

Army Design Methodology for the Regionally Allocated Battalion

by LTC Christopher S. Mahaffey, MAJ John W. Denney and 1LT Victoria C. Hulm

The Army Operational Concept charges U.S. Army forces to “engage regionally to ensure interoperability, build relationships based on common interests, enhance situational awareness, assure partners and deter adversaries.”¹ Since then, that policy has been implemented as regionally aligned forces (RAF).

The 5th Squadron, 7th Cavalry, participated in RAF – along with the rest of 1st Armored Brigade Combat Team (ABCT), 3rd Infantry Division – in Europe during three three- to six-month rotations to several European nations, often as the only U.S. element in-country. Each nation posed a different set of challenges and circumstances in building interoperability, assurance and deterrence, which demanded greater conceptual development than is usual during the military decision-making process (MDMP).

During the squadron’s latest rotation to Hungary, 5-7 Cav found that the Army Design Methodology (ADM) was helpful for coalescing the complexity and ambiguity of a regional environment into feasible operational objectives possible for a battalion-level staff to conduct with some modification. ADM was also worthwhile for the focus and synergy produced among commanders and staff despite challenges to effective evaluation and assessment.

We will explore the practical application and limitations of ADM in hopes of providing a guide or inspiration to other regionally allocated battalions.

Background

Before describing what 5-7 Cav did, it’s important to show why ADM was used in the first place, to describe briefly what it is and to illuminate the challenges impeding battalion-level application of ADM.

Army Technical Publication (ATP) 5-0.1, *Army Design Methodology*, provides a helpful section devoted entirely to when to employ ADM. The ATP states, “When problems are hard to identify or the operation’s endstate is unclear, commanders may initiate ADM before the headquarters engages in detailed planning.”² Those conditions applied for 5-7 Cav; its mission in Europe was “Task Force 5-7 Cav conducts unified land operations as part of the [RAF] mission from March 28 to Sept. 14 to improve U.S./North Atlantic Treaty Organization (NATO) force-training readiness, promote regional stability and security, strengthen the NATO alliance and foster trust while improving interoperability with the multinational forces.”

The broad mission statement provided a multitude of unanswered questions that required clarification before detailed planning as part of MDMP could begin. What elements of training readiness could 5-7 Cav feasibly improve while in Hungary for ourselves and for our Hungarian allies? What is the state of U.S.-Hungarian relations within the framework of the NATO alliance, and how can 5-7 Cav affect relations positively? Evidently, even at battalion level, conceptual planning was necessary for effective detailed planning.

Within the context of RAF, this should not be surprising. The brigade commanded forces distributed among nine countries, each with different cultures, security relationships and actors. The brigade staff did not have the time or personnel to tailor a specific mission for each battalion, so it relied upon the battalions’ disciplined initiative to act within the commander’s intent according to the situation’s specific needs and opportunities.

While 5-7 Cav and 1st ABCT faced these challenges in Europe, a Strategic Studies Institute paper articulated a similar challenge in Africa: “[T]he 2nd Brigade, 1st Infantry Division, Soldiers supporting operations in Mali are 2,000 miles from U.S. Army Africa headquarters. The dispersed nature of RAF missions and relatively few communications enablers necessitate an exceedingly clear understanding of commander’s intent. When facing unforeseen circumstances far from authority with little supervision, Soldiers must successfully exercise initiative to complete the mission in accordance with the commander’s intent.”³

The 5-7 Cav used ADM to develop the “exceedingly clear understanding of commander’s intent” that 2nd Brigade, 1st Infantry Division, had identified and to determine the right areas in which to apply initiative.

Conceptual planning as part of ADM focuses on what to do and why do it rather than how to do it. The latter comes in detailed planning once “what” and “why” have been answered. ADM applies “critical and creative thinking to understand, visualize and describe unfamiliar problems and approaches to solving them”⁴ and is followed by MDMP to develop a specific course of action and produce an order.

ADM proceeds through three stages of “framing.” The first focuses on the operational environment, particularly the current state and the desired endstate upon conclusion of an operation. Second, framing the problem identifies the differences between the trajectory of the current state and the desired endstate, identified as tensions, which in turn coalesce into “a set of interrelated problems.” Finally, the commander details the operational approach, including broad actions and the means to solve identified problems as part of framing the solution.

Doctrinally, each of these frames would include a narrative and visual model developed by a collaborative and diverse team of staff, with input from the commander.⁵ A variety of factors normally deters battalion-level organizations from pursuing this process and, indeed, prevented 5-7 Cav from applying ADM as it is doctrinally described.

