

working toward a common purpose. The desired outcome of this concept would be the ability to place what some call an “unblinking eye” on the enemy. When a unit or organization is reliant on others for intelligence or information, every time that information passes hands there is a “blink” or a pause allowing the enemy time to react. Recent success from TF Phantom in OIF (See page 13) proves that this is a viable concept for the current and future fight. Other BCTs are experimenting with similar designs by designating their recon battalions as the chief of reconnaissance. Taking it one step further, I would offer that every BCT should designate or have a chief of IPRS (intelligence, plans, reconnaissance and surveillance). A single place is needed where intelligence and plans are integrated, collection and targeting are nested, and reconnaissance and surveillance are centralized to refine and confirm the picture. It would also have the right analysts and exploiters, side by side with the planners to wargame and search out the right answers to an unclear picture. Those analysts would also have the right connectivity and pipes to support reaching back to the various databases to further exploit the unknowns.

Another fundamental worth considering is maturity in our recon formations. This topic is one of the greatest concerns to commanders in the field. Due to the “newness” of the modular concept, the depth in recon experience is currently very shallow and in most cases nonexistent. This will change over the next several years but is still of great concern at present. Every unit that has ever been special or unique is that way for two reasons, its people and its resources. If we are to truly develop capable *find* organizations throughout the Army, picking the right people to serve and lead is going to be critical.

Finally, the fundamental way in which we train needs to change. From the school house and introductory training to the combat training centers and even home station training, we must evolve to equally integrate all the aspects of finding, fixing, and finishing the enemy. Traditionally, we will expend 75 percent of our time, energy, and resources on movement, maneuver, and actions on the objective. OIF and OEF have shown us that we need to spend more time on getting to the line of departure. We can never lose our edge or incredible lethality as that has been our hallmark for 230-plus years, but in order to keep pace with our ever changing, ever elusive enemy we must be FASTER than he is. If we could find the men who are making the IEDs that are killing our Soldiers, we could kill them and their accomplices, too.

Lieutenant Colonel James J. Mingus currently commands the 4th Ranger Training Battalion, which is responsible for the first phase of Ranger School and the Reconnaissance and Surveillance Leaders Course. He previously commanded two Long Range Surveillance Units, and served as the operations officer for the 1st Ranger Battalion and as a lead planner for the Joint Special Operations Command. He has had numerous tours in support of both Operations Iraqi Freedom and Enduring Freedom.

RECONNAISSANCE & SURVEILLANCE LEADERS COURSE

PAST AND PRESENT

In 1986, the Long Range Surveillance Leaders Course (LRSLC) was formed to fill the void in infantry and ranger training for deep reconnaissance and long range surveillance (LRS). In 2002, the Infantry Center gained proponency for long range surveillance from the Military Intelligence branch. In the same year infantry leadership adjusted the program of instruction (POI) and changed the name of the course to “Reconnaissance and Surveillance Leaders Course” (RSLC) to encompass all infantry reconnaissance elements including scout platoons and LRS.

In 2003, RSLC began implementing post 9/11 changes. Changes to the threat template, technological advancements, and emerging tactics, techniques, and procedures (TTPs) learned and employed in the Global War on Terrorism (GWOT) became the primary focus of the revamped POI. Implementation of the additional skill identifier “6B” (Reconnaissance and Surveillance Leader) in October 2004 increased the Army’s ability to track trained reconnaissance and surveillance leaders. This is the only course that qualifies those in the “find” role for an ASI to track this essential skill set. The mission of RSLC is to further develop the combat arms-related functional skills of officer and NCO volunteers eligible for assignment to units whose primary mission is to conduct surveillance, reconnaissance operations, target acquisition, combat assessment, sensor emplacement/recovery, and target interdiction. RSLC conducts mobile training teams (MTTs) “globally” and provides instructor support for observer/controller (OC) missions as well.

In 2005, the RSLC POI was updated with focus on the “find” mission and to stay relevant to the current and future fight. Leaders with this mission must have training that goes beyond basic route or area recon. Persistent surveillance along with targeting and the ability to complement and work in conjunction with all of the other “INTs” must be part of today’s reconnaissance, surveillance and target acquisition (RSTA)/LRS/Recce leader’s kit bag. This is the place (RSLC) to become an expert and hone your skills as a “Soldier Sensor.” Today, all Soldiers operate in a mounted and dismounted role. We focus on the “Soldier Sensor” based skills, recognizing they may use these skills from a wide array of platforms (from their own boots to a Stryker).

RSLC Expansion

In 2006, RSLC carried over an expanding student load to meet increased training requirements from the force. As modularity continues to progress, the demand for reconnaissance and surveillance leaders has



increased significantly. In FY07, RSLC will increase the annual student load to 612, with an optimal class size of 48 students per class. Through a recent Department of the Army decision, two simultaneous courses will be conducted in order to meet this training requirement. Expanding will allow the United States Army Infantry School and future Maneuver Center of Excellence to accommodate the force in training and producing reconnaissance and surveillance professionals. RSLC graduates are experts in urban and restrictive terrain, maneuvering in thick vegetation, in support of newly developed heavy, Stryker, and infantry formations.

