited time until they can accomplish these tasks without military assistance. In extreme or exceptional cases, Army forces may provide relief or assistance directly to those in need. The CAB can support civil support operations after the president or an authorized person declares an emergency in response to an imminently serious condition. Civil support operations supplement the efforts of civil governments and voluntary organizations. During these operations, the CAB usually supports another federal agency.

CHARACTERISTICS

8-86. During civil support operations, commanders designate the decisive, shaping, and sustaining operations necessary for mission success. However, identifying centers of gravity, decisive points and even the desired end state, can be more complex and unorthodox than in offensive and defensive operations. When visualizing a civil support operation, commanders recognize that they might have to define the enemy differently. In civil support operations, the adversary is often disease, hunger, or the consequences of disaster.
Chapter 8

**ARMY SUPPORT**

8-87. Army civil support to civil support operations supplements the efforts and resources of state and local governments and organizations. A presidential declaration of a major disaster or emergency usually precedes the commitment of Army forces to civil support operations. These operations require extensive coordination and cooperation among many organizations: joint, interagency, active component, and reserve component, as well as with state and local governments. The Federal Response Plan provides national-level architecture to coordinate the actions of all supporting federal agencies.

8-88. Under the Constitution, civil authorities are responsible for preserving public order and carrying out governmental operations within their jurisdictions using force if necessary. The Constitution allows the use of Army forces to protect the states against invasion and, upon request of a state, to protect it against domestic violence. There are significant laws limiting the use of federal military forces in law enforcement. These laws include:

- The amended Posse Comitatus Act significantly restricts using federal military forces, to include federalized reserve component Soldiers and units, in law enforcement.
- The Stafford Act also defines and clarifies the role of US military forces in support of domestic civil authorities. Since the law may prohibit certain types of activities during civil support operations, commanders need a detailed analysis by legal authorities for each mission.

8-89. The primary reference for military assistance to civil authorities (MACA) is DODD 3025.15. It is wide-ranging and addresses such actions as civil disturbance control, counterdrug activities, combating terrorism, and law enforcement. The secretary of the Army is the DoD executive agent for MACA. In direct support operations (DSO), Army forces always support civil authorities at the local, state, and federal levels (FM 3-07).

**THE COMBINED ARMS BATTALION’S ROLE**

8-90. The CAB is not specifically organized, trained, or equipped for civil support operations. However, its capabilities are particularly suited to civil support operations. The CAB has a functional chain of command, reliable communications, and well-trained and well-equipped subordinate units. It can operate and sustain itself, with support from the FSC and the BSTB, in austere environments. It can also provide C2 and sustainment to attached units that have more specialized equipment or capabilities (such as engineers, transportation, medical, etc).

**TYPES OF CIVIL SUPPORT OPERATIONS**

8-91. During civil support operations, CAB units can restore essential services, support civil law enforcement, and/or support civil authority.

8-92. Chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) incidents can require Army units’ involvement in all three forms of civil support operations at the same time. CBRNE incidents are deliberate (e.g. Oklahoma City) or unintended (e.g. Chernobyl) events that involve a chemical, biological, radiological, nuclear, and/or high-yield explosive, and that produce catastrophic loss of life or property. Army forces assist civil authorities in protecting US territory, population, and infrastructure before an attack by supporting domestic preparedness and protecting critical assets. When directed by DoD, Army forces can respond to a CBRNE incident and deal with the consequences.
PROVIDE SUPPORT IN RESPONSE TO DISASTER

8-93. In case of a disaster, state, local, and HN authorities are responsible for restoring essential services. The restoration of essential services focuses on recovery of critical infrastructure after a natural or manmade disaster. Humanitarian relief focuses on the well-being of supported populations. Both usually occur simultaneously. Examples of missions that the CAB may be given include:

- Rescue.
- Emergency medical care.
- Prevention of epidemic disease.
- Provision of food and water.
- Provision of emergency shelter from the elements.
- Provision of basic sanitation (sewage and garbage disposal).

SUPPORT TO CIVIL LAW ENFORCEMENT

8-94. Army forces, when authorized and directed, provide support to local, state, and federal law enforcement officers. These activities can be related to counterterrorism, counterdrug operations, military assistance during civil disturbances, and general support. Army support involves providing resources, training, or augmentation. Federal military forces remain under the military chain of command while supporting civil law enforcement. The supported law enforcement agency coordinates Army force activities under appropriate civil laws and interagency agreements. Law enforcement support activities that could involve the CAB include:

- Establish observation posts.
- Supplement local law enforcement personnel during patrols.
- Supplement law enforcement command and control systems.
- Provide unmanned aircraft systems support.
- Establish checkpoints and roadblocks with local law enforcement personnel.

SUPPORT TO CIVIL AUTHORITY

8-95. Disasters and attacks can overextend or overwhelm local or state governments. An example is Hurricane Katrina and its tremendous impact on New Orleans and the Gulf coast. Support to civil authority is a broad range of activities that provide C2, protection, and sustainment at all levels, to support the local government until these agencies are able to function on their own. They should fulfill community needs that would not otherwise be met. Examples of support to civil authority that the CAB may be involved include:

- Establishment of communications and command posts.
- Search and rescue.
- Firefighting.
- Assistance in safety and traffic control.
- Security for local government agencies and installations.
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Index

Entries are by paragraph number unless page (p), figure (fig), or table (tbl) is specified.

AAFES imprest fund activities (AIFA), 12-90
action on the objective, 6-135, 6-130, B-27
actionable intelligence, 3-16
actions following linkup, 11-62
actions on contact, A-32
active air defense, 10-42
adaptive, threat, 1-15
advance guard, 5-35, 6-48, 6-91
advanced field artillery tactical data system (AFATDS), clearance of fires, 3-125, 9-59
advanced system improvement program (ASIP), 3-99
aerial surveillance, 4-61
air ambulance, 12-63
air and missile defense (AMD), IPB, 4-55, 7-50, 10-31
air and missile defense planning and control system (AMDPCS), 10-31
air and missile defense workstation (AMDWS), 10-31
air defense and airspace management (ADAM), 10-31
air defense artillery, 3-122, 10-32
air defense reticle (ADR), 10-46
arms room, 2-16
Army & Air Force Exchange Service (AAFES), 12-93
Army airspace command and control (AC2), 2-47
Army aviation, 9-103, 9-104
area of interest (AOI), 1-25, 1-26
area of operations (AO), 1-19, 1-21 to 1-23
area of operations control, during passage of lines, 11-23
area reconnaissance, 4-33
area security, 5-18, 7-3, 10-24
area, MBA, 7-6
air defense, 7-83, 7-97
air and missile defense (AMD), 4-61
air and missile defense (AMD), IPB, 4-55, 7-50, 10-31
air ambulance, 12-63
air defense and airspace management (ADAM), 10-31
air defense artillery, 3-122, 10-32
air defense reticle (ADR), 10-46
area, MBA, 7-6
area of interest (AOI), 1-25, 1-26
area of operations (AO), 1-19, 1-21 to 1-23
area of operations control, during passage of lines, 11-23
area reconnaissance, 4-33
area security, 5-18, 7-3, 10-24
area, MBA, 7-6
of operations, 1-19
operational, 1-10
armored combat earthmover (ACE), 11-114
armored vehicle launched bridge (AVLB), 11-115
armored vehicle launched bridge (AVLB), 11-115
arms room, 2-16
Army & Air Force Exchange Service (AAFES), 12-93
Army airspace command and control (AC2), 2-47
Army aviation, 9-103, 9-104
air ground integration, 9-107
armored combat earthmover (ACE), 11-114
armored vehicle launched bridge (AVLB), 11-115
area, MBA, 7-6
area of interest (AOI), 1-25, 1-26
area of operations (AO), 1-19, 1-21 to 1-23
area of operations control, during passage of lines, 11-23
area reconnaissance, 4-33
area security, 5-18, 7-3, 10-24
area, MBA, 7-6
of operations, 1-19
operational, 1-10
armored combat earthmover (ACE), 11-114
armored vehicle launched bridge (AVLB), 11-115
arms room, 2-16
Army & Air Force Exchange Service (AAFES), 12-93
Army airspace command and control (AC2), 2-47
Army aviation, 9-103, 9-104
air ground integration, 9-107
Army battle command system (ABCS), 3-117, 6-53
Army health system (AHS), 2-22
support, 12-51 to 12-71
Army human resources workstation (AHRW), 3-136
Army operations, types, 1-35

Index

Entries are by paragraph number unless page (p), figure (fig), or table (tbl) is specified.

