



BRIGADE COMMANDER TACTICAL DECISION EXERCISES

**1ST EDITION
SEPTEMBER 2018**

**BRONCO TEAM
NTC OPERATIONS GROUP**

FORWARD BY NTC COMMANDING GENERAL:

The National Training Center is committed to assisting in building the readiness of our Army. We do that nearly every month with a Decisive Action Rotation that challenges every domain, our Brigade Combat Teams, Aviation Task Forces, Combat Service Support Battalions, and other units from across the Total Force. From Reception, Staging, Onward Movement, and Integration (RSO&I) through the world's largest live-fire exercise, our Army faces the toughest threats and challenges it's likely to face against a near peer competitor during their rotation. As we continue to enhance the training environment by upgrading enemy Integrated-Air Defense Systems, improving our Opposition Force Surrogate Vehicles, or enhancing our urban terrain centers, we can continually evolve our training environment to give our units and Soldiers their toughest day, here in the desert as they prepare for combat. The entire National Training Center is focused on our mission: making our Army ready to win the First Fight.

This workbook of Tactical Decision Exercises is part of that mission. It is an effort on our part to provide commanders with a useful tool to train the force. Nothing can replace rigorous home station command-post, force-on-force, or live-fire exercises, but we believe this provides a way for training and certifying leaders as part of the 8-Step Training Model. With time being the most precious commodity, we sought to provide commanders with an immediately useful product. We hope that these exercises provide a means of starting or continuing important conversations about mission command, tactics, and how we train battle staffs.

What we envision is Division Commanding Generals or Deputy Commanding Generals gathering for an hour or two with their Brigade Commanders to discuss how they intend to fight and how they understand, visualize, and describe operations. Brigade Commanders rightfully invest a lot of time into training subordinates, but they must establish opportunities to develop themselves. These exercises provide Brigade Commanders with that opportunity.

After Brigade Commanders have a chance to wrestle with these challenges, the exercises easily lend themselves to doing the same with their Brigade Staffs and Battalion Commanders. A second iteration gives Commanders the opportunity to evaluate their desired outcome: did they get what they wanted or expected? Rapid-shared understanding is extremely difficult. These products provide needed repetitions. They can be done face-to-face in a brigade conference room or conducted distributed—testing our proficiency with mission command systems such as chat, FM, HF, or JCR. They can be used to validate our SOPs and other fighting products—to confirm that they actually deliver what we need. The possibilities are endless.

We hope you find these Tactical Decision Exercises useful, thought provoking, and fun. We hope they enrich your Leader Development Programs and spark important conversations about fighting and winning. As always, we stand ready to support and enable your tough work of building readiness and preparing to win the First Fight

I would like to recognize the great work by LTC Matt Hardman and Captains Evan Roderick and Jonathon MacRae – these great Brigade Team Trainers that for the last year had a front row seat to Brigade Commanders and their staffs contending with these challenges. Thank you for doing the vast majority of the heavy lifting on this project. Finally, I want to thank all of the Rotational Training Units' Commanders and Senior Trainers whose candor and insights made this possible—Thank You!

Lead, Train, Win!

Jeffery D. Broadwater

BG, USA

CG, NTC and Fort Irwin

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A NOTE ON PRINTING AND VIEWING:

- These exercises are best printed on 17" x 11" paper and best viewed in widescreen format if projected

SITUATION:

The problems were stacking up. In retrospect, his intelligence collection was either too ambitious or under resourced—either way he did not get eyes as far as planned. At least he had the Shadow and Grey Eagle up—he thought. The S2 kept insisting the enemy main effort would seek a bypass in the south; personally he had a nagging feeling that they had left the northern corridor too exposed. The aviation task force and support battalion were both hit hard by insurgents. He had expected them to attack in force at sunrise—two hours later, the waiting was killing him. Located with his mobile-command group just east of Hill 780, he noticed three fuelers pulling up to his reserve tank company that had consolidated in motor pool style to refuel. “Damn it!” he quietly exclaimed as he moved back toward his vehicle. “Sir! Patriot reports taking enemy indirect fire and a smoke screen to their front, as well as large dust-columns in the Colorado,” the captain called from his vehicle. He walked over the edge of hill to take a look for himself. He quickly saw much of what Patriot reported, but he also saw the unmistakable plumes of yellow smoke, a chemical strike, to their north—directly on battle positions. “Sir! There is a message on the JCR for you!” the captain called. The commander moved to the terminal and quickly read the message—it was twenty minutes old. He read it aloud “1 x company moving toward Bicycle Lake Pass; 1 x Battalion moving through the Colorado; 1 x Battalion moving from the Goat Trail through Granite Pass, lead elements are already in contact with Dagger in Alpha-Bravo Passes. We think the third Battalion is somewhere near Debnam.” The young captain looked on sheepishly. “How did we miss this?” the Commander asked aloud. “Sir, I forgot about the JCR as I was working the radios” the captain apologetically replied. “No, Tom...how did we miss three battalions on the move?” the Colonel answered. He instantly saw that the enemy had him fixed in the center and could rapidly penetrate him in the south or north. As he reached for the radio, he remembered the S3’s comment at the Combined-Arms Rehearsal about having a 20-30 minute information gap if they did not expand the security area overnight. He also remembered his reply, “A lot of life is going to happen in those 20-30 minutes...”

Decisive Action Rotations provide our Army with challenges necessary to grow: the unforgiving terrain and weather of the Mojave Desert, an unrelenting, unpredictable, and exceptionally capable enemy moving in waves of Donovanian Brigade Tactical Groups (BTGs) (11th Armored Cavalry Regiment), and an ever changing scenario that by design inflicts chaos and presents units with their worst day—every day. Some observations from those challenging days drove the development of this project:¹

1. Brigade Combat Teams (BCTs) must affect the enemy before he makes direct fire contact with the BCT’s maneuver battalions.²
2. Commanders drive the operations process—their understanding and visualization and most importantly a clear description of that visualization is critical for staffs and subordinate commanders.
3. Commanders make five common command decisions: execute a branch or sequel, commit the reserve, change task organization, change a unit boundary, and transition.³
4. Ground reconnaissance elements, the BCT’s Cavalry Squadron and Battalion Scout Platoons, enabled by the Division and BCT with collection assets, fires, counter-mobility, and maneuver forces remain the most reliable and resilient means for intelligence collection in the offense or defense.
5. Critical decision windows are very small—often only 15-30 minutes.
6. Critical to making and executing decisions rapidly and effectively are complete, common, and timely fighting products: maneuver graphics, Decision-Support Matrix (DSM), Synchronization Matrix, Target-List Worksheet, Fire-Support Execution Matrix.

7. There are no shortcuts—good repetitions make us faster.

Brigade Commanders need repetitions at making Brigade level tactical decisions. They need opportunities to dissect how they make those decisions, how they receive and process information, and how they communicate their guidance and intent. They need feedback from their senior leaders, peers, and subordinates. Tactical Decision Exercises (TDEs) provide a low-cost way to get those repetitions. How many repetitions does a Brigade Commander get? Often during external evaluations and the Leader Training Program, Brigade Commanders often find themselves in this middle ground between the trainer and the training audience. This collection of TDGs provides Brigade Commanders an opportunity to focus on *their* self-development. It also provides them a vehicle that they can use to train their staffs and subordinate commanders without too much additional effort.

“YOU CAN DISCOVER MORE ABOUT A PERSON IN AN HOUR OF PLAY THAN IN A YEAR OF CONVERSATION.”

- PLATO

As humans, we learn through play. Sports have their antecedents in preparing young people for war: teamwork, problem solving, and physical skills. At their core, games give us opportunities to get lots of repetitions solving problems, making decisions, and developing the intuition of pattern recognition under stress. As Donald Vandergriff wrote in *“Building Adaptive Leaders”*: “competence in decision making is solidified by making a large number of decisions in a stressed environment”.⁴ Our ability to use games to develop ourselves and our subordinates is only limited by our imagination. Situational Training Exercises, Live-Fire Exercises, and Combat Training Center Rotations are ultimately just large complex games or models of war: incomplete, imperfect, but useful nonetheless. These exercises develop the skills and experience to fight and win.

Jane McGonigal writes in *Reality is Broken* that games have four defining traits: a goal, rules, a feedback system, and voluntary participation.⁵ These traits, except maybe the later, seem pretty obvious in Tactical-Decision Exercises. These “games” offer a low-cost means for commanders to get a lot of repetitions understanding, visualizing, and describing. Admittedly, there are a lot of gaps: some of the “staff’s” products are not the best, and there is a lack of depth. Good. All the better. First, because it replicates the reality in which commanders will often operate. Second, it provides stark examples for commanders to hone in on and address in their own formation. These exercises are batting practice and the driving range for commanders, not a substitute for full play in command-post or force-on-force exercises, but a good warm-up.

These exercises provide other benefits; commanders can use them to train their staffs and their subordinate commanders. The commander can provide the scenario and orders to subordinates and then put them to work. Most importantly, the resulting conversation (feedback) provides invaluable insight into how each thinks and communicates building mutual trust—a bedrock of effective mission command. The Army defines mission command as “the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations.”⁶ Self-confidence, independent thinking and responsibility are outcomes of character and professional competence. These are the foundational attributes for successful mission command, and we have to develop them.

*Commanders make time for the things they and their seniors deem important. If developing the kind of leaders, soldiers, and units that win in the conditions of combat is not important, if commanders cannot find the time to create the five conditions required for the kind of command system our doctrine calls for, then perhaps we ought to reevaluate our priorities.*⁷

As Dubik noted, these conditions do not naturally exist and do not spontaneously generate- they are *created* by commanders.⁸ Commanders set the conditions for mission command by creating a culture that enables and values learning. Commanders lead this process by developing their subordinates and by setting the example through investing in their own self-development.

PLAYING THE TACTICAL DECISION EXERCISE:

MAJ(R) John F. Schmitt’s *Mastering Tactics* provides an excellent overview of Tactical Decision Exercise play. The only two “rules” are 1) follow the imposed time constraint 2) provide your solution as a combat order. The Operations Process is fraught with tensions. We need plans that are timely (1/3-2/3 rule), simple, concise, and clear. We also need plans that have sufficient detail to actually synchronize operations in time and space. The old adage is true, commanders can pick two of three: fast, good, or cheap. To be fast and good is expensive; the cost is an investment in leader development and training repetitions. Below are some thoughts on most effective play.⁹

- 1. Follow the time constraints—they replicate the time constraints, friction, and stress of combat.**
- 2. Decide: write out your orders or guidance—“Talkin’ Ain’t Fightin!”**
- 3. Incomplete and imperfect information—these scenarios don’t duplicate reality, they reflect it. Embrace the friction.**
- 4. Use the tools (commander’s guidance worksheet, SOPs, and fighting products) that you and your unit will use in combat. This provides an opportunity to get practice with them and refine them as necessary.**
- 5. Feedback—conduct with a mentor and peer and seek out feedback and/or conduct with subordinates and seek out their feedback- particularly for clarity.**
- 6. Self-Critique—What were your thinking traps? What did you say versus what did you mean? At the conclusion of each game, there are a list of questions to drive self-reflection or group discussion.**

Thank you to Colonels Chuck Lombardo, Jay Miseli, Mike Adams, Trey Rutherford, Jonathan Byrom, Monte Rone, Jasper Jeffers, Jimmie L. Cole, Jr, and Robert E. Lee McGee. This would not be possible without you and your phenomenal teams. Nineteen rotations as an Observer-Coach/Trainer at the National Training Center proved to me that President Theodore Roosevelt had it right when he said:

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

The Bronco Team was honored to serve with you, and we are thankful for your leadership, for your openness, and the lessons we learned with you. If this was easy, everybody would do it. We are acutely aware that you and your teams were in the Arena while we were not. We learned and continue to learn from your efforts. Thank you.

- LTC MATT HARDMAN & THE BRONCO TEAM

ENDNOTES

1. These observations are not all encompassing. Additionally, many of them are not unique to the National Training Center but observed at other Combat Training Center as well as throughout history.
2. While visiting NTC, Lieutenant General Twitty outlined five BCT responsibilities: 1. BCT responsibilities as part of the Division's "Deep Fight" and counterfires to protect the Battalions 2. Shape the close fight 3. Sustainment 4. Allocate, integrate and synchronize resources 5. Manage transitions.
3. For further detailed discussion, COL Thomas Felty's and CPT Matt Mattingly's article, "Initial Commander's Critical Information Requirement and the 5 Common Decisions."
4. Vandergriff, Donald, "Building Adaptive Leaders: The Army Can Adapt Its Institution (Pt. 1)," Small Wars Journal, 2008.
5. McGonigal, Jane, Reality is Broken: Why Games Make Us Better and How They Change the World, The Penguin Press, New York, 2014, p. 21. Additionally, this is her excellent Ted Talk: http://www.ted.com/talks/jane_mcgonigal_gaming_can_make_a_better_world?language=en
6. *Mission Command*, ADP 6-0, 17 May 2013, p. 1.
7. The five conditions in decentralized command and later battle command are clarified and expanded in ADP 6-0 to six: 1. Build cohesive teams through mutual trust 2. Create shared understanding 3. Provide a clear commander's intent 4. Exercise disciplined initiative 5. Use mission orders 6. Accept prudent risk. Dubik, James M., LTC, "Decentralized Command: Translating Theory into Practice", Military Review, June 1992, p. 38; *Mission Command*, ADP 6-0, 17 May 2013, p. 2.
8. Dubik, James M., LTC, "Decentralized Command: Translating Theory into Practice", Military Review, June 1992, p. 28.
9. John F. Schmitt, MAJ (USMCR), *Mastering Tactics: A Tactical Decision Games Workbook*, Marine Corps Association, Quantico, Virginia, 1994, p. 3.

TACTICAL DECISION EXERCISE 1: COMMANDER'S GUIDANCE

There are two brutal truths about Commander's Guidance: commanders sometimes do not give it and staffs sometimes do not use it. What I have observed is that when commanders provide written guidance and staffs use it, it dramatically improves the effectiveness and efficiency of the Operations Process. This is an obvious observation but why do we so often fall short? In many ways, the Commander's Guidance is our White Whale, we know it is important, we know it remedies many of our problems, but it is also elusive and hard to capture. Below are some thoughts on why it is often a challenge:

- **Format:** There are dozens of commander's guidance "templates" available—we've provided one—none of them are perfect or right. Pick one, use it repeatedly, and make it work.
- **The Discipline of Writing:** Writing imposes a discipline on our minds and thoughts. We have to work out what we really mean. It forces us to commit—there is no hiding from our written words. It is a record that a commander and the staff can refer back in order to reinforce a point or to revisit its utility and logic.
- **False Assumptions:** Perceived familiarity breeds false assumptions such as "The staff knows what I want" and "We know what the commander wants." It might be true for command and staff or the training meeting but it's not necessarily true for tactical orders because we lack the repetitions in the later.
- **Experience Gap:** At the Battalion level, there is probably a 4-5 year gap between the commander and the MAJs. At the BCT level, that gap is probably 8-10 years. Additionally, the breadth and depth of the problems are different at the BCT level. Most Battalion XO/S3s have been staff officers in a Battalion before; most MAJs on a BCT staff have never served on BCT staff and some have never been in a BCT.
- **The Problems:** Things at the BCT level are just harder- in part because "complexity means not merely that there are more moving parts but that the moving parts move differently."¹ Additionally, there are fewer people that intuitively know what to do. The relationship between the Brigade and subordinate Battalions is very different than the relationship between a Battalion and Companies. To fruitfully incorporate BN CDRs into the planning process, the Staff must have effective guidance from the BCT CDR.
- **Command-Post Exercises (CPXs):** Often these deal with one or maybe two discrete tactical problems at a time. Due to limited geographic dispersion, commanders are often directly involved or readily available for planning during CPXs. That will not be the case in combat as the commander maneuvers with his mobile command group or TAC. In short, the commander and staff can juggle one or two balls together without written commander's guidance; they cannot juggle multiple operations back to back without written guidance.
- **Predictable Repetition:** Commanders' guidance needs to be a habit for the commander and staff. Both need practice in how they use it. Over *time*, it builds shared understanding and trust.
- **Staff Interaction:** Have the staff provide a confirmation brief after receiving commander's written guidance. Encourage the XO and S3 to refine it, flesh it out, and when necessary, translate it for the staff. Have the staff start each subsequent brief with a status of the commander's guidance: remaining due outs, confusion, or undoable. As you speak, **make sure they write it down** and update your guidance.
- **Iterative:** Do not be afraid to be wrong or to change your mind. Having it written down makes it easier to adjust from a commonly known point and prevents staff confusion.
- **Retaining the Guidance throughout MDMP Execution:** Add a version number to your commander's guidance and try using four-ply carbon paper for your commander's guidance worksheet. The carbon paper provides a copy for the Commander to maintain, S3, XO, and planners. Numbering it allows for simplified transmission and receipt via JCR, FM, or HF. The carbon paper ensures the key leaders have it, can refer back to it, and use it as a confirmation checklist through the MDMP process.

Fundamentally, we plan in order to understand the problem. We know that we will adjust the plan during execution, but we have to start from a point of understanding of the terrain, weather, enemy, ourselves, and how we anticipate them interacting with one another. Commanders do not always get it right but their intellect and experience are essential to the process. Each step in the MDMP provides an opportunity for the commander to make iterative adjustments. Use them! Staffs must remember that in combat, the commander is not coming back to the BCT conference room! The staff has to bring the plan to the commander, wherever he is on the battlefield by Stryker, LMTV, CPOF or Blackhawk. Practice it at home station. Leverage the inevitable friction associated with home station training—let the staff brief you with analog products at ranges, in parking lots, and waiting rooms. Finally, you would not be a BCT Commander without being intelligent and competent...**but how many repetitions of giving tactical guidance do you have?** You owe it to yourself and your team to take some practice swings.

1. Roger J. Spiller, "Sharp Corners: Urban Operations at Century's End," p. 16.

BRIGADE COMMANDER'S COA GUIDANCE TDE

Given:

- Situation
- MA Brief
- Commanders Guidance Worksheet

Facilitator Instructions:

- The training audience serves as the Commander of a standard MTOE SBCT, with a TACON AH-64 CO and attached Avenger Battery.
- The CDR will receive an MA brief and then must provide CDR's guidance for Course of Action development.
- The timeline is significantly constrained, as the BCT's mission changed due to a failed Atropian defense in zone.

Instructions for the Commander: Take 30 minutes to review the Situation and running estimates (Optional, with staff participation: Have your staff brief you their corresponding running estimates). Take 30-45 minutes to write out your guidance for course of action development. Use the attached "Commander's Guidance Worksheet" format in the absence of one in your Plans SOP.

Instructions for Staff: Using the commander's course of action guidance, complete a directed course of action or two courses of action in the 1.5 hours provided for CoA Development in the BCT timeline. Use your PSOP and leverage your BCT's capabilities (ie, GEOINT cell) to enhance or replace the provided products.

52ID Mission: 52ID attacks north in zone to defeat Donovanian forces in Erdabil Province and re-establish the international border.

Purpose: Reestablish Atropian sovereignty in Erdabil province, deny ENY influence on Atropian security forces.

- Key Tasks:**
- Destroy remaining 80th DTG elements in AO WARRIOR
 - Neutralize Donovanian and Donovanian-supported insurgent forces in Erdabil Province
 - Rapidly transition security of population centers and key infrastructure in zone to Atropian forces
 - Degrade Donovanian air defense systems on the border and 30 km into Donovia.

Endstate: Donovanian forces in Erdabil Province south of PL ANNIE are destroyed or retrograded, 52ID set in hasty defense on PL ANNIE prepared to conduct attack into Donovia if ordered, key population centers secured by Atropian forces.

52ID Concept of Operations FRAGO 1: 52ID attacks to PL ANNIE, culminating in a DIV defense on line on the international border. 3/52 (SO1) will lead the attack up AXIS HAMMER between PL SCOTT and PL BART. 3/52 Destroy ENY in zone and seize OBJ JETS before attacking through two passes (HAMMER N and S) across PL BART. Upon crossing PL BART, 3/52 will attack north across PL BETTY on AXIS ANVIL and seize OBJ BEARS. 2/52 (SO2) will set S of PL COURTNEY and wait for 3/52 to seize its OBJs. 2/52 will BPT support seizure of passes on AXIS HAMMER. Once 3/52 secures passes on AXIS HAMMER. 2/52 will be released to cross PL COURTNEY and seize OBJ CHIEFS (Razish). 2/52 will destroy remaining 801st BTG elements east of PL GENE and south of PL BETTY and then establish a guard on PL BETTY IOT protect the DIV's flank and allow 1/52 FOM through zone. 1/52 (DO) will attack on AXIS ANVIL, pass through 3/52, seize OBJs PATRIOTS and BILLS on PL ANNIE, and then establish a BCT defense to defeat the 90th DTG attack.

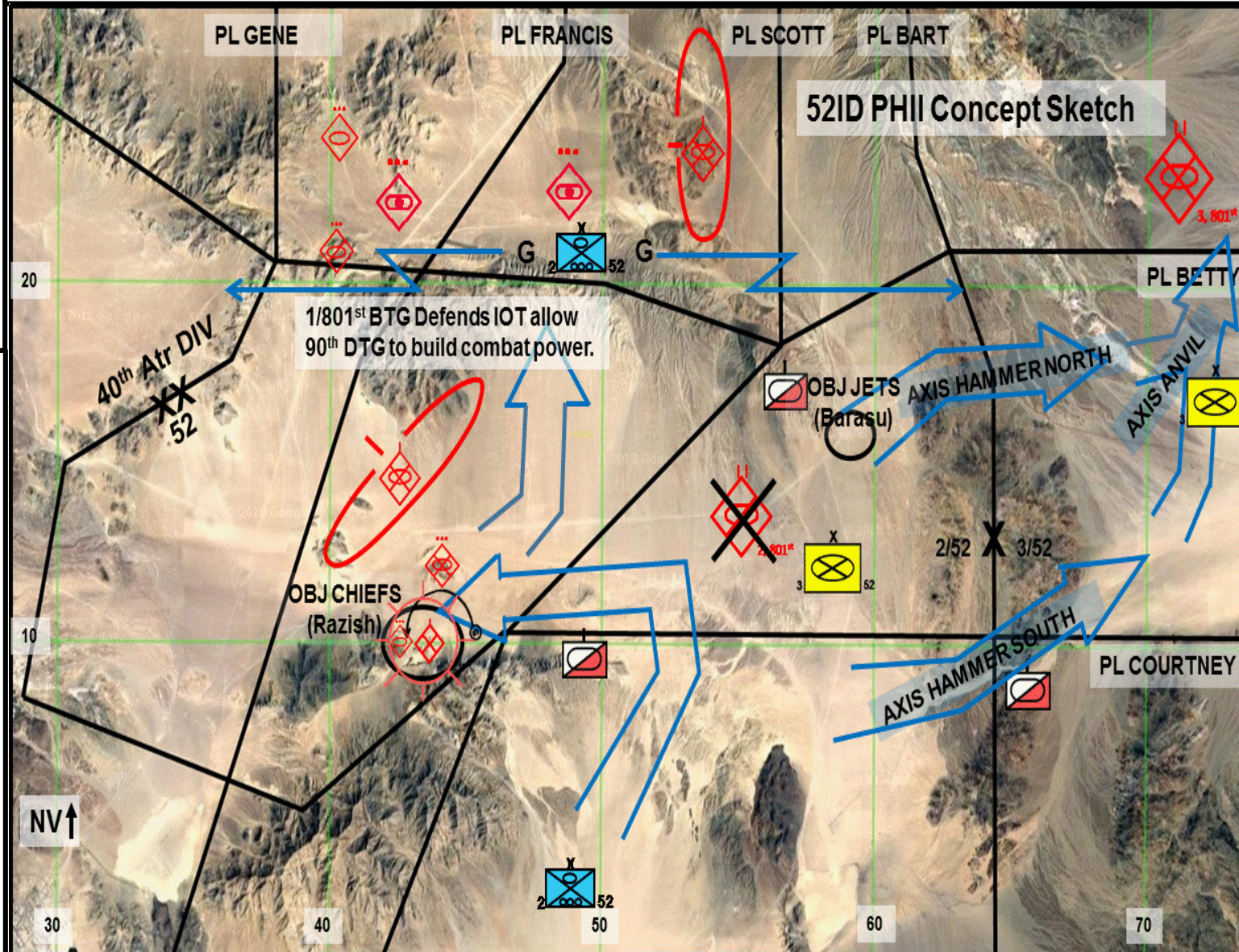
In Your Sector...

DTG is 020700NOV. 3/52 is currently at PL COURTNEY, and your BCT is staged 10km south of PL COURTNEY. Coalition forces do not have air superiority- your 2nd BN lost a PLT's worth of combat power to a MIG strike earlier today. For the past 12 hours, DIV collection and fires shaped the battle field to destroy threat ADA systems and set the conditions for 3/52's attack beyond PL COURTNEY. DIV FRAGO 1 was published 3 hours ago, and your staff conducted a quick Mission Analysis. As you sit down to receive the brief from your staff, the RTO tells you that the 52ID CDR is on SVOIP. You pick up the phone:

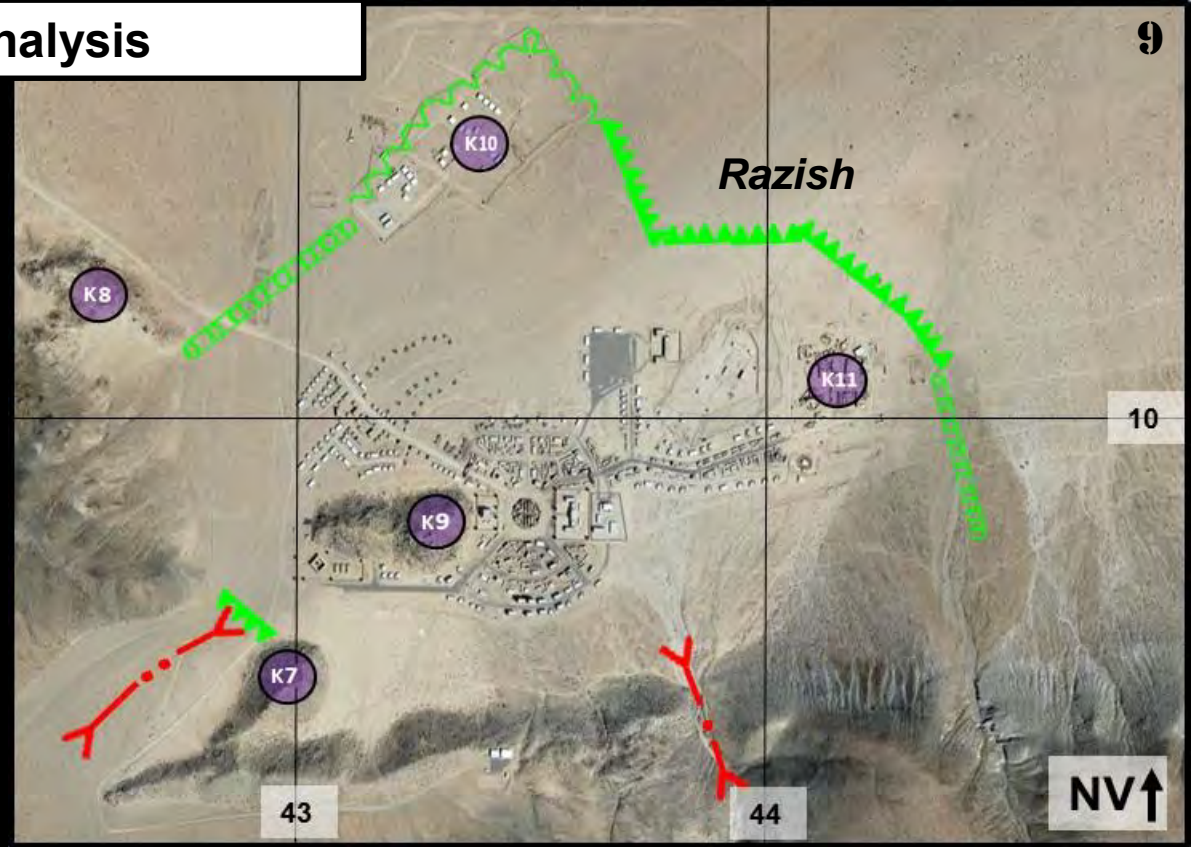
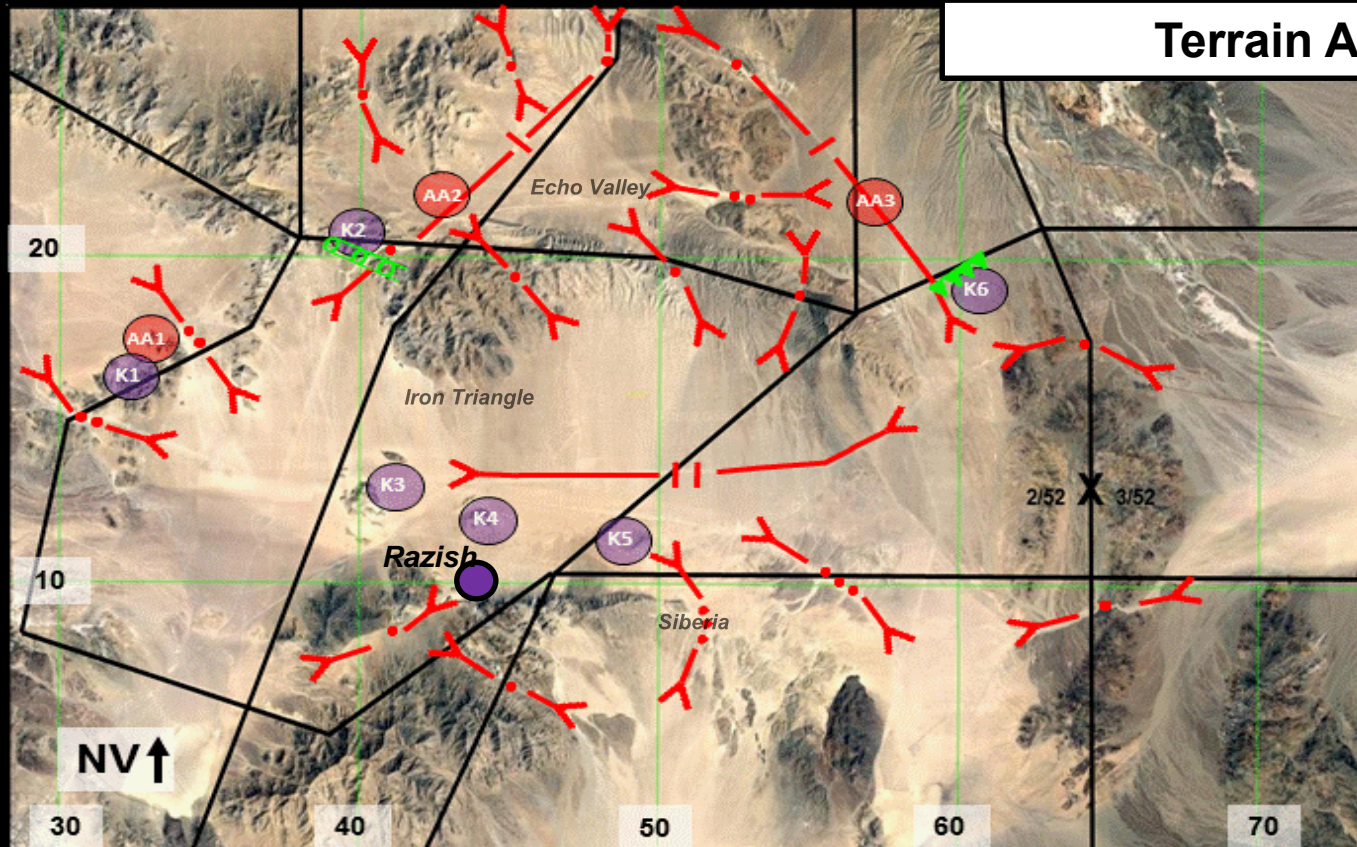
"Good morning! I'll make this pretty quick- you already got the FRAGO. JTF Atropia S2 does not know where the 90th DTG will attack, but the boss thinks that they'll pile on in our zone. We've gotta get 3rd BDE up to PL ANNIE and secure that primary avenue of approach. I doubt the 90th will push its main body south between PL GENE and PL BART- it's too restrictive and creates bowling alleys for our CAS. That being said, I still need our western flank secured. 3rd BDE will attack in 12 hours. We have a pretty good read on what remains of the 2/801st, as well as the enemy on OBJ JETS. I think he'll be able to handle it quickly and push through the passes on AXIS HAMMER. Stay at PL COURTNEY until he gets forces through both passes on your eastern boundary, and be prepared to put your infantry on the ground to help seize the pass at AXIS HAMMER North. All DIV fires will support 3rd BDE's attack until they get across BART. Once he reports forward elements closed on PL BART, that is your trigger to cross PL COURTNEY. Seize Razish and destroy remaining elements of the 801st in your sector. Push up to PL BETTY and establish a guard so that 1st BDE can get through zone quickly and achieve its OBJs. Tie into the 40th Atropian DIV elements on PL GENE. I repeat: my focus is on getting 3rd BDE across PL BART right now. Obviously if you detect a DIV HPTL, we'll service it, but otherwise you must rely on your organic fires and the TACON AH-64 CO until 3rd BDE gets through. After that, you may get some rockets and Air Force support. That's all I got. Get after it!"

You head back into the Plans tent to receive the Mission Analysis brief...

Situation: Four days ago, the Donovanian OSC-South attacked into Erdabil Province while US forces conducted RSOI as part of regional deterrence. Atropian forces east of PL GENE held initially, but then collapsed once the 80th DTG committed another BTG to the attack. The Atropians retreated south to PL DEBBIE and established a defense. The 801st BTG captured the Provincial Capital (Razish) with little resistance due to the large ethnic Donovanian population and then established a main defensive line on PL COURTNEY. 48 hours later, 3/52 attacked to PL COURTNEY, quickly defeating the 2/801st who defended there. The 3/801st defends on PL BETTY east of PL BART while the last BN (1/801st) continues to defend west of PL SCOTT at 70% strength. Both the 1/801st and 3/801st defend IOT allow the 90th DTG to attack. 3/52's CAV SQDN is currently conducting reconnaissance to OBJ JETS and the eastern passes as the rest of the BCT prepares to continue the attack.