In past LRSLC/RSLC classes, course attendants were primarily comprised of LRS, Special Forces, and Ranger personnel. That paradigm, however, has shifted significantly as the force continues to evolve. The RSLC now trains Soldiers who specialize in reconnaissance, surveillance, and deep targeting from across the light, airborne, and air assault forces.

In the last three classes, close to half of enrolled students were 19D cavalry scouts. The most recent class this year included

comments from a 19D3VF7 student who quipped “this is the best training I’ve had compared to other recon courses I have attended in the past.” He summarized his comments by recommending that all reconnaissance leaders attend RSLC. Another student (a commander from an IBCT reconnaissance troop) commented that “all leaders in this type unit should attend RSLC.” The course is experiencing a new student base that includes personnel from the entire combined arms team: engineers/“Sappers” (21A/B); forward observers (13F) from new BCTs; communicators (25U/C) from ranger recon platoons and LRS; cryptologic linguists (98G) from Special Forces SOD-As; U.S. Marine Corps reconnaissance; as well as traditional CMF 11 officers and NCOs from across the infantry force.

RSLC POI Changes/ Enhancements

In the summer of 2004, many Soldiers and leaders — fresh from the fight abroad — began to press the imperative of training

Soldiers on the systems that they will employ and rely upon in combat. Their initiative sparked a series of events that has generated professional input, insight, and attention from reconnaissance leaders throughout the world. After many revisions, and continued input from concerned leaders, a new and improved RSLC POI has emerged as the most comprehensive overhaul of course material and training in RSLC history. The new and improved POI possesses effectiveness and relevancy that corresponds directly with evolving TTPs and equipment used in the current fight. The course is committed to providing the Army with the finest and most highly trained light, airborne, air assault, and special operations reconnaissance leaders as necessary in order to meet Army initiatives and global requirements.

The RSLC maintains a mind-set of change and improvement today. Worldwide experiences relayed from incoming cadre,

An RSLC student conducts surveillance using a TSE digital camera.



comments recorded from course critiques and experienced students, and AARs/lessons learned from the field keep the POI — and equipment and emerging technology — relevant and current to warfare. Using this kind of feedback in 2005, RSLC instructors developed new lesson plans and outlines for vehicle mobility training and training on current technology being employed with new multiband radios. RSLC instructors have also incorporated classes for the Vector XXI targeting system and tactical surveillance equipment in effort to give commander's the ability to "see" what their teams are seeing in near real time. The need to provide tactical commanders with digital photographs and even digital video of known or suspected enemy locations has resulted in classes in imagery collection and transmission in the RSLC. POI changes and equipment enhancements include:

- Multiband and joint communications training on systems including: AN/PRC-117F (SATCOM), AN/PRC-150 (HF), AN/PRC-148 (MBITR), CFM34/CF18 (Toughbook/TACCHAT).

- Imagery collection and data transmission including use of the "TSE" camera surveillance kit and compression software, small unmanned aerial vehicles (SUAVs) and planning considerations for their employment.

- Vehicle navigation in an urban environment; map reading test has been revised and shortened to a 25-question, one-hour exam.

- "Vehicle identification" classes now include vehicles, weapons, and equipment; students are also given a handbook for use in identifying ammunition, uniforms, and language.

- The "G2 Organization" class has been replaced with a class on "Military Intelligence Support;" two-way ISR and link analysis are also taught during RSLC intelligence training.

- Target acquisition, combat assessment, and call-for-fire training has been significantly enhanced to include training in joint fires employment through the use of the IFT Multipurpose Joint Close Air Support Trainer (originally used by U.S. Air Force



RSLC photos

An RSLC student communicates with an AN/PRC-117F (SATCOM), Toughbook, using Zinc-Air extended life, non-rechargeable batteries.

controllers). Similar to the old "Guard Fist," this computer-based program provides video-game quality training on close air support (CAS), close combat attack (CCA), naval gun fire, as well as all conventional fire support assets. Future training evolutions will include exposure to and training on the Vector XXI targeting system.

- Target interdiction and sniper employment.
- Tracking and counter-tracking instruction now incorporates the use of police tracking dogs.
- Mobile reconnaissance and vehicle-borne surveillance:
 - Small unit vehicle battle drills;
 - Load planning;
 - Vehicle-borne reconnaissance & surveillance (surveillance communications equipment employment, urban recon);
 - Vehicle techniques (security-corners, underpass, echeloning);
 - Vehicle types (ATVs, NSTVs, HMMWVs, Stryker, BFV); and
 - Art of Camouflage – Use of like vehicles, blending in with those units/formation that already have a presence established, with the use of covert cameras and sensors; shadow blinds/false walls and urban concealment.