AAFES imprest fund activities (AIFA), 12-90
action on the objective, 6-135, 6-130, B-27
actionable intelligence, 3-16
actions following linkup, 11-62
actions on contact, A-32
active air defense, 10-42
adaptive, threat, 1-15
advance guard, 5-35, 6-48, 6-91
advanced field artillery tactical data system (AFATDS), clearance of fires, 3-125, 9-59
advanced system improvement program (ASIP), 3-99
aerial surveillance, 4-61
air ambulance, 12-63
air and missile defense (AMD), IPB, 4-55, 7-50, 10-31
air and missile defense planning and control system (AMDPCS), 10-31
air and missile defense workstation (AMDWS), 10-31
air defense and airspace management (ADAM), 10-31
air defense artillery, 3-122, 10-32
air defense reticle (ADR), 10-46
arms room, 2-16
Army & Air Force Exchange Service (AAFES), 12-93
Army airspace command and control (AC2), 2-47
Army aviation, 9-103, 9-104
air ground integration, 9-107
Army battle command system (ABCS), 3-117, 6-53
Army health system (AHS), 2-22
support, 12-51 to 12-71
Army human resources workstation (AHRW), 3-136
Army operations, types, 1-35

Index

Entries are by paragraph number unless page (p), figure (fig), or table (tbl) is specified.

AAFES imprest fund activities (AIFA), 12-90
action on the objective, 6-135, 6-130, B-27
actionable intelligence, 3-16
actions following linkup, 11-62
actions on contact, A-32
active air defense, 10-42
adaptive, threat, 1-15
advance guard, 5-35, 6-48, 6-91
advanced field artillery tactical data system (AFATDS), clearance of fires, 3-125, 9-59
advanced system improvement program (ASIP), 3-99
aerial surveillance, 4-61
air ambulance, 12-63
air and missile defense (AMD), IPB, 4-55, 7-50, 10-31
air and missile defense planning and control system (AMDPCS), 10-31
air and missile defense workstation (AMDWS), 10-31
air defense and airspace management (ADAM), 10-31
air defense artillery, 3-122, 10-32
air defense reticle (ADR), 10-46
arms room, 2-16
Army & Air Force Exchange Service (AAFES), 12-93
Army airspace command and control (AC2), 2-47
Army aviation, 9-103, 9-104
air ground integration, 9-107
Army battle command system (ABCS), 3-117, 6-53
Army health system (AHS), 2-22
support, 12-51 to 12-71
Army human resources workstation (AHRW), 3-136
Army operations, types, 1-35

Index

Entries are by paragraph number unless page (p), figure (fig), or table (tbl) is specified.

AAFES imprest fund activities (AIFA), 12-90
action on the objective, 6-135, 6-130, B-27
actionable intelligence, 3-16
actions following linkup, 11-62
actions on contact, A-32
active air defense, 10-42
adaptive, threat, 1-15
advance guard, 5-35, 6-48, 6-91
advanced field artillery tactical data system (AFATDS), clearance of fires, 3-125, 9-59
advanced system improvement program (ASIP), 3-99
aerial surveillance, 4-61
air ambulance, 12-63
air and missile defense (AMD), IPB, 4-55, 7-50, 10-31
air and missile defense planning and control system (AMDPCS), 10-31
air and missile defense workstation (AMDWS), 10-31
air defense and airspace management (ADAM), 10-31
air defense artillery, 3-122, 10-32
air defense reticle (ADR), 10-46
arms room, 2-16
Army & Air Force Exchange Service (AAFES), 12-93
Army airspace command and control (AC2), 2-47
Army aviation, 9-103, 9-104
air ground integration, 9-107
Army battle command system (ABCS), 3-117, 6-53
Army health system (AHS), 2-22
support, 12-51 to 12-71
Army human resources workstation (AHRW), 3-136
Army operations, types, 1-35
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army prepositioned stocks (APS)</td>
<td>2-31</td>
</tr>
<tr>
<td>Army records information management system (ARIMS)</td>
<td>2-43</td>
</tr>
<tr>
<td>Army support</td>
<td>8-117</td>
</tr>
<tr>
<td>artillery reference point</td>
<td>6-128</td>
</tr>
<tr>
<td>assaulting forces</td>
<td>11-90</td>
</tr>
<tr>
<td>assembly area (AA)</td>
<td>11-141 to 11-152</td>
</tr>
<tr>
<td>departure</td>
<td>11-152</td>
</tr>
<tr>
<td>ISR plan</td>
<td>11-150</td>
</tr>
<tr>
<td>occupation</td>
<td>11-146</td>
</tr>
<tr>
<td>security</td>
<td>11-149</td>
</tr>
<tr>
<td>site selection</td>
<td>11-143</td>
</tr>
<tr>
<td>tasks</td>
<td>11-142</td>
</tr>
<tr>
<td>assessment</td>
<td>4-9, 9-123</td>
</tr>
<tr>
<td>assets</td>
<td>TSE, B-12</td>
</tr>
<tr>
<td>AT4</td>
<td>6-32</td>
</tr>
<tr>
<td>attachments/augmentation</td>
<td>2-25, 2-29, 7-35</td>
</tr>
<tr>
<td>engineer</td>
<td>10-71</td>
</tr>
<tr>
<td>ISR plan</td>
<td>4-58 to 4-65</td>
</tr>
<tr>
<td>tactical road march</td>
<td>11-125</td>
</tr>
<tr>
<td>attack avoidance</td>
<td>10-40</td>
</tr>
<tr>
<td>attack helicopters, AO defense</td>
<td>7-194</td>
</tr>
<tr>
<td>attack</td>
<td>6-98</td>
</tr>
<tr>
<td>breaching operations</td>
<td>11-91</td>
</tr>
<tr>
<td>characteristics</td>
<td>6-101</td>
</tr>
<tr>
<td>deliberate</td>
<td>11-93</td>
</tr>
<tr>
<td>execution</td>
<td>6-161</td>
</tr>
<tr>
<td>force-oriented</td>
<td>6-107, 6-140</td>
</tr>
<tr>
<td>hasty</td>
<td>11-94</td>
</tr>
<tr>
<td>nodal</td>
<td>6-183</td>
</tr>
<tr>
<td>offensive operations</td>
<td>6-101 to 197</td>
</tr>
<tr>
<td>special purpose</td>
<td>6-184</td>
</tr>
<tr>
<td>tactics</td>
<td>6-101</td>
</tr>
<tr>
<td>terrain-oriented</td>
<td>6-173</td>
</tr>
<tr>
<td>attack-by-fire</td>
<td>7-9</td>
</tr>
<tr>
<td>audacity</td>
<td>6-6</td>
</tr>
<tr>
<td>offensive operations</td>
<td>6-6</td>
</tr>
<tr>
<td>Avenger</td>
<td>10-34</td>
</tr>
<tr>
<td>avenue of approach</td>
<td>6-110, A-26</td>
</tr>
<tr>
<td>aviation support</td>
<td>in the defense, 7-51</td>
</tr>
<tr>
<td>aviation</td>
<td>TSE, B-25</td>
</tr>
<tr>
<td>axis of advance</td>
<td>6-11</td>
</tr>
<tr>
<td>backbrief</td>
<td>3-29</td>
</tr>
<tr>
<td>base clusters</td>
<td>12-29</td>
</tr>
<tr>
<td>base defense</td>
<td>7-211</td>
</tr>
<tr>
<td>battalion administrative and logistics net</td>
<td>3-95</td>
</tr>
<tr>
<td>battalion aid station (BAS)</td>
<td>2-23</td>
</tr>
<tr>
<td>battalion command net</td>
<td>3-92</td>
</tr>
<tr>
<td>battalion fire support net</td>
<td>FIST, 3-94</td>
</tr>
<tr>
<td>battalion medical platoon</td>
<td>12-57</td>
</tr>
<tr>
<td>battalion operations and intelligence net</td>
<td>3-93</td>
</tr>
<tr>
<td>battalion surgeon</td>
<td>sustainment operations, 12-6</td>
</tr>
<tr>
<td>battle captain</td>
<td>3-75</td>
</tr>
<tr>
<td>battle carry</td>
<td>6-32</td>
</tr>
<tr>
<td>battle command sustainment support system (BCS-3)</td>
<td>3-129</td>
</tr>
<tr>
<td>battle damage assessment</td>
<td>6-85, 9-40</td>
</tr>
<tr>
<td>battle damage assessment and repair (BDAR)</td>
<td>sustainment operations, 12-122</td>
</tr>
<tr>
<td>battle drill</td>
<td>see also TACSOP rehearsal, 3-34, 6-53</td>
</tr>
<tr>
<td>battle handover (BHO)</td>
<td>7-103, 7-184, 11-14 to 11-21</td>
</tr>
<tr>
<td>commander’s role</td>
<td>7-102</td>
</tr>
<tr>
<td>coordination</td>
<td>11-19</td>
</tr>
<tr>
<td>INFOSYS</td>
<td>11-20</td>
</tr>
<tr>
<td>battle handover line (BHL)</td>
<td>11-32</td>
</tr>
<tr>
<td>battle position</td>
<td>7-200</td>
</tr>
<tr>
<td>preparation</td>
<td>7-198</td>
</tr>
<tr>
<td>types</td>
<td>7-201</td>
</tr>
<tr>
<td>battle rhythm</td>
<td>2-47, 3-80, 9-39</td>
</tr>
<tr>
<td>battle staff structure</td>
<td>9-119</td>
</tr>
<tr>
<td>battle tracking</td>
<td>2-53</td>
</tr>
<tr>
<td>battlefield organization</td>
<td>7-86</td>
</tr>
<tr>
<td>biometrics</td>
<td>TSE, B-14</td>
</tr>
<tr>
<td>bomblets</td>
<td>see also dual-purpose improved conventional munitions (DPICM), 7-187</td>
</tr>
<tr>
<td>capturing</td>
<td>8-104</td>
</tr>
<tr>
<td>casualty collection point (CCP)</td>
<td>11-27, B-31</td>
</tr>
<tr>
<td>casualty evacuation</td>
<td>(CASEVAC), 2-55, 6-72, 12-62</td>
</tr>
<tr>
<td>casualty operations</td>
<td>sustainment operations, 12-3, 12-80</td>
</tr>
<tr>
<td>censor zone (CZ)</td>
<td>9-66</td>
</tr>
<tr>
<td>chaplain</td>
<td></td>
</tr>
</tbody>
</table>