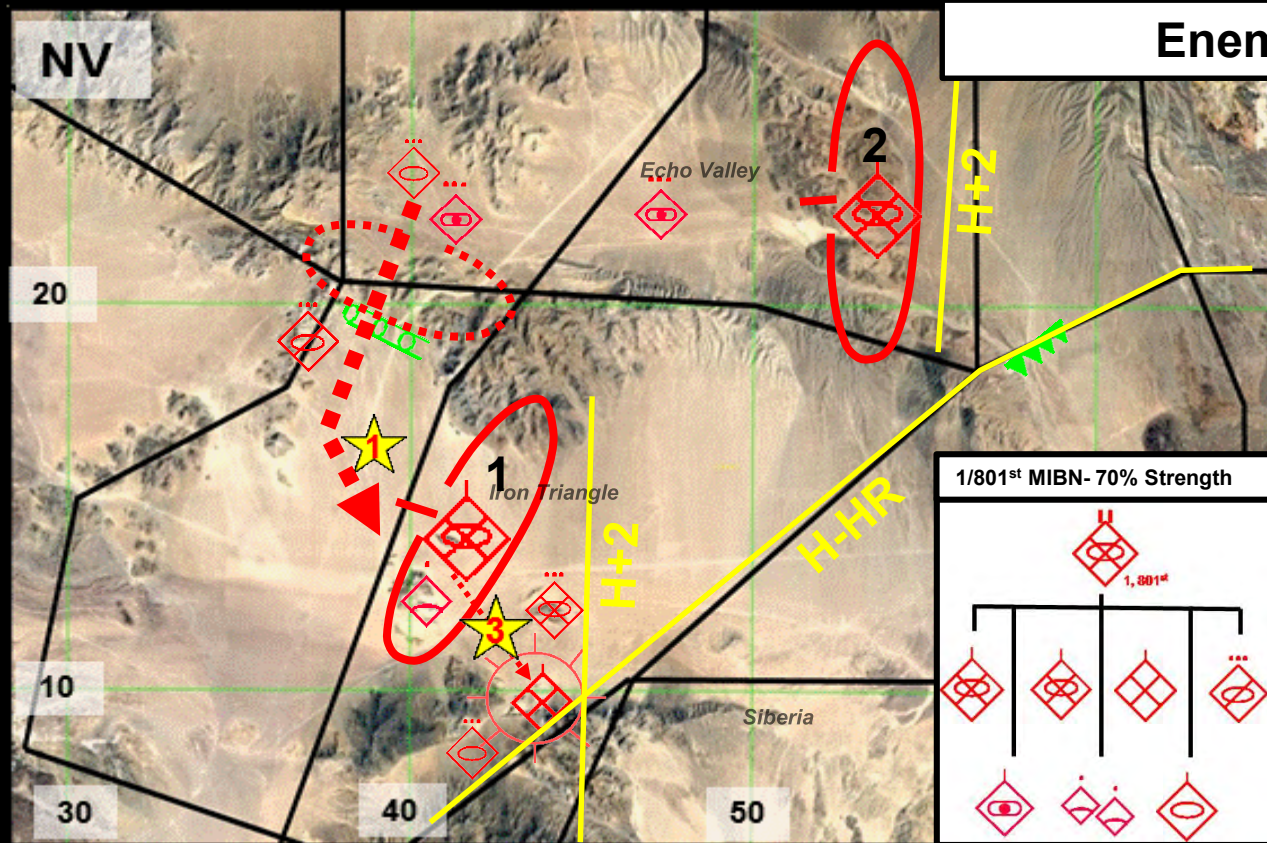
Terrain Analysis



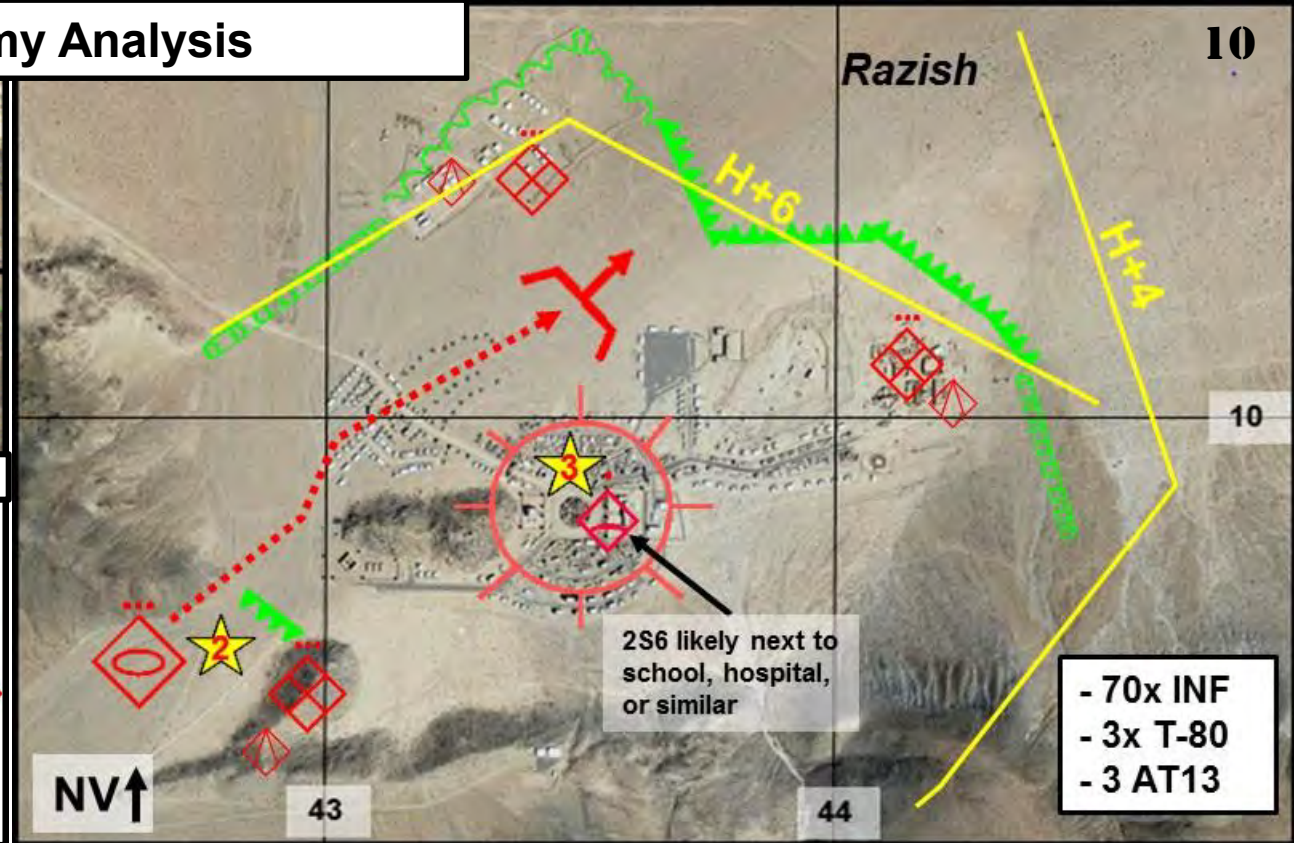
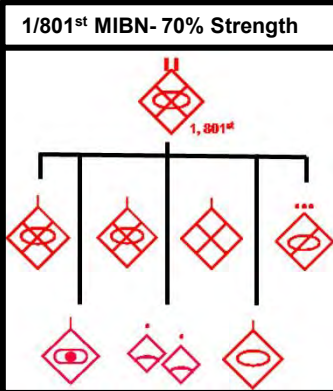
Terrain in the AO:
Obstacles: The AO is divided by multiple ranges of desert mountains traversable only by foot. Impassable draws and spurs coming off the mountains transition into gullies and wadis that can be traversed mounted, but only deliberately and at slow speeds. Known enemy wire obstacle on AA2 at Key Terrain #2. Tank ditch and wire obstacle on PL BETTY at KT #6.
Avenues of Approach: AA1- High speed BN-sized, constrained at two primary passes on PL GENE. AA2: High speed CO-sized, constrained at PL BETTY. AA3: High speed, CO-sized.
Key Terrain: K1: Passes on AA1, controls E-W mvmt through zone. K2: Pass on AA2, controls N-S mvmt. K3: Rocky hills offering excellent overwatch, controls mvmt in all directions in the valley. K4: Defensible terrain that controls mounted avenues of approach to Razish. K5: Defensible terrain that controls mounted avenue of approach to Razish. K6: Wire and tank ditch from previous war between Donovia/Atropia. Blocking the few bypasses will provide a complete complex obstacle on AA3.
Obsv & Fields of Fire: Occupying high ground on mountains will allow observation out to maximum range with optics. Fields of fire in the valleys are unimpeded. High ground offers natural TRPs for direct fire planning. Obscuration is essential for maneuver during daylight hours.
Cover & Concealment: Assume that "flat" ground on the map has significant micro terrain offering cover and concealment if it is within 3km of a mountain range. Clear the IV lines dismounted, then quickly move Strykers across open ground back into micro terrain and wadis. Use of camouflage is the critical passive protection measure from air threats over the desert.

Terrain in Razish (OBJ CHIEFS):
Obstacles: The Donovians dug a tank ditch on the northeast outskirts of the town, tied into the earth-bermed Atropian Police compound north of town. Triple-strand concertina ties these obstacles into the terrain. Another tank ditch blocks the southwest access into town.
Avenues of Approach: Apart from the obstacles, the approach to the city from the north is open. There is a small, dismounted trail through the hills on the south side, and a road providing access on the SW.
Key Terrain: K7: High ground controlling road on SW side of town. SBF position. K8: High ground controlling access to NW side of city. K9: Rocky hill overlooking center of city. AT and ADA systems here provide excellent protection. K10: Police compound. Fortified position inside obstacle belt. Protected foothold position. K11: "Old Town Razish". This neighborhood is the only ethnic Atropian (friendly) part of the town. The rest are ethnic Donovians (hostile) or Bilusivars (neutral).
Obsv & Fields of Fire: K7, K8, and K9 provide excellent observation and fields of fire. K10 offers excellent fields of fire overwatching approach from the N, E, and W. All approaches into the city involve 200-500m of uncovered/unconcealed movement.
Cover & Concealment: Buildings in Razish are made with cheap concrete. .50 cal will penetrate most walls, and 7.62 will likely penetrate residential homes.

Weather: 02NOV – 03NOV: Wind: 15-30kn. May prevent the use of Shadow and Raven. Potential dust storms. Temp: H: 72F; L: 40F. Illum: 20%. Precipitation: 0%. Ceiling: Clear skies
04NOV – 05NOV: Wind: 0-5kn. No impact. Temp: H: 68F; L: 40F. Illum: 16%. Precipitation: 10%. Ceiling: Overcast on 05NOV, ceiling of 1500 ft above ground. May reduce radius of observation of some high-altitude IC assets as they drop below ceiling.



Enemy Analysis



ENY COA (Defend in Place)

MISSION: 1st MIBN of the 801st BTG Defends IOT allow the 90th DTG to build combat power and attack into Erdabil Province.

BLUF: The enemy has to know that he's maintaining a salient, but he is digging in. He must retain Razish to maintain legitimacy with ethnic Donovians. The 1/801st will do everything to prevent being fixed in BP1 so that they can effectively counterattack to prevent US forces from taking Razish.

H-HR: 2/52 crosses PL SCOTT (02 2100 NOV). BTG forward elements identify US elements attacking at BP1, BP2.

H+2: 1/801st determines disp of US forces attacking at BPs 1, 2, and Razish. **DP1:** If a BN or more attacks BP1, commit T-80 PLT reserve to BP1 to prevent the MIC at BP1 from being fixed. **Indicator-** 3 or more T-80s moving south across PL BETTY on AA2.

H+4: US forces begin attacking Razish. **DP2:** Once US establishes a support by fire to begin breach, commit T-80 PLT to engage. **Indicator-** 3 or more T-80s moving through or around Razish toward obstacle belt.

H+6: US forces initiate breach at Razish. **DP3:** Dismounted elements in contact bound back to their company strongpoint in central Razish; the MIC in BP1, along with reserve tanks, attack to Razish and hit US forces in flank. **Indicator:** MIC in BP1 not fixed, 4 or more BMPs and 2 or more T-80s moving to Razish from BP1.

MDCOA: The MIC in BP2 displaces westward and then moves south to support BP1, allowing the BN to counterattack at Razish upon commitment of US forces to Razish.

Strengths by WFF

Mvmt & Maneuver: 1. Armored force that has DF overmatch against all Strykers, except MGS and ATGM. 2. ENY holds all key terrain surrounding Razish and inside the city. 3. AT13 man-portable ATGMs (concentrated around Razish)

Intelligence: 1. Possess key terrain with excellent observation and ability to detect at distance. 2. Uses ELINT to map electronic emissions. 3. Receiving reports from local supporters

Fires: 1. 2x PLTs of 2S19s, currently undetected. 2. Possess ability to jam communications. 3. 80th DTG can range PL COURTNEY w/ BM-21s; BM-21s can fire P and NP chem. 4. Dog Ear Radar to detect US fires.

Protection: 1. SA-18s with dismounted elements. 2. 2x 2S6 in zone. 3. ENY had 4 days to prepare defenses in zone

Sustainment: 1. Receiving material support from local sympathizers

Mission Command: 1. FM and digital comms, disciplined to minimize FM traffic

Weaknesses by WFF

1. Forces not concentrated, vulnerable to simultaneous attack

1. SUAS can't fly due to high winds.

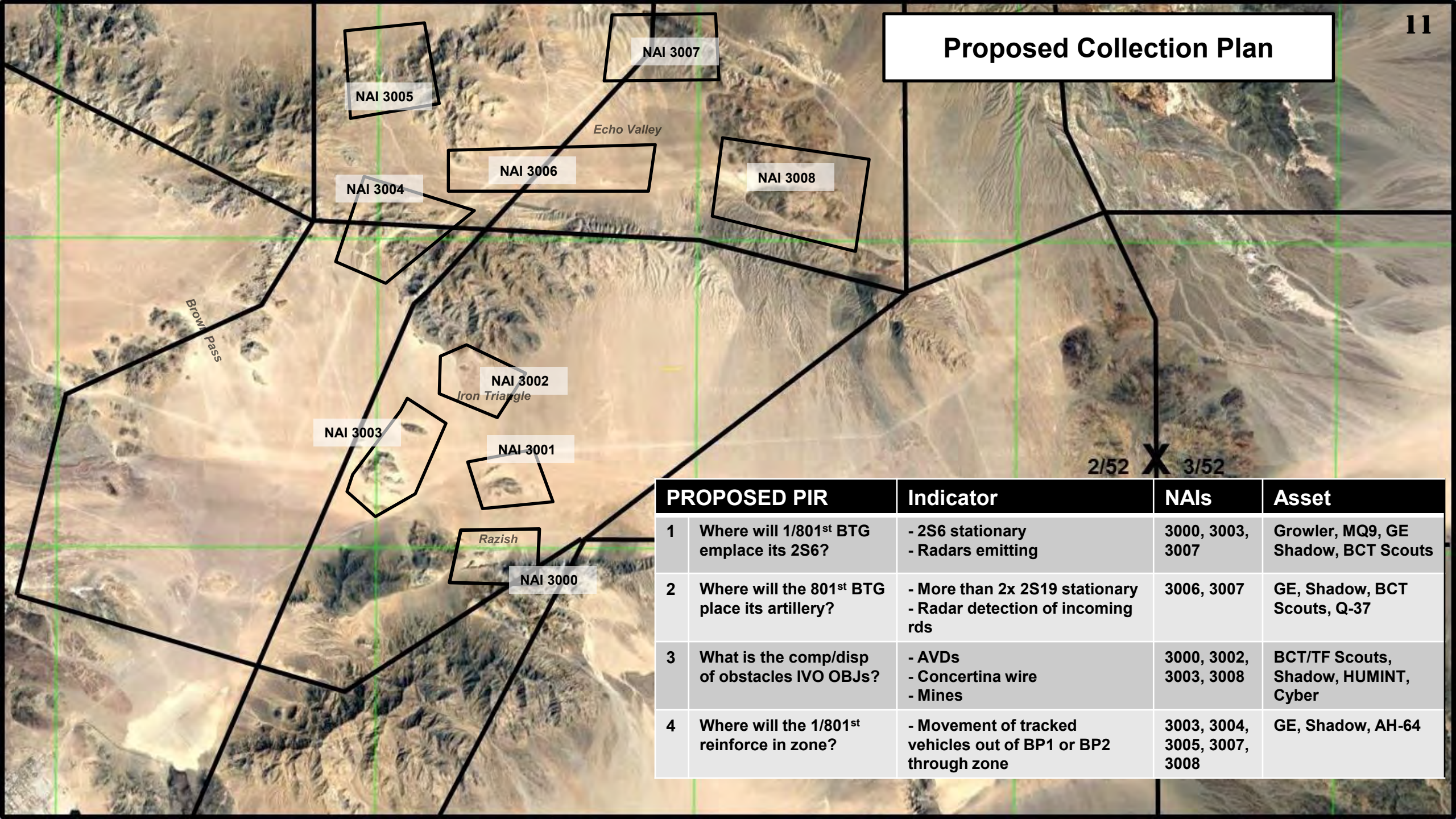
1. Radar systems vulnerable to US jamming

1. BTG integrated AD system disrupted and degraded in past 24 hours. Reliant on individual operator acquisitions.

1. Only one, extended, LOC to BP1 and Razish. 25-35 km back to BTG Sup't Area

1. Separated forces must rely on digital comms.

Proposed Collection Plan



PROPOSED PIR	Indicator	NAIs	Asset
1	Where will 1/801 st BTG emplace its 2S6?	3000, 3003, 3007	Growler, MQ9, GE Shadow, BCT Scouts
2	Where will the 801 st BTG place its artillery?	3006, 3007	GE, Shadow, BCT Scouts, Q-37
3	What is the comp/disp of obstacles IVO OBJs?	3000, 3002, 3003, 3008	BCT/TF Scouts, Shadow, HUMINT, Cyber
4	Where will the 1/801 st reinforce in zone?	3003, 3004, 3005, 3007, 3008	GE, Shadow, AH-64

Fires Running Estimate

Specified Tasks:

- Provide counterfire against 801st BTG and 80th DTG IDF assets.
- Assign 1x gun per battery to maintain Excalibur firing capability to execute PGM strikes in Razish and other sensitive areas

Implied Tasks:

- Avoid collateral damage inside Razish.
- Maximize use of mortars on BN OBJs to save ammo for Guard mission

HPTL

Priority Targets

- 1 Air Defense (2S6, SA-8, SA-6)
- 2 Logistic (AAs, supply depots, convoys)
- 3 Fire Support (PRIMAs, IL-220)
- 4 Aviation (FARPs, runways, aviation facilities)
- 5 C2 nodes (BTG CPs, DTG CPs, retrans sites)
- 6 Maneuver (T-80s, BMP-1, BMP-3, Insurgent networks)

WfF Assets Available

- 17 x M777 (155mm)
- 36 x MCV (120mm)
- 12 x AN/TWQ-1 Avenger
- (17) JTAC's
- 1 Q-37 50K
- 1 Q-36 24K

Critical Facts:

- Second in priority for MLRS, HIMARS, and CAS until after 3/52 crosses PL BART.
- DIV CDR approved cannon and mortar fires to impact up to the borders of RFAs and accepts the risk of associated effects violating RFAs.

Critical Assumptions:

- BCT has a 12 to 24 window to receive priority DIV Fires Support between the time that 3rd BCT seizes its OBJs and when 1st BCT (DO) starts its attack north to OBJ BEARS.

Associated Risk:

- We are planning for some measure of EAB support for collection and fires that we may not get.

Engineer Running Estimate

MOBILITY Assets:

- 6 MICLIC Trailers
 - 540m of lane
 - 2x shots O/H per MCLC
 - 45min reload time
- 4x ESV with plow
- With effective suppression & obscuration, can breach 2x lanes simultaneously through Razish tank/mine/wire obstacle in 20-30 min

COUNTERMOBILITY Assets

- 8 Ground Volcanoes = 8x 1110x120m minefields
- 4 D7 blade teams = 560m ATD/hour
- 3 Sapper Platoons

CONSTRAINTS:

- 52ID retains execution and emplacement authority for all short duration SCATMINE systems (RAAM and VOLCANO). All templated SCATMINE obstacles must be submitted to the 52ID Engineer for review and approval for planning. Once approved for planning, execution authority to emplace SCATMINE minefields is granted to brigade commanders.

Specified Tasks:

- Submit BCT LOGSTAT to 52ID at 0600 and 1800 daily

Implied Tasks:

- None

Facts:

- We share same main supply route with 3/52. Once we establish guard, we will share MSR with both 1st and 3rd BDEs.
- 150% UBL in each BN. Additional UBL per BN O/H in BSA.
- 200% UBL for 155mm WP
- 200% UBL for 155mm HE

Constraints:

- BCT is 2nd in DIV priority of support until 1/52 attacks, then we are 3rd in priority.
- Controlled supply rate by CJTF Atropia on CLV

Assumptions:

- BSA will remain south of PL DEBBIE until OBJ CHIEFS seized. 45 min travel time for LOGPAC from BSA to OBJ CHIEFS.
- ROLE II must remain on PL COURTNEY until 3/52's ROLE II re-establishes.
- DIV will provide Air MEDEVAC upon our transition to attack

Associated Risk:

- Significant distance for resupply of CLI, III, V. Recommend generating a FLE with pre-packaged classes of supply for each BN to facilitate resupply during the transition to the guard.
- None
- Without Air MEDEVAC, we will have to task one or more ambulance from a BN that's out of contact to support forces fighting at Razish

Specified Tasks:

- Report Planned or Anticipated System Outages to 52ID G6 to include: circuit activation, outages over 15 min, BCT TOC/TAC jumps, and changes to upper T/I equipment status.
- BPT deploy RETRANS to support FM Comms from 3/52 to DIV.

Implied Tasks:

- Ensure RETRANS assets have security elements and life support assigned to them at all times.
- Report COMSEC compromise immediately.

WfF Assets Available:

- 14 total RETRANS trucks (22 NETS)
- 9 CPNs
- 3 JNNs
- 5 HCLOS (V1)
- 4 HCLOS (V3)
- 3 SNAP Terminals
- Raven and Shadow RETRANS capability

Facts:

- Digital communications must be maintained with Division at all times.
- Donovia possesses substantial computer network exploitation and attack capabilities (CNE/CNA).
- Donovians have the capability of jam KU/KA/L band satellites, as well as GPS and FM frequencies.

Constraints:

- High winds for Upper TI (have to stow STTs above 45 MPH (39 Knots)).

Assumptions:

- The Donovanian EW elements will attempt to execute electronic attack IOT disrupt 52ID use of the electromagnetic spectrum.
- Donovanian cyber actors will attempt to penetrate and exploit 52ID information systems.
- The Donovanian will attempt to use R-274 to jam FM comms, R-330 to jam SAT comms, FM and GPS during high tempo engagements.

Associated Risk:

- Enemy SIGINT can locate stronger communications signals over long distances. Mitigate by using proper power settings such a low power for Company level etc.
- Use of Information Systems will face a high probability of cyber attacks unless proper IA posture if followed.

BCT TIMELINE

02 0700 NOV: MA Brief
 02 0800 : Issue WARNO 2
 02 0730-0900 : CoA DEV
 02 0900 - 1030 : Wargaming
 02 1030: CoA Decision
 02 1100 - 1200: OPORD Production
 02 1200-1230: OPORD brief at TOC
 02 1300: Confirmation Brief
 02 1500: BCT IC/FIRES RXL
 02 1800: 4th SQDN assumes security on PL COURTNEY

 02 1800: BCT CAR
 02 2000: Publish FRAGO 1
 02 2300: BNs REDCON 1 to LD for attack.

 TBD Isolate OBJ CHIEFS
 NLT 03 1200: Seize OBJ CHIEFS
 NLT 04 0000: Establish guard on PL BETTY

Proposed Problem Statement:

How does 2/52 SBCT attack to seize Razish with enough combat power remaining to establish a guard and protect the flank of the DIV's decisive operation?

Proposed Mission Statement:

NLT 022300NOV, 2/52 attacks to destroy the 1/801st BTG between PL SCOTT and PL GENE up to PL BETTY, culminating in a guard on PL BETTY to provide 1/52 freedom of maneuver through zone.

Proposed PIR:

1. Where will the 1/801st emplace its 2S6?
2. Where will the 801st BTG place its artillery?
3. What is the comp/disp of obstacles IVO BCT OBJs?
4. Where will the 1/801st reinforce in zone?

Proposed FFIR:

1. Loss of RETRANS
2. Loss of MCLC
3. 3/52 SBCT Seizes Barasu
4. 3/52 Across PL BART
5. Completion of CO/BN-Level Breach RXLs

TACTICAL DECISION EXERCISE 2: ESTABLISH THE SECURITY AREA

The establishment of the BCT's Security Area is a straightforward but difficult task. Spatially, it is the linkage between the Division's Deep Fight, which the BCT has a role in, and the BCT's close fight. In order to affect the enemy before he makes direct-fire contact with the maneuver battalions, we need space and the time it affords. Our ability to identify the enemy deep with EAB assets, conduct recon hand-over to BCT organic assets, and then Battalion Scouts requires a considerable degree of detailed planning.

Critical to the establishment of a security area that provides the reaction time and maneuver space we need is a detailed estimate of how we believe the enemy will fight (Event Template) and a corresponding plan to identify, target, and make decisions before it's too late (Intelligence Collection Plan). We develop the IC Plan as part of Initial-Preparation of the Battlefield (IPB) during Mission Analysis—at the nadir of our understanding of the problem. Often, our planning is conceptual without the Cavalry's involvement. Collaborative planning with the Cavalry Squadron and Aviation Task Force is critical because it uses their expertise and expedites their planning. The organic BCT assets are the only ones that we should count on. Below are some thoughts on establishment of the BCT's Security Area:

- **Intelligence Collection Plan:** It has to start with air-breathing organic assets: the Cavalry Squadron and the Battalions' Scout Platoons. We own them, they are all weather, and they do not rely on permissive airspace. We can build forward and back from there with supporting Echelon-Above Brigade (EAB) assets, supporting Aviation Task Force, organic Military Intelligence Company assets, and others.
- **Enabling Reconnaissance and Security:** We have to enable and synchronize our reconnaissance and security effort. This is inherently a BCT responsibility and we cannot delegate it to the Cavalry Squadron because it touches higher and adjacent units, as well as multiple battalions who do not have the staff depth to plan and execute it alone.
- **The Cavalry Squadron:** The Cavalry Squadron is "off cycle" from the BCT. The BCT Staff often views planning, preparation, and execution as distinct phases. Consumed with the inevitable time constraints and friction of planning and preparation, they tend to forget that the Squadron is decidedly in execution. Even though the three maneuver battalions are feverishly building obstacles or conducting Troop-Leadership Procedures, the Squadron is typically fourth in priority of fires.
- **Brigade Assets:** Half-way through a rotation, a Brigade Commander noted that "I thought I was helping the Battalions by providing enablers but I realize that I was just giving them problems." The BCT Staff plans in detail for the employment of collection assets providing task, purpose, and employment instructions (NAI, observer location, times, etc.) in specified tasks. Failure to do so means that the Low-Level Voice Intercept Team will be with the trail platoon in the trail company. The staff will not get it right, but they will drive bottom-up refinement from the Battalions. The Brigade Staff has the subject-matter experts and depth to do it; Battalions do not.
- **The Aviation Task Force:** They are a maneuver force. If we think of them as a flying tank battalion or a flying cavalry squadron, then their employment gets easier. Provide them with reconnaissance and security guidance, boundaries, fires, and intelligence collection enablers such as Shadow or Echelon-Above Brigade assets.
- **The Maneuver Battalions:** Consider using them to shape for the Cavalry Squadron: clear complex terrain, destroy a known enemy strongpoint, reconstitute or reinforce the Squadron. Often, the staff does not fully integrate or synchronize the Battalions' capabilities: task Ravens, assign Observation Posts and NAIs, or articulate reconnaissance handover. It is all the BCT Fight!
- **The Support Area:** What is our intelligence collection plan and security plan for the support area? The BCT cannot delegate this to the Brigade-Engineer Battalion. It starts with good land management and graphic control measures
- **What Can We See; What Can't We See?:** Throughout execution these are two useful questions to continually revisit over a map with the S3, S2, and collection manager. With reconnaissance and security, we often assume success for a plan put together 72 hours before. A lot will change in those 72 hours and must continually revisit our collection plan.
- **Go Back:** The sunk cost of combat makes us hesitant to give up ground. One unpopular but potentially fruitful way to expand the depth of the security area is to back up the main defensive line. If we lack the combat power or time to get to secure key terrain forward, it may be our best and only option.
- **Transition:** A former COG said "We're the United States Army, we've got two plays: attack and defend." In the offense, we have to start planning and setting the pieces for the defense—likewise during the defense. Graphic control measures can pull from one operation into the next. Articulating in commander's guidance what capabilities we want and where, by WfF, can help. During consolidation and re-organization, it is natural for units to pause—but there are often fleeting opportunities! We only stop when we have outrun our communications, sustainment, or fires; when we encounter an enemy we cannot bypass or defeat; or when we have accomplished our objective.

Lastly, we often assume that we will have the forces at the conclusion of an operation that we had at the start. This is aspirational. Essential to planning through the attack is a sober assessment of its cost and a realistic scheme of maneuver for the next operation that accounts for those anticipated losses. Planners at both the BCT and BNs must think through the transition of consolidating and reorganizing their remaining forces into a coherent security scheme that sets the conditions for the next operation.

BCT SECURITY AREA TDE

Given:

- Situation
- Running Estimates

Facilitator Instructions:

- The training audience serves as the Commander (and Staff) of a standard MTOE SBCT, with a TACON AH-64 CO and attached Avenger Battery.
- The BCT conducted an attack and seized its initial objectives. An additional ENY BTG moved into zone, defeated the Atropian Brigade to your west, and the Division's western flank is now exposed.
- The CDR will receive the current situation on the battlefield, as well as current running estimates. From that, the CDR must provide guidance on how to use available forces to create a security zone that allows the BCT to defend.
- The timeline is significantly constrained, as the BCT's mission must quickly reorient its forces and transition to the defense. Your S2 estimates that you have less than 24 hours until the next BTG attacks in zone.

Instructions for the Commander: Take 20 minutes to review the Situation and running estimates. Take 15 minutes to develop a concept for the defense that will allow you to provide subordinate commanders with immediate guidance for orienting their forces (Optional, with staff participation: develop this concept with one or two of your staff members). Take 10 minutes to write out guidance for each of your subordinate commanders so they can begin necessary movement. *Critical to this exercise is generating a CoA that provides a security area and collection plan that will give you the time and space to turn a BCT problem into a BN problem.*

Instructions for Staff: Using the commander's guidance, develop a course of action sketch and statement and issue that initial guidance in a FRAGORD/WARNORD format to subordinate units. You have 1 hour to get the WARNO out.

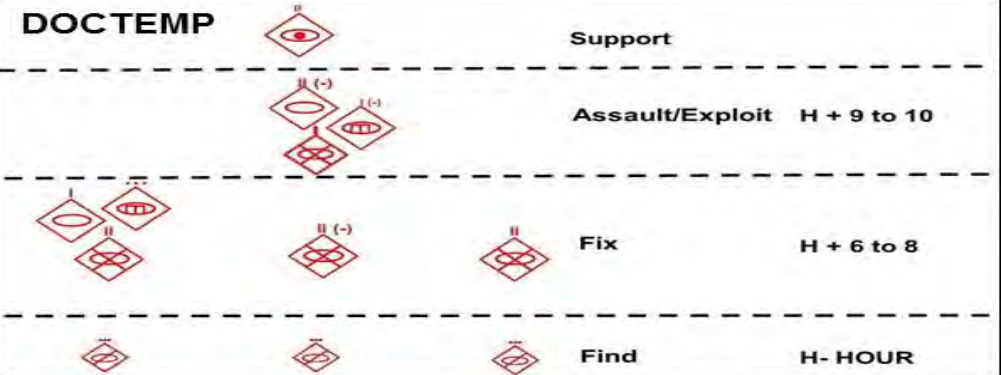
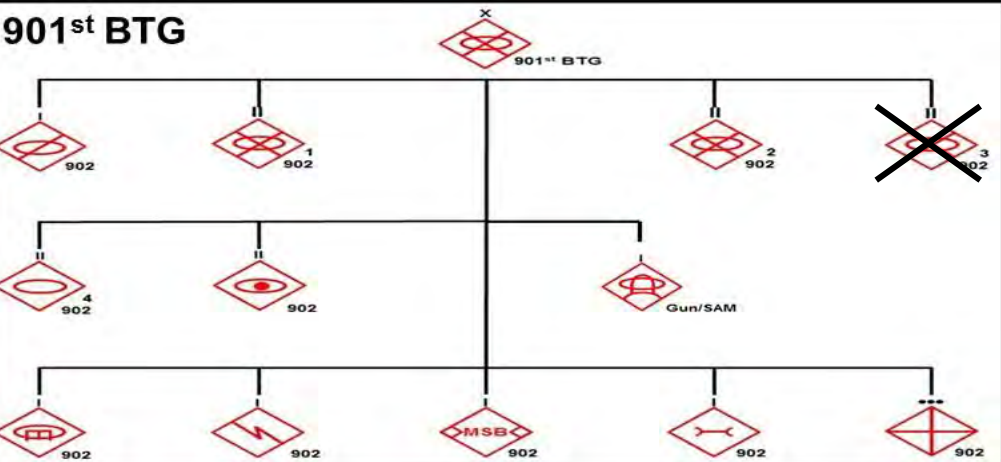
52ID Mission: 52ID attacks north in zone to defeat Donovanian forces in Erdbil Province and re-establish the international border.

Purpose: Reestablish Atropian sovereignty in Erdbil province, deny ENY influence on Atropian security forces.