Battalion-level challenges

Time and personnel are foremost among the challenges to applying ADM at battalion level. ATP 5-0.1 recommends distributing conceptual and detailed planning either in time by conducting one step, then another, or among groups of people by having a planning team for each that collaborates regularly.⁶ The 5-7 Cav, like many battalions, did not have the luxury of either.

The squadron entered Hungary following a combat-training center rotation and a major multinational exercise in Poland. Both events consumed 5-7 Cav’s staff functions and prevented effective long-range planning. Limited planning conferences before arriving in Hungary also inhibited a shared understanding of the constraints and limitations before the unit actually arrived. In-country, the staff had two subject-matter experts (SME) – an officer in charge (OIC) and a noncommissioned officer in charge (NCOIC) – in each specialty-staff section (S-1, S-2, S-4 and fires). There were four SMEs in operations (the S-3 and his/her assistants). One of the experts per staff section was usually engaged in current operations at any given time, leaving a small contingent focused on planning; this small group could not easily be further divided between conceptual and detailed planning.

Impact of education level

The difference in education between a battalion-level staff and the brigade- and higher-level staffs who normally execute ADM is also notable. Battalion staffs have only three field-grade officers who are formally educated in ADM as part of intermediate-level education and have probably applied ADM as part of a higher staff: the executive officer, S-3 and commander. Most battalions have a handful of post-career-course captains who have received cursory education on ADM but who have no practical experience. Brigade and higher staffs, on the other hand, have greater numbers of field-grade officers who can bring experience and expertise. In contrast, executive officers and S-3s on battalion staffs who execute ADM must educate most of their subordinates about what ADM is before planning can begin.

The 5-7 Cav’s response to these limitations on personnel, time and education was to start the process with heavy commander input to give the staff greater direction initially and then proceed with a more structured version of ADM, which achieved the collaboration, creativity and criticality necessary but largely eschewed onerous narratives and visual models.

The commander’s input to ADM jump-started the staff to get them moving forward on the three frames of ADM. At the squadron level, the commander must drive the operations process using his/her experience to focus the staff.

The following paragraphs cover that jump-start and follow each frame sequentially before addressing how 5-7 Cav approached reframing and assessing.

Jump-starting ADM

The 5-7 Cav's commander defined for the staff the broad operational approach, which was adapted from the vision he had articulated upon taking command a year earlier. This operational approach identified four lines of effort (LoE), endstates for those LoEs and sample activities for each line (Figure 1). Critically, only one of the identified LoEs actually related to the expressed mission of 5-7 Cav in Europe, "win!" The other three LoEs reflected broader goals that extended beyond RAF. The commander was in the best position to know and articulate those goals.



Figure 1. Commander's initial operational approach.

Portions of the squadron had rotated back and forth to Europe two times during the past year, never spending more than three months at home station. The 5-7 Cav had already spent three months in Europe upon arrival in Hungary. Adequately stewarding morale and personnel readiness as part of the "take care of troopers" LoE was necessary to maintain a capable force.

Similarly, the "train hard and develop leaders" LoE reflected 5-7 Cav's next mission at the National Training Center (NTC), which would begin only six months after returning from Europe. The very limited time at home station to execute a full training progression meant the squadron needed to capitalize on its time in Hungary to develop crews and teams.

Finally, the "take care of equipment" LoE reflected the need to turn in the European Activity Set equipment before redeployment. Maintaining that fleet to the highest standards possible, despite long supply lines and limited maintenance facilities, preserved the Army's ability to project power in Europe through prepositioned equipment.

Defining LoEs and an endstate prior to fully framing the operational environment and the problem certainly dampened staff dialogue and creativity. Reciprocally, however, it focused the dialogue and creativity of an inexperienced staff onto problems with more structure so less time and effort was wasted on how to begin.

The commander also used the predefined LoEs to task-organize the staff. The "train hard and develop leaders" LoE became the S-3 shop's focus, while the S-1 and fire-support officer took the lead on "win!" with the assistance of the S-2 and the advice of a supporting civil-affairs (CA) team (not co-located with 5-7 Cav). The executive officer, S-4 and squadron maintenance officer (SMO) led the "take care of equipment" LoE. Finally, the operations sergeant major led a group of enlisted representatives from each troop to address the "take care of troopers" LoE since those representatives presumably had the best understanding of what was affecting troopers.

Each of these groups was responsible for the conceptual and detailed planning associated with its LoE.

Framing operational environment

The commander's operational approach did not include a written current state, but before publishing it to the staff, the commander discussed the current state in depth with the primary staff officers to achieve a common initial understanding. Each staff element then conducted its own analysis to determine the current state of the specific LoE.