**Index-2**

C1, FM 3-90.5

1 October 2009
responsibilities, 2-39
checkpoint, 8-106
chemical, biological, radiological, and nuclear (CBRN) operations, 2-13, 4-55, 6-71, 6-149, 8-122, 10-59, battalion personnel, 10-65
civil affairs (CA), 1-46, 4-55, B-25
civil authority, 8-28, 8-95
civil considerations, 1-19, A-10
civil control, 8-26
civil law enforcement, 8-94
civil security, 8-25
civil security operations, 8-85 thru 8-89
civilian, 6-89, 7-56, 11-151
civil-military operations (CMO), 2-41, 6-77
civil-military operations center (CMOC), 2-57
clearance of fires, 9-53 to 9-62
clearing operations, 11-97 to 11-109
close air support (CAS), 2-1, 2-60, 6-129, 9-76
execution, 9-95
immediate, 9-82
key personnel, 9-84
missions, 9-77
preplanned, 9-78
close combat attack checklist, tbl. 9-3
coaxial machine gun, 10-47
collaborative planning, 3-14
combat and operational stress reaction (COSR), sustainment operations, 2-24, 12-68, 12-70
combat elements, main body, 6-51
combat engineer company, 6-41
combat lifesaver (CLS), 2-23, 12-8, 12-55
combat medic, 2-22
combat multipliers, 7-8
combat observation lasing team (COLT), 9-21
combat outpost, 5-65
combat service support automated information (CAISI), 3-103
combat trains command post (CTCP), 2-9
combat trains, 7-112, 12-18
combined arms battalion (CAB), p1-1
capabilities, 2-28 to 2-30
CP staff, fig. 3-6
FS responsibilities, 9-12
full spectrum operations, 1-36
in civil support operations, 8-90
in counterattack, 7-8
limitations, 2-31, 2-32
maneuver, 1-38
organization, 2-1 to 2-27
role, 1-37 to 1-50
security operations, 5-54
urban environment, 1-38
combined arms enablers. see attachments/augmentation, 2-29
combined arms rehearsal, 9-45
combined arms, 3-30
combined explosives exploitation cell (CEXC), TSE, B-25
command and control (C2), 2-21
breaching operations, 11-89
during relief, 11-8
main CP, 3-49 to 3-51
techniques, 3-138 to 3-167
command and control warfare, 9-110
command group, 3-47
command post (CP), 2-9
combat trains, 2-9, 3-55
displacement, 3-66
field trains, 2-10, 3-57
functions, 3-72
kinds, 3-49 to 3-57
main, 3-49
operational security, 3-63
operations, 3-45, 3-46
organization, 3-83
personnel, 3-75 to 3-82
SOP, 3-69
survivability, 3-58 to 3-65
sustainment operations, 12-22
tactical, 2-59, 3-52
command post node, 3-101
command post of the future (CPOF), 3-131
command sergeant major (CSM), 2-35
command, control, communications, and computer operations (C4OPS), 2-56
command, control, communications, and computer operations (C4OPS), 2-40
commander, 1-1, 7-17
area of operations, 1-22
battle handover, 7-102
decision-making, 7-101
during attack, 6-106
FS coordination, 9-42
FS responsibilities, 9-14
HHC, 2-21
role in delay, 150
sustainment support, 6-73
weapons control status, 6-34
commander’s critical information requirement (CCIR), 4-1
TSE, B-6
commander’s emergency response program (CERP), 2-30, 8-29
commander’s intent, 1-48, 2-20, 2-33, 3-1, 3-4, A-1
MDMP, 3-3, 3-6
commander’s visualization, 1-27, 3-1, 3-24, 7-32
AOI, 1-25
MDMP, 3-8, 3-9
operational environment, 1-12
scheme of maneuver, 6-60
common operational picture (COP), 2-45, 8-50
communications security (COMSEC), 2-56, 10-12, during passage of lines, 11-23
linkup operations, 11-44
maintenance, 12-125
communications, 3-84 to 3-115, advance guard, 6-49
C2, 3-86
combat trains, 12-18
digital, 3-138 to 3-158, tbl.3-2
distributed planning, 3-13
during linkup operations, 11-39, 11-49
during passage of lines, 11-23
FM, 3-138 to 3-158
inoperative, 4-72
networks, 3-87
responsibilities, 3-85
stability operations, 8-51
sustainment operations, 12-26
systems, 3-98
company (CO), AA, 11-148
armor, 2-6
engineer, 1-37
FMC, 12-13
headquarters, 2-8
HHC, 2-7
mechanized infantry, 1-37, 2-3
MI, 2-27
tank, 1-37
company net, 3-97
company trains, 12-15
computer network defense (CND), 10-3
congestion, 1-23
continuing operations, 6-202
continuity book, 11-11
contractor support, 12-126
control measures, 3-10
during passage of lines, 11-23
controlled exchange 12-124
controlled supply rate (CSR), 2-55, 12-104
convoy security, 5-72 to 5-83
airborne radio relay, 5-74
in urban environment, 5-82
organization, 5-78
procedures, 5-74 to 5-77
QRF, 5-71, 5-76
tasks, 5-73
warning, 5-73
coordinated fire line (CFL), 7-79
coordination, battle handover (BHO), 11-19
 clearance of fires, 9-60, A-15
field trains, 12-19
fires and maneuver, 6-133
FS, 9-41
in delay, 7-143
interagency,
Copperhead, 9-43
cordon and search, collaborative planning, 3-14, 8-60
TSE, B-6, B-27
cordon, 8-65, 8-96
counterattack, 6-179, 6-190, 7-7, 7-117
execution, 7-19
forces, 7-11
levels, 7-10
planning, 7-14
preparation, 7-16
counterfire radar, 9-43
counterinsurgency environment, TSE, B-11
counterinsurgency operations (COIN), 8-114, B-6
counter-reconnaissance, 4-70
course of action (COA), 1-14
breaching operations, 11-66
enemy, 6-154
nested concept, 3-19
cover operations, 5-49
Criminal Investigation Division (CID), TSE, 10-29, B-25
criminal prosecution, TSE, B-9
criteria, engagement and displacement, 5-23
critical choke point, 5-66
critical friendly zone (CFZ), 5-31, 9-64
critical threat information, 5-3
cross cultural interaction, 8-17
uranium powered (CM), 10-38
 cryptographic system, 10-16
damage-limiting measures, 10-41
databases, SOP, 3-166
decentralized operations, 8-52
deception and smoke operations, during passage of lines, 11-23
decide, detect, deliver, assess (D3A). see also targeting process, 9-27
decision making, 3-80
decision points (DP), command group, 3-48
decision support template (DST),
guard operations, 5-41
decisive maneuver, 6-137
decisive operations, 1-28, 1-29, 7-8
decisive point, offensive operations, ch. 6 intro
decommissioning, principles of, 10-60
defend, 6-99
defense casualty information processing system (DCIPS), 12-81
defense in depth, 7-84, 7-88
defensive operations, 1-42
AO defense, 7-189 to 7-196
area defense, 7-82 to 7-129
characteristics, 7-23 to 7-30
cohesion, 7-110
defense from BP, 7-197 to 7-201
defense of strong point, 7-202 to 7-208
fire control, 7-61 to 7-80
follow-on mission, 7-187