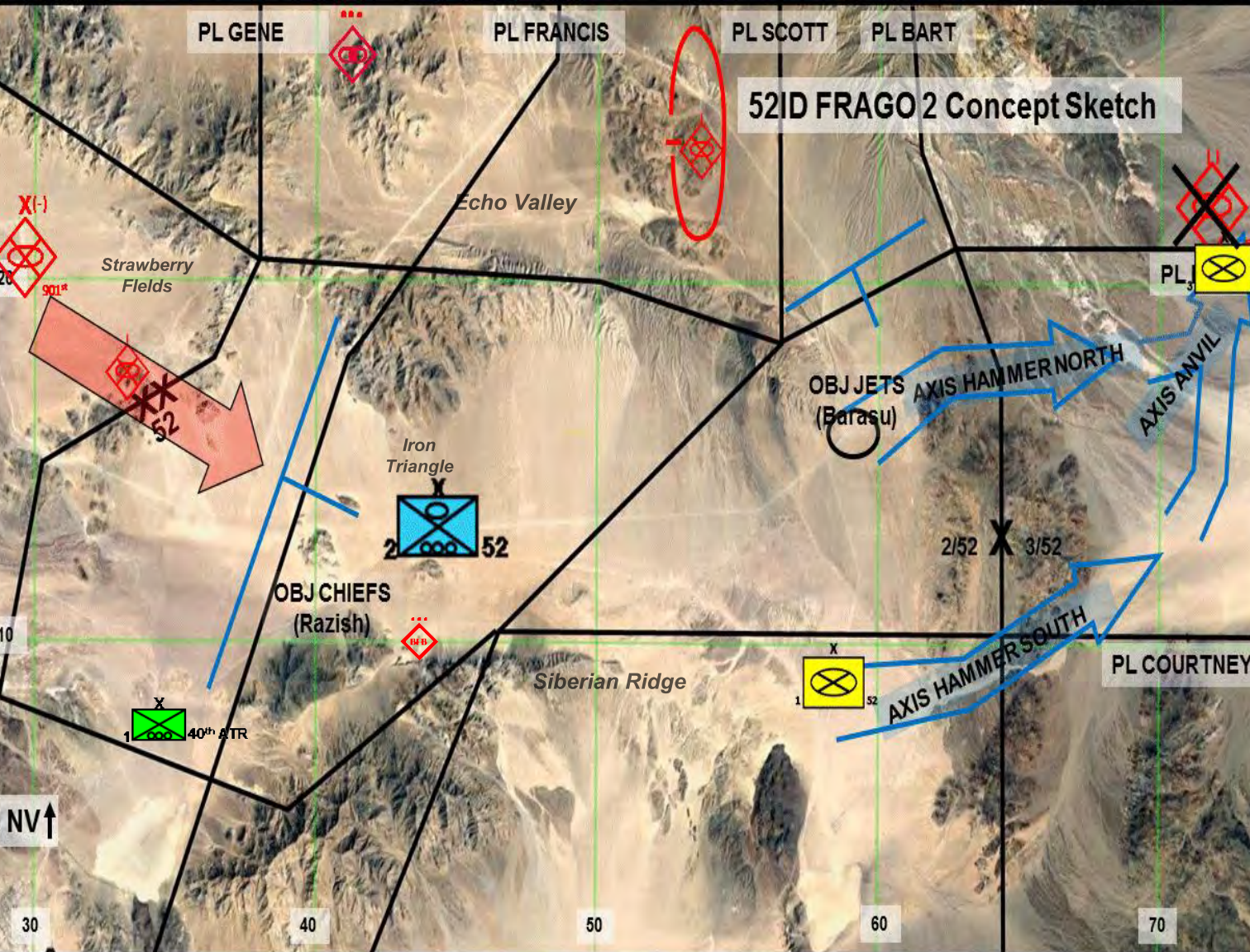
- Key Tasks:**
- Destroy remaining 80th DTG elements in AO WARRIOR
 - Neutralize Donovanian and Donovanian-supported insurgent forces in Erdbil Province
 - Rapidly transition security of population centers and key infrastructure in zone to Atropian forces
 - Degrade Donovanian air defense systems on the border and 30 km into Donovania.

Endstate: Donovanian forces in Erdbil Province south of PL ANNIE are destroyed or retrograded, 52ID set in hasty defense on PL ANNIE prepared to conduct attack into Donovania if ordered, key population centers secured by Atropian forces.

52ID Concept of Operations FRAGO 2: 52ID attacks to PL ANNIE, culminating in a DIV defense on line on the international border. 3/52 (SO1) will lead the attack up AXIS HAMMER between PL SCOTT and PL BART. 2/52 will destroy remaining 801st BTG elements east of PL GENE and south of PL BETTY and then establish a BCT DEFENSE on PL GENE and PL BETTY IOT protect the DIV's flank and allow 1/52 FoM through zone. 1/52 (DO) will attack on AXIS ANVIL, pass through 3/52, seize OBJs PATRIOTS and BILLS on PL ANNIE, and then establish a BCT defense to defeat the 90th DTG attack.



Situation: 3/52 seized OBJ JETS and then attacked through the passes, with little resistance. Upon crossing PL BART, they destroyed forward elements of 3/801st MIBN on PL BETTY. They breached and destroyed the 3/801st's defenses and established a hasty defense. 1/52 initiated movement across PL DEBBIE and their lead BN will cross PL COURTNEY within the hour. Once they cross PL BART, 1/52 will travel up AXIS ANVIL and seize OBJ BEARS. To the west, the eastern BDE of the 40th ATR DIV collapsed upon the attack of the Donovanian 90th DTG. With their flank untenable, 1/40th ATR DIV pulled south to PL COURTNEY to subsequent positions surrounding the town of Gardekert. 1st ABCT, 2nd AR completed RSOI and is rushing north into our zone to reinforce the Atropians and to protect LSA WARRIOR. Your BCT completed the destruction of the 1/801st MIBN east of PL FRANCIS and captured OBJ CHIEFS (Razish). The 901st BTG pushed at least one company forward to secure the passes on PL GENE to create a security area while the rest of that BTG reorganizes and refits to continue its attack east and south.



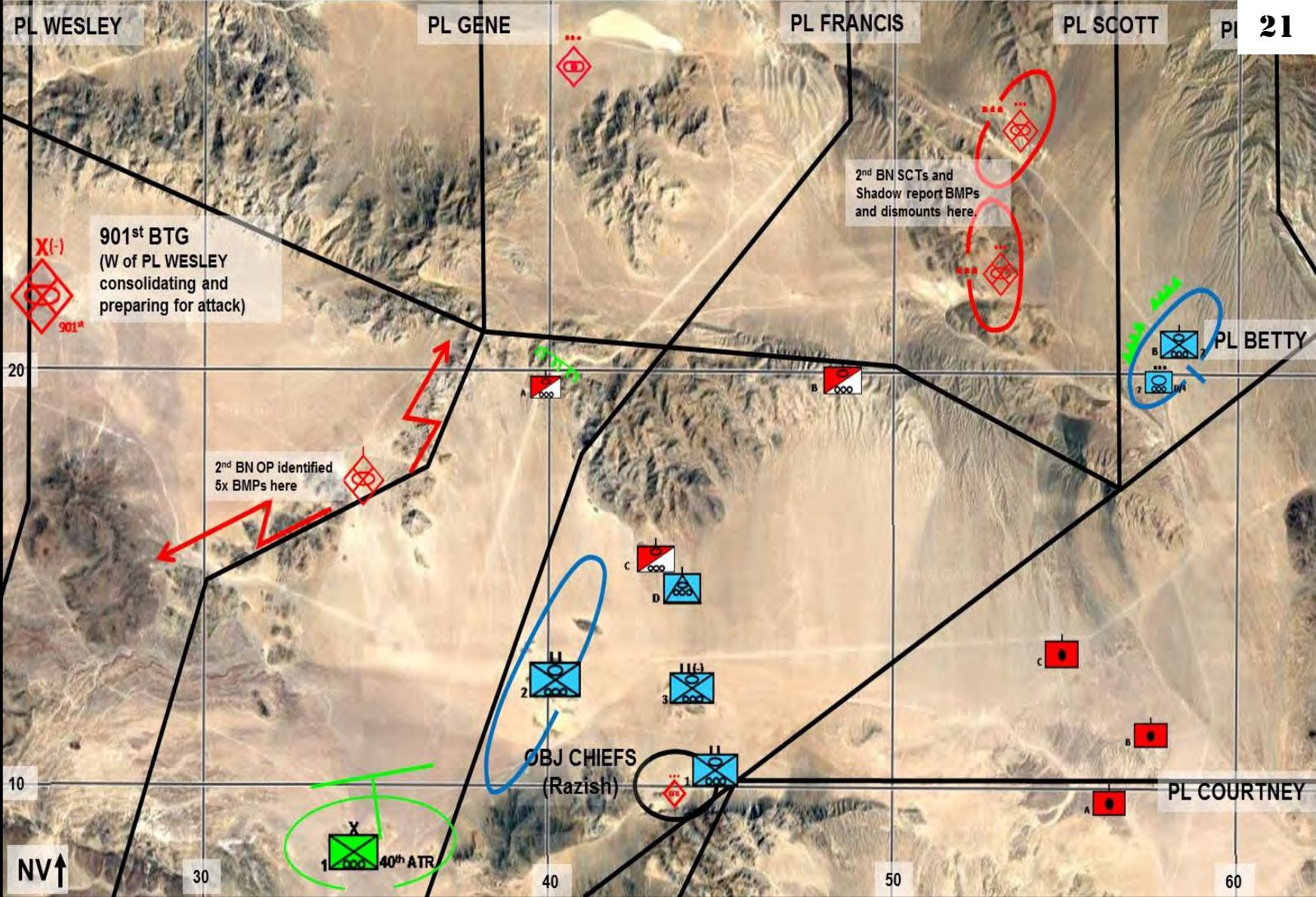
In Your Sector...

DTG is 040600NOV. The remaining elements of the 1/801st MIBN in your zone retrograded to defensive positions north of PL BETTY and hold key terrain that control avenues of approach to the west. S2 estimates that a 3x 2S19s remain from the 801st within range of our BCT. Additionally, HUMINT suggests that 15-30 BFB fighters remain in Razish and went to ground. Reports are flowing in about the 90th DTG attack to your west. Observers from 2nd BN spotted BMPs cresting a pass on PL GENE but then pull back. Grey Eagle identified at least 10x BMPs in the area and your S2 assesses that a MIC from the 901st currently holds that position to give the BTG time to reorganize and prepare for the attack. G2 estimates that the 901st BTG will attack 18-24 hours from now...

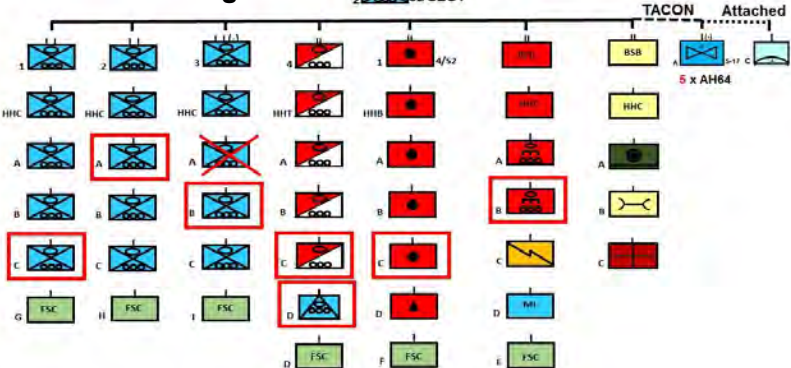
You're in Old Town Razish, visiting wounded Soldiers in the make-shift Role 1. A CO from 2nd BN got chewed up at the breach. Your S1 reports at least 60 Soldiers killed during the assault on Razish. As you walk out, the 52ID CDR walks in. He pulls you aside:

"I understand that your team had a tough fight seizing this OBJ. I'm sorry about 2nd BN's CDR. I'm writing his wife a letter tonight..." He trails off. After recovering, he says, "Listen- 1st BDE is on its way across PL BART as we speak. We have to keep pressing the attack to OBJ BEARS. 1/2 AR is on its way to reinforce the Atropians near Gardakurt. There is a decision point for the CJTF Atropian commander to use that BCT to reinforce us, but I think the 40th Atropians will need all the help they can get. They got their butts kicked. G2 thinks that fixing forces from the 901st will cross PL GENE this time tomorrow- maybe a little earlier. DIV's guns will continue to support 1st BDE's attack to BEARS, but I'm shifting the bulk of CAS to you starting in 12 hours. I need you hold. Protect our flank. I have a decision point to shift the DIV reserve to you- it's the two remaining companies of 1st BN, 3rd BDE: one mech, one tank. Do not let the enemy cross PL SCOTT. Oh, and please hold onto Razish. You'll just have to take it again if you lose it. Have your S2 call mine to figure out what ISR assets can support your defense. The G3 gave 3rd BDE the WARNO to release a tank company to you, along with its CRT. The more you kill west of GENE, the easier time you'll have of it. Once you determine your scheme of defense, give me a call."

You walk over to the S3's Stryker. "3! Pull the latest running estimates. We've got to adjust our security area and start digging in. Let's figure out how to array forces and provide the BN CDRs some guidance. Once that's done, have the staff crunch out a FRAGO."



Current Task-Org

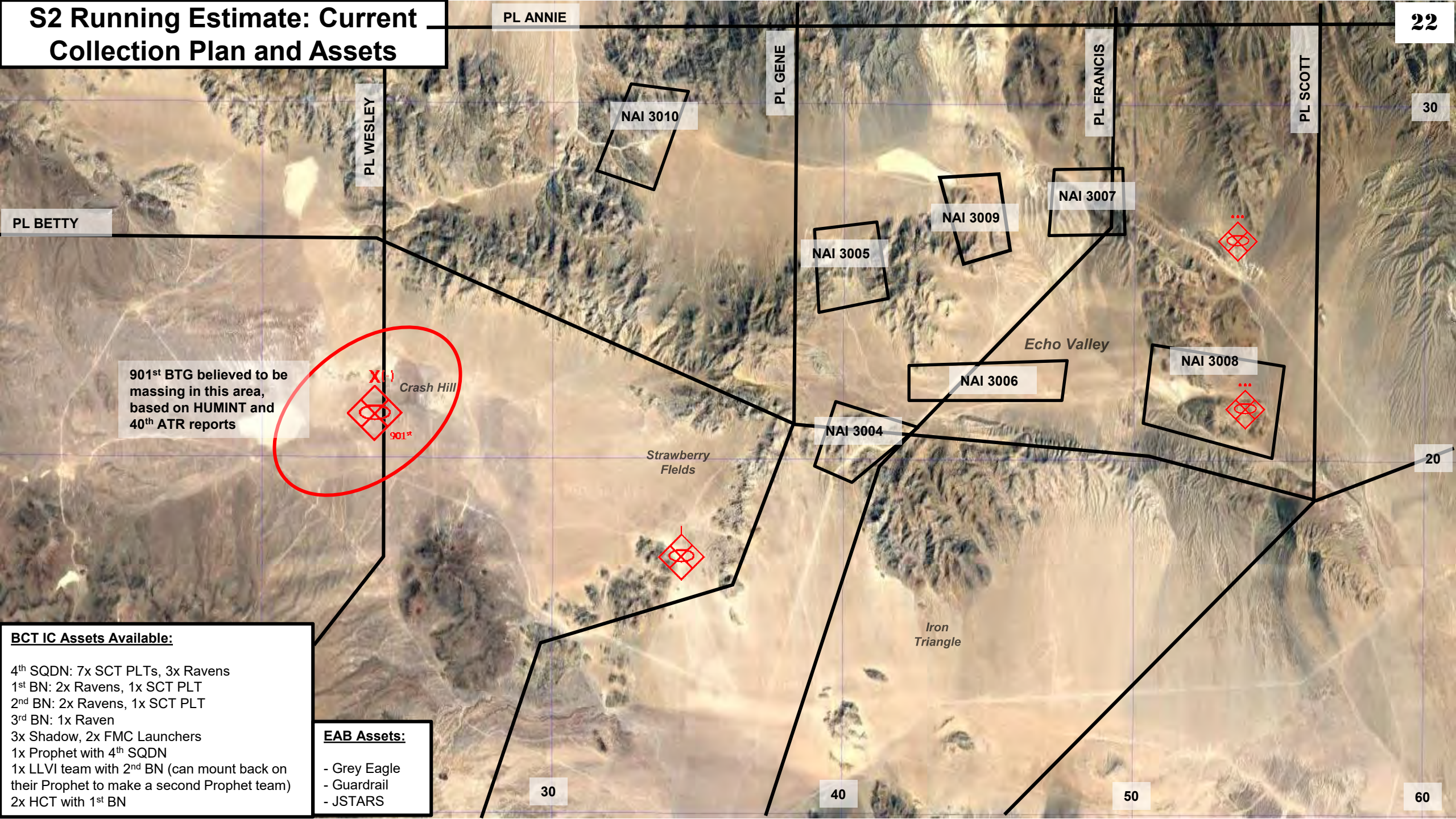


LOSSES

- 1st BN: C CO down 1.5x PLTs
- 2nd BN: A CO down 1x PLT; BN TAC destroyed by BFB attack- S3 and BN CDR killed.
- 3rd BN: A CO destroyed, B CO down 1x PLT, SCT PLT destroyed
- 4th SQDN: C TRP down 2x PLT, D TRP lost 1x ATGM PLT and 1x MGS PLT.
- 1/4/52 FA: C Battery down 2x guns from counterfire
- BEB: B CO lost 1x MCLC, 2x Engineer SQDs at breach
- A/5-17 AVN: Lost 1x AH-64 over Razish
- MICO: Lost 1x Shadow

S2 Running Estimate: Current Collection Plan and Assets

22



PL BETTY

PL WESLEY

PL ANNIE

PL GENE

PL FRANCIS

PL SCOTT

NAI 3010

NAI 3005

NAI 3009

NAI 3007

901st BTG believed to be massing in this area, based on HUMINT and 40th ATR reports



Crash Hill

901*

Strawberry Fields

NAI 3004

NAI 3006

Echo Valley

NAI 3008

Iron Triangle

30

40

50

20

60

BCT IC Assets Available:
4th SQDN: 7x SCT PLTs, 3x Ravens
1st BN: 2x Ravens, 1x SCT PLT
2nd BN: 2x Ravens, 1x SCT PLT
3rd BN: 1x Raven
3x Shadow, 2x FMC Launchers
1x Prophet with 4th SQDN
1x LLVI team with 2nd BN (can mount back on their Prophet to make a second Prophet team)
2x HCT with 1st BN

EAB Assets:
- Grey Eagle
- Guardrail
- JSTARS

S2 Running Estimate: Current IC Matrix

DATE	4 NOV																								
ZULU	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0000	0100	0200	0300	0400	0500	0600	0700	0800
LOCAL	0000	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
4th SQDN	A TRP observing NAI 3004, 3005, 3006; B TRP observing NAI 3006 and 3008																								
1st BN																									
2nd BN																									NAI 3008
3rd BN																									
Prophet																									
LLVI 1																									
HCT 1																									
HCT 2																									
Shadow 1																									
Shadow 2																									
Shadow 3																									
EAB - Requested Times																									
Grey Eagle FMV																									NAI 3010 to 3008 (between PL BETTY and ANNIE in zone)
Guardrail																									Between PL ANNIE and PL BETTY
JSTARS																									2x 4 hr windows to observe W of PL GENE
Rivet Joint																									
DATE	5 NOV																								
ZULU	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0000	0100	0200	0300	0400	0500	0600	0700	0800
LOCAL	0000	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
4th SQDN	A TRP observing NAI 3004, 3005, 3006; B TRP observing NAI 3006 and 3008																								
1st BN																									
2nd BN																									SCT PLT observe NAI 3008
3rd BN																									
Prophet																									Collect on NAI 3004, 3006, 3005 ICW A TRP
LLVI 1																									
HCT 1																									
HCT 2																									
Shadow 1																									NAI 3005, 3009, 3007, 3008
Shadow 2																									NAI 3005, 3009, 3007, 3008
Shadow 3																									NAI 3005, 3009, 3007, 3008
EAB - Requested Times																									
Grey Eagle FMV																									Observe W of PL GENE
Guardrail																									Observe W of PL GENE
JSTARS																									2x 4-hr window to observe W of PL GENE
Rivet Joint																									

EAB Assets

- DIV Collection manager is still scrambling to allocate based on the 3/52 still in contact and the DO moving toward the fight. We can request, but no guarantees at this time.
- We have JSTARS confirmed for 2x 4-hr windows between 041900NOV to 050600NOV. We need to define the NAIs for this asset.
- DIV gave us a Guardrail between the hours of 050100 – 050800
- DIV tentatively allocated Grey Eagle support for 050100- 050800, but it is not confirmed

S3 Running Estimate

Specified Tasks:

- NLT 050600NOV, defend in zone.
- Deny ENY advance beyond PL SCOTT
- Retain Razish
- Allow 1/52 FoM through zone.
- Receive 1x AR CO (-) (2x tank PLTs) and M88 NLT 041800NOV

Implied Tasks:

- Leverage EAB IC, CAS, and Fires to attrit ENY W of PL GENE
- Tie in to 1/40th ATR battle position on PL COURTNEY
- Facilitate potential counter-attack from 1st ABCT, 2nd AR DIV from the south through our zone and west across PL GENE.

Forces Available:

1st BN: 7x PLTs, 1x SCT PLT, 20x Javelins, 8x MCVs, 3x MGS, 2x FSV
2nd BN: 8x PLTs, 1x SCT PLT, 20x Javelins, 10x MCVs, 3x MGS, 3x FSV
3rd BN: 5x PLTs, 12x Javelins, 6x MCVs, 2x FSV
4th SQDN: 7x SCT PLTs, 15x Javelins, 6x ATGMs, 4x MCVs, 3x FSV
1/4/52 FA: 16x M777s
BEB: 1x MCLC, 2x SAPPER PLTs
A/5-17: 5x AH-64
C/5-2 ADA: 12x Avengers

1x Tank Company (will not receive until 041800NOV)

Constraints:

- Main battle area must be on or west of PL SCOTT
- Will not receive our armor reserve until hours of darkness

Critical Facts:

- BCT DO in progress to our east
- BFB still a threat to our rear area
- 3rd BN XO in command, HHC CDR acting XO/S3

Assets Available:

CAS: 2x A-10 on station at 050600NOV; additional CAS TBD
MLRS: TBD

Critical Assumptions:

- 1/52 will achieve its objectives without 2/52 support.
- 40th ATR defense will hold on PL COURTNEY
- 1/2 AD will support 1/40th ATR defense with its available forces before our BCT

Associated Risk:

- The success of our reduced formation hinges upon the availability of CAS and our own fires.
- Risk to mission by not securing AoAs south of PL COURTNEY

Fires Running Estimate

Specified Tasks:

- Provide counterfire against 801st BTG and 80th DTG IDF assets.

Implied Tasks:

- Assign one battery to emplace FASCAM minefields

HPTL

Priority Targets

- | | |
|---|--|
| 1 | Air Defense (2S6, SA-8, SA-6) |
| 2 | Logistic (AAs, supply depots, convoys) |
| 3 | Fire Support (PRIMAs, IL-220) |
| 4 | Aviation (FARPs, runways, aviation facilities) |
| 5 | C2 nodes (BTG CPs, DTG CPs, retrans sites) |
| 6 | Maneuver (T-80s, BMP-1, BMP-3, Insurgent networks) |

WfF Assets Available

- | | |
|---|--|
| <ul style="list-style-type: none"> • 16 x M777 (155mm) • 36 x MCV (120mm) • 12 x Avengers • (17) JTAC's • 1 Q-37 50K • 1 Q-36 24K | <ul style="list-style-type: none"> • FASCAM Munitions on hand: 2x 200x400m minefields |
|---|--|

Critical Facts:

- Second in priority for MLRS, HIMARS until after 1/52 crosses PL BART. Second in priority for on call CAS until 050500AUG, then first during defense.
- All batteries currently within range of PL GENE, but not much further west

Ammo on Hand after Resupply at 0900:

- A Battery: 90% filled. 50% HE, 20% DPICM, 20% WP
- B Battery: 90% filled. 50% HE, 30% DPICM, 10% WP
- C Battery: 90% filled. 10% HE, 50% DPICM, all FASCAM in BN
- **NO MORE 155mm in BCT. CSSB redirected last package to 3/52. Anticipate a 50% killer munition UBL available for pull in 12 hours. Anticipate being at the guns at 050300NOV.**

Critical Assumptions:

- BCT will receive priority of DIV CAS allocation once 901st BTG main body identified

Associated Risk:

- If we do not have CAS, it will be very difficult to attrit the 901st once it is on the move

Sustainment Running Estimate

Specified Tasks:

- None

Facts:

- We share same main supply route with both 1st and 3rd BDEs
- All BNs currently undergoing CLI, III, V resupply. All BNs will be at 100% UBL for small arms.
- We have enough Javelin ammo being distributed at 0700 LRP to provide 3x missiles per Jav in BCT
- D TRP reports 75% UBL for TOWs. All TOWs in LSA were pushed to 1st and 3rd ABCTs last night. We will not get more before NLT defend.
- MGS will be resupplied to 150% UBL. With the loss of 3x MGS, we have enough for another 50% 105mm resupply in the BSA (all AP rounds).
- CLIV CCLs moving up from BEB to 2nd BN now.

Assumptions:

- The BSA will remain in place. 45 min travel time for LOGPAC from BSA to OBJ CHIEFS.
- Role II will not move north of PL COURTNEY.
- DIV will continue to provide Air MEDEVAC
- FARP will have to relocate further south of PL COURTNEY if BCT defends on PL SCOTT between DEBBIE and COURTNEY

Implied Tasks:

- None

Constraints:

- Until DIV DO is complete, we remain 3rd in priority of support.

Engineer Running Estimate

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Mobility Assets:

- 5x MICLIC Trailers
- 4x ESV with plow.

Counter Mobility Assets:

- 8x Ground Volcanos = 8x1110x120m minefields.
- 4x D7 blade teams = 560m AVD/hour
- 3x Sapper PLTs
- The existing obstacle belt to the front of B/2nd BN can be completed with 600m of AVD
- A TRP already blocked the passes in NAI 3004 with 2x TSC

Constraints:

- 52 ID retains execution and emplacement authority for all SCATMINE systems. All templated SCATMINE obstacles must be submitted to the 52ID ENG for review and approval for planning. Once approved, execution authority to emplace SCATMINE is granted to BCT CDRs

TACTICAL DECISION EXERCISE 3: DEFENSE

Our Army is predisposed to be on offense—attack is our default setting. But it is difficult to imagine the “First Fight” against a near peer competitor being anything but a defense. Whether the Kasserine Pass or the Pusan Perimeter, our first fights have often been desperate defenses. However, we also have a history of defending tenaciously and well: Bastogne and Chipyong-Ni. The unit defending is usually inherently weaker in regards to combat power: effective time and asset management are key. Leave no asset at rest!

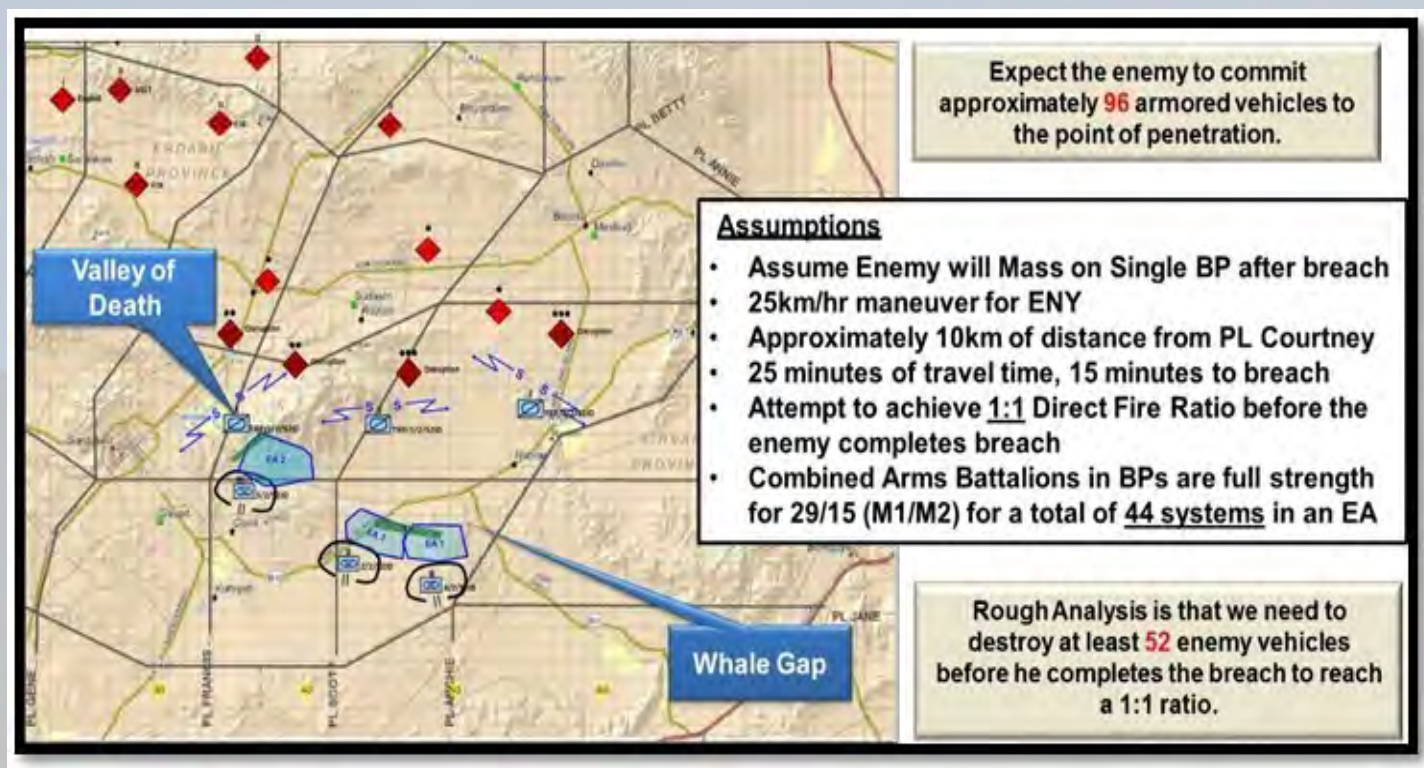
- **Help Ourselves:** While in the offense, we have to help ourselves in preparation for having to possibly defend. Use engineer assets to emplace obstacles on avenues of approach we want to deny the enemy, prepare alternate and supplementary positions to the rear and flanks of our main defense, as well as providing survivability for critical-assets such as radars, mission command nodes, and sustainment. If we are able to maintain offensive momentum, great, but if not, we have helped ourselves in the defense.
- **Defensive Priorities of Work:** Practiced priorities of work, codified in unit PSOPs and TACSOPs, greatly accelerate defensive preparations. If they are not a habit, they won't happen because the inertia caused by the physical and mental fatigue of attacking overcomes the need to act without the stimulus of an immediate threat. In execution, our command posts must drive and track defensive preparation through FFIR reporting. Progress and gaps displayed in a common operating picture aid commanders in making timely and accurate decisions.
- **Security Area:** The BCT must establish a security area to allow the space and time for defensive preparations. Units at echelon should instinctively begin during consolidation and re-organization.¹ Adjacent unit coordination must include forward and rear units to prevent seams and dead space.

Engagement Area Development: Below are the 7-Steps. Commanders and Command Posts should refer back to them frequently in planning and execution.

1. **Determine likely enemy schemes of maneuver:** Identify all likely enemy avenues of approach: The Modified-Combined Obstacle Overlay (MCOO) and specific reconnaissance guidance prevent us from missing one.² The Event Template helps us visualize the enemy's actions and decisions in space and time. Identify and discuss the likely indicators of enemy courses of action.
2. **Determine where to kill the enemy:** The defense provides the commander an opportunity to personally study the terrain.³ Through ground and air reconnaissance, the commander confirms where he wants to kill the enemy. Executed in conjunction with subordinate commanders and key staff members, such as the S2, S3, Engineer, and FSO, it provides the most rapid and effective means of creating shared understanding.
3. **Plan and integrate obstacles:** It takes a maneuver commander, engineer, and fire supporter together on the terrain. The employment of situational obstacles takes detailed planning of tactical and technical triggers, common fighting products (Decision-Support Matrix, Intelligence Collection Matrix, and Target List Worksheet), and rigorous rehearsals.
4. **Emplace weapon systems:** The right weapon on the right terrain for the right mission is lethal—commanders have to physically sight them in.
5. **Plan and integrate indirect fires:** Fewer pre-planned targets done very well (planned, observed, commonly understood, tactically and technically well-rehearsed) go a long way. Areas of fire support that often overlooked are the employment of mortars and the use of obscuration for emplacement, displacement, or silhouetting an approaching enemy.⁴
6. **Rehearse the execution of operations:** Intelligence Collection/Fires, Combined-Arms, Sustainment, and Fires-Technical Rehearsals are the minimum. Full-force rehearsals in the defense are critical to getting timings right: occupation of battle positions, commitment of the reserve, and execution of branch plans.

TACTICAL DECISION EXERCISE 3: DEFENSE

- **The Math Problem:** The BCT has to affect the enemy before he makes direct-fire contact with our Maneuver Battalions. That desired effect simply becomes a math problem. We have to extend our eyes and lethal effects sufficiently to destroy enough of the enemy prior to reaching our BPs.



- **30-Minutes:** BCT Commanders often only have 30-minutes to observe, orient, decide, and act—while the enemy through obfuscation and deception tries to mask his actions. He does not need any help; we have to reduce our own friction. Shared understanding through backbriefs, reporting, rehearsals, and common fighting products reduces that friction.
- **Transition:** We successfully defeated the enemy—remnants hold in pockets, isolated and confused, while others chaotically withdraw. Do our forces have the fuel, ammunition, combat power, supporting fires, graphics, and intent to counter-attack? The BCT Command Posts have to reorient their thinking and focus toward the next fight before the current fight is finished. Through an accurate COP and running estimates, the staff can generate options and make recommendations to the Commander.

The inherent lack of initiative and weakness of relative combat power in the defense means that we rely on “Just in Time Lethality.” Our tactical and technical triggers often determine our success or failure. A lack of understanding about the enemy and ourselves can paralyze us. We won’t ever have a perfect understanding, but we can achieve a better understanding. At a minimum, we have to be fairly confident in what we know and don’t know. Skepticism about the validity of assumptions until they are proven true guards against surprise. Finally, justified confidence in our understanding tends to unleash our awareness of opportunities: to counter attack to complete the enemy’s destruction, to deliver a physically and psychologically devastating blow, or to seize key terrain.

ENDNOTES

1. We seldom conduct defensive operations as part of home-station live-fire and force on force training. Emphasis in plans, orders, rehearsals, and execution of consolidation and re-organization helps build the habits for transition to the defense. Squad and crews must instinctively begin the 7-Steps of Engagement Area development and defensive priorities of work.
2. The OPFOR, as is likely with our real enemies, know the terrain better than we do. If we miss or ignore an avenue of approach, he will find it and punish us. The OPFOR is like water: he finds the path of least resistance and floods through.
3. A couple of hundred meters can make all the difference. Nothing worse than a commander inspecting 2.2 kilometers of Anti-Vehicle Ditch (AVD) that is 200 meters too far back or forward.
4. An effective Fires-Technical Rehearsal requires maneuver commanders to commit to a plan and stick to a manageable number of pre-planned targets. With all primary and alternate observers, mortar platoons, and command posts involved, the Fires Team can do the science to provide timely and effective fires. The results are devastating.

Given:

- Situation
- PIR and NAI Overlay
- Friendly CoA Sketch
- Decision Support Matrix
- Analog Common Operating Picture
- Limited information, both friendly and enemy

Facilitator Instructions:

- The training audience serves as the Commander of a standard US SBCT. It is reinforced with a Tank/Mech Company Team (tank-heavy) and 2x AH-64 PLTs. The 3x ATGM PLTs are detached to the DIV Reserve BN.
- The CDR is with the Mobile Command Group, at his/her Stryker- not at the TOC or TAC. The CDR will not have perfect information. The facilitator should avoid answering RFIs.
- The BCT (2/52) is not priority for Division support since 1/52 and 3/52 are decisively engaged. The CDR must rely on organic and attached assets.
- Each round is its own discreet event. The conditions for later rounds are not based upon the decisions the CDR makes in previous rounds.