Each LoE fit to a different type of environment frame. "Train hard and develop leaders," for instance, could be expressed as a matrix of the unit's mission-essential task list (METL) and each task's feasibility in Hungary. "Take care of equipment" did not need further articulation, as the fleet-maintenance status was constantly maintained by the SMO and troop executive officers. A map of stakeholders and issues for the "take care of troopers" LoE (Figure 2) shows areas of convergence where issues have greater impact. The 5-7 Cav troopers consistently brought up pay and mail (in other words, connection with home) to the chain of command as areas of concern that reflected important convergence areas between troopers and their families.

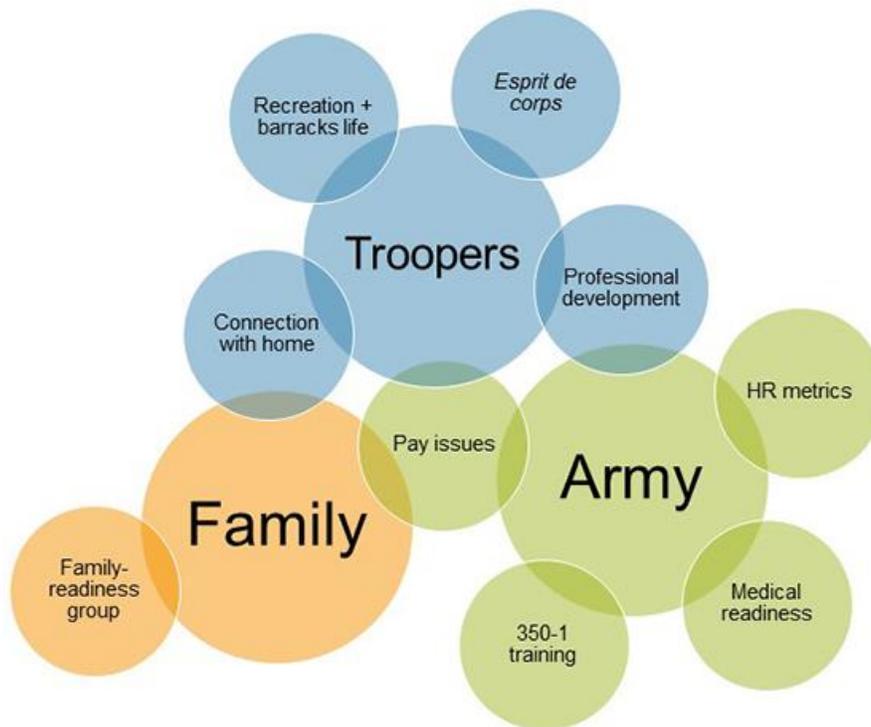


Figure 2. "Take care of troopers" environment frame.

"Win!" represented the most complex LoE because it focused on relationships and perceptions of Hungarian, American and other foreign actors. Figure 3 shows a map of those actors, relationships and media. "Assurance" and "deterrence" required 5-7 Cav to have a positive effect on the Hungarian government, Hungarian public and other European nations – within and out of NATO – indirectly through second-order relationships and media. Interoperability was achieved by the direct military-to-military interaction between 5-7 Cav and Hungary's 2nd Battalion, 25th Infantry Brigade. Although 5-7 Cav never created a definitive narrative on the current operational environment, the staff achieved a common understanding of the current state through group discussions.