fundamentals, 7-1 to 7-59
main battle area, 7-186
mobile defense, 7-130 to 7-135
nodal defense, 7-219
organization of actions, 7-2 to 7-22
perimeter defense, 7-209 to 7-212
planning, 7-31 to 7-56
positioning of forces, 7-176
preparation, 7-24, 7-57 to 7-59
purpose of, 7-1
reconnaissance troops, 4-70 to 4-73
 retrograde, 7-136 to 7-172
reverse slope, 7-213 to 7-218
scout platoon, 4-70
security, 7-174 to 7-185
sequence, 7-173 to 7-187
techniques, 7-188 to 7-219
types, 7-81 to 7-121
delay, 7-139 to 7-157
deliberate attack, 6-103
deliberate gap crossing, 11-121
Department of Defense activity address code4 (DODAAC), 3-134
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>deployment in depth, AO defense</td>
<td>7-192</td>
</tr>
<tr>
<td>detachment left in contact (DLIC)</td>
<td>7-161</td>
</tr>
<tr>
<td>detainee collection point (DCP)</td>
<td>10-28</td>
</tr>
<tr>
<td>detainees, A-28</td>
<td>7-161</td>
</tr>
<tr>
<td>digital reporting, SOP</td>
<td>3-163</td>
</tr>
<tr>
<td>digital system, limitations</td>
<td>3-141</td>
</tr>
<tr>
<td>detached, for linkup operations</td>
<td>11-56</td>
</tr>
<tr>
<td>digital, limitations</td>
<td>3-140, 3-167</td>
</tr>
<tr>
<td>digitization, reconnaissance</td>
<td>4-70</td>
</tr>
<tr>
<td>digitized systems, in FS planning</td>
<td>9-32</td>
</tr>
<tr>
<td>direct fire planning</td>
<td>6-18</td>
</tr>
<tr>
<td>direct fire</td>
<td>6-20, 6-24</td>
</tr>
<tr>
<td>direct support operations</td>
<td>8-119</td>
</tr>
<tr>
<td>direction of fire</td>
<td>6-25</td>
</tr>
<tr>
<td>disaster response</td>
<td>8-123</td>
</tr>
<tr>
<td>disease and nonbattle injury (DNBI)</td>
<td>2-24</td>
</tr>
<tr>
<td>dislocated civilian (DC)</td>
<td>2-47</td>
</tr>
<tr>
<td>disruption</td>
<td>7-26</td>
</tr>
<tr>
<td>distributed planning</td>
<td>3-13</td>
</tr>
<tr>
<td>document and media exploitation (DOMEX)</td>
<td>B-5</td>
</tr>
<tr>
<td>drill</td>
<td>9-57</td>
</tr>
<tr>
<td>clearance of fires</td>
<td>5-71</td>
</tr>
<tr>
<td>dual-purpose improved conventional munitions (DPICM)</td>
<td>7-187</td>
</tr>
<tr>
<td>economic variables</td>
<td>1-5</td>
</tr>
<tr>
<td>economy of force</td>
<td>5-65</td>
</tr>
<tr>
<td>effects, effects-oriented fire distribution measures</td>
<td>7-37</td>
</tr>
<tr>
<td>effects-oriented fire distribution measures</td>
<td>6-38, 6-39, 6-49</td>
</tr>
<tr>
<td>electromagnetic spectrum</td>
<td>10-6</td>
</tr>
<tr>
<td>electronic counter measures</td>
<td>12-130</td>
</tr>
<tr>
<td>electronic protection (EP)</td>
<td>10-6</td>
</tr>
<tr>
<td>electronic warfare (EW)</td>
<td>2-27, 6-12</td>
</tr>
<tr>
<td>emergency moves</td>
<td>12-33</td>
</tr>
<tr>
<td>encirclement</td>
<td>6-197</td>
</tr>
<tr>
<td>end state, 1-1, 3-1, 11-13</td>
<td>2-65</td>
</tr>
<tr>
<td>enemy avenue of approach</td>
<td>A-26</td>
</tr>
<tr>
<td>enemy contact</td>
<td>5-14</td>
</tr>
<tr>
<td>enemy obstacle system</td>
<td>11-91</td>
</tr>
<tr>
<td>enemy prisoners of war (EPW)</td>
<td>2-47, 10-27</td>
</tr>
<tr>
<td>enemy, 1-14, A-5</td>
<td>6-17</td>
</tr>
<tr>
<td>acquisition of, action on contact, armored</td>
<td>2-4</td>
</tr>
<tr>
<td>assaulting</td>
<td>7-203</td>
</tr>
<tr>
<td>attacking force</td>
<td>7-7</td>
</tr>
<tr>
<td>COA, 6-142</td>
<td></td>
</tr>
<tr>
<td>concept of</td>
<td>8-10</td>
</tr>
<tr>
<td>contact, 6-157</td>
<td></td>
</tr>
<tr>
<td>defense, 6-110</td>
<td></td>
</tr>
<tr>
<td>destruction of, engagement area, forces</td>
<td>6-124</td>
</tr>
<tr>
<td>forces, 6-121</td>
<td></td>
</tr>
<tr>
<td>infantry antitank weapons</td>
<td>7-88</td>
</tr>
<tr>
<td>location, 6-82</td>
<td></td>
</tr>
<tr>
<td>security forces</td>
<td>6-129, 6-167</td>
</tr>
<tr>
<td>situation template</td>
<td>4-59</td>
</tr>
<tr>
<td>engagement area (EA)</td>
<td>7-64</td>
</tr>
<tr>
<td>engagement area (EA), development</td>
<td>7-108</td>
</tr>
<tr>
<td>engagement area (EA), enemy</td>
<td>6-124</td>
</tr>
<tr>
<td>engagement criteria see also trigger</td>
<td>7-67</td>
</tr>
<tr>
<td>engagement techniques see also effects-oriented fire distribution measures</td>
<td>6-38, 6-39, 6-49</td>
</tr>
<tr>
<td>engagement, 6-92</td>
<td></td>
</tr>
<tr>
<td>AO defense</td>
<td>7-193</td>
</tr>
<tr>
<td>criteria, 4-49</td>
<td></td>
</tr>
<tr>
<td>engineer (ENCOORD), CAS</td>
<td>9-91, 10-67</td>
</tr>
<tr>
<td>engineer see also attachments/augmentation</td>
<td>6-111, 6-117</td>
</tr>
<tr>
<td>guard operations</td>
<td>5-45</td>
</tr>
<tr>
<td>in the defense</td>
<td>7-49</td>
</tr>
<tr>
<td>IPB, 4-55</td>
<td></td>
</tr>
<tr>
<td>route clearance</td>
<td>5-66, 11-104</td>
</tr>
<tr>
<td>screen operations</td>
<td>5-32</td>
</tr>
<tr>
<td>security force</td>
<td>6-44</td>
</tr>
<tr>
<td>support, 6-69, 6-113, 6-148, 6-179, 10-71, 11-26</td>
<td></td>
</tr>
<tr>
<td>enhanced position location reporting system (EPLRS)</td>
<td>3-112</td>
</tr>
<tr>
<td>environment</td>
<td>1-1, 1-2</td>
</tr>
<tr>
<td>equipment check</td>
<td>A-18</td>
</tr>
<tr>
<td>escort</td>
<td>5-71</td>
</tr>
<tr>
<td>essential elements of friendly information (EEFI)</td>
<td>10-17</td>
</tr>
<tr>
<td>essential personnel services (EPS)</td>
<td>2-42, 12-3, 12-72</td>
</tr>
<tr>
<td>Excalibur</td>
<td>9-43</td>
</tr>
<tr>
<td>executing operations</td>
<td>3-42 to 3-44</td>
</tr>
<tr>
<td>execution</td>
<td>6-127, A-23</td>
</tr>
<tr>
<td>breaching, 11-87 to 11-96</td>
<td></td>
</tr>
<tr>
<td>CAS, 9-95</td>
<td></td>
</tr>
<tr>
<td>counterattack</td>
<td>7-19</td>
</tr>
<tr>
<td>movement to contact</td>
<td>6-86</td>
</tr>
<tr>
<td>of a delay</td>
<td>7-151</td>
</tr>
<tr>
<td>stability operations, tactical site exploitation</td>
<td>11-25</td>
</tr>
<tr>
<td>withdrawal</td>
<td>7-168</td>
</tr>
<tr>
<td>executive officer (XO), see also chief of staff</td>
<td>2-37</td>
</tr>
<tr>
<td>exploitation kit list</td>
<td>B-12</td>
</tr>
<tr>
<td>TSE, page B-12</td>
<td></td>
</tr>
<tr>
<td>exploitation</td>
<td>6-16, 6-192, 12-1</td>
</tr>
<tr>
<td>operation</td>
<td>2-47</td>
</tr>
<tr>
<td>explosive hazard (EH)</td>
<td>11-97</td>
</tr>
<tr>