Review the situation and fighting products before starting Round 1. For each round, follow the instructions below:

Instructions for Commander: For each Round, take 10 minutes to review the situation, fighting products, and COP. In 10 minutes or less, provide written guidance to subordinates and/or staff for this decision. *Optional with Staff Participation:* Include one or two staff members to assist you in making this decision, simulating your limited staff in the Mobile Command Group (MCG).

Instructions for BCT Staff: 1. You are at the TOC. Take 15 minutes to review the situation and determine at least one course of action not outlined in the DSM that the BCT could execute instead. Do not communicate this option to the CDR until 5 minutes have elapsed in his/her decision time. 2. Discuss what coordinating instructions (if any), by unit and WFF, would be required to execute a COA for this decision (not timed).

A key takeaway from this TDE is an understanding of how little time a BCT has to make and execute decisions against an enemy on the move.

ENY COAA (DO in the North):

H HR: ENY Commits BTG Recon Into Zone. BMP/BRDM mix (1/2 or more) move into zone, E into northern AA or south southern AA. PIR: comp/disp of US obst. Destroy US recon. LoA: PL GENE.

H +8: Recon at LoA. **Indicator:** BMPs on PL GENE; **DP1- Commit to attack in 2/52 AO.** **Indicator:** More than 10x BMPs cross PL Annie moving SE on either avenue of approach.

H +9: **DP2- CoA A or CoA B.** **Indicator:** more than 30x BMPs or more than 10x tanks move E into northern sector; less than 10/30 commit to southern sector.

H+10: Fixing Forces establish SBFs in all avenues of approach.

H+10.5: **DP A1- Commit AR BN to EA1 or EA2.** **Indicator:** Destruction of US company in either BP; Tanks maneuvering south through passes or continuing E; repeat of ENY smoke in EA.

H+10.5: **DPA2- Chem attack on southern BP.** **Indicator:** Failure to destroy 1x CO of combat power in southern BP within 30 min of SBF; ID of US tank company in BP. If DP not met in south, commit chem to fix middle or northern BP.

S2 estimates that H-Hour will be at 01 2200 (L) MAY.

ENY COA B (DO in the South):

H HR: ENY Commits BTG Recon Into Zone. BMP/BRDM mix (1/2 or more) move into zone, E into northern AA or south southern AA. PIR: comp/disp of US obst. Destroy US recon. LoA: PL GENE.

H +8: Recon at LoA. **Indicator:** BMPs on PL GENE; **DP1- Commit to attack in 2/52 AO.** **Indicator:** More than 10x BMPs cross PL Annie moving SE on either avenue of approach.

H +9: **DP2- CoA A or CoA B.** **Indicator:** more than 30x BMPs or more than 10x tanks move E into northern sector; less than 10/30 commit to southern sector.

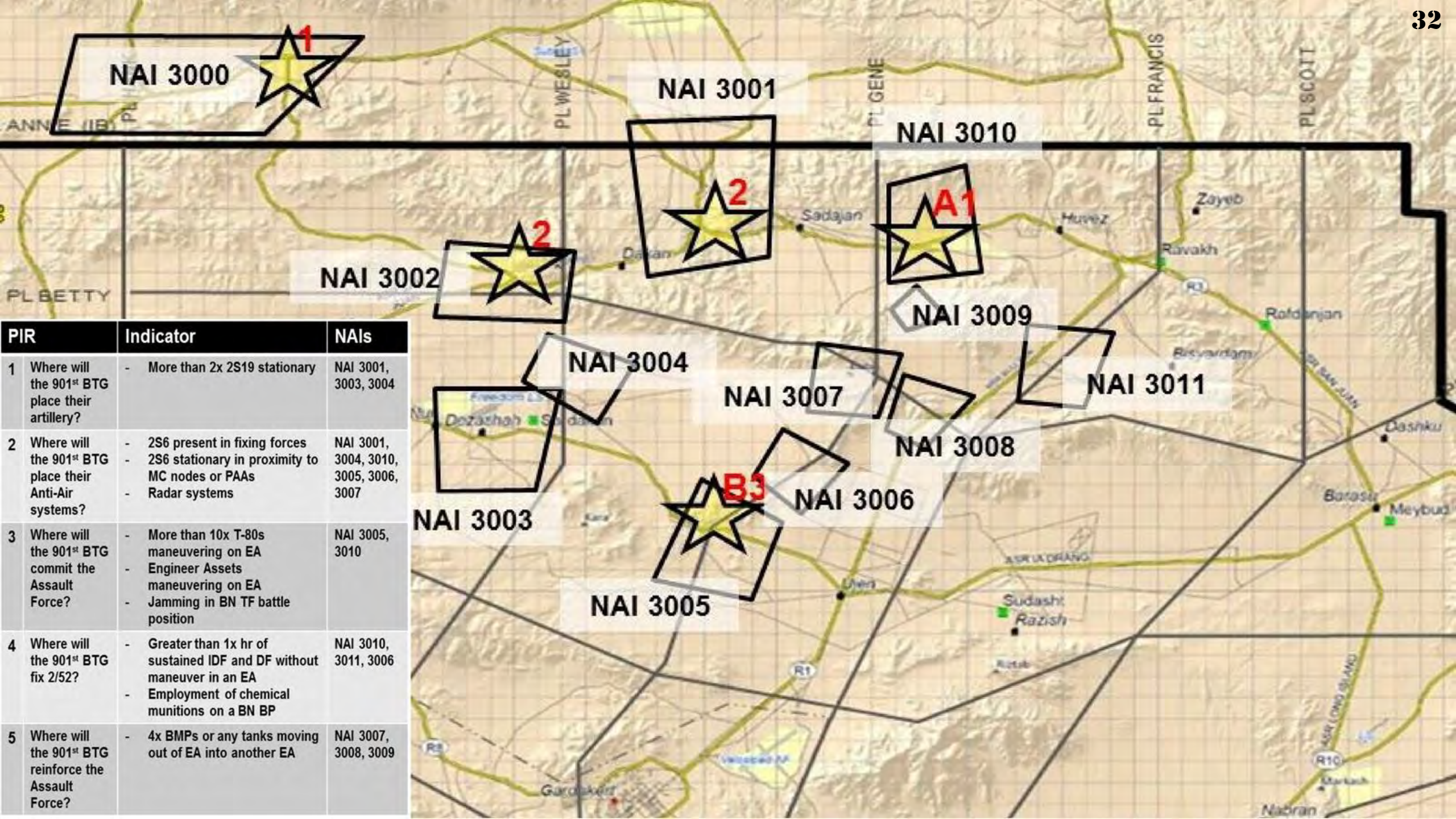
H+10: Fixing Forces establish SBFs in all avenues of approach.

H+10.5: **DP B1- Commit AR CO north or in center AA.** **Indicator:** Destruction of US company in either BP. Tanks maneuvering south toward EA2 or east toward EA1.

H+10.5: **DP B2- Chem strike in N.** **Indicator:** Less than 1x US company destroyed in BP 1 or 2; tanks identified in either BP.

H+11: ENY seize Hill 760. **DP B3- Commit breach force through passes on PL GENE or through restrictive terrain to the south(N or S).** **Indicator:** Key terrain on PL FRANCIS seized. ENG and/or tanks identified moving into N or S side of EA3 (on either side of key terrain).

S2 estimates that H-Hour will be at 01 2200 (L) MAY.



PIR	Indicator	NAIs
1	Where will the 901 st BTG place their artillery?	- More than 2x 2S19 stationary NAI 3001, 3003, 3004
2	Where will the 901 st BTG place their Anti-Air systems?	- 2S6 present in fixing forces - 2S6 stationary in proximity to MC nodes or PAAs - Radar systems NAI 3001, 3004, 3010, 3005, 3006, 3007
3	Where will the 901 st BTG commit the Assault Force?	- More than 10x T-80s maneuvering on EA - Engineer Assets maneuvering on EA - Jamming in BN TF battle position NAI 3005, 3010
4	Where will the 901 st BTG fix 2/52?	- Greater than 1x hr of sustained IDF and DF without maneuver in an EA - Employment of chemical munitions on a BN BP NAI 3010, 3011, 3006
5	Where will the 901 st BTG reinforce the Assault Force?	- 4x BMPs or any tanks moving out of EA into another EA NAI 3007, 3008, 3009

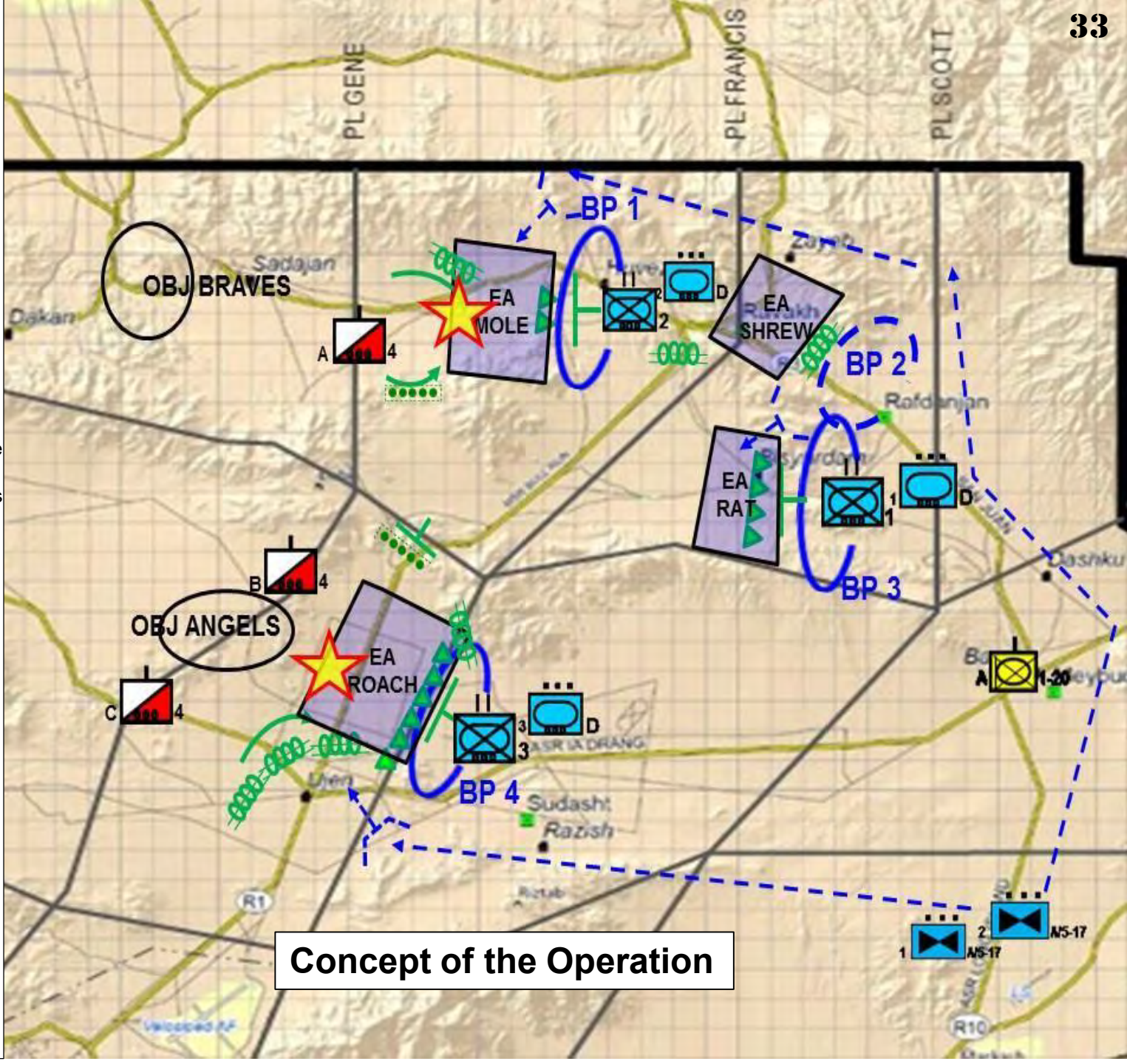
2/52 Mission: 2/52 conducts an area defense oriented W on PL FRANCIS IOT defeat 901st BTG forces and set the conditions for 52ID counterattack. **Purpose:** Prevent the 901st BTG from influencing the flanks of 1st and 3rd ABCTs and allow 52ID to quickly transition to the counterattack with the ABCTs.

Key Tasks:
 -Identify and target 901st BTG forces west of PL WESLEY
 -Ensure observers emplace and rehearse triggers for cntr-mob fires (FASCAM)
 -Position CLV forward for resupply and transitions
 -Secure OBJ ANGELS and/or BRAVES to facilitate 52ID counterattack **Endstate:** Donovanian forces destroyed east of PL WESLEY, 2/52 at 75% combat strength, conditions set for rapid maneuver of 3/52 elements through zone to execute counterattack

Scheme of Maneuver:
 IC and Recon will identify 901st BTG Course of Action. 4th SQDN will defeat ENY recon, BCT completes all EAs. Upon identification of fixing forces, SQDN conducts RPOL. Once fixing forces enter EAs, FASCAM will isolate each EA. Upon identifying assault force, commit 1x PLT AH-64 to that EA. **The Decisive Point is the destruction of 15x T-80s in EA MOLE or EA ROACH.** This is decisive because the enemy will not have the ability to exploit success and begin retrograding back west. Commit Reserve to seize key terrain to support Ctr-Atk. Upon loss of 1x company in a BN BP, commit reserve to that EA. Commit PLT of AH-64s upon identification of ENY DO. Commit 1x PLT AH-64s and Reserve if a BN must displace to subsequent BP.

2nd BN, 2/52 (DO): T: Destroy 1x AR BN in EA MOLE. P: Prevent 901st BTG from isolating US Forces.
1st BN, 2/52 (SO1): T: Destroy 1x MIBN in EA RAT. P: Prevent the envelopment of the DO.
3rd BN, 2/52 (SO3): T: Destroy 1x MIBN in EA ROACH. P: Prevent the envelopment of the DO. O/O, assume role of DO and destroy 1x AR BN. **4th SQDN, 2/52 (SO4):** T: Screen on PL GENE. P: Allow BCT to build EAs, provide early warning for BCT. **Displacement Criteria:** Identification of fixing force in zone, by Troop.
A/5-17 AVN: T: Destroy tanks in EAs. P: Prevent penetration of BN BPs.
A/1-20 AR (BCT Reserve): T: Attack to seize OBJ BRAVES or OBJ ANGELS. O/O, Reinforce BN BPs. P: Allow BCT to resume offense; prevent ENY penetration of BCT Defense. **Priority of support:** 2nd BN, 3rd BN, 1st BN
4,5,6/D/4 SQDN (ATGMs): T: Tasked to 52ID reserve BN until further notice.

Fire Support Tasks (FST):
FST1: Counterfire- suppress ENY FA and ADA (C Battery)
FST2: Countermobility- emplace FASCAM minefields as part of BCT obstacle effort. (A Battery)
FST3: Disrupt- provide FA fires into EA MOLE and EA ROACH (A,B Bat) **FST4: Obscure-** provide obscuration fires for ctr-atk; obscure FPF at BP1 to allow 2nd BN to displace. (A, B Bat)



Concept of the Operation

DSM

DP	Condition	Action	Est. Time	Decision	
1.	Commit AH-64 to support Screen	1. TRP identifies more than 6x BMPs or any tanks 2. TRP fixed with DF 3. Loss of 2x RV and/or dismounted OPs	-Send 2x AH-64 to PL GENE in ABF to support TRP in contact -AH-64 support displacement of TRP if they fail to destroy 2x BMPs or more -Engineers in EA conduct RPOL	H+8 (012200MAY)	BCT CDR
2.	Isolate only one Fixing Force	1. Negative PID of Assault Force in NAI 3001, 3003, 3005 2. Fixing forces cross into NAI 3010 at H+ 8.5 or earlier 3. Fixing forces cross into NAI 3005 at H+ 8.5 or earlier	-Fire FASCAM into NAI 3009 OR -Fire FASCAM into NAI 3008	H + 8.5 or earlier. (020630MAY) App. 30 min to fire	BCT CDR
3.	Mass both AH-64 PLTs in one EA	1. Identification of ASLT force moving into BN EA (PIR 3) 2. Loss of 1x CO in BN BP	- Commit both AH-64 PLTs to BN EA	H+10.5 (020830MAY)	BCT CDR
4.	2 nd BN displace to BP2, establish EA SHREW	1. 2 nd BN lose more than 1x company in BP 2. AH-64s cannot mass in EA MOLE	-A Battery fire FPF in EA MOLE -BCT Reserve occupy BP 2 and overwatch retrograde of 2 nd BN - Move 2x AH-64s to ABF SHREW	H+11 (020900MAY)	BCT CDR
5.	Counterattack	1. ENY retrograding in EA MOLE or ROACH. 2. A, B Battery repositioned to support either ctr-atk route. 3. 1x AH-64 re-armed	-A/1-20 attack to secure OBJ BRAVES. Hold and pass follow-on forces. -A/1-20 attacks to secure OBJ ANGELS. Hold and pass follow-on forces.	H+13 (021100MAY)	BCT CDR

ROUND 1: COMMIT AH-64 TO SCREEN LINE

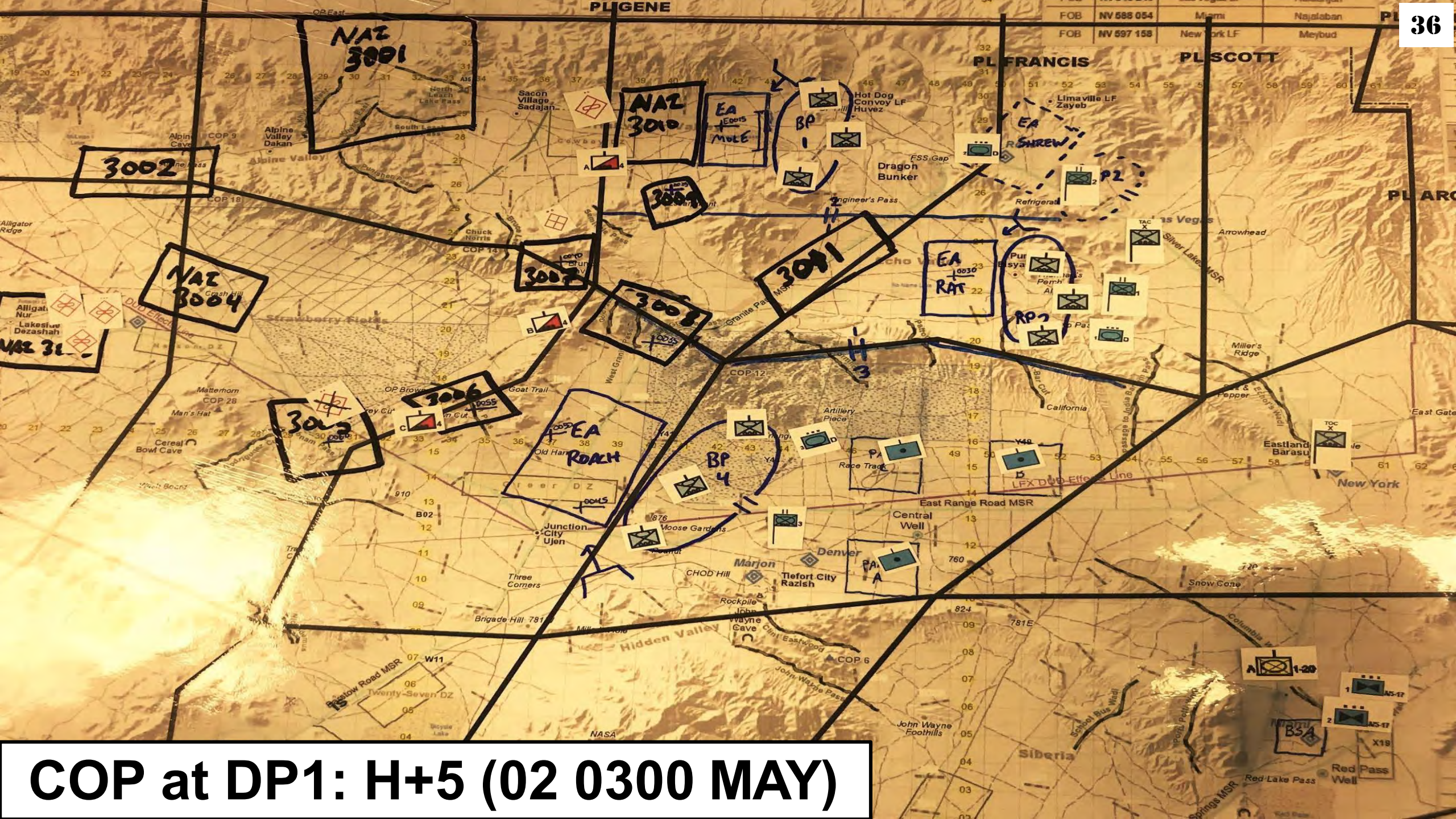
Conditions:

The current time is 02 0300 MAY. You wake up from a short nap, with the S3 standing on your back ramp. “Sir, 4th SQDN commander is on the net for you. He believes conditions are set for DP1.” You reach up and grab the mic for your command net. “Send it.”

- “Sir, A Troop is currently in direct fire contact with at least one section of dismounts. They reported 2x BMPs on PL GENE but lost contact as the team displaced to engage. A TRP XO reported that he moved the TRP CP due to accurate mortar fire, and that one section’s RVs were destroyed. One OP reported that they’ve been compromised and another OP reported contact before going silent. All PLTs report contact, but they are not certain of the number of sources. A TRP met displacement criteria, but I think they can hold if we get some Apaches up there.”
- You respond: “What is going on with your other two Troops?” “Sir- B Troop missed its comms window for both JCR and FM. Their last report was at 2300, with negative enemy contact. C Troop just reported that they destroyed 1x BRDM and 1x BMP in NAI 3005. Their furthest west OP, located at NV 270 165, reports a mass of at least 10x tracked vehicles in NAI 3003 but cannot confirm type.”
- You turn to the S3: “What is the status of our Apaches?” “Sir, of our 6x AH-64s, two crews are down for rest. We can get the other four up in 5 minutes. However, after the guerilla attack on the FARP yesterday afternoon, the aviation troop commander assesses that he only has enough ammo remaining to mass for 20 minutes at most in an EA once the enemy tanks hit. That’s 20 minutes total with all six massed in an EA.”
- You call the TOC: “I need an obstacle completion status, by engagement area. What are we tracking?” Battle CPT reports: “Sir, 2nd SQDN reports 45% completion of blocking and turning obstacles in EA MOLE. 1st SQDN reports 70% in EA RAT. 3rd reports 60% completion in EA ROACH.”
- As you think, the S2 approaches in the dark and reports: “Sir, we just lost feed from Shadow 2 over NAI 3002. The operator reported a bright flash before the feed dropped.
Definitely shot down. My guys are pinging Division to see if ELINT detected anything.”

You look over the current COP under red light... “RTO, get me the 4th SQDN Commander back on the net. S3, I’ve decided what we’ll do with the Apaches and A Troop.”

Decision Point 1: Do you commit AH-64s to the screen line? If so, where?



COP at DP1: H+5 (02 0300 MAY)

ROUND 2: ISOLATE ONLY ONE ENGAGEMENT AREA

Conditions:

The current time is 02 0530 MAY. Your CAV SQDN identified the 901st fixing forces at 0400 and you ordered them to displace. A and B TRP conducted RPOL, but C TRP went to ground in NAI 3005. All engineers conducted rearward passage of lines with their supported BN. Completed obstacle effort by EA is: EA MOLE- 45%, EA RAT- 70%, EA ROACH- 60%. 30 minutes ago, A Battery initiated FASCAM fires into the pass in NAI 3009, but 3 minutes into firing the mission, accurate counterfire forced A Battery to displace before the FASCAM minefield was complete. Radar detected the source of the counterfire and C Battery responded with a suppression mission. The FSCoord reports that A Battery repositioned and will be laid back on within 10 minutes. You hear contact reports coming across the BDE CMD net from two BNs, specifically a report about tanks spotted in the southern engagement area. You grab the hand mic: "GUIDONS, GUIDONS, GUIDONS: All commanders report your current situation."

- 1st BN CDR: "Sir, we currently have zero visual contact with the enemy, but we believe he has at least one dismounted OP nearby, as we received an accurate fire mission on B CO's battle position."
- 2nd BN CDR: "At least one MIC is suppressing in our EA. Our mortars are in the fight, destroying at least one BMP. We spotted five BMPs and two tanks moving south toward the pass in NAI 3009."
- 3rd BN CDR: "I've got at least 2x MICs in EA ROACH. They're stalled at our obstacle belt, and our javelin teams are doing work. Currently count 5x BMPs destroyed. My scouts identified 2x tanks crossing PL GENE and they are currently driving north into NAI 3008. We have not identified any tanks in our EA. No enemy obscuration in our zone."
- The AH-64 Troop Commander comes up on the net: "Sir, all six Apaches are re-armed and refueled. I can be wheels up in 5 minutes."
- S2 hops on the net: "Shadow identified 8x T80s moving east through NAI 3001 two minutes ago. However, we cannot confirm Enemy CoA Alpha until we see a few more tanks in 2nd BN's AO."

You acknowledge all reports and turn to your FSCoord. "What do you think?" He responds, "Sir, if tanks are that close, we only have time to seed one of the passes." You ponder your options for a moment and then look at the FSCoord and say, "Fire the FASCAM into NAI...."

Decision Point 2: Where do you employ the FASCAM?



COP at DP2: H+7.5 (02 0530 MAY)

ROUND 3: MASS AH-64'S

Conditions:

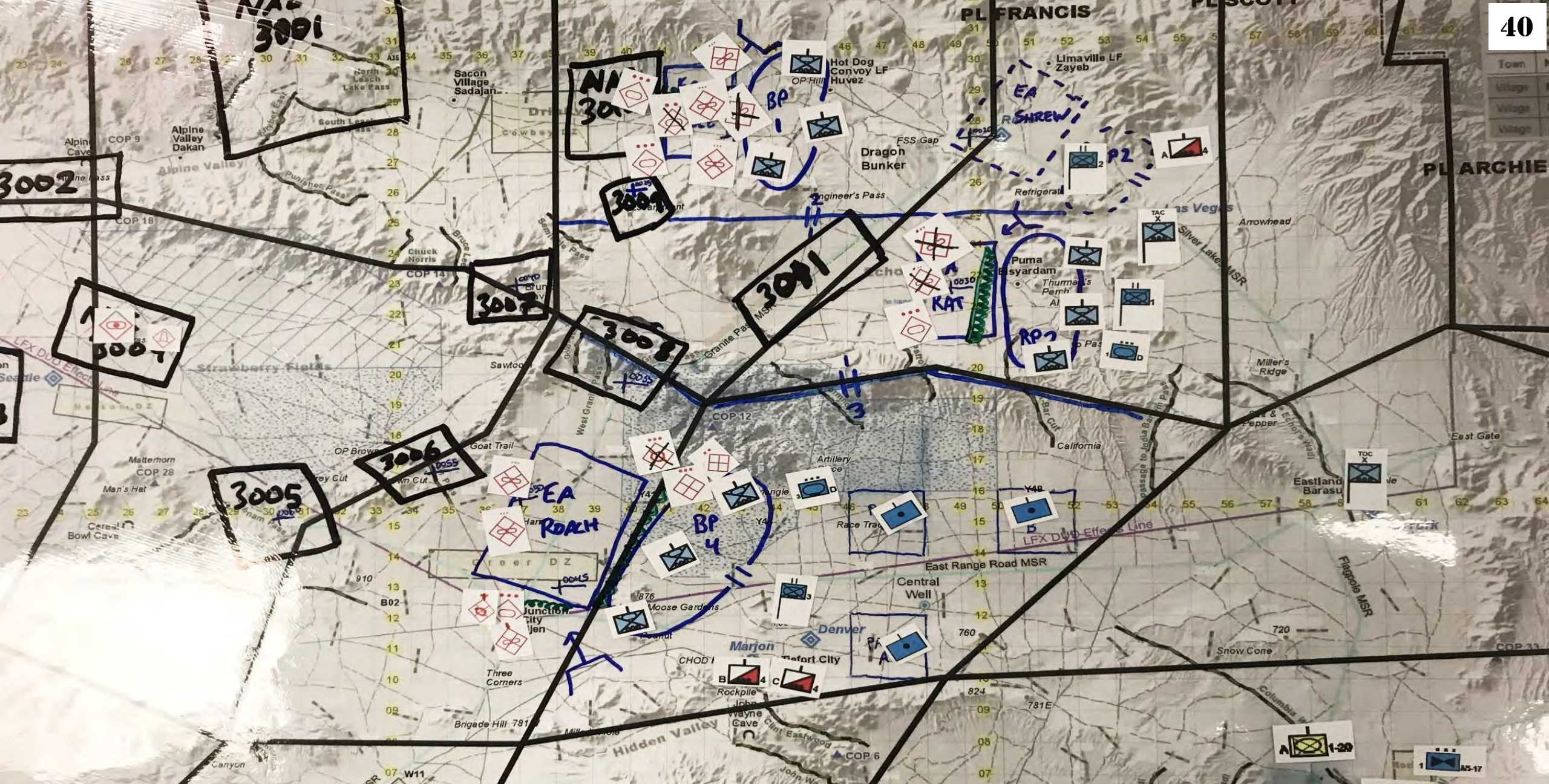
The time is 02 0700 MAY. Enemy fixing forces are decisively engaged with each infantry BN. A Battery fired FASCAM into NAI 3008, but not 3009. The enemy has freedom of maneuver between EAs MOLE and RAT. Your AH-64 slant is 5/6. One was shot down with MANPAD on the screen line four hours ago. MQ9 detected a 2S6 and destroyed it in NAI 3004, and DIV MLRS fired on the 2x 2S19s identified in the same grid square two hours ago.

- 5 minutes ago, you received the following report from 2nd BN Commander: "Sir, we identified 10x T-80s entering EA MOLE and they are engaging us with direct fire. We destroyed two of them with javelins, along with seven BMPs. Smoke is coming in now to our front....A CO...to 50%.....MGS Platoon dest...."(end of transmission). You cannot pull a report via JCR and their TOC has no comms with the 2nd BN TAC and subordinate companies.
- 1st BN CDR comes up on the net, muffled. "GAS IN BP 3, GAS IN BP3! We are going to MOPP4. Currently engaging 4x T-80s and we destroyed 12x BMPs. My forward jav positions are bounding back to cached rounds to keep up the fire. My MGS PLT is almost out of 105 AP. We're holding strong. FIGHTING DIRTY!"
- 3rd BN CDR reports: "My C CO dismounts are engaged in hand-to-hand combat in the northern sector of BP4. C CO destroyed 4x BMPs. 20x BMPs and 3x tanks maneuvered through incomplete obstacles and have occupied the town of Ujen. My guys spotted a bulldozer pulled on a trailer moving into town too. We are observing incoming smoke obscuring the high ground at the southern edge of BP4. My TAC is currently displacing due to accurate IDF. I recommend that AH-64s be committed to EA ROACH."

Your S3 lets you know that the five AH-64s are operational and ready to fly. You turn to the S2: "What's your assessment?" She responds, "Sir, the engineer asset down south indicates that the enemy planned to execute CoA B. But if 2nd BN is getting jammed, then I think we need to assume there are engineers up there too. The enemy in the south may just be seizing an opportunity presented by our incomplete turning obstacles in EA ROACH."

After a quick look at the COP, you respond: "Here's how we're going to employ our Apaches." But before you finish your sentence, the S2 interjects with "Sir, remember that the Donovians usually mix in 2S6s with their assault force, and we've only identified one of six so far."

Decision Point 3: In which EA do you mass AH-64s?



COP at DP3: H+9 (02 0700 MAY)

Conditions:

The time is 02 0900 MAY. Enemy forces are isolated in each EA with FASCAMs in NAI 3008 and 3009. 1st BN defeated all enemy to their front and its companies are pulling PLTs off the line to conduct operational decon and then re-establish in a subsequent BP. The BCT Reserve company repositioned north near the town of Barasu. It can reach BP2 in less than 10 minutes and reach BP4 in 15 minutes. You have 4/6 AH-64s, with the two down for maintenance. Traffic on the BDE CMD net is getting out of control, with multiple reports coming from every source. You feel that we're at the point of committing the reserve. You jump on the net: "Break Break! 2nd Battalion! Report!"

- 2nd BN CDR: "A CO is now combat ineffective! Their BP is overrun and their remaining troops are going to ground. We identified the point of breach as tanks came through. Our MGS PLT is suppressing them from their fighting positions, but is almost out of ammo. We destroyed 6x BMPs coming through the breach, as well as four T-80s. B and C CO each report less than 10x javelin rounds remaining and they are displacing rearward. Sir, we are penetrated and I'll need help reestablishing the defense in BP2.....and an A CO squad leader just reported a 2S6 driving through the breach lane. Crap."
- 3rd BN CDR: "I've got C CO mopping up some dismounted infantry in the rocks on our northern edge. By my count, between attack aviation and our direct fire we destroyed a MIBN and a tank company. I lost one platoon, one MGS, and five ICVs. My scouts on the high ground at the south end of our BP observed infantry establishing overwatch in Ujen. Their remaining tanks and BMPs are retrograding through the town, westward back through the passes. My A and B Companies are re-arming. Get me some smoke and suppression and I will clear out Ujen. That should provide the Reserve freedom of maneuver to take OBJ ANGELS. I'll be ready in 30 minutes."

The reserve company commander reports REDCON1 over JCR. As you consider your options, your RTO tells you that the Division commander is on TACSAT. You pick up. "The Air Force spotted the final BTG of the 90th moving southwest into 1st BDE's zone. Their line is stabilized, and we forced the enemy to break contact, but we assess that at least 50% of the original BTG remains and will support the next BTG's attack on 1st BDE. We're pushing CAS and additional ammo their way, but I've gotta get more armor over there. The enemy to the front of 3rd BDE is destroyed and retrograding to defensive positions near the border. 1st BN, 3rd BDE will hold but I need to pass their 2nd BN through your AO to interdict that final BTG. They are on the move now and will cross the BDE boundary on your east within the hour. I need you to set the conditions for their rapid movement through your zone."

You set down the handmic, hearing 2nd BN CDR through the squawkbox describing his deteriorating situation. You take a look at the map. Drawing a deep breath, you tell the S3: "Send our reserve company to...."

Decision Points 4 & 5: What do you do with the BCT Reserve Company: support 2nd BN's displacement to BP2 or counter-attack to seize OBJ ANGELS?

TACTICAL DECISION EXERCISE 4: ATTACK

The offense allows us to impose our will on the enemy but often the greatest challenge is imposing our will on our own formation. Completion of task-organization changes, PCCs/PCIs, rehearsals, and dissemination of fighting products- particularly common graphics- is critical. We often underestimate the time required for those tasks or lack the mechanisms to ensure success.¹ Practicing under replicated combat conditions gives us a better sense of the friction we are likely to encounter and helps us develop the SOPs and habits to contend with and overcome it.