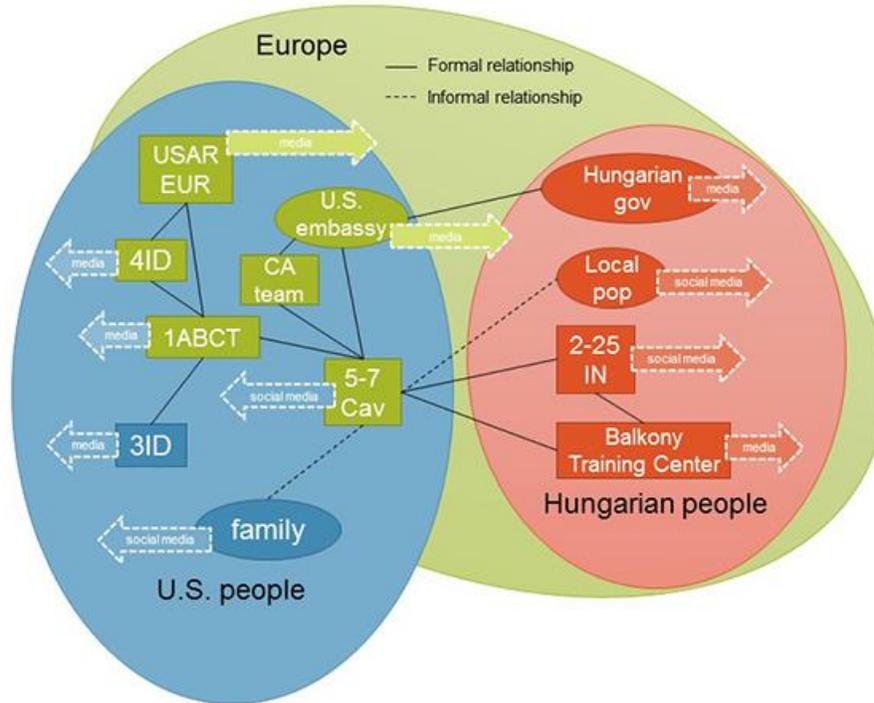


Figure 3. "Win!" environment frame.

This common understanding also reflected the basics of 5-7 Cav's initial relationship with the relevant actors as well as some projection for how the environment would trend. The Hungarian military was very interested in working with U.S. forces, so those relationships would likely trend positive even without concerted effort. Local-populace support, on the other hand, was initially positive but could trend negative with mundane events (for example, minor traffic accidents with logistics convoys or cultural disapproval of off-duty troopers) if 5-7 Cav did not make an effort to induce positive interaction and mitigate risk. Amid many other distracting operations, brigade and higher headquarters would likely notice only negative events if not actively induced to see 5-7 Cav's positive efforts. The other three LoEs largely represented internal readiness, which would naturally atrophy if not maintained.

The endstate articulated by the commander's initial operational approach stood largely unrefined at this stage. While framing the solution, more detailed objectives were determined since framing the problem would illuminate the tensions, limiting or changing those objectives.

Framing the problem

Since each LoE distinctly defined current and desired endstates, the differences between those two states, or the problems, were defined independently as well. ATP 5-0.1 describes three types of problems: well-structured, medium-structured and ill-structured. This provides a helpful framework to discuss not only the varied content of each LoE but also the varied natures. Well-structured problems are easy to identify and can be solved by perfecting an established technique. In contrast, medium-structured problems have a higher degree of interactive complexity, so while the problem may be easily identified, solutions will have to be adjusted to changing conditions. Finally, ill-structured problems are the most complex and dynamic, so leaders may disagree on the characteristics or even feasibility of the desired endstate and on the nature of the problems.⁷

"Train hard and develop leaders" was 5-7 Cav's most well-structured problem. The problem was self-evident: 5-7 Cav needed to train METL tasks relevant to the direct-action environment at NTC while incorporating the available Hungarian units. Success required application of routine planning for training. Challenges in execution, such as a lightning strike that disabled the target-control mechanisms on the Hungarian gunnery range, were addressed by simply reassessing which training objectives were feasible and prioritized and adjusting orders appropriately.

On the other hand, challenges in execution transformed the well-structured “take care of equipment” LoE to a medium-structured problem because those challenges changed the nature of the situation. For reasons transparent to and above 5-7 Cav, supplies (including parts for all vehicles) were not delivered in a timely manner to 5-7 Cav’s forward-support troop located at a nearby airbase. As a result, 5-7 Cav had to transport supplies across almost 400 miles and two international borders from Germany to maintain its equipment but without abandoning force protection or straining Hungarian tolerance of military vehicles on civilian roads. Success in this LoE required adapting and perfecting the solution over time.

The remaining two LoEs were ill-structured, presenting high degrees of both structural and interactive complexity. The problems with “take care of troopers” were often niche and unconnected in and of themselves. In aggregate, however, the problems compounded to exacerbate troopers’ experiences. For instance, the contracted laundry service was unaccustomed to such large volume so troopers experienced delays in service and lost or damaged items. After field exercises in Germany and Poland, many troopers arrived in Hungary with damaged uniforms. Mail did not arrive in Hungary for many weeks so troopers had very few serviceable uniforms without any prospect of replacing them. In this way, unrelated causes had very related consequences.

A myriad of other challenges with similar complexity depressed trooper well-being, but success in this LoE was difficult to define, much less achieve, since trooper welfare was essentially subjective and uneven across the squadron.

“Win!” represented the most quintessential ill-structured problem of all. Leaders within the squadron disputed whether a battalion-sized element could achieve deterrence, assurance or interoperability, much less how to pursue any of them. Although challenges to assessment will be covered in greater depth following, refining understanding of the problem and applying adaptive iteration as prescribed by ATP 5-0.1 was severely handicapped by 5-7 Cav’s inability to assess assurance, deterrence or interoperability. The 5-7 Cav had only subjective assessments from various leaders to judge the status or progress in these areas. Subsequently, the staff’s understanding of the operational environment shown in Figure 1 barely changed or developed during the two-month rotation. More important, the tensions around developing assurance, deterrence and interoperability in Hungary never became clear, which prevented 5-7 Cav from developing a targeted solution.