<td>explosive ordnance disposal (EOD)</td>
<td>2-27, 12-2, 11-104, 12-130, B-25</td>
</tr>
<tr>
<td>extended area of operations, defense of</td>
<td>7-118 to 7-128</td>
</tr>
<tr>
<td>extraction phase</td>
<td>A-29</td>
</tr>
<tr>
<td>family of scatterable mines (FASCAM)</td>
<td>5-32</td>
</tr>
<tr>
<td>family readiness group (RG)</td>
<td>2-43</td>
</tr>
<tr>
<td>Federal Response Plan</td>
<td>8-117</td>
</tr>
<tr>
<td>feint</td>
<td>6-188</td>
</tr>
<tr>
<td>field artillery</td>
<td>9-69</td>
</tr>
<tr>
<td>field maintenance company (FMC)</td>
<td>12-13</td>
</tr>
<tr>
<td>field maintenance team (FMT)</td>
<td>6-74, 12-11</td>
</tr>
<tr>
<td>field maintenance, sustainment operations</td>
<td>12-118</td>
</tr>
<tr>
<td>field trains command post (FTCP)</td>
<td>2-10</td>
</tr>
<tr>
<td>field trains</td>
<td>12-19</td>
</tr>
<tr>
<td>filing system naming convention, SOP</td>
<td>3-165</td>
</tr>
<tr>
<td>filing system naming convention, SOP</td>
<td>3-165</td>
</tr>
<tr>
<td>Index</td>
<td>Index-6 C1, FM 3-90.5 1 October 2009</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>final attack heading, 9-100</td>
<td>fixing force, 6-91</td>
</tr>
<tr>
<td>final firing position (FFP), A-25</td>
<td>fixing the force, 7-133</td>
</tr>
<tr>
<td>final inspection, A-19</td>
<td>flank guard, guard operations, 5-40</td>
</tr>
<tr>
<td>final protective line (FPL), 7-66</td>
<td>flanking fires, 7-216</td>
</tr>
<tr>
<td>financial management, 12-132</td>
<td>flexibility, 7-30</td>
</tr>
<tr>
<td>fire control measures, 6-21</td>
<td>focus, decisive operations, 1-28, 4-41, 5-10</td>
</tr>
<tr>
<td>engagement priorities, 6-31</td>
<td>follow-on forces, 11-91</td>
</tr>
<tr>
<td>fire pattern method, 6-30</td>
<td>follow-on missions, TSE, B-8</td>
</tr>
<tr>
<td>quadrant method, 6-26</td>
<td>force health protection (FHP), 2-22, 2-24, 12-68, 12-71,</td>
</tr>
<tr>
<td>restrictive fire line, 6-28</td>
<td>force tracking, 7-154</td>
</tr>
<tr>
<td>terrain-based, 6-22, 7-63</td>
<td>Force XXI battle command brigade and below (FBCB2), 3-119 to 3-121, 6-114, 12-27</td>
</tr>
<tr>
<td>threat-based, 7-67</td>
<td>forces, 7-35, 11-122</td>
</tr>
<tr>
<td>fire control, principles, 6-17 to 6-40, 7-62</td>
<td>allocation of, 1-27</td>
</tr>
<tr>
<td>fire direction center (FDC), 2-19</td>
<td>friendly, 1-33</td>
</tr>
<tr>
<td>fire support (FS) coordination, TTP, 9-42</td>
<td>guard operations, 5-48</td>
</tr>
<tr>
<td>fire support (FS), 6-66, 9-1 assets, 9-69</td>
<td>offensive operations, 6-4</td>
</tr>
<tr>
<td>considerations, 6-147 coordination, 9-6, 9-41 during passage of lines, 11-25</td>
<td>formation, 6-53</td>
</tr>
<tr>
<td>fire support coordination measures (FSCM), 2-59, 9-55</td>
<td>forms of contact, offensive operations, 6-12</td>
</tr>
<tr>
<td>fire support coordinator (FSCOORD), 9-17</td>
<td>forward air controller (FAC), 6-68</td>
</tr>
<tr>
<td>fire support execution matrix (FSEM), 9-43</td>
<td>forward defense, 7-95</td>
</tr>
<tr>
<td>fire support officer (FSO), 2-20, 2-59, 9-5, 9-50, 9-93</td>
<td>forward edge of the battle area (FEBA), 7-86</td>
</tr>
<tr>
<td>fire support planning, MDMP, 9-7, 9-8, 9-18</td>
<td>forward observer (FO), 6-44, 9-50</td>
</tr>
<tr>
<td>fire support rehearsal, 9-44, 9-47</td>
<td>forward passage of lines (FPOL), 11-29</td>
</tr>
<tr>
<td>fire support team (FIST), options, 9-4, 9-23 to 9-25</td>
<td>forward support company (FSC), 2-1</td>
</tr>
<tr>
<td>fire, sniper, A-4</td>
<td>forward support medical evacuation team (FSMT), 12-63</td>
</tr>
<tr>
<td>fires cell (FC), 9-4</td>
<td>forward surgical team (FST), 12-53</td>
</tr>
<tr>
<td>fires, 5-15, 5-31, 6-132, 9-1</td>
<td>fragmentary order (FRAGO), 3-15</td>
</tr>
<tr>
<td>firing unit leader, 9-50</td>
<td>fratricide avoidance, CAS, 6-17, 7-84, 9-96, 9-97, 11-4</td>
</tr>
<tr>
<td>first sergeant (1SG), 2-9</td>
<td>frequency hopping, 10-9</td>
</tr>
<tr>
<td>fix, 6-134, 6-168</td>
<td>friendly forces information requirements (FFIR), 2-45</td>
</tr>
<tr>
<td>fixed wing (FW) aircraft, 9-76, 10-46</td>
<td>full spectrum operations, 1-35, 1-36</td>
</tr>
<tr>
<td>functional cells, 2-40</td>
<td>gap crossing operations, 11-110 to 11-122</td>
</tr>
<tr>
<td>global command and control system — Army (GCCS-A), 3-118</td>
<td>global positioning system (GPS), 3-134</td>
</tr>
<tr>
<td>graphic control measures, defense in depth, 7-84</td>
<td>graphics and overlays, 3-155 to 3-158</td>
</tr>
<tr>
<td>ground alert close air support (GCAS), 9-79</td>
<td>ground line of communications, 2-32</td>
</tr>
<tr>
<td>ground-based sensors, 5-58</td>
<td>guard operations, 5-35 to 5-41, 5-44 to 5-48</td>
</tr>
<tr>
<td>handheld interagency identity detection equipment (HIIDE), TSE, B-14</td>
<td>heavy brigade combat team (HBCT), CAB, 1-37</td>
</tr>
<tr>
<td>hasty ambush, 6-97</td>
<td>heavy expanded mobility tactical truck (HEMTT), 12-99</td>
</tr>
<tr>
<td>hasty attack, 6-61, 6-103</td>
<td>heavy expanded mobility tactical truckload handling system (HEMTT-LHS), 12-103</td>
</tr>
<tr>
<td>hasty defense, 6-179</td>
<td>helicopter, landing zone, 7-211, 10-44</td>
</tr>
<tr>
<td>hasty gap crossing, 11-114, 11-116</td>
<td>high explosive (HE), 6-39</td>
</tr>
<tr>
<td>headquarters and headquarters company (HHC), 2-7, 12-9</td>
<td>high explosive dual purpose (HEDP), 6-32</td>
</tr>
<tr>
<td>health and comfort pack (HCP), 12-106</td>
<td>high value target (HVT), 2-45</td>
</tr>
<tr>
<td>health services support (HSS), 2-22, 2-23, 12-2</td>
<td>high-explosive incendiary tracer (HEI-T), 6-39</td>
</tr>
<tr>
<td>heavy brigade combat team (HBCT), CAB, 1-37</td>
<td>heavy expanded mobility tactical truck (HEMTT), 12-99</td>
</tr>
<tr>
<td>heavy expanded mobility tactical truckload handling system (HEMTT-LHS), 12-103</td>
<td>helicopter, landing zone, 7-211, 10-44</td>
</tr>
<tr>
<td>high explosive (HE), 6-39</td>
<td>high explosive dual purpose (HEDP), 6-32</td>
</tr>
<tr>
<td>high explosive dual purpose (HEDP), 6-32</td>
<td>high value target (HVT), 2-45</td>
</tr>
</tbody>
</table>
Index