Our intelligence collection plan largely determines whether we conduct a deliberate attack or a movement to contact. Even if our collection is effective, dissemination of that information is often a challenge. The Squadron Commander providing an update and his personal assessment supported by an overlay or sketch can bring a great deal of clarity. Systematized responsibility for enemy icons on the JCR prevents stumbling into contact due to a lack dissemination or paralysis caused by a latent or incorrect report. Our ability to shape with fires and obscuration, identify a point of breach within our capabilities, and select the appropriate tempo depends on our understanding of the enemy.

- **Condition Setting:** Often units refer to themselves as “a conditions-based organization” or an operation as “conditions-based,” but what they often fail to do is describe those details in sufficient detail to be useful. At some point, the BCT has to make conditions measurable. In the preliminary stages of commander’s guidance, the commander probably cannot know beyond the conceptual. He needs the staff to do the detailed work to draw it out. He needs to demand refinement of his concepts, and he needs to revisit his guidance and intent to provide great clarity as more information becomes available. Additionally: ***time is a condition!*** Our higher headquarters and adjacent units are counting on us to cross LD, fix the enemy, or seize an objective at a specific time.
- **Mission Command and Control:** During the Battle of King’s Mountain in the American Revolution, the Patriots could not agree on an overall commander or plan for their attack, so the order of the day was “Let every man be his own captain.” While the Patriots won that day, that approach often falls short in combined-arms maneuver. The synchronization of direct and indirect-fire suppression, obscuration, isolation, breach, and elements requires commonly understood and adhered to time or event triggers.² Therefore simple and detailed plans, with fewer and better understood moving parts, offer the best chance of success. Paradoxically, the more detail invested in planning and preparation, the more likely that subordinate commanders can and will execute with effective initiative. Detailed graphic control measures give subordinates the known points from which to deviate and synchronize those changes with their subordinates and peers. Absence of shared understanding fosters hesitation, risk aversion, and missed opportunities. Commanders must also place themselves where they can see and feel the fight. Who decides that the suppression and obscuration are effective? Who decides to reinforce at the decisive point? If they are not where they can feel and smell the battle, Commanders may not know when to make the decisions critical to success.
- **To, Through, and Beyond the Objective:** The enemy will contest our every move, especially if it is key or decisive terrain on an avenue approach. If the S2 draws probable lines of contact based on enemy weapons’ ranges and observation for key terrain, our task becomes clearer. We need to synchronize our collection plan with fires in order to fight into a position to attack. As we plan to fight through the objective, it is worth considering when we need to consolidate gains before continuing. Effective tempo requires us to do some things quickly and others more deliberately; a commander’s description of tempo empowers subordinates to do this better in execution.³ Finally, in order to fight beyond the objective, we need graphic control measures that pull us through the operation. Follow-on objectives if the enemy is weaker than expected or flees allows us to maintain the initiative and seize opportunities. Defensive graphic control measures, such as tentative engagement areas and battle positions, hastens our transition and gives us the security we need to consolidate and re-organize. They give subordinate commanders a framework to seize opportunities and communicate their understanding of the situation.
- **Urban Terrain:** BCT operations on urban terrain is not four infantrymen clearing a room. Against most enemies and certainly a near peer, it requires high-explosives and armored direct-fire support. Without multi-intelligence collection, our fires are ineffective and the collateral damage is unacceptable. In the fight, it requires execution of SOSRA at echelon from BCT down to squad. The manpower (5:1 minimum) and ammunition requirements (MICLICS, APOBs, artillery, smoke (artillery, pots, and grenades), AT4, etc.) are magnitudes greater than other operations. The challenges in consolidation and reorganization are magnified as well: security, back clearing, CASEVAC, displaced persons, civil affairs, etc.

TACTICAL DECISION EXERCISE 4: ATTACK

- **The Shoot Here Drill:** The enemy will counter-attack or attempt to re-establish his defense on the next piece of key terrain. To enable our success, we need to rapidly synchronize the effects of the BCT and EAB assets at single point—and then we need to do it again at another point.⁴ The BCT needs practice at doing this over and over again. Good reporting, accurate COP, and running estimates help the staff to inform the commander, generate options, and recommend anticipated “shoot here” points on the ground to kill the enemy. Practicing as part of CUOPs drills and during the BCT CARs helps build the agility necessary to rapidly respond to seize opportunities.
- **Transition to the Defense– the Right Things, the Right People, at the Right Time, and at the Right Place.** Having engineers, fire-support leaders, blade teams, obstacle material, and the necessary sustainment is essential to maximizing our time to defend—too far forward and they are at risk; too far back and the inevitable frictions delay their timely employment. Synchronization during the war game and rehearsals improve our chance of success. Command posts tracking defensive preparations during execution and commanders driving it in anticipation of a transition saves critical time.

The offense appeals to us in part because it offers the possibility of a decisive outcome. Our ability to complete the destruction of the enemy, while maintaining the momentum to seize further opportunities and consolidate our gains is what will make it decisive. The BCT Commander and staff have the responsibility and capacity to think about what comes next and anticipate and manage those transitions.

ENDNOTES

1. The challenges with time estimates stems from our home station training—specifically scale and induced friction. How often do we get to conduct continuous BCT operations dispersed over distance? How often do we get to do it against an enemy that contests our LOCs and jams our communications? We often frame our FFIR as negative, “the loss of a platoon” or the “loss of a radar,” but positively structured as “rehearsals completed to platoon level” or “graphics down to section level,” they can drive the things that are most important to the commander.
2. Close-Air Support, EAB intelligence collection assets, and Attack Aviation rely in varying degrees to time based triggers. Delaying a breach by an hour means we do it without EW Support, CAS and Attack Aviation to defeat the templated counter-attack. Firing batteries have X amount of minutes of suppression, Y minutes of obscuration, and can only remain static for Z minutes before enemy counter-fire begins to have an effect. Denial is wishful thinking. We have to detailed staff work as part of our backward planning and when in doubt—be pessimistic about our speediness and effectiveness.
3. Seizure of a foothold on an urban objective is a good example of this. We have to get through the breach point quickly while we have effective suppression and obscuration, but if we fail to build up combat power in the foothold and disseminate friendly and enemy information, we risk piecemealing squads into enemy strongpoints that require reduction by high-explosive. It requires discretion by the commander on the ground but the higher commander’s articulation provides context.
4. The OPFOR does this very well. In the span of 20-30 minutes, they isolate a battalion with EW and special munitions (FASCAM or Chemical Agents) and mass indirect fires, CAS, attack aviation, and direct fires from multiple direction. In the offense, this allows them to gain a point of penetration. In the defense, it allows them to disrupt the attack and destroy remnants in detail.

Given:

- Situation
- PIR and NAI Overlay
- Friendly CoA Sketch
- Decision Support Matrix
- Analog Common Operating Picture
- Limited information, both friendly and enemy

Facilitator Instructions:

- The training audience serves as the Commander of a task-org'd ABCT: 2x CABs (1xAR-heavy, 1x INF-heavy), 1x Stryker Rifle BN, 1x AH-64 CO, 1x FA BN, BSB, BEB.
- The CDR is with the Mobile Command Group, in a Bradley- not always at the TOC or TAC. The CDR will not have perfect information. The facilitator should avoid answering every RFI.
- The BCT (1/52) is the priority for Division support until PL ANNIE, as it has the largest area to secure before the DIV attack to PL MARIA.
- Each round is its own discreet event. The conditions in one round are not based upon the decisions the CDR makes in previous iterations.
- *Once the training audience reads the situation and fighting products, execute Round 1. Read the updated situation and follow the instructions.*

52ID Mission: 52ID attacks northward in zone ITO destroy remaining Donovanian forces, defeat Donovanian insurgent networks, and set the conditions for a CJTF Atropia attack into Donovia. O/O, seize key terrain in Donovia IOT to pass US 2nd AD, 21st ID, and UK 12th AD.

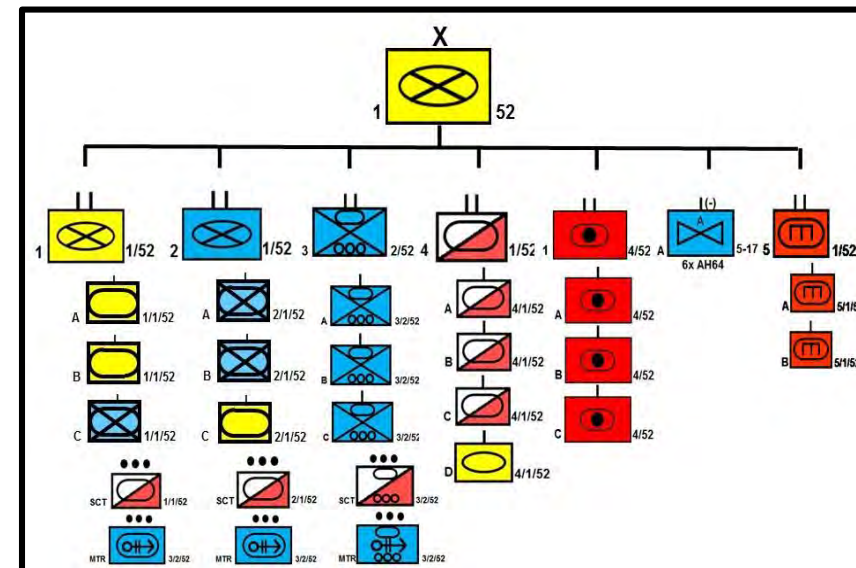
Purpose: Reestablish Atropian sovereignty in Erdabil province, prevent ENY influence on follow on Coalition forces, and set the conditions for coalition attack into Donovia.

Key Tasks:

- Destroy remaining 90th DTG elements in AO WARRIOR
- Neutralize Donovanian and Donovanian-supported insurgent forces in Erdabil Province
- Rapidly transition security of population centers and key infrastructure in zone to Atropian forces
- Degrade Donovanian air defense systems between PL ANNIE (int'l border) and PL MARIA by 70%.
- O/O attack to PL MARIA and set 52ID FEBA on PL MARIA to set conditions for CJTF attack into Donovia.
- O/O Establish LSA Bertsi in Donovanian Gilan Province to facilitate rapid CJTF attack into Donovia.

Endstate: Donovanian forces in Erdabil Province south of PL MARIA are destroyed or retrograded, 52ID set in hasty defense on PL MARIA prepared to pass CJTF forces into Donovia, key population centers secured by Atropian forces.

52ID Concept of Operations: 52ID attacks to PL ANNIE, and O/O attacks to PL MARIA, culminating in a DIV hasty defense to pass 2nd AD and 12th AD (UK). 2/52 (SO1) consolidates and integrates 1/346 Mech BDE (Atr) and attacks to seize OBJs LAKERS and KINGS. On order, 2/52 attacks to seize OBJs CLIPPERS and SUNS on PL MARIA. 1/52 (DO) is the DIV main effort as it attacks to PL ANNIE, securing remaining the town of Dezashah and seizing OBJs JAZZ and NUGGETS on PL ANNIE and establishing hasty defense on the border. 1/52 will release 3rd BN, 1/52 to be the 52ID reserve and receive 3rd BN, 2/52 BN (Stryker) to assist in securing remaining population centers. O/O, 1/52 attacks to seize OBJ SPURS. O/O 3/52 assumes DO and attacks to seize OBJ BULLS (town of Masalli), thus securing a rapid axis of advance into Donovanian Gilan Province. Priority for DIV Reserve for the attack is 3rd BDE, 2nd BDE, 1st BDE.

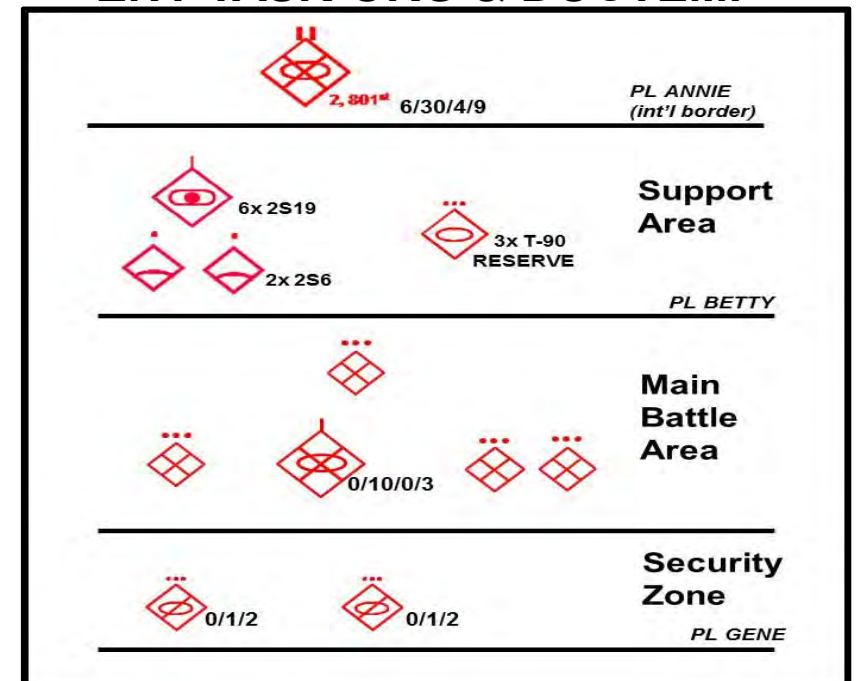


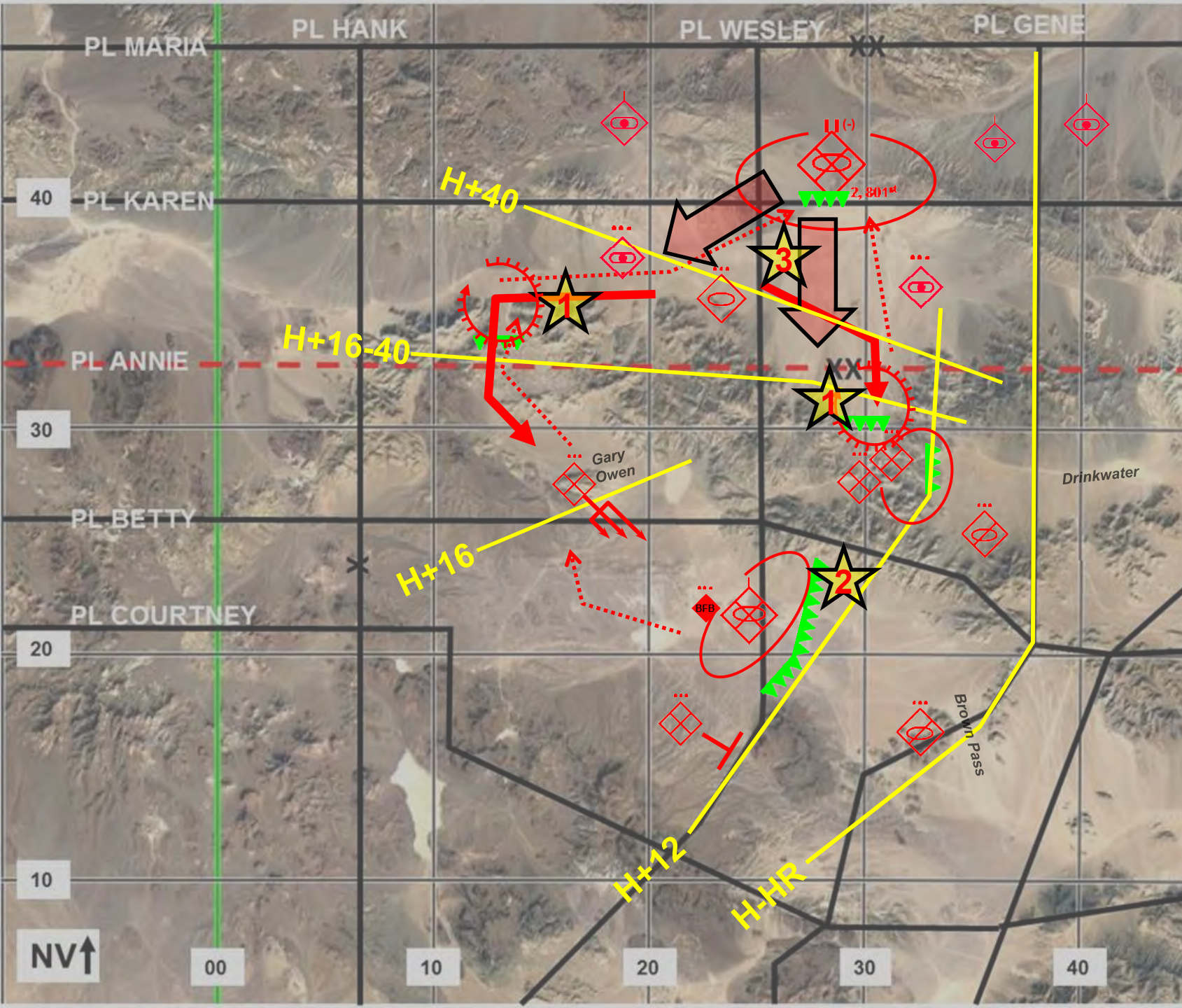
In Your Sector...

The S2 estimates that 1x MIBN (-) and a tank PLT are defending in depth in your zone IOT disrupt the advance of US forces and buy time for the 801st BTG to consolidate combat power and push their main line of defense south onto the border. The 801st is currently defending on PL MARIA. Strategic intelligence indicates that the 80th DTG is posturing for a defense on line in southern Donovia while the 60th DTG maneuvers westward to exploit success in Agdash Province . 2nd AD, 21st ID, and 12th AD (UK) will be prepared to attack in the next 72 hours.

The recently-arrived 3rd BN, 2/52 CDR shakes your hand, and then walks back to his Stryker. You survey the battlefield. The black smoke from burning T-90s turns pink as it rises toward the setting sun. To your east, you spot the dust clouds from 2nd BN and 4th SQDN tanks and Brads as they maneuver to their attack positions. Your RTO shouts from the back of your Bradley. "Sir! Warrior 6 is on TACSAT." You pick up the mic. 52ID CDR: "Great fight today! I told the boss about your killer squad leader- AT-4 and E-tool and all that. Silver Star likely on the way. Did you get your Stryker BN?" You reply in the affirmative. "Good. Warrior 3 just confirmed that that your 3rd BN is rearming and receiving its reserve priorities at LSA WARRIOR. Just so you're tracking, 2nd BDE wrangled together a BN's worth of motivated Atropians. Their commander speaks English and wants revenge...don't mention it to anyone that we picked up an Atropian battalion. Haha! Anyway, 2nd BDE is about ready to advance to PL ANNIE. 3rd BDE is pulling replacement vehicles from LSA WARRIOR and holding its position on the border." He pauses for a moment and says, "Between you and I, I think Coalition leaders will opt to attack into Donovia. A limited attack into his homeland should encourage him to recall forces out of Atropia. That being said, I need you to finish off the Donovanians in your zone with enough combat power remaining to continue the attack to PL MARIA. You'll have the bulk of DIV fires until you reach PL ANNIE. You must execute rapidly! Every hour is an hour he spends hardening his positions on the border. At some point, he will risk defending forward with the 801st. Don't give him that option! Any Questions?"

ENY TASK-ORG & DOCTEMP





ENY COA (Defend in Depth)

MISSION: Elements of the 901st BTG defend in depth in order to disrupt US attack and provide the 801st BTG time to build combat power and defend forward on PL ANNIE.

H-HR estimate: 02 0400 JUN

H HR (US main body Forces Cross PL GENE): BTG Recon identifies main US AoA. **DP1-** ENY commits AR PLT into zone to reinforce one or more BP. They will commit to BP against US main effort. **Indicator:** T-90s crossing PL ANNIE.

H+12: Remnants of 901st defend forward IOT delay US forces. **DP2-** ENY company bounds back to subsequent BPs. **Indicator:** US Breach of obstacle or loss of 1x Donovan PLT, Donovan obscuration fired.

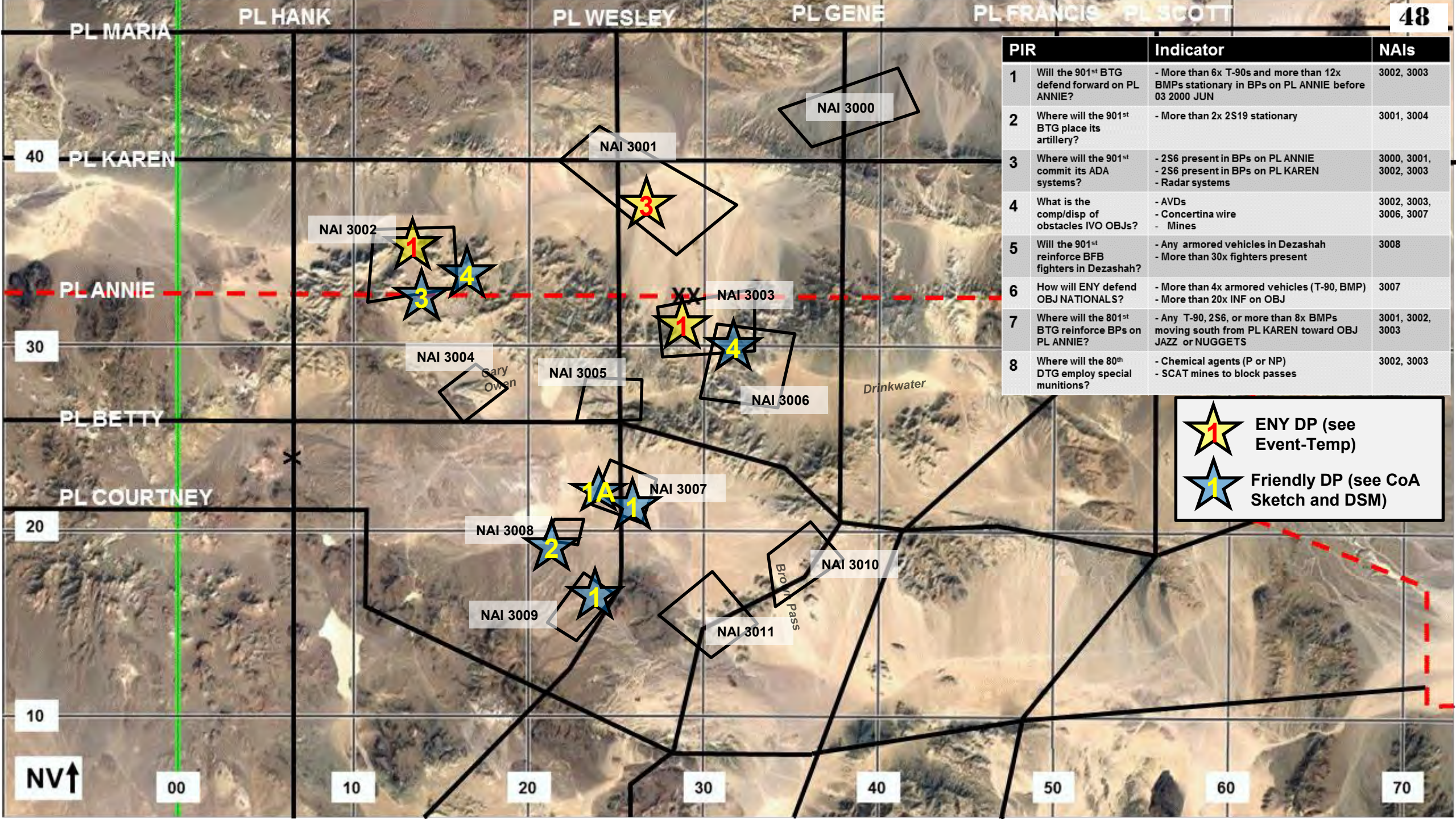
H+16: Disruption force displaces north off of PL BETTY to BPs on PL ANNIE. 1x INF PLT covers displacement of MIC to PL ANNIE.

H+16-40: Defend on PL ANNIE. If US forces breach either BP, remaining forces will displace to PL MARIA and the 801st BTG will defend on PL MARIA.

H+40: **DP3-** 801st BTG commits a BN to BPs on PL ANNIE. **Indicator-** Any T-90s, any 2S6, and/or more than 8x BMPs maneuvering south to PL ANNIE.

MDCOA: 801st BTG consolidates forces on PL ANNIE instead of PL MARIA. **Indicator:** More than 6x T-80s and 12x BMPs in BPs on PL ANNIE before H+40.

BOTTOM LINE: THE ENEMY WANTS TO DELAY OUR ATTACK TO PL ANNIE FOR 40 HOURS. AT 03 2000 JUN, WE WILL HAVE TO FIGHT AT LEAST 1x MIBN ON THE BORDER.



PIR	Indicator	NAIs
1	Will the 901 st BTG defend forward on PL ANNIE?	- More than 6x T-90s and more than 12x BMPs stationary in BPs on PL ANNIE before 03 2000 JUN 3002, 3003
2	Where will the 901 st BTG place its artillery?	- More than 2x 2S19 stationary 3001, 3004
3	Where will the 901 st commit its ADA systems?	- 2S6 present in BPs on PL ANNIE - 2S6 present in BPs on PL KAREN - Radar systems 3000, 3001, 3002, 3003
4	What is the comp/disp of obstacles IVO OBJs?	- AVDs - Concertina wire - Mines 3002, 3003, 3006, 3007
5	Will the 901 st reinforce BFB fighters in Dezashah?	- Any armored vehicles in Dezashah - More than 30x fighters present 3008
6	How will ENY defend OBJ NATIONALS?	- More than 4x armored vehicles (T-90, BMP) - More than 20x INF on OBJ 3007
7	Where will the 801 st BTG reinforce BPs on PL ANNIE?	- Any T-90, 2S6, or more than 8x BMPs moving south from PL KAREN toward OBJ JAZZ or NUGGETS 3001, 3002, 3003
8	Where will the 80 th DTG employ special munitions?	- Chemical agents (P or NP) - SCAT mines to block passes 3002, 3003

ENY DP (see Event-Temp)

Friendly DP (see CoA Sketch and DSM)

NV↑

00 10 20 30 40 50 60 70

20

30

40

PL MARIA

PL HANK

PL WESLEY

PL GENE

PL FRANCIS

PL SCOTT

PL KAREN

PL ANNIE

PL BETTY

PL COURTNEY

NAI 3000

NAI 3001

NAI 3002

NAI 3003

NAI 3004

NAI 3005

NAI 3006

NAI 3007

NAI 3008

NAI 3009

NAI 3011


NAI 3010

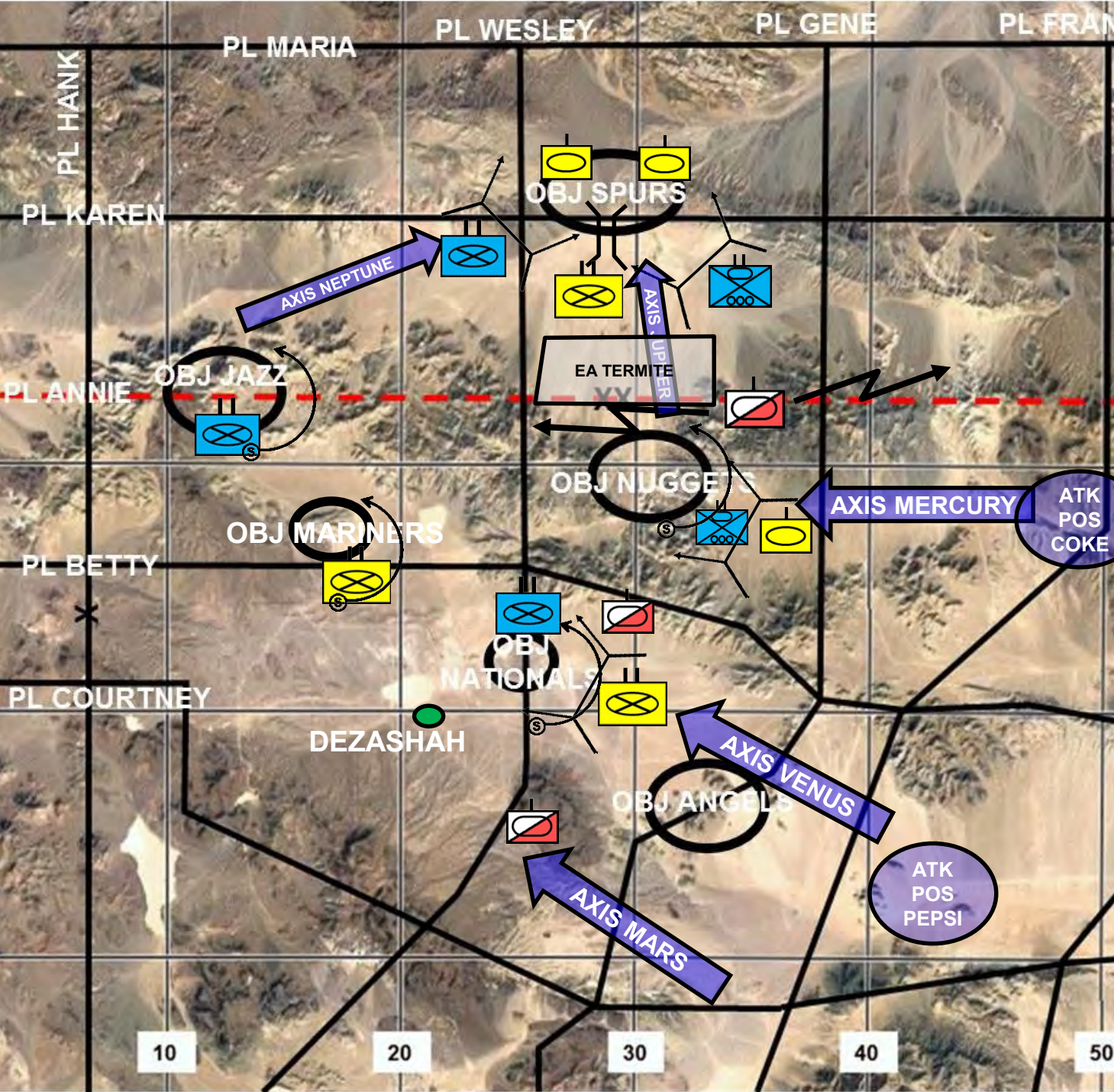
Gary Owen

Drinkwater

Brown Pass

DSM

DP	PIR	FFIR	Action	Est. Time	Decision	
1.	Use AXIS MARS as primary AoA	4. No significant emplaced obstacles in AXIS MARS - Less than 2x PLTs of INF identified that can influence AXIS MARS	- CAV on PL WESLEY on AXIS MARS , securing release point for 1 st BN.	- 1 st BN establish SBF position on Dezashah - 2 nd BN INF clear Dezashah - 1 st BN then SBF and 2 nd BN seize OBJ NATIONALS from the rear.	H+4 (02 0800 JUN)	BCT CDR
1A	Isolate OBJ NATIONALS, Atropians seize	6. Less than 4x armored vehicles (tank/BMPs) identified on OBJ NATIONALS 6. One PLT or less of INF assessed on OBJ NAT'Ls	- AXIS MARS clear - Dezashah cleared - 1x Atropian company available to seize OBJ NATIONALS within 8 hours	- 1x CAV TRP isolate OBJ NATIONALS - 1 st and 2 nd BN attack to OBJ MARINERS - Pass Atropian company to seize NATIONALS , CAV TRP support their attack with TRP mortars.	H+12 (02 1600 JUN)	BCT CDR
2.	Isolate, Bypass Dezashah; Atropians seize Dezashah	5. No armored vehicles in Dezashah 5. Less than 30x fighters assessed in Dezashah	- Lane proofed through obstacle on AXIS VENUS - OBJ NATIONALS seized - Atropian company available to secure Dezashah within 8 hours	- 1x CAV TRP isolate Dezashah - 1 st and 2 nd BN attack to OBJ MARINERS - Pass Atropian company to clear and secure Dezashah	H+16 (02 2000 JUN)	BCT CDR
3.	Establish BN Defense at OBJ MARINERS	7. More than 1x MIC assessed on PL JAZZ 4. Complex obstacle identified at JAZZ , no bypass found.	- Fires cannot bring force ratio down to 3:1 - Two or less MCLC shots remaining in BCT - Lost 1x INF CO total in 1 st & 2 nd BN - 3/2/52 lost two or more PLTs seizing OBJ NUGGETS	- Establish 2 nd BN's BP on OBJ MARINERS oriented north. 1 st BN reinforce with C CO if necessary	H + 30 (03 1000 JUN)	BCT CDR
4.	Mass ATK from JAZZ or NUGGETS	8. Chem employed in passes at JAZZ or NUGGETS 8. FASCAM fired in one or both passes	- 2 nd BN or 3/2/52 hit with chemical munitions AND DIV orders attack immediately 	- Execute attack on SPURS with only one SBF - If NP Chem, BN follows immediately behind exploitation force - If P Chem, BN conducts decon operations. Inform DIV CDR to make decision for BCT attack with only 2x BNs. - If pass in JAZZ or NUGGETS blocked with FASCAM , mass BCT attack from the other OBJ . If both passes are blocked, mass and breach at OBJ NUGGETS , continue to SPURS .	H + 48 (04 0400 JUN)	BCT CDR
5.	ATK to seize OBJ SPURS	801 st BTG Counter-Atk Defeated	- BNs completed reorganization, re-arm - Guns ready to support	- Execute plan to seize OBJ SPURS	H + 60	JTF ATR CDR



1/52 Mission: NLT 01 2000 JUN, 1/52 attacks to seize OBJs JAZZ and NUGGETS IOT defeat remaining Donovan forces in Erdabil province and secure the international border. **50**

O/O 1/52 attacks to seize OBJ SPURS to set the conditions for CJTF Atropia attack.

Purpose: Restore border and set conditions for follow on forces to quickly attack into Donovia.

Key Tasks:

- **Maintain TEMPO.** Establish BCT Defensive positions on OBJ JAZZ and NUGGETS NLT 03 2000 JUN. Mass on and seize OBJ NUGGETS first IOT get inside ENY's decision cycle and compel him to withdraw from southern BPs early.
- Quickly characterize obstacle efforts on OBJ NATIONALS, NUGGETS, and JAZZ
- **Mass DIV, BCT, and BN fires on each OBJ** to destroy ENY's will to fight in Atropia
- Layer ISR and emplace OPs quickly to identify ENY reinforcements on PL ANNIE
- Synchronize fires to execute JAAT between PL KAREN and PL ANNIE.

Endstate: Donovan forces destroyed south of PL ANNIE, 1/52 on PL ANNIE at 80% strength consolidated and reorganized for attack on OBJ SPURS, Dezashah returned to Atropian security forces.