Framing the solution

Framing the solution creates the conceptual plan to address the tensions identified in the “framing the problem” step in the form of an operational approach. ATP 5-0.1 provides several intermediate steps to match problems with solutions, most of which do not apply in a RAF environment. RAFs generally deploy to areas that lack an adversary and already experience a stable peace. Therefore, RAFs can forgo identifying decisive points, defeat mechanisms and stabilization mechanisms. Centers of gravity, however, remain a useful construct for assessing priorities in some LoEs, if not in all circumstances. As discussed previously, the convergence of family and trooper interests was the center of gravity for the “take care of troopers” LoE, which led to mail and pay issues becoming priorities. In the initial iteration of framing a solution, however, many of these issues were unknown and would only come to fruition in time.

For the ill-structured LoEs, the solution was so vague, diverse or unidentifiable that 5-7 Cav bypassed framing a linear solution and instead identified discrete objectives that the staff judged would help move toward the desired endstate. Figure 4 shows an operational approach from the beginning of 5-7 Cav’s rotation after the staff elements added supporting objectives plotted over time. This approach did not give the intellectual comfort of a neat narrative moving the unit progressively closer to its endstate. However, the chart did help the staff visualize tempo across all the LoEs and did aid them in seeing how phases would shift focus among LoEs. Initially, a lot of focus was devoted to improving trooper quality of life so that efforts in that area could be enjoyed for the maximum amount of time.

During 5-7 Cav’s time in Hungary, the most effort went to “train hard and develop leaders” and “win!” However, during the last week before rail operations to take the squadron back to Germany, the focus shifted exclusively to “take care of equipment.” In this way, the staff visualized the solution to the well-structured problem, then identified where there was space and time to include support for the ill-structured problems that lacked a clear solution.

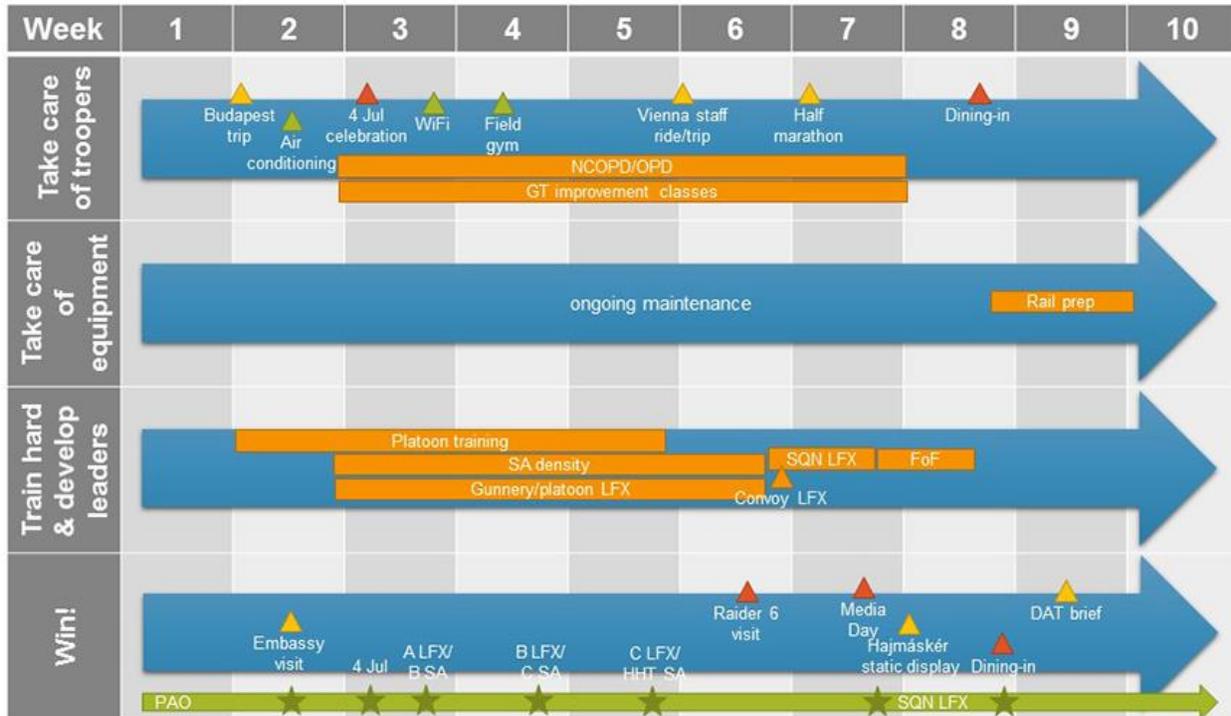


Figure 4. Detailed operational frame.