high-payoff target list (HPTL), 9-28
host nation (HN), 1-4
human intelligence (HUMINT), 2-27, 4-5
human resources (HR), 2-42, 12-2, 12-72 to 12-90
humanitarian assistance, improved, remotely monitored battlefield sensor system (IREMBASS), 5-68
 improvised explosive device (IED), 5-62, 11-98, 11-100 to 11-107
indirect fires, 6-129, 7-182
infantry brigade combat team (IBCT),
infantry squads, ammunition, 6-32
infiltration, 11-134
information assurance (IA), 10-10
information operations (IO), IA, 9-109, 9-122 to 9-124, 10-1
information requirement (IR), AOI, 1-25
information systems (INFOSYS), 2-56, 3-116 to 3-137, 6-105, 10-1
information, assessment, 4-9
CP functions, 3-72
environment, 1-7
perimeter protection, 10-4
protection, 10-1
situational, 3-145
stability operations, 8-15
superiority/dominance, 6-3
variables, 1-7
infrastructure, 8-29
variables, 1-9
insertion phase, A-22
inspections, 6-79, 6-117
integrated system control (ISYSCON), 3-107
integration, 7-180,
intelligence preparation of the battlefield (IPB), 2-45, 3-26, 4-55, 7-33, 11-66
intelligence synchronization plan (ISP), 4-16
intelligence, actionable, 3-16
breaching operations, 11-66, 11-83
feeds, 3-152
human, 4-5
process, 4-7
Prophet, 4-4
screen operations, 5-29
synchronization, 4-6 to 4-9
TSE, B-35
WIT, B-6
intelligence, surveillance and reconnaissance (ISR), 2-27
AA, 11-150
CCIR, 3-24
commander's visualization, 3-24
EA, 6-57
in the CAB, 4-1 to 4-4-5
IPB, 3-26
IR, 3-24
JIM, 4-8
6-56
operations, 3-24
planning, 4-52 to 4-65
scout platoon, 6-57
sniper squad, 6-57
systems, 6-123
tasking matrix, fig. 4-4
UAS team, 6-57
international marine/maritime satellite (INMARSAT1), 3-105
Internet controller (INC), 3-114
Internet protocol (IP), 11-51
Internet, 3-108 to 3-115, 10-18
internment and resettlement operations, 10-26
interpreter. see also linguist, 8-21
interrogation team,
TSE, B-35
Javelin, 6-32
joint document and media exploitation center,
TSE, B-25
joint fires observer, 9-94
joint network node, 3-100
joint surveillance target attack radar system (JSTARS), 3-128
joint terminal attack controller (JTAC), 2-60, 9-88, 9-95
joint, 1-7, 3-110
joint, interagency, and multinational (JIM) considerations, 1-46, 1-48, 4-8, 8-11
KACTIS. see also sniper employment officer, A-34
Land Warrior, 3-146
law and order operations, 10-25
legal support, 12-138
liaison officer (LNO), 2-27
liaison, during passage of lines, 11-23
light band satellile, 3-105
lightweight counter mortar radar (LWCMR), 5-68
limit of advance (LOA), 6-80
limitations, 2-31, 2-32
line of departure (LD), 6-55
linguist. see also interpreter, 8-114, B-25
linkup operations, 11-37 to 11-63
local air defense warning (LADW), 10-57
local area network (LAN), 2-56
local security, 5-70
logistical support, during linkup operations, 11-52
logistics package (LOGPAC), 2-55, 12-15, 12-38
logistics release point (LRP), 4-58, 12-41
long range sniper rifle (LRSR), A-42
long-range advanced scout surveillance systems (LRAS-3), 4-68
M203 grenadier, 6-32
main battle area (MBA), 5-28, 7-2, 7-6, 7-105, 7-153
main body, 6-51
main command post (CP), arrangement, fig. 3-7
main defensive plan, 7-15
main effort, 1-34
maintenance, 12-117 to 12127
man portable air defense system (MANPADS). see also Stinger, 10-34
maneuver and mobility operations, 10-23
maneuver commander, breaching operations, 11-64
maneuver control measures,
clearance of fires, 9-54
maneuver control system (MCS) — Gateway, 3-123
maneuver enhancement brigade, 11-121
maneuver, 6-60, 7-38
  actions on the objective, 6-13
  axis of advance, 6-11
  consolidation and reorganization, 6-14
  control system, 3-122
  counterattack, 7-8
  during MBA engagement, 7-105
  in offensive operations, 6-7
  main body, 6-169
  movement to line of departure, 6-7
  options, 6-62, 6-95
  scheme of, 4-56
  screen operations, 5-30
  space, 5-8
  tactical road march, 6-10
  upon engagement, 6-94
  within BP, 7-199
maps, 3-73
march column, 11-124
mass, 
breaching operations, 11-69
massing effects, in the defense, 7-27
maximum engagement line (MEL), 7-65
meals ready-to-eat (MRE), 12-91
measure of effectiveness (MOE), 9-114
media, 1-7, 8-15
medical communications for combat casualty care (MC4), 3-132, 12-65, 12-66
medical company, 12-53
medical evacuation (MEDEVAC), 2-23, 12-18, 12-59
medical logistics (MEDLOG), sustainment operations, 12-67
medical platoon, 2-22 to 2-24, 12-8, 12-109
medical reporting, 12-65, 12-66
medical surveillance program, 2-24
medical treatment facility (MTF), passage of lines, 11-27
medical/personnel accounting, sustainment operations, 12-84
military assistance to civil authorities (MACA), 8-89
military decision making process (MDMP). see also decision-making, 2-38, 3-6, 3-8, 3-11 to 3-19, 3-20, 7-24, 9-7, B-10
military intelligence (MI), company, 2-27
military police (MP), 2-27, 10-20, 10-22, B-25
military police investigations (MPI), 10-25
military transition team, 8-82
military
  variables, 1-4
mine resistant ambush protected (MRAP) vehicle, 5-53
mission staging operations (MSO), sustainment operations, 12-48
mission, 1-13, 1-38, 1-44
  CAS, 9-77
  alert, A-12
  creep, 8-12
  debriefing, 8-54
  movement to contact, 6-41
  security force, 6-44
  stability, 8-30
  transition, 11-23
TSE, B-10
mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC), 5-37, 7-87, 8-24, 8-62, 9-16, 10-30, 11-22, 11-75, 12-18, A-3 to A-10, B-29
mission-oriented protective posture (MOPP), 10-62
mobile defense, risks to, 7-132, 7-135
mobility, countermobility, survivability (M/CM/S), 2-49, 10-66, 10-68
modified table of equipment (MTOE), 12-107
monitoring, defense preparations, 7-59, 7-149, 7-167
moral, welfare, and recreation (MWR), sustainment operations, 2-42, 12-3, 12-89
mortar fire control system (MFCS), 3-124
mortar platoon, 2-18 to 2-21, 7-91
mortal, 9-71
mortuary affairs, 12-128
mounted forces, 6-111
movement of trains, sustainment operations, 12-31 to 12-26
movement order, tactical road march, 11-138
movement to contact, offensive operations, 6-41 to 6-100
movement tracking system (MTS), 3-134
movement, 7-175, 11-123, 11-139, 11-140, 12-19, A-9, A-24
multinational, 8-82
National Disaster Medical System, 12-54
Naval Criminal Investigative Service (NCIS), TSE, B-25
nested concepts, MDMP, 3-17
net control station (NCS), 3-68, A-18
network operations (NETOPS), 2-56
network, radio, tbl. 3-1
nodal attack, 6-183
noncombatants, 8-13
noncommissioned officer (NCO), 2-9
noncontiguous, 1-23
nongovernmental organization (NGO), 8-14, 11-12
nonlethal weapons, 8-18
non-line of sight (NLOS) systems, 9-1
nonsecure Internet protocol router network (NIPRNET), 3-101
North Atlantic Treaty Organization (NATO), 1-48
objective rally point (ORP), A-25
observation and field of fire, avenues of approach, key
terrain, obstacles and movement, and cover and concealment (OAKOC), 1-16
observation plan, 9-20
observation post (OP), 7-218, observed fire, 7-73
obstacle control measure, 6-70
obstacle intelligence (OBSTINTEL), 4-2, 2-13, 11-83 to 11-85
breaching operations, 11-66
breaching operations, 11-66
occupation of position, A-25
occupation of position, A-25
occupational environmental health surveillance program, 2-24
offensive operations, 1-41, 6-1
characteristics, 6-1 to 6-6
consolidation and reorganization, 6-14, 6-199
direct fire control, 6-17 to 6-40
engagement priorities, 6-31
fire control measures, tbl. 6-1
follow-on missions, 6-16
forms of maneuver, 6-7 to 6-15
fundamentals, 6-1 to 6-16