Scheme of Maneuver:

4th SQDN conducts recon-in-force, crossing PL GENE at 01 2000 JUN, destroying remaining BTG recon elements and identifying obstacles at OBJ NAT'Ls and NUGGETS. C & D/4th SQDN will establish SBF on OBJ NUGGETS allowing 3-2/52 (Stryker) to seize. 1st BN will establish SBF and breach on OBJ NAT'Ls, 2nd BN will assault to clear. 1st BN will then pass south and its INF will clear Dezashah. 2nd BN will then attack to seize OBJ MARINERS. 1st BN will then bound forward to seize OBJ JAZZ. Once 3-2/52 seizes OBJ NUGGETS, O/O task-org 1x rifle CO to 1st BN to seize OBJ JAZZ. D/4th SQDN reinforce defense on OBJ NUGGETS. All BNs establish hasty defense, consolidate PLTs as necessary into full companies for follow-on operations. All guns displace forward and rapidly resupply with follow-on primary FST becoming obscure and suppress. Execute rolling barrage across EA TERMITE to enable infantry from 2nd BN and 3/2/52 to rapidly cross open terrain and establish support by fire on high ground on W side of OBJ SPURS. 1st BN will breach OBJ SPURS. C/2nd BN and D/4th SQDN Assault through OBJ and establish hasty defense on OBJ SPURS. BCT consolidates IVO SPURS, Atropians assume defense on PL ANNIE.

1st BN, 1/52 (SO): T1: Clear Dezeshah. **P1:** Deny ENY influence in rear area. **T2:** Clear OBJ JAZZ.

P2: Reestablish international border. O/O execute breach of OBJ SPURS.

2nd BN, 1/52 (SO2): T1: Clear OBJ NATIONALS. **P1:** Provide BCT FoM. **T2:** Clear OBJ MARINERS. **P2:** Provide 1st BN FoM to JAZZ. O/O establish SBF 2 on OBJ SPURS.

3rd BN, 2/52 (DO): T1: Clear OBJ NUGGETS. **P1:** Reestablish international border. O/O establish SBF 1 on OBJ SPURS.

4th SQDN, 1/52 (SO4): T1: Recon in force to PL WESLEY. **P1:** ID ENY & obstacle comp/disp on OBJ NATIONALS and NUGGETS. **T2:** Suppress OBJ NUGGETS. **P2:** Allow DO to seize. **T3:** Screen on PL ANNIE, execute JAAT in EA TERMITE. **P3:** ID ENY reinforcements. Recon guidance: ENY-focused, rapid & forceful.

A/5-17 AVN: T: Zone recon to PL BETTY, then ANNIE ahead of BNs. **P:** ID and destroy ENY tanks and BMPs. **T2:** Destroy ENY AR reinforcements moving south to PL ANNIE. **P2:** Prevent ENY from establishing defense on int'l border.

3rd BN, 1/52: T: 52ID reserve BN until further notice.

Fire Support Tasks (FST):

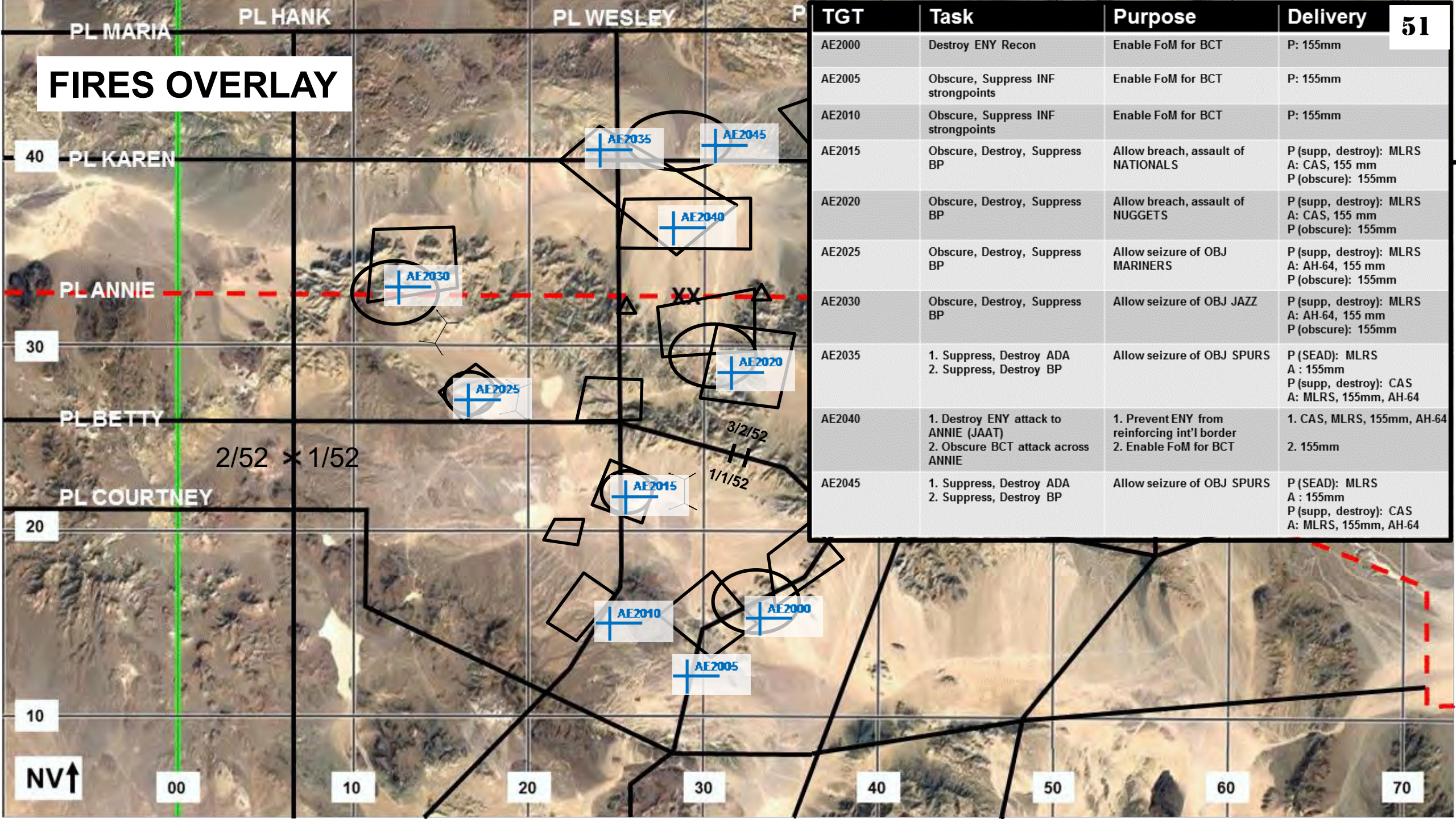
FST1: Counterfire- suppress RADAR, ADA, and ENY FA (C Battery, MLRS)

FST2: Suppress- suppress OBJs ahead of attack (A, B Battery; EW)

FST3: Obscure- provide obscuration fires for seizure of OBJs (A, B Bat)

FST4: Destroy- destroy ENY reinforcements and shape OBJ SPURS (CAS, MLRS)

FIRES OVERLAY



TGT	Task	Purpose	Delivery
AE2000	Destroy ENY Recon	Enable FoM for BCT	P: 155mm
AE2005	Obscure, Suppress INF strongpoints	Enable FoM for BCT	P: 155mm
AE2010	Obscure, Suppress INF strongpoints	Enable FoM for BCT	P: 155mm
AE2015	Obscure, Destroy, Suppress BP	Allow breach, assault of NATIONALS	P (supp, destroy): MLRS A: CAS, 155 mm P (obscure): 155mm
AE2020	Obscure, Destroy, Suppress BP	Allow breach, assault of NUGGETS	P (supp, destroy): MLRS A: CAS, 155 mm P (obscure): 155mm
AE2025	Obscure, Destroy, Suppress BP	Allow seizure of OBJ MARINERS	P (supp, destroy): MLRS A: AH-64, 155 mm P (obscure): 155mm
AE2030	Obscure, Destroy, Suppress BP	Allow seizure of OBJ JAZZ	P (supp, destroy): MLRS A: AH-64, 155 mm P (obscure): 155mm
AE2035	1. Suppress, Destroy ADA 2. Suppress, Destroy BP	Allow seizure of OBJ SPURS	P (SEAD): MLRS A: 155mm P (supp, destroy): CAS A: MLRS, 155mm, AH-64
AE2040	1. Destroy ENY attack to ANNIE (JAAT) 2. Obscure BCT attack across ANNIE	1. Prevent ENY from reinforcing int'l border 2. Enable FoM for BCT	1. CAS, MLRS, 155mm, AH-64 2. 155mm
AE2045	1. Suppress, Destroy ADA 2. Suppress, Destroy BP	Allow seizure of OBJ SPURS	P (SEAD): MLRS A: 155mm P (supp, destroy): CAS A: MLRS, 155mm, AH-64

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PL MARIA

PL HANK

PL WESLEY

PL KAREN

PL ANNIE

PL BETTY

PL COURTNEY

2/52 × 1/52

3/2/52

1/1/52

AE2035

AE2045

AE2040

AE2030

AE2025

AE2020

AE2015

AE2010

AE2000

AE2005

XX

ROUND 1: ENEMY DEFENDING ON PL GENE

52

Conditions:

The current time is 02 0100 JUN. You just arrived at your TAC and the Battle CPT calls a two-minute drill. As the S2 reports the current ENY set, the 4th SQDN CDR comes across the net:

“Sir, B and C TRPs are currently both in direct fire contact on PL GENE. SITREP to follow.”

“C TRP’s 3rd PLT reports the loss of 1x M2 and a direct firefight with an infantry strongpoint overwatching the road in NAI 3011. As they maneuvered, they received fire on their flank from another dismounted element with another Brad down for mobility. The CDR committed 1st PLT to maneuver and assist. 2nd PLT identified a minefield on the road in NAI 3010 but found a dismounted bypass. Their Scouts engaged 1x BMP with Javelin with negative BDA, but then received AT fire from a BRDM, losing one M2. No obstacles were identified blocking NAI 3011. I believe each PLT of C TRP is in an engagement area. There is at least a PLT-sized element of dismounted infantry, as well as BTG recon between NAI 3010 and 3011.”

“B TRP identified and destroyed 1x BRDM 2km west of PL GENE on AXIS MARS. As their dismounts cleared an IV line, they identified a SQD-sized strongpoint, utilized mortars to suppress, and then assaulted with a PLT. A POW told them that his squad was ordered to emplace wire and an AT-4 position at that location, and that his whole company is arrayed in strongpoints up to Dezashah. This intel was confirmed by 2nd PLT, who lost 2x Brads to a subsequent position 1x km west and displaced rearward.”

Following the report, you turn to the S2: “2! What do we have on station overwatching 4th SQDN’s movement?”

S2 responds: “We have 1x Shadow over NAI 3010 and it’s already on the move from NAI 3009 to B TRP’s current contact location. It’s going to be difficult identifying dismounted fighting positions in that terrain though.”

S3 reports:

- “1x AH-64 flight is currently supporting A/D TRPs in the north, one is on rest cycle, and one can be up in the air in 10 minutes.
- “As of the midnight O&I, 1st and 2nd BN were set in their 1st assault positions on PL FRANCIS. Negative enemy contact and no change in their combat power.”

You look at the FSCOORD: “Can we shift additional firepower to B and C TRP?”

FSCOORD: “B Bat is working a mission for B TRP, but A Bat is laid on NUGGETS to support 3rd BN’s attack. C Battery is still tasked with counterfire.”

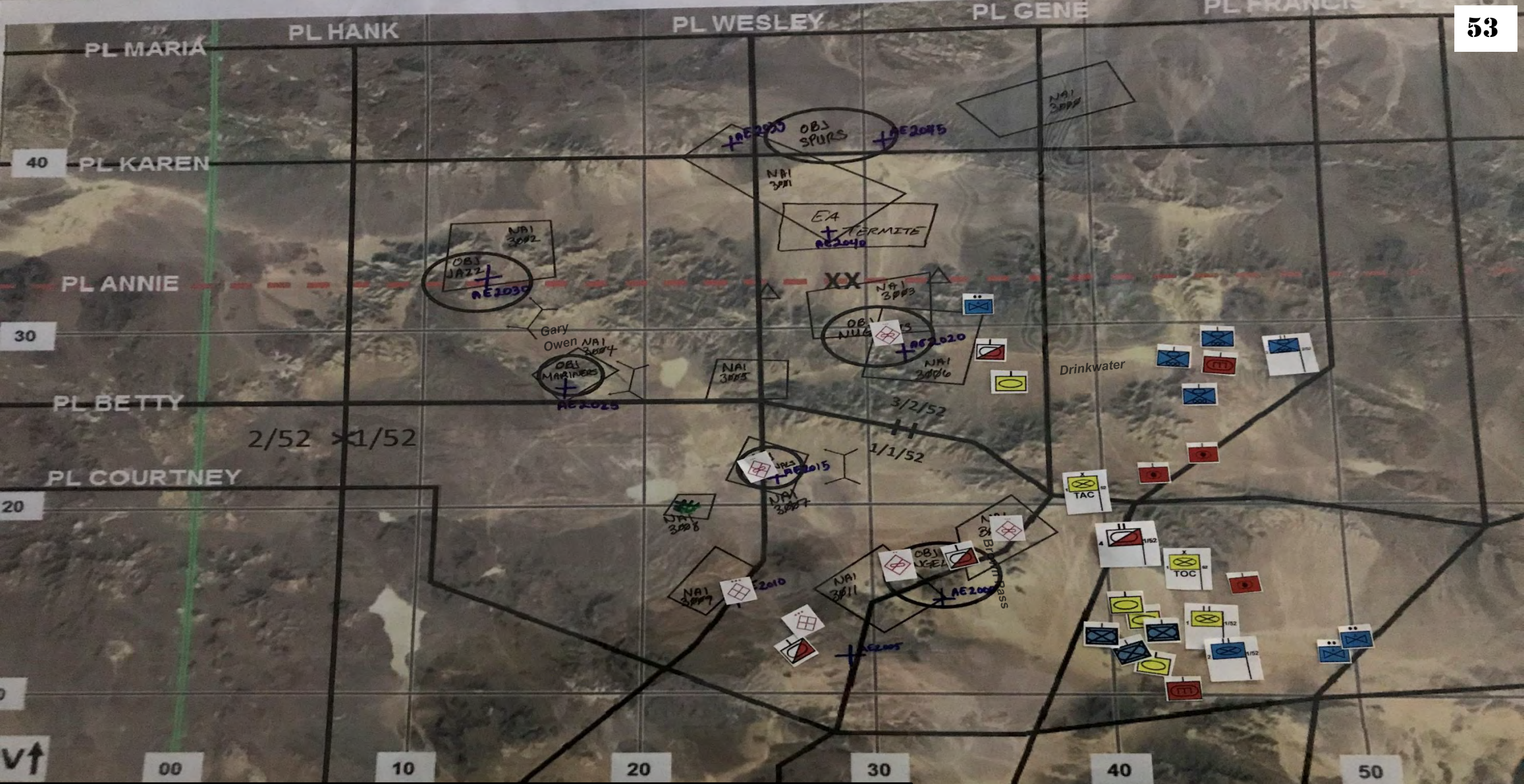
S3 chimes in: “Sir, I recommend that we not distract the other guns from NUGGETS. A and D TRP have negative ENY contact as of now. A TRP is already at its LoA and is dismounting its JAAT OP and D TRP should be set in SBF within the next 30 minutes or so. 3rd BN CDR got his guys to REDCON 1 and they are poised to start the show on NUGGETS early.”

The 4th SQDN CDR comes back on the net: “C TRP’s 1st PLT just lost 2x Brads. I ordered the CDR to strongpoint on the NE side of OBJ ANGELS and complete zone recon of NAI 3010 on foot. I am fixed on PL GENE.”

You look at the S3. “Ok. Lets figure this out...”

Instructions for the Commander: Provide written guidance for a directed CoA that adjusts the BCT scheme of maneuver to get across PL GENE and up to PL ANNIE to achieve the DIV’s endstate.

Instructions for Staff: Based on the Commander’s guidance, draft a CoA sketch and statement that includes guidance for each subordinate unit (specifically task-org and T&P changes, by phase if applicable) and guidance for each WFF. Use your unit PSOP for CoA Development or use the attached CoA Statement worksheet.



COP at 02 0100 JUN

ROUND 2: SEIZE OR ISOLATE

Conditions:

The current time is 02 2000 JUN. OBJ NUGGETS was protected by multiple belts of complex obstacles, forcing you to send both engineer companies with all MCLCs up north. Multiple malfunctions and misfires expended all charges. CSSB is pushing more, but the BSB won't have them for another 8 hours at the earliest. As a result of that action and because of limited contact on AXIS MARS, you pushed 1st BN through AXIS MARS and they are staged on PL WESLEY awaiting conditions to be set to isolate Dezashah. 2nd BN is moving westward on with forward elements 5km to the rear of 1st BN. You check the DSM on your mapboard and assess that you may be at DP 1A or DP2. You tell the S2 to get you a roll-up of ENY situation on Dezashah and OBJ NATIONALS.

S2 orients you to the COP and briefs:

- "Sir, GEOINT shows OBJ NATIONALS has 2x mutually-supporting infantry strongpoints. As you know, we identified 2x T-90s an hour ago and lost 1x AH-64 overhead after destroying them. We still have not identified if it was 2S6 or MANPAD. They are very well dug in. Of the 3x BMPs identified by the CAV north of OBJ NATIONALS, we can confirm that one is dead.
- Based on HUMINT and SIGINT, we're pretty sure that there is at least 1x PLT of Donovians, supported by an equal number of BFB inside Dezashah. Grey Eagle spotted a radar next to the town's hospital 30 minutes ago. The judge is doing the paperwork while the FSO gets the PGM mission approved.
- AH-64s scouting OBJ MARINERS identified and destroyed 2x BMPs on MARINERS on their zone recon. Pilots fired rockets at dismounts digging fighting positions but then pulled off after dodging a SAM. A Battery serviced that target, but we cannot confirm BDA."

S3 reports:

- "Sir, the resistance we faced at NUGGETS put us about 8 hours behind schedule. We have 24 hours to seize MARINERS and JAZZ. 52ID G3 is not budging- he says we have to get them out of Atropia. I don't think we have time to seize Dezashah, NATIONALS, MARINERS, and JAZZ. We can't bypass both Dezashah and NATIONALS- we have to have a secure a LOC south of BETTY.
- 1st BN lost a PLT of tanks and 1x INF SQD clearing along AXIS MARS to PL WESLEY. 2nd BN is intact and staged behind 1st on AXIS MARS, ready to commit its infantry to the town. Both CDRs are on the ground discussing scheme of maneuver.
- 3rd 's comms are crap right now. We can't get them, A, or D TRP on any system, with the exception of A TRP on HF. I think they are still being jammed. We told A TRP's CP to move to 3rd BN's CDR and relay. Our last report from 3rd BN had them consolidating and starting EA DEV on NUGGETS, with an initial estimated loss of 2x PLTs of infantry during their fight. We have to hold NUGGETS, so I don't recommend pulling combat power from them. Losses from D TRP are unknown as of now."

FSO reports:

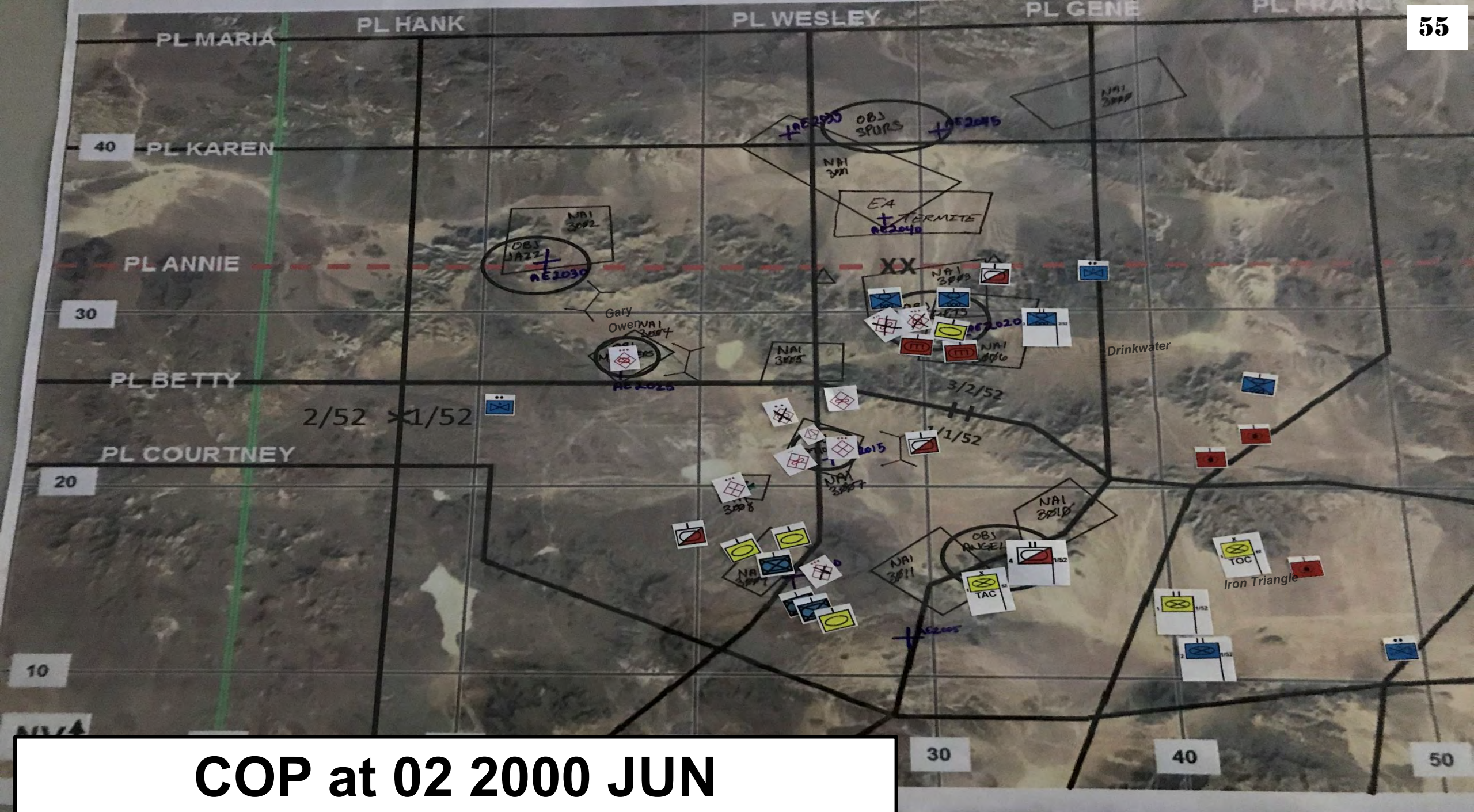
- "Since they lost the MQ9 over OBJ JAZZ, the Air Force won't fly CAS north of PL BETTY until they get better BDA on the air defense systems up there. The MLRS battery is running out of ammo. The resupply convoy that had rockets was destroyed by SPF forces. I doubt they get ammo before we continue the attack. He hasn't turned it off yet, but I expect the DIV FSCOORD to pull approval authority for MLRS fires to himself. I think they'll give us enough schlitZ for MARINERS or JAZZ, but not both. C Battery is moving up, A and B can support the fight to MARINERS but will have to move up to their next PAAs to support the seizure of JAZZ.

S3 again:

- "Sir, A and B CO from 1st BN are ready to push forward. The BN CDR wants to know if he has the go ahead to initiate SBF on Dezashah."

You take a look at your mapboard and finish the last sip of coffee in your thermos. "S3, grab my notebook. I gotta write this out."

Instructions to CDR: Review the Fighting products and COP. Decide which (if any) OBJs to bypass or isolate. Provide written guidance to subordinate commanders and to staff. Instructions to Staff: Determine what adjustments need to be made- by subordinate unit and WFF- to enable the Commander's decision and provide a written FRAGO. You have 45 minutes to digest the CDR's guidance and produce a FRAGO.

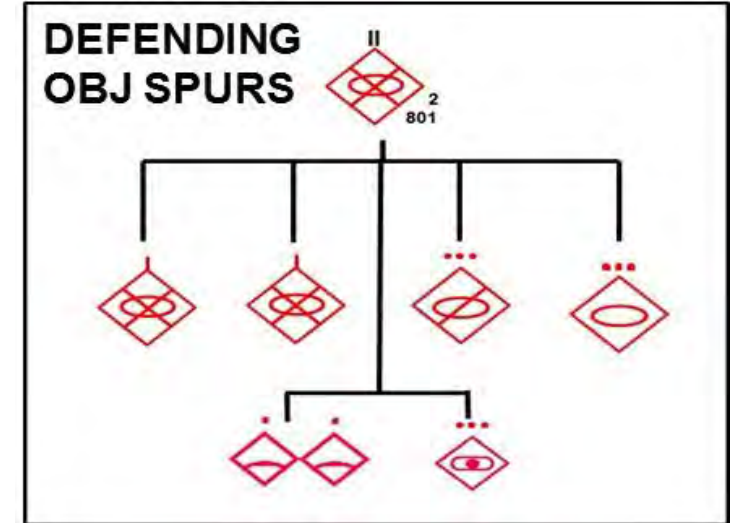
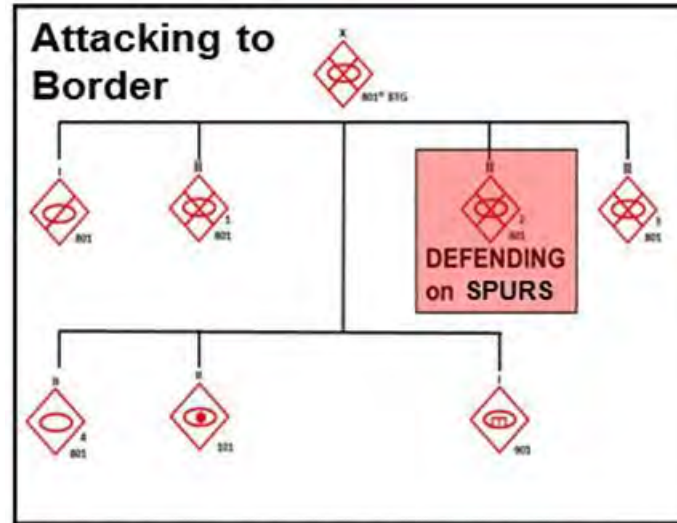
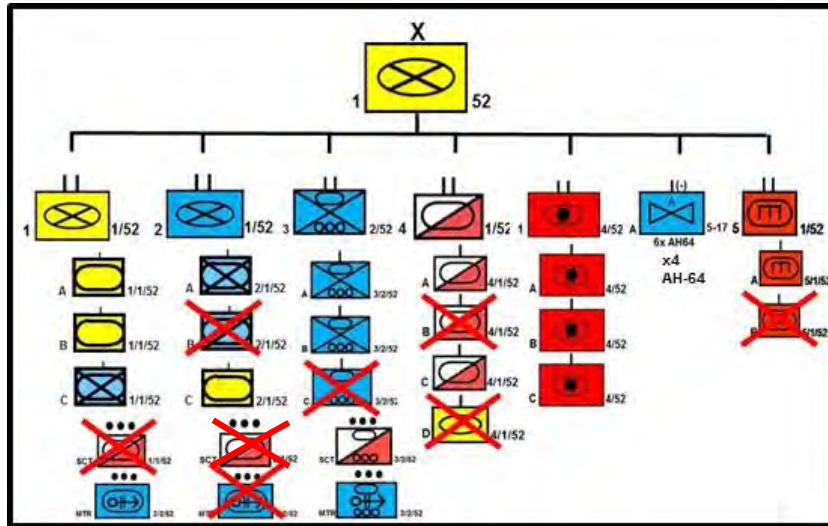


COP at 02 2000 JUN

ROUND 3: TRANSITION

Conditions:

The current time is 03 1800 JUN. Your BNs successfully seized their OBJs on PL ANNIE, but with significant losses, and are now conducting EA DEV. 3/2/52 in BP NUGGETS emplaced a tank ditch and wire obstacles to block the ENY attack. 2nd BN in BP JAZZ has 3 hours of work put into a blocking wire obstacle. They are waiting on blade assets to start digging. 1st BN is currently uncommitted to PL ANNIE, splitting the distance between 2nd and 3rd BNs in an assembly area in NAI 3005. Current task-org for the BCT, after BN-internal reorganizing, is below, as well as the enemy set.



The S2 provides you with a quick INSTUM:

- "The G2 reports that the 80th DTG finished consolidation and is preparing to attack. The 801st will be the first echelon we'll see. We believe this will be the only echelon that will attack us, with the purpose to fix. I believe they will mass on OBJ NUGGETS. The 2nd BN from the 801st BTG will remain on OBJ SPURS as a reserve force.
- SIGINT indicates that the enemy will attack within the next twelve hours, but likely no earlier than eight hours from now."

FSCOORD reports:

- "We've got 2x A-10s on call for the JAAT, as well as a Growler on station for early detection of radar and ADA systems. 2x MLRS missions are locked in, and our AH-64s fully-armed. 1x B1 will be on station for next 16 hrs, but our JAAT is not priority for that asset. All batteries will be at 150% UBL in the next 4 hours. The same UBL for M1 and M2 is on the same convoy coming in."

The S3 reports:

- "Sir, we need to re-look the task-org now that BNs are done at their level. Once we determine that, the staff will turn the FRAGO for the attack to OBJ SPURS."

Instructions for the Commander: Provide written guidance for a CoA that adjusts the BCT scheme of defense and counterattack, taking into consideration your current combat power and situation.

Instructions for Staff: Based on the Commander's guidance, draft a CoA sketch and statement that includes guidance for each subordinate unit (specifically task-org and T&P changes, by phase if applicable) and guidance for each WFF. Use your unit PSOP for CoA Development or use the attached CoA Statement worksheet.



COP 03 1800 JUN

TACTICAL DECISION EXERCISE 5: AIR ASSAULT OPERATIONS

For the last seventeen years, we conducted a lot of air movements and few actual air-assaults. Arguably, our familiarity has led to a false sense of our proficiency. Put another way, many of us know enough Kung-Fu to get in trouble at a bar. The Gold Book is the standard for planning. Its formats are commonly understood and used, and they ensure shared understanding and prevent oversights. We have to work backward from the ground tactical plan. Any other way is perilous, leading us to select timings, LZs, and forces that are ill-suited to the problem that we are trying to solve. The backward planning has to start earlier due to the need to synchronize enablers outside the BCT and the time-based constraints of aviation (crew cycle, etc).

- **Collaborative Planning:** Early collaborative planning among the BCT, Aviation Task Force, and Maneuver Battalion staffs prevents a disjointed plan. If we outsource the planning without BCT involvement, we will have two separate and disconnected plans: a ground tactical plan and air-movement plan. The BCT has responsibilities and it also has the capacity that battalions do not.¹ The Aviation Task Force can provide an assessment of aviation constraints such as crew cycles, aircraft availability (a sober assessment of maintenance prevents feasibility gaps), and mission command capabilities.
- **Mission Command:** Careful attention to the mission-command architecture and a clear understanding of authorities and approval prevents delays in making critical decisions. Reliably connecting all elements with Primary, Alternate, Contingency, and Emergency communications is a challenge. Practice with HF and TACSAT communications builds the proficiency to make them reliable. Defining roles and responsibilities and delineating “fights” aids in effective and efficient planning, simplicity, and clarity in execution.
- **Rehearsals:** Rehearse the PZ operations both day and night. The PZ Control ought to be someone with the experience and gravitas to make rapid decisions and impose control on what can quickly become a chaotic situation. Physically rehearse the bump plans for infiltration and exfiltration. A mission command rehearsal ensures that our communication plan will work.
- **Condition Setting:** We have to be prepared to fight our way in. Our Intelligence Collection plan, nested with the Division, needs to start early at identifying the enemy air-defense systems. It takes action-reaction-counter action iterations to do this. Often, we are only able to create a window in space and time through the physical and electronic Suppression of Enemy Air Defenses (SEAD).² As we Detect, Decide, Deliver, and Assess (D3A), we cannot neglect the possible need to re-attack.
- **Minimum Force:** The war game should drive the size and capabilities (fires, C2, sustainment, etc.) of our minimum force. Can it accomplish its mission? Can it survive?
- **Execution:** Prior assumptions about the pace of ground operations can significantly impact an air-assault in execution. The feasibility of ground-assault force linking up with the air-assault, the ability of fires to range to and beyond the air-assault force, communications, and sustainment are often effected. Obviously these ought to be a part of the conditions for a go/no go decision, but without a careful inventory and re-visiting of assumptions, we can miss them. There is a “sunk cost” momentum to air-assault operations and without clearly defined, understood, and agreed upon go/no go and abort criteria, we can slide into doing something we regret. The assault force is incredibly vulnerable until all of its forces arrive. It is especially vulnerable to mobile-armored counterattack. The BCT must affect the enemy with as many forms of contact as possible prior to the assault force making direct-fire contact with the enemy.

For SBCT and ABCT Commanders, air-assault operations provide a powerful shaping tool to seize or clear complex terrain, to fix enemy forces in support of mounted forces, or secure a foothold as part of a gap crossing. They do require a higher degree of synchronization. In general, our mounted BCTs have less experience planning and executing them than IBCTs, but they have requisite experience in other operations if they deliberately plan, use existing SOPs, and don't mistake familiarity with a depth of experience.³

ENDNOTES

1. Even if the Air-Assault HQs is a battalion for a company-sized assault force, the BCT still has planning (due to staff capability and capacity) and oversight responsibilities in part because it involves an outside unit: the Aviation Brigade or an Aviation Task-Force.
2. We have to use UAS or attack aviation to conduct collection prior to the air-assault in order to enable SEAD but in order to do that collection—we have to conduct SEAD. Degrading the enemy air-defenses probably cannot be a discrete event but in fact has to be a deliberate iterative process that leverages Division and Joint capabilities.
3. Commanders often have experience and their subordinate CPTs and MAJs have experience. Often the challenge comes when commanders know and are confident but their staffs lack the depth of experience to support the commander with detailed staff work. Additionally, experience is perishable and many SBCTs and ABCTs lack number and frequency of repetitions to make an air-assault anything but a very deliberate operation. Many of the competencies of combined-arms breaching lend themselves well to air-assault planning and execution.