Assessment and reframing

The solution frame did not remain constant, especially as the problems that needed solution evolved as opportunities were presented. To reap the full benefit of ADM, 5-7 Cav incorporated it into the squadron’s regular battle rhythm. Partially because the staff was broadly unfamiliar and uncomfortable with ADM, 5-7 Cav implemented reframing as a more familiar cycle: targeting. Each supporting objective was recast as a target,⁸ and each staff element created a target-synchronization matrix, reflecting its LoE’s targets (Figure 5).⁹ Detailed information on each target was displayed as a baseball card (Figure 6).¹⁰ As each event, activity or initiative differed so widely from every other, no two baseball cards looked the same, but most contained a timeline, description and graphic or photograph. Commonly, they also displayed requests for information and coordinating instructions for tasking subordinate units. Each target had its own OIC, usually from within the staff element responsible for the applicable LoE. The OICs conducted their own open-source research and coordination with the Hungarian military or civilian authorities to develop their target, create a plan and produce supporting products (for example, concept of operations, strip map or biographies on key personalities).

“Win!” targets							
Decide	Detect			Deliver		Assess	
Target	Target number	Asset/OIC	Location	Date	Delivery unit	Measure of performance	Measure of effectiveness
Raider 6 visit	AR7050	1LT Smith	Camp Ujmajor	July 27-29	5-7 Cav	Training exercises observed out of those planned	Feedback from Raider 6
Air Force Day	AR7080	1LT Jones	Central Training Area	July 27	5-7 Cav		

Ambassador visit	AR7060	1LT Smith	Central Training Area	Aug. 8, 9, 11	5-7 Cav	Training exercises observed out of those planned	Feedback from ambassador or members of her staff
Static display	AR7025	1LT Jones	Hajmáskér	Aug. 12-13	Troop C	Personnel and vehicles present out of number requested	Response from Hungarians through social or traditional media
DAT visit	AR7065	1LT Smith	Central Training Area	Aug. 8, 9, 11	5-7 Cav		Feedback from DAT
DAT outbrief		1LT Smith	U.S. Embassy in Budapest	Aug. 23	5-7 Cav		

Figure 5. Targeting synchronization matrix for “win!” LoE targets.

AR7025: Hajmáskér Static Display	
Troop: Crazyhorse	
Who	SCO, CSM, 1 BFV, 1 humvee, 2 HDV vix
When	Aug. 12-13
Where	34T BT 83264 31557
Timeline:	
Aug. 12	
1700 – opening ceremony	
Aug. 13	
0800 – roads closed	
0845 – vehicles staged	
0900 – SCO speech	
1300 – vehicles depart	
RFIs:	
1. BFV, humvee signs	
2. Interpreters	
<p>Aug. 12: SCO and CSM attend opening ceremony at Hajmáskér Museum followed by dinner and a toast. HDF soldiers will attend, along with several other organizations, including a community outreach and battle re-enactors.</p> <p>Aug. 13: CA team is coordinating with local police to shut down the road from 0800-0830 to allow 1 BFV, 1 humvee, and 2 HDF vehicles to drive into town with a police escort. Primary route uses tank trail from CTA to the Hajmáskér Museum (about 600 meters). Lunch will be provided for seven U.S. troopers.</p>	

Figure 6. “Target” baseball card.

Working groups for each LoE were held every week, where OICs briefed their progress. All the members validated targets for operational feasibility and for compliance with the desired endstate. These working groups could nominate new targets or brainstorm improvements to ongoing initiatives for presentation at the weekly targeting decision briefs. The squadron commander chaired targeting decision briefs and held final authority over whether a nominated target would be executed, altered or discarded. Since all LoEs came together during targeting decision briefs, these also represented opportunities to coordinate and share information across LoEs.

Furthermore, the squadron’s Public Affairs representative, the CA team devoted to Hungary and a representative from Hungary’s 2-25 Infantry were invited to participate in the “win!” LoE targeting meetings and the target decision briefs. Although 5-7 Cav did not control these organizations, including them in the process not only shared information and brought new insights into 5-7 Cav’s operations but also provided a way to shape these stakeholders’ actions to unify all efforts.