reconnaissance troops, 4-69
ROE, 6-35
surprise, 6-3
transitions, 6-198 to 6-203
types, 6-41 to 6-195
weapons control status, 6-33
weapons ready posture, 6-32
offensive urban operational framework, tbl. 6-3
operational area, 1-20
operational control (OPCON), 2-21
operational environment, 1-1,
operational timeline, TSE, B-18
operational, area, 1-10
environment, 1-1
information, 2-12
variables, 1-3
operations order (OPORD), 2-53, A-12, A-16
operations security (OPSEC), 10-17
operations, p1-1
AA, 11-141 to 11-152
AMD, 10-31
Army, 1-35
BHO, 11-14
11-64 to 11-96
CBRN, 10-59
civil support, 8-115
clearing, 11-97 to 11-109
COIN, B-6
cordon and search, cover, 5-49
CP, 3-45, 3-46
decisive, 1-28, 1-29
defensive, ch. 7 intro - direct support, 8-119
engineer, 10-66
executing, 3-42 to 3-44
full spectrum, 1-35, 1-36
gap crossing, 11-110 to 11-122
information, 9-109, 10-12
interment and resettlement, 10-26
law and order, 10-25
linkup, 11-37 to 11-63
LOGPAC, 12-37 to 12-50
maneuver and mobility, 10-23
MP, 10-21ons, multinational, 1-48
noncombatant evacuation, offensive, 6-1
passage of lines, 11-22
capital intelligence, 10-29
preparation, 3-23
process, 4-7
reconnaissance, 4-28
relief, 11-1 to 11-13
retrograde, 7-136
screen, 5-25 to 5-33
sergeant major, 3-81, 3-82
shaping, 1-30, 1-31
sniper, A-1
stability, 8-1
sustaining, 1-32, 1-33
sustainment, 12-1
tactical site exploitation, B-1
organization, CAB, 2-1 to 2-27
delay, 7-145
FS, 9-4
paramilitary, 1-4
withdrawal, 7-162
overlay, ISR, 4-58
overwatch, 6-40
parallel planning, 3-12
passage of lines, 6-16, 11-22 to 11-36, 11-46,
passive air defense, 10-39
peace enforcement operations (PEO),
peace operations (PO), peacekeeping operations (PKO),
penetration, 7-114
perimeter defense, in sustainment operations, 12-30
perimeter, area security, 5-57
personal computers, 3-137
personal information management (PIM), 2-42
personnel accountability and strength reporting (PASR), 2-42, 12-72, 12-79
personnel and administration center (PAC), 2-10
personnel information management (PIM), 12-3, 12-72, 12-77
personnel readiness management (PRM), 2-42, 12-3, 12-78
personnel situation report (PERSITREP), 12-81
physical environment, 1-2, 1-10
physical security, IO, 10-15
plan, A-14
ISR, 2-24, 4-21 to 4-25
planning, AO defense, 7-196
attack, 6-107
breaching operations, 11-72
CBRN, 71
commander's intent, 6-55
counterattack, 7-14
defensive operations, 7-31
direct fire, 6-18
force-oriented attack, 6-141
FS, 9-7
intelligence, surveillance, and reconnaissance (ISR), 4-52 to 4-65
linkup operations, 11-43
movement to contact, 6-55
passage of lines, 11-23
perimeter defense, 7-210
relief operations, 11-2
reverse slope defense, 7-214
screen operations, 5-28
security operations, 5-16 to
5-24
sniper operations, A-30
tactical road march, 11-135
platoon,
CAB mortar, 9-73
scout, 4-2
tank-infantry, 1-42
point fire, 7-69
police intelligence operations,
10-29
political,
variables, 1-3
political, military, economic,
social, information,
infrastructure, physical
environment, and time
(PMESII-PT), 1-2
commander’s visualization,
1-12
position, 7-190, A-26
Posse Comitatus Act, 8-88
postal operations,
sustainment operations, 12-
3, 12-75
preclearance, 9-56, 9-62
preparation, 6-116, 6-151
breaching operations, 11-79
counterattack, 7-16
defensive operations, 7-24
linkup operations, 11-56
movement to contact, 6-78
operations, 3-23
sniper mission, A-11
preventive medicine
(PVNTMED),
sustainment operations, 12-
68, 12-69
primary position, A-26
priority targets, 6-66
process,
intelligence, fig. 4-2
ISR, 4-10 to 4-28
operations, fig. 4-2
requirements management,
fig. 4-3
property book officer (PBO),
12-107
property book unit supply,
enhanced (PBUSE), 3-133,
12-101
Prophet, 2-27, 4-4
psychological operations
(PSYOP), 1-46, B-25
public affairs (PA), 2-27
purpose-based framework, 1-
27
pursuit, 6-195
quadrant method, 6-27
quartering party,
AA, 11-144
quick fire plan, 9-18
quick reaction force (QRF), 5-
55, 5-71, 5-76
radar zone, 9-63
radio network, tbl. 3-1
radio transmissions, 10-9
radio,
JTRS, 3-110
raid, 6-185, 6-187
reaction force, 8-64, 12-30
reaction time, 5-8
readiness condition
(REDCON),
convoy security, 5-76
rear guard,
guard operations, 5-39
rearward passage of lines
(RPOL), 11-32
reception, replacement, return-
to-duty, rest and
recuperation, and
redeployment (R5), 2-42, 12-
3, 12-87
reception, staging, onward
movement, and integration
(RSOI), 2-31
reconnaissance and
surveillance (R&S),
UAS, 4-64
reconnaissance handover
(RHO), 4-66 to 4-73
reconnaissance, 6-81, 6-119,
6-152, 6-175, 7-177
AA, 11-144
aerial, 11-125
by fire, 6-40
CBRN, 6-71, 7-50
forms of, 4-30
fundamentals, 4-9 to 4-64
guidance, 4-40
in force, 4-38
limits of, 4-58
pull, 4-42
push, 4-43
route, 5-64
security operations, 5-12
squadron, 1-42
tactical road march, 11-125
tempo, 4-44
recovery and evacuation, 12-
123
rehearsal, 3-27 to 3-41, 6-80,
6-118, 7-58, A-20
breaching operations, 11-81
considerations, 3-35
FS, 9-44
full-dress, 3-36
map, 3-40
network, 3-41
passage of lines, 11-36
reduced-force, 3-37
sketch-map, 3-39
techniques, 3-35 to 3-41
terrain-model, 3-38
types, 3-27 to 3-34
relief in place. see also relief
operations, 11-1 to 11-13
relief operations, 11-1 to 11-13
religious support, 12-134
remotely operated video
enhanced receiver
(ROVER),
CAS, 9-95
reorganization, 6-139
reorganization,
sustainment operations, 12-
49
reorganization,
TSE, B-31
requests,
digital, 3-140, A-28
request for information (RFI),
1-26
required supply rate (RSR), 12-
104
reserve forces, 7-11, 7-19
reserve, 1-29, 7-41
responsibilities,
FS, 9-10
restrictive fire line (RFL), 6-28,
7-78
resupply operations, 12-44 to
12-47
retransmission net, 3-96
retrograde, 6-100, 7-138
reverse osmosis water
purification unit (ROWPU),
12-93
rifle squad,
squad designated
marksman, A-44
rifle, 2-16
risk assessment,
TSE, B-17
risk management, MDMP, 3-10
roadblock, 8-76 thru 8-81, 8-106
role 1 medical support, 12-55 to 12-66
role 2 medical support, 12-67 to 12-71
role 3 medical care, 12-54
rotary wing (RW) aircraft, 9-76, 10-38
route clearance, 11-104, 11-105, 11-100
route reconnaissance, 4-31
route security, 5-60 to 5-69
routes, passage of lines, 11-23
RQ-11 Raven, 4-61 to 4-65
rules of engagement (ROE), 2-15, 6-35, 8-31, 8-67, 8-98, A-31
rules of interaction (ROI), 7-56, 8-37
S-1/S-1 section (human resources officer/section), responsibilities, 2-10, 2-42, 12-3, 12-23, 12-85
S-2/S-2 section (intelligence officer/section), responsibilities, 2-44, 2-45, 7-59, 9-92, 10-19
S-3/S-3 section (operations officer/section), responsibilities, 2-20, 2-46 to 2-53, 3-53, 9-90
S-4/S-4 section (logistics officer/section), responsibilities, 2-10, 2-54, 3-55, 5-83, 6-73, 12-1, 12-4, 12-22, 12-38
S-6/S-6 section (signal [C4 operations] officer/section), responsibilities, 2-56, 11-39, 11-50, 12-5
S-9/S-9 section (civil-military operations staff officer), responsibilities, 2-57
sanitation, 2-24
satellite communications (SATCOM), 2-32
satellite, Ku, 3-101
satellite, tactical, 3-104 to 106
scatterable mines (SCATMINE), 7-26
scheme of fires, 9-17
scheme of maneuver, 4-56, 6-109, 7-146, 7-166
scheme of maneuver, development of, 6-65
scout platoon, responsibilities, 2-12, 2-14, 6-78, 7-89
screen operations, 5-25 to 5-33
screening in depth, 4-71
search, 8-69 thru 8-73, 8-99, 8-101, 8-103
search, in TSE, B-29
secret Internet protocol router network (SIPRNET), 3-101
security area, 5-18, 7-3, 7-98, 7-104, 7-152, 10-24