BCT AIR ASSAULT TDE

Given:

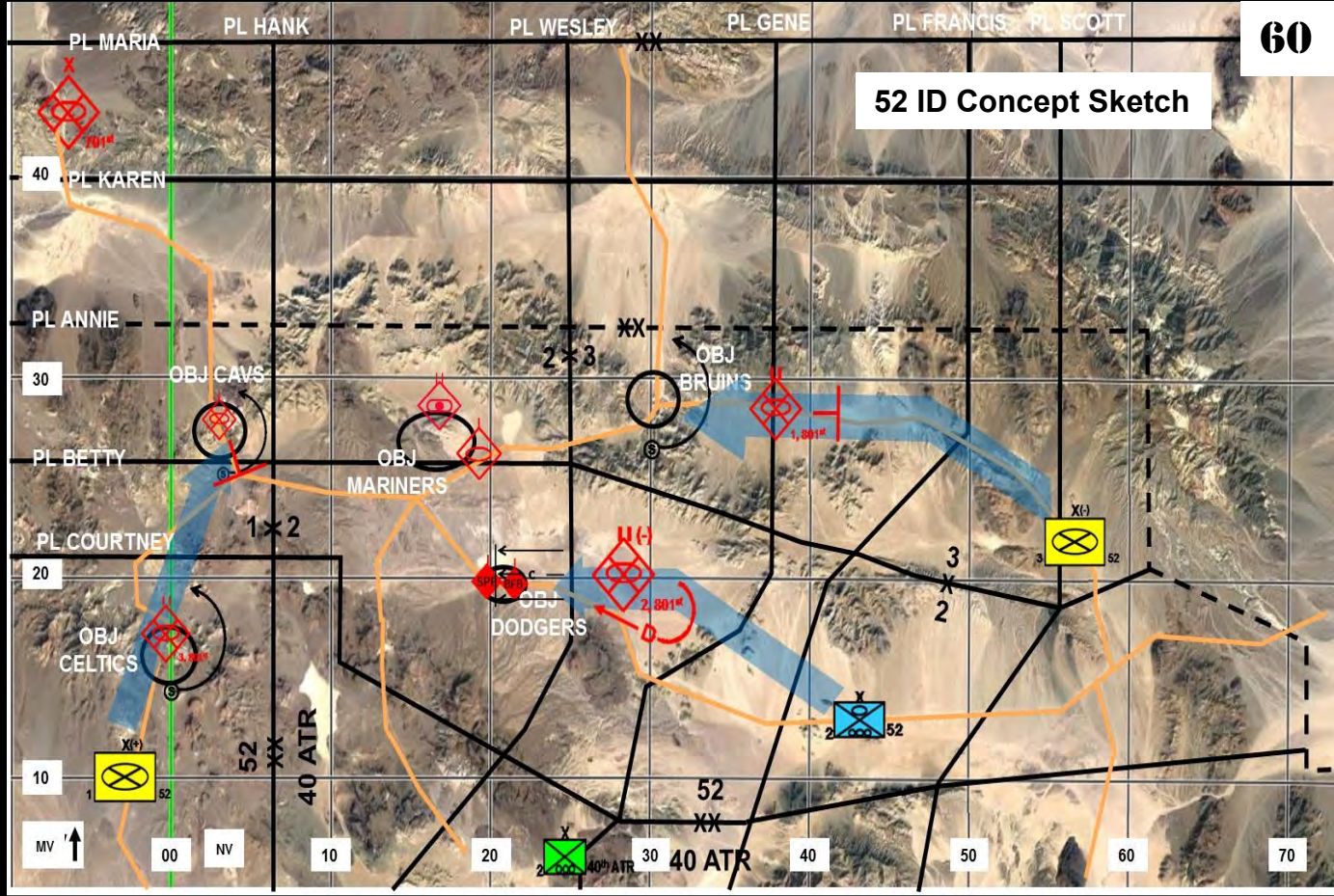
- Situation
- ENY SITEMP
- Common Operating Picture

Facilitator Instructions:

- The training audience serves as the Commander of a US SBCT. An aviation task force consisting of 4x CH-47s, 5x UH-60s, and 8x AH-64s are dedicated to your BCT during this operation. Also attached is 1x Tank/Mech CO Team (2x AR, 1x Mech INF PLT) and an Avenger Battery.
- The CDR will not have perfect information. The facilitator should avoid answering every RFI.
- The BCT (2/52) is the priority for Division support during the air assault window. It then transitions to a different BCT.
- It is recommended that you have your BCT TACSOP and/or the 101st AASLT DIV Gold Book on hand.

Have the Commander (and Staff) review the Friendly and Enemy situations, then move onto Round 1

52 ID Concept Sketch



801st BTG Mission: The 801st BTG defends in depth IOT retain key LoCs and allow the 70th DTG time and space to build combat power and commence a counterattack into Atropia.

Purpose: Attrit and block US forces attempting to restore the border, providing the 70th DTG freedom of maneuver to continue the invasion of Atropia.

Scheme of Maneuver: The 3rd MIBN, 801st BTG conducts a defense in depth at OBJ CELTICS IOT deny US forces use of the high speed North-South avenue of approach. 3/801st will delay US Forces by retrograding to subsequent BPs en route to OBJ CAVS, where remaining forces will defend IOT block US attack north. 1/801st MIBN will conduct a similar defense in its zone, retrograding by subsequent BP to OBJ BRUINS where they will defend IOT deny US control of N-S and E-W high speed avenues of approach. 2/801st MIBN will release a company to secure OBJ CAVS while the rest of the BN defends in depth between the 10 and 38E IOT delay US forces and prevent them from isolating 1st and 3rd BNs. The 801st retains 1x tank company as a reserve, with the other two tank companies task-org'd to 1st and 3rd BNs, and its Fires BN is in position to support all three BNs. Both the artillery and reserve are believed to be in vicinity of OBJ MARINERS. Approximately 30 Donovan Special Purpose Forces (SPF) and a similar amount of ethnic Donovanian insurgents (BFB) are believed to be in the town of Dezashah (OBJ DODGERS). Their purpose is to disrupt US operations by targeting logistics and MC operations throughout the 801st BTG's AO.

52ID Mission: NLT 030400AUG, 52ID attacks north to PL ANNIE in order to destroy the 801st BTG and re-establish the international border.

Purpose: Restore the territorial integrity of Atropia and prevent additional Donovanian forces from crossing south of PL ANNIE.

- Key Tasks:**
- Destroy remaining 801st BTG elements in AO WARRIOR
 - Neutralize Donovanian and Donovanian-supported insurgent forces in Erdabil Province
 - Rapidly transition security of population centers and key infrastructure in zone to Atropian forces
 - Establish BCT area defenses on PL ANNIE
 - Quickly identify and mass BCT, DIV, and JTF fires on 70th DTG counterattack forces

Endstate: Donovanian forces destroyed or retrograded out of zone, high-speed AoAs on OBJ CAVS and BRUINS secured and blocked, 52ID preparing deliberate defense on PL ANNIE, key population centers secured by Atropian forces.

- 52ID Concept of Operations:**
- DO:** 1/52 ABCT. T: Attack to seize OBJ CAVS. P: Destroy the 801st BTG.
 - SO1:** 3/52 ABCT. T: Attack to seize OBJ BRUINS. P: Prevent enemy reinforcement of OBJ CAVS from the east.
 - SO2:** 2/52 SBCT. T: Attack to clear OBJ MARINERS. P: Prevent 2/801st influence on DO.

Scheme of Maneuver:
 3rd ABCT will release 2x Mech IN COs and their BN HQ to 1st ABCT. 3rd ABCT will initiate the DIV's attack, crossing PL SCOTT NLT 030400AUG and attacking NW toward OBJ BRUINS. Simultaneously, 2/52 SBCT will cross PL FRANCIS and attack westward toward OBJ MARINERS, clearing that OBJ NLT 050400AUG. Once 3rd ABCT initiates SOSRA on OBJ BRUINS, 1st ABCT will initiate SOSRA on OBJ CELTICS. 3/52 will complete the seizure of OBJ BRUINS and establish a hasty BCT defense oriented N on PL ANNIE NLT 050400AUG. 1/52 will seize OBJ CELTICS and continue its attack north to OBJ CAVS. 1/52 will commence its attack on OBJ CAVS NLT 050400AUG. Upon seizing CAVS, 1/52 will establish a BCT hasty defense between PL ANNIE and PL BETY.

The time is 01 0600 AUG and you are listening in on the 52ID Commander's Update Brief...

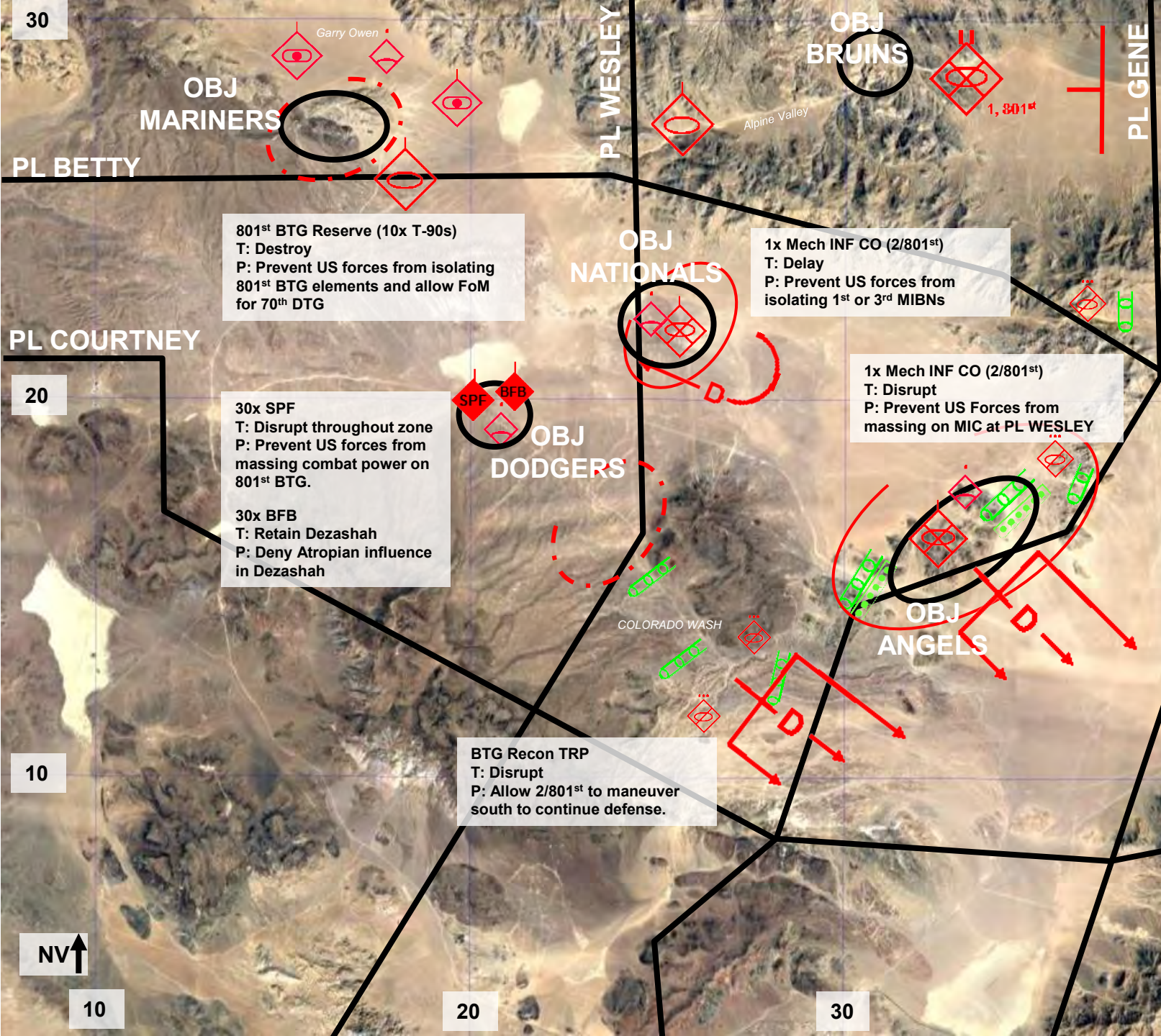
52ID CDR keys in on Ventrillo: "All right team. I know how hard your troops fought to get us to where we are now. The JTF can comfortably build combat power and we're starting to see replacement vehicles arrive in LSA Warrior. We have about 48 hours to breathe before the final push. This will be the hardest stretch of our time in Atropia. The enemy still holds ground in Erdabil province, and the chemical attack on the British 12th AR DIV yesterday indicates that he's in it to win it. There's no going back for him. I know we haven't seen a MiG in our zone for a couple of days, but 2nd AR got bombed last night and one of our F16s lost a fight with a MiG 29. Keep your air guards in the hatches and make sure your TAIS is up and running- I'm looking at you 1st Brigade! Before I hand the brief over to the 3, let me reiterate a few things about this upcoming operation. First of all, tempo is essential to our success. We need 3rd BDE to punch the enemy to their front hard in the face so that we can get a reaction from the reserve and hopefully some relief for 1st BDE. 2nd BDE, you are making the enemy's dilemma even larger. I acknowledge that you will move slower, but I need you to maintain multiple forms of contact with the enemy to your front so he cannot completely disengage and support his buddies at OBJ CELTICS and CAVS. Once you clear DODGERS, be quick to let us know so we can get the Atropians up there. Finally, be prepared to continue the fight into Donovania- I doubt we'll quit this war before destroying all those fixed air defense and missile sites they built on their side of the border. I'm proud to serve with all of you. Keep your brief short and sweet. G3, your net!"

ENY COA

2/801st MISSION: The 2nd MIBN(-), 801st BTG conducts a defense in depth from PL GENE to PL HANK IOT delay US forces from massing on the 3/801st until the 70th DTG attacks in zone- approximately 96 hours (050400AUG).

MLCOA: 2/801st will defend forward with 1x MIC defending the passes at OBJ ANGELS. This company will be supported by the MIBNs recon PLT and at least 1x 2S6. They will emplace mine-wire obstacles along major avenues of approach. These elements will defend on PL GENE until attritted by 2x PLTs. At that point, they will bound back to PL WESLEY and integrate into the defense of the 2nd MIC at OBJ NATIONALS. 2x BTG recon PLTs defend in depth along the southern AoA, emplacing wire obstacles at the least along the limited passable terrain and overwatching them with AT teams and their BRDM AT-5s. If they identify the US main effort using the southern AoA, the 2/801st will commit the MIC at OBJ NAT'Ls south to an alternate BP where it will defend. If US main effort is identified at ANGELS, the MIC at NAT'Ls will defend in place. Once the enemy identifies more than one US BN massed on OBJ NAT'Ls, the BTG will commit its AR reserve to destroy at least 1x US BN. If the reserve counter-attack fails, or the MIC at NAT'Ls loses 1/3 of its combat power, it will retrograde north to a subsequent BP on PL BETTY at OBJ MARINERS. Throughout all phases of the operation, Donovanian Special Purpose Forces (SPF) will conduct special reconnaissance and direct action to identify and destroy US MC nodes and Retrans. BFB insurgents will retain the town of Dezashah (OBJ DODGERS) in order to delegitimize Atropian authority and if they have SPF or Donovanian regular army support, they will defend in place.

MDCOA: The 801st BTG releases the MIC on OBJ CAVS back to 2/801st. 2/801st defends two up on PL GENE, one back at NAT'Ls to reinforce, with the 801st Reserve tank company prepared to execute the counterattack. The 801st BTG uses NP chem to disrupt US forces in one sector and counterattacks in the other with an end state of 2x US Stryker BNs destroyed.



801st BTG Reserve (10x T-90s)
T: Destroy
P: Prevent US forces from isolating 801st BTG elements and allow FoM for 70th DTG

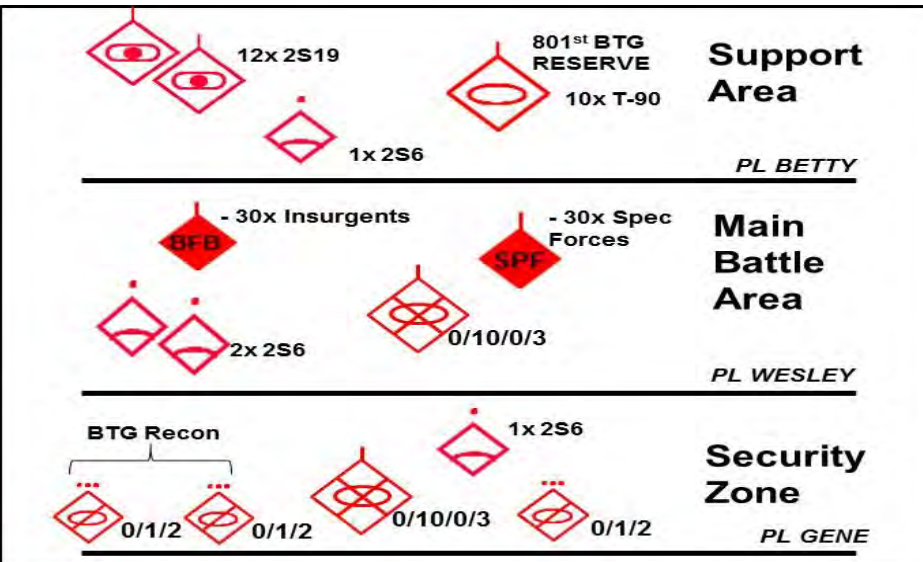
1x Mech INF CO (2/801st)
T: Delay
P: Prevent US forces from isolating 1st or 3rd MIBNs

1x Mech INF CO (2/801st)
T: Disrupt
P: Prevent US Forces from massing on MIC at PL WESLEY

30x SPF
T: Disrupt throughout zone
P: Prevent US forces from massing combat power on 801st BTG.

30x BFB
T: Retain Dezashah
P: Deny Atropian influence in Dezashah

BTG Recon TRP
T: Disrupt
P: Allow 2/801st to maneuver south to continue defense.



ROUND 1: NEW COURSE OF ACTION GUIDANCE

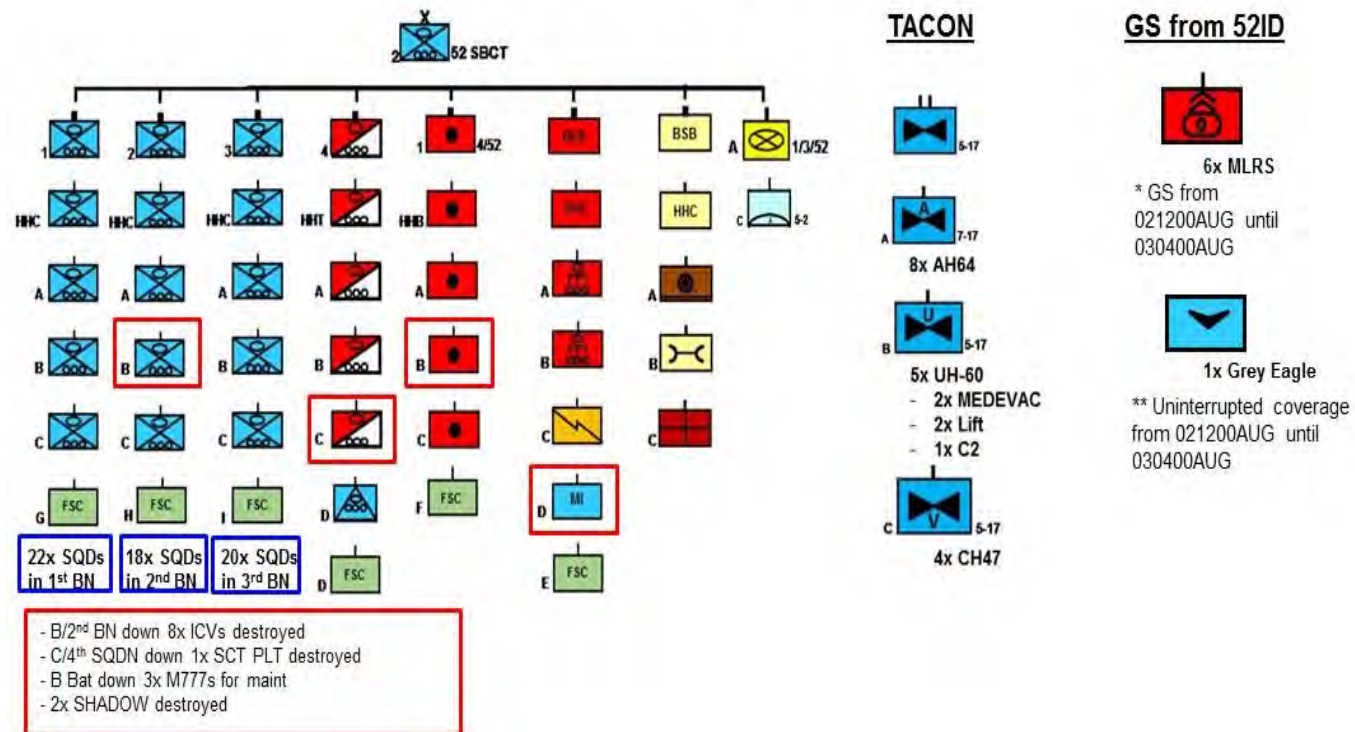
The time is 01 0900 AUG...

You finished the DIV CUB at 0730 and transitioned immediately into a Mission Analysis Brief at the BCT TOC. The brief was complete at 0845 and you gave your course of action guidance to the staff to kick off CoA Development. Your CAV SQDN Commander followed you out to your Stryker and continued discussing his concerns about the amount of enemy combat power in the passes: "I just want to make sure we all understand this problem. We are fairly certain there is a company of infantry and a scout troop on PL GENE. My guys from C TRP flew a Raven over engineers laying mine on the road in OBJ ANGELS before their PLT got smoked, so we know there are obstacles. And there is about 10km of open terrain between our FLOT and PL GENE where we can be observed during our entire approach. That's a long walk all night into a pretty terrible fight the next morning. And at the end of it, I still have two OBJs ten kilometers down the road to recon." As you sip your coffee and listen, you spot the S3 waiting to talk to you: "3! What's up?"

"Sir, while we were in the MA brief, a message came via JCR from G3. The RTO decided to wait until after to let me know, but the Aviation brigade was just relieved of support to a 2/75 mission and we now have a packaged aviation task force available if we want to use it. I think we can solve our time/distance dilemma, compel the enemy to retrograde, and meet Division's time hack on OBJ MARINERS if we execute an air assault at one of our intermediate OBJs." The SCO nods his head enthusiastically.

You respond. "Ok. Grab the 2, BAO, FSO, XO and Planner. Let's see what options opened up and then execute CoA Development."

2/52 SBCT Forces Available



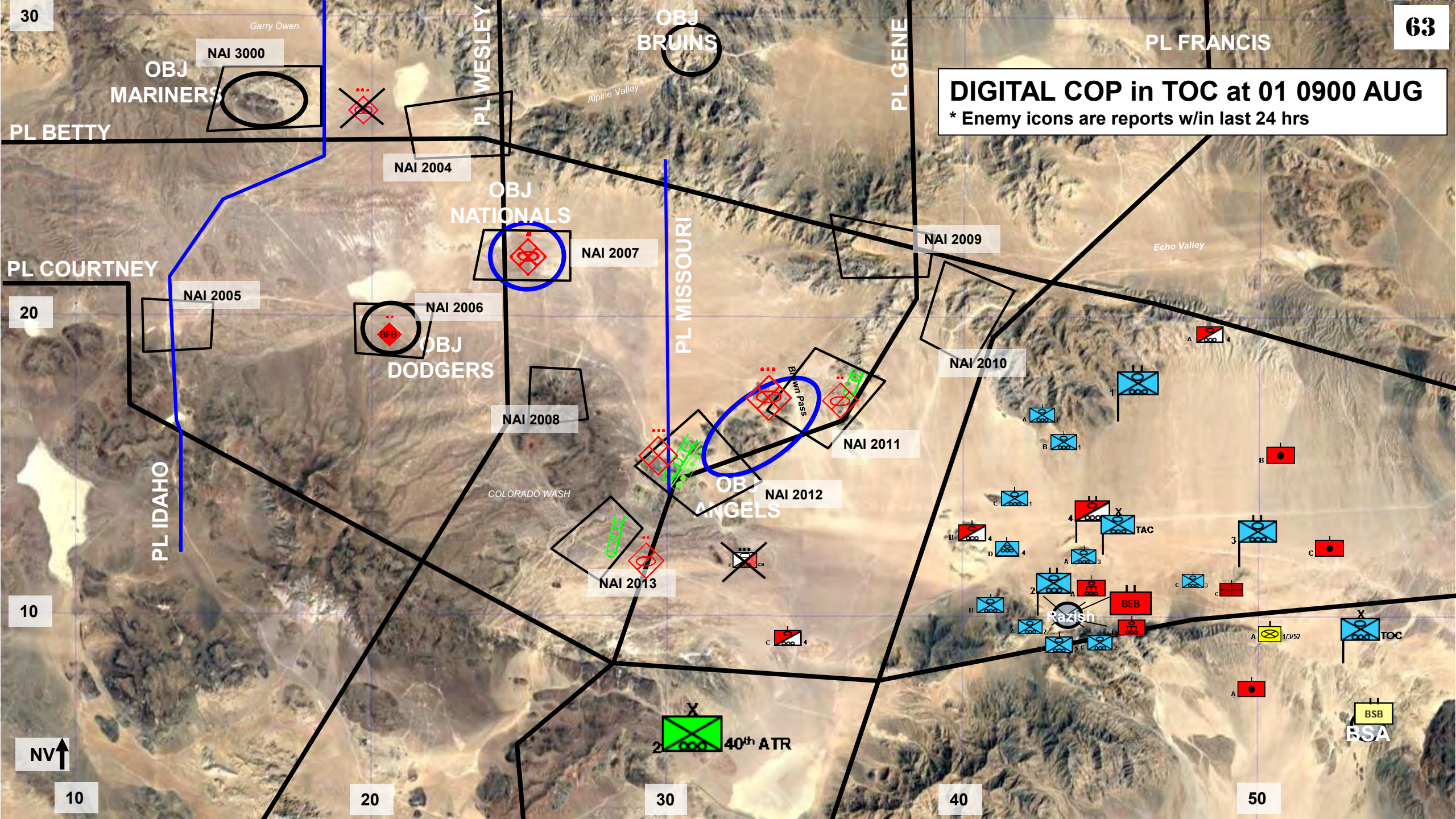
Operational Timeline:

01 0900 AUG: Receive AVN TF
 021200 AUG: Receive DS MLRS Battery
 03 0400 AUG: Lose DS MLRS, NLT all BCTs initiate attack
 NLT 050400 AUG: 2/52 establishes foothold on OBJ MARINERS.
 NLT 050400 AUG: NLT 1/52 commences attack on OBJ CAVS.

Instructions for Commander: Take a moment to review forces available, the operational timeline, and the current common operating picture (next page). Write down your guidance to execute an air assault to facilitate your maneuver through zone and conduct actions on OBJ MARINERS IAW the 52ID timeline. Provide guidance for when you want key air assault planning and rehearsals to occur.

Instructions for Staff: 1. Using your Commander's guidance, develop a CoA Sketch and statement. Use the attached CoA Statement Format in absence of one in your PSOP.
 2. Prepare a combined Higher/Operational/Planning/Enemy timeline that takes you to the seizure of OBJ MARINERS. Ensure that you account for your unit's battle rhythm events and degraded operations (day/night, MC node jumps, etc) on your timeline.

DIGITAL COP in TOC at 01 0900 AUG
 * Enemy icons are reports w/in last 24 hrs



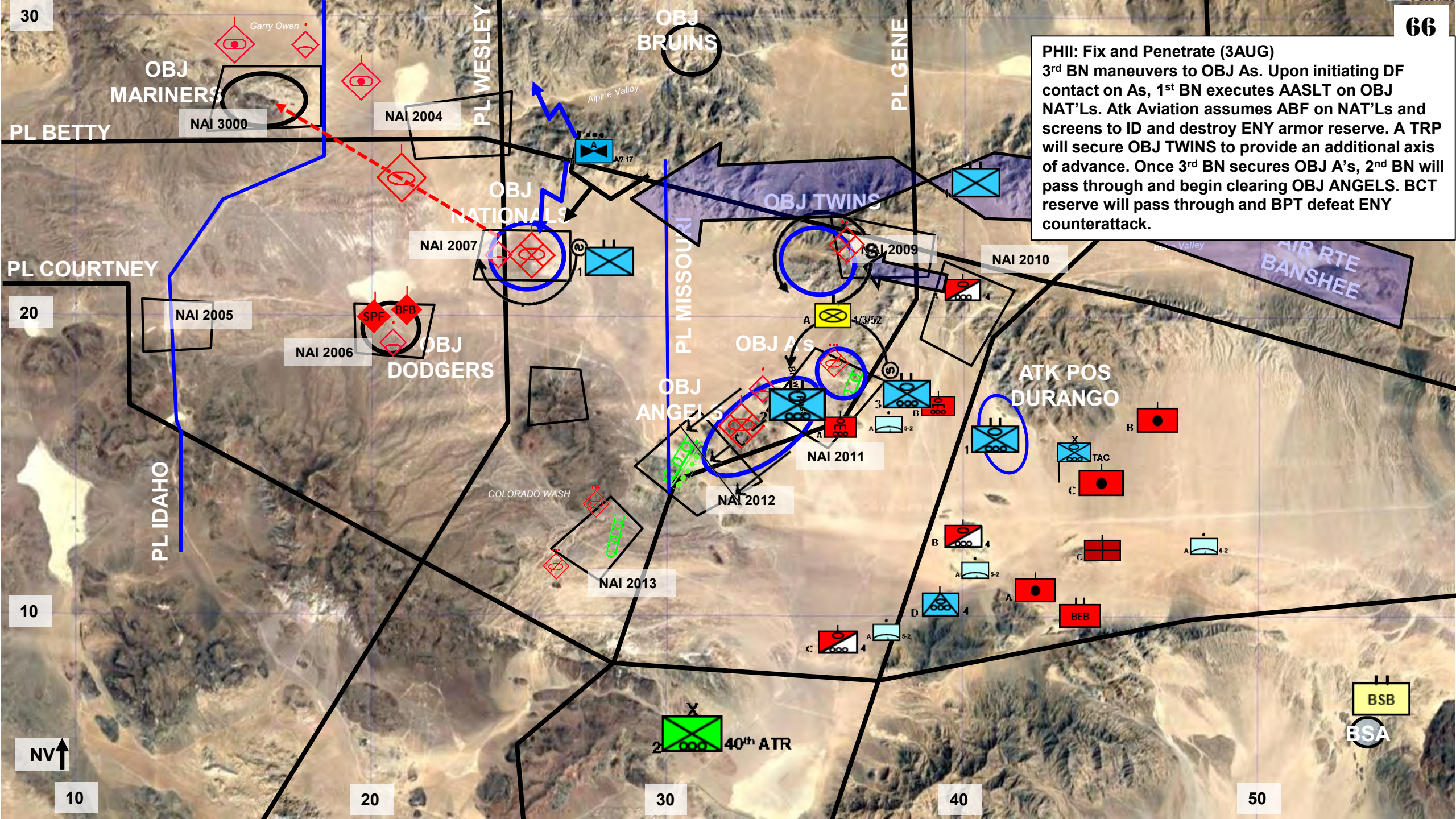
ROUND 2: COA DEVELOPMENT AZIMUTH CHECK

The time is 01 1300 AUG...

You wake up from a two hour nap and decide to pop into the Plans tent to see how CoA Development is coming along. The Planner sees you enter and reports: "Sir, we're at about a 75% solution for your directed course of action. I can give you a quick overview if you have time, just to make sure we're on the right track." You respond that you do indeed have a minute to spare...

Instructions for Commander: Take 20 minutes to review the Course of Action sketches (4x phases, 1x sketch/phase) for the operation, the CoA statement, and the Conditions Checklist. Upon completion, write out your FFIR for the Air Assault and identify any conditions not covered in the checklist that need to be added.

Instructions for Staff: 1. Using the Commander's guidance and FFIR, adjust or rewrite the Air Assault Conditions Check. 2. Identify who is responsible for reporting updates to each condition and the suspense for reporting each condition (if applicable). Consolidate this information into a CUOPs product for the Battle Captain to track.



PHIL: Fix and Penetrate (3AUG)
 3rd BN maneuvers to OBJ As. Upon initiating DF contact on As, 1st BN executes AASLT on OBJ NAT'Ls. Atk Aviation assumes ABF on NAT'Ls and screens to ID and destroy ENY armor reserve. A TRP will secure OBJ TWINS to provide an additional axis of advance. Once 3rd BN secures OBJ A's, 2nd BN will pass through and begin clearing OBJ ANGELS. BCT reserve will pass through and BPT defeat ENY counterattack.

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PL IDAHO

PL BETTY

PL COURTNEY

PL WESLEY

PL MISSOURI

PL GENE

OBJ MARINERS

OBJ BRUINS

OBJ NATIONALS

OBJ DODGERS

OBJ ANGELS

OBJ AS

OBJ TWINS

ATK POS DURANGO

NAI 3000

NAI 2004

NAI 2007

NAI 2006

NAI 2005

NAI 2013

NAI 2012

NAI 2011

NAI 2010

NAI 2009

40th ATR

BSB

BSA

AIR RTE BANSHEE

Garry Owen

Alpine Valley

East Valley

COLORADO WASH

TAC

BEB

A 4/3/52

A 88-10

A 5-2

C 4

B 4

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C 4

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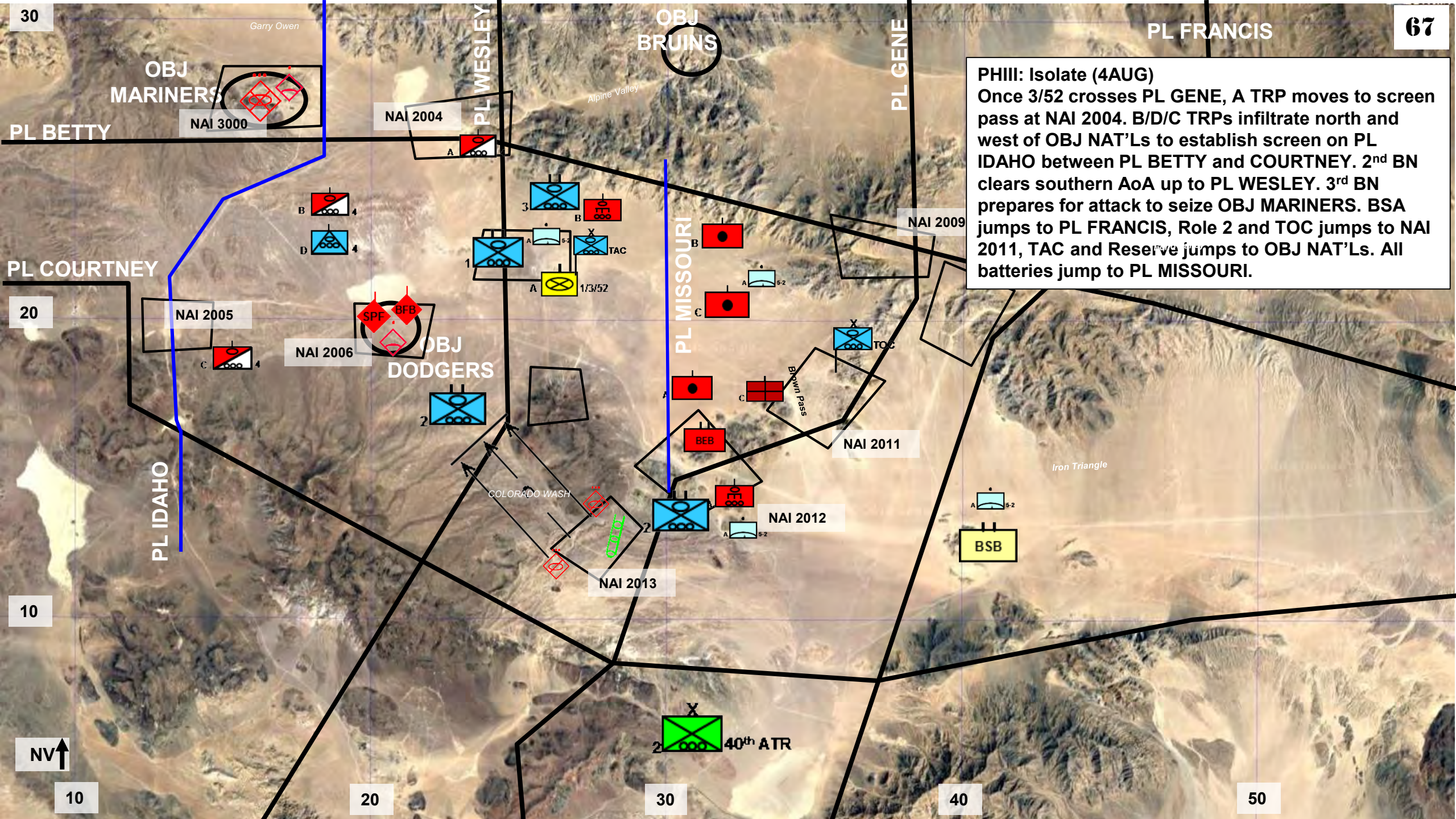
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PHIII: Isolate (4AUG)
 Once 3/52 crosses PL GENE, A TRP moves to screen pass at NAI 2004. B/D/C TRPs infiltrate north and west of OBJ NAT'Ls to establish screen on PL IDAHO between PL BETTY and COURTNEY. 2nd BN clears southern AoA up to PL WESLEY. 3rd BN prepares for attack to seize OBJ MARINERS. BSA jumps to PL FRANCIS, Role 2 and TOC jumps to NAI 2011, TAC and Reserve jumps to OBJ NAT'Ls. All batteries jump to PL MISSOURI.