While a deliberate reframing never took place, the commander used the daily update briefs, including open-source intelligence and troop-commander feedback, to shape his and the staff's mental running estimates. During weekly targeting meetings, the mental running estimates of everyone involved fed group discussion and reshaped the common understanding of the operational environment, problems and 5-7 Cav's impact.

Benefits and limitations

The limitations to creativity and criticality of 5-7 Cav's implementation of ADM cannot and should not be ignored; however, the focus, collaboration and synergy achieved overcame any drawbacks to ADM. Simply conducting ADM provided valuable training to the staff.

Starting with the initial operational approach prevented the staff from producing a truly innovative or fresh approach. The commander applied his philosophy and mental framework to the situation, which, while efficient, curtailed the unassuming, collaborative brainstorming that usually underpins design. In 5-7 Cav's situation, this shortcut was likely necessary to bring the staff to workable frames in the time available. Battalion commanders need to take a more active role in guiding staff work than their brigade or division counterparts due to the inexperience of their staffs. Home-station practice on ADM may empower the staff to apply broader creativity and produce a shared understanding of design or to begin framing the operational environment and its problems in the RAF environment.

Critical thinking was limited by two distinct forces. First, objective assessment of the ill-structured LoE was practically impossible. Using the "win!" LoE as the most potent example, deterrence relies on creating an impression on an adversary, but 5-7 Cav had no means to collect or process outside intelligence that would illuminate the impressions of adversaries. Without language proficiency, 5-7 Cav could not monitor any media, even in the local area, to gauge assurance. The only feedback mechanism was through English-speaking Hungarian officers and NCOs, who were uniformly friendly to the U.S. presence. Second, without an oversaturation of events or initiatives to prompt prioritization, 5-7 Cav made no concerted effort to create a subjective assessment standard.

During a 2014 RAF mission in Kuwait, 2nd Brigade, 4th Infantry Division, used a similar targeting-style process to the one 5-7 Cav implemented but developed a matrix for each event, assigning numerical values based on several characteristics. These were then totaled to create a qualitative score for each event.¹¹ Although the creation of the matrix was subjective, applying the same standard across all events provided a level of objectivity not otherwise present. Without an available or fabricated assessment mechanism, 5-7 Cav never re-evaluated its initial understanding of the environment or assumptions, which may have prevented the squadron from recognizing the need or opportunity to adapt.

Despite the lack of effective assessment, 5-7 Cav succeeded in remaining focused on the endstates of every LoE. Even to the end of the rotation, the squadron continued to seek and capitalize on opportunities to improve relations with the Hungarians and to build assurance, deterrence and interoperability to the best of our understanding. The ADM kept 5-7 Cav from doing only the measurable things: maintaining equipment and improving internal training readiness. While items appearing on quarterly training briefs are the proverbial low-hanging fruit, resisting the temptation to only improve home-station statistics instead of maximizing benefit across all LoEs made ADM, even in its limited form, worthwhile.

Furthermore, battle-rhythm events built around LoEs kept the staff communicating with one another and synchronizing efforts. Incorporating enlisted troop representatives in the "take care of troopers" LoE broadened that collaboration beyond the staff and commanders, and it discernably improved the squadron's situational awareness. Finally, each targeting decision brief included troop command teams so that not only was the squadron commander providing input and direction to the staff, but troop commanders could also articulate their needs and concerns in the same forum. In aggregate, these interactions produced a combined effect greater than each staff element could have individually.

Beyond the benefits during the RAF rotation, conducting ADM and a modified targeting cycle produced valuable experience to those involved. Rather than applying an *ad hoc* process to each environment, the staff and troop command teams experienced planning and operations in ways they can easily apply in other environments. Much has been made in this article of the inexperience of battalion-staff captains and lieutenants, but those same

Soldiers moved forward from this rotation with insight and practice they can take to the next mission and to their next battalion.



Figure 7. SPC John Boyle, 5-7 Cav, meets a Hungarian girl and her family during his unit's static display at a village festival Aug. 14, 2016, in Hajmáskér, Hungary. (U.S. Army photo by SPC Ryan Tatum, 1st ABCT Public Affairs Office)



Figure 8. SSG Aaron Brewster, 5-7 Cav, acts as a "safety" for a 2nd Battalion, 25th Regiment, Hungarian Defense Force (HDF) soldier during a stress shoot June 14, 2016, that incorporated both Hungarian and U.S. Soldiers at the Central Training Area in Hungary. (U.S. Army photo by SPC Ryan Tatum, 1st ABCT Public Affairs Office)

Conclusion

Operating in a regionally aligned environment challenges each unit to adapt to that location's unique culture and set of actors, to pursue lofty strategic goals that are difficult to observe at a tactical level and to perform beyond the planning support of higher headquarters. ADM helps develop the conceptual understanding needed to transform this complexity into a coherent operational approach. The 5-7 Cav's experience demonstrated that ADM is feasible for a battalion staff to execute. Although that execution sacrifices some criticality and creativity, synergy among a focused staff collaborating with Soldiers and command teams produced a level of success that not only made ADM worthwhile to 5-7 Cav, but also makes it worth repeating by other units in other environments.