RSLC's Emerging Future

RSLC continues to enhance the capabilities in support of the course POI by testing emerging equipment relevant to the force and future combat systems. RSLC has initiated the interest of a hand-held thermal imaging device that possesses targeting capabilities with the use of coded lasers. RSLC is assisting the Soldier Battle Lab at Fort Benning in the development of a new vehicular reconnaissance platform for the force (air transportable, maneuverable in rough terrain, removable armor and armament).



An RSLC student employs communication equipment with new "solar" power technology that the course is testing.

RSLC will continue to conduct the 33-day, ASI-producing course graduating trained leaders for the *find* mission. Ongoing course modifications will continue to remain relevant to match technological advancements and emerging doctrine. RSLC will retain the flexibility to conduct MTTs, O/C missions, and external unit support as it pertains to modularity, transformation, and predeployment activities. The course expansion will continue to meet the needs of the new modular force while combining efforts with the U.S. Army Armor School. In keeping with the forthcoming "Maneuver Center of Excellence" goal of unity of command and gaining combat synergy with common doctrine and principles using distinct mounted and dismounted elements, continued RSLC growth is imminent. The merger will not be to the degradation of the current, over-the-horizon communications, joint fires, evasion planning and insertion techniques expertise. RSLC will continue to be the SME (subject matter expert) on airborne, air assault, light, and special reconnaissance. The course will continue to provide assistance with the development of units, doctrine, and equipment fielding.

The course is committed to remain relevant to the force and the future fight. Please continue to forward any emerging ISR tactics, techniques, and procedures/lessons learned to the course cadre. RSLC contact info: Commander/1SG - (706) 544-6216/6831; Operations - (706) 544-6047, DSN: 784-6047; RSLC Web site - www.benning.mil/rtb/new_lrsc/default.htm; SIPERNET - RSLC@Benningdms.army.smil.mil.

The following RSLC cadre contributed to this article:

Major Eric C. Fleisch, course commander, has served in two different Joint Special Operations task forces during OEF and OIF. He also previously commanded an LRSD and an air assault rifle company.

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TASK FORCE PHANTOM

MAJOR ANTONIO L. THOMPSON

Task Force Phantom is the infantry and intelligence task force chartered by Multi-National Corps-Iraq in 2005 to detect and interdict insurgents along Iraq's frontiers. The task force is anchored by the corps long range surveillance company (LRSC), whose 15 teams provide eyewitness reporting of targets named by MNC-I.

Task Force Phantom's intelligence assets include the LRSC's organic All Source Intelligence Technician and Intelligence Sergeant. These have been extensively augmented by assets drawn from corps-level IMINT, HUMINT, SIGINT and MASINT systems. They include:

□ **IMINT** — AIRSCAN, a small aircraft carrying powerful sensors, provides both stock and near real-time imagery of an area of operations. It helps to confirm or deny enemy activity around surveillance targets. Task Force Phantom also draws on theater-level systems, such as the Predator unmanned aerial vehicle (UAV), for aerial surveillance.

□ **HUMINT** — Tactical human intelligence teams (THTs) composed of counterintelligence agents and interrogators accompany LRS teams on their missions along Iraq's frontiers.

□ **SIGINT** — Electronic surveillance systems operated by Arabic-speaking linguists gather near-real-time information from a target area.

□ **MASINT** — Remotely attended OMNISENSE sensors report vehicle and foot movements in terrain otherwise inaccessible to U.S. surveillance.

Task Force Phantom also employs SIGINT, IMINT, and HUMINT analysts to conduct targeting, receive combat information, report finished intelligence, and renew the cycle, all the while focusing specifically on Task Force Phantom's specific mission and area of operations.

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ORIGIN AND INTENT OF TF PHANTOM

An ISR task force, (TF Phantom) was formed by the Multi-National Corps-Iraq commander as an economy of force, to minimize the use of brigade and battalion-size conventional forces necessary to interdict illegal activity and insurgency operations within a large area of operations. The ISR task force utilized Long Range Surveillance units (LRSU) and intelligence assets available at the corps level to monitor, control, and influence insurgent activities along Iraq's numerous unsecured border areas. The ISR task force combines the following intelligence systems: imagery intelligence (IMINT), human intelligence (HUMINT), signal intelligence (SIGINT) and measurement and signature intelligence (MASINT).

This ISR task force gives us a glimpse of what is ahead with the proposed battlefield surveillance brigade (BfSB). Its many successes relied on the fusion of the LRS capabilities on the ground, with the other "INTs" and analysis systems employed under the same command. Task Force Phantom was such a success that the subsequent MNC-I HQs are continuing with the "concept unit." The BfSB design with a LRS company, builds on this with a more robust "I" in the ISR capability, and a staff organized for the employment of other joint, Special Operations, aviation, and fires assets. *(Prepared by the RSLC cadre working group.)*