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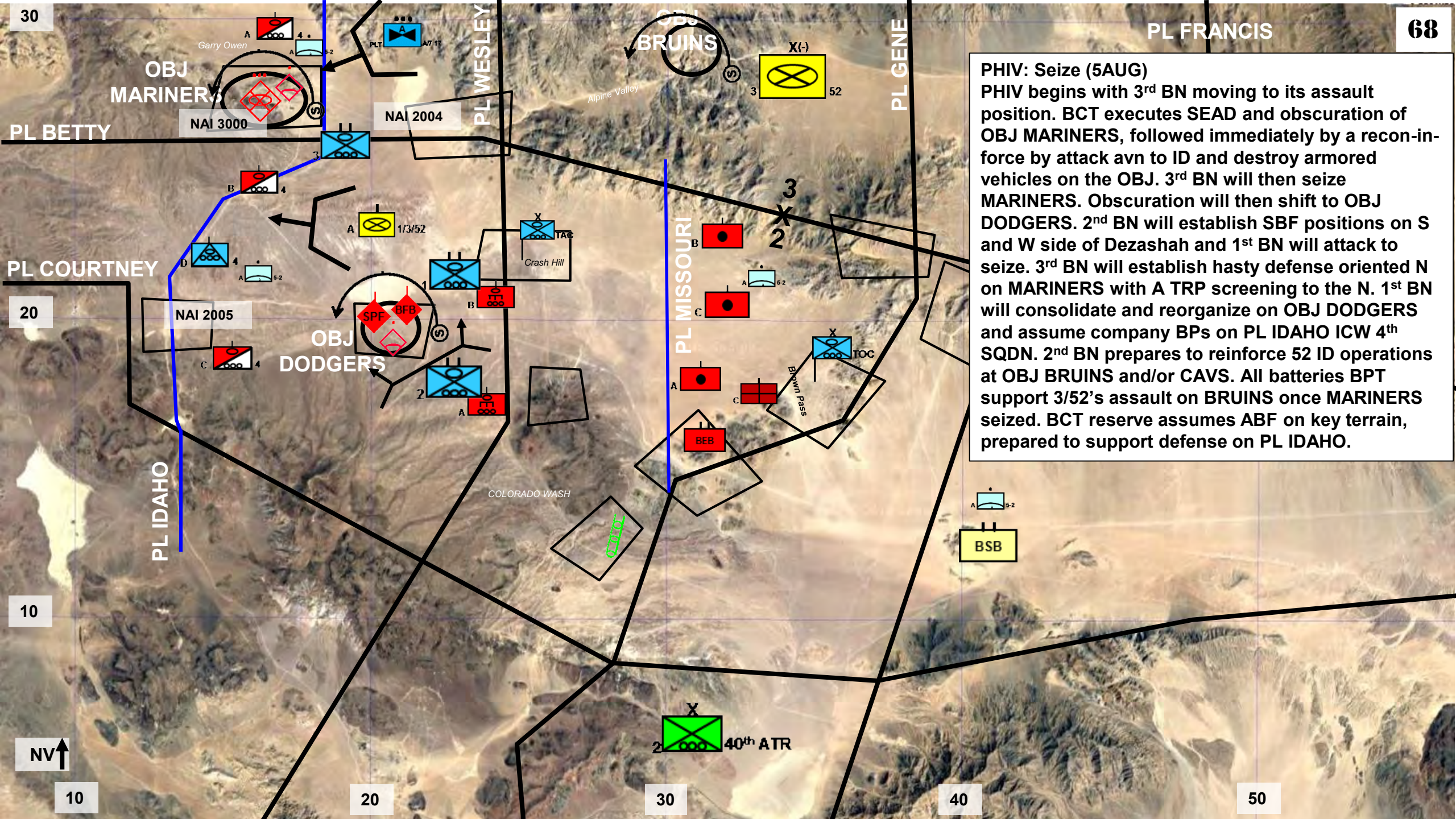
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PHIV: Seize (5AUG)
 PHIV begins with 3rd BN moving to its assault position. BCT executes SEAD and obscuration of OBJ MARINERS, followed immediately by a recon-in-force by attack avn to ID and destroy armored vehicles on the OBJ. 3rd BN will then seize MARINERS. Obscuration will then shift to OBJ DODGERS. 2nd BN will establish SBF positions on S and W side of Dezashah and 1st BN will attack to seize. 3rd BN will establish hasty defense oriented N on MARINERS with A TRP screening to the N. 1st BN will consolidate and reorganize on OBJ DODGERS and assume company BPs on PL IDAHO ICW 4th SQDN. 2nd BN prepares to reinforce 52 ID operations at OBJ BRUINS and/or CAVS. All batteries BPT support 3/52's assault on BRUINS once MARINERS seized. BCT reserve assumes ABF on key terrain, prepared to support defense on PL IDAHO.



PL IDAHO

PL WESLEY

PL GENE

PL MISSOURI

OBJ MARINERS

OBJ DODGERS

OBJ BRUINS

NAI 3000

NAI 2004

NAI 2005

40th ATR

BSB

COLORADO WASH

Crash Hill

Brown Pass

Alpine Valley

Garry Owen

1/3/52

X(-) 52

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A S-2

B 4

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A S-2

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Course of Action Statement

Purpose of Operation: Prevent the 2/801st from influencing the DIV DO.

Decisive Point: Seizure of OBJ NATIONALS

Why is it Decisive? It isolates 2/801st units, preventing them from reinforcing each other and the rest of the 801st. It will allow BCT to mass forces on OBJ MARINERS.

Risk to Force: Conducting penetration on one AoA

Risk to Mission: No air breathing observers watching LZs

We will accomplish this by conducting an envelopment of 2/801st forces on OBJ NATIONALS

This mission will be conducted in 4 phases.

The Decisive Operation is in PH 4.

The Decisive Point is in PH 2.

Task and Purpose by Unit:

Decisive Operation: 3rd BN

T: Seize OBJ MARINERS

P: Deny 2/801st BTG influence on 52ID DO

SO1: 1st BN

T: Seize OBJ NAT'Ls

P: Enable FoM for DO

SO2: 2nd BN

T: Seize OBJ ANGELS

P: Enable FoM for BCT

SO3: 4th SQDN

T: Zone Recon to PL IDAHO

P: ID comp/disp of ENY on OBJ MARINERS, DODGERS

SO4: 5-17 AVN TF

T: Destroy ENY AR in zone

P: Deny 801st BTG Reserve influence on DO

Endstate:

Terrain: BCT holds MARINERS in hasty BN defenses

Enemy: 2/801st destroyed in zone, BFB threat neutralized

Friendly Forces: BCT at 80% strength, prepared to defend and/or support 1st/3rd ABCTs.

Civilians: Dezashah returned to ATR control with minimal civilian casualties.

Phase	PHI: Prepare	PHII: Fix & Penetrate	PHIII: Isolate	PHIV: Seize
Starts with	A TRP LD to NAI 2010	3 rd BN initiate DF on OBJ As	OBJ ANGELS clear	2 nd BN in SBF on DODGERS
Ends with	3 rd BN in assault position	2 nd BN clears OBJ ANGELS	2 nd BN at PL WESLEY prepared for SBF on DODGE	3 rd BN established hasty defense on OBJ MARINERS
Critical Events in Phase and who is tasked with them	- A TRP zone recon of 2010, control pass - IC characterize threat on PL GENE and NAT'Ls	- MLRS SEAD of NAT'Ls - 1 st BN seize NAT'Ls (DP) - 3 rd BN seize As - 2 nd BN seize ANGELS	- All batteries move up to PL MO - CAV screen on IDAHO - TAC jump to NAT'Ls	- SEAD on OBJ MARINERS - 3 rd BN seize MARINERS - 1 st BN seize DODGERS
Conditions to move to next phase	3 rd BN prepared to initiate DF contact at OBJ As	- OBJ ANGELS 75% clear	- PAAs established - All BNs in atk positions	- BCT hasty defense est - DODGERS handed to ATR
Decision Points	-AASLT Go/No-Go - Commit 2 nd BN to follow & support 3 rd BN	- Commit 3 rd BN to seize OBJ ANGELS	- Seize MARINERS or DODGERS early	- Support 1 st or 3 rd BCT attack - Commit 1 st BN to support MARINERS, 2 nd to seize DODGERS

WfF	Purpose and Priority by Phase			
	PHI	PHII	PHIII	PH IV
Fires	T: Sup/Obs in NAI 2010 T2: Reduce threat on NAT'Ls T3: Reduce threat on PL GENE	T: Sup/Dest on NAT'Ls, As, ANGELS	T: Destroy on MARINERS	T: S/O OBJ MARINERS T2: Obscure OBJ DODGERS
Information Collection	ENY comp/disp on NAI 2007, 2010, 2011, 2012	ENY comp/disp on 3000, 2004, 2005, 2006	ENY comp/disp on 3000, 2004, 2005, 2006	ID 70 th DTG Cntr-atk north of PL BETTY
Protection	Avengers w/ each BN MOPP 1	Avengers arrayed on PL GENE MOPP1	2x Avengers move w/ 3 rd MOPP1	Avengers arrayed on PL WES MOPP 1
Sustainment	Prepare CL I/V speed balls	Speed ball to 1 st BN CLI, III, V FLE to OBJ As	BSA jump to PL FRANCIS Role II jump to NAI 2011	BPT CLI/VIII HA to DODGER
Non-Lethal	Coordinate with ATR for Dezashah transition	EW targeting of NAT'Ls	Cyber tgt of DODGERS	EW targeting of MARINERS CA ops in Dezashah

Recon & Security Guidance by Phase

CAV SQDN	Stealthy and deliberate zone recon of NAI 2010. Screen PL BETTY IOT ID 801 st BTG mvmt between zones	Rapid/Forceful zone recon to PL IDAHO. Observe MARINERS, NAIs 2005, 2006	Screen PL IDAHO to determine ENY comp/disp on MARINERS; ID DTG cntr-atk	Screen PL IDAHO, ANNIE to ID DTG cntr-atk
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Mission Command: TOC/TAC Transition Plan

	PHI	PHII	PHIII	PHIV
TOC (what functions does the TOC own each phase)	TOC owns all functions	Sust, Plans, S6	Own all until TAC established, then Jump to NAI 2011.	Sust, Plans, S6. Jump to OBJ NAT'Ls once MARINERS and DODGE seized
TAC (what functions does the TAC own each PH)	Jump to IVO NV 450 150	Maneuver, Fires, Intel, Airspace	Jump to OBJ NAT'Ls, then own Maneuver, Fires, Intel, Airspace	Maneuver, Fires, Intel, Airspace.

DRAFT Air Assault Conditions Checklist:

Status/Risk				
Condition	Complete or Low Risk; Threat Eliminated	Degraded, Incomplete, or Moderate Risk	Not conducted or High Risk	Extremely High Risk
Weather				
ENY DF in Range of PRI/ALT LZs				
ENY IDF in Range of LZs				
Sufficient Lifts for Min Force				
Units in PZ Posture				
DIV acknowledge commencement of AASLT				
SEAD Fires Planned				
CAS Coordinated and Available				
2S6 on ANGELS/NAT'Ls destroyed				
Air Routes deconflicted with Fires				
Fires-Tech Rehearsal Complete				
AASLT RXLs complete				
MEDEVAC crews brief and prepared to support				
Jump FARP established				
Final commo card published and distributed				
BCT TAC ready to MC AASLT				

ROUND 3: AIR ASSAULT GO/NO-GO DECISION

The time is 02 2330 AUG, one hour before H Hour...

You walk back into the TAC after setting your gear in the C2 aircraft. Here are some events that occurred in the past 24 hours:

- ELINT identified a radar signature on OBJ ANGELS indicating 2S6 presence. DIV Fires engaged with MLRS, but other than the radar turning off, there were no BDA indicators. Grey Eagle moved into position too late to observe the fire mission visually. The templated 2S6 on OBJ NATIONALS has not been detected.
- The BCT lost 1x Shadow over NAI 2012 at noon today. 1x Shadow is currently observing over LZ OWL. One Shadow is down for maintenance, and your fourth Shadow was lost during the previous battle.
- All components of the air assault conducted necessary rehearsals today and 1st BN is currently in PZ posture.
- A TRP secured the pass in NAI 2010 uncontested. They established an OP overwatching an ingress route onto OBJ TWINS and identified 1x BRDM AT-5. The rest of the TRP's dismounted scouts are moving toward an assault position and should be in place within 30 minutes.
- DIV granted the BCT control of 2x F16s starting at 03 0100 AUG until 03 0300, but the JTF reallocated the Growler and it won't be on station until 03 0030 AUG.
- B Battery lost 4 guns today due to counterfire after prosecuting a mission on detected BMPs on OBJ ANGELS. C Battery is currently dedicated to counterfire, with A Battery tasked with obscuration of OBJ NAT'Ls.
- 1st BN TAC for Air Assault failed their comms check for Fires Digital. They are currently troubleshooting the issue.
- 1x UH-60 sustained a hard landing at the PZ at 1600 today and is now down for maintenance.
- 3rd BN's dismounts reached their assault position at 2315 (45 minutes early) and are prepared to attack.

As you look over the current enemy situation in the TAC, your S2 reports: "Sir, the Grey Eagle that was supposed to replace the one currently on station went down for maintenance. DIV does not have another one to shift. DIV says they can stretch another 30 minutes for the one currently up, but then we won't have GE. Once it leaves, we only have Shadow coverage for the air assault." You ask the S2 about any BDA on the air defense systems in zone. "Negative. We cannot confirm any BDA on the 2S6s. The good thing is that none of our IC assets have identified enemy activity within 2km of LZ GOOSE."

You hear the S3 yelling expletives on the radio. He finishes his transmission and then turns to you: "Sir, one of our CH-47s went down an hour ago. Crews tried to troubleshoot the maintenance issues, thinking they were minor. They're not minor." You ask if we can execute the bump plan. He responds, "With the current aircraft slants of 3x CH-47s and 1x UH-60, we can achieve min force on the ground. But the bump plan will have three separate turns, taking a total of 1 hour. According to our min force assessment, we will need to re-task our counterfire battery to suppress NATIONALS."

"Call over the FSO," you say to the 3. "And grab the current conditions check. Let's figure out if we can still pull off this air assault."

As you wait for him to come back, 3rd BN's CDR comes over the net: "A and B CO dismounts are currently receiving accurate mortar fire in their assault position on the NE side of OBJ As. I can't wait here any longer. My mortars are firing AE0048 now and my guys are starting their attack!"...

PLANNED OPERATIONAL TIMELINE:

02 2100 AUG: 3rd BN initiates dismounted mvmt from ATK POS DURANGO to OBJ As; A TRP initiates infiltration to OBJ TWINS.

NLT 03 0000 AUG: 3rd BN dismounts in ASLT POS east of OBJ As.

03 0015 AUG: 3rd BN 120mm mortars fire AE0048; A TRP mortars fire AE0036.

(H-hour) 03 0030 AUG: 3rd BN infantry on OBJ As in DF contact. A TRP begins seizure of OBJ TWINS.

03 0030 – 03 0230 AUG: Growler on Station.

(H+10 min) 03 0040: MLRS fires SEAD at AE0017; A Bat fires obscuration at AE0021. Buzzer on OBJ NAT'Ls.

(H+15) 03 0045: Atk Aviation launches to ABF

(H+20) 03 0050: Wheels up Lift 1.

(H+24) 03 0054: Atk Aviation in ABF, shift MLRS to AE0041.

(H+30) 03 0100: Wheels down Lift 1.

03 0100 – 03 0300: 2x F16 on station for XCAS for 52ID.

(H+35) 03 0105: C/1st BN begins mvmt to SBF and A/1st BN moves to ASLT POS, B Bat fires AE0025.

(H+45) 03 0115: Wheels up Lift 2.

(H+55) 03 0125: Wheels down Lift 2. C CO in SBF. B Bat fires AE0017.

(H+1 hr) 03 0130: B/1st BN move to assault position.

(H+ 1 hr, 20 min) 03 0150: A and B CO begin clearance of OBJ NATIONALS.

(H+2 hrs) 03 0230: 3rd BN clears OBJ As, reduces obstacle in pass. A TRP secures OBJ TWINS. A Bat fires obscuration at AE0031.

(H+2.25) 03 0245: 2nd BN crosses PL FRANCIS en route to OBJ As

(H+2.75) 03 0315: 2nd BN dismounts in assault position and begin clearance of OBJ ANGELS.

(H+3 hr) 03 0330: 1st BN Strykers move through OBJ As, begin maneuver to OBJ NAT'Ls.

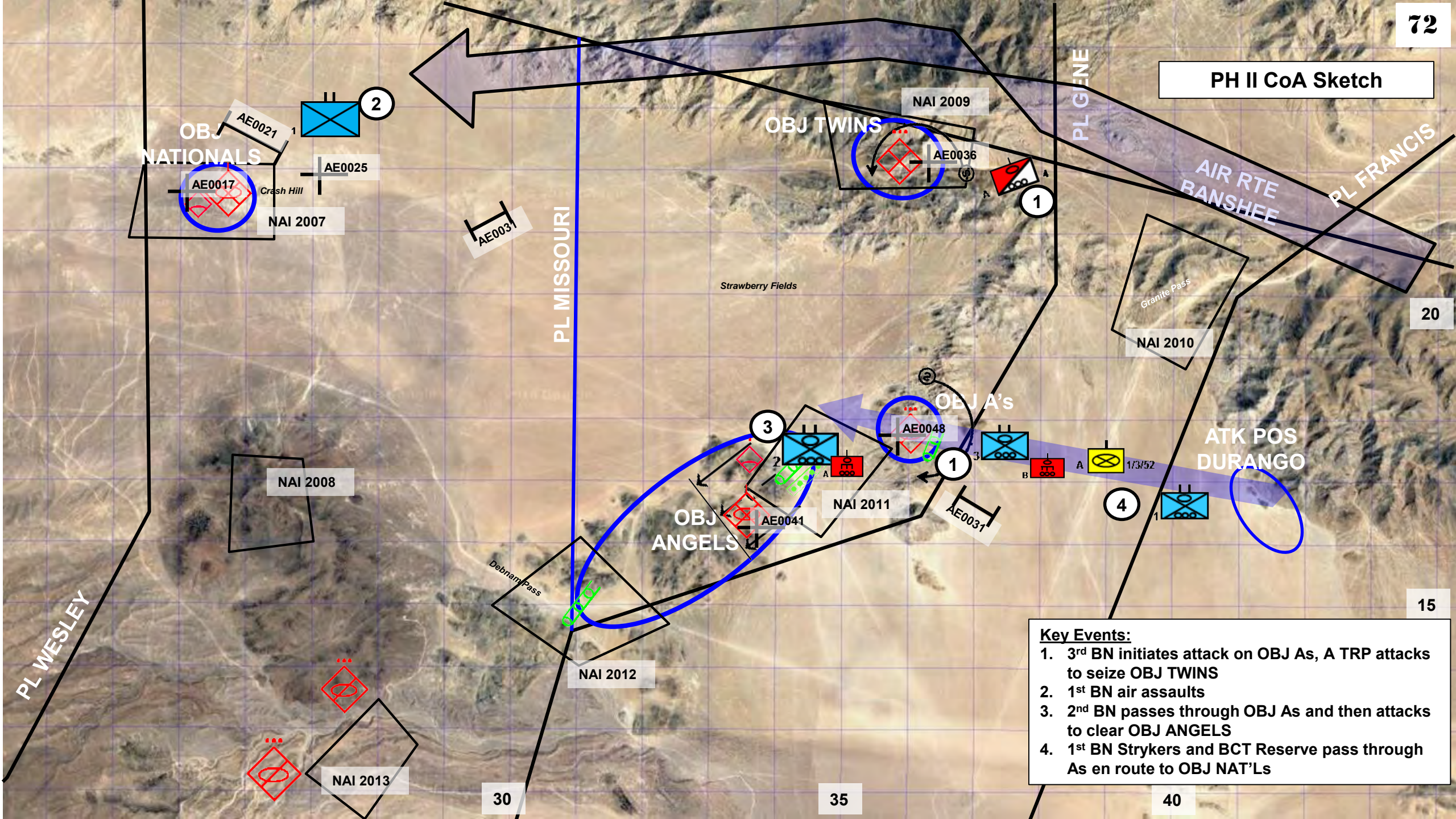
(H+ 6.5 hrs) 03 0700 AUG: OBJ NAT'Ls clear.

(H+ 8.5 hrs) 03 0900 AUG: OBJ ANGELS clear, obstacles in pass reduced.

Instructions for Commander: Review the conditions and timeline above, the planned Air Assault CoA sketch, the lift plan, the current ENY situation, and the current Air Assault Conditions check. Make the decision to execute the air assault or not. Write out guidance to your staff to facilitate your decision.

Instructions for Staff: Consider any additional coordination or synchronization that must be made to execute the Commander's guidance.

PH II CoA Sketch



- Key Events:**
1. 3rd BN initiates attack on OBJ As, A TRP attacks to seize OBJ TWINS
 2. 1st BN air assaults
 3. 2nd BN passes through OBJ As and then attacks to clear OBJ ANGELS
 4. 1st BN Strykers and BCT Reserve pass through As en route to OBJ NAT'Ls

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OBJ NATIONALS

OBJ TWINS

OBJ ANGELS

OBJ A's

ATK POS DURANGO

AE0021

AE0017

AE0025

NAI 2007

AE0031

PL MISSOURI

Strawberry Fields

NAI 2009

AE0036

PL GENE

AIR RTE RANSHEE

PL FRANCIS

Granite Pass

NAI 2010

NAI 2008

NAI 2011

AE0048

AE0041

AE0031

Debram Pass

NAI 2012

NAI 2013

PL WESLEY

AE0017

AE0021

Key Events:

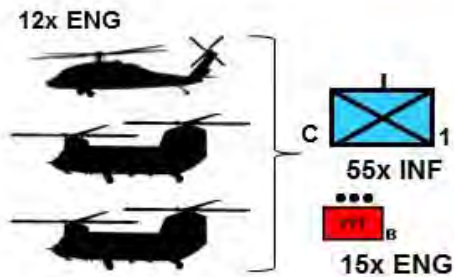
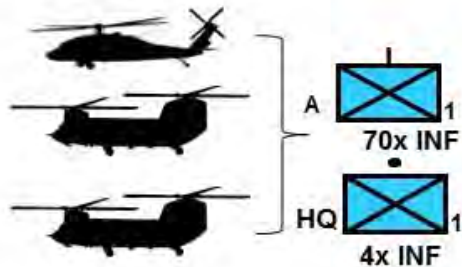
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2. 1st BN air assaults
3. 2nd BN passes through OBJ As and then attacks to clear OBJ ANGELS
4. 1st BN Strykers and BCT Reserve pass through As en route to OBJ NAT'Ls

Lift Plan

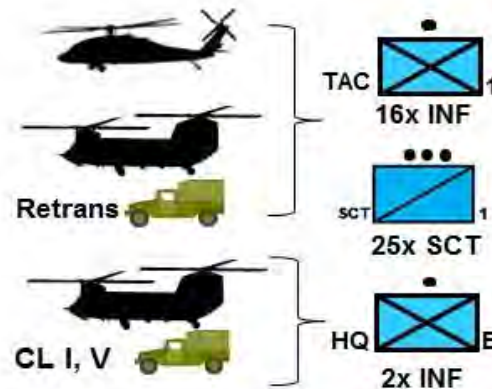
On LZ: 030100AUG

On LZ: 030125AUG

Turn 1



Turn 2

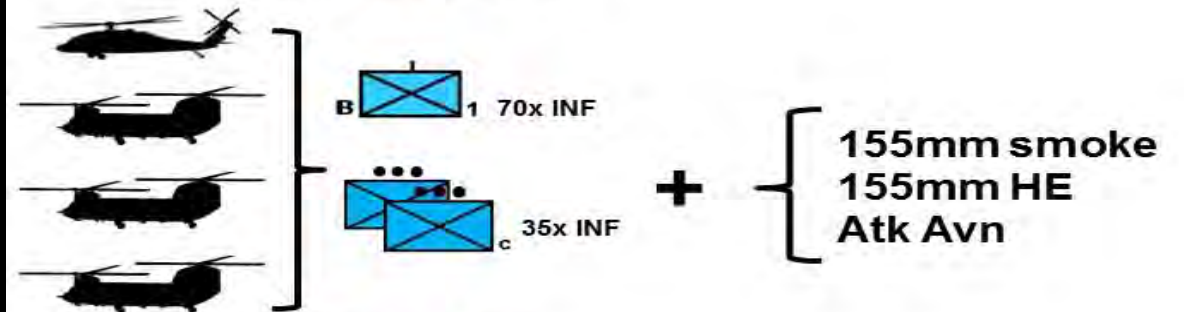


Minimum Force Plan

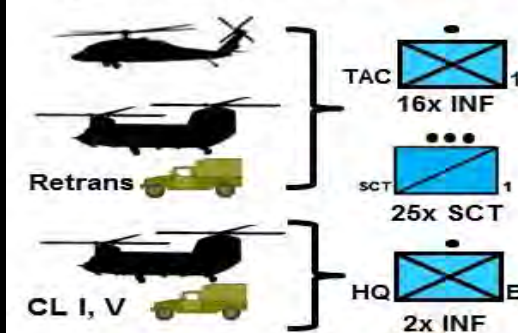
Turn 1: 030100AUG



Turn 2: 030125AUG



Turn 3: 030200AUG



OBJ NATIONALS

Crash Hill

NAI 2007

OBJ TWINS

NAI 2009

02 2000 AUG: A TRP identified 1x BRDM on TWINS

PL MISSOURI

02 0600 AUG: GE identified INF laying mines and obstacles in pass on NAI 2011.

02 2230 AUG: 3rd BN OP identified 1x BMP, 1x BRDM IVO OBJ As.

02 1200 AUG: Radar detected, but negative BDA observed on templated 2S6.

NAI 2008

OBJ A's

NAI 2011

OBJ ANGELS

02 1700 AUG: Thermal imaging indicated 6x tracked vehicles IVO OBJ ANGELS. Confirmed 152mm BDA of 2x BMPs

Detram Pass

NAI 2012

NAI 2013

AIR RTE BANSHEE

PL FRANCIS

Granite Pass

NAI 2010

PL WESLEY

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Reports of ENY on OBJ
NAT'Ls, Last 24

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PL WESLEY

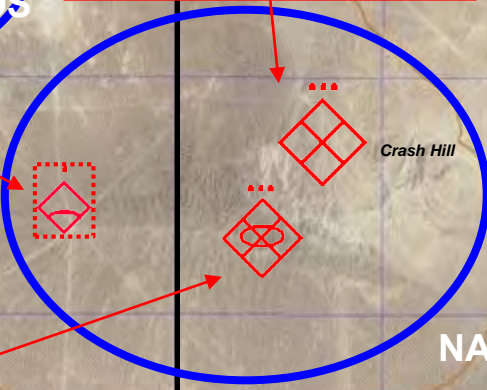
PL MISSOURI

02 1630 AUG
SIGINT chatter indicates that
a PLT of dismounted INF has
reinforced mechanized
forces on OBJ NATIONALS

OBJ EXPOS

No detection of 2S6 on OBJ

02 2200 AUG
- 2x tracked vehicles detected
by JSTARs on NAT'Ls
- 3x tracked vehicles detected
SE of NAT'Ls IVO Dezashah



OBJ
NATIONALS

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Strawberry
Fields

NV↑

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Air Assault Conditions Checklist as of 02 2330 AUG:

Legend

Green	Planned, In progress, or Low Risk
Yellow	Delayed, Degraded, or Moderate Risk
Red	Not Identified or High Risk
Black	Extremely High Risk
White	N/A

- Intelligence: (S2)**
- Current weather and light data for AASLT / CAS
 - Suitability of LZs
 - Enemy EW capabilities identified
 - Enemy indirect fire in range of Primary & Alternate LZs
 - Enemy direct fire in range of Primary & Alternate LZs
 - Enemy Wheel, Mechanized, or Armor force able to influence pri/alt LZs
 - BDA Confidence Level (focus on ADA and other key weapons)
 - Eyes on key NAIs with communications to sensor
 - Division priority of higher collection effort

- Movement & Maneuver: (S3, BAO)**
- Assault Aircraft and crews ready
 - Attack Aviation ready
 - Sufficient lifts available for minimum force requirements
 - EW operations coordinated
 - Units in PZ posture
 - Primary and Alternate LZs designated/rehearsed
 - Higher and adjacent units notified of plan/assets available to reinforce/support
 - LZ obstacle clearing teams ready
 - Ground Assault planned/in progress

- Fires: (Fire Support Element)**
- FSCMs coordinated
 - Firing units in position
 - SEAD fires planned on suspected locations
 - CAS coordinated / available
 - Appropriate communications established
 - CF radar coverage in place/planned
 - TACP task organized
 - Fire plan rehearsed
 - Air Assault / Mobile Strike on ATO
 - EW covers critical portions of operation
 - Known fire support assets within range of pri/alt LZs destroyed/suppressed
 - SEAD fires planned on suspected locations

- Protection: (BAO, BDE ENG, CBRN, ADAM Cell)**
- Routes, ROZs and mission on ACO and ATO
 - Avenger coverage of critical nodes (PZ, AVN assembly area, FARP)
 - Weapons control status – hold along air routes
 - Decontamination assets available and coordinated
 - LZs not contaminated

- Sustainment: (BAO, S4)**
- FARP ready to support mission
 - Jump FARP ready to support
 - Resupply Plan
 - Speedballs (Water, CL1, CLV, CLVIII)
 - Sling load
 - Sufficient supplies ready
 - Class I/Water
 - Class III
 - Class V
 - Class VIII
 - Availability of Alternate RRP / FARP
 - MEDEVAC / CASEVAC planned and ready
 - DART/Maintenance plan/assets ready

- Mission Command: (S3, S6)**
- BCT TAC Assumed AASLT TF Control
 - BCT MCG-Air prepped for wheels up
 - 1st BN TAC in PZ posture
 - PACE plan for critical C2 NETs for each phase
 - Final Communications card published
 - LNO teams to higher and adjacent in place and aware of plan
 - Rehearsals complete
 - COMMEX Complete

A group of military personnel in a meeting room, looking at a large map or document on a table. The scene is dimly lit, with a large window in the background showing a bright outdoor area. The personnel are wearing military uniforms and are engaged in a discussion. One person is pointing at the map, while others are looking on attentively. The overall atmosphere is professional and focused.

PLANNING TOOLS

COMMANDER'S GUIDANCE WORKSHEET

Commander's Guidance

The commander's guidance focuses the staff on the essential tasks supporting mission accomplishment. It emphasizes in broad terms when, where, and how the commander intends to mass combat power to accomplish the mission according to the higher commander's intent. The minimum requirements for commander's guidance are located on page and B-5, FM 5-0.

Specific courses of action to consider or not to consider, both friendly and enemy, and priority for addressing them:

The Decisive Operation- a way for the commander to guide the staff's planning efforts and also a method to ensure CoAs are distinguishable:

Decisive Point(s)- point(s) where an enemy weakness allows maximum combat power to be applied, leading to mission accomplishment. Can be a location on ground, a time, or an event:

Potential Key Decisions:

Commander's CCIR

Priority Intelligence Requirements (PIR) – information about the Enemy:

Friendly Forces Info Requirements (FFIR)- Info about capabilities and status of us and/or adjacent units:

Essential Elements of Friendly Info (EEFI)- Information that friendly forces need to protect from the enemy:

Reconnaissance and Security Guidance:

Guidance for Fire Support

Mobility, Countermobility, and Survivability Guidance:

Priorities for other WFF/Additional Considerations for Staff:

Security Measures to be Implemented:

Risk Guidance (where the Commander is willing or unwilling to accept tactical risk):

COURSE OF ACTION STATEMENT TEMPLATE

Course of Action Statement

Purpose of Operation:

Decisive Point:

Why is it Decisive?

Risk to Force:

Risk to Mission:

We will accomplish this by conducting a (form of maneuver) _____

This mission will be conducted in ____ phases.

The Decisive Operation is in _____.

The Decisive Point is in _____.

Task and Purpose by Unit:

Decisive Operation:

T:

P:

SO1:

T:

P:

SO2:

T:

P:

SO3:

T:

P:

SO4:

T:

P:

Endstate:

Terrain:

Enemy:

Friendly Forces:

Civilians:

Phase	PHI:	PHII:	PHIII:	PHIV:
Starts with				
Ends with				
Critical Events in Phase and who is tasked with them				
Conditions to move to next phase				
Decision Points				

WfF	Purpose and Priority by Phase			
	PHI	PHII	PHIII	PH IV
Fires				
Information Collection				
Protection				
Sustainment				
Non-Lethal				

Recon & Security Guidance by Phase				
CAV SQDN				

Mission Command: TOC/TAC Transition Plan				
	PHI	PHII	PHIII	PHIV
TOC (what functions does the TOC own each phase)				
TAC (what functions does the TAC own each PH)				

CONTACT

Web:

For access to Bronco Team coaching, teaching, and leader development products, as well as recommended staff planning and execution tools, visit the Bronco Team site on AKO:

<https://www.ako1.us.army.mil/suite/files/50747441>

Phone:

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760-380-4673

Wrangler Team, NTC Leader's Training Program (LTP):

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