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MAJ John Denney is S-3 of 5-7 Cav. His previous assignments include J-35, U.S. Forces-A; Bagram, Afghanistan; deputy chief of operations, 3rd Infantry Division, Fort Stewart; task-force operations observer/coach/trainer, Joint Multinational Readiness Center, Hohenfels, Germany; and commander, Headquarters and Headquarters Troop, 2nd Battalion, 8th Cavalry Regiment, Fort Hood, TX. MAJ Denney's military schools include Air Command and Staff College (Maxwell Air Force Base, AL), Infantry Captain's Career Course and the Armor Basic Officer Leadership Course. He has a bachelor's of arts degree in communications from Columbus State University and an MMAS degree in military operational arts and sciences from Air University.

1LT Victoria Hulm is the assistant S-2 officer of 5-7 Cav. Her military schools include the Military Intelligence Basic Officer Leadership Course. She has a bachelor's of science degree in mechanical engineering from the U.S. Military Academy.

Notes

¹ U.S. Army Training and Doctrine Command (TRADOC) Pamphlet 525-3-1, **The U.S. Army Operating Concept: Win in a Complex World**, Fort Eustis, VA: Headquarters TRADOC, October 2014.

² ATP 5-0.1, **Army Design Methodology**, Washington, DC: Government Printing Office, 2015.

³ LTC Mark B. Parker and John A. Bonin, "RAF and Mission Command," **Carlisle Compendia of Collaborative Research (2015)**, accessed Nov. 12, 2016.

⁴ ATP 5-01.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

⁸ ATP 3-60 (Field Manual 3-60), **Targeting**, Washington, DC: Government Printing Office, 2015, defines a target as "an entity or object that performs a function for the adversary considered for possible engagement or other action." This article continues to use the word "target" to clarify the relationship with the doctrinal targeting process, but the "targets" encountered by 5-7 Cav and all RAF are not entities or objects of an adversary. Other words such as "engagement" or "event" could be used in place of "target."

⁹ ATP 3-60.

¹⁰ Ibid.

¹¹ MAJ Timothy Gatlin, CW3 Christopher Meekins and CW2 Daniel Padilla, "Targeting in Support of a Regionally Aligned Force," **Fires**, July-August 2014 edition.

Acronym Quick-Scan

ABCT – armored brigade combat team

ADM – Army Design Methodology

ATP – Army techniques publication

BFV – Bradley Fighting Vehicle

CA – civil affairs

CGSC – Command and General Staff College

CTA – central training area

HDF – Hungarian Defense Force
HR – human resources
ID – infantry division
IN – infantry
LoE – line of effort
METL – mission-essential task list
MDMP – military decision-making process
MMAS – master’s of military art and science
NATO – North Atlantic Treaty Organization
NCOIC – noncommissioned officer in charge
NTC – National Training Center
OIC – officer in charge
PAO – Public Affairs Office
RAF – regionally aligned forces
SCO – squadron commander
SME – subject-matter expert
SMO – squadron maintenance officer
USAEUR – U.S. Army Europe

Bonus photos



Figure 9. SPC Colten Hansen, 5-7 Cav, trains with two 2nd Battalion, 25th Regiment Hungarian Defense Force (HDF) soldiers on the application of a tourniquet July 20, 2016, at the Central Training Area, Hungary. (U.S. Army photo by SPC Ryan Tatum, 1st ABCT Public Affairs Office)



Figure 10. A 5-7 Cav Bradley Fighting Vehicle (BFV) screens during a troop-on-troop situational-training exercise Aug. 16, 2016, at the Central Training Area, Hungary. (U.S. Army photo by SPC Ryan Tatum, 1st ABCT Public Affairs Office)



Figure 11. Two Hungarian kids explore a M2A3 Bradley driver's hole during a 5-7 Cav static display at a local village festival Aug. 14, 2016, in Hajmáskér, Hungary. (U.S. Army photo by SPC Ryan Tatum, 1st ABCT Public Affairs Office)



Figure 12. SPC Bradley Shove guides SPC Kane Harp driving a M2A3 Bradley off a train upon arrival in-country June 29, 2016, in Hajmáskér, Hungary. (U.S. Army photo by SPC Ryan Tatum, 1st ABCT Public Affairs Office)