security during movement, sustainment operations, 12-32
security force, responsibilities, 5-10, 5-17, 5-62, 6-44, 7-5
security mission, ending, 5-21
security operations, convoy, 5-4, 5-5 to 5-24, 5-72 to 5-83
security, AA, 11-149
AO defense, 7-191
base defense, 7-212
civil, 8-26
defensive operations, 7-25
defense, 8-54
for indigenous authorities, 8-58
in the defense, 7-179
of sustainment elements, 12-29
posts, 8-59
rear, 6-54
reverse slope defense, 7-217
shaping operations, 1-31
withdrawal, 7-163
see the battle. see also commander's visualization, 3-47
sensitive site exploitation (SSE), B-3
sequential fire, 7-74
shaping operations, 1-30, 1-31
short-range air defense (SHORAD), 4-38, 10-34
signal operations instructions (SOI), 10-9
signal, intelligence, 4-4
IPB, 4-55
support, 3-84 to 3-137
simultaneous fire, 7-71
single channel ground airborne radio system (SINCGARS), 3-99, 3-113
site exploitation (SE), B-1
situation template (SITEMP), 4-59, 11-102
situational awareness (SA), 3-117
situational information, 3-120, 3-145, 3-148, 3-159
situational obstacles, 6-166
situational understanding (SU), 6-82, 8-50
sniper employment officer (SEO), A-1, A-133
sniper employment. see also sniper operations, A-1
sniper operations, METT-TC, A-3 to A-10, A-30
urban operations, A-2, A-31
counter-sniper, 2-15
mission, A-3 to A-10, A-21
preparation, A-11
squad, 2-15 to 2-17
team, A-1, A-41
weapons system (SWS), A-41
social, variables, 1-6
special operations forces (SOF), 1-46
special staff, 2-58 to 2-61
spitfire, 3-104
spoiling attack, 6-191
squad designated marksman, A-44
stability operations, 1-43, 6-203, 8-2, 8-5, 8-16, 8-22, B-9
staff, CAB, 2-33 to 2-61
coordinating, 2-40, 2-41
during attack, 6-106
MDMP, 3-8
personal, 2-35
responsibilities, 2-41
| special, 2-58       | target array,         |
| staff judge advocate (SJA), 8-32 | guard operations, 5-48, 7-76 |
| standard Army management information system (STAMIS), 12-12 | target reference point (TRP), 6-23 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | target synchronization matrix (TSM), 9-113 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | target, acquisition, 9-98 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | identification, 9-99 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | of opportunity, 9-58 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | overkill, 6-17 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | processing guidance, 9-61 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | targeting process. see also decide, detect, deliver, and assess (D3A), |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | FS, 9-27, 9-36, 9-37, 9-110 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | guidance, 9-122 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | life cycle, 9-111 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | meeting, 9-38, 9-113 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | task organization, |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | CAB, 1-49, 1-50, 7-36, 8-62 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | task, TSE, B-11 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | stability operations, 8-22 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | team leader (TL), TSE, B-23 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | team, civil affairs, B-25 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | COLT, 9-21 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | company, 3-152 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | FMT, 12-11 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | FS, 9-22 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | route clearance, 11-104 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | sniper, A-1, A-32 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | tank-infantry, 1-42 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | technical intelligence (TECHINT), route clearance, 11-104 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | technique, C2, 3-138 to 3-167 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | technique, rehearsal, 3-35 to 3-41 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | stability operations, 8-55 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | tempo, reconnaissance, 4-44, 6-5 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | terrain management and control measures, during passage of lines, 11-23 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | terrain, 1-16, 6-144, 7-34, A-7 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | analysis, 5-18, 6-153, 7-97 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | attack, 6-104 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | terrain-based quadrant, fire control measure, 7-77 |
| standing operating procedure (SOP), considerations, 3-159 to 3-166 | terrain-oriented attack, |
urban area, 6-181
theater medical information program (TMIP), 3-132, 12-65, 12-66
threat, air, 10-35
asymmetric, 1-14
challenges, 1-15
forces, 5-68
ground maneuver forces, 5-55
ground reconnaissance, 5-55
level, B-27
nodal defense, 7-220
symmetric, 1-14
warning conditions, 10-56
threat-based fire control measures, 6-29
time of suppression, 6-39
time, 1-18, 5-20, A-0
variables, 1-11
time-distance relationship, in the defense, 7-45
top-down fire plan, 9-27
toxic industrial materials (TIM), 10-64
tracer on target (TOT), 10-47
traffic control point (TCP), 11-41
traffic control point, 8-106
training, during relief, 11-12
transfer of authority (TOA), 11-10
transfer of information, relief operations, 11-3
transition to civil authorities, 11-13
transition, 7-182
transitional situation, 7-219
transportation coordinator’s automated information for movement system II (TC-AIMS II), 3-135
transportation, assets, 12-113 to 12-116
trigger. see also engagement criteria, 7-67
troop leading procedures (TLP), 3-20 to 3-22
troops, 1-17, A-8
reconnaissance, 4-67, 4-68
reserve, 1-29
safety, 9-96
tube launched, optically tracked, wire guided (TOW) weapons system, 10-48
UAS, ACA, 4-58
UH-60 Blackhawk, MEDEVAC, 12-63
unit basic load (UBL), 12-91
unit maintenance collection point (UMCP), 3-56, 12-18
unit ministry team (UMT), sustainment operations, 12-7
unit reporting, sustainment operations, 12-81
unit trains, 12-16
unity of command, 3-18
unity of effort, 3-16, 8-11
unmanned aircraft system (UAS), 3-128, 10-36
RQ-11 Raven, 4-61 to 4-65
unmanned aircraft system (UAS), surveillance, 4-61 to 4-65
urban area, attack, 6-181
urban area, delay, fig. 7-9
urban operations, sniper employment, A-2, A-31
US Air Force (USAF), 1-37
US Marine Corps (USMC), 1-46
USAF air support operations center (ASOC), 9-80
vehicle commander (VC), 10-49
very small aperture terminal (VSAT), 3-106, 12-28
visualize. see also commander’s visualization, 1-12, 8-86
voice over Internet protocol (VOIP), 10-9
volley fire, 7-75
warfighter information network-tactical (WIN-T), 3-109
warfighting function (WFF), ch 3 intro
wargaming, TSE, B-26
Warlock, 5-74
warning order (WARNO), parallel planning, 3-12, 3-31, A-13
warning, 5-6
weapons
control status, 6-33
free, 6-33
hold, 6-33
ready posture, 6-19, 6-32, 6-36
sniper, A-43
systems, 10-43
tight, 6-33
weapons of mass destruction (WMD), 1-15, 8-5
weather, 1-16, 9-102, A-7
withdrawal, 7-158 to 7-152, 7-159, B-33
zone management, 9-67
zone reconnaissance, 4-35
zones of responsibility (ZOR), 9-